

Corporate Presentation

2025





M CONCESSIONS - Company Overview

Company Overview

- **M** CONCESSIONS is a subsidiary company of METLEN Energy & Metals (ex MYTILINEOS), established in 2023.
- The company focuses on the development and management of public or private assets or, either through Public Private Partnerships (PPP) or Concessions, in close cooperation with the Group's construction company, METKA S.A.
- The business objective of **M** CONCESSIONS is to become a leading investor with a substantial portfolio in this field of activity in the coming years.



METLEN Energy & Metals

At a glance

- Leading industrial company with internationally diverse activities in **Energy & Metals**
- Founded in **1908**
- Listed on the Athens Stock Exchange since **1995**
- Listed on the London Stock Exchange in **2025**
- Member of **Dow Jones Sustainability Indices**

Source: Financial Results FY 2024



2 BUSINESS SECTORS



9.543 SUPPLIERS
(from Greece & abroad)



**28 INDUSTRIAL POWER
PLANTS & RENEWABLE UNITS**



**40 COUNTRIES
OF ACTIVITY**



**More than 9,100
EMPLOYEES**
(direct & indirect)



**5.68 bn. euro
TURNOVER**



**3 bn. euro
SOCIAL FOOTPRINT**



New Structure: METLEN Energy & Metals



Power & Gas

Metallurgy

EPC Projects/Infra

Renewables

Energy



Metals



The new, leaner, organizational structure with two main, complementary pillars, further enhances the synergistic business model of METLEN Energy & Metals

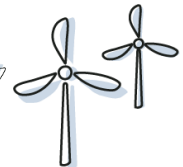
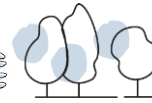
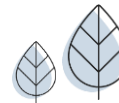
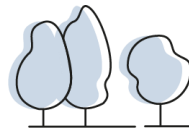
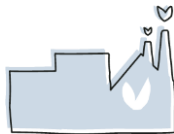
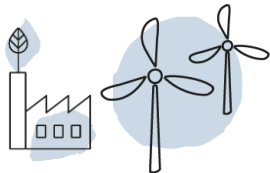
Subsidiaries



Construction and general contracting



Concessions and PPP Projects



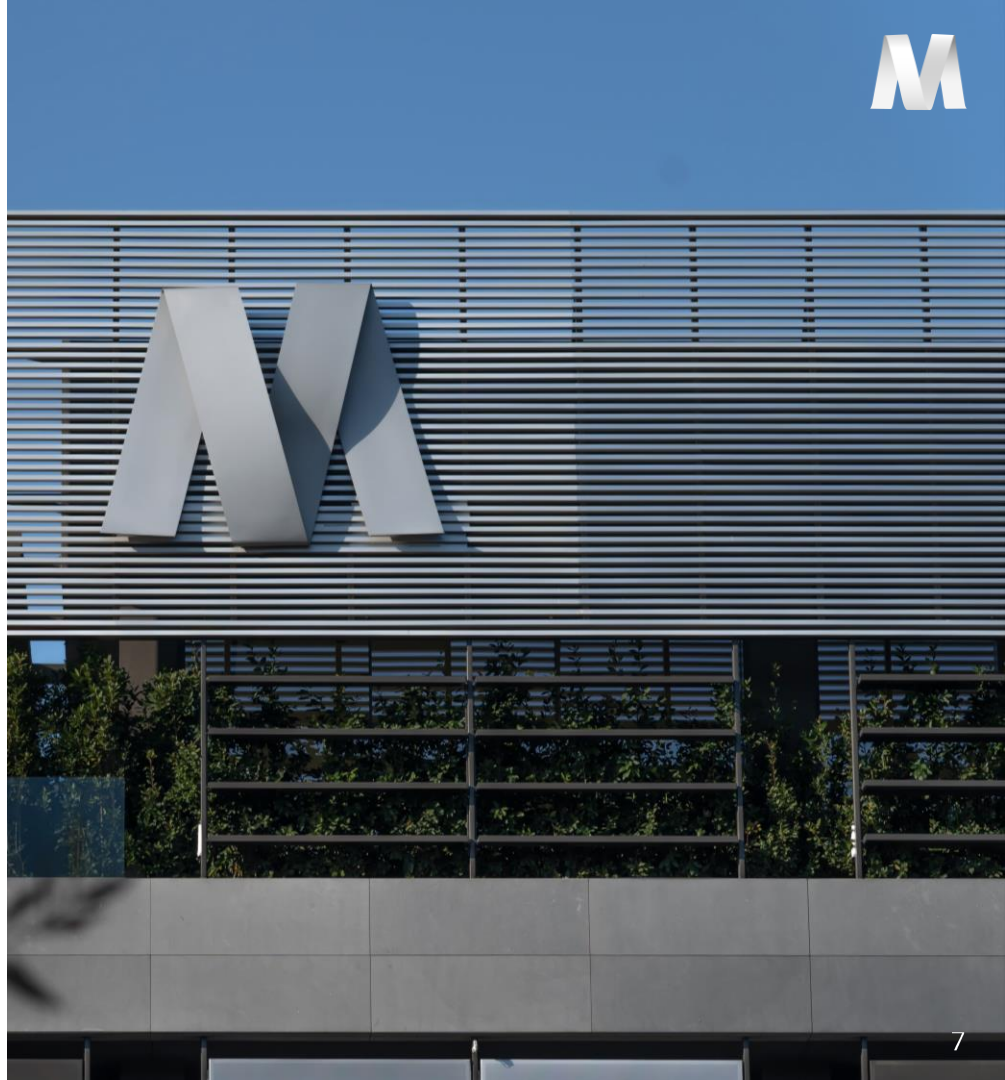
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M CONCESSIONS

Our Mission

Our Vision, Mission and Values are the company's compass that contributes to the achievement of corporate goals and sustainable excellence.

Our goal is to achieve **market leadership** and **technological excellence** using our expertise in project management, finance, design, construction, operation and maintenance.



Our Values

Effectiveness with Safety as a priority

We face difficult challenges and we are committed to achieving our goals while always ensuring safety at work.

Ceaseless effort for Competitiveness by our People

Our effort to be competitive is ceaseless and it is based on the know-how, skills and dedication of our people, as well as our continuous investment in adapting and updating our processes.

Respect for every Employee

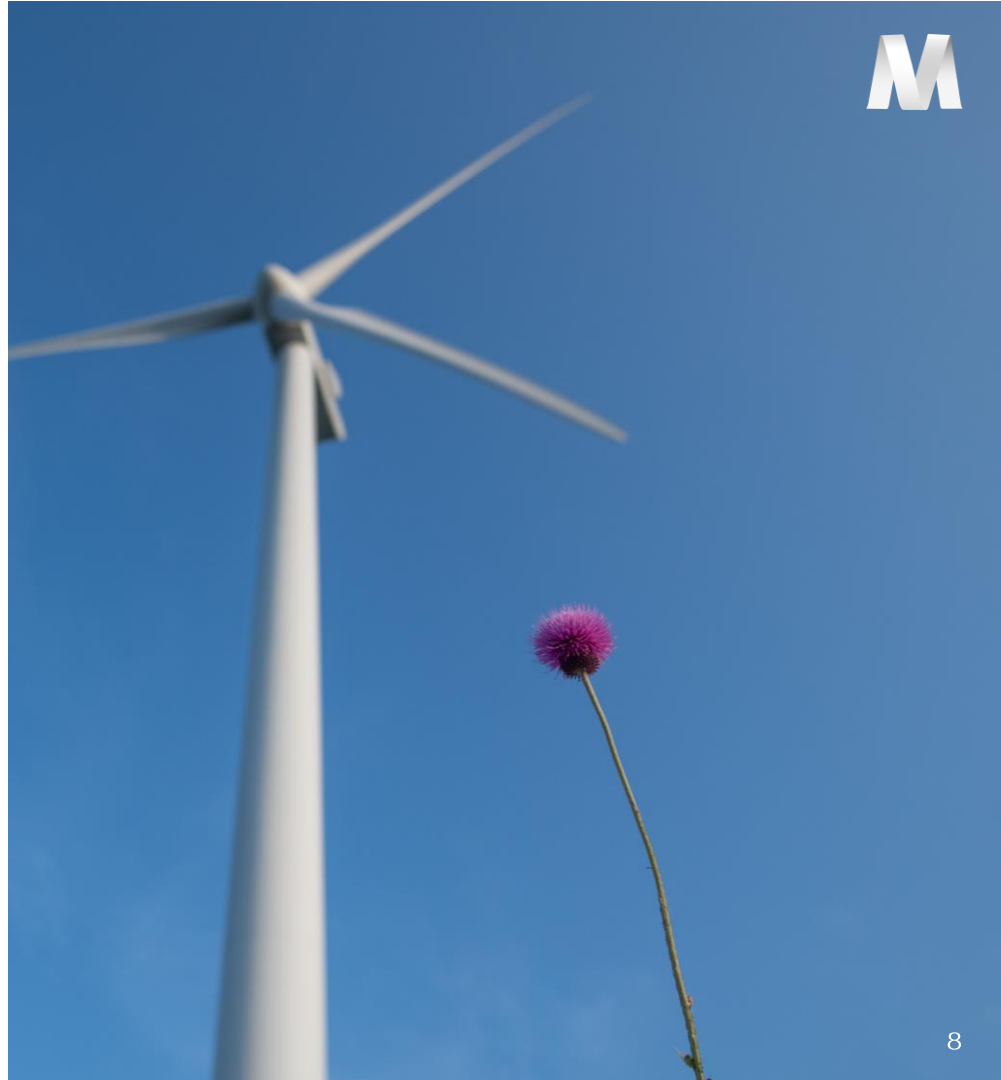
We respect our employees, develop their skills, provide them with the tools they may need to support their role, and have open communication at all the levels of the Organisation.

Two success factors: Teamwork and Excellence

We achieve our best results working as a team. At the same time, we recognise excellence on an individual level and make the most out of it.

Continuous Improvement by All in Everything we do

Continuous progress is an integral part of our role, alongside the execution of on-going projects. Our employees know their job well, have ideas on how to improve it and receive recognition when sound ideas are implemented.



Strong Construction Experience

- M CONCESSIONS relies both on the strong business profile, as well as on the construction experience of METLEN Energy & Metals (ex MYTILINEOS / METKA), who has an **impressive track-record in the construction of complex and specialized projects** for several decades, with strict KPIs, the highest technical requirements and demanding project schedules, as well as proven know-how and flexibility in financial project planning.
- This combination creates excellent synergies, from an investment and construction point of view, and enables M CONCESSIONS to become the investment arm of METLEN Energy & Metals for Concessions and PPP Projects.



Flexibility & Expertise in Financial Planning & Project Construction

Our experience includes a wide range of investments in demanding power generation and infrastructure projects worldwide, through specialized project financing, construction and operation.

Largest private integrated Power and Gas **utility in Greece**, operating the **most efficient** thermal fleet with capacity of c. **2.3.GW**

The new 826MW CCGT at the Ag. Nikolaos energy complex is the largest, most modern and efficient power generation plant in Greece and one of the largest in Europe (thermal efficiency of more than 63%).



"Best Utilities Project" and **"Best Financial Structure"**

Awards for the 400MW CCGT Bridge Power Project in Ghana at the 2019 Partnership Awards in London

The project was rewarded both for the innovative financing structure and for its significance in addressing the energy needs of the wider region.

Global RES portfolio
11.1 GW
in various stages of development

Solar PV



Wind



Core Business Activities



- Public-private partnership activities (PPP) can bring greater efficiency and sustainability to the provision of public services such as energy, transport, telecommunications, water, healthcare, and education, thus providing more quality infrastructure services to more people.
- Projects are planned sustainably, financed, built and maintained at the highest high-quality standard with strict KPIs throughout the life cycle of the project.
- We offer an end-to-end solutions for construction and services projects through professional financing, design, construction and operation.



- Concession projects typically involve significant design and construction, as well as long-term operations, for new build (greenfield) or projects involving significant refurbishment and extension (brownfield). Governments collaborate with private companies and investors for the financing, construction and operation of large-scale projects that are needed to improve the quality of life of their citizens.
- We actively participate, either stand-alone or through strategic alliances, in all major concession projects that have recently been announced in Greece.

PPP and Concession Projects

Advantages of PPP and Concession Projects:

- Through PPPs and Concessions, the Public Sector has a powerful tool to offer Sustainable and properly maintained Projects & Services for their entire lifecycle. The key difference to public procured projects is Professional Facilities Management and Operations & Maintenance.
- Our projects not only sustainably relieve public budgets, but also provide a significant number of additional benefits, creating **sustainable value for all stakeholders**.



PPP Reference Projects

Flyover Thessaloniki - Greece

- The scope of the project includes the design, financing, construction and Operation & Maintenance (O&M) of the new eastern inner ring road (Flyover) and the upgrade and the O&M of the western inner ring road in Thessaloniki, Greece.
- The total duration of the project is 30 years. The first 4 years concern the construction period, whereas the remaining 26 refer to the period of operation & maintenance services for the project.
- The Flyover in Thessaloniki will be one of the most emblematic roads of Greece with the longest elevated carriageway in the country.
- The project started in 2023.
- Contractor: METLEN - AVAX



PPP Reference Projects

17 New School Units - Central Macedonia, Greece

- The scope of the project includes the design, financing, construction, operation and maintenance of seventeen 17 new School Units in the Region of Central Macedonia through a PPP scheme.
- The total duration of the project is 27 years. The first 2 years concern the construction period, while the contractual period of operation and maintenance of the school units is 25 years.
- The students of the new school units will have the opportunity to study in state-of-the-art buildings with **bioclimatic design**. The buildings will have photovoltaic panels on the roof for energy production and electricity saving, thermal insulation and sound-absorbing membranes on the floor, sound blocking and finger protection on the doors, soundproof and heat-insulating windows, automation in lighting, heating and ventilation and other electro-mechanical equipment, and even the possibility of remote control via the BMS system.
- The project started in Q4 2024.
- Contractor: METLEN - ATESE



PPP Reference Projects

Epirus Streetlighting

- The scope of the project includes the design, financing, supply/installation, **upgrade of existing network and technical management** (maintenance, operation and management) of the **streetlighting infrastructure system** of the national and provincial road network **of the Epirus region**, through a PPP scheme.
- The total duration of the project is **16 years**.
- The project contributes towards the wider operational plan of the Region of Epirus regarding the protection of the environment and quality of life. More specifically: the **energy upgrade of infrastructure**, the **reduction of the energy footprint in the urban areas of the Region of Epirus** and the awareness of citizens on energy saving issues.
- The project starts in Q1 2025.
- Contractor: METLEN



PPP Reference Projects

Irrigation Network Yperia-Orfana

- The scope of the project includes the **design, financing, construction, operation and maintenance of a modern irrigation network**, aiming to cover the irrigation needs of the area (approx. 67.800 acres total net area).
- The network will integrate **smart technologies** (sensors and automatic switches), to **optimize irrigation and minimize water losses and energy consumption/expenditure**.
- The duration of the Partnership Agreement is **25 years**.
- The project is scheduled to start within Q3 2025.
- Contractor: METLEN - MESOGEOS



Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a key element of both the business and the management model of **M** CONCESSIONS. Our goal is the regular communication and the open dialogue with the main groups of our Stakeholders, for the further understanding, but also for our more effective response in the fields of CSR related to our operation, and in line with the new UN Sustainable Development Goals (SDGs).

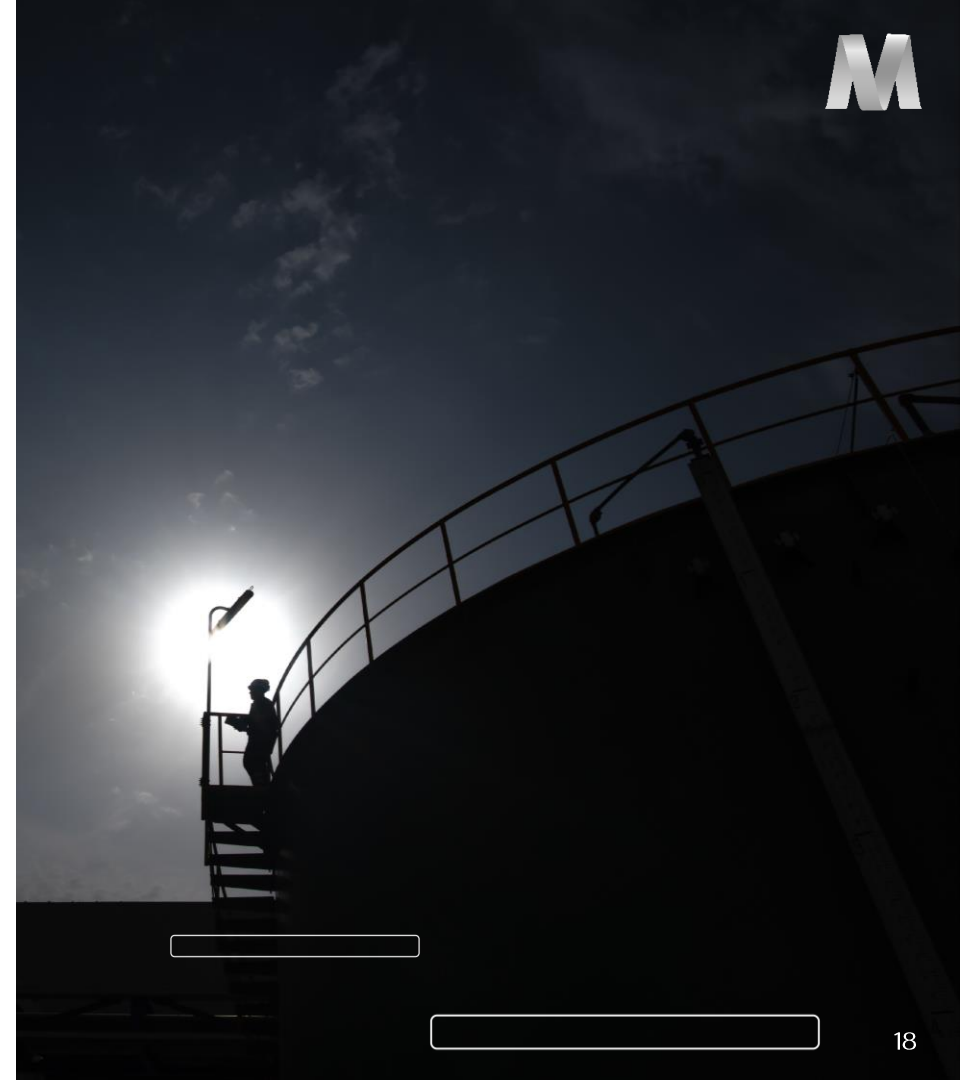


Health & Safety

Our top priority is the safety of our people.

In that regard, we are fully committed to:

- Ensuring, with modern methods, uninterrupted vigilance, training and education of employees.
- Absolute compliance with legal requirements and standards, as well as internal directives.
- Continuous identification and evaluation of risks and taking the necessary measures to address them.
- Operation of a Health & Safety Office.
- Integration of staff in special Health & Safety training programs.
- Open and transparent communication for all issues related to Health & Safety.
- Systematic inspection of the organization and its procedures, in order to fully comply with the rules of safe work, ensuring the safety of customers, partners and other citizens who visit our premises.

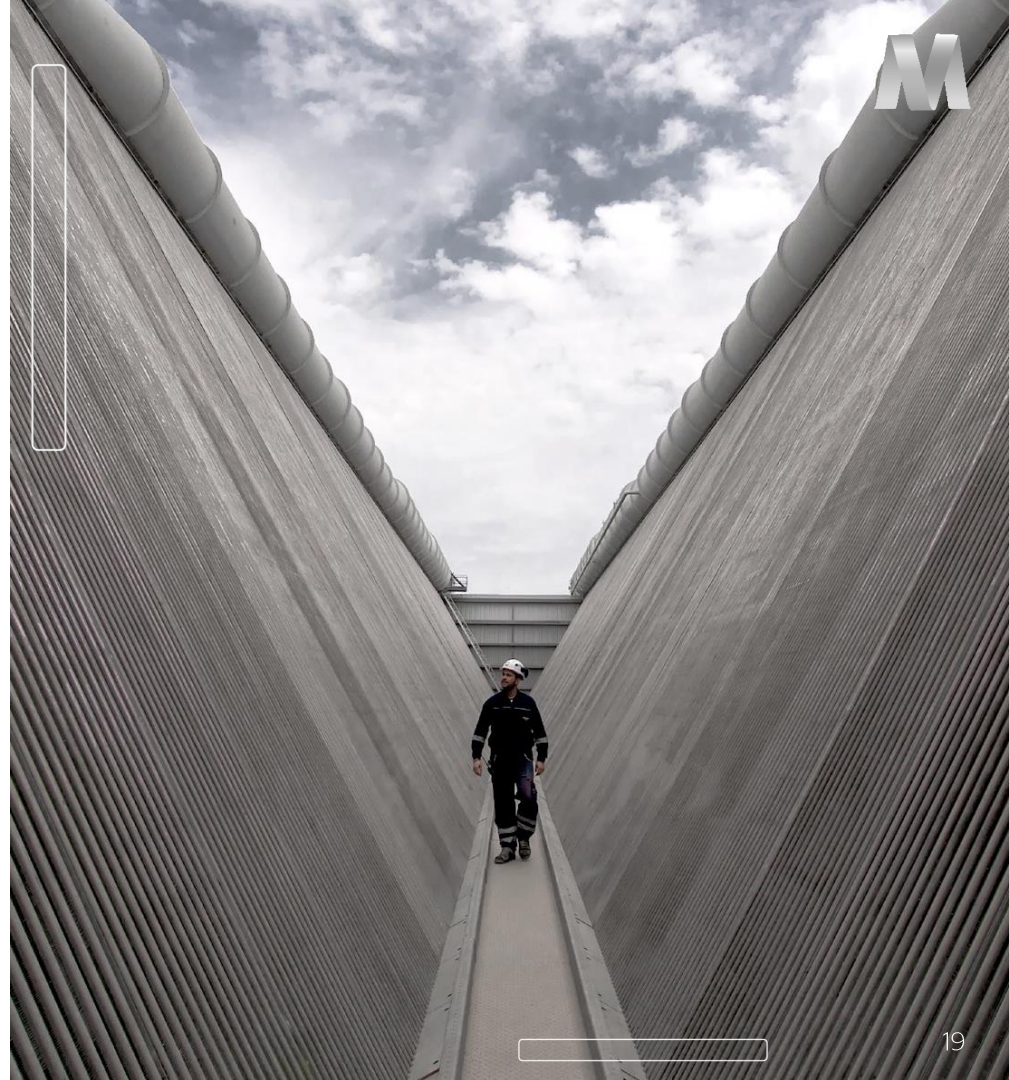


Our People

Our people are the most important and integral part of our organization.

We rely on the know-how, skills and dedication of our people, developing their skills, while at the same time strengthening their role, in all jobs of the organization, recognizing excellence both individually and as a team.

We operate with a sense of responsibility and consistency to remain the first choice of our people throughout their career. We stand by them and support their professional development with actions.



Growth Strategies

- Increase our presence and our portfolio of awarded PPP and Concession Projects in Greece and abroad
- Provide value-added and innovative solutions for PPP and Concession projects
- Continue developing strategic partnerships with accelerate project development capabilities
- Leverage financial capacity to successfully execute our projects



Contact

M CONCESSIONS S.A.

8 Artemidos Str.
GR-15125 Maroussi, Athens

Tel: +30 210 2709200

Fax: +30 210 2759528

E-mail: info@m-concessions.gr

Website: www.m-concessions.gr