Corporate Presentation

September 2026

Thessaloniki plant, Greece

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TITAN

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 (ATHEX)

1920
Started exports from Elefsina port

1960-1980
Inauguration of cement plants in Greece:
- 1962: 2^{nd} plant, Thessaloniki
- 1968: 3^{rd} plant, Patras
- 1976: 4^{th} plant, Athens

1990-2025
- Int'l expansion to U.S., SE Europe, East Mediterranean & Brazil (JV)
- 2019: Titan listed on Euronext Brussels & Euronext Athens
- 2025: Titan America listed on the NYSE

2026
- Acquisition of Traçim (Türkiye)
- Acquisition of Keystone Cement (U.S.)
- Acquisition of Vracs de l'Estuaire (France)

- Founded in 1902, Titan is an international, vertically integrated cement and building materials producer
- Cement production capacity of >27m MT with operations in more than 15 countries
- Credit Ratings: "BB+ with positive outlook" by S&P & Fitch (2025 upgrades)
- ESG ratings: "AA" by MSCI, "A" by CDP & "Prime" status by ISS ESG.
  One of *Europe's Climate Leaders* (Financial Times, 2025) and one of the *World's Most Sustainable Companies* (TIME Magazine, 2026).

2 Key investment highlights

New calciner, Kamari plant, Greece

Key investment highlights

Leading market positions in all regions we operate including the **US, Greece, Southeast Europe** and the **Eastern Mediterranean. Synergies** from the three recent value accretive cement acquisitions.

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 cash flow 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 CO_2 reduction targets approved by SBTi (1.5^{o}C pathway)

Geographically diversified cement and building materials producer

As of 31 December 2025

USA
TOTAL ASSETS: €1,626m
- **3** cement plants[1]
- **3** Multi-material Marine Import hubs
- **7** commercial quarries
- **82** ready-mix plants
- **8** concrete block plants
- **8** fly ash processing plants

USA

Greece & Western Europe
TOTAL ASSETS: €1,043m
- **3** cement plants
- **2** grinding plants[1]
- **4** Multi-material Marine Import hubs
- **18** commercial quarries
- **34** ready-mix plants
- **2** dry mortar plants

Greece, UK, France, Italy

Southeastern Europe
TOTAL ASSETS: €537m
- **5** cement plants
- **4** ready-mix plants
- **2** commercial quarries
- **1** precast concrete facility

Bulgaria, Serbia, Albania, North Macedonia, Kosovo

Eastern Mediterranean
TOTAL ASSETS: €291m
- **3** cement plants[1]
- **1** grinding plant
- **2** commercial quarries
- **4** ready-mix plants

Egypt, Türkiye

Group
TOTAL ASSETS: €3.5bn
- **15** cement plants[1] > 27m MT
- **4** grinding plants
- **7** Multi-material Marine Import hubs
- **29** commercial quarries[2]
- **128** ready-mix plants
- **8** concrete block plants
- **8** fly-ash processing plants
- **2** dry mortar plants

Note: Including JV

JV
- **1** cement plant
- **1** grinding plant
- **4** ready-mix plants

Brazil

Financial Results 2025

	USA		Greece & Western Europe		Southeastern Europe		Eastern Mediterranean		Group	
	Sales	EBITDA	Sales	EBITDA	Sales	EBITDA	Sales	EBITDA	Sales	EBITDA
Share	55%	55%	19%	10%	16%	25%	9%	10%		
Value	€1,481m	€334m	€519m	€61m	€418m	€149m	€251m	€62m	€2,669m	€606m

3-Year Average 2023-2025

	USA		Greece & Western Europe		Southeastern Europe		Eastern Mediterranean		Group	
	Sales	EBITDA	Sales	EBITDA	Sales	EBITDA	Sales	EBITDA	Sales	EBITDA
Share	57%	56%	18%	11%	16%	27%	9%	7%		
Value	€1,492m	€321m	€462m	€61m	€419m	€154m	€247m	€40m	€2,620m	€576m

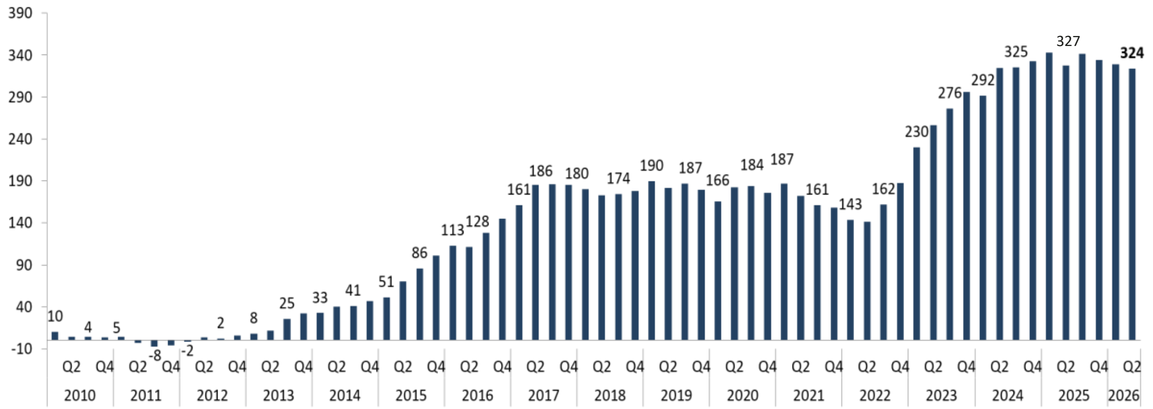
TITAN

[1] Acquisitions completed in 1H26 include: Keystone Cement plant (Pennsylvania, USA), Vracs de L'Estuaire (France, Western Europe) and Traçim Cement plant (Türkiye, Easter Mediterranean).
[2] TITAN's total number of quarries (cement, aggregates and pozzolan) amounts to 65, with 36 being used for internal supply.

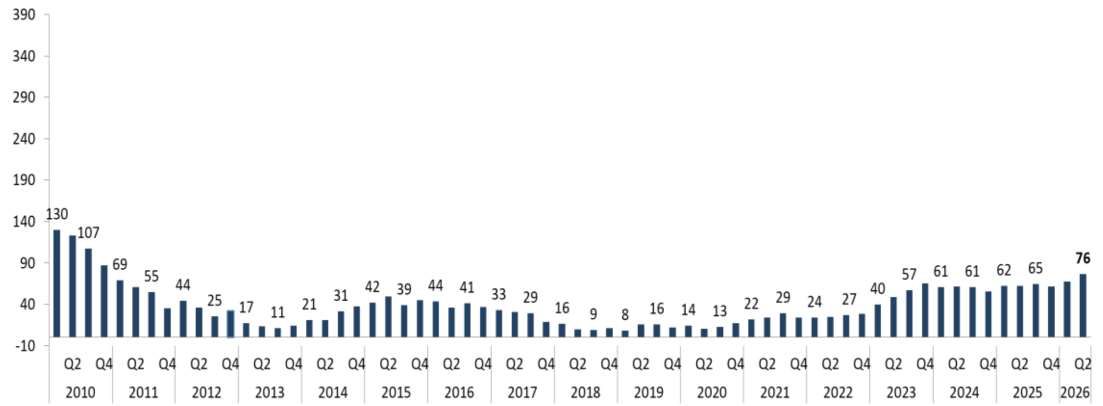
Geographic diversification reduces reliance on any one market

EBITDA 12Month-Rolling Quarterly Analysis by Region (2010 – Q2 2026)

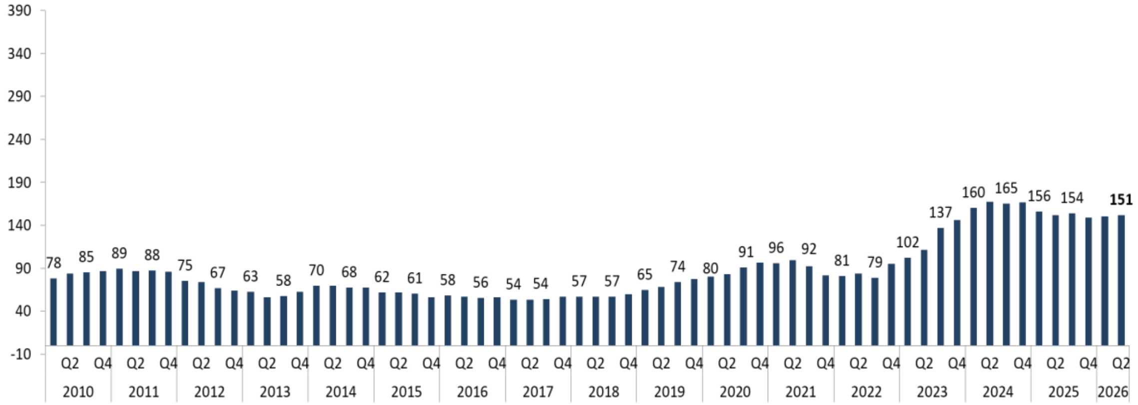
USA



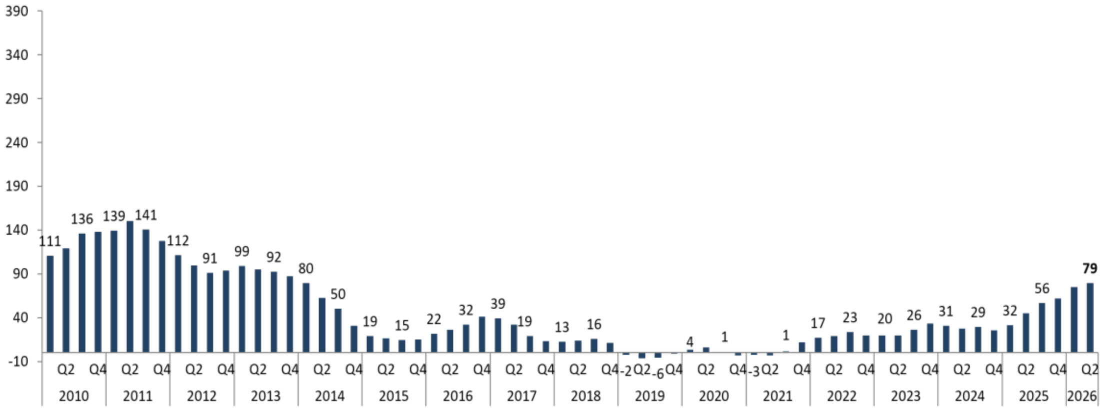
Greece, Western Europe & Corporate



Southeastern Europe



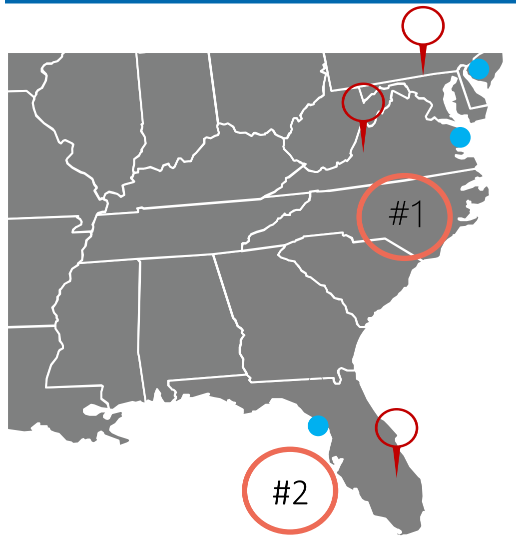
Eastern Mediterranean



TITAN

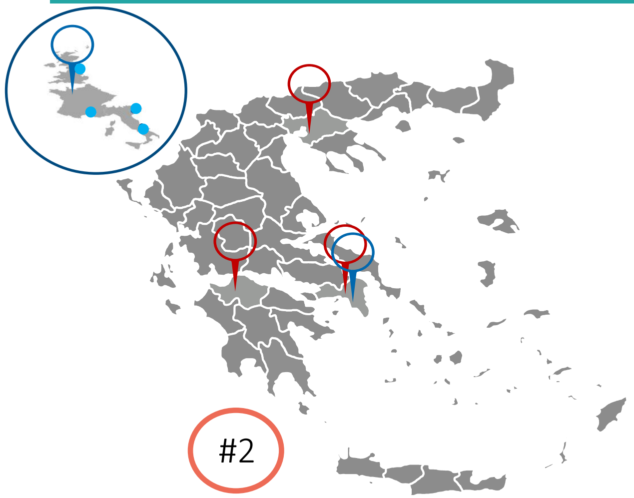
Leading market positions in key geographies

USA



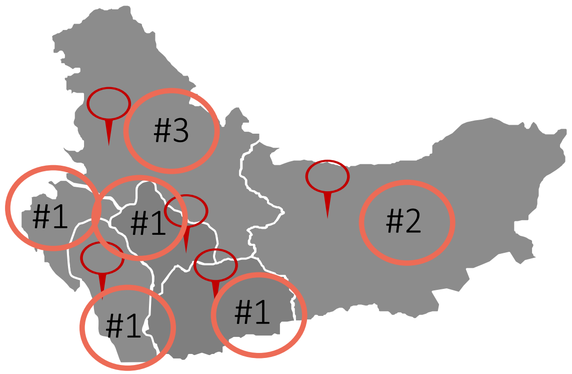
- Significant presence in the East Coast with 3 integrated cement plants in Florida (FL), Virginia (VA) & Pennsylvania (PA).
- Key import multi-material marine import hubs in Tampa (FL), Norfolk (VA) and Essex (NJ). New storage domes in Tampa & Norfolk boost supply capacity.
- Extensive vertical integration
- Acquisition of Keystone Cement in PA in May ’26.

Greece & Western Europe



- Plants near the 3 major cities and ports, facilitating exports.
- Largest operator in aggregates and ready-mix concrete.
- Multi-material Marine Import hubs (4) at Marseille (FR), Hull (UK), Venice & Ortona (IT).
- Acquisition of Vracs de l’Estuaire, grinding plant in Le Havre (FR) in January ’26.

Southeastern Europe



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

Eastern Mediterranean

- Plants near the 3 major cities of Cairo, Alexandria & Istanbul and close to main ports facilitating exports
- Cement grinding plant in Türkiye (Marmara)
- Acquisition of Traçim in the greater Istanbul market in Türkiye in February ’26.

TITAN

Cement plant Grinding plant Multi-material Marine Import hub Market position: Company estimates

Vertically integrated business model, strengthening market positions for maximum value

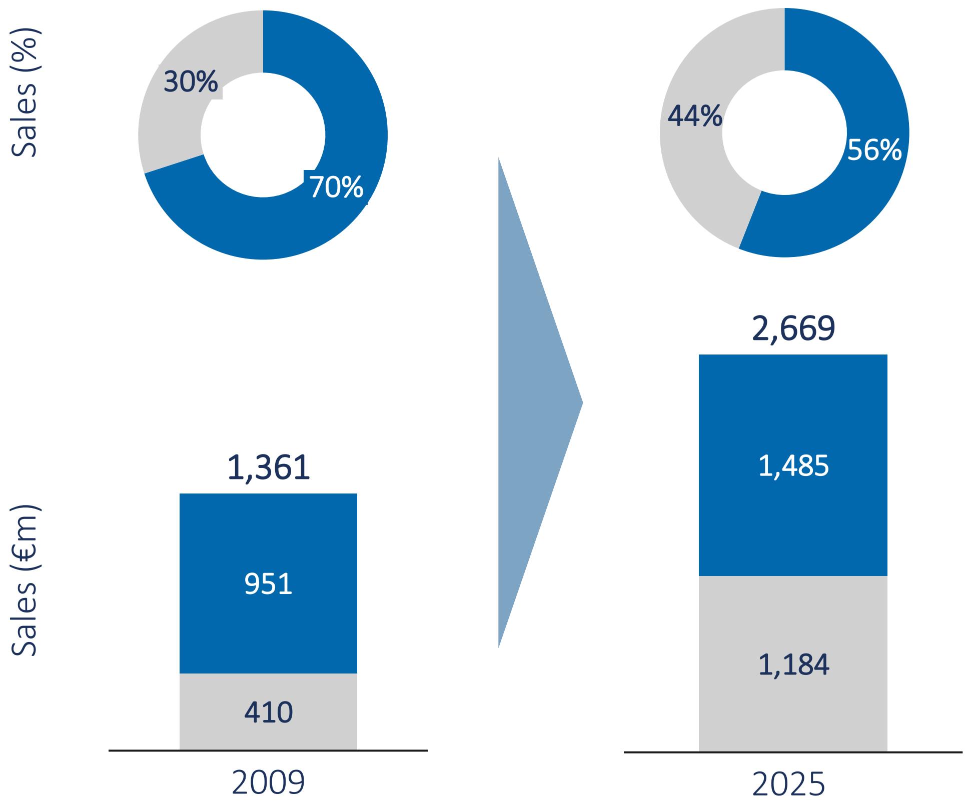
Selectively increased vertical integration

Key benefits of vertical integration for TITAN Group

Vertical Integration provides strong competitive advantages in:

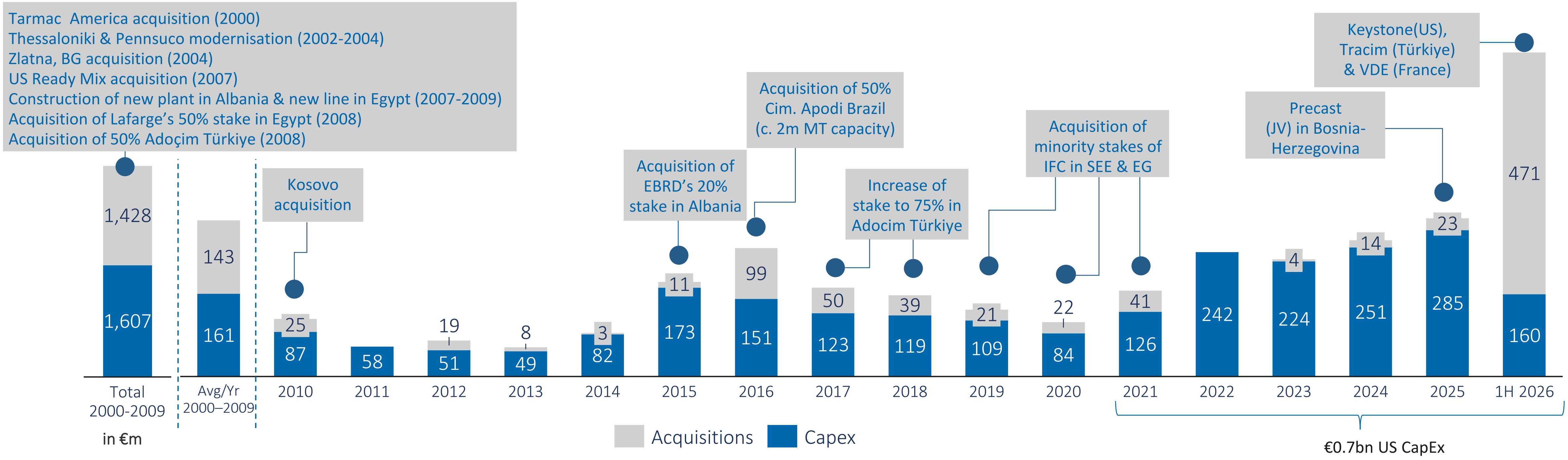
- Securing access to market
- Helping reduce earnings volatility
- Increasing proximity to end customers

Diversifying our offering in the cement value chain



Well-invested, low-cost and modern asset base

More than €6.5bn invested since 2000; €4.1bn in CapEx & €2.4bn in acquisitions



TITAN Group:

- completed three strategic acquisitions in the US, Türkiye and France in H1 2026, ahead of schedule; currently under an accelerated integration.
- following a record €285m CapEx in 2025, TITAN invested €160m in H1 2026, accelerating investments in growth, operational efficiency enhancements, digitalization, and decarbonization aligned with "Titan Forward 2029" Strategy.
- continuously expands its long-term resource base in aggregates and ACMs while entered in precast concrete in Europe and precast lintels in the U.S.
- has invested €0.7bn in CapEx in the U.S. since 2021, growing effective capacity & improving logistics to capitalize on the anticipated market upside.
- invests in innovative technologies, developing novel products that leverage smart materials, enabling lower-clinker content, more digitalized operations and modern construction methods, decreasing production costs.

M&A Focused Capital Allocation

All three significant acquisitions of ca. €0.7bn have been finalized by 1H 2026

Keystone Cement (closed in 2Q26)

- ✓ Cement plant in Pennsylvania
- ✓ Clinker production capacity of ~1m ST p.a.
- ✓ Addressable market of >6m MT in the economic mega regions of the East Coast (Pennsylvania, Ohio, Delaware & Maryland).
- ✓ Game changing synergies for Keystone to drive improved operating margins ⇨ Reliability, network & raw materials cost optimization and energy efficiency

Vracs de L' Estuaire (closed in 1Q26)

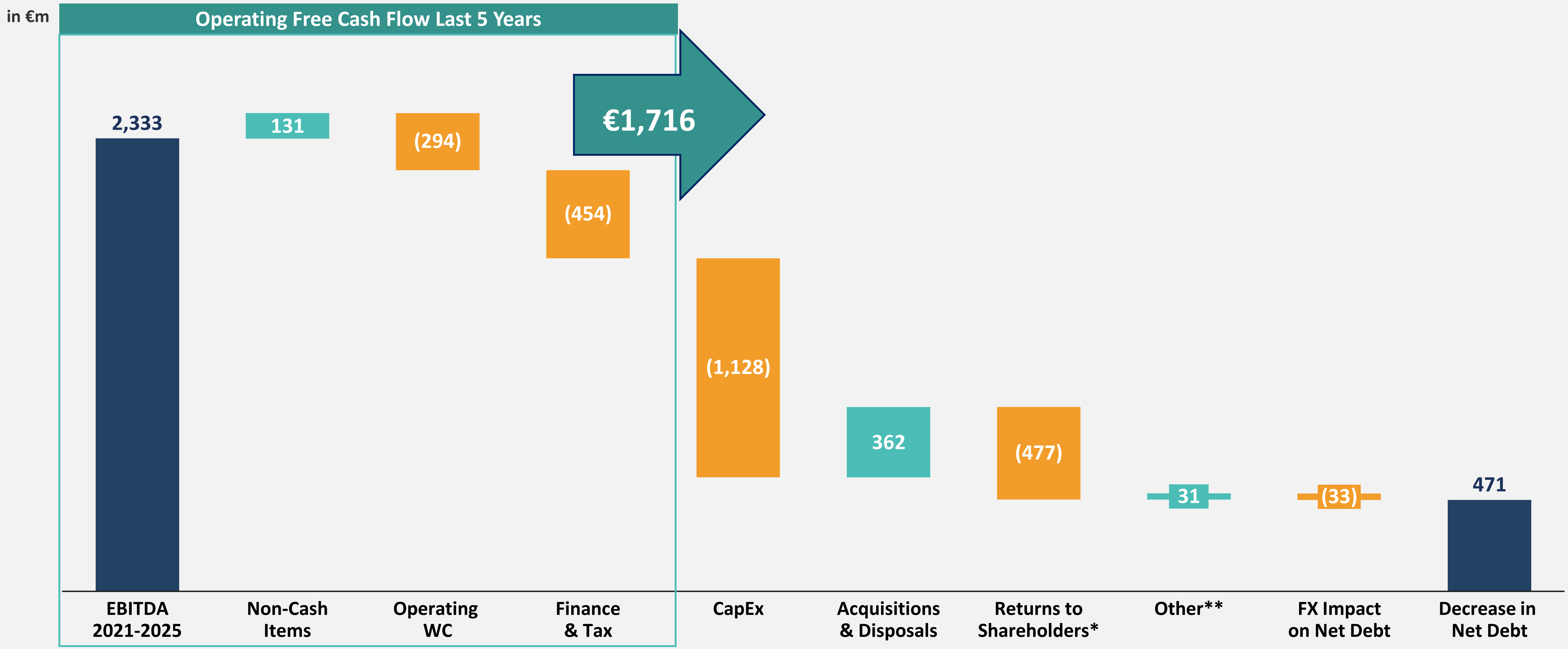
- ✓ Grinding plant in - the port of - Le Havre
- ✓ Clinker capacity of 0.6m MT p.a.
- ✓ Addressable market of >7m MT, serving the biggest French market and providing direct access to the Paris metropolitan market
- ✓ Newly built with capacity to store clinker and ACMs
- ✓ Direct sales channel in EU for EU produced clinker

Tracim Cement (closed in 1Q26)

- ✓ Cement plant in the Marmara region
- ✓ Cement production capacity of 2.5m MT p.a.
- ✓ Serving a >15m city (Istanbul) and being close to the port.
- ✓ Permit for another 2.5m MT production line
- ✓ Titan invests in a 100MW solar plant
- ✓ Significant synergies utilizing our grinding plant & cementitious quarry, exports optimization, efficiency improvements in energy, network and raw materials.

In 2021-2025 Strong Cash Flow generation despite market volatility

Sources and Uses of Cash since 2021



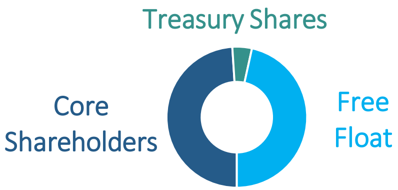
* Returns to shareholders include payments to shareholders for capital returns, dividends and share buybacks.

* * Derivatives and financial assets

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

Shareholder structure*

- TITAN Founders, E.D.Y.V.E.M & P&A Canellopoulos Foundation acting in concert: **49.0%**
- Free Float: **46.5%**
- Treasury shares: **4.5% ***



* Ongoing share buybacks since 2020 totaling €100m. In June 2021, the Company cancelled 5% of its shares. A new share buyback program of €20m commenced on 1 August 2026.

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
- **Titan S.A. Board:**
  - ✓ Majority of independent Board members (7/12)
  - ✓ 30% of the Board of Directors are women (4/12)

- **Titan America** is fully compliant with the SEC regulatory and reporting requirements and its Board has a majority of Independent Directors

* based on transparency notifications made by the shareholders, as of 24/04/26.

Our Strategic Focus 2025-2029

Strategic Priorities for Capturing Growth and Sustaining Returns

01. Deliver
Superior Growth in Core Business (Cement and Aggregates)

- Expand capacity and export mix (US)
- Optimize footprint
- Operational efficiency investments (Industrial, Decarbonization, Energy, Digital)
- Accelerate Bolt-ons (Aggregates)

02. Expand
Alternative Cementitious Materials Platform

- Accelerate sourcing/trading capabilities
- Investments and partnerships
- Leverage in-house technologies and partnerships

03. Invest
And Scale Up New Technologies and Platforms

- Innovation on low clinker products
- Precast platform
- Zero carbon clinker (CCS) and Activated Cementitious

04. Strengthen
Operating Model & Capabilities

- Market based performance model
- Commercial and marketing excellence
- Strong safety culture and empowered learning organization

Continue delivering top returns and margin expansion as key Growth Targets 2029

Sales Growth	EBITDA Growth	EPS	ROCE[1]	Net Debt / EBITDA
6-8% p.a.	11-13% p.a.	€5-6/share	15-17% p.a.	1.5x-2.0x

Alternative Cementitious Materials	Investments in Innovation[2]	Operational efficiencies	Specific net direct CO_2 emissions[3]
10% of Group Sales	€100m	€ 100m p.a.	500 kg/tn

€3-4bn Capital to deploy

Note:
1. Calculated by using Average Capital Employed =Net Debt + Equity
2. CVC investments and R&D
3. 2030 target

Ambitious GHG emissions targets

Committed to reducing carbon emissions in line with the 1.5°C scenario

Strong Track Record
in CO_2 Emissions Reduction

Figures within the circles refer to Scope 1 net CO_2 emissions (kg CO_2/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

We set our 2030 CO_2 reduction targets in line with the 1.5oC scenario

Scope 1 (gross), 2 ,3 (1)
-25%
vs. 2020 level

Scope 1	Scope 2	Scope 3 (2)
-22.8% vs. 2020 level	**-58.1%** vs. 2020 level	**-80.9%** vs. 2020 level

Commitment to Net Zero
Developing Products and Solutions for a Carbon-neutral World

BUSINESS AMBITION FOR 1.5°C
OUR ONLY FUTURE

Reporting Frameworks: EU CSRD TCFD CDP gcca

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

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

Other absolute Scope 3 GHG emissions
-90%

1990	2020	2025	2030	2050
778	672	594	500	net-zero

Note:
1.Scope 1: direct CO_2 emissions; Scope 2: indirect CO_2 emissions from electricity; Scope 3: indirect CO_2 emissions of the supply chain (purchased cement and clinker is considered until 2030)
2.Absolute Scope 3 GHG emissions from the use of sold fossil fuels

TITAN

Digital transformation

Applying the tools of the 4^{th} industrial revolution, while expanding our solutions space

Manufacturing

Digital Plant of the Future:

Productivity, Reliability Factor and Quality Improvements

2025 FY impact: ~ €28m

New AI use cases	AI-based Real-Time Optimizers (RTOs)	Failure prediction systems using ML	1st Digital Service business "CemAI"
Cement quality prediction & RMC mix design optimization	Improvements in throughput & reduction in energy consumption	Downtime avoided & significant savings from failures cost avoidance	Significant savings from preventive maintenance

EBITDA Margin Uplift[1]

+50-100 bps

TITAN recognized as one of the companies succeeding in AI globally (Harvard Business Review, Jan. 2025)

Supply Chain & Customer Experience

Digital Customer Excellence:

Dynamic Logistics and Customer Apps rolling out

AI-enabled Dynamic Logistics solution for RMC	Customer App (web portals & mobile apps)	Proactive customer experience tools
Productivity uplift	Improved Customer service & satisfaction; high customer usage	Improve efficiency of deliveries in RMC operations

Cumulative investments[2]

> €60m

[1] p.a. vs base year

[2] By 2029

TITAN

3 Overview of markets by region

Traçim plant, Türkiye

USA – Business Overview

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

Operating units

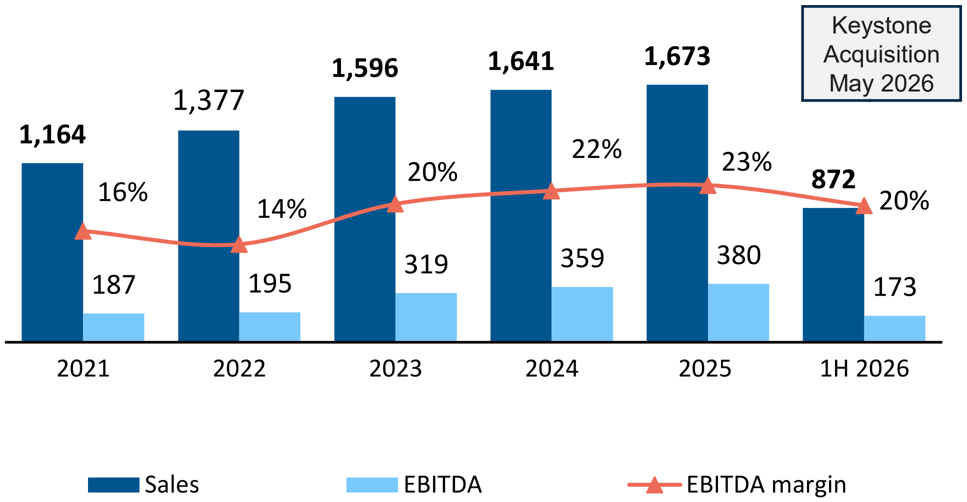
3 Cement plants
7 Commercial quarries/Clay
82 Ready-mix plants
8 Concrete block plants
8 Fly ash processing plants
3 Multi-material Marine Import hubs

Principal products / activities

Cement | Ready-mix concrete | Aggregates | Building blocks & Precast Concrete | Fly ash

Cement capacity: ~ 4.5m MT

Sales & EBITDA ($m)



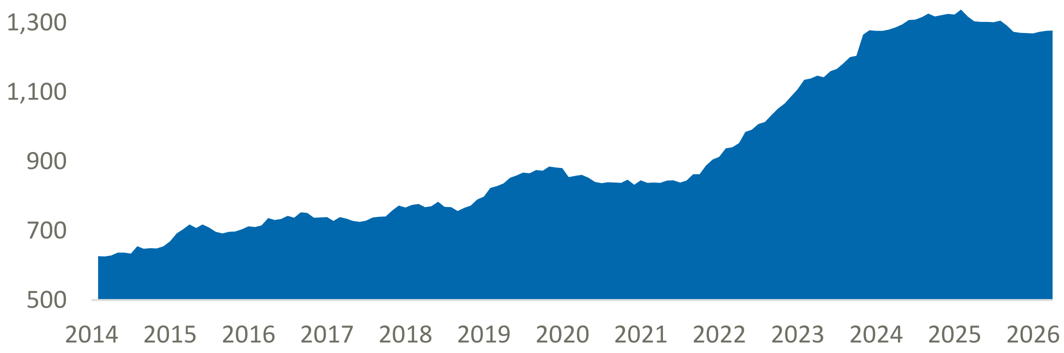
Trends & Drivers

- Leading market positions in the U.S. Eastern Seaboard Mega-Regions supported by large economies and population growth.
- Infrastructure and commercial projects, including data centers, are the key demand drivers, offsetting continued softness in residential markets.
- The acquisition of Keystone Cement was completed in May 2026; integration is progressing according to plan and is already contributing to EBITDA.
- Strong performance despite mixed end-market demand, import disruptions and geopolitical uncertainty, supported by pricing discipline in cement and ready-mix, and operational excellence.
- 1H 2026 EBITDA impacted by >$7m from temporary headwinds in Florida, including an extended plant maintenance shutdown and port logistics disruptions, as well as the consolidation of Keystone Cement.
- Strategic investments across aggregates, ready-mix, logistics and digitalization, continue to enhance operational efficiency and cost competitiveness.
- FY26 expectations is high-single digit sales growth and modest decline in Adj. EBITDA margin due to the lower starting contribution from Keystone.

USA

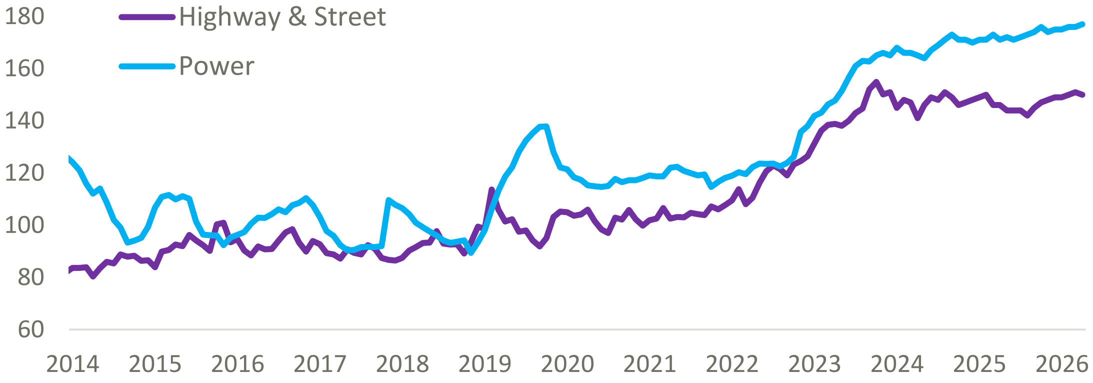
Infrastructure & Non-Residential support demand; housing driven by positive demographics

U.S. Non-Residential Total Construction Spending ($bn)



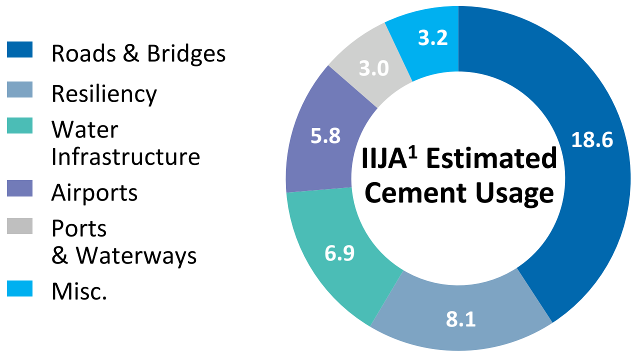
Source: ST. fred.stlouisfed.org

Highway & Street and Power Construction Spending ($bn)



Source: U.S. Census Bureau via FRED®

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



- **Infrastructure Spending**

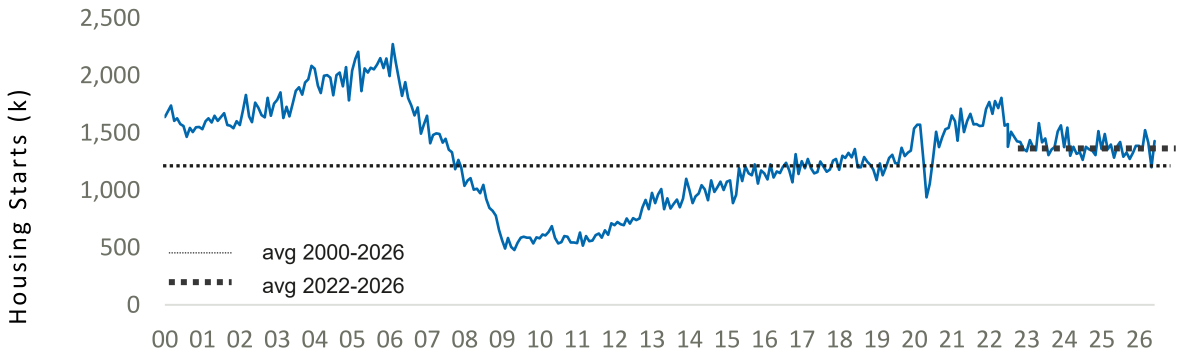
  $1.2 Trillion
  o/w $550 Billion New

  *IIJA is expected for re-authorization in Sept.'26

- **Cement Consumption**

  Additional 46m Metric Tons
  Over Five-Year Program

Housing starts stabilized at roughly average historic levels. Pent-up demand expected to drive growth from 2027 onwards.



Source: ST. fred.stlouisfed.org

[1] IIJA: Infrastructure Investment & Jobs Act Transportation, EVs, Broadband, Resilience, Water & Airports

TITAN

USA

Strategic Growth and Market Highlights

In 2025, Titan completed a major strategic move with Titan America's listing on the 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 the NYSE.

Large Scale Infrastructure & Non-Residential Projects of Titan America

Bentley Residencies
Florida

QTS Data Centers
Virginia

Newark Intl' Airport Terminal B
New Jersey

I-40/I-77 Interchange Rebuild
North Carolina

Greece and Western Europe - Business Overview

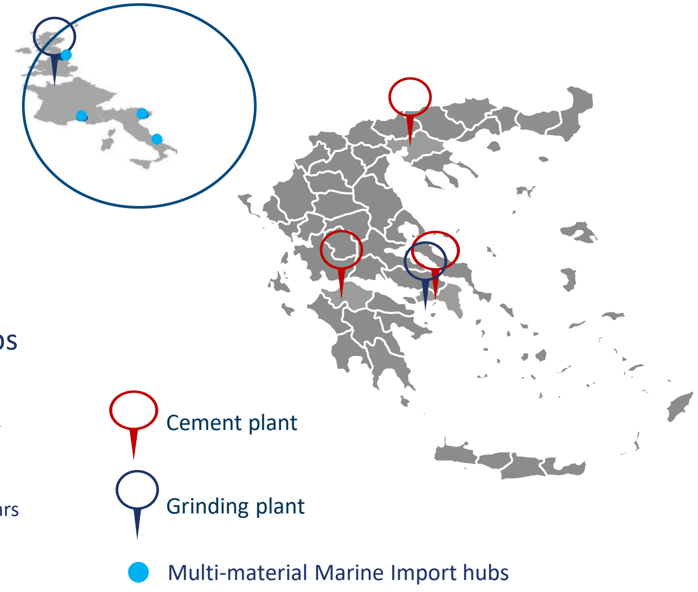
Titan's home market: strong capacity covers the rising local market & serves export markets

Operating units

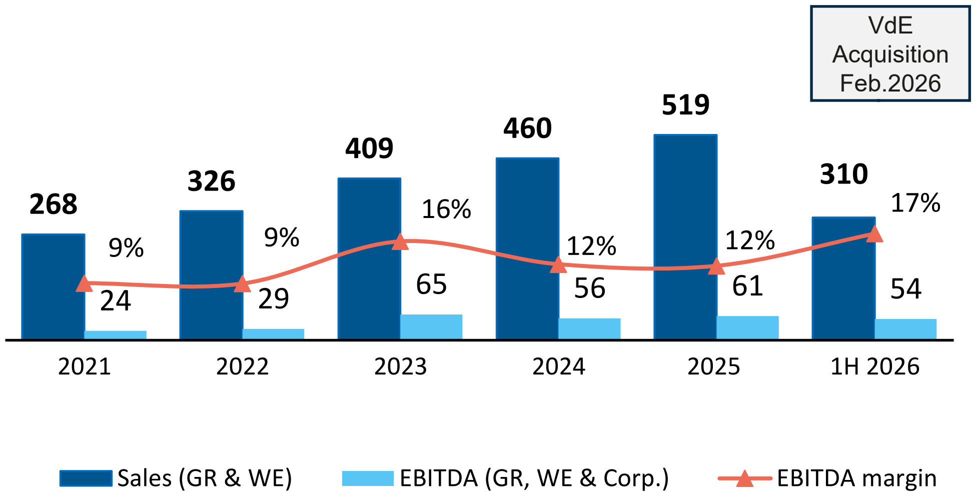
3 Cement plants
2 Grinding plants
18 Commercial quarries
34 Ready-mix plants
2 Dry mortar plants
4 Multi-material Marine Import hubs

Principal products / activities

Cement capacity: ~ 7.1m MT



Sales & EBITDA (€m)



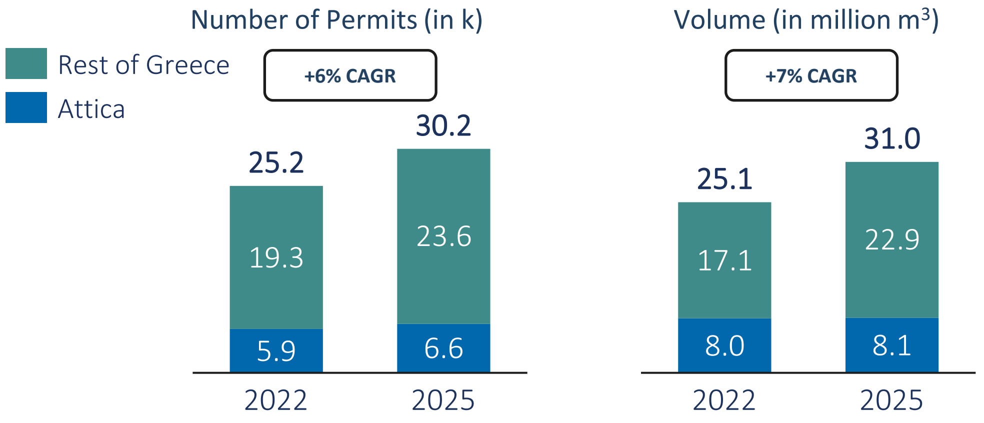
Trends & Drivers

- Strong demand underpinned by major works such as The Ellinikon, Athens Metro Line 4, Thessaloniki Flyover, the expansion of Athens Intl' Airport, the new airport in Crete, as well as other transport, energy and port projects.
- Infrastructure, commercial, hospitality, logistics, data center, energy and selected residential projects, drive volume growth across all product lines.
- NGEU funds are expected to support demand in Greece in 2026 with an extension into 2027 through the RRF loan component mechanism.
- Continued investments in alternative fuels, ACMs, grinding capacity, logistics and digitalization support operational efficiency.
- IFESTOS, the Group's flagship CCS project was designated as a Strategic Investment by the Greek state and is progressing via the development stage.
- Acquired in February 2026, Vracs de l'Estuaire strengthens TITAN's commercial platform in W. Europe and supports EBITDA growth.

Greece and Western Europe

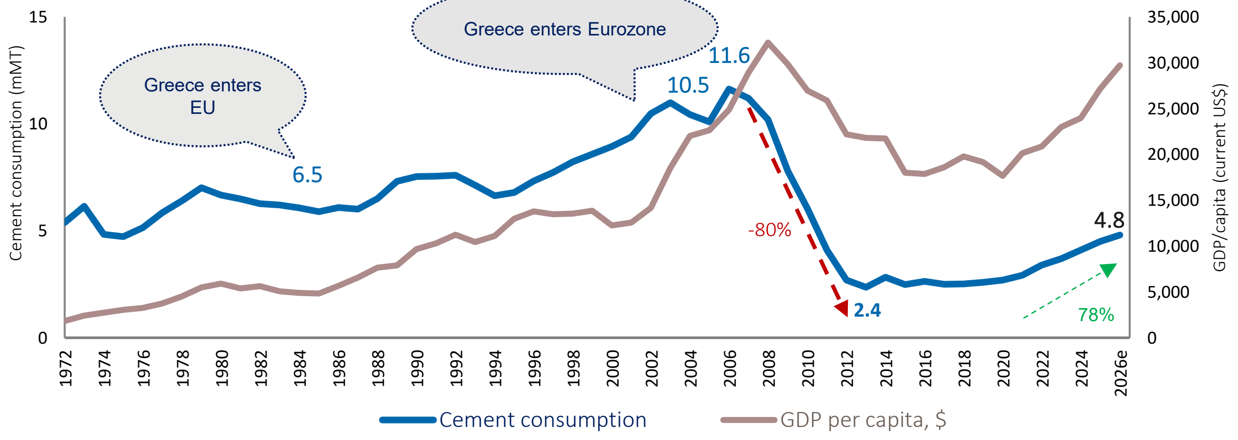
Increasing confidence in recovery supported by macro data and strong fiscal response

Building activity in Greece



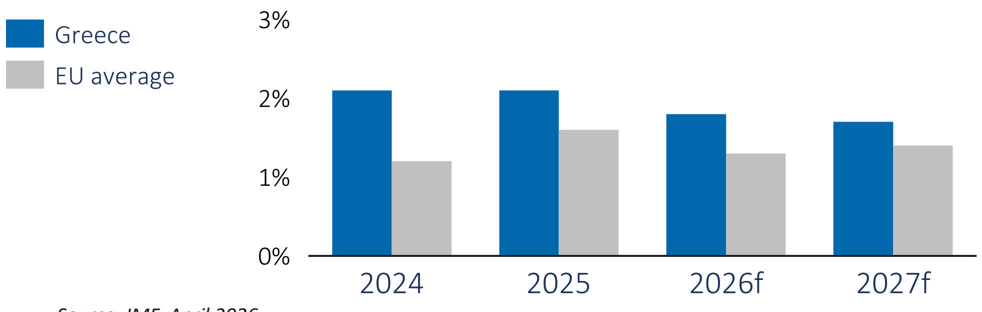
Source: ELSTAT, Building Activity

Greece: Cement consumption >5m tons/year until 2010



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

Estimated Greek GDP growth higher vs the EU average



Source: IMF, April 2026

Greece: Growth Outlook

- €36bn from NGEU grants and soft loans and €34bn from the EU Budget planned for the period 2021-2027.
- The Greek economy grew by 2.1% in 2025 (outpacing the EU average of 1.6%) and is projected for 1.8% in 2026 and by 1.7% in 2027.
- Greek capital market to be upgraded to developed status by FTSE and STOXX on September 21, 2026, and by MSCI on May 2027.
- Cement market growth of 78% in 2020-2026 (10% CAGR); consumption levels still below the long-term average.

TITAN

Southeastern Europe - Business Overview

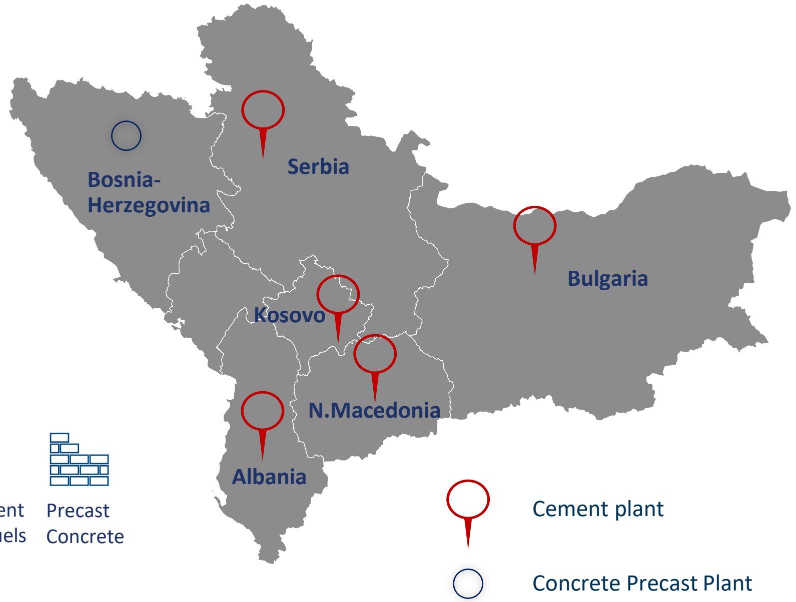
Attractive regional cluster set to benefit from long-term infrastructure needs & EU admission

Operating units

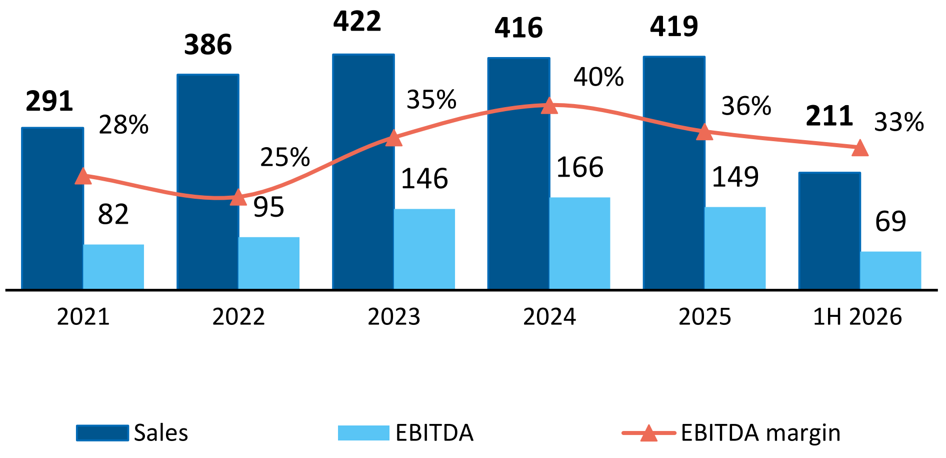
- **5** Cement plants
- **4** Ready-Mix Plants
- **1** Concrete Precast Plant (JV)
- **2** Commercial Quarries
- **1** Processed engineering fuel facilities

Principal products / activities

Cement Capacity: ~ 6.3m MT



Sales & EBITDA (€m)



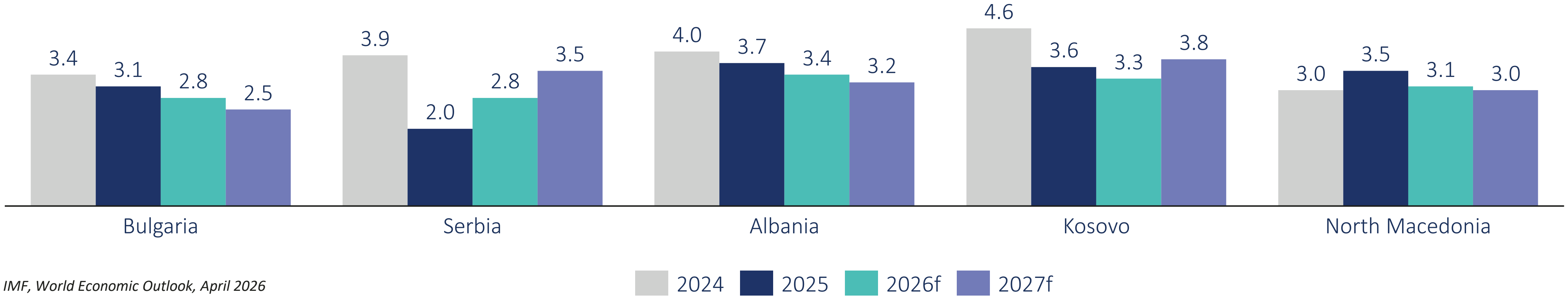
Trends & Drivers

- Resilient market demand at elevated levels, supported by infrastructure, housing and major transport-related projects across the region.
- Favorable pricing and volume growth across most markets supported performance in 1H 2026, despite competitive pressures in selected countries.
- EBITDA impacted by higher raw materials, energy and labor costs. The region continued to deliver the highest margins across the Group.
- Continued investments in energy efficiency, alternative fuels and logistics supported operational performance, while lower-clinker, high-performance cements were launched across the region.
- Formed a JV to acquire 80% stake in Baupartner based in Bosnia & Herzegovina entering the precast concrete market (2025).

SEE Prospects for Growth Lead to Positive Outlook

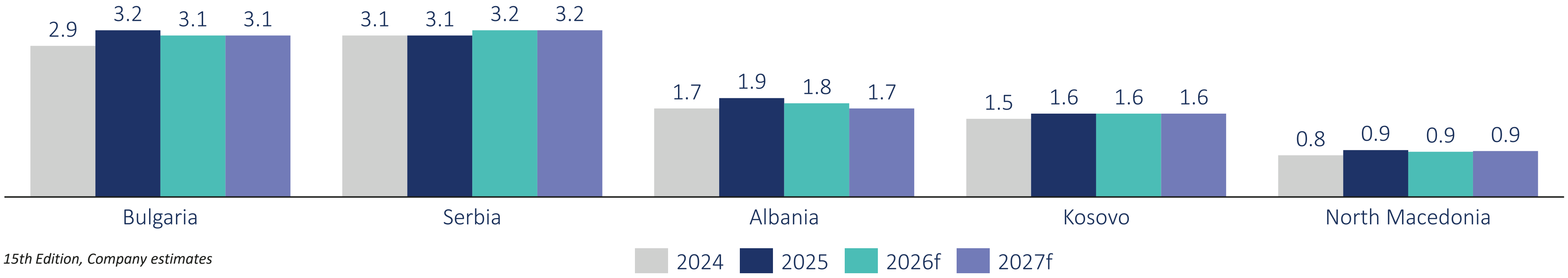
Low Volatility Markets with Upside Potential as Urbanization Rises

GDP growth %



Source: IMF, World Economic Outlook, April 2026

Cement consumption
(million MT)



Source: GCR 15th Edition, Company estimates

TITAN

Eastern Mediterranean - Business Overview

Two large markets (>130m MT of combined cement consumption)

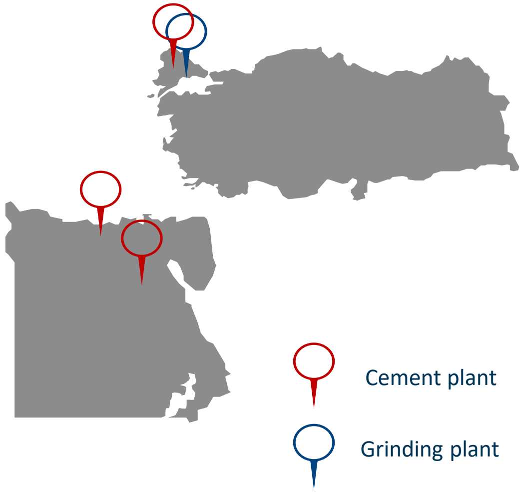
Operating units

- **3** Cement plants
- **1** Grinding plant
- **2** Commercial Quarries
- **4** Ready-mix plants
- **2** Processed engineering fuel facilities

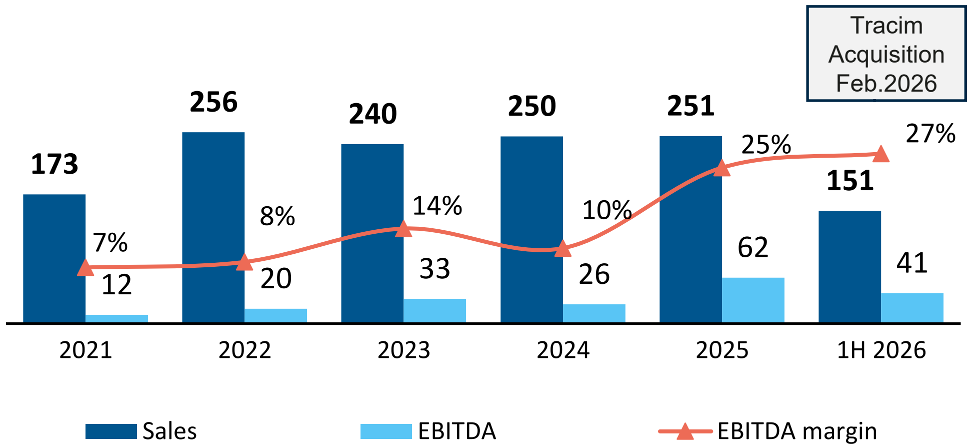
Principal products / activities

Cement | Ready-mix concrete | Aggregates | Waste management and alternative fuels

Cement capacity: ~ 8.0m MT



Sales & EBITDA (€m)



Trends & Drivers

Egypt continued its strong growth trajectory, despite regional geopolitical volatility.

- Domestic demand remained supported by foreign investment in mega tourism-related developments and public infrastructure activity.
- Investments in export and storage infrastructure strengthened Egypt's export platform, enabling the first cement shipment to the US and expanding access to international markets.
- A long-term agreement for a solar power installation (11 MW) at Beni-Suef plant progresses sustainability goals in the country.

Türkiye reflects the Group’s revised footprint post-divestment.

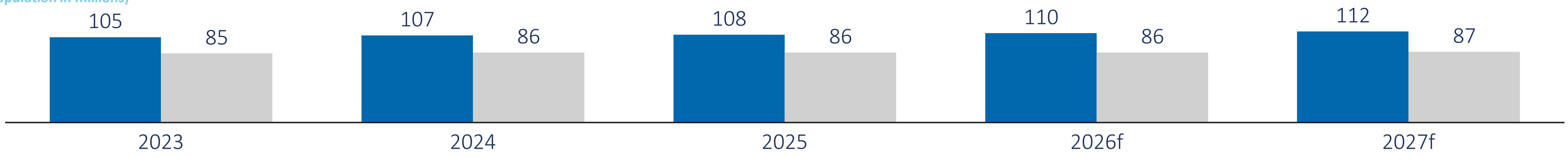
- Construction activity remains supported by urban renewal, earthquake reconstruction and infrastructure investment.
- In February 2026, TITAN acquired Traçim Cement in the greater Istanbul market, strengthening its presence in the strategic Marmara region; integration is progressing successfully under a unified operating and commercial platform, while a 100MW solar power plant is under construction.

Eastern Mediterranean

Favorable Demographics Generate Economic Growth and Investment Needs

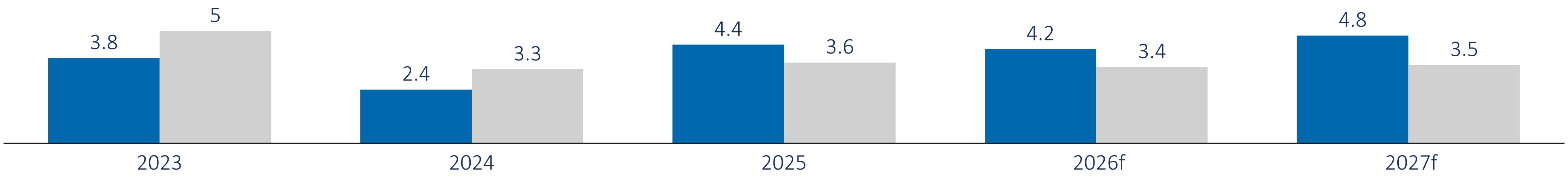
Large, young and growing population…

(Population in millions)



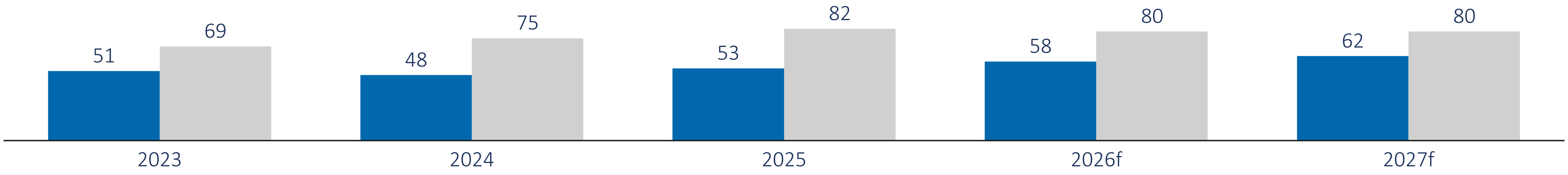
…combined with recorded and anticipated real GDP growth...

(Real GDP % y-o-y)



…generating needs in cement consumption

(in million metric tonnes)



Sources: IMF, Global Economic Outlook, April 2026, GCR, 16th edition, Company estimates

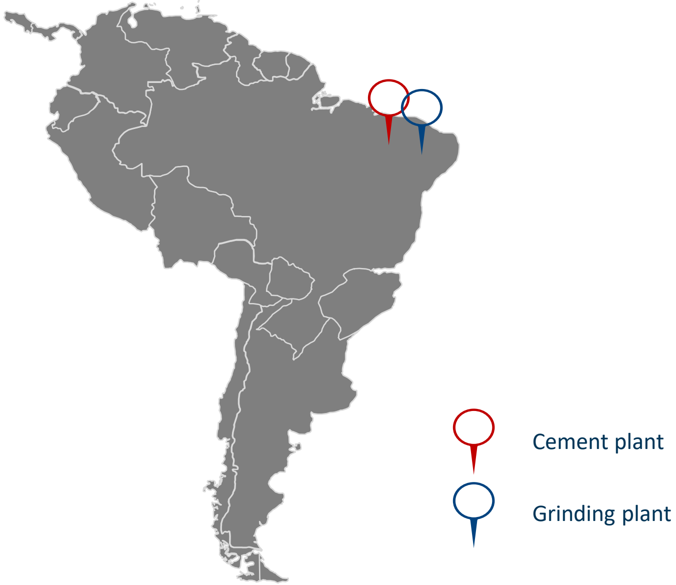
Egypt Türkiye

Brazil – Joint Venture 50/50

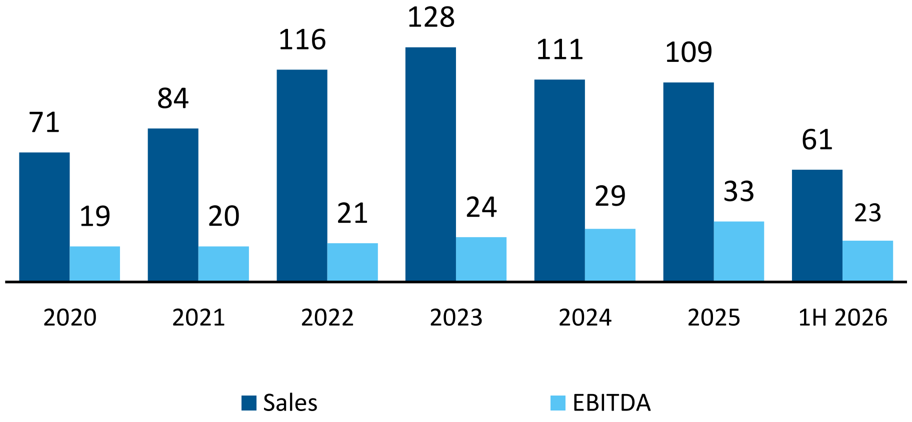
Cimento Apodi operates two units in Ceará state

Operating units

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



Sales & EBITDA (€m)



Note: Accounted for using the equity basis

Principal products / activities

Cement   Ready-mix concrete

Cement capacity: ~ 2.0m MT

Trends & Drivers

- Domestic cement consumption in Brazil grew by 2.3% in 1H 26, while consumption in the Northeast region increased by 7.8% (Apodi's natural market), supported by labor market improvements, rising disposable income, and the expansion of the government's housing program.
- EBITDA increased by 85% in 1H 26, driven by pricing discipline and production efficiencies, resulting in significant margin expansion.
- Focus remains on product mix optimization and technical sales, targeting the precast industry, wind energy and major infrastructure projects.

More Information

- For TITAN's Financial Performance, please refer to
  [1H 2026 Results]

- For TITAN For>>ard 2029 Strategy, please refer to
  Investor Day November 2025

Thank you!

We invite you to visit our 2025 Integrated Annual Report

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