

Corporate Presentation

May 2025



Patras cement plant, Greece

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Overview of markets by region

1 Titan Group at a glance



Titan Group at a glance

More than 120 years with a strong track record of growth and international diversification

1902

Titan Cement founded, Elefsina plant

1912

Listing on the Athens Stock Exchange

1920

Started exports from Elefsina port

1960-1980

- 1962: 2nd cement plant, Thessaloniki (GR)
- 1968: 3rd cement plant, Patras (GR)
- 1976: 4th cement plant, Athens (GR)

1990-2025

- International expansion to the US, SE Europe, East Med. & Brazil (JV)
- Listing of Titan shares on Euronext and ATHEX in July 2019
- Listing of Titan America on NYSE in February 2025



- Founded in 1902, Titan is an international, vertically integrated cement and building materials producer
- Cement production capacity of >25m MT with operations in more than 15 countries
- Credit Ratings: “BB+” by S&P & Fitch (upgrades during 2024)
- ESG ratings: “AA” by MSCI, “A-” by CDP & “Prime” status by ISS ESG.

One of *Europe’s Climate Leaders* (Financial Times) and one of the *World’s Most Sustainable Companies* (TIME Magazine)



Key investment highlights



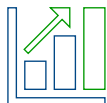
A **strong position** in **Europe** and the **USA** (East Coast), where more than 90% of our revenue and profitability is generated. **Leading market positions in the US, Greece and Southeast Europe**



Strengthened **vertically integrated** business model, well-positioned for future growth, fortifying market positions for maximum value



Well-invested, modern and **efficient** asset base, with investments focusing on further growth



Robust financial performance reflected in the above peers' average growth of Sales & EBITDA, low leverage, healthy cashflow generation and improved credit ratings.



An **established Group** with a strong shareholder base, an international and experienced management team, strong governance with majority of independent Board members and a long-term strategic vision



Early adopters & leaders of **digital innovation** in the building materials sector, harnessing the power of digital breakthroughs, delivering tangible benefits



Net-zero Goal for 2050, one of the first 3 cement companies to have their CO₂ reduction targets approved by SBTi (1.5°C pathway)



Geographically diversified cement and building materials producer

As of 31 December 2024

USA	Greece & Western Europe	Southeastern Europe	Eastern Mediterranean	Group
TOTAL ASSETS: €1,493m 2 cement plants 3 import terminals 8 quarries 88 ready-mix plants 8 concrete block plants 8 fly ash processing plants	TOTAL ASSETS: €891m 3 cement plants 1 grinding plant 3 import terminals 28 quarries 34 ready-mix plants 1 dry mortar plant	TOTAL ASSETS: €524m 5 cement plants 19 quarries 7 ready-mix plants	TOTAL ASSETS: €374m 3 cement plants 1 grinding plant 1 import terminal 14 quarries 8 ready-mix plants	TOTAL ASSETS: €3,283m 14 cement plants c.27m MT 3 grinding plants 8 import terminals 74 quarries 142 ready-mix plants 8 concrete block plants 8 fly-ash processing plants 1 dry mortar plant
USA	Greece	Bulgaria Serbia Albania	Egypt Türkiye **	JV
	UK France Italy	North Macedonia Kosovo		

Note: Including JV

Financial Results 2024

Sales	EBITDA *	Sales	EBITDA *	Sales	EBITDA	Sales	EBITDA *	Sales	EBITDA *
€1,518m	€341m	€444m	€58m	€432m	€168m	€250m	€26m	€2,644m	€592m
3-Year Average 2022-2024									
€1,436m	€275m	€393m	€50m	€413m	€136m	€249m	€26m	€2,491m	€488m

* Adjusted 2024 EBITDA for non-recurring one-off costs of €12m, related to the preparation of the US IPO and an early retirement program in Greece

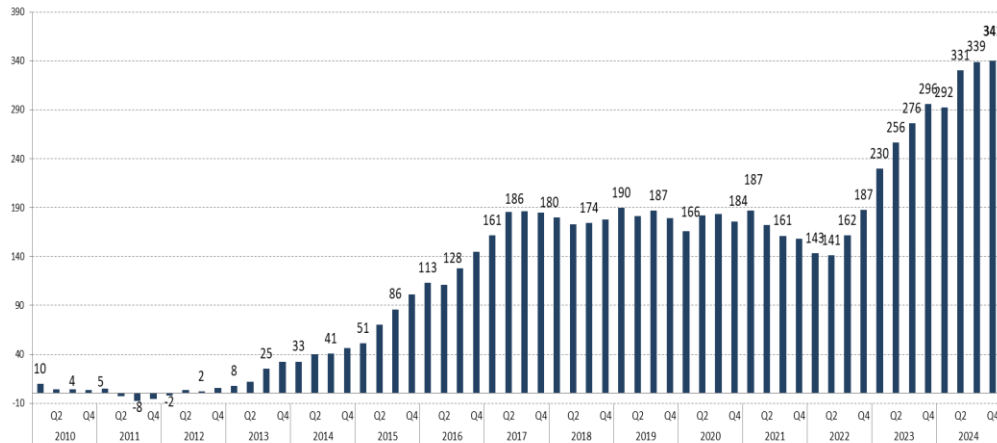
** Divestment of the 75% in Adocim, Türkiye (1H2025)



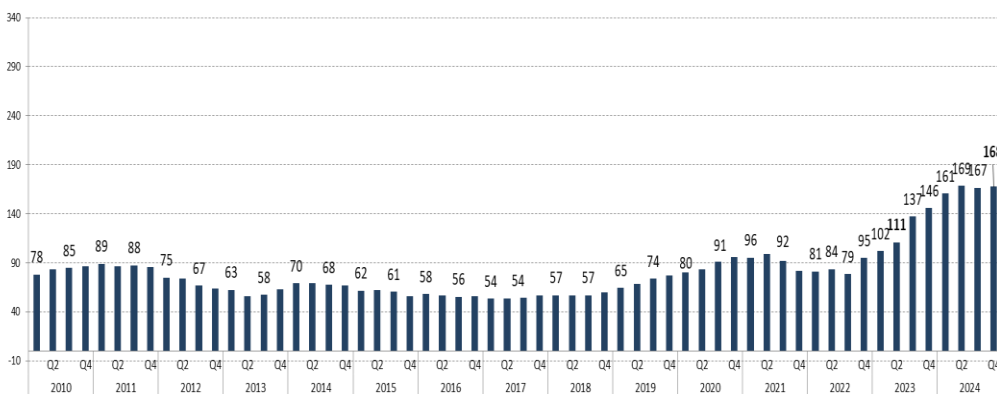
Geographic diversification reduces reliance on any one market

EBITDA 12Month-Rolling Quarterly Analysis by Region (2010 - 2024)

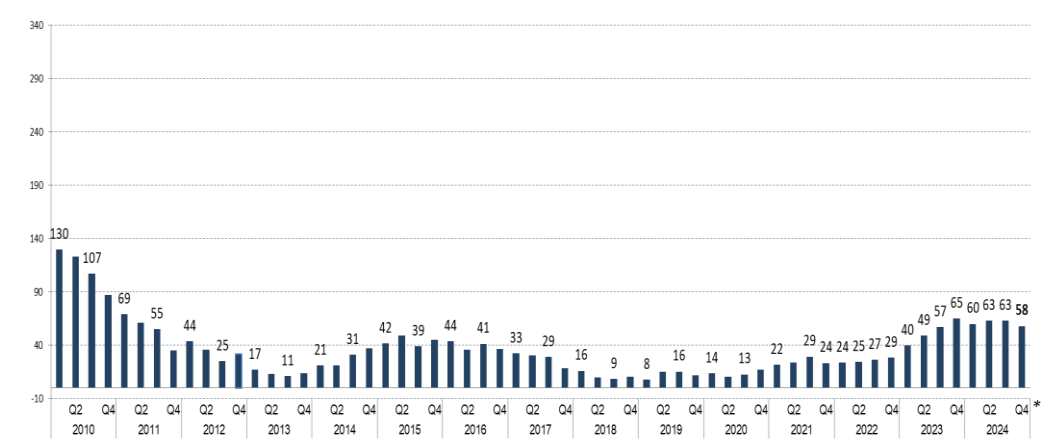
USA



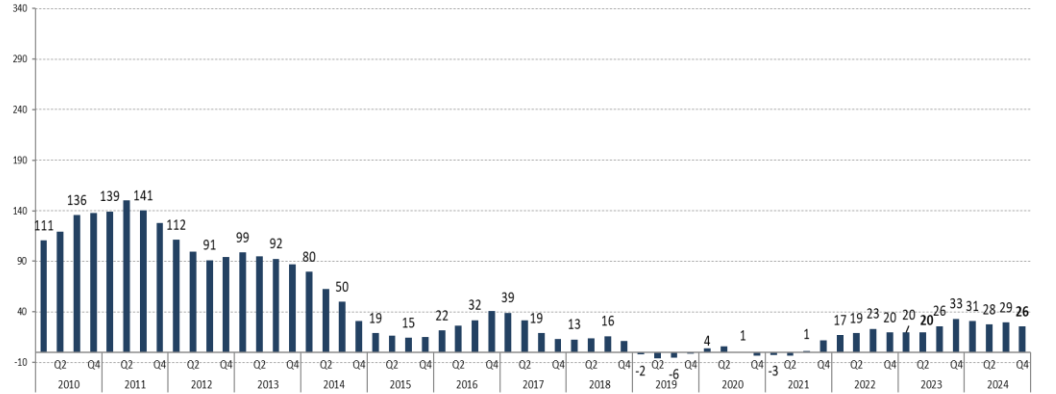
South Eastern Europe



Greece & Western Europe



Eastern Mediterranean

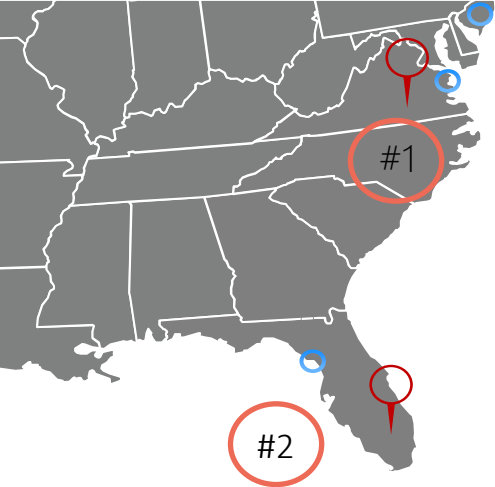


* Adjusted 2024 EBITDA for non-recurring one-off costs of €12m, related to the preparation of the US IPO and an early retirement program in Greece





Leading market positions in key geographies

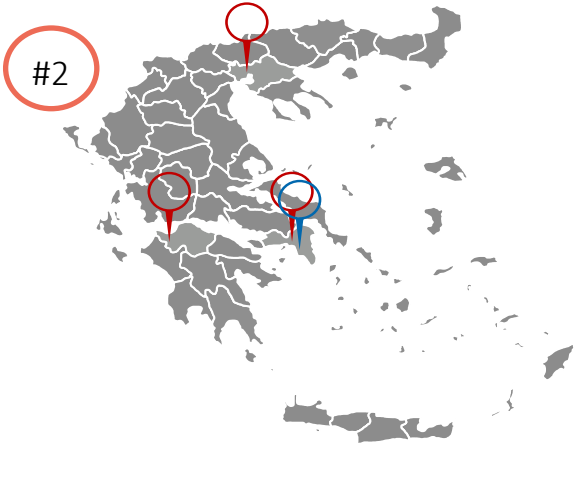
USA



- Significant presence in the East Coast with 2 integrated cement plants in Florida & Virginia
- New domes in Tampa and Norfolk boost supply capacity. Key import terminals in FL, VA, and NJ.
- Extensive vertical integration in RMC, Aggregates etc.

 Cement plant
 Import terminals

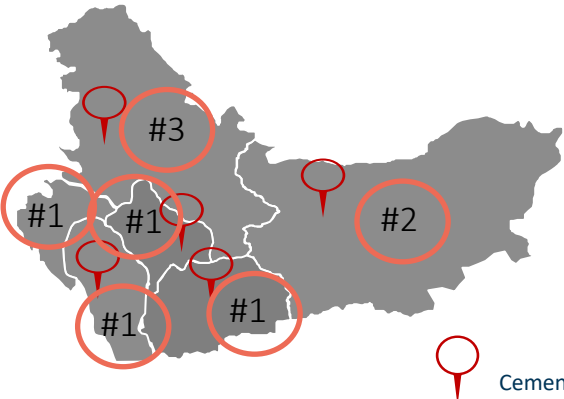
Greece & Western Europe



- Plants are near the 3 major cities and ports, facilitating exports
- Largest operator in aggregates and RMC
- Import terminals (4) at Marseille (FR), Venice & Ortona (IT) and Hull (UK)

 Cement plant
 Grinding plant

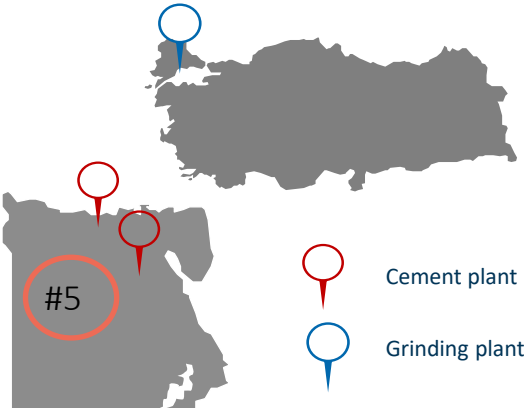
South Eastern Europe



- Largest regional producer
- Coverage of the whole region (only company with presence in all 5 countries)
- Synergies amongst countries
- 4 of our 5 plants near capitals (Skopje, Pristina, Tirana and Sofia)

 Cement plant

Eastern Mediterranean



- Beni-Suef plant close to Cairo
- APCC plant in Alexandria
- Cement grinding plant in Türkiye (Marmara)

 Cement plant
 Grinding plant

Note:  Market position: Company estimates 3-year average



Vertically integrated business model, strengthening market positions for maximum value

Selectively increased vertical integration

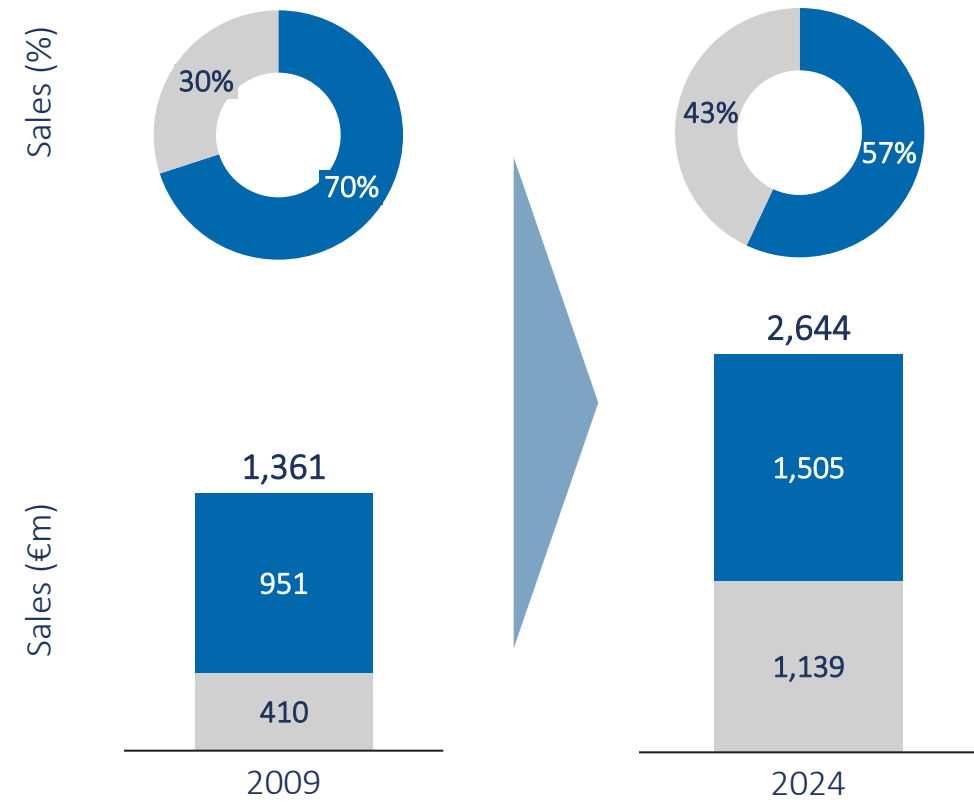
Key benefits of vertical integration for Titan Group

Vertical Integration provides strong competitive advantages in:

- Securing access to market
- Helping reduce earnings volatility
- Increasing proximity to end customers



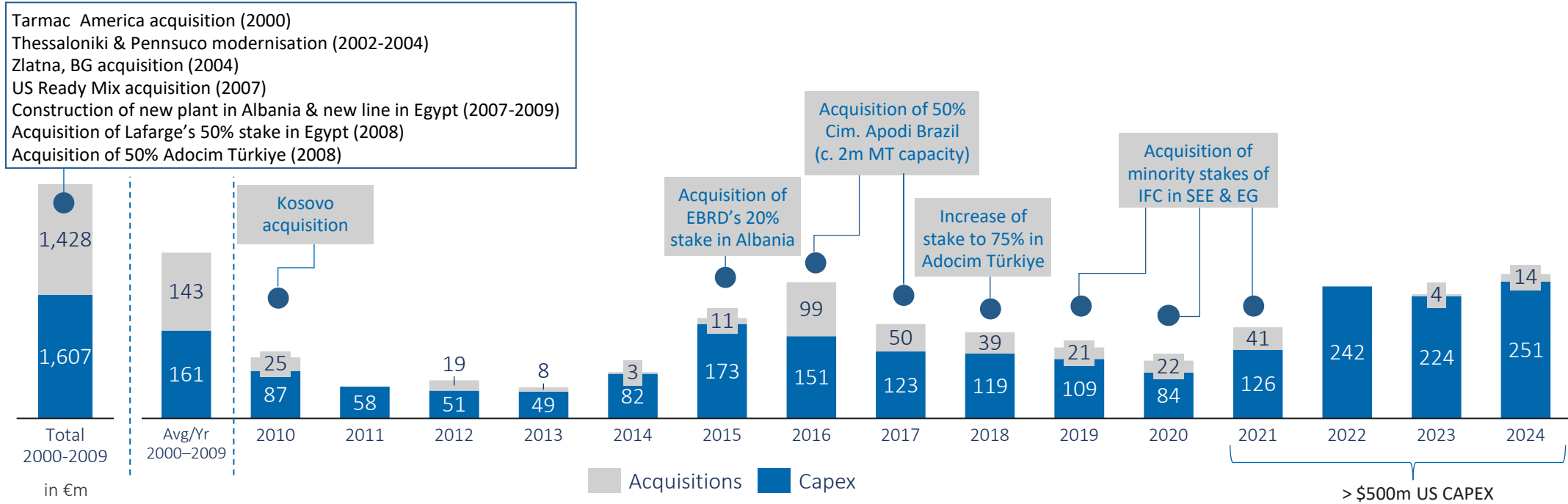
Diversifying our offering in the cement value chain





Well-invested, low-cost and modern asset base

More than €5.3bn invested since 2000; €3.5bn in CAPEX & €1.8bn in acquisitions



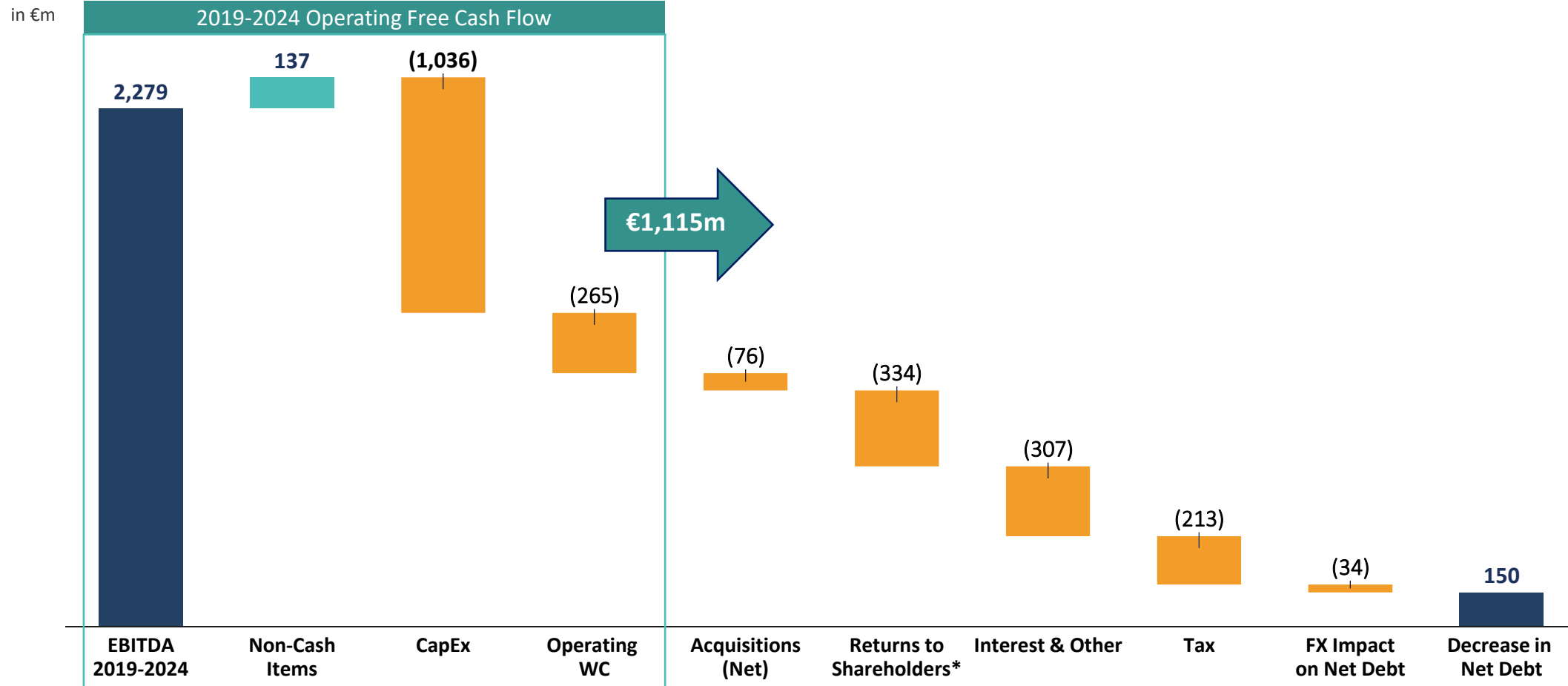
TITAN Group:

- continuously upgrades its plants, adopts modern technology and decreases production costs.
- reached a 15-year high in 2024 with €251m in CapEx, advancing Strategy 2026 through logistics upgrades, strategic bolt-ons in the US and Greece and a new JV in India (SCMs). Key progress in decarbonization included the calciner launch at the Kamari plant (Athens). Supply chain optimization continued with new ready-mix units and fleet upgrades.
- implemented a CAPEX program of ca.\$500m for the period 2021-2024 in the US, growing effective capacity, including expanding terminals in Tampa (FL) and Norfolk (VA), improving logistics, and upgrading the ready-mix fleet, aiming to capture the anticipated market upside.



In 2019-2024 Strong Cash Flow generation despite market volatility

Sources and Uses of Cash since 2019



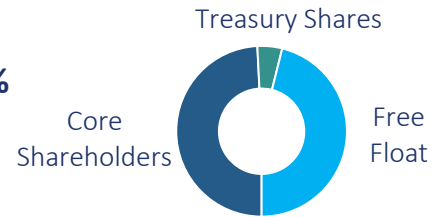
* Returns to shareholders include payments to shareholders for share buybacks, capital returns, dividends and 2019's one-off Titan listing expenses.



Established Group with a strong shareholder base, international & experienced mgmt. team, strong governance & a long-term vision

Shareholder structure*

- E.D.Y.V.E.M., Titan Founders and P&A Canellopoulos Foundation **48.9%**
- FMR LLC **6.2%**
- Treasury shares **4.7% ****
- Other **40.2%**



* based on transparency notifications made by the shareholders.

** as of 23/4/2025. In June 2021, Titan canceled 5% of the Company's shares.

Strong Corporate Governance: Board of Directors & Committees

- High standards of corporate governance embedded in Titan values
- Titan follows the 2020 Belgian Code on Corporate Governance
- Majority of independent board members (7/12)
- 30% of the Board of Directors are women (4/12)
- The Board has established four committees: Audit & Risk, Remuneration, Nomination and Strategy. The Audit & Risk Committees consist exclusively of non-executive directors.

In February 2025, the BoD was restructured and resized to 12 members.



Our Strategic Focus: Capturing Green Growth

Strategy 2026: Growing and transforming our business while delivering operational excellence and focusing on profitability

01

Growing our attractive positions in the USA and Europe



02

Accelerating new green products and solutions



03

Leveraging the growth potential of digital and new technologies



04

Enabling strategy execution through a local, performance-driven and talent-enabled operating model





Ambitious ESG Targets for 2025 and Beyond in 4 Focus Areas

Towards a more sustainable, net-zero, digitalized and inclusive future



	DECARBONIZATION AND DIGITALIZATION	GROWTH ENABLING WORK ENVIRONMENT	POSITIVE LOCAL IMPACT	RESPONSIBLE SOURCING
Near term 2030	<ul style="list-style-type: none"> SBTi validated targets Scope 1,2,3:-25.1% vs 2020 ¹ 	<ul style="list-style-type: none"> Zero fatalities LTIFR among the 3 best in peer group Wellbeing initiatives +20% women in management and new hires 	<ul style="list-style-type: none"> Strong performance in Dust, NOx, SOx 100% of quarries with rehabilitation plans Biodiversity management plans at 100% of quarries² 2/3 of our total spend directed to local suppliers 	<ul style="list-style-type: none"> Water consumption of 280 lt/t cementitious Product 70% of water demand covered by recycled water 85% of production covered by ISO 50001 or energy audits 70% of key suppliers meeting TITAN ESG supplier standards
Long term 2050	<ul style="list-style-type: none"> Net zero Scope 1,2,3:-95.6% vs 2020 ¹ R&I invest €20m/year 			

¹ kg CO2 /t cementitious product

² in high biodiversity value areas

All underpinned by

GOOD GOVERNANCE, TRANSPARENCY AND BUSINESS ETHICS



Scan the QR code to find our detailed targets or visit:
www.titan-cement.com/sustainability/our-approach/2025-targets



Ambitious GHG emissions targets

We are on track to meet our targets; Significant reduction; 11% decrease since 2020

Strong track record

in CO₂ emissions reduction

778

672

Figures within the circles refer to Scope 1 net CO₂ emissions (kg/CO₂/t cementitious product)

1990-2020
-13.7%

A whole new level of ambition

with science-based targets for Scope 1, 2 & 3 emissions



SCIENCE
BASED
TARGETS

Decarbonization
Targets*
2026:

2.4x
more alternative fuels

2.1x
more green products

598

550

500

We set our 2030 CO₂ reduction targets in line with the 1.5°C scenario

Scope 1 (gross), 2, 3 **
-25.1%
vs. 2020 level

Scope 1
-22.8%
vs. 2020 level

Scope 2
-58.1%
vs. 2020 level

Scope 3**
-80.9%
vs. 2020 level

Scope 1 (gross), 2, 3***
-95.6%

Other absolute Scope 3
GHG emissions
-90%

net-zero

Commitment to net zero

Developing products and solutions for a carbon-neutral world

BUSINESS AMBITION FOR 1.5°C

Large-scale carbon capture project in Greece selected by the EU Innovation Fund

iFESTOS

1990

2020

2024

2026

2030

2050

*2020 reference year

** Absolute Scope 3 GHG emissions from the use of sold fossil fuels

*** Scope 1: direct CO₂ emissions; Scope 2: indirect CO₂ emissions from electricity; Scope 3: indirect CO₂ emissions of the supply chain (purchased cement and clinker is considered until 2030)

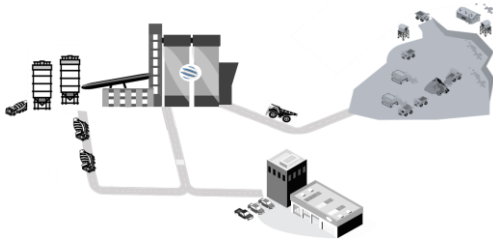


Digital transformation

Unique digital capabilities and assets: already delivering tangible benefits



Manufacturing Operations



Productivity & Reliability Factor Improvements

- **AI-based Real-Time Optimizers (RTOs)**
 - Already deployed in most plants of TITAN's footprint
 - Up to 10% productivity improvement and 5%-10% reduction in energy consumption
- **Failure prediction systems with the use of Machine Learning**
 - Deployed in all plants with significant savings from failures cost avoidance and downtime reduction
- **Quality prediction & downstream prototypes**
 - Completion of first implementation in the US for real-time AI-based cement quality prediction
 - Pilots ongoing for RMC and fly ash separators
- **1st Digital Service business: "CemAI"** continued to grow its customer base in 2024 and introduced "CemAI Process Optimizer"

Logistics optimization & enhanced customer experience

- **"Customer 4.0"**
 - AI-enabled Dynamic Logistics solution for RMC deployed in USA (FL & MA). Preparations for rollout in Greece.
 - Proactive customer experience tools, sales & logistics dynamic control towers.
- **Customer App (web portals and mobile apps)**
 - Live in most of Europe and Florida; under development in East Med.
- **Distribution Network Optimization**
 - In-house optimizer tool in use in Florida's aggregates distribution network.
- **Demand Forecasting**
 - Next Generation Demand Forecasting tools deployed in US and Greece.



Customer Experience & Supply Chain

3 Overview of markets by region



Zlatna cement plant, Bulgaria

USA – Business Overview

Titan America is well positioned and investing further to capture growth along the East Coast

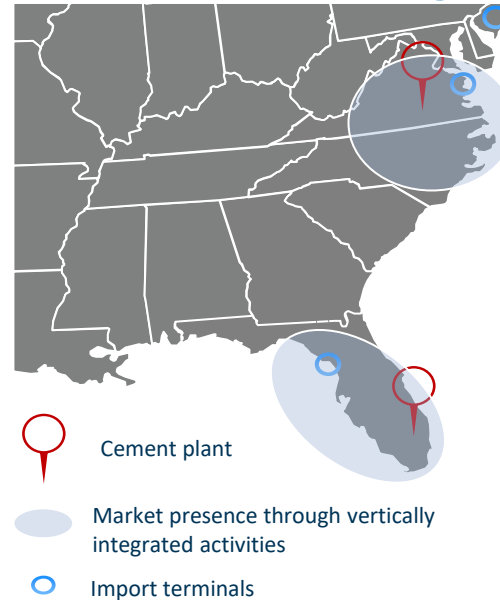
Operating units

- 2 Cement plants
- 9 Quarries
- 88 Ready-mix plants
- 8 Concrete block plants
- 8 Fly ash processing plants
- 3 Import terminals

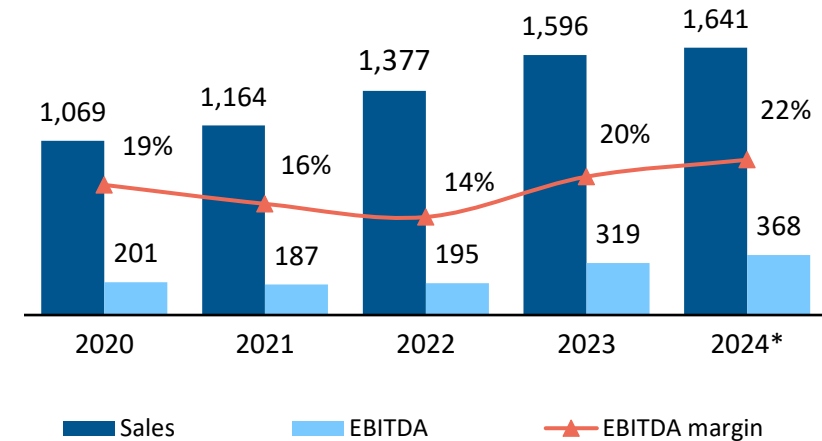
Principal products / activities



Cement capacity: 3.5 m MT



Sales & EBITDA (\$m)



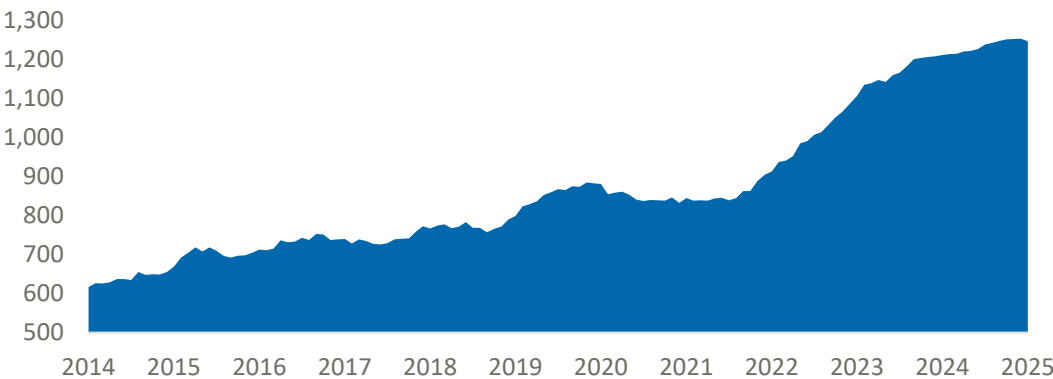
Trends & Drivers

- Large infrastructure and commercial drive demand, while fundamental drivers of housing demand, remain in place. Significant upside from the \$550bn approved for new spending; part of the \$1.2tr Infrastructure Inv. & Jobs Act.
- Solid economic growth, internal migration and strong employment levels across our markets in Mid-Atlantic and mainly in Florida bolster cement demand.
- Firm pricing, efficiency gains, supply chain & logistics improvements as well as lower import costs, strengthened profitability margins.
- Robust performance despite adverse weather conditions thanks to the vertically integrated business model, operational efficiencies & cost management.
- Investments of ca. \$500m (2021-2024) target the expansion of supply capacity, operating efficiencies & optimization of logistics to capture market growth. Acquisition of a sand and clay reserves quarry for our calcined clay production line at the Virginia plant, supported by a \$62m grant from DoE.
- Titan America's listing of a 13.3% stake on NYSE was finalized in February 2025, raising a total gross amount of \$393m.

USA

Infrastructure & non-residential to support demand; housing driven by positive demographics

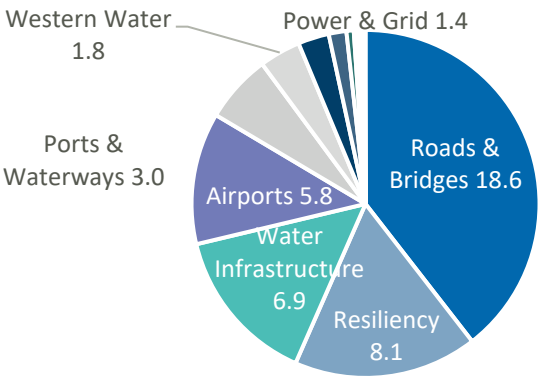
U.S. Nonresidential Total Construction Spending (\$bn)



Source: ST. fred.stlouisfed.org

US Infrastructure Bill - Bipartisan Law Additional Cement Consumption by Construction Sector

(m Metric Tons)

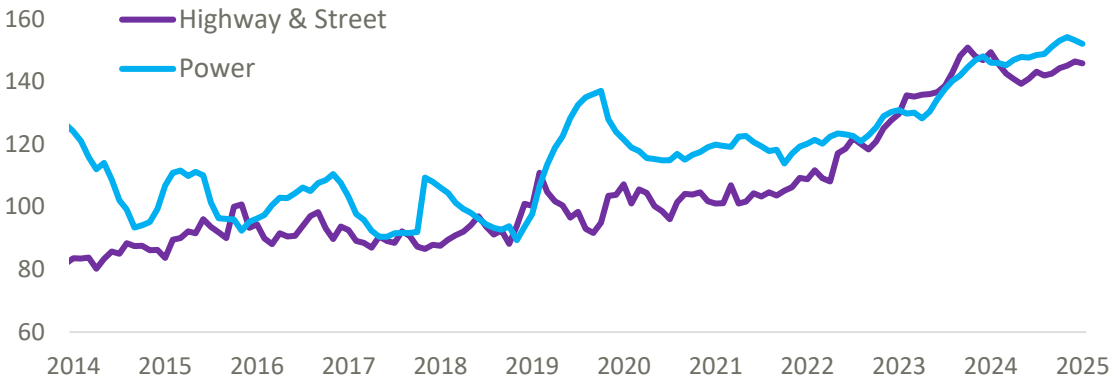


- **Infrastructure Spending**
\$1.2 Trillion
o/w \$550 Billion New
- **Cement Consumption**
Additional 46m Metric Tons
Over Five-Year Program

Source: PCA Fall Cement Outlook, Fall 2022



Highway & Street and Power Construction Spending (\$bn)



Source: U.S. Census Bureau via FRED®

Housing starts stabilized at average historic levels; softening of interest rates & pent-up demand expected to drive growth



Source: ST. fred.stlouisfed.org

USA

Strategic Growth and Market Highlights

In 2025, Titan completed a major strategic move with Titan America's listing on NYSE, raising gross proceeds of \$393m.



- On 6 February 2025, Titan America, a subsidiary of Titan, and parent company of the Group's US operations, completed its IPO on the New York Stock Exchange (NYSE). The IPO consisted of a primary offering by Titan America and a secondary sale by Titan, at \$16/share.

- Following the completion of the transaction, and as of 11 March 2025, TITAN Group owns 86.7% of the common shares of Titan America.
- Titan America trades under the ticker symbol **"TTAM"** on NYSE.

Mid-Atlantic & Florida Highlighted Commercial & Infrastructure Projects



IAD AWS Data Centers
Northern Virginia



Jacksonville Airport
Jacksonville, FL



Nokia Bell Labs
New Brunswick, NJ



SpaceX
Kennedy Space Center, FL

Greece and Western Europe - Business Overview

Titan's home market: strong capacity covers the rising local market & serves export markets

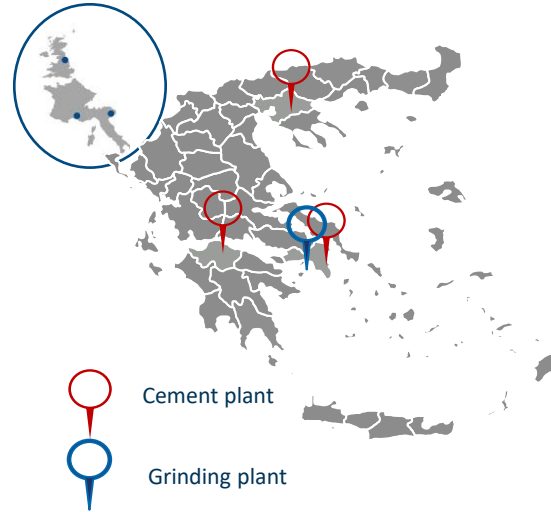
Operating units

- 3 Cement plants
- 1 Grinding plant
- 28 Quarries
- 34 Ready-mix plants
- 1 Dry mortar plant
- 4 Import terminals
- 1 Processed engineering fuel facilities

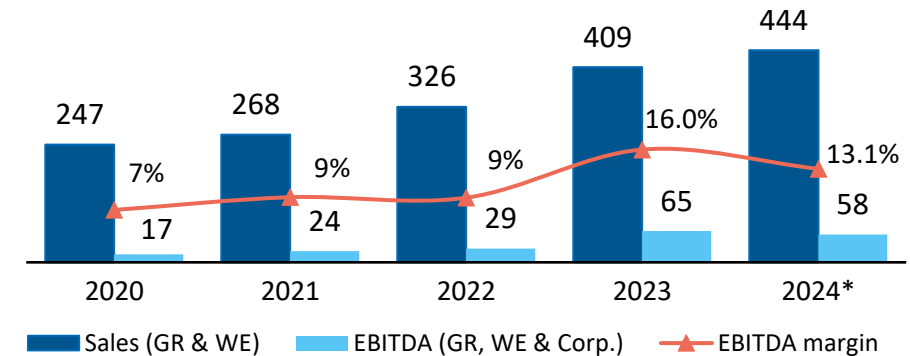
Principal products / activities



Cement capacity: 6.5 m MT



Sales & EBITDA (€m)



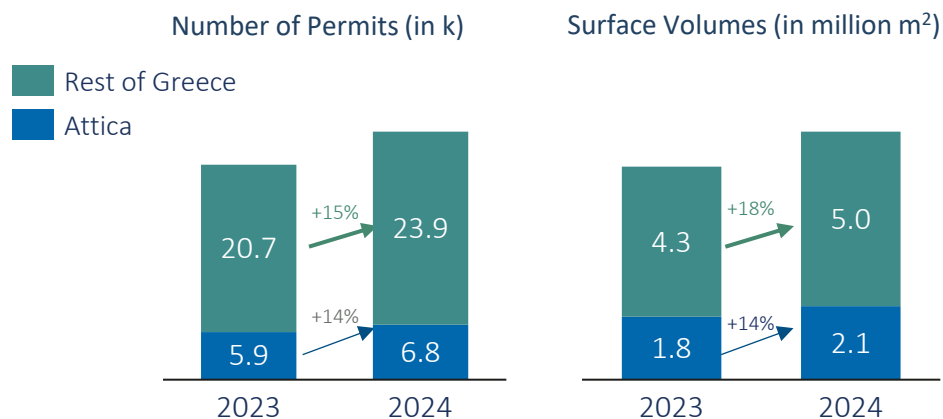
Trends & Drivers

- Strong demand across infrastructure, residential and tourism sectors drives increased sales. Profitability in 2024 impacted by increased electricity and raw materials costs and lower intragroup export prices.
- Domestic double-digit volume growth in all products in 2024. Established two new ready-mix concrete units in Peloponnese & Athens Ellinikon.
- EU-funded projects expected to support demand growth for the next years; “Next Generation” EU funds (€36bn grants & soft loans) to benefit Greece.
- Completion of the €26m state-of-the-art pre-calciner at “Kamari”, close to Athens, results in significant cost savings and CO₂ emissions reduction.
- Front-End Engineering Design contract signed, committed to large-scale CCS project, IFESTOS, with a grant of €234m from the EU Innovation Fund.
- Increased efficiencies across our operations thanks to ongoing decarbonization and digitalization projects.

Greece and Western Europe

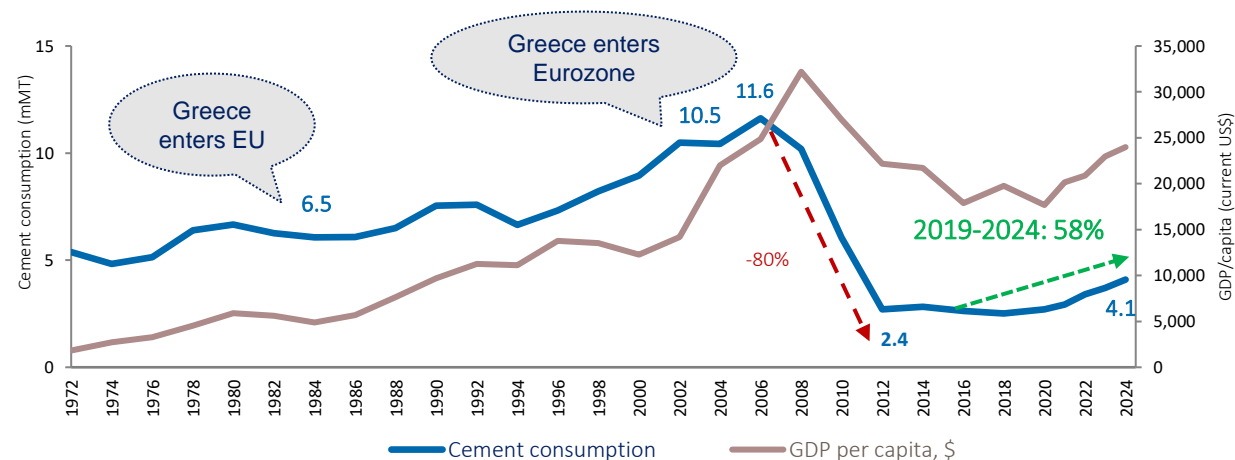
Increasing confidence in recovery supported by macro data and strong fiscal response

Activity in Greece in 2024



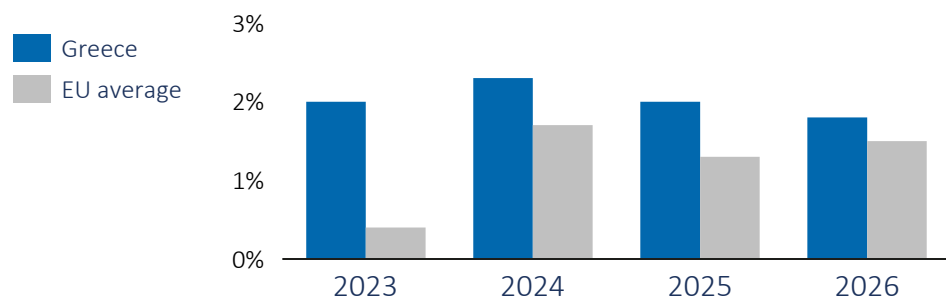
Source: ELSTAT, Building Activity (December '24)

Cement consumption >5 mn tons annually until 2010



Source: Hellenic Cement Industry Association (1960-2019), World Bank, I.M.F., ELSTAT, Company estimates

Estimated GDP growth, higher vs the EU average



Source: IMF, World Economic Outlook, April 2025

Greece: growth outlook

- €36 bn from NGEU grants and soft loans and €34 bn from EU Budget planned for the period 2021-2027.
- The Greek economy grew by 2.3% in 2024 and is expected to grow by 2.0% in 2025 (vs 1.3% EU average).
- The country's sovereign credit rating is rated as Investment Grade by all rating agencies.
- Cement market growth of 58% in the last 5 years (~10% CAGR).

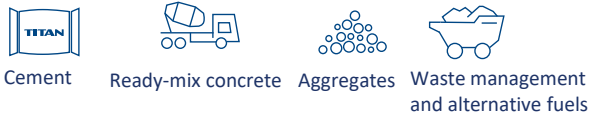
Southeastern Europe - Business Overview

Attractive regional cluster set to benefit from long-term infrastructure needs & EU admission

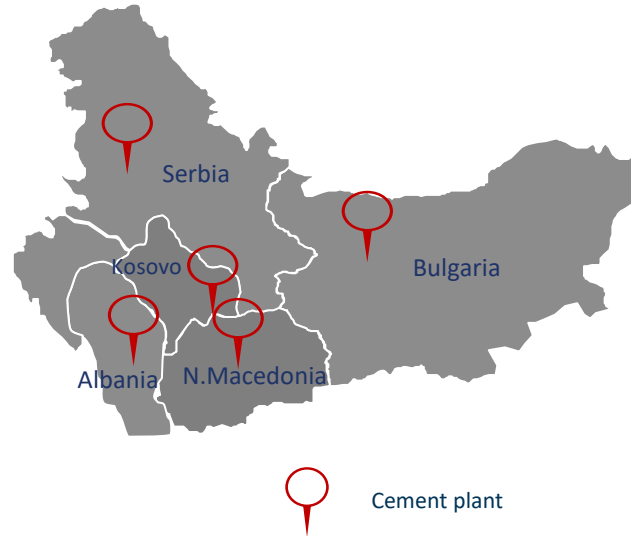
Operating units

- 5 Cement plants
- 19 Quarries
- 7 Ready-mix plants
- 1 Processed engineering fuel facilities

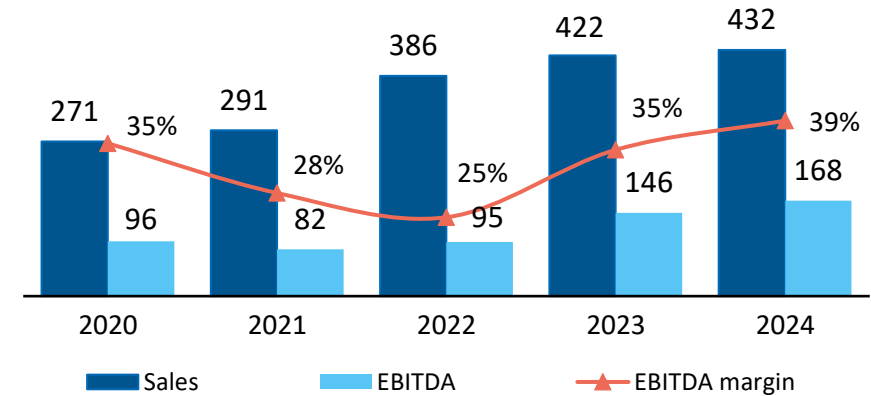
Principal products / activities



Cement Capacity: 6.3 m MT



Sales & EBITDA (€m)



Trends & Drivers

- Infrastructure projects remained the main growth driver; North Macedonia and Albania benefited also from residential developments.
- Pricing dynamics varied across the region in 2024, with slight upward adjustments in some countries and softness in others.
- Investments in energy efficiency enabled increased use of alternative fuels, while the reduction of the solid fuels cost and digitalization supported EBITDA growth.
- Continued reduction in the clinker-to-cement ratio, aligning with the Group's strategy to lower the carbon footprint through innovation and new product development.

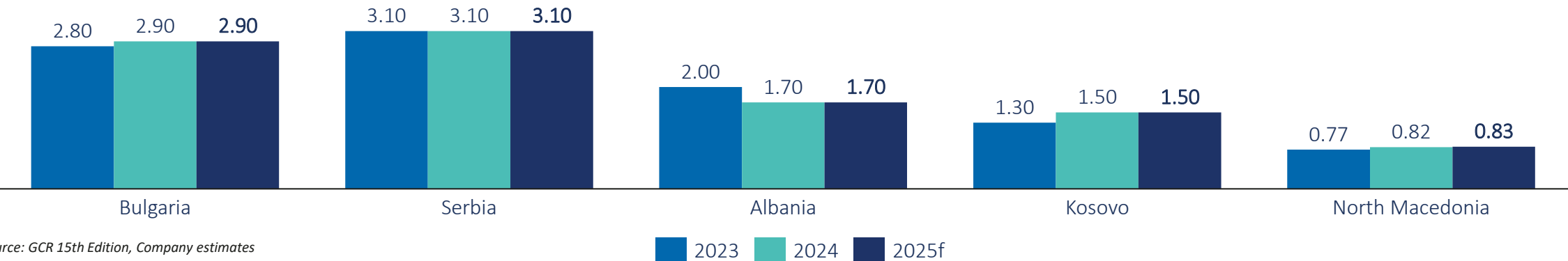
SEE Prospects for Growth Lead to Positive Outlook

Low Volatility Markets with Upside Potential as Urbanization Rises

GDP growth %



Cement consumption
(‘000 MT)



Eastern Mediterranean - Business Overview

Two large markets (>110m MT of combined cement consumption)

Operating units

- 2 Cement plants
- 1 Grinding plant
- 14 Quarries
- 8 Ready-mix plants
- 2 Processed engineering fuel facilities

Principal products / activities



Cement



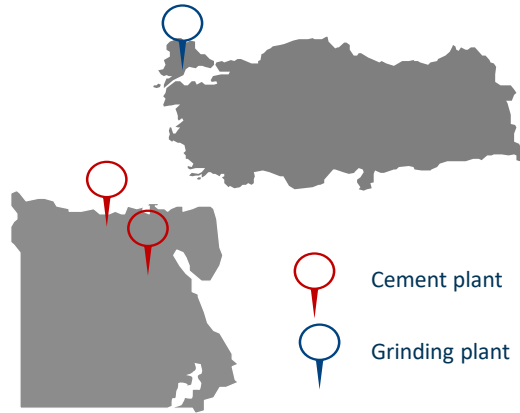
Ready-mix concrete



Aggregates



Waste management and alternative fuels

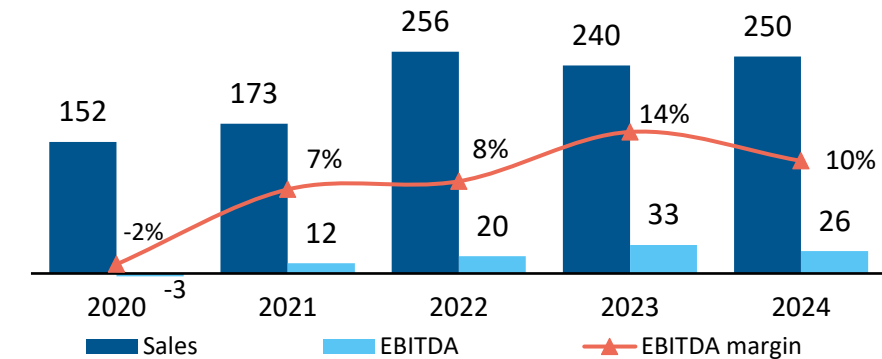


Cement plant

Grinding plant

Cement capacity: 7.1 m MT

Sales & EBITDA (€m)



Trends & Drivers

Egypt's cement market regulation agreement continued in 2024. Private housing projects remained the key demand driver.

- IMF's increased bailout loan (\$8bn). A \$35bn mega real estate project funded by a UAE investment vehicle & EGP devaluation create an optimistic outlook.
- Substantial growth in exports exceeding one million tons.
- Accelerated efforts are made toward environmental contribution through record levels of alternative fuel substitution in both plants.

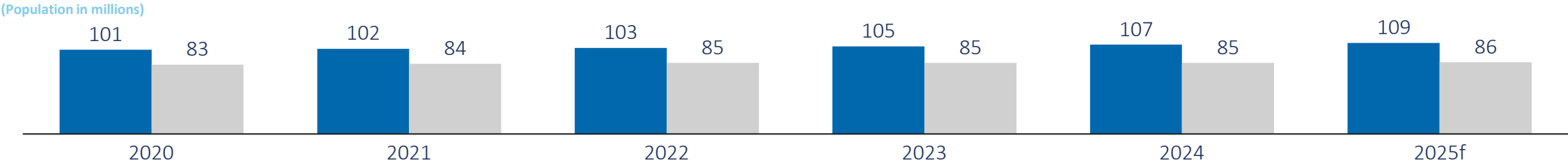
Türkiye continues to see positive volume performance, with demand growth driven by earthquake reconstruction efforts and rehabilitation projects.

- The Group continues to develop sales, out of its recently acquired Vezirhan pozzolana quarry.
- In May 2025, Titan finalized the divestment of its 75% share in Adocim for cash proceeds of \$87.5 million. The Group will continue to operate a grinding plant and cementitious assets in the Marmara region.

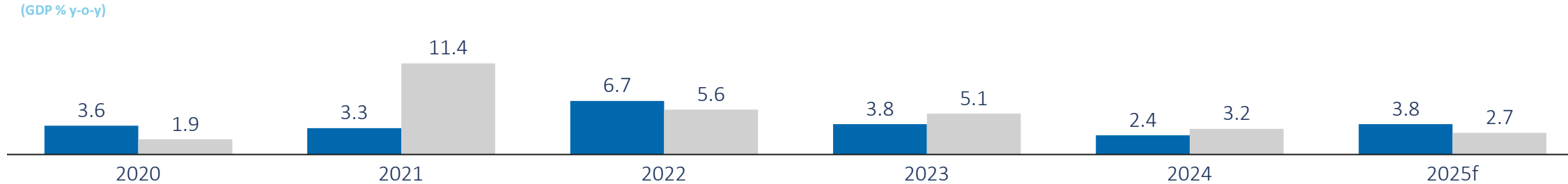
Eastern Mediterranean

Favorable Demographics Generate Economic Growth and Investment Needs

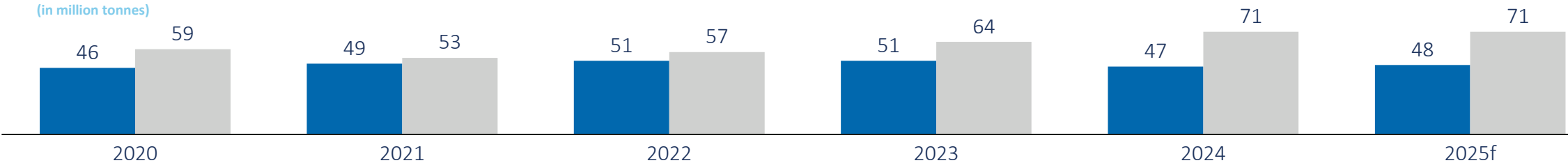
Large, young and growing population...



...combined with recorded and anticipated GDP growth...



...generating needs in cement consumption



Source: IMF, Global Economic Outlook, April 2025, GCR, 15th edition

Brazil – Joint Venture 50/50

Cimento Apodi operates two units in Ceará state

Operating units

- 1 Cement plants (Quixeré)
- 1 Grinding plant (Pecém)
- 4 Quarries
- 4 Ready-mix plants

Principal products / activities



Cement



Ready-mix concrete



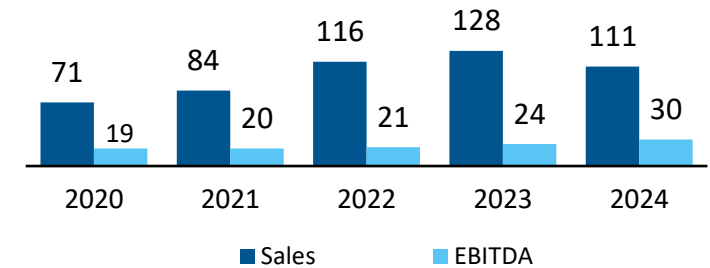
Cement plant

Grinding plant



Cement capacity: 2 m MT

Sales & EBITDA (€m)



Note: Consolidated on an equity basis

Trends & Drivers

- In 2024, cement demand in Brazil increased by 4.2% benefitting from rising investment in housing and infrastructure projects.
- Profitability improved in 2024, with EBITDA up by 20.9%, supported by energy efficiency gains and decarbonization-driven cost reductions.
- Focus remains on product mix optimization and technical sales, targeting the precast industry, wind energy and major infrastructure projects.

Financial Performance

For more information on TITAN's performance, please refer to the analysts' presentation through the following links:

[Financial Results-FY 2024](#)

[Financial Results-Q1 2025](#)



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