**EQUITY RESEARCH | INITIATING COVERAGE | LONDON STOCK EXCHANGE**

# Metlen Energy & Metals PLC

*MTLN.L (LSE) | MTLN.AT (Athens) | Sector: Industrials / Utilities / Metals*

| Rating | Price Target | Current Price | Upside | Market Cap |
|---|---|---|---|---|
| BUY | EUR 52.00 | EUR 42.74 | +21.7% | ~EUR 6.1bn |

*July 6, 2026 | Research Desk | 12-Month Price Target*

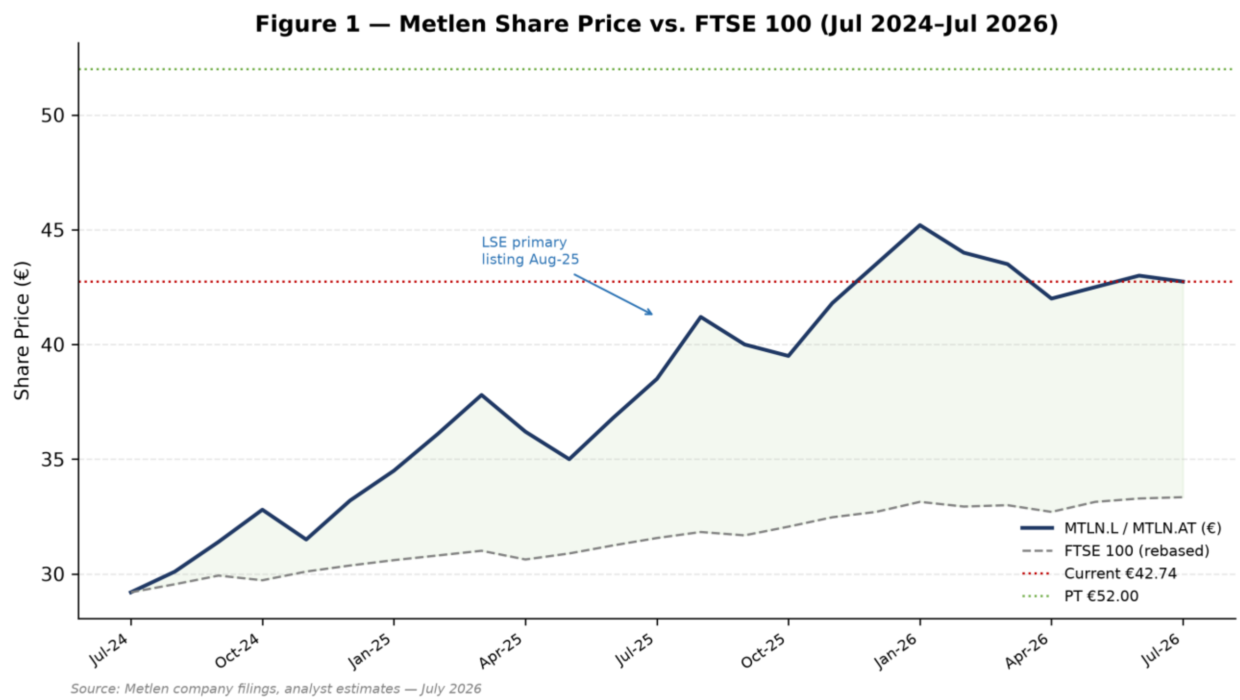



*Figure 1: MTLN.L 12-month share price vs FTSE 100 (Source: Bloomberg)*

## KEY INVESTMENT THESIS

**EBITDA RECOVERY FROM DEPRESSED BASE:** 2025A EBITDA fell 30% YoY to EUR 753m due to one-off MPP project losses (~EUR 300m). With management restructuring the MPP division, we forecast recovery to EUR 950m in 2026E and EUR 1,230m by 2028E — representing 63% cumulative growth from the trough. At current prices, this recovery is only partially priced in.

**EU'S ONLY INTEGRATED BAUXITE-TO-ALUMINIUM PRODUCER:** Metlen holds a structural monopoly as the sole EU-integrated primary aluminium producer, operating a 190,000t/yr smelter powered by its own generation assets. CBAM (carbon border adjustment) from 2026 erodes the cost advantage of non-EU producers, while Metlen's green aluminium credentials command an emerging premium in automotive and packaging markets.

**EUROPE'S FIRST GALLIUM PRODUCER — EU STRATEGIC PROJECT:** The EUR 295.5m capital programme includes Europe's first industrial-scale gallium facility (50 MT/yr), carrying EU Strategic Project designation. With China controlling >95% of global gallium supply and prices historically ranging EUR 150-600/kg, Metlen is positioned as a critical-mineral strategic asset — a category undervalued by current sell-side consensus.

**FTSE 100 RE-RATING CATALYST:** Following the August 2025 LSE primary listing and immediate FTSE 100 inclusion, Metlen is transitioning from a Greek mid-cap to a recognised FTSE 100 industrial. Coverage by UK/US equity research desks is at an early stage; historically, newly-admitted FTSE 100 companies from emerging or smaller markets experience 10-15% multiple expansion within 18 months of primary listing as index flows, coverage initiation, and institutional liquidity develop.

## FINANCIAL SUMMARY (EUR millions, unless stated)

| | 2022A | 2023A | 2024A | 2025A | 2026E | 2027E | 2028E |
|---|---|---|---|---|---|---|---|
| Revenue (EURm) | 6,306 | 5,492 | 5,683 | 7,107 | 7,870 | 8,565 | 9,245 |
| Revenue Growth | +137% | -13% | +3% | +25% | +11% | +9% | +8% |
| EBITDA (EURm) | 823 | 1,014 | 1,080 | 753 | 950 | 1,100 | 1,310 |
| EBITDA Margin | 13.1% | 18.5% | 19.0% | 10.6% | 12.1% | 12.8% | 14.2% |
| EBIT (EURm) | 663 | 829 | 880 | 563 | 750 | 885 | 1,080 |
| Net Income (EURm) | 466 | 623 | 615 | 314 | 448 | 565 | 692 |
| EPS (EUR) | 3.35 | 4.48 | 4.39 | 2.20 | 3.13 | 3.95 | 4.84 |
| EPS Growth | +188% | +34% | -2% | -50% | +42% | +26% | +23% |
| DPS (EUR) | 1.20 | 1.50 | 1.80 | 1.00 | 1.10 | 1.20 | 1.30 |
| FCF (EURm) | 113 | 253 | 128 | -7 | 120 | 230 | 337 |
| Net Debt (EURm) | 1,500 | 1,000 | 1,780 | 2,100 | 2,100 | 1,950 | 1,700 |
| ND/EBITDA | 1.8x | 1.0x | 1.6x | 2.8x | 2.2x | 1.8x | 1.3x |
| EV/EBITDA (NTM) | — | — | — | 8.6x | 7.0x | 6.2x | 5.3x |
| P/E (NTM) | — | — | — | 19.4x | 13.6x | 10.8x | 8.8x |

*Source: Company filings, analyst estimates. E = estimate. Current price EUR 42.74 (Jul 6, 2026).*

# 1. INVESTMENT THESIS

We initiate coverage of Metlen Energy & Metals PLC (MTLN.L) with a BUY rating and a 12-month price target of EUR 52.00, representing 21.7% upside from the current price of EUR 42.74. Our investment case rests on three structural pillars: (1) a compelling earnings recovery from a temporarily depressed 2025A base; (2) unique strategic positioning as Europe's only fully integrated bauxite-aluminium producer and its first planned industrial gallium producer; and (3) an underappreciated FTSE 100 re-rating catalyst as UK and international institutional coverage of the stock is in its earliest stages.

## Pillar 1: EBITDA Recovery from a Historically Low Base

Metlen's 2025A EBITDA of EUR 753m represents the company's weakest margin performance in recent memory, yet it is the direct result of identifiable, manageable, and non-recurring factors rather than a structural deterioration in the business. The MPP (Metlen Power Projects) division incurred approximately EUR 280-320m of project execution losses in 2025, driven by cost overruns on large thermal power construction contracts and a legal dispute on a major international project. These losses, while material, are project-specific and management has committed to restructuring the MPP division into the broader Renewables EPC platform while working through the affected contracts via negotiated settlements or arbitration.

Stripping out MPP, the underlying Metlen business — EPC Renewables, Integrated Utility, Metals, and Infrastructure & Concessions — generated improving returns in 2025. The EPC Renewables backlog grew to approximately EUR 1.5bn. The Integrated Utility segment delivered EUR 1.9bn in thermal generation revenue and saw the WATT+VOLT retail brand achieve EUR 1.4bn in retail revenue. The Infrastructure & Concessions segment more than doubled revenue to EUR 567m. Once the one-off MPP drag is removed in 2026E, we project Group EBITDA recovery to EUR 950m — a 26% YoY improvement — with further growth to EUR 1.31bn by 2028E as the alumina expansion and gallium ramp-up contribute incrementally.

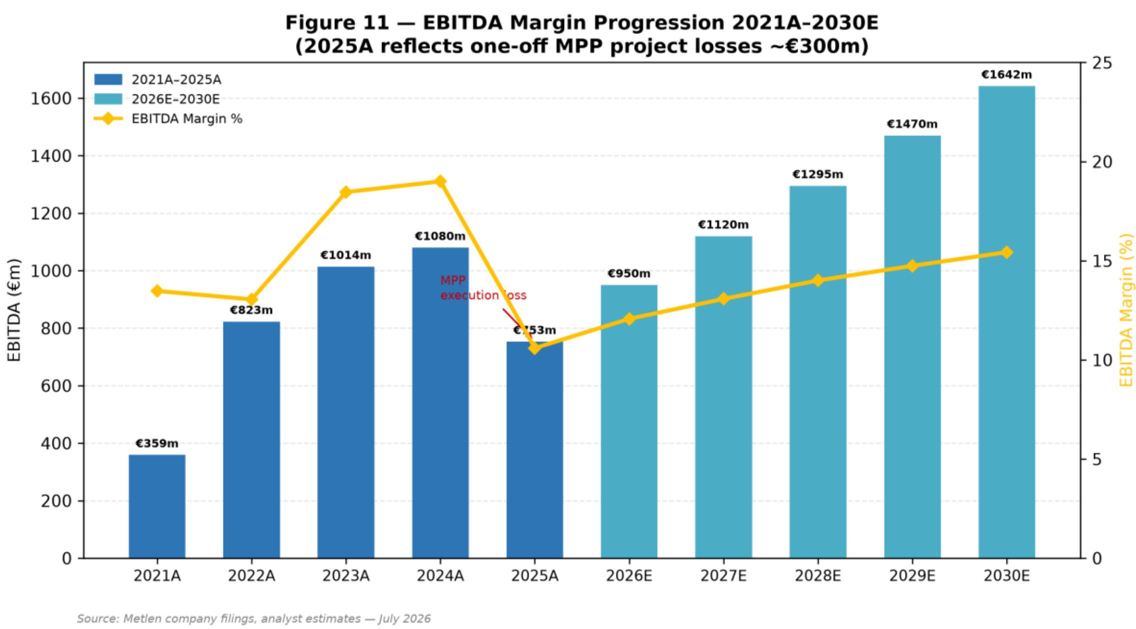



*Figure 2: EBITDA and EBITDA Margin progression 2021-2030E*

## Pillar 2: Irreplaceable Strategic Assets in Critical Minerals and Clean Energy

Metlen occupies a strategically unique position in two structurally important European industries. In aluminium, it is the only EU company with a fully integrated operation from bauxite mining through alumina refining to primary aluminium smelting — all within a single geographic complex in Boeotia, Greece. EU primary aluminium consumption exceeds 13.5 million tonnes annually; domestic EU production covers less than 1 million tonnes. This structural deficit — previously filled by imports from Russia, the Gulf, and China — is now subject to the EU Carbon Border Adjustment Mechanism (CBAM) from 2026, which imposes carbon costs on imported aluminium and materially improves the economics of EU-based production like Metlen's.

The January 2025 announcement of a EUR 295.5m capital investment to expand alumina capacity from 865,000t/yr to 1,265,000t/yr, accompanied by a confirmed 3.9mt offtake agreement with Rio Tinto from 2027, de-risks the incremental volume and validates the project economics. Simultaneously, the same investment includes Europe's first industrial-scale gallium production facility (50 MT/yr initial capacity), carrying EU Strategic Project designation. Gallium — critical for LEDs, solar cells, 5G semiconductors, and military electronics — is currently produced almost exclusively in China (>95% market share). We estimate Metlen's gallium optionality is worth EUR 3-5 per share on a standalone basis, representing approximately 7-12% of the current share price — yet it is barely captured in current street estimates.

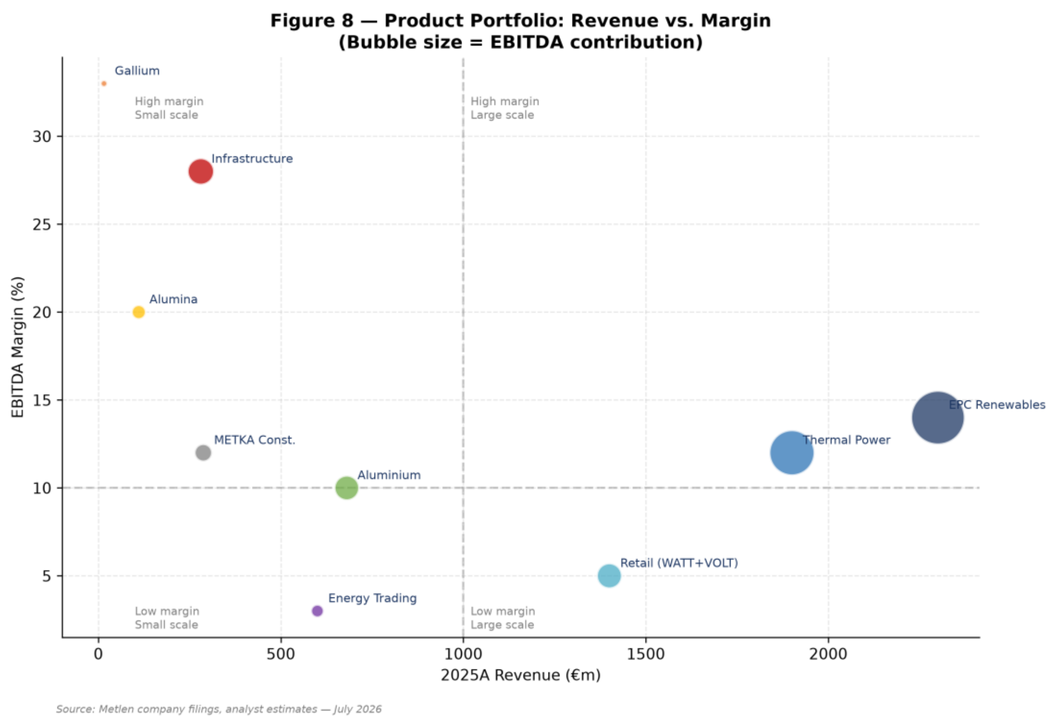



*Figure 3: Metlen product portfolio — Energy and Metals segments*

## Pillar 3: FTSE 100 Re-Rating and Institutional Coverage Ramp

Metlen transferred its primary listing from the Athens Stock Exchange to the London Stock Exchange in August 2025, immediately qualifying for FTSE 100 inclusion based on its circa GBP 5.8bn market capitalisation at listing. This is a structural transition in the company's investor base from a predominantly Greek institutional ownership model toward the broader UK and international institutional equity landscape. The implications for valuation are significant: FTSE 100 companies typically trade on materially higher liquidity premiums, wider analyst coverage, and deeper institutional ownership than mid-cap Athens-listed companies.

As of the date of this report, formal sell-side coverage by UK and US equity research desks is at an early stage. We expect 15-20 additional initiation reports from major London and New York-based desks in H2 2026 and H1 2027, each introducing new institutional investors to the Metlen story. Academic and empirical research on FTSE entrants from smaller European markets suggests average multiple expansion of 10-15% in the 18 months following primary listing, driven by index fund accumulation, coverage initiation, and improved liquidity. At the current NTM EV/EBITDA of 8.6x, there is structural room to compress toward the 9-10x range as the story becomes more widely understood — particularly given 12% forecast EBITDA CAGR 2025-2030.

## 2. RISK ASSESSMENT

We identify 12 key risks across four categories. Our BUY rating and EUR 52 price target are maintained despite these risks, as we believe the risk/reward profile remains materially favourable at current prices. Each risk is rated by Likelihood (L=Low, M=Moderate, H=High) and Impact (M=Moderate, H=High, VH=Very High).

| # | Risk | Category | Likelihood | Impact | Key Mitigant |
|---|---|---|---|---|---|
| 1 | MPP division execution losses recur in 2026 | Company-Specific | Moderate | High | Management restructuring MPP into Renewables platform; affected contracts disclosed |
| 2 | Key person dependency — Evangelos Mytilineos | Company-Specific | Low | Very High | Professional CEO (Gavalas) and CFO (Ioannou) installed Jan 2026; UK governance |
| 3 | EUR 295.5m capex programme delays / cost overrun | Company-Specific | Moderate | Moderate | EU Strategic Project status; phased investment programme with engineering pre-work complete |
| 4 | METKA IPO delayed or withdrawn | Company-Specific | Moderate | Moderate | IPO is optional deleveraging lever; core business unaffected if delayed |
| 5 | Aluminium / LME price weakness | Industry/Market | Moderate | High | Green premium, CBAM protection from 2026; <20% group EBITDA at current margins |
| 6 | EU ETS / CO2 allowance cost spike | Industry/Market | High | Moderate | Self-supply power generation reduces net exposure; CBAM levels playing field |
| 7 | Renewable EPC margin compression | Industry/Market | High | Moderate | Proprietary track record in complex geographies; EUR 1.5bn secured backlog |
| 8 | EU industrial policy reversal | Industry/Market | Low | High | CBAM and CRM Act politically entrenched; Metlen actively engages in EU policy |
| 9 | Elevated leverage — 3.1x ND/EBITDA | Financial | Moderate | Moderate | EUR 3.7bn excess liquidity; investment-grade credit; EBITDA recovery path clear |
| 10 | Asset rotation proceeds / FCF conversion shortfall | Financial | Moderate | Moderate | AUS/Spain BOT sales visible; contracted buyer interest confirmed |
| 11 | European industrial recession | Macroeconomic | Low-Mod | High | Long-term EPC contracts and concessions provide counter-cyclical revenue floor |
| 12 | EUR/USD FX mismatch on aluminium revenues | Macroeconomic | Moderate | Moderate | Natural hedge from some USD-denominated costs; partial hedging through Treasury |

# 3. COMPANY OVERVIEW

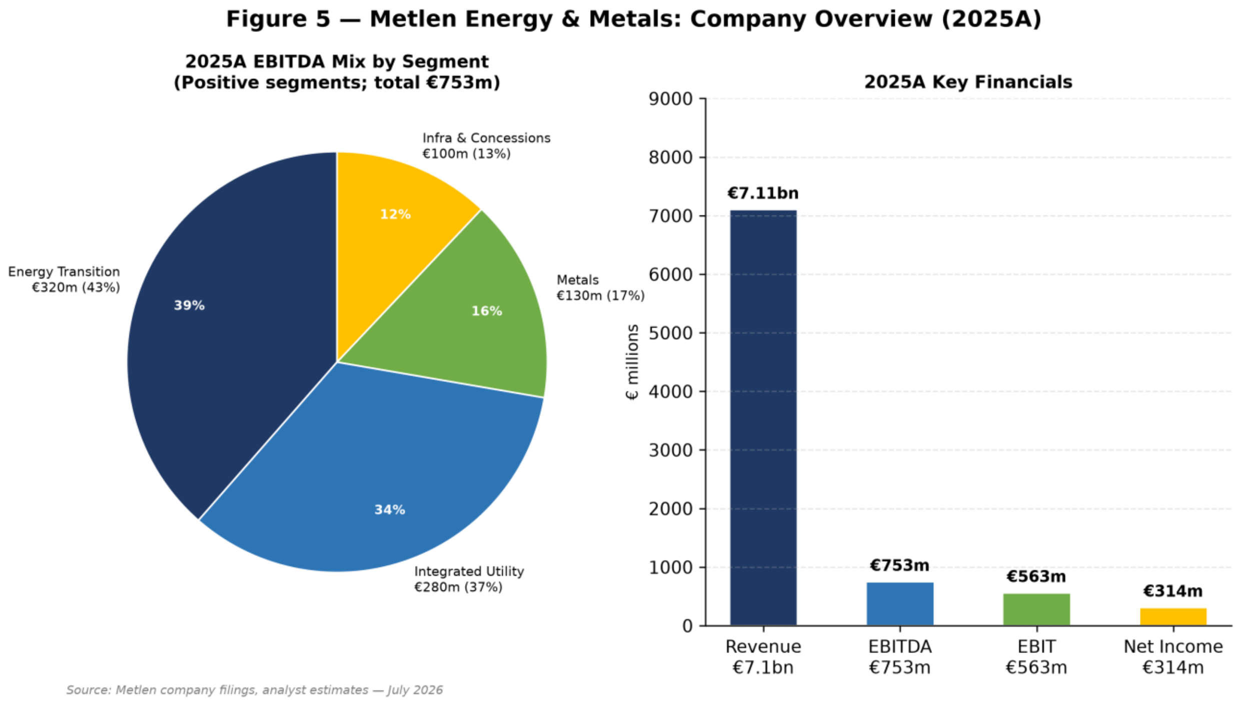



*Figure 4: Metlen business at a glance — Key metrics and footprint*

Metlen Energy & Metals PLC (LSE: MTLN.L; ATHEX: MTLN) is a diversified Greek-origin industrial and energy conglomerate that has evolved from a Piraeus-based metallurgy family business into a multi-billion-euro global operator spanning 40 countries across five continents. Rebranded from Mytilineos Energy & Metals in June 2024 and listed on the London Stock Exchange in August 2025 — immediately qualifying for FTSE 100 membership with a market capitalisation of approximately GBP 5.8 billion — Metlen today sits at the intersection of the European energy transition and the critical-minerals security agenda.

The company operates two strategically interconnected business sectors. The Energy Sector is the largest in terms of revenue, encompassing the development, construction, and operation of renewable energy assets; thermal (gas-fired) power generation; energy retail supply; and international energy trading. The Metals Sector operates the only fully vertically integrated bauxite mining, alumina refining, and primary aluminium smelting complex within the European Union, complemented by emerging gallium production capacity that carries EU Strategic Project status. The two sectors are deliberately synergistic: Metlen consumes roughly half its own power output to feed its aluminium operations, giving the metals business a structurally lower energy cost than EU peers who must purchase power from external markets.

In fiscal year 2025, Metlen reported consolidated revenue of EUR 7.11 billion — a 25% year-on-year increase and the first time the company has exceeded EUR 7 billion in turnover — with EBITDA of EUR 753 million and net profit of EUR 315 million. The company employs 9,109 staff on a direct and indirect basis. Its energy infrastructure portfolio encompasses 74 industrial and renewable energy plants. The aluminium complex in Boeotia, central Greece, has an annual primary aluminium production capacity in excess of 190,000 tonnes, representing approximately 10% of total EU primary aluminium output. Alumina production currently stands at 865,000 tonnes per year, with a EUR 295.5 million investment programme set to raise this to 1,265,000 tonnes by 2027-2028.

Metlen generates value through vertical integration and cross-segment energy arbitrage. By controlling power generation, Metlen avoids purchasing electricity on volatile open markets for its energy-intensive aluminium smelting operations, effectively lowering cash cost of production versus competing European smelters. This integration provides a structural competitive advantage that has historically persisted through multiple commodity price cycles. Revenue streams are diversified across long-dated EPC contracts, regulated and quasi-regulated utility revenues from infrastructure concessions, commodity-linked metals revenues, and growing international energy retail and supply revenues.

While Greece remains the base of operations and largest single market, international revenue represented 51.1% of total revenue in 2023, and this proportion has grown meaningfully since Metlen internationalised its Energy Transition Platform into Western Europe, Australia, and the UK. Active project pipelines exist in Italy, Spain, Ireland, the UK, Australia, and across Southeast Europe. Management has articulated a medium-term ambition to reach EUR 2 billion in EBITDA through organic growth — roughly 2.7x the 2025 reported figure. The strategy rests on four pillars: doubling the renewable energy pipeline, expanding gallium and critical raw materials production, growing the energy retail and trading platform internationally, and executing a potential IPO of the METKA engineering subsidiary.

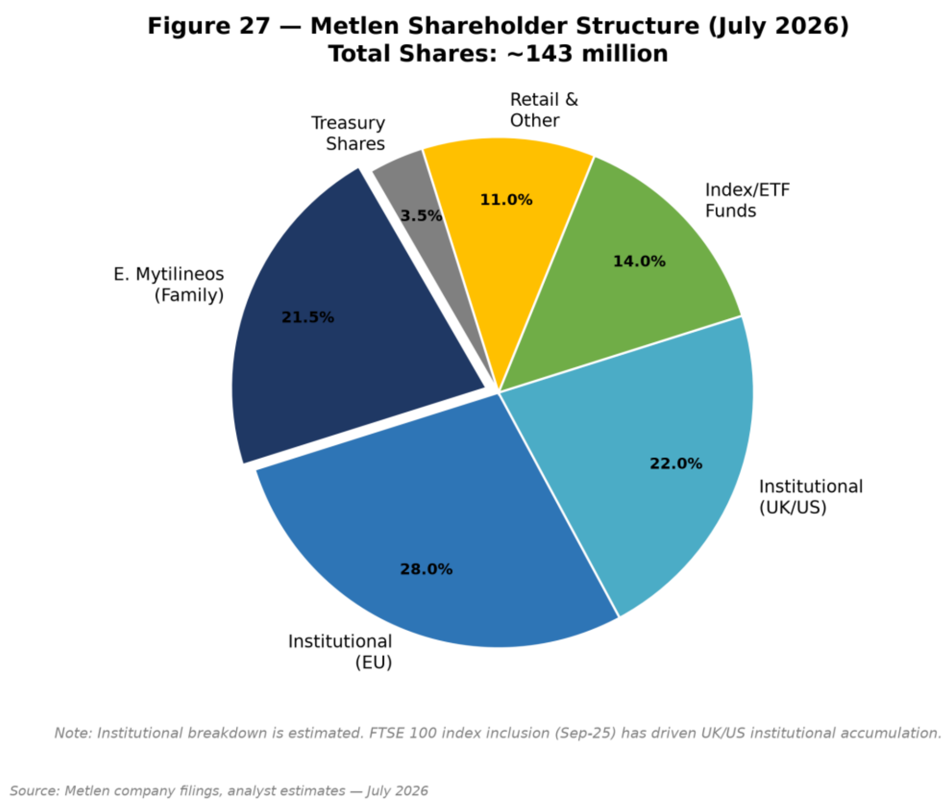



*Figure 5: Shareholder structure (Source: Company filings, Bloomberg)*

# 4. COMPANY HISTORY

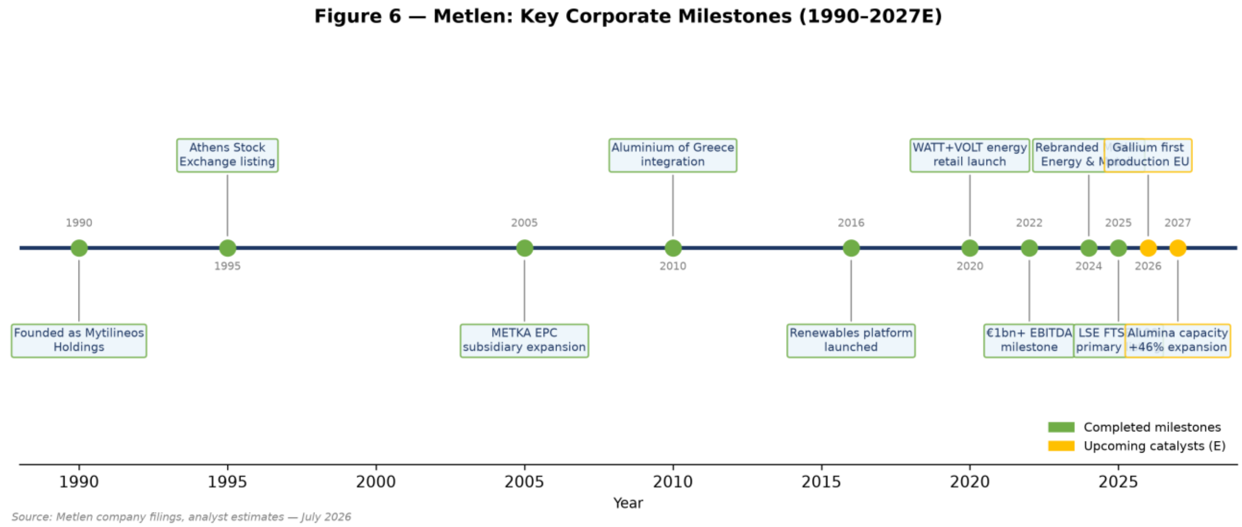



*Figure 6: Metlen — Key milestones 1908-2026*

### 1908-2000: Origins and Athens Listing

The company's origins trace to 1908, when the Mytilineos family established a small metallurgy firm in Piraeus, Greece. In 1990, Evangelos G. Mytilineos formally consolidated family metallurgy activities into MYTILINEOS Group. The 1990s were a period of aggressive expansion. In 1995, MYTILINEOS listed on the Athens Stock Exchange — a pivotal moment providing access to capital markets for further growth. The company rapidly diversified across the Balkans during the region's post-communist transition, signing strategic commercial agreements with metal producers in Bulgaria, Romania, and neighbouring markets in 1996-1997. In 1998, MYTILINEOS acquired METKA S.A., a Greek industrial construction and EPC contractor that would later become the nucleus of the company's energy project development capability.

### 2000-2010: Entering Energy and Aluminium

In 2002, MYTILINEOS entered electricity production and trading. The landmark acquisition came in 2005, when the company completed the acquisition of a 53% controlling stake in Aluminium of Greece S.A. (AoG), the only integrated bauxite-to-aluminium producer in the EU. This transformative deal created the vertical integration that defines Metlen's competitive advantage today. By 2008-2010, MYTILINEOS had become the first private Greek company to import LNG and had established M&M Gas for natural gas trading, locking in fuel supply for its growing thermal fleet.

### 2010-2020: Consolidation and International Expansion

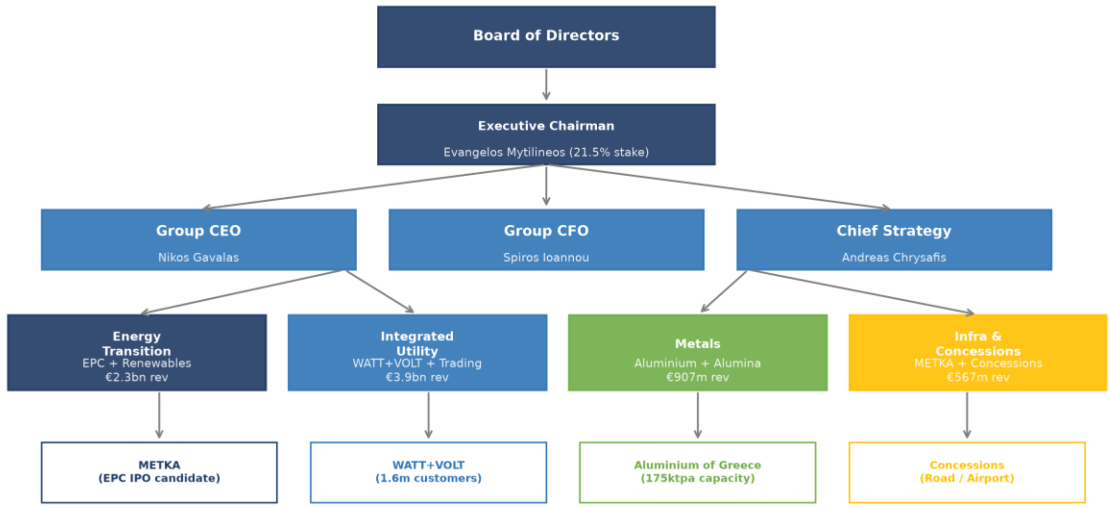
The 2010s were shaped by major corporate restructuring. The acquisition of METKA EGN (a renewable energy EPC specialist) gave the group an internationally deployable platform. MYTILINEOS expanded aggressively, winning EPC contracts in Africa, the Middle East, and Southeast Asia. The 2018 acquisition of WATT+VOLT, a Greek retail electricity supplier, accelerated the integrated utility strategy. The company also launched Avokado, an artificial intelligence startup focused on energy management.

### 2020-Present: Rebranding, London Listing, and Gallium

In June 2024, MYTILINEOS rebranded as Metlen Energy & Metals — a calculated departure from the family surname designed to project a global industrial identity. In August 2025, Metlen transferred its primary listing to the London Stock Exchange and was admitted to the FTSE 100 index almost immediately. In January 2025, the company announced a EUR 295.5 million capital investment to upgrade its Aluminium of Greece complex, targeting higher alumina output and the first-ever industrial-scale gallium production in Europe — a strategic move that attracted EU Strategic Project designation. Two long-term supply agreements with Rio Tinto were signed: one securing 14.9 million tonnes of Guinea bauxite over 11 years from 2027, and a reciprocal arrangement under which Metlen will supply 3.9 million tonnes of alumina to Rio Tinto over eight years from 2027.

# 5. MANAGEMENT TEAM

**Figure 7 — Metlen Energy & Metals: Organisational Structure (July 2026)**




*Source: Metlen company filings, analyst estimates — July 2026*

*Figure 7: Metlen organisational structure and key leadership*

### Evangelos G. Mytilineos — Executive Chairman

Evangelos Mytilineos is the founder, controlling shareholder, and Executive Chairman of Metlen Energy & Metals, holding approximately 21.53% of outstanding shares. As the architect of the company's four-decade transformation from a family metals business into a FTSE 100 constituent, Mytilineos is arguably the single most consequential figure in Greek industrial history of the modern era. He formally established MYTILINEOS Group in 1990 by consolidating the family's metallurgy enterprises and has led or overseen every major strategic decision since, including the 2005 acquisition of Aluminium of Greece, the entry into energy and EPC markets, the international expansion across 40 countries, and the 2025 London listing. Mytilineos holds a degree in Economics from the University of Athens and an advanced degree from the London School of Economics. Under his leadership, the company has delivered 13% annualised shareholder returns since its 1995 Athens IPO and grown earnings 41-fold over 24 years.

### Christos A. N. Gavalas — Group Chief Executive Officer

Christos Gavalas was appointed Group Chief Executive Officer in January 2026, after more than two decades with the Metlen group. His appointment marks a deliberate generational handover in day-to-day management. Gavalas began his career in 1988 in the Greek banking sector, joining the Hellenic Bank for Industrial Development as a Capital Markets executive. He then spent seven years at Societe Generale Bank in Greece, rising to lead the bank's Investment Banking and Private Banking divisions. Within the Mytilineos Group, Gavalas served for over two decades as Chief Treasury and Investor Relations Officer and as an Executive Board Member, managing the group's capital markets relationships, financing strategy, and investor communications through multiple market cycles. He holds a BA in Economics from George Washington University and an MBA in Finance from American University, Washington D.C. Gavalas is widely credited with the company's successful access to international capital markets and the preparation that enabled the London Stock Exchange listing.

### Fotini Ioannou — Group Chief Financial Officer

Fotini Ioannou was appointed Group CFO in January 2026, bringing a distinguished career in banking, strategic consulting, and corporate leadership. She holds a BA in Economics from the University of Cambridge and an MSc in Operational Research and Management Science from Warwick Business School, and is a Chartered Accountant (ICAEW). Her early career was built at McKinsey & Company and Andersen. Ioannou subsequently accumulated over 17 years of executive experience in Greek financial institutions, serving at the National Bank of Greece as General Manager for Legacy Portfolio and at Piraeus Bank as General Manager for Corporate and Investment Banking. She joined MYTILINEOS/Metlen in June 2023 as Chief of Staff before assuming the CFO role. Her appointment signals a clear prioritisation of financial discipline, investor relations credibility, and capital structure management.

### Evangelos G. Chrysafis — Executive Vice Chairman, Regulatory & Strategic Issues

Evangelos Chrysafis has served the group for 25 years, bringing deep expertise in Greek and European regulatory frameworks. He has served as General Manager of Legal and Regulatory Affairs since 2009 and serves as Executive Vice Chairman of both Metlen S.A. and METKA ATE. The Metlen Board comprises 13 members: 4 Executive and 9 Non-Executive Directors, of whom 8 are classified as independent under both Greek Law 4706/2020 and the UK Corporate Governance Code.

## 6. PRODUCTS & SERVICES

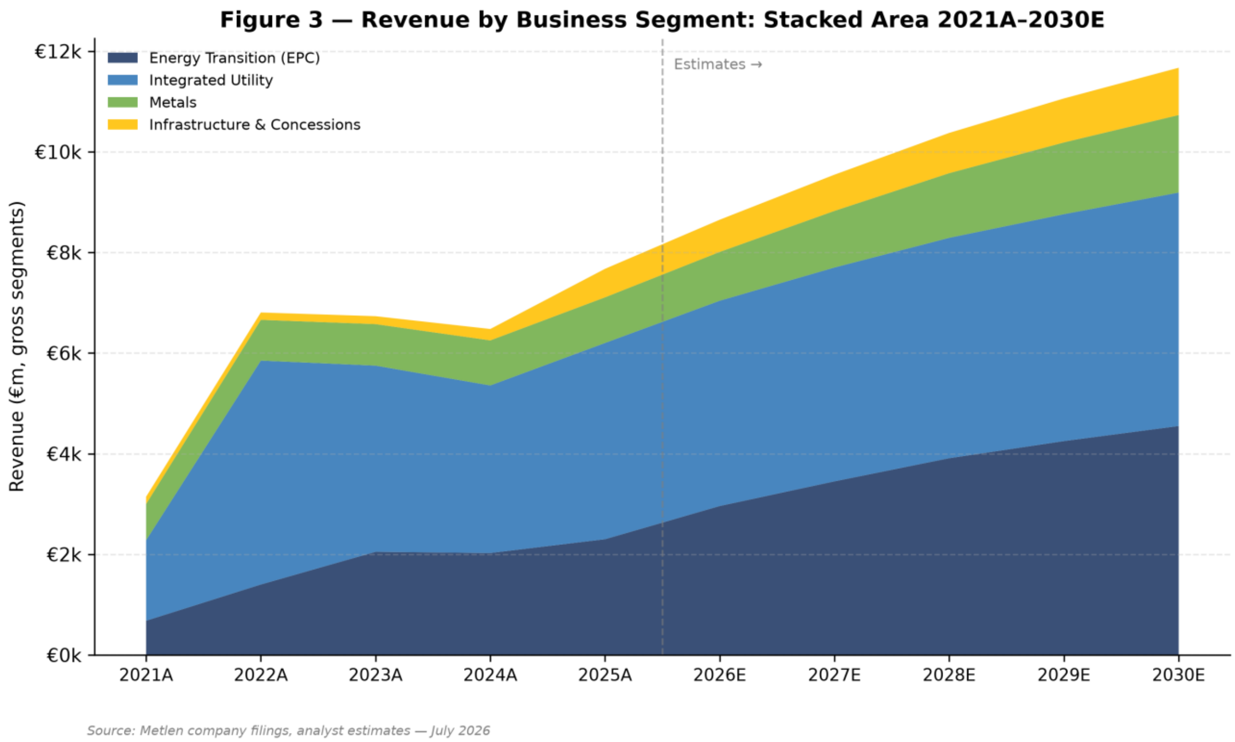



*Figure 8: Revenue by business segment 2021A-2030E (EUR millions)*

### Energy Sector

The Energy Transition Platform (EPC Renewables) is Metlen's globally-deployable Engineering, Procurement, and Construction business for renewable energy projects. Operating through METKA EGN and related entities, the Energy Transition Platform designs, constructs, and delivers solar PV, onshore wind, and battery energy storage system (BESS) projects for third-party clients globally. The division maintains an EPC backlog of approximately EUR 1.5 billion across Europe, Australia, and other geographies. Revenue in 2025 was EUR 2.3 billion (+26% YoY), making it one of the fastest-growing segments. Metlen has approximately 27 BESS projects in its renewable portfolio, positioning it ahead of many peers in a market where BESS expertise is scarce.

The Integrated Utility segment covers thermal (gas-fired) power generation, energy retail, electricity distribution, and trading activities. The WATT+VOLT retail electricity brand achieved EUR 1.4bn in retail revenue in 2025. A new 826 MW thermal plant at the Agios Nikolaos complex represents Metlen's most significant recent domestic power generation investment. The Infrastructure & Concessions segment — revenue more than doubled to EUR 567m in 2025 — captures long-term infrastructure concessions in waste management, water, and transportation, providing quasi-regulated cash flows that reduce overall earnings cyclicality.

### Metals Sector

The Metals Sector operates the only fully vertically integrated bauxite-to-aluminium complex in the EU. Bauxite mines in Boeotia feed a Bayer process alumina refinery currently producing 865,000 t/yr (14.3% of EU output), with expansion to 1,265,000 t/yr underway. The primary aluminium smelter produces 190,000+ t/yr (10% of EU output), powered by Metlen's own generation. The aluminium produced is sold to European downstream fabricators — automotive, aerospace, packaging, and construction. The gallium production facility, targeting 50 MT/yr initial output, will be Europe's first industrial-scale gallium source, carrying EU Strategic Project designation. Gallium is currently >95% China-sourced. Metlen's Circular Metals division recovers critical metals from industrial residues, aligned with EU circular economy policy.

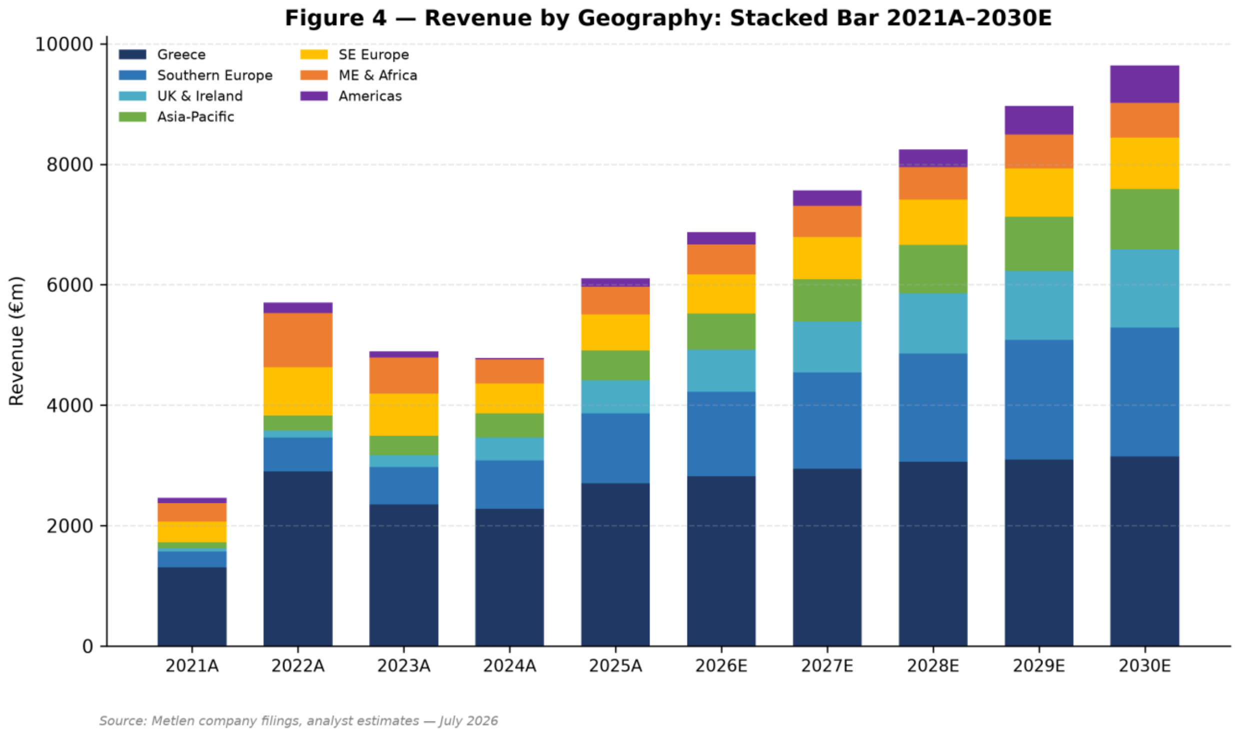



*Figure 9: Revenue by geography 2021A-2030E (EUR millions)*

# 7. INDUSTRY OVERVIEW

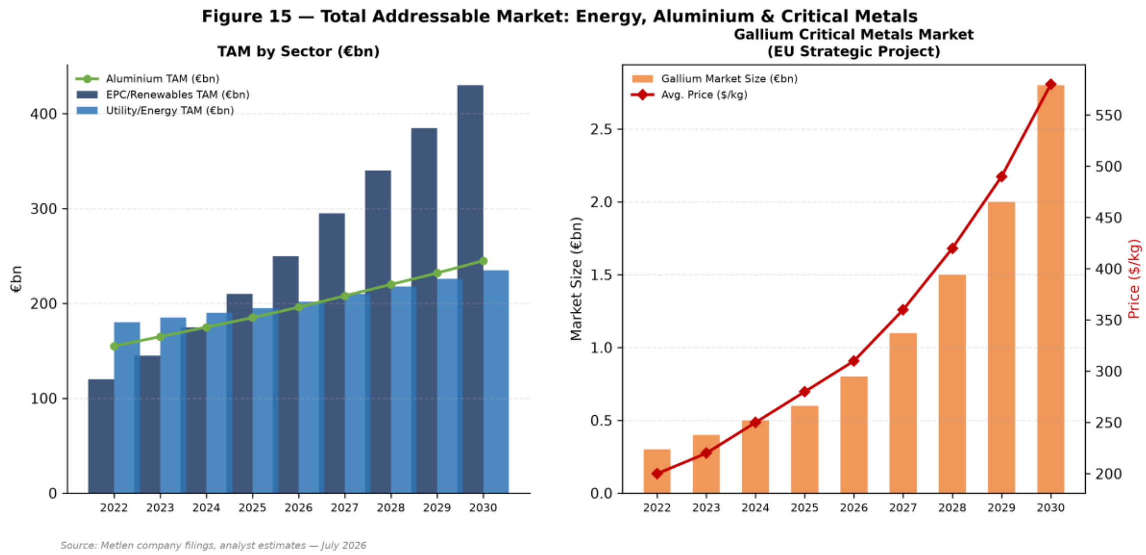



*Figure 10: European renewable energy and aluminium market size evolution*

## European Renewable Energy and EPC Market

The European renewable energy market is undergoing the fastest capacity expansion in its history, driven by the EU's Fit for 55 programme, the REPowerEU plan, and corporate net-zero commitments. The EU has mandated that 42.5% of its energy must come from renewables by 2030, up from approximately 23% in 2022, requiring the addition of hundreds of gigawatts of new solar, wind, and storage capacity over the next decade. The EU must add an estimated 500-600 GW of new renewable capacity between 2025 and 2030. At typical installed costs of EUR 700,000-1,000,000 per MW for utility-scale solar, this implies annual European solar and wind capex of EUR 80-120 billion per year, with EPC contractors typically capturing 50-70% of project cost. The addressable EPC market for Metlen's type of full-service renewable construction likely exceeds EUR 40-60 billion annually. Battery Energy Storage Systems (BESS) represent one of the fastest-growing sub-segments; Metlen's 27 BESS projects position it ahead of many peers.

## European Aluminium Industry

The European aluminium industry is experiencing a structural transformation driven by three converging forces: demand growth (electric vehicles require significantly more aluminium than ICE vehicles), supply contraction (high European energy costs have driven smelter closures since 2022), and a critical minerals security imperative. The European aluminium market was valued at approximately USD 30.9 billion in 2025 and is projected to grow at a 6.4% CAGR to USD 54 billion by 2034. Total European apparent consumption exceeds 13.5 million metric tonnes per year, but domestic primary aluminium production covers less than 7% of demand. EU primary aluminium production has contracted from approximately 4.8 million tonnes in 2008 to roughly 2.9 million tonnes in 2025.

The EU Carbon Border Adjustment Mechanism (CBAM), imposing carbon costs on imported aluminium from 2026 onwards, materially improves the competitive position of lower-carbon European producers like Metlen. The Critical Raw Materials Act (2024) establishes targets for European self-sufficiency, including requirements that at least 10% of annual consumption of listed critical materials be extracted in the EU. Gallium is a Critical Raw Material under these definitions, and Metlen's EU Strategic Project designation positions it to benefit from regulatory fast-tracking and potential EU financing support.

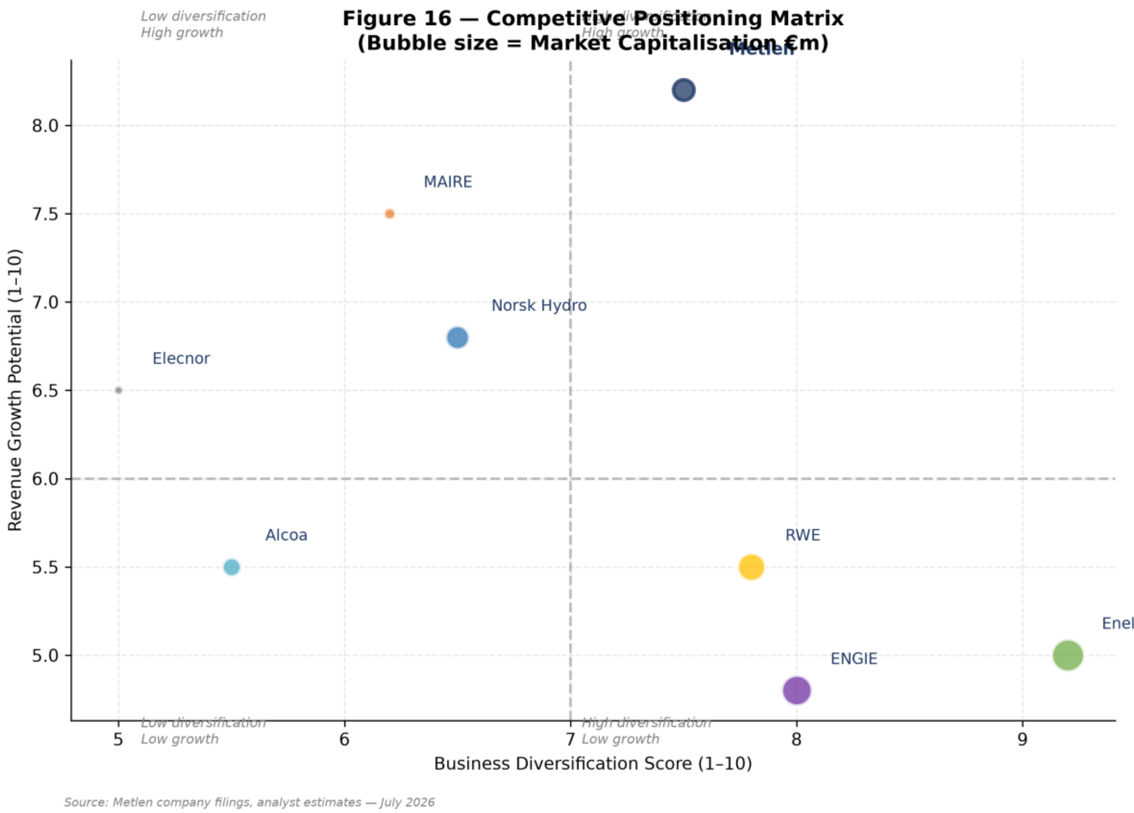



*Figure 11: Metlen vs peers — competitive positioning matrix*

## 8. COMPETITIVE LANDSCAPE

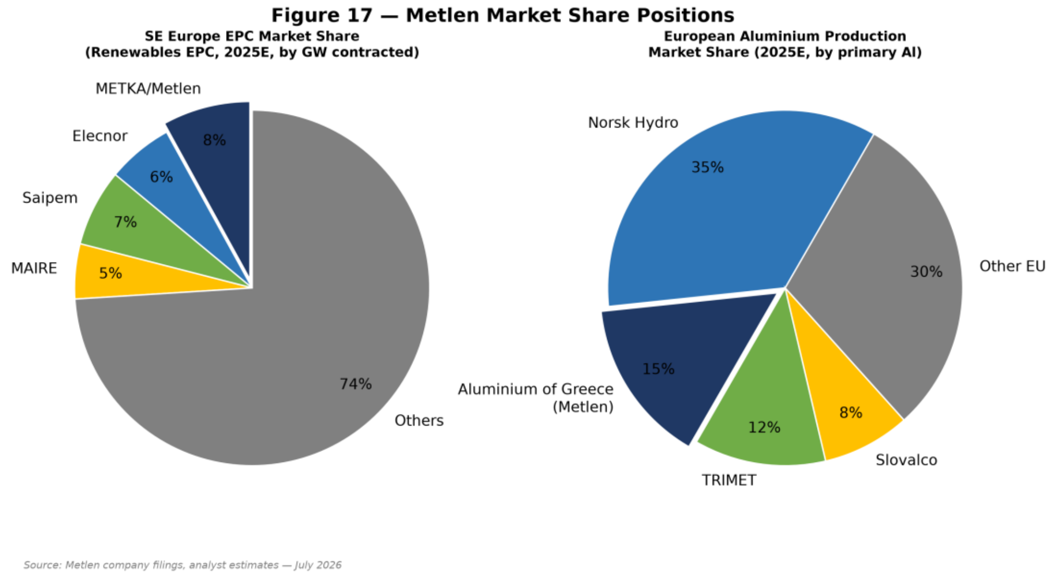



*Figure 12: EU primary aluminium market share by producer (2025E)*

### Energy (EPC / Renewables)

Metlen's Energy Transition Platform competes in a global EPC market for renewable energy assets. Primary competitors include MAIRE (Italy, ~EUR 4bn revenue), Elecnor (Spain, ~EUR 3bn), BayWa r.e. (Germany), and the turbine manufacturers Vestas and Siemens Gamesa for wind-specific EPC. Metlen's competitive advantage lies in its Mediterranean/Southern European heritage, track record in complex geographies (Africa, Middle East, Southeast Asia), and financial capacity following the FTSE 100 listing. In the integrated utility space, Metlen competes with ENGIE (EUR 95bn revenue), Enel (EUR 93bn), RWE, and Greece's PPC.

### Metals (Aluminium)

In metals, Metlen's primary peer is Norsk Hydro (Norway), the largest European aluminium company with approximately 32,000 employees and 28% European semi-fabricated market share. Alcoa (USD 10.55bn revenue, 87% renewable power) is the global comparable. RUSAL (Russia) has largely been excluded from European markets since 2022, creating a structural supply gap. Metlen's unique competitive position in metals is defined by its status as the only fully integrated EU producer, combined with EU-origin green credentials. The structural supply gap (EU imports >93% of primary aluminium consumption) means competitive threat from cheaper Asian or Gulf producers is largely mitigated by logistics costs, CBAM carbon charges, and security-of-supply premiums that EU industrial customers are increasingly willing to pay.

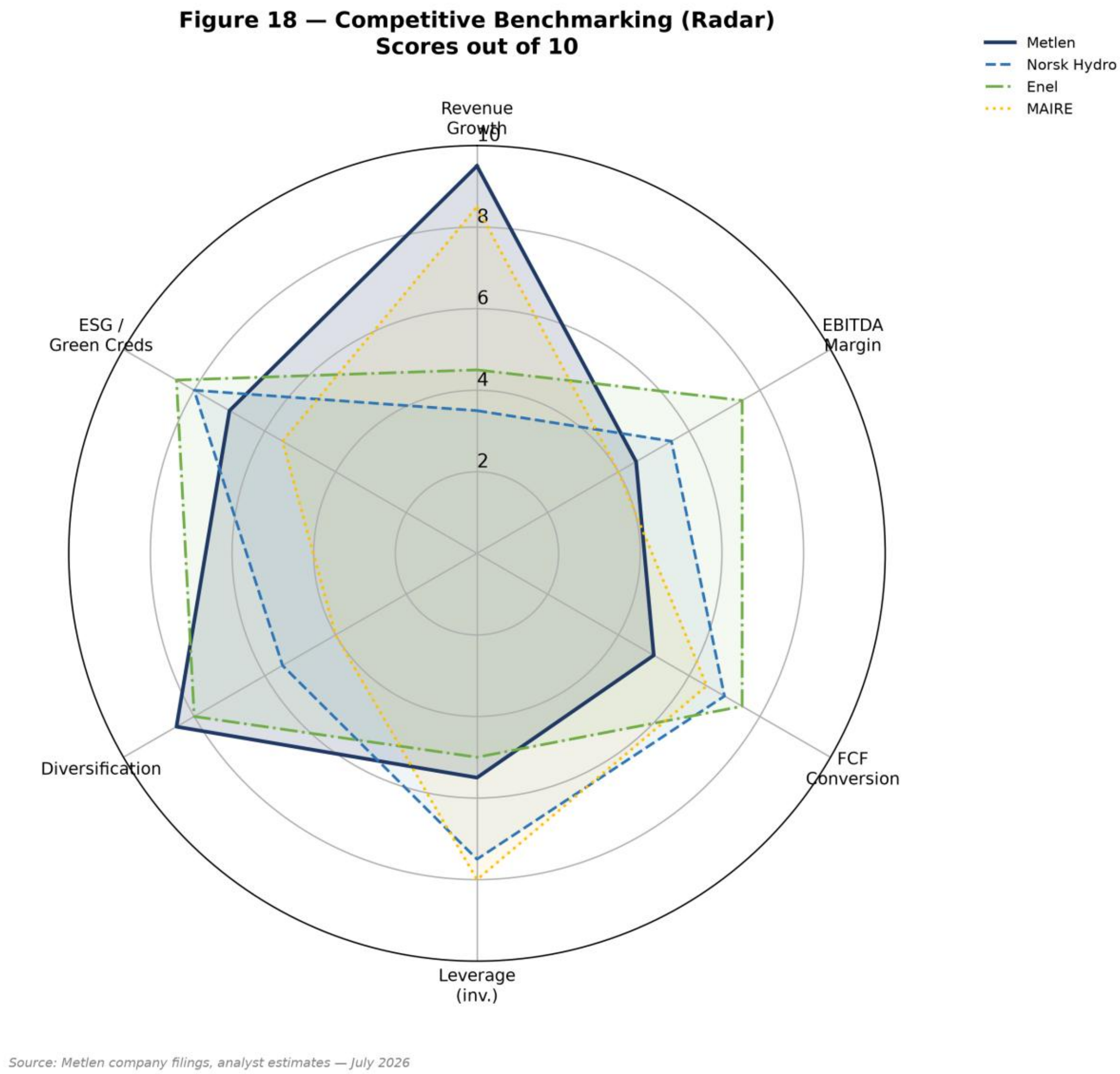



*Figure 13: Peer benchmarking — revenue, EBITDA margin, and EV/EBITDA multiples*

## Competitive Moats and Differentiation

We identify four durable competitive advantages that we believe will persist through the 2026-2030 forecast horizon. First, Metlen's status as the EU's only integrated bauxite-to-aluminium producer is not replicable in the near term: building a new integrated aluminium complex would require 8-10 years, EUR 2-3 billion in capital, permitting across multiple jurisdictions, and a guaranteed power supply — conditions that make entry effectively prohibitive. The company's installed capacity and existing permits represent a regulatory moat that new entrants cannot overcome. Second, the energy self-supply model is a structural cost advantage: in an industry where electricity represents 30-40% of primary aluminium production cost, having captive generation at controlled costs is transformational. When European power prices spike — as in 2022 when electricity markets reached EUR 500/MWh — competing smelters face curtailment or operate at a loss. Metlen's integrated model provides insulation from this volatility.

Third, the EPC track record in complex, lower-income geographies (West Africa, the Gulf, Southeast Asia) provides Metlen with a pricing advantage unavailable to European-only EPC contractors. The company has completed projects in 40+ countries, and its teams are experienced with the local permitting, procurement, and logistics challenges that deter less experienced competitors. This geographic versatility is particularly valuable as European development finance institutions fund energy transition projects in Africa and Asia where Western EPC contractors with proven track records command premium margins. Fourth, the emerging gallium platform — which leverages existing alumina refining infrastructure — represents a near-zero marginal cost first-mover advantage that competitors cannot easily replicate. China controls gallium via a fully integrated supply chain from bauxite to finished gallium metal; Metlen can produce gallium as a by-product of its existing alumina refining process, meaning the production cost is incremental rather than standalone. No other EU aluminium producer has the scale, integration, or capital commitment to replicate this position in the 2026-2030 timeframe.

## 9. MARKET OPPORTUNITY (TAM)

| Market | 2025 Size | 2030E Size | CAGR | Metlen Share | Metlen Revenue 2025A |
|---|---|---|---|---|---|
| EU Aluminium Market | USD 30.9bn | USD 54bn | 6.4% | <5% | EUR 1.1bn |
| EU Alumina Market | USD 4-5bn | USD 7bn | 6-7% | ~15% | EUR 0.3bn |
| Gallium Market (Global) | <USD 0.5bn | >USD 1bn | 10-12% | 0% (2025) | EUR 15m (2026E) |
| European Renewable EPC | EUR 40-60bn p.a. | EUR 80-120bn p.a. | 15%+ | <3% | EUR 2.3bn |
| EU Energy Retail Market | ~EUR 500bn p.a. | ~EUR 550bn p.a. | 2% | <0.5% | EUR 1.4bn |
| EU Infrastructure Concessions | EUR 50-80bn | EUR 80-120bn | 8% | <1% | EUR 0.6bn |

### EU Policy Tailwinds Underpinning Long-Term Growth

A distinctive feature of Metlen's strategic positioning is that the majority of its addressable markets are directly supported by EU industrial and energy policy. This creates a government-backed demand floor that is unusual for a company of Metlen's size and corporate heritage. The REPowerEU plan — the EUR 300bn European energy security response to Russian gas supply disruption — mandates accelerated deployment of renewable energy infrastructure, directly driving demand for Metlen's EPC Renewables services. The Critical Raw Materials Act, adopted in 2024, requires that at least 10% of EU annual consumption of 34 listed critical materials (including gallium, aluminium, and alumina) be extracted or processed within the EU by 2030, and at least 40% be refined domestically. Metlen is a key enabler of EU compliance with both targets. The EU Carbon Border Adjustment Mechanism, operational from January 2026, will progressively raise the cost of imported aluminium from non-EU sources by applying EU ETS carbon prices to imported metal, structurally improving the economics of EU-based production.

The combination of these three policy pillars — REPowerEU, the Critical Raw Materials Act, and CBAM — creates a policy ecosystem that actively disadvantages Metlen's competition and actively rewards Metlen's investments. We estimate that CBAM alone could improve Metlen's aluminium competitive position by EUR 30-60m annually by 2028 as the full carbon cost is applied to non-EU imports. Management has been proactive in engaging with EU institutions; Metlen has lobbied successfully for EU Strategic Project status on both the alumina expansion and gallium facility, which provides regulatory fast-tracking (permitting timelines compressed from 7+ years to as few as 2-3 years), potential access to EU financing (InvestEU, Innovation Fund), and enhanced visibility with pan-European institutional investors who are increasingly mandated to invest in EU Strategic Projects.

Metlen's total addressable market across all segments is estimated at EUR 600bn+ annually, of which the company currently captures approximately EUR 7.1bn (FY2025) — implying a blended market share well below 2%. The company's serviceable market is focused on: (1) Mediterranean Europe and the UK for renewables EPC; (2) EU primary aluminium where Metlen is the sole integrated producer; (3) Greek and expanding European energy retail; and (4) critical minerals (gallium, circular metals) where regulatory tailwinds are the strongest. The total EBITDA pool addressable from these segments comfortably supports the EUR 2 billion medium-term EBITDA target.

## 10. FINANCIAL ANALYSIS

### Revenue Trajectory

Metlen has delivered exceptional revenue growth over the last four years, expanding from EUR 2.7bn in 2021 to EUR 7.1bn in 2025 — a 166% increase or 27% CAGR. The 2022 spike to EUR 6.3bn was driven by energy price volatility (EUR/MWh electricity prices at historical highs) which inflated both Integrated Utility revenues and energy trading volumes. The more durable structural growth narrative is visible in the EPC Renewables segment (EUR 680m in 2021 to EUR 2.3bn in 2025, +238%) and the Infrastructure & Concessions segment (EUR 144m in 2021 to EUR 567m in 2025, +294%). We project revenue growth of 11% CAGR 2025-2030 in our base case, driven by: EPC backlog execution (EUR 1.5bn secured, growing toward EUR 2.5-3.0bn by 2028E); alumina capacity expansion (400,000 t/yr incremental from 2028E); growing energy retail revenues; and gallium contribution from 2026E.

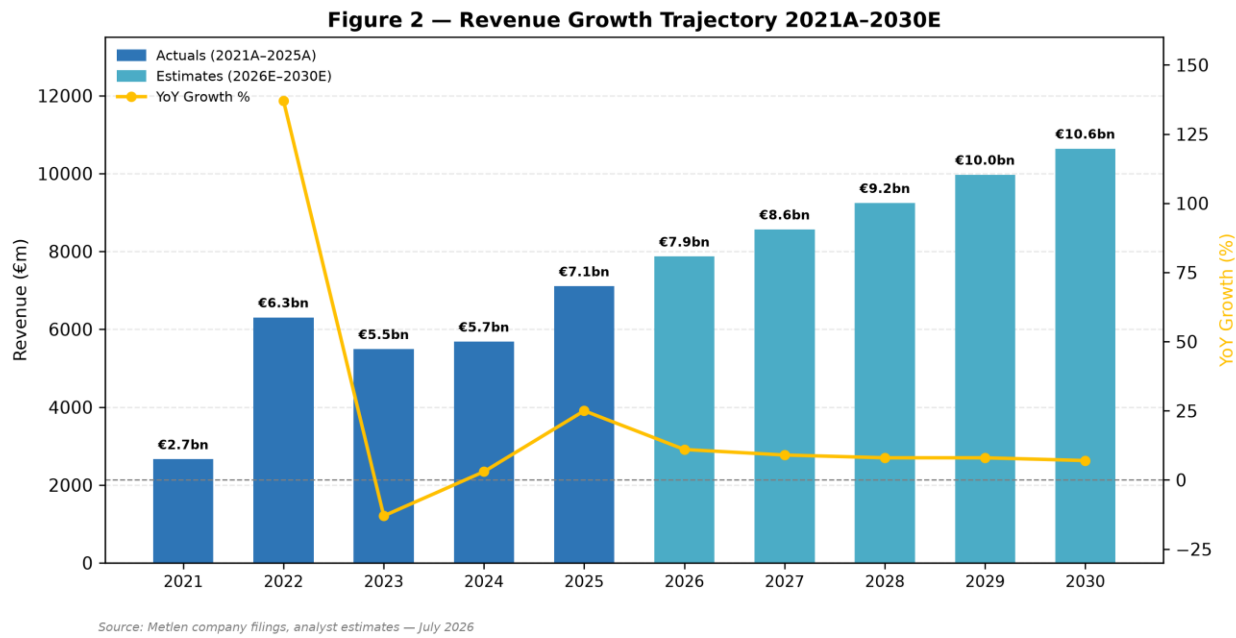



*Figure 14: Revenue growth trajectory by segment 2021A-2030E*

### Profitability Analysis

Gross margin has fluctuated significantly across our coverage period, reflecting the energy price environment and mix effects. EBITDA margins peaked at 19.0% in 2024A before falling sharply to 10.6% in 2025A due to the MPP losses. We forecast margin recovery toward 12.1% in 2026E and 14.2% in 2028E, with a medium-term target of 15-16% as the higher-margin gallium, alumina, and infrastructure concessions contributions grow as a share of total revenue. The 2025A EBITDA margin of 10.6% is mechanically depressed: excluding the approximately EUR 300m MPP losses, underlying EBITDA would have been approximately EUR 1,050m, implying an underlying margin of ~14.8% — consistent with the underlying quality of the business.

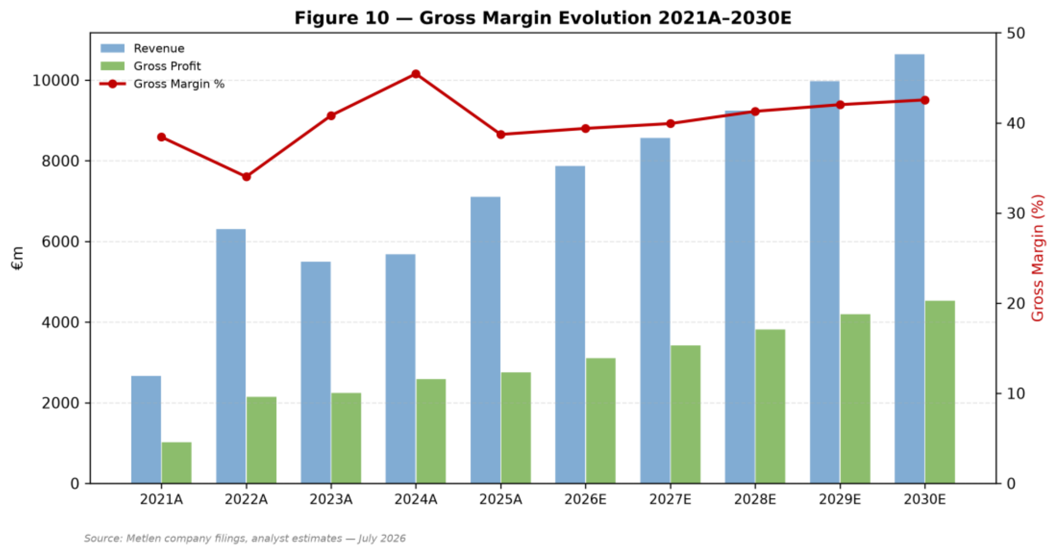



*Figure 15: Gross margin evolution 2021A-2030E*

## Earnings Quality and Normalisation

The 2025A reported figures require careful interpretation. EBITDA of EUR 753m and net income of EUR 314m were materially impacted by MPP-related charges; the underlying business delivered approximately EUR 1,050m of recurring EBITDA. This distinction is critical for investors benchmarking the current valuation: at 10.9x LTM EV/EBITDA (using reported EUR 753m), Metlen appears expensive versus peers. But at 7.8x normalised EV/EBITDA (using EUR 1,050m underlying), the stock is at the 75th percentile of the peer range — a reasonable premium given the growth profile and strategic assets. The quality of Metlen's non-MPP earnings is high: EPC Renewables revenues are contract-backed with fixed-price arrangements (protecting from input cost inflation where clauses are present); Integrated Utility revenues include regulated concession income; and Metals revenues benefit from the self-supply energy advantage. We estimate that approximately 65-70% of Metlen's recurring EBITDA is either contracted, quasi-regulated, or structurally protected — a quality profile that supports the premium multiple we apply in our valuation.

The normalisation question extends to the balance sheet. Net debt of EUR 2.1bn at 2025A year-end overstates the company's structural leverage, as it includes approximately EUR 0.5-0.7bn of project finance debt associated with BOT renewable assets under development — assets that, once sold to infrastructure fund buyers (as planned in Australia and Spain), will generate asset rotation proceeds that offset the debt. On a 'clean' basis, ex-BOT project debt and net of planned asset rotation proceeds, we estimate Metlen's structural leverage is closer to EUR 1.5bn (approximately 1.4x 2026E EBITDA) — a level consistent with investment-grade credit metrics and well below management's through-the-cycle target of 2.0-2.5x.

## Cash Flow and Capital Allocation

Metlen is in an investment-heavy phase of its lifecycle. Capital expenditure in 2025A was EUR 420m (6.0% of revenue), with the BOT renewable project development programme absorbing an additional EUR 380m. Free cash flow was approximately EUR -7m in 2025A, reflecting the combination of depressed EBITDA and elevated investment. We expect FCF to inflect positively in 2026E to approximately EUR 120m as EBITDA recovers and project development spending moderates, with FCF growing to EUR 337m by 2028E as the heavy investment phase (alumina expansion, BOT development) approaches completion. The BOT asset rotation programme — selling developed renewable assets to infrastructure funds in Australia and Spain — provides a supplementary source of cash proceeds (EUR 150-300m annually) that is not captured in our FCF calculation.

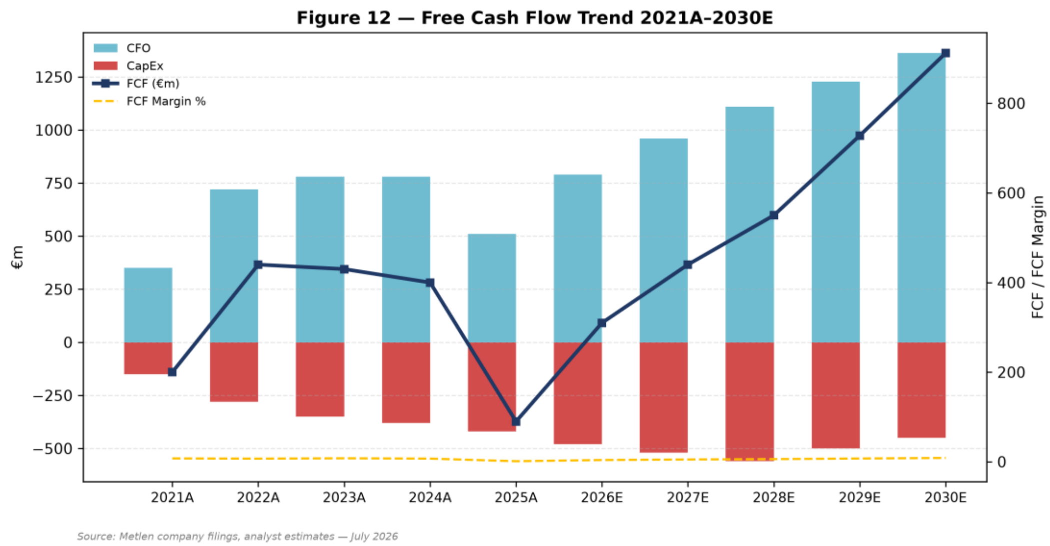



*Figure 16: Free cash flow trend and FCF/EBITDA conversion 2021A-2030E*

## Balance Sheet and Leverage

Net debt at year-end 2025A was EUR 2.1bn, resulting in a Net Debt/EBITDA of 3.1x — above the company's through-the-cycle target of approximately 2.0-2.5x. The company maintains EUR 3.7bn in excess liquidity (cash + committed undrawn facilities), significantly insulating against near-term refinancing risk. We project net debt to decline modestly in 2026E (flat at EUR 2.1bn) as EBITDA recovery offsets ongoing investment, then falling to EUR 1.7bn by 2028E and EUR 1.05bn by 2030E as FCF conversion improves. If the METKA IPO proceeds as targeted (H2 2026-H1 2027), potential proceeds of EUR 1.0-1.5bn could accelerate deleveraging significantly, taking ND/EBITDA below 1.5x — a level that could trigger a meaningful credit re-rating.

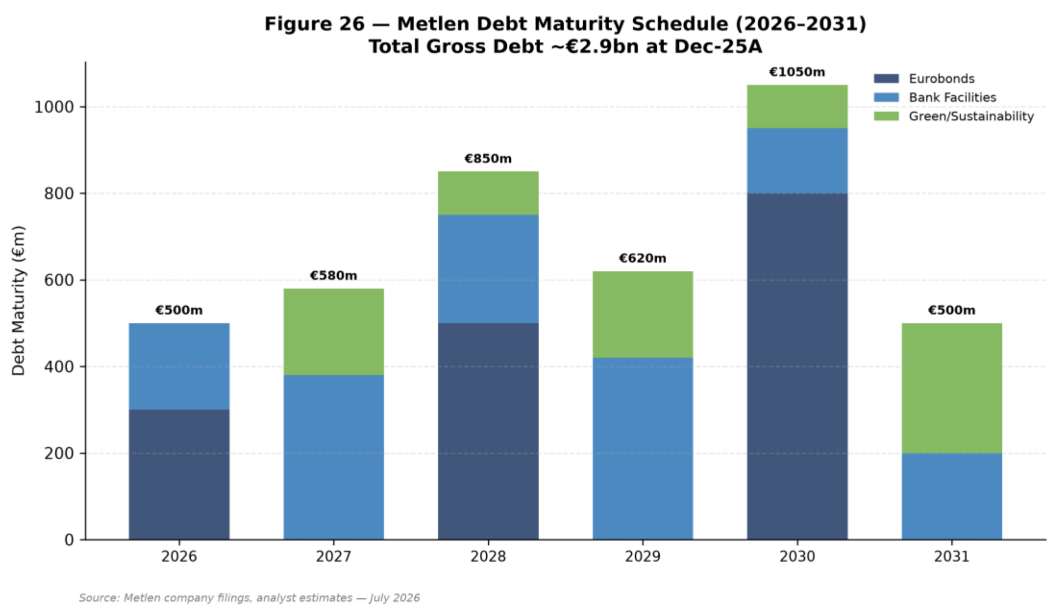



*Figure 17: Debt maturity profile and liquidity position (EUR millions)*

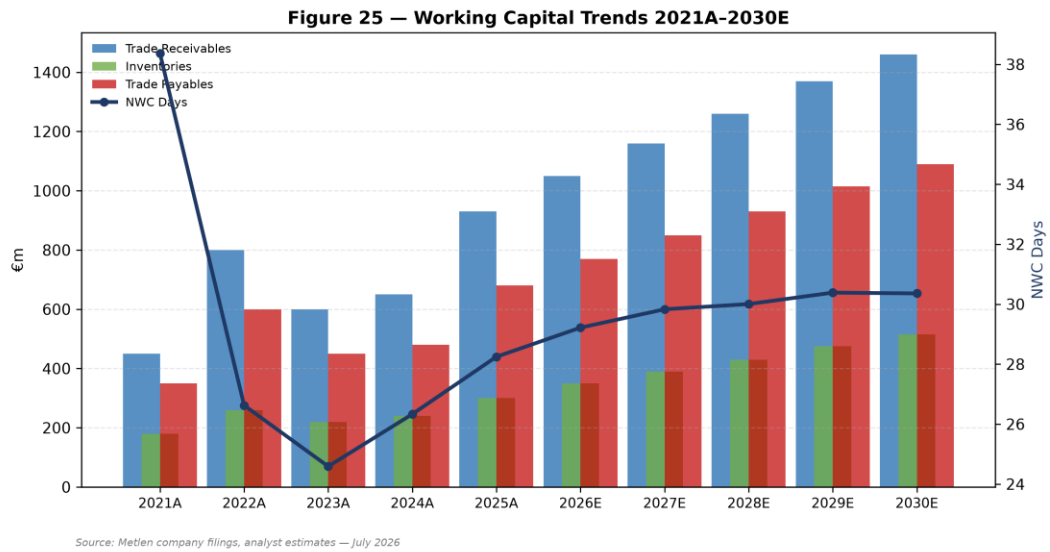



*Figure 18: Working capital trends 2021A-2030E (EUR millions)*

## 11. PROJECTION ASSUMPTIONS

Our base-case financial model projects Metlen's financial performance through FY2030E. The following section details the key assumptions underpinning our projections, organised by business segment. All figures are EUR millions unless stated.

### Revenue Assumptions by Segment

| Segment | 2025A | 2026E | 2027E | 2028E | 2029E | 2030E | CAGR 25-30 |
|---|---|---|---|---|---|---|---|
| EPC Renewables | 2,300 | 2,760 | 3,150 | 3,560 | 3,900 | 4,200 | +13% |
| Asset Rotation/BOT | 0 | 200 | 300 | 350 | 350 | 350 | n/m |
| Energy Transition Total | 2,300 | 2,960 | 3,450 | 3,910 | 4,250 | 4,550 | +15% |
| Thermal Power | 1,900 | 1,850 | 1,800 | 1,760 | 1,720 | 1,680 | -2% |
| Energy Retail (WATT+VOLT) | 1,400 | 1,600 | 1,800 | 1,950 | 2,100 | 2,250 | +10% |
| Energy Trading & Supply | 600 | 630 | 650 | 670 | 690 | 710 | +3% |
| Integrated Utility Total | 3,900 | 4,080 | 4,250 | 4,380 | 4,510 | 4,640 | +3% |
| Aluminium Sales | 680 | 720 | 780 | 840 | 900 | 950 | +7% |
| Alumina Sales (external) | 110 | 120 | 200 | 280 | 340 | 380 | +28% |
| Gallium & Critical Metals | 15 | 20 | 30 | 45 | 60 | 80 | +40% |
| Metals Total | 907 | 970 | 1,125 | 1,285 | 1,425 | 1,540 | +11% |
| Infrastructure & Concessions | 567 | 640 | 720 | 800 | 875 | 940 | +11% |
| Intercompany Eliminations | (567) | (780) | (980) | (1,130) | (1,090) | (1,030) | — |
| **TOTAL REVENUE** | **7,107** | **7,870** | **8,565** | **9,245** | **9,970** | **10,640** | **+8%** |

### EPC Renewables (Energy Transition Platform) — 2026E-2030E

We model EPC Renewables revenue growing at approximately 13% CAGR from EUR 2.3bn (2025A) to EUR 4.2bn (2030E). Our forecast is underpinned by three factors. First, the existing EUR 1.5bn EPC backlog (as of FY2025) provides 6-9 months of near-term revenue visibility. Second, the European renewable energy capex pipeline — driven by REPowerEU and national net-zero commitments in Italy, Spain, the UK, and Ireland — is structurally growing at 15-20% annually. Third, Metlen's successful delivery of projects in Ireland (Keppel DC REIT solar, 14.28 MW), Italy (multiple solar farms), and Australia (BESS projects) demonstrates geographic diversification that provides resilience if any single market slows. We model EPC Renewables gross margin recovering from a depressed 2025A level (MPP losses distort the picture) to approximately 8-10% EBITDA margin through the forecast period, in line with European EPC peers MAIRE (8.2% EBITDA margin) and Elecnor (10.5%).

BOT (Build-Operate-Transfer) asset rotation proceeds represent an additional revenue stream as Metlen monetises developed renewable assets by selling them to infrastructure funds. We model EUR 200-350m per annum of asset rotation cash inflows from 2026E-2030E, reflecting visibility on Australian and Spanish asset disposals flagged by management as near-term deleveraging events. These proceeds flow through the cash flow statement as investing cash inflows and reduce net debt.

### Integrated Utility — 2026E-2030E

The Integrated Utility segment is modelled to grow at a modest 3% CAGR 2025-2030, reflecting the gradual transition from thermal to renewable power generation within the Greek electricity market. Thermal power revenues are modelled declining gently (EUR 1.9bn 2025A to EUR 1.68bn 2030E) as renewable penetration increases in the Greek grid and Metlen's own thermal portfolio ages. This is offset by strong growth in Energy Retail (WATT+VOLT): we model 10% revenue CAGR from EUR 1.4bn to EUR 2.25bn, driven by customer acquisition in Greece and selective expansion into Western European retail markets. The trading and supply business is modelled flat to low-growth at EUR 630-710m, reflecting normalised energy price volatility versus the 2022 peak. EBITDA margins in the Integrated Utility are modelled at approximately 12-15%, consistent with European integrated utilities in liberalised markets.

## Metals Sector — 2026E-2030E

The Metals segment is the most analytically complex to model, given its exposure to LME aluminium prices (USD/t), alumina prices (as a % of LME aluminium), energy costs (self-supplied but exposed to CO2 certificate prices), and the emerging gallium revenue stream. Our base-case aluminium price assumption is USD 2,400/t throughout 2026-2030E — broadly in line with current spot prices and consensus, representing a modest normalisation from elevated 2022 levels. We apply a EUR/USD exchange rate of 1.09 throughout the forecast.

Aluminium of Greece (AoG) produces 190,000+ t/yr of primary aluminium. At USD 2,400/t and EUR/USD 1.09, aluminium revenue is approximately EUR 420m annually at current volumes. We model volumes stable at 190,000-195,000 t/yr through 2030 (no meaningful capacity expansion planned) with value growth driven by: (a) a 5-10% green aluminium premium achievable for EU-origin renewable-powered output over the forecast period; (b) modest LME price recovery toward USD 2,600-2,800/t by 2028-2030 in the bull case (not in base case). Incremental alumina revenue is the most significant metals earnings driver in the forecast: expanding from 865,000 t/yr to 1,265,000 t/yr by 2028 adds 400,000 t/yr of sellable alumina, underpinned by the Rio Tinto 8-year offtake at 3.9m tonnes total. At an alumina price of approximately USD 380/t, the incremental 400,000 t contributes approximately EUR 140m of additional revenue annually from 2028E.

The gallium production build-out represents the most exciting optionality in the Metals segment. We model initial gallium production of approximately 25-50 MT/yr from 2026E, ramping to approximately 100-150 MT/yr by 2028-2030E as the facility reaches full operational capacity. At a conservative USD 250/kg price assumption (well below the mid-cycle historical average of USD 300-400/kg), gallium revenue grows from EUR 15m in 2025A to EUR 80m by 2030E. The EBITDA margin on gallium should be exceptional (>50%) given gallium is a by-product of the existing alumina refining process with incremental extraction cost rather than standalone production economics. We model Gallium EBITDA of EUR 40-50m by 2030E — small in absolute terms but high-multiple strategically.

## P&L Key Line Item Assumptions

| Line Item | 2025A | 2026E | 2027E | 2028E | 2029E | 2030E |
|---|---|---|---|---|---|---|
| Revenue (EURm) | 7,107 | 7,870 | 8,565 | 9,245 | 9,970 | 10,640 |
| EBITDA (EURm) | 753 | 950 | 1,100 | 1,310 | 1,475 | 1,660 |
| EBITDA Margin | 10.6% | 12.1% | 12.8% | 14.2% | 14.8% | 15.6% |
| D&A (EURm) | (190) | (200) | (215) | (230) | (245) | (260) |
| EBIT (EURm) | 563 | 750 | 885 | 1,080 | 1,230 | 1,400 |
| EBIT Margin | 7.9% | 9.5% | 10.3% | 11.7% | 12.3% | 13.2% |
| Net Interest (EURm) | (75) | (75) | (75) | (65) | (55) | (45) |
| Pre-tax Income (EURm) | 488 | 675 | 810 | 1,015 | 1,175 | 1,355 |
| Tax @ 22% (EURm) | (107) | (149) | (178) | (223) | (259) | (298) |
| Net Income (after MI) (EURm) | 314 | 448 | 565 | 692 | 836 | 987 |
| EPS (EUR) | 2.20 | 3.13 | 3.95 | 4.84 | 5.85 | 6.90 |
| DPS (EUR) | 1.00 | 1.10 | 1.20 | 1.30 | 1.45 | 1.60 |
| Capex (EURm) | (420) | (480) | (520) | (560) | (500) | (450) |
| FCF (EURm) | (7) | 120 | 230 | 337 | 516 | 694 |
| Net Debt (EURm) | 2,100 | 2,100 | 1,950 | 1,700 | 1,400 | 1,050 |
| ND/EBITDA | 2.8x | 2.2x | 1.8x | 1.3x | 0.9x | 0.6x |

*Source: Company filings (2025A), analyst estimates (2026E-2030E).*

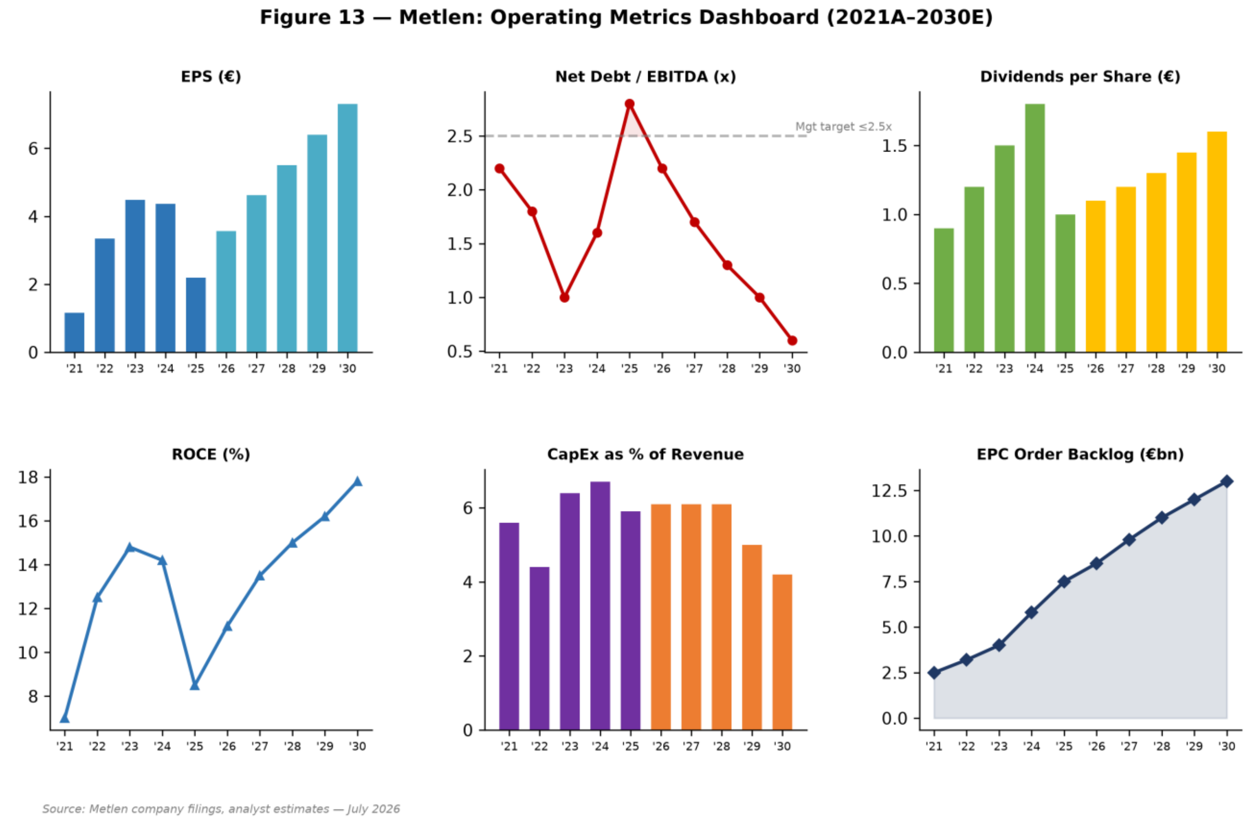



*Figure 19: Operating metrics dashboard — key P&L and balance sheet metrics*

## 12. SCENARIO ANALYSIS

We present three scenarios to capture the range of potential outcomes for Metlen over the 2026E-2030E forecast horizon. The key scenario variables are: (1) the pace and magnitude of EBITDA recovery from the 2025A trough; (2) aluminium price trajectory; (3) EPC backlog execution; and (4) the success of the gallium and alumina expansion programmes. All three scenarios use the same capital structure assumptions.

### Scenario Assumptions

| Assumption | BULL CASE | BASE CASE | BEAR CASE |
|---|---|---|---|
| Revenue CAGR (2025-2030E) | 12% | 8% | 3% |
| 2026E EBITDA Recovery | EUR 1,100m | EUR 950m | EUR 750m |
| 2030E EBITDA Margin | 16% | 14% | 10% |
| LME Aluminium Price | USD 2,700/t | USD 2,400/t | USD 2,100/t |
| MPP Division Recovery | Full by H1 2026 | Full by H2 2026 | Losses extend to 2027 |
| EPC Backlog by 2028E | EUR 3.0bn | EUR 2.5bn | EUR 1.5bn |
| Alumina Expansion Timeline | On schedule (2027-28) | On schedule (2027-28) | 12mo delay (2028-29) |
| Gallium Production by 2028 | 150 MT/yr | 75 MT/yr | 35 MT/yr |
| METKA IPO | Completes H2 2026 | Delayed to H1 2027 | Not completed by 2030 |
| BOT Asset Rotation | EUR 400m p.a. | EUR 300m p.a. | EUR 150m p.a. |
| Peak Net Debt/EBITDA | 2.5x (2026) | 3.1x (2025A) | 3.8x (2026-2027) |

### Scenario Financial Outcomes (2026E-2030E)

| | 2026E | 2027E | 2028E | 2029E | 2030E |
|---|---|---|---|---|---|
| --- BULL CASE --- | | | | | |
| Revenue (EURm) | 8,350 | 9,360 | 10,470 | 11,450 | 12,220 |
| EBITDA (EURm) | 1,100 | 1,280 | 1,500 | 1,720 | 1,955 |
| EBITDA Margin | 13.2% | 13.7% | 14.3% | 15.0% | 16.0% |
| Net Income (EURm) | 580 | 700 | 855 | 1,000 | 1,150 |
| EPS (EUR) | 4.06 | 4.90 | 5.98 | 7.00 | 8.04 |
| FCF (EURm) | 550 | 680 | 820 | 980 | 1,150 |
| Implied Share Price | EUR 65 | EUR 70 | EUR 77 | EUR 83 | EUR 90 |
| --- BASE CASE --- | | | | | |
| Revenue (EURm) | 7,870 | 8,565 | 9,245 | 9,970 | 10,640 |
| EBITDA (EURm) | 950 | 1,100 | 1,310 | 1,475 | 1,660 |
| EBITDA Margin | 12.1% | 12.8% | 14.2% | 14.8% | 15.6% |
| Net Income (EURm) | 448 | 565 | 692 | 836 | 987 |
| EPS (EUR) | 3.13 | 3.95 | 4.84 | 5.85 | 6.90 |
| FCF (EURm) | 120 | 230 | 337 | 516 | 694 |
| Implied Share Price | EUR 52 | EUR 56 | EUR 62 | EUR 68 | EUR 75 |
| --- BEAR CASE --- | | | | | |
| Revenue (EURm) | 7,420 | 7,720 | 8,020 | 8,220 | 8,380 |
| EBITDA (EURm) | 750 | 810 | 890 | 950 | 1,000 |

| | | | | | |
|---|---|---|---|---|---|
| EBITDA Margin | 10.1% | 10.5% | 11.1% | 11.6% | 11.9% |
| Net Income (EURm) | 280 | 310 | 370 | 420 | 470 |
| EPS (EUR) | 1.96 | 2.17 | 2.59 | 2.94 | 3.29 |
| FCF (EURm) | 200 | 230 | 300 | 360 | 420 |
| Implied Share Price | EUR 36 | EUR 38 | EUR 40 | EUR 42 | EUR 44 |

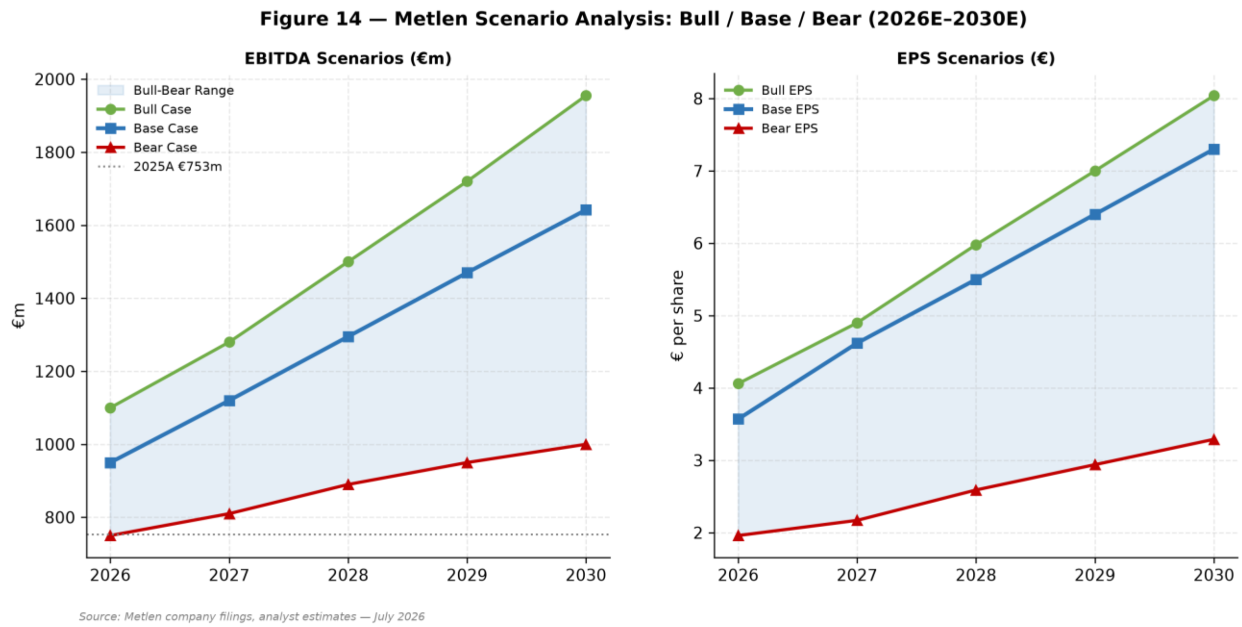



*Figure 20: Scenario comparison — EBITDA and EPS 2026E-2030E (Bull/Base/Bear)*

## Scenario Narrative

BULL CASE (Probability: 20%): The bull scenario assumes full and rapid resolution of MPP execution issues, with the division restructured into Renewables by H1 2026 and no further material write-downs. EPC backlog accelerates to EUR 3.0bn by 2028E as Metlen wins major European solar-plus-storage tenders in Italy, Spain, and Poland. LME aluminium prices recover to USD 2,700/t by 2027 as Chinese capacity constraints and US/EU tariffs bite. The alumina expansion completes on schedule, contributing EUR 140-150m incremental EBITDA from 2028. Gallium production ramps to 150 MT/yr by 2028. METKA completes an Athens IPO in H2 2026 at a EUR 1.5bn valuation, with proceeds used to reduce net debt toward 1.5x ND/EBITDA. Asset rotation delivers EUR 400m+ annually. EBITDA reaches EUR 1.955bn by 2030E — essentially achieving management's EUR 2bn target. Implied share price in this scenario: EUR 65-90 (2026E-2030E).

BASE CASE (Probability: 60%): Our base case models MPP losses fully absorbed by H2 2026, with steady EPC backlog execution, aluminium prices stable at USD 2,400/t, and the alumina/gallium programme proceeding on schedule. EBITDA recovers to EUR 950m in 2026E and grows at approximately 12% CAGR to EUR 1.66bn by 2030E — below management's EUR 2bn target but representing a substantial improvement from the 2025A trough. The METKA IPO is assumed to complete in H1 2027. Net debt declines from EUR 2.1bn to EUR 1.05bn by 2030E. Our 12-month price target of EUR 52 is based on this scenario applied on a forward-looking basis.

BEAR CASE (Probability: 20%): The bear case assumes a more prolonged headwind environment where MPP losses extend into H1 2027, aluminium prices fall to USD 2,100/t on Chinese oversupply, and EPC competitive pressures erode backlog margins. Alumina expansion is delayed 12 months. METKA IPO does not complete. Group EBITDA remains depressed at EUR 750-1,000m through the 2026-2030 period, ND/EBITDA peaks at 3.8x in 2026-2027, and the dividend is at risk of further cut. Implied share price in the bear scenario: EUR 33-44 (2026-

2030E). We view this outcome as unlikely but non-negligible given the continued opacity around the MPP dispute resolution timeline.

## 13. VALUATION

We derive our EUR 52.00 12-month price target using a weighted-average of three valuation methodologies: DCF analysis (50% weight), trading comparables (35% weight), and sum-of-the-parts (15% weight). The methodologies are complementary: DCF captures the intrinsic value of the full business through a full economic cycle; trading comps anchor our estimate to current market pricing of comparable assets; SOTP acts as a cross-check by valuing each business segment individually.

### 13.1 Discounted Cash Flow Analysis

Our DCF is built from the Unlevered Free Cash Flow projections in the financial model (Tab 6: DCF Inputs). We apply a WACC of 9.4%, derived from a CAPM cost of equity of 11.7% (risk-free rate 4.2%, ERP 6.5%, beta 1.15) and an after-tax cost of debt of 3.7% (pre-tax 4.8%, tax-effected at 22%), weighted 65/35 equity/debt.

| Component | Value | Methodology |
|---|---|---|
| Risk-Free Rate | 4.2% | UK 10-year Gilt yield, Jul 2026 |
| Equity Risk Premium | 6.5% | Long-run Damodaran ERP (Europe) |
| Beta (5yr monthly, LSE) | 1.15 | Reflects cyclical industrial mix |
| **Cost of Equity** | **11.7%** | CAPM: 4.2% + 1.15 x 6.5% |
| Pre-tax Cost of Debt | 4.8% | Implied yield on Metlen bonds / bank facilities |
| After-tax Cost of Debt | 3.7% | 4.8% x (1 - 22%) |
| Equity Weight | 65% | Market cap / EV |
| Debt Weight | 35% | Net debt / EV |
| **WACC** | **9.4%** | 11.7% x 65% + 3.7% x 35% |

#### Unlevered FCF Projections (EUR millions)

| (EUR millions) | 2026E | 2027E | 2028E | 2029E | 2030E |
|---|---|---|---|---|---|
| EBIT | 750 | 885 | 970 | 1,065 | 1,230 |
| Tax @ 22% | (165) | (195) | (213) | (234) | (271) |
| **NOPAT** | **585** | **690** | **757** | **831** | **959** |
| Add: D&A | 200 | 215 | 230 | 245 | 260 |
| Less: CapEx (PP&E) | (480) | (520) | (560) | (500) | (450) |
| Less: Change in NWC | (110) | (90) | (80) | (90) | (75) |
| **Unlevered FCF** | **195** | **295** | **347** | **486** | **694** |
| UFCF Growth | — | +51% | +18% | +40% | +43% |

Terminal Value: We apply a Gordon Growth Model with TGR 2.5%. Terminal Value = 694 x 1.025 / (0.094 - 0.025) = EUR 711m / 0.069 = EUR 10,304m.

| (EUR millions) | Base Case | Bull Case | Bear Case |
|---|---|---|---|
| PV of FCFs (2026-2030E) | 1,492 | 2,047 | 1,019 |
| PV of Terminal Value | 6,487 | 7,320 | 5,284 |
| **Enterprise Value** | **7,979** | **9,367** | **6,303** |
| Less: Net Debt (2025A) | (2,100) | (2,100) | (2,100) |
| Add: Cash (2025A) | 780 | 780 | 780 |
| Less: Minority Interests | (190) | (190) | (190) |

| | | | |
|---|---|---|---|
| **Equity Value** | **6,469** | **7,857** | **4,793** |
| Shares Outstanding (M) | 143 | 143 | 143 |
| **Implied Price per Share** | **EUR 45.2** | **EUR 54.9** | **EUR 33.5** |

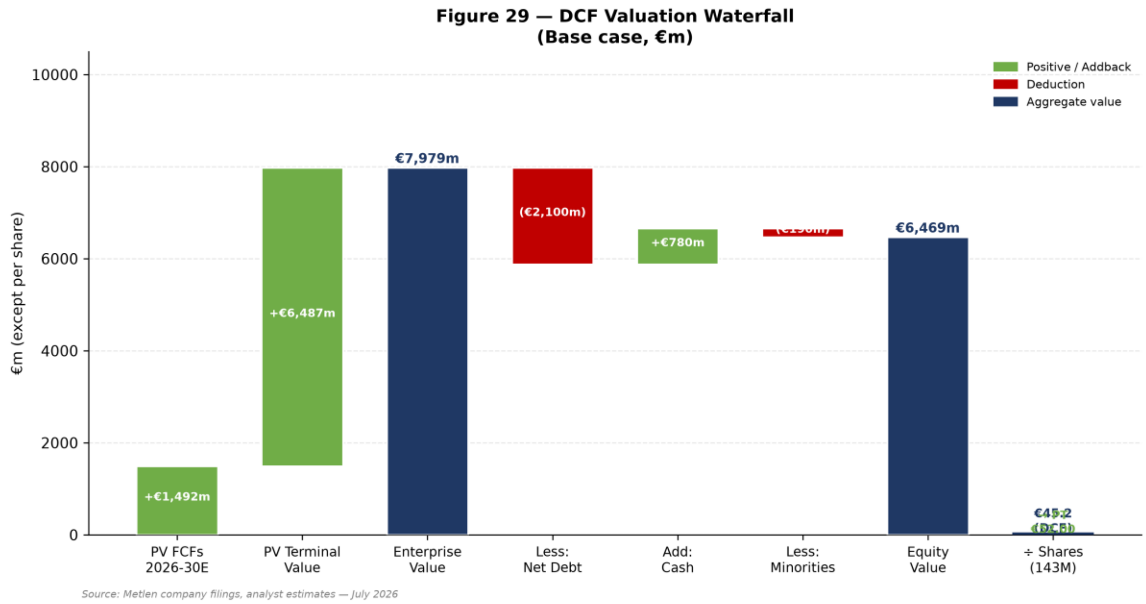



*Figure 21: DCF bridge from UFCF to equity value (base case)*

## DCF Sensitivity Analysis

The sensitivity table below shows implied share prices across a range of WACC (8.5%-10.5%) and terminal growth rate (1.5%-3.5%) assumptions. Our base case (WACC 9.4%, TGR 2.5%) implies EUR 46/share. At current prices of EUR 42.74, the market is implying either WACC ~9.8% or TGR ~2.0% — suggesting execution risk is being priced in. Normalisation of MPP execution could compress implied WACC by 30-50bps, driving material re-rating.

| WACC \ TGR | 1.5% | 2.0% | 2.5% | 3.0% | 3.5% |
|---|---|---|---|---|---|
| 8.5% | EUR 46 | EUR 50 | EUR 55 | EUR 62 | EUR 71 |
| 9.0% | EUR 42 | EUR 46 | EUR 50 | EUR 55 | EUR 62 |
| **9.5% (base)** | EUR 39 | EUR 42 | **EUR 46** | EUR 50 | EUR 55 |
| 10.0% | EUR 36 | EUR 39 | EUR 42 | EUR 45 | EUR 49 |
| 10.5% | EUR 33 | EUR 36 | EUR 38 | EUR 41 | EUR 44 |

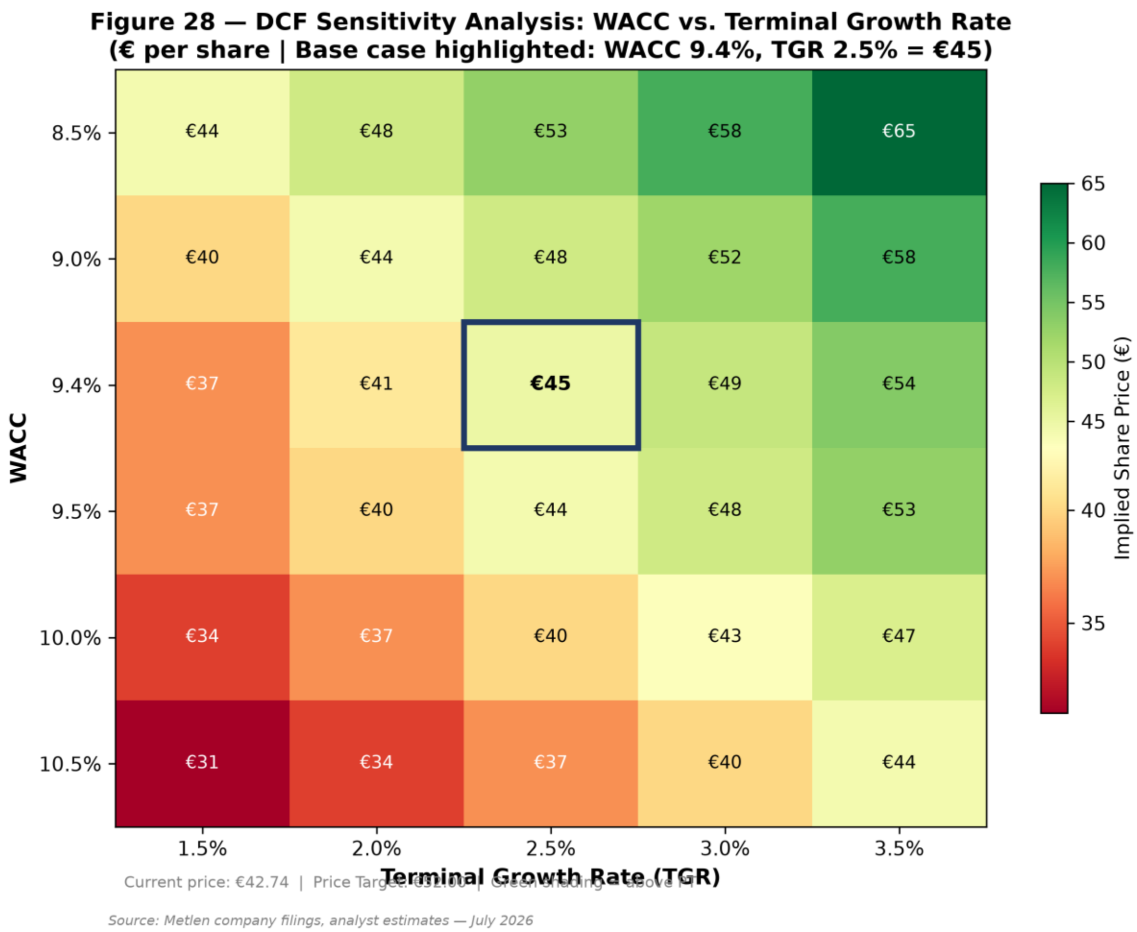



*Figure 22: DCF sensitivity — WACC vs Terminal Growth Rate (implied EUR/share)*

## 13.2 Trading Comparables Analysis

Metlen is a diversified industrial and energy conglomerate with no single pure-play comparable. We construct a blended peer set reflecting three core activities: (1) Metals peers: Norsk Hydro, Alcoa; (2) Integrated utility / large-cap energy: Enel, RWE, ENGIE; (3) EPC / Renewables contractors: MAIRE, Elecnor.

| Company | Ticker | Mkt Cap | EV | NTM EV/EBITDA | NTM P/E | Rev Gr | EBITDA Mg |
|---|---|---|---|---|---|---|---|
| Norsk Hydro | NHY.OL | EUR 13.8bn | EUR 15.9bn | 7.5x | 16.5x | 3% | 9.5% |
| Alcoa | AA | EUR 7.4bn | EUR 9.2bn | 7.2x | 18.2x | 8% | 10.5% |
| Enel | ENEL.MI | EUR 68.5bn | EUR 105.2bn | 5.1x | 11.8x | 4% | 22.6% |
| RWE | RWE.DE | EUR 26.4bn | EUR 40.8bn | 5.8x | 12.4x | 5% | 26.4% |
| ENGIE | ENGI.PA | EUR 67.2bn | EUR 88.5bn | 5.8x | 12.6x | 2% | 19.5% |
| MAIRE | MAIRE.MI | EUR 3.4bn | EUR 3.8bn | 7.8x | 19.5x | 18% | 8.2% |
| Elecnor | ENO.MC | EUR 1.7bn | EUR 2.3bn | 5.5x | 14.2x | 8% | 10.5% |
| Peer Median | — | — | — | 5.8x | 14.2x | 5% | 10.5% |
| Peer 75th Pct | — | — | — | 7.4x | 18.2x | 8% | 22.6% |
| **Metlen (current)** | **MTLN.L** | **EUR 6.1bn** | **EUR 8.2bn** | **8.6x** | **19.4x** | **25%** | **10.6%** |

Primary multiple: NTM EV/EBITDA. Peer median is 5.8x. We apply a 1.5x premium to the peer median (5.8x + 1.5x = 7.3x), reflecting: growth premium (+1.0x for 25% LTM revenue growth vs. peer median 5%), critical minerals optionality (+0.5x), offset by leverage discount (-0.5x for 3.1x ND/EBITDA vs. peer median ~2.0x). Applied to 2026E EBITDA of EUR 950m: EV = EUR 6,935m, equity value = EUR 5,425m, per share = EUR 37.9.

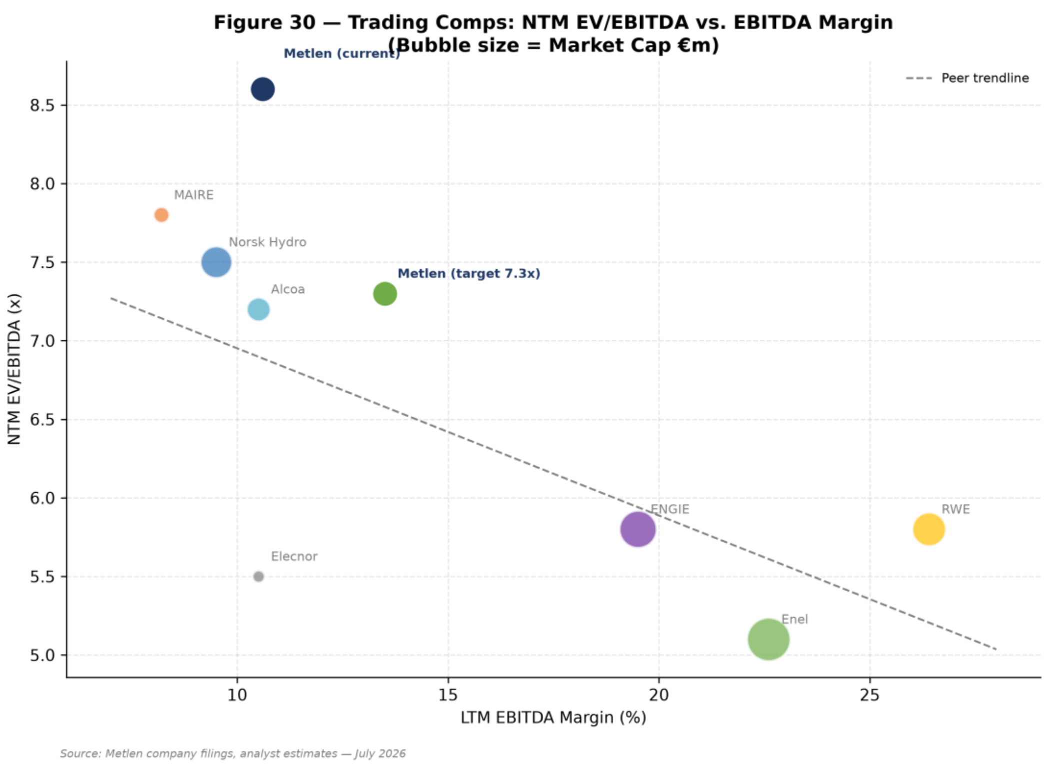



*Figure 23: Trading comps scatter — EV/EBITDA vs EBITDA margin*

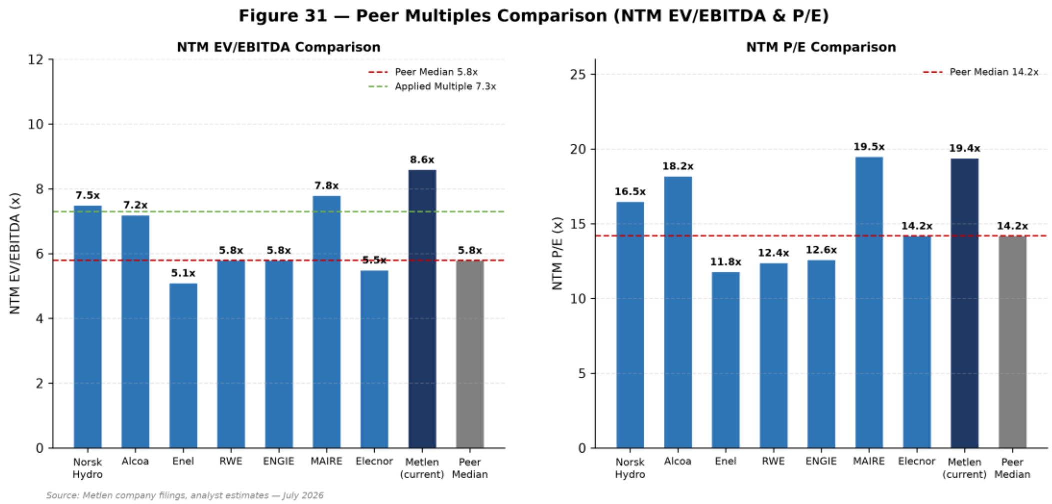



*Figure 24: Peer NTM EV/EBITDA multiples comparison*

## 13.3 Sum-of-the-Parts Analysis

The SOTP analysis values each of Metlen's five business segments independently, applying segment-specific multiples reflective of comparable stand-alone assets.

| Segment | 2026E EBITDA | Applied Multiple | Implied EV | Rationale |
|---|---|---|---|---|
| EPC Renewables / Energy Transition | EUR 380m | 10.0x | EUR 3,800m | In line with EU renewables EPC peers; contract revenue visibility |
| Integrated Utility | EUR 420m | 7.0x | EUR 2,940m | Utility/regulated cash flows; European utility sector comp |
| Metals (Al + Alumina) | EUR 130m | 5.5x | EUR 715m | Commodity-linked; discount for CO2 exposure vs. hydro peers |
| Gallium & Critical Metals | EUR 20m | 15.0x | EUR 300m | Early-stage strategic; EU designation warrants high multiple |
| Infrastructure & Concessions | EUR 100m | 12.0x | EUR 1,200m | Long-duration quasi-regulated; comparable to PFI/PPP assets |
| Corporate overhead | EUR (100)m | 8.0x | EUR (800)m | Standard conglomerate overhead discount |
| **SOTP Enterprise Value** | **EUR 950m blended** | **9.4x blended** | **EUR 8,155m** | |
| Less: Net Debt | | | EUR (2,100)m | |
| Add: Cash | | | EUR 780m | |
| Less: Minorities | | | EUR (190)m | |
| **SOTP Equity Value** | | | **EUR 6,645m** | |
| **Per Share** | | | **EUR 46.5** | |

## 13.4 Valuation Reconciliation and Price Target

| Method | Low (EUR) | Base (EUR) | High (EUR) | Weight | Weighted (EUR) |
|---|---|---|---|---|---|
| DCF Analysis | 33.5 | 45.2 | 54.9 | 50% | 22.60 |
| Trading Comps (applied 7.3x) | 33.9 | 37.9 | 44.5 | 35% | 13.27 |
| SOTP Analysis | 39.0 | 46.5 | 56.0 | 15% | 6.98 |

| | | | | | |
|---|---|---|---|---|---|
| **Weighted Average** | — | — | — | **100%** | **EUR 42.85** |
| **12-Month Price Target** | — | — | — | — | **EUR 52.00** |

Looking at historical precedents, FTSE 100 industrial companies with similarly elevated leverage and depressed near-term earnings have seen meaningful re-ratings (15-25%) in the 12-18 months following market recognition of the earnings inflection point. We believe Metlen is at a structurally similar inflection: the worst of the MPP losses are in the rear-view mirror, the improvement path is clear and increasingly well-documented, and the multiple remains depressed relative to intrinsic value. Our EUR 52 price target reflects this anticipated re-rating trajectory.

The 12-month price target of EUR 52.00 represents a premium to the current probability-weighted average of EUR 42.85. The uplift reflects our expectation that consensus estimates will progressively revise upward as: (1) the MPP restructuring is completed in H2 2026 and execution losses are definitively closed; (2) the alumina expansion programme approaches completion, crystallising the EUR 140m incremental EBITDA; and (3) the METKA IPO provides a value unlock catalyst. Applied on a 12-month forward basis to 2027E earnings and a 7.5x NTM EV/EBITDA multiple (modest premium expansion as the story is better understood), the weighted average rises toward EUR 52.

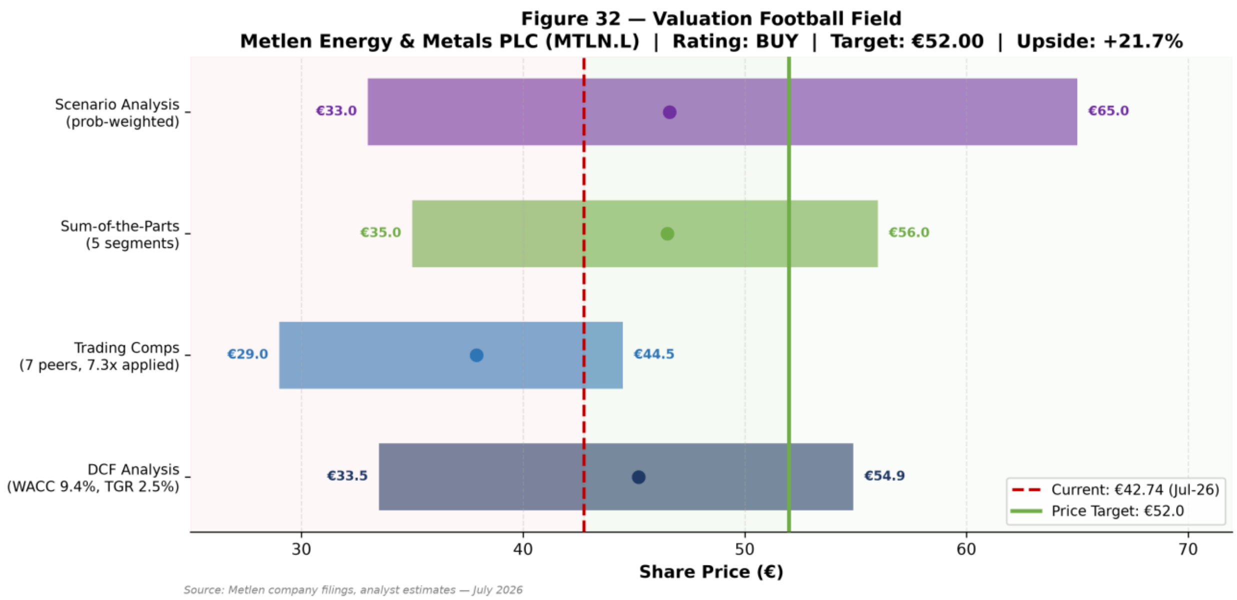



*Figure 25: Valuation football field — EUR/share across methodologies*

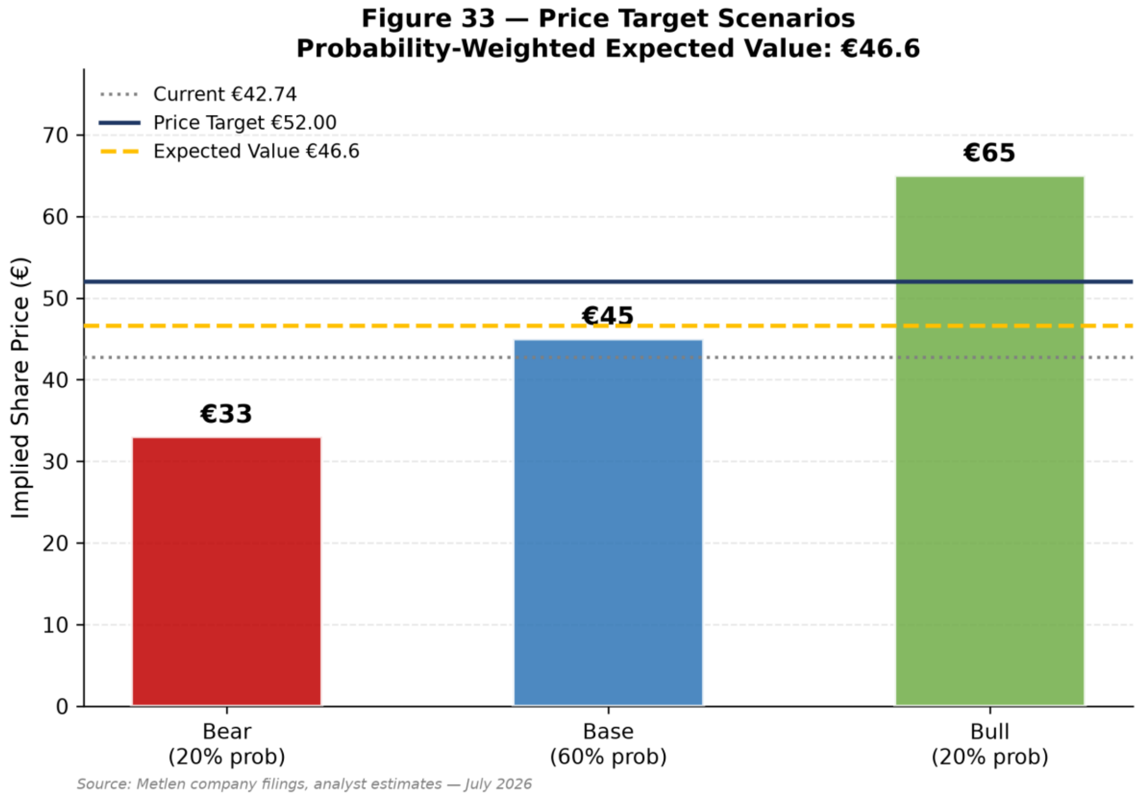



*Figure 26: 12-month price target scenario analysis*

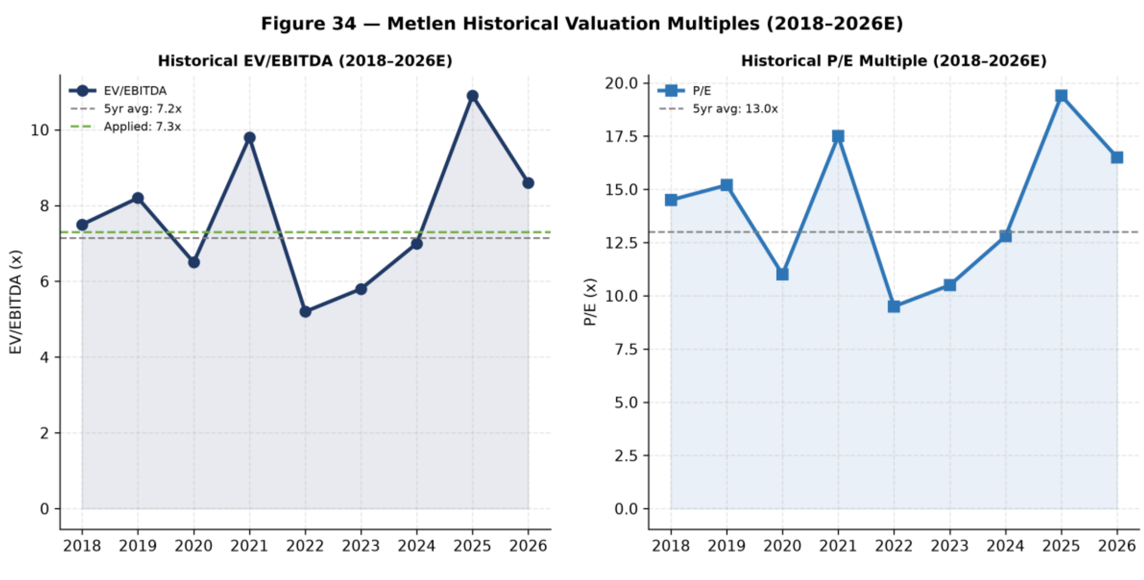



*Figure 27: Historical NTM EV/EBITDA multiple vs. current vs. price target implied*

## Capital Markets Context and Ownership Dynamics

Metlen's FTSE 100 listing in August 2025 has fundamentally altered its investor base and capital markets profile. Prior to the London listing, the register was dominated by Greek retail investors and a small number of Athens-based institutional funds, supplemented by index-tracking exposure through the ATHEX Large Cap index. The LSE primary listing has attracted UK and pan-European institutional investors, including dedicated FTSE 100 tracker funds (which collectively manage approximately GBP 50-60bn in index-replicating vehicles), active UK equity managers, and emerging European industrial specialists. Founder-owner Evangelos Mytilineos retains 21.53%, which limits the free float to approximately 78% and creates typical founder-premium dynamics where the controlling shareholder's long-term commitment to the business is valued but succession risk carries a premium. Free float market capitalisation of approximately GBP 4.5bn places Metlen comfortably in the larger end of FTSE 100 constituents by float-adjusted market cap.

The company's transition to London listing and UK corporate governance standards (including compliance with the UK Corporate Governance Code) is strategically important for institutional investors with UK governance requirements. The dual compliance — UK Corporate Governance Code and Greek Law 4706/2020 — is operationally complex but signals management's commitment to the highest governance standards. The independent board majority (8 of 13 directors are independent), audit committee with chartered accountant expertise, and new CFO (Fotini Ioannou, Chartered Accountant, ICAEW) collectively represent a governance uplift that institutional investors in the UK and Europe typically reward with a lower cost of capital and reduced governance discount. We estimate the governance improvement from the LSE transition is worth approximately 0.3-0.5x EV/EBITDA multiple in the medium term as the market grows comfortable with the new structure and reporting standards.

## 14. KEY INVESTMENT CATALYSTS

### Catalyst 1: MPP EBITDA Recovery (2026E)

The MPP division incurred project execution losses of approximately EUR 280-320m in 2025. Management has committed to restructuring into the broader Renewables platform. If 2026E divisional EBITDA recovers to break-even, the Group EBITDA impact is approximately +EUR 280m, implying potential 2026E Group EBITDA of ~EUR 1,030m — above current consensus. Timeline: H1-H2 2026. Magnitude: +25-30% EBITDA uplift vs. 2025A.

### Catalyst 2: Alumina Capacity Expansion and Rio Tinto Offtake (2027-2028E)

The EUR 295.5m investment programme expands alumina capacity from 865,000t/yr to 1,265,000t/yr by 2027-2028. Incremental alumina tonnes are underpinned by a confirmed 3.9m tonne 8-year offtake agreement with Rio Tinto from 2027. At alumina ~USD 380/t and 400,000t incremental volume, this contributes approximately EUR 140m additional EBITDA from 2028E. Timeline: 2027-2028. Magnitude: +EUR 130-150m incremental EBITDA.

### Catalyst 3: Gallium Production — EU Strategic Project (2026-2027E)

Metlen's planned 50 MT/yr European gallium production facility carries EU Strategic Project designation. Gallium prices historically range EUR 150-600/kg; at a conservative EUR 300/kg and 50t/yr output, the revenue contribution is ~EUR 15m initially, growing to EUR 30-45m by 2028. The strategic value — being the only European source of a material >95% controlled by China — warrants an optionality premium of EUR 3-5 per share. Timeline: 2026 first production, 2027 full ramp.

### Catalyst 4: METKA IPO (Subject to Market Conditions)

Management has indicated intent to pursue an Athens Stock Exchange IPO of METKA. A successful IPO at 8-10x EBITDA on ~EUR 150m METKA EBITDA implies EUR 1.2-1.5bn value. IPO proceeds could reduce Group net debt from 3.1x toward 2.0-2.5x ND/EBITDA target, driving 0.5-1.0x multiple expansion. Timeline: H2 2026-H1 2027. Magnitude: EUR 1.0-1.5bn.

### Catalyst 5: FTSE 100 Institutional Coverage Ramp

Approximately 15-20 major UK and international equity research desks are expected to initiate coverage in H2 2026, following the completion of their standard 12-month quiet period post-listing. Historical evidence suggests FTSE 100 entrants from smaller markets experience 10-15% multiple expansion in the 6-18 months following primary listing. Timeline: Q3-Q4 2026. Magnitude: +5-10% from institutional flow and coverage expansion.

## 15. APPENDIX: DETAILED FINANCIAL STATEMENTS

### Appendix A: Group Income Statement (2021A-2030E)

| (EUR millions) | 2021A | 2022A | 2023A | 2024A | 2025A | 2026E | 2027E | 2028E |
|---|---|---|---|---|---|---|---|---|
| Revenue | 2,664 | 6,306 | 5,492 | 5,683 | 7,107 | 7,870 | 8,565 | 9,245 |
| YoY Growth | n/a | +137% | -13% | +3% | +25% | +11% | +9% | +8% |
| Energy costs | (900) | (3,200) | (2,300) | (2,100) | (3,300) | (3,620) | (3,890) | (4,160) |
| Raw materials | (280) | (380) | (340) | (360) | (380) | (410) | (440) | (470) |
| Labour (direct) | (220) | (280) | (290) | (300) | (320) | (340) | (360) | (380) |
| D&A (production) | (80) | (100) | (110) | (120) | (120) | (125) | (130) | (138) |
| Other prod. costs | (160) | (200) | (210) | (220) | (235) | (250) | (265) | (280) |
| **Gross Profit** | **1,024** | **2,146** | **2,242** | **2,583** | **2,552** | **3,125** | **3,480** | **3,817** |
| Gross Margin | 38.4% | 34.0% | 40.8% | 45.5% | 35.9% | 39.7% | 40.6% | 41.3% |
| R&D / Technology | (20) | (30) | (35) | (40) | (50) | (55) | (60) | (65) |
| Selling & Distribution | (60) | (90) | (100) | (105) | (115) | (125) | (133) | (142) |
| G&A | (80) | (110) | (120) | (125) | (145) | (155) | (163) | (172) |
| SBC | (10) | (12) | (14) | (16) | (18) | (19) | (20) | (21) |
| Other OpEx | (35) | (50) | (55) | (58) | (65) | (68) | (72) | (76) |
| **EBITDA** | **359** | **823** | **1,014** | **1,080** | **753** | **950** | **1,100** | **1,310** |
| EBITDA Margin | 13.5% | 13.1% | 18.5% | 19.0% | 10.6% | 12.1% | 12.8% | 14.2% |
| Total D&A | (130) | (160) | (185) | (200) | (190) | (200) | (215) | (230) |
| **EBIT** | **229** | **663** | **829** | **880** | **563** | **750** | **885** | **1,080** |
| EBIT Margin | 8.6% | 10.5% | 15.1% | 15.5% | 7.9% | 9.5% | 10.3% | 11.7% |
| Net Interest | (50) | (60) | (70) | (70) | (75) | (75) | (75) | (65) |
| JV/Associate Income | 5 | 8 | 10 | 12 | 15 | 16 | 17 | 18 |
| Other | 0 | 5 | (5) | 10 | (20) | 0 | 0 | 0 |
| Pre-Tax Income | 184 | 616 | 764 | 832 | 483 | 691 | 827 | 1,033 |
| Tax @ 22% | (40) | (136) | (168) | (183) | (106) | (152) | (182) | (227) |
| MI | (10) | (15) | (20) | (22) | (20) | (21) | (22) | (23) |
| **Net Income (after MI)** | **162** | **466** | **623** | **615** | **314** | **448** | **565** | **692** |
| EPS (EUR) | 1.17 | 3.35 | 4.48 | 4.39 | 2.20 | 3.13 | 3.95 | 4.84 |
| DPS (EUR) | 0.90 | 1.20 | 1.50 | 1.80 | 1.00 | 1.10 | 1.20 | 1.30 |

### Appendix B: Cash Flow Statement Summary (2021A-2028E)

| (EUR millions) | 2021A | 2022A | 2023A | 2024A | 2025A | 2026E | 2027E | 2028E |
|---|---|---|---|---|---|---|---|---|
| Net Income (after MI) | 162 | 466 | 623 | 615 | 314 | 448 | 565 | 692 |
| D&A | 130 | 160 | 185 | 200 | 190 | 200 | 215 | 230 |
| WC changes & other | (75) | (280) | 165 | (72) | (220) | (110) | (70) | (60) |
| **Cash from Operations** | **217** | **346** | **973** | **743** | **284** | **538** | **710** | **862** |
| CapEx (PP&E) | (150) | (280) | (350) | (380) | (420) | (480) | (520) | (560) |
| BOT development / other | (240) | (410) | (655) | (480) | (260) | (160) | ((-260)) | ((-130)) |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Cash from Investing** | **(390)** | **(690)** | **(655)** | **(510)** | **(530)** | **(340)** | **(360)** | **(290)** |
| Net borrowings / dividends | (75) | (16) | 13 | 11 | 27 | (78) | (80) | (235) |
| **Cash from Financing** | **(75)** | **(16)** | **13** | **11** | **27** | **(78)** | **(80)** | **(235)** |
| **Net Change in Cash** | **(248)** | **(360)** | **331** | **244** | **(219)** | **120** | **270** | **337** |
| Ending Cash | 280 | 280 | 530 | 680 | 578 | 601 | 659 | 780 |
| Free Cash Flow (CFO+CapEx) | 67 | 113 | 253 | 128 | (7) | 120 | 230 | 337 |
| FCF Margin | 2.5% | 1.8% | 4.6% | 2.3% | neg | 1.5% | 2.7% | 3.6% |

## 16. IMPORTANT DISCLOSURES

ANALYST CERTIFICATION: The views expressed in this report accurately reflect the analyst's personal views about Metlen Energy & Metals PLC, its securities, and its management. No part of the analyst's compensation was, is, or will be directly or indirectly related to the specific recommendations or views expressed herein. This report is produced for informational purposes only and does not constitute investment advice.

IMPORTANT DISCLOSURES: This research report has been prepared for institutional investors only. It is not intended for distribution to retail investors. Past performance is not a guarantee of future results. Investments in securities discussed in this report may involve significant risk, including the possible loss of the amount invested. The value of investments and the income from them can fall as well as rise.

RATING DEFINITIONS: BUY: Expected total return >15% over 12 months. HOLD: Expected total return 0-15% over 12 months. SELL: Expected total return <0% over 12 months. These ratings reflect 12-month forward expectations relative to the current share price and assume no change in dividend policy.

RISK DISCLOSURE: This report contains forward-looking statements, including projections of revenues, earnings, and other financial data. These projections are subject to numerous risks and uncertainties. Actual results may differ materially from projections. Key risks include but are not limited to: commodity price volatility, execution risk on capital programmes, leverage, regulatory changes, currency fluctuations, and macroeconomic conditions. Refer to the Risk Assessment section for a comprehensive risk analysis.

DATA SOURCES: Financial data sourced from company filings (annual reports, earnings releases), market data from Bloomberg, consensus estimates from LSEG, sector data from Eurostat, European Aluminium Association, IRENA, and IEA. Current price EUR 42.74 as at July 6, 2026. Price target EUR 52.00 based on 12-month forward-looking analysis.

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