

# Corporate Presentation

February 2026



Astir Marina Vouliagmenis, Greece

# Table of Contents

- 1 TITAN Group at a glance
- 2 Key investment highlights
- 3 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

Inauguration of cement plants in Greece:

- 1962: 2<sup>nd</sup> plant, Thessaloniki
- 1968: 3<sup>rd</sup> plant, Patras
- 1976: 4<sup>th</sup> plant, Athens

## 1990-2025

- Int'l expansion to US, SE Europe, East Mediterranean & Brazil (JV)
- 2019: Titan listed on Euronext & ATHEX
- 2025: Titan America listing on the NYSE
- 2025: Announced acquisitions of Tracim (Türkiye) & Keystone (US) cement plants

## 2026

- Acquisition of Vrac de l' Estuaire in France



- Founded in 1902, Titan is an international, vertically integrated cement and building materials producer
- Cement production capacity of >23m MT with operations in more than 15 countries
- Credit Ratings: “BB+ with positive outlook” by S&P & Fitch (Fall 2025 upgrades)
- 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)

## 2 Key investment highlights



New calciner, Kamari plant, Greece

# 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**

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

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

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

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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

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

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**Net-zero Goal for 2050**, one of the first 3 cement companies to have their CO<sub>2</sub> reduction targets approved by SBTi (1.5°C pathway)

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# Geographically diversified cement and building materials producer

As of 31 December 2024

## USA

**TOTAL ASSETS: €1,493m**  
 2 cement plants <sup>5</sup>  
 3 Multi-material Marine Import hubs  
 7 commercial quarries  
 88 ready-mix plants  
 8 concrete block plants  
 8 fly ash processing plants



USA

## Greece & Western Europe

**TOTAL ASSETS: €891m**  
 3 cement plants  
 1 grinding plant <sup>4</sup>  
 4 Multi-material Marine Import hubs  
 13 commercial quarries  
 34 ready-mix plants  
 1 dry mortar plant



Greece



UK



France <sup>4</sup>



Italy

## Southeastern Europe

**TOTAL ASSETS: €524m**  
 5 cement plants  
 7 ready-mix plants



Bulgaria



Serbia



Albania



North Macedonia



Kosovo

## Eastern Mediterranean

**TOTAL ASSETS: €374m**  
 3 cement plants <sup>2</sup>  
 1 grinding plant  
 1 Multi-material Marine Import hub  
 1 commercial quarries  
 8 ready-mix plants



Egypt



Türkiye <sup>2</sup>

## Group

**TOTAL ASSETS: €3,283m**  
 14 cement plants > 25m MT <sup>2</sup>  
 3 grinding plants <sup>4</sup>  
 8 Multi-material Marine Import hubs  
 21 commercial quarries <sup>3</sup>  
 142 ready-mix plants  
 8 concrete block plants  
 8 fly-ash processing plants  
 1 dry mortar plant

Note: Including JV

JV

1 cement plant  
 1 grinding plant  
 5 ready-mix plants

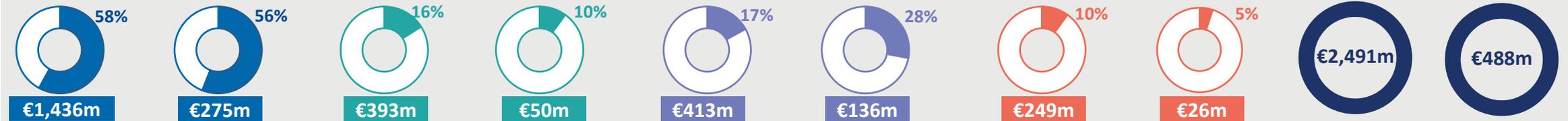


Brazil

## Financial Results 2024



## 3-Year Average 2022-2024



<sup>1</sup> Adjusted 2024 EBITDA for non-recurring one-off costs of €12m (preparation of the US IPO & early retirement program in GR).

<sup>2</sup> In Türkiye, divestment of the 75% in Adocim (1H2025) and announcement of the acquisition of Tracim (expected in 1Q2026).

<sup>3</sup> Total number of quarries: 74, including 53 quarries for internal supply.

<sup>4</sup> In Feb. 2026, acquisition of Vracis de l'Estuaire in Le Havre, France.

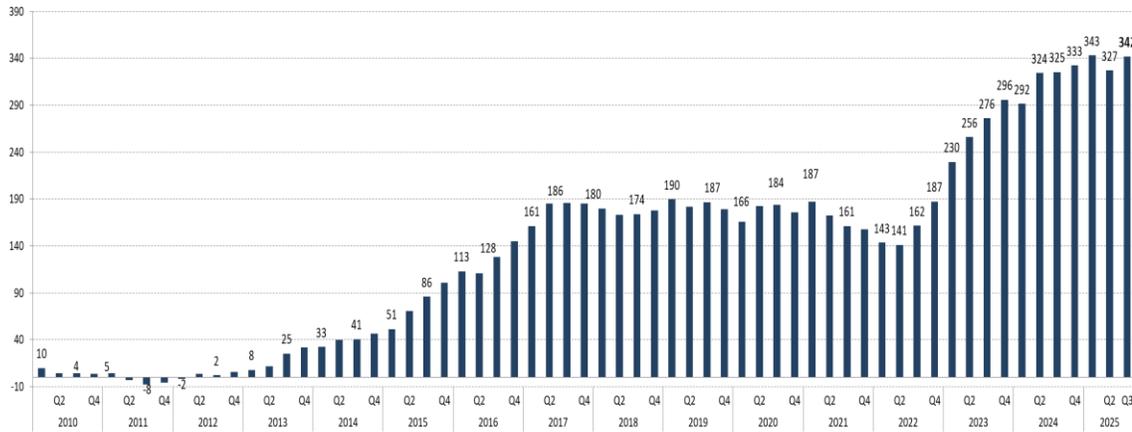
<sup>5</sup> In Nov. 2025, announced the acquisition of Keystone in PA, US (subject to regulatory approvals).



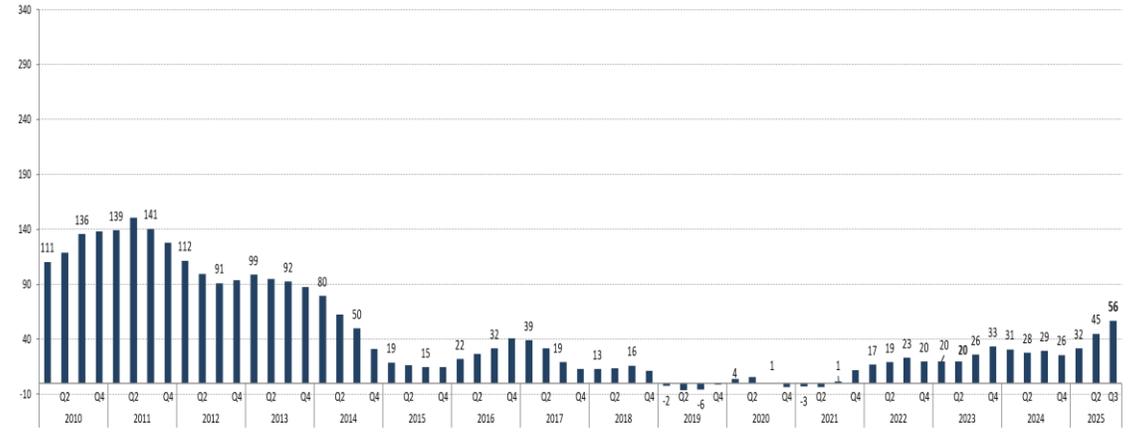
# Geographic diversification reduces reliance on any one market

## EBITDA 12Month-Rolling Quarterly Analysis by Region (2010 – 2025Q3)

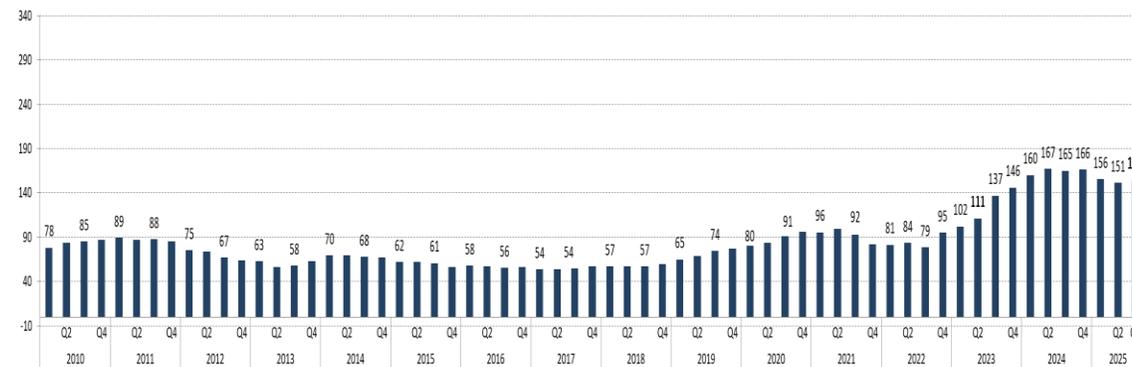
**USA**



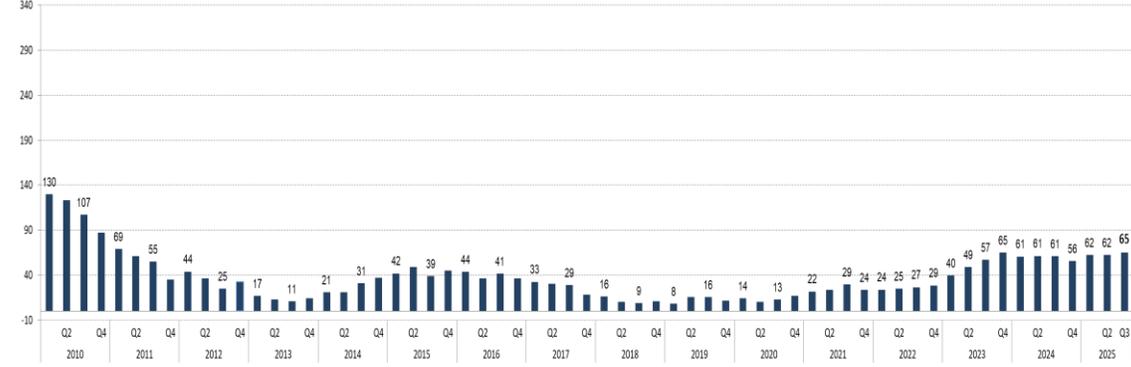
**Greece & Western Europe**



**South Eastern Europe**



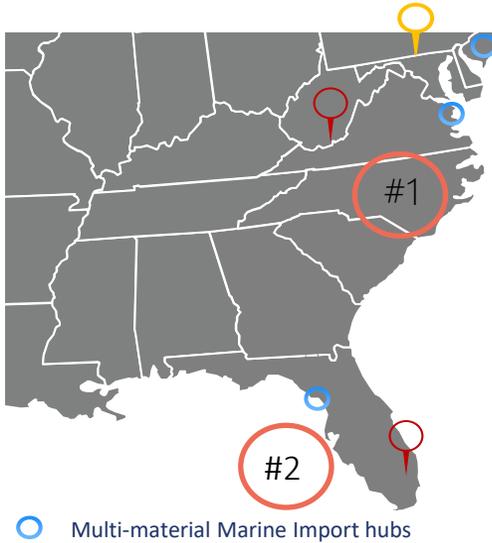
**Eastern Mediterranean**





# Leading market positions in key geographies

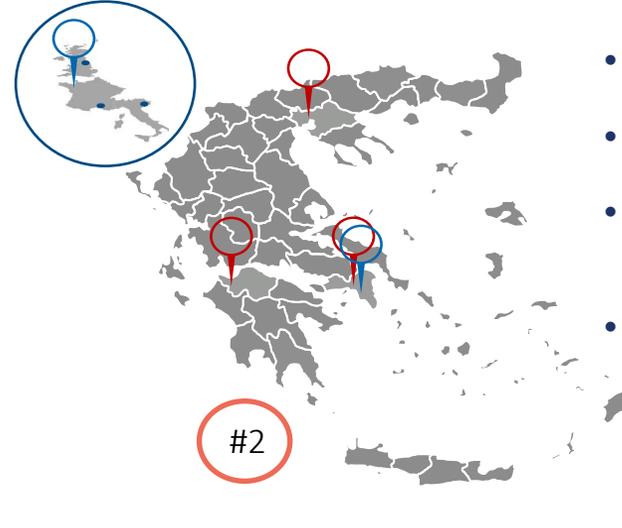
## USA



- Significant presence in the East Coast with 2 integrated cement plants in Florida & Virginia
- Key import multi-material marine import hubs in Tampa (FL), Norfolk (VA) and New Jersey. New storage domes in Tampa & Norfolk boost supply capacity.
- Extensive vertical integration
- Announced Keystone acquisition in PA (subject to reg. approvals)

- Cement plant
- Cement plant (expected acquisition)

## Greece & Western Europe



- Plants are near the 3 major cities and ports, facilitating exports
- Largest operator in aggregates and RMC
- Multi-material Marine Import hubs (4) at Marseille (FR), Venice & Ortona (IT) and Hull (UK)
- Acquisition of Vrac de l'Estuaire, grinding plant in Le Havre, FR

- Cement plant
- Grinding plant

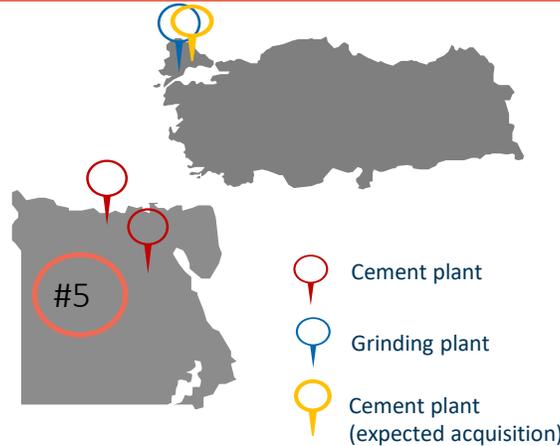
## South Eastern Europe



- 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)

- Cement plant

## Eastern Mediterranean



- Beni-Suef plant close to Cairo
- APCC plant in Alexandria
- Cement grinding plant in Türkiye (Marmara)
- Announced acquisition of Tracim in the greater Istanbul market in Türkiye (expected in 1Q2026)

- Cement plant
- Grinding plant
- Cement plant (expected acquisition)

Note: Market position: Company estimates 3-year average



# Vertically integrated business model, strengthening market positions for maximum value

## Selectively increased vertical integration

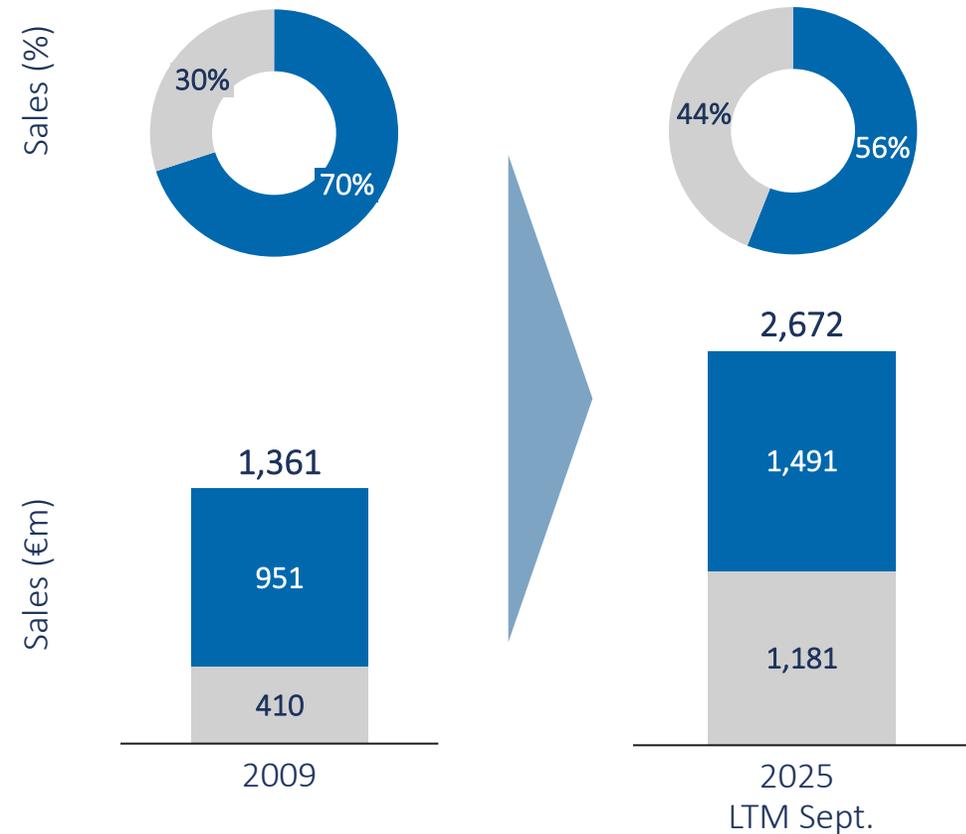
### Key benefits of vertical integration for Titan Group

Vertical Integration provides strong competitive advantages in:

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



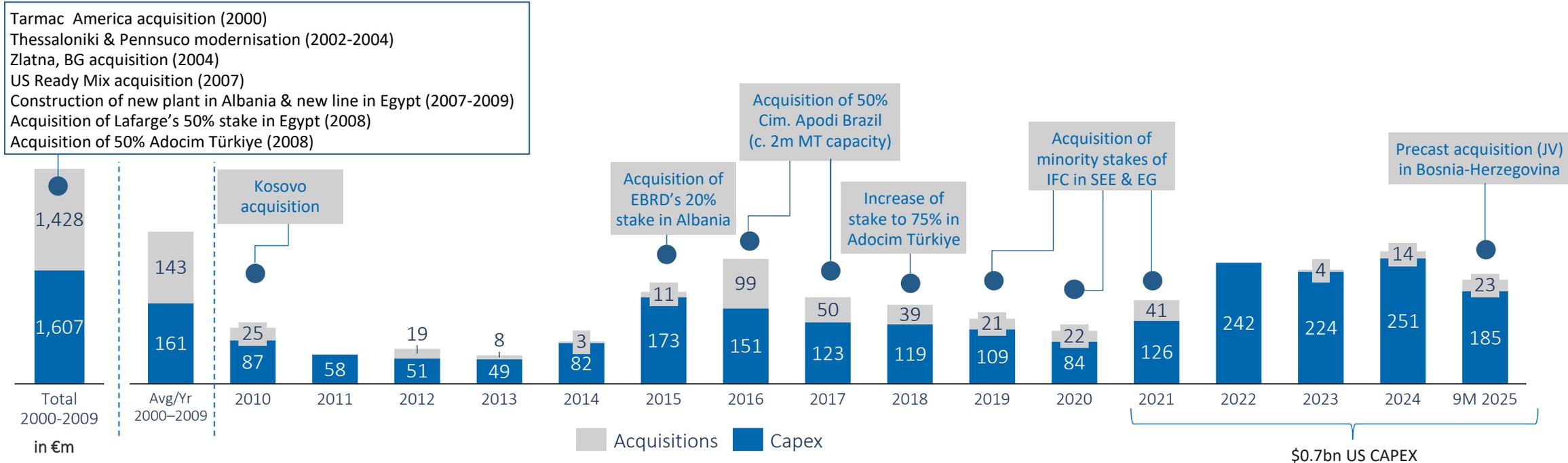
### Diversifying our offering in the cement value chain





# Well-invested, low-cost and modern asset base

More than €5.5bn invested since 2000; €3.7bn in CAPEX & €1.8bn in acquisitions



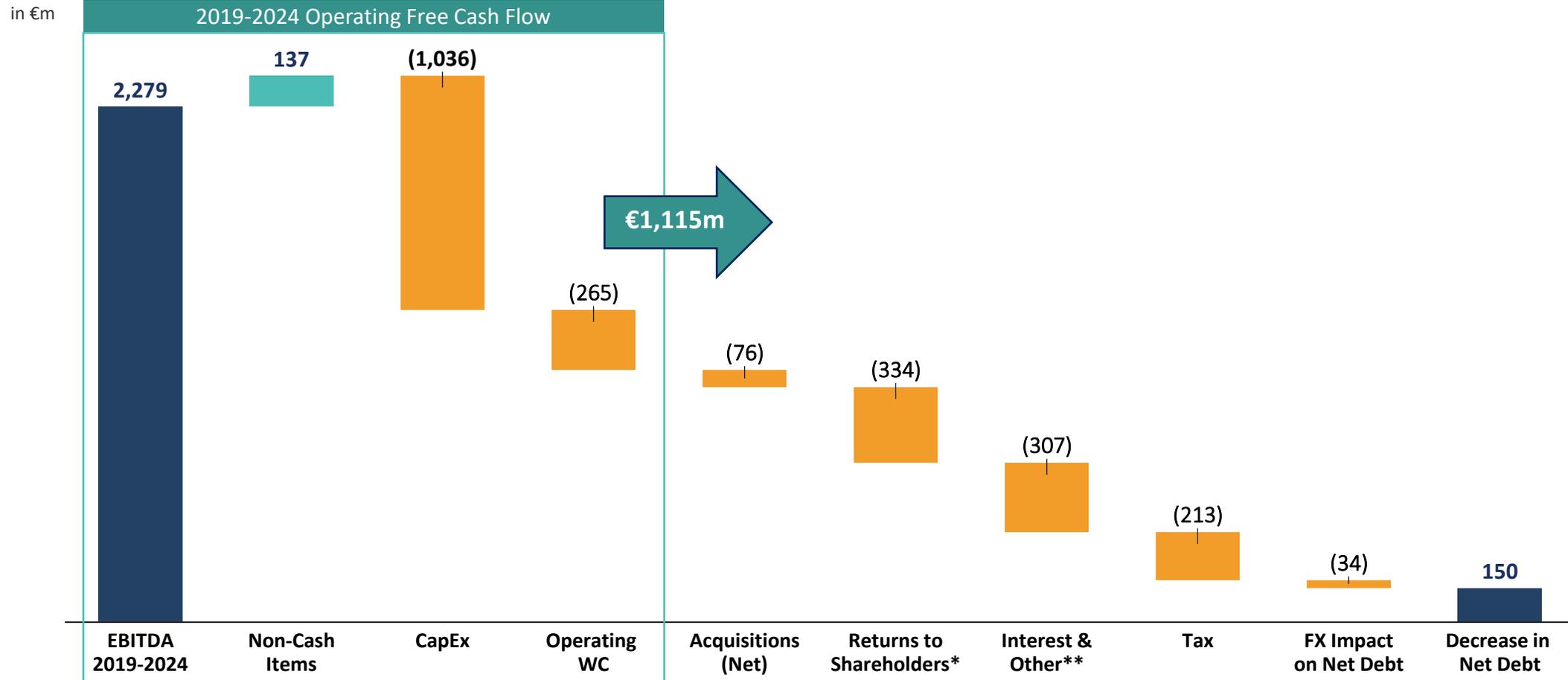
## TITAN Group:

- 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, a new JV in India and in the UK (ACMs), and a new JV in precast concrete solutions in SE Europe. 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.
- implementing a CapEx program of \$0.7bn since 2021 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.

\*\* Other includes the €59m impact of the adoption of IFRS 16 in 2019



# 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 **48.9%**
- Treasury shares **5.0%** \*\*
- Other **46.1%**

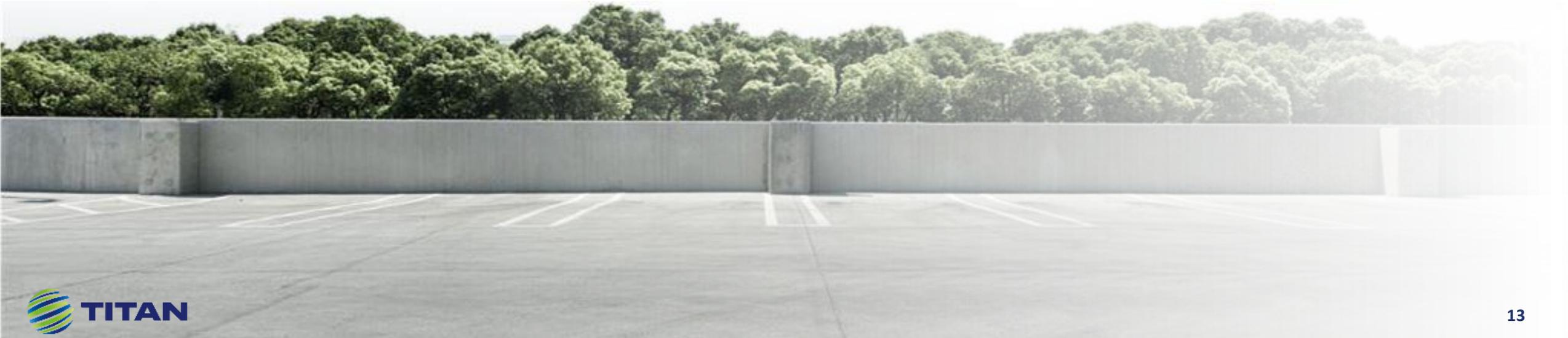


\* based on transparency notifications made by the shareholders.

\*\* as of 05/11/2025. 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)
- Titan America's Board has a majority of Independent Directors and is fully compliant with the SEC regulatory and reporting requirements.





# 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

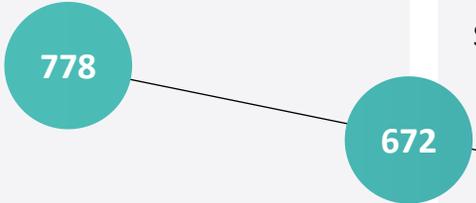
- ✓ Market based performance model
- ✓ Commercial and marketing excellence
- ✓ Strong safety culture and empowered learning organization



# Ambitious GHG emissions targets

## 24% CO<sub>2</sub> Reduction Delivered – Accelerating Toward a Net Zero Future

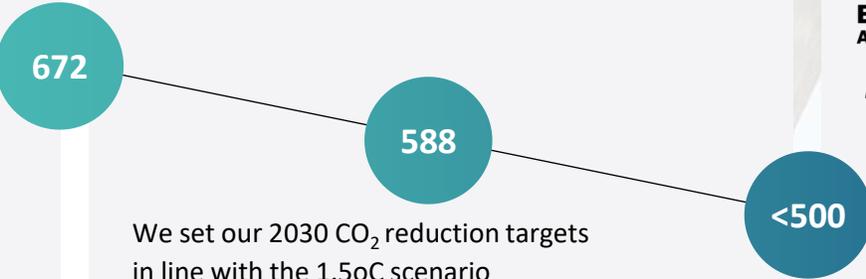
**Strong Track Record**  
in CO<sub>2</sub> Emission  
Reduction



Figures within the circles refer to Scope 1 net CO<sub>2</sub> emissions (kg/CO<sub>2</sub>/t cementitious product)

1990-2020  
**-13.7%**

**A Whole New Level of Ambition**  
With Science-based Targets for  
Scope 1, 2 & 3 Emissions



We set our 2030 CO<sub>2</sub> reduction targets  
in line with the 1.5oC scenario

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

Scope 1  
**-22.8%**  
vs. 2020 level

Scope 2  
**-58.1%**  
vs. 2020 level

Scope 3 <sup>(2)</sup>  
**-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:

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



Scope 1 (gross), 2, 3 <sup>(1)</sup>  
**-95.6%**

Other absolute Scope 3  
GHG emissions  
**-90%**

**net-zero**

1990

2020

2025 LTM

2029–2030

2050



**Note:**

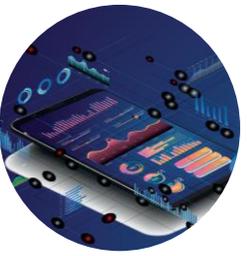
1.Scope 1: direct CO<sub>2</sub> emissions; Scope 2: indirect CO<sub>2</sub> emissions from electricity; Scope 3: indirect CO<sub>2</sub> emissions of the supply chain (purchased cement and clinker is considered until 2030)

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

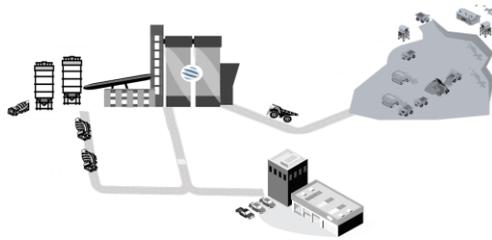


# Digital transformation

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 with 6 TITAN plants having end-to-end RTOs (US, SEE, GR).
  - 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 failure cost avoidance and downtime reduction.
- **Quality prediction & downstream prototypes**
  - Implemented AI real-time cement quality prediction solution.
- **Providing digital solutions to external customers’ plants (CemAI)**

### Logistics optimization & enhanced customer experience

- **“Customer 4.0”**
  - AI-enabled Dynamic Logistics solution for RMC deployed in all USA operations with significant production uplift.
  - Proactive customer experience tools, sales & logistics dynamic control towers.
- **Customer App (web portals and mobile apps)**
  - Live in all BUs in SEE, France & Greece; launched in Egypt & Türkiye
- **Distribution Network Optimization**
  - In-house optimizer tool in use in Florida’s aggregates distribution network.



Customer Experience & Supply Chain

3

## Overview of markets by region



# USA – Business Overview

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

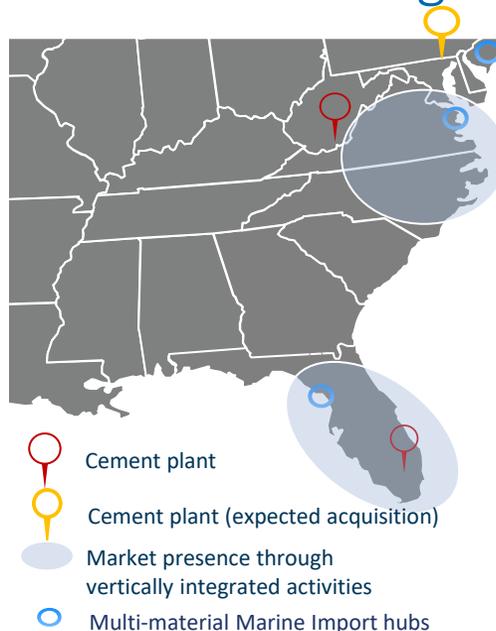
## Operating units

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

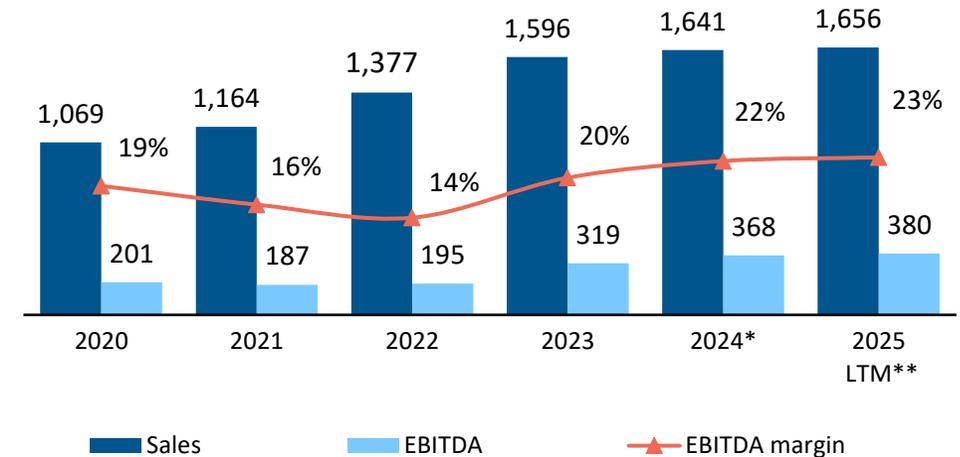
## Principal products / activities



Cement capacity: 3.5m MT



## Sales & EBITDA (\$m)



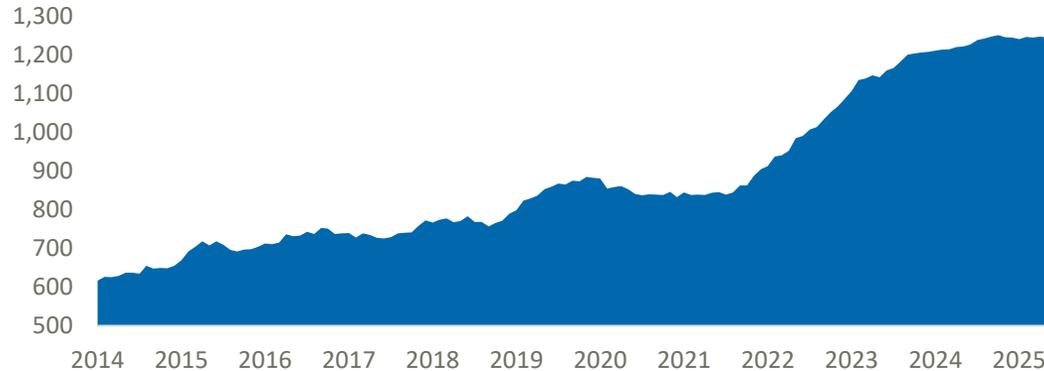
## Trends & Drivers

- Large infrastructure and commercial drive demand, while fundamental drivers of housing demand remain in place. Significant upside from the IJJA.
- Solid economic growth, internal migration and strong employment levels across our markets in Mid-Atlantic and mainly in Florida bolster cement demand.
- 9M25: Resilient performance in soft market conditions was supported by operational excellence, logistics, disciplined cost management and firm pricing.
- Titan America (Sept. '25) received certification for more than 40 new lintel products entering the precast and prestressed lintel market in Florida.
- Investments of \$0.7bn (since '21) target the expansion of supply capacity, operating efficiencies, and optimization of logistics to capture market growth. Strategic investments in aggregates, ready-mix plants, and fleet expansion/modernization continued in 2025, driving growth and cost efficiencies.
- Titan America's listing of a 13.3% stake on the NYSE was finalized in February 2025, raising a total gross amount of \$393m.
- In Jan. '26, TITAN signed an agreement to acquire Keystone Cement in Pennsylvania. The transaction is subject to regulatory and other customary approvals.

# USA

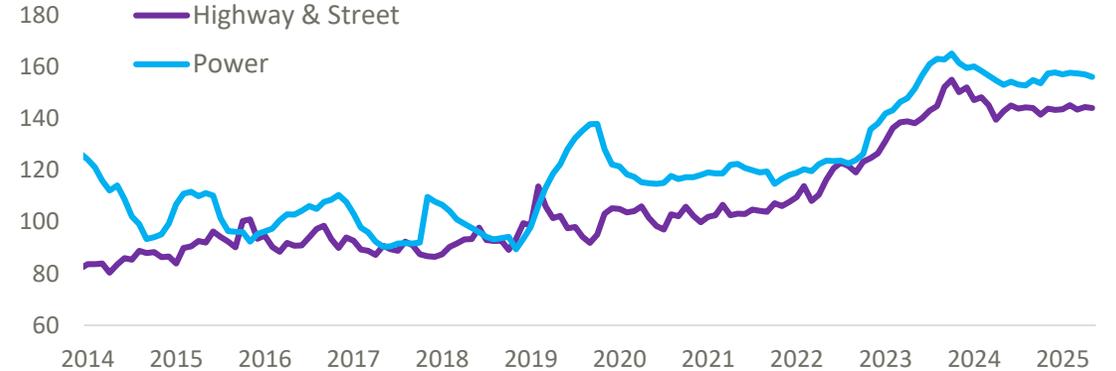
## Infrastructure & Non-Residential support demand; housing driven by positive demographics

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



Source: ST. fred.stlouisfed.org

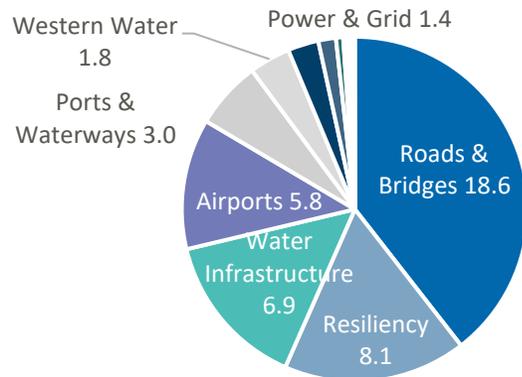
### Highway & Street and Power Construction Spending (\$bn)



Source: U.S. Census Bureau via FRED®

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

(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



### 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

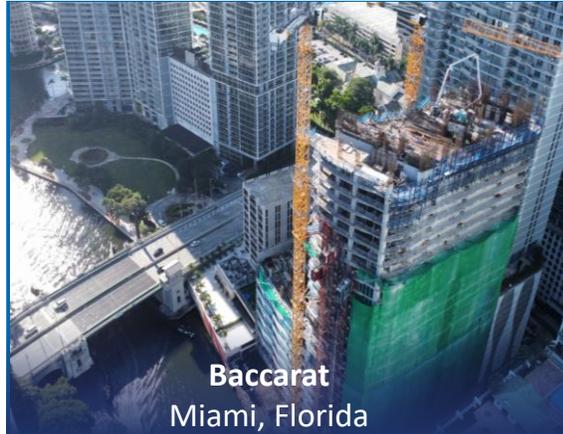
In 2025, Titan completed a major strategic move with Titan America's listing on the NYSE, raising gross proceeds of \$393m.



- 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



**Baccarat**  
Miami, Florida



**Data Centers**  
Northern Virginia



**Newark Intl' Airport Terminal B**  
Newark, New Jersey



**I-40/I-77 Interchange Rebuild**  
Statesville, North Carolina

# Greece and Western Europe - Business Overview

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

## Operating units

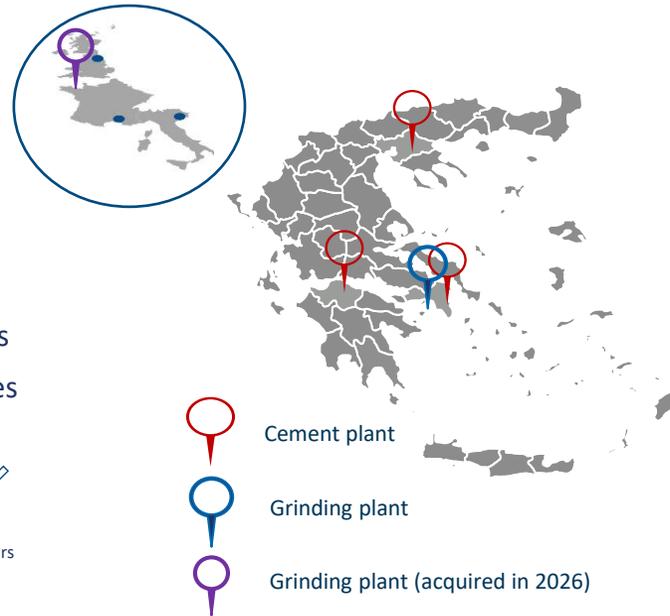
- 3** Cement plants
- 1** Grinding plant
- 13** Commercial Quarries
- 34** Ready-mix plants
- 1** Dry mortar plant
- 4** Multi-material Marine Import hubs
- 1** Processed engineering fuel facilities

## Principal products / activities

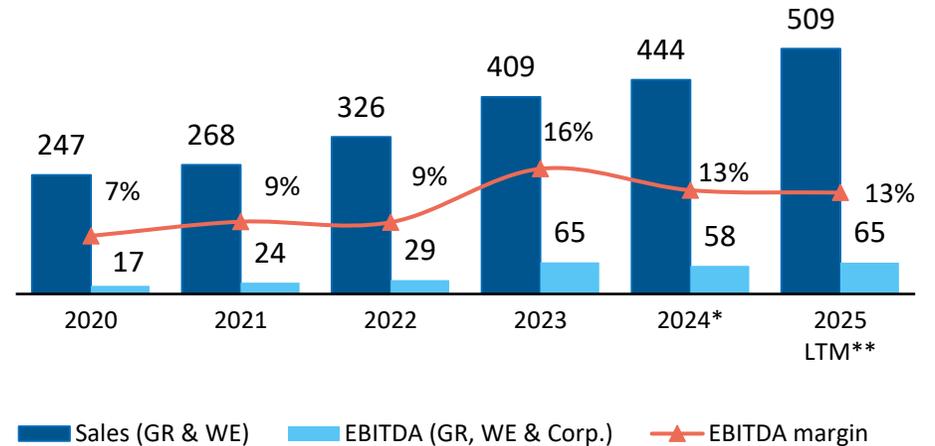


Cement Ready-mix concrete Aggregates Dry mortars

**Cement capacity:** 6.5m MT



## Sales & EBITDA (€m)



## Trends & Drivers

- Strong demand driven by key projects, tourism, warehousing and logistics supported volume growth across all products in 9M25, with robust pricing reflecting the positive market momentum.
- During 2025, Titan acquired 2 aggregates quarries in Greece (Thessaly and Crete) and inaugurated a concrete plant in Peloponnese (acquired in 2024).
- EU-funded projects expected to support demand growth for the next years; “Next Generation” EU funds (€36bn grants & soft loans) to benefit Greece.
- Increased efficiencies across our operations thanks to ongoing decarbonization and digitalization projects.
- Front-End Engineering Design contract signed for the large-scale CCS project, IFESTOS.
- In Feb.'26, TITAN acquired Vrats de l'Estuaire in France, including a grinding plant with 0.6 million tons of annual clinker grinding capacity.

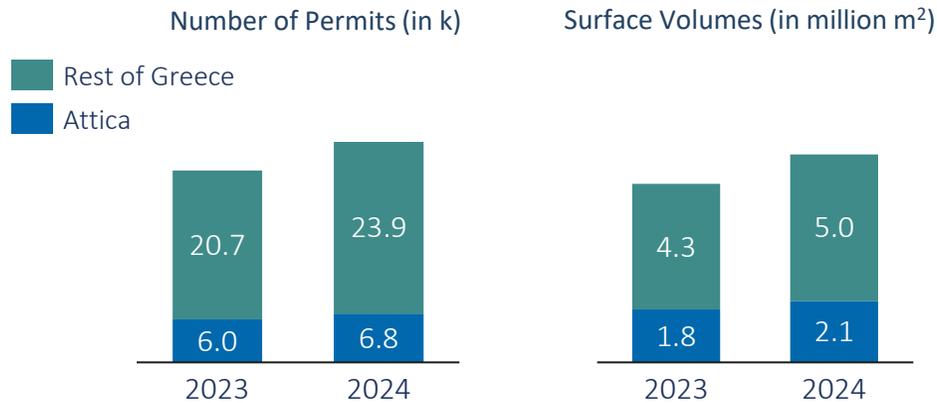
\* Adjusted 2024 EBITDA for non-recurring one-off costs of €4m related to an early retirement program in Greece

\*\* LTM 2025: Last 12 months as of September 2025

# Greece and Western Europe

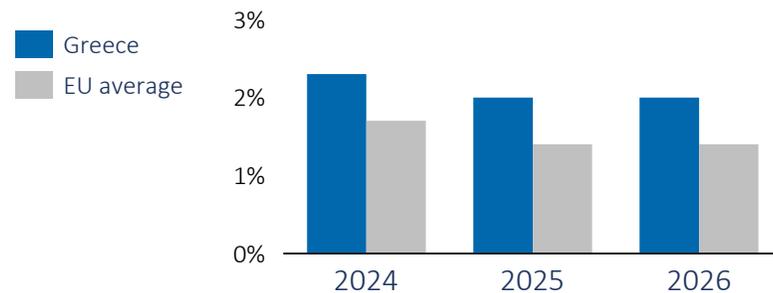
Increasing confidence in recovery supported by macro data and strong fiscal response

## Building activity in Greece



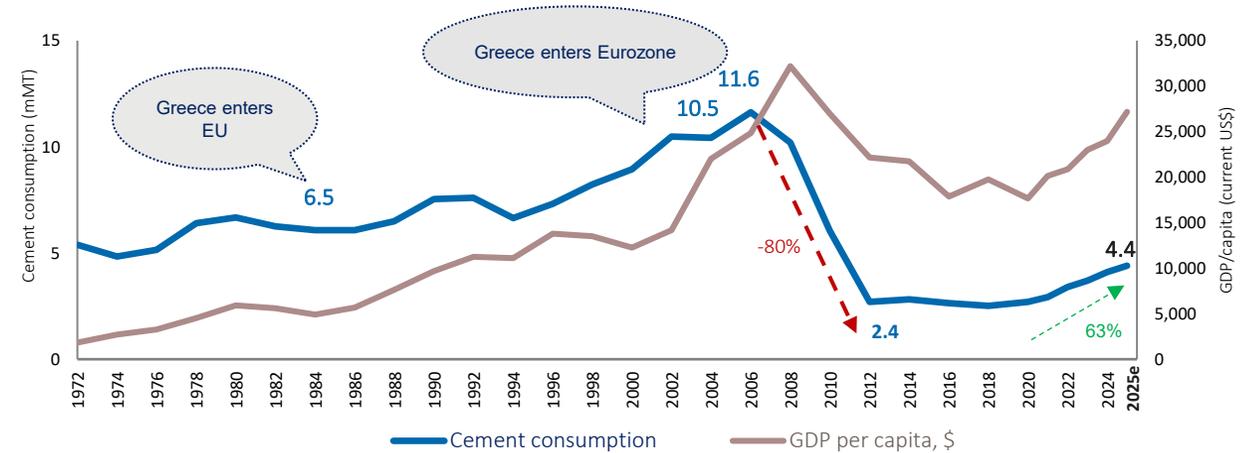
Source: ELSTAT, Building Activity

## Estimated Greek GDP growth higher vs the EU average



Source: IMF, World Economic Outlook, October 2025

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



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

## 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 is expected to grow by 2.0% in both 2025 and 2026, outpacing the EU average of 1.4%.
- The country's sovereign credit rating is rated as Investment Grade by all major rating agencies.
- Cement market growth of 63% in 2020-2025 (10% CAGR); consumption levels still below the long-term average.

# Southeastern Europe - Business Overview

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

## Operating units

- 5 Cement plants
- 7 Ready-Mix Plants
- 1 Concrete Precast Plant (JV)
- 1 Processed engineering fuel facilities

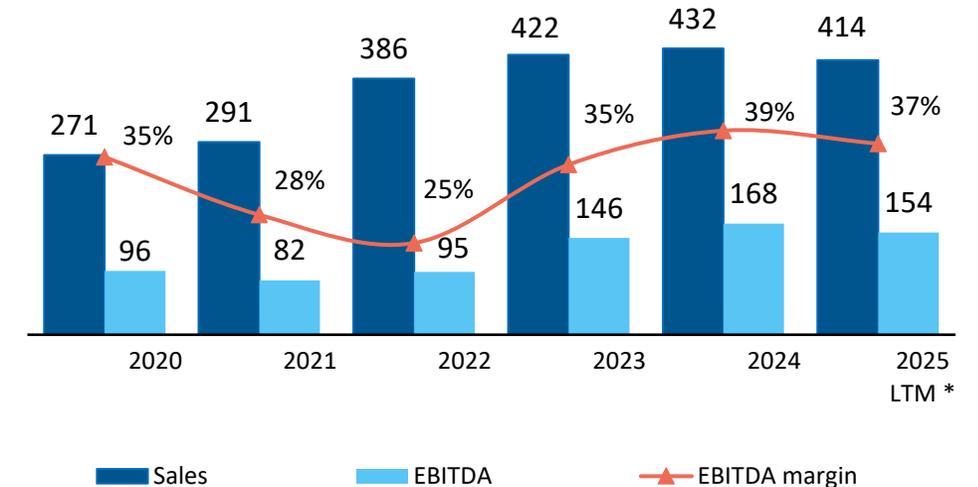
## Principal products / activities



Cement Capacity: 6.3m MT



## Sales & EBITDA (€m)



## Trends & Drivers

- No significant shifts in market dynamics were observed in 9M 2025. Infrastructure and housing projects continued to support demand, complemented by trans-regional transport initiatives.
- Price increases in some markets offset rising production costs and price adjustments in other markets responded to competitive pressures.
- Investments in energy efficiency led to lower thermal energy costs, against higher electricity costs, with alternative fuel substitution rates increasing in Bulgaria and doubling in North Macedonia.
- Formed a JV to acquire 80% stake in Baupartner based in Bosnia & Herzegovina entering the precast concrete platform.

# SEE Prospects for Growth Lead to Positive Outlook

Low Volatility Markets with Upside Potential as Urbanization Rises

## GDP growth %



## Cement consumption (million MT)



# Eastern Mediterranean - Business Overview

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

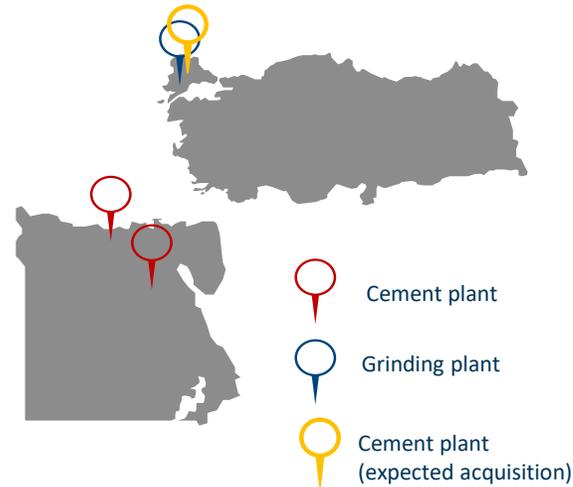
## Operating units

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

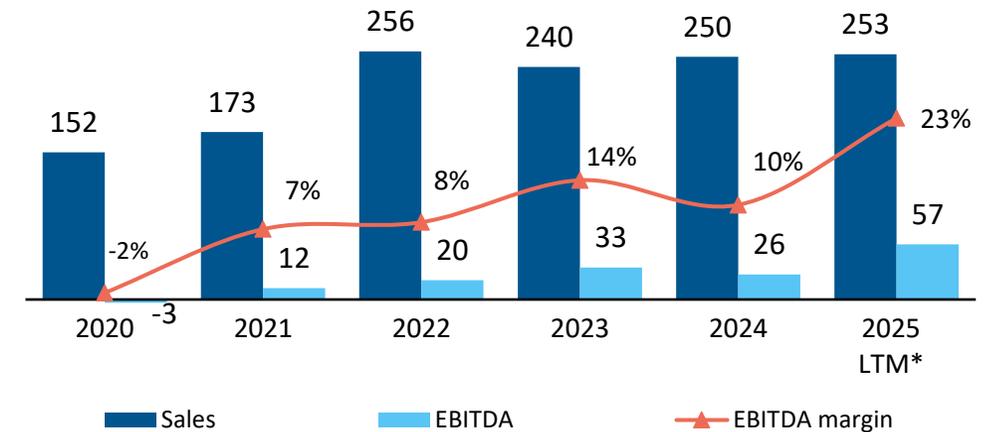
## Principal products / activities



Cement capacity: 5.5m MT



## Sales & EBITDA (€m)



## Trends & Drivers

**Egypt** recorded a strong turnaround.

- Domestic cement consumption grew by over 10% YTD, supported by foreign investment in mega tourism-related developments and resumed public infrastructure activity; high plant utilization.
- Cement export volumes increased significantly in 9M 2025, with favorable pricing.
- Additional storage capacity investments (by year-end) to enhance flexibility, allowing the Alexandria plant to efficiently serve domestic & export markets.

**Türkiye** reflects the Group's revised footprint post-divestment.

- In May 2025, Titan finalized the divestment of its 75% share in Adocim.
- As of June 2025, operations comprise a grinding unit in Marmara and the Vezirhan pozzolan quarry in East Marmara.
- In December 2025, TITAN signed an agreement to acquire Tracim Cement, in the greater market of Istanbul. The transaction is expected to close in 1Q2026.

# Eastern Mediterranean

## Favorable Demographics Generate Economic Growth and Investment Needs

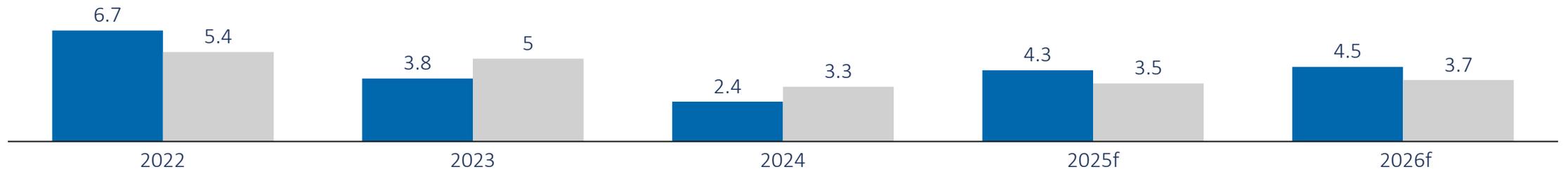
### Large, young and growing population...

(Population in millions)



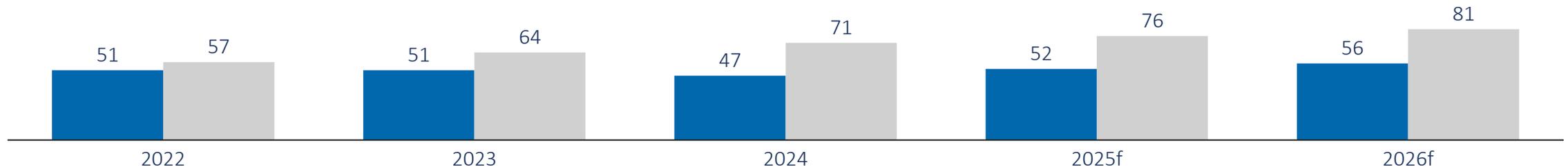
### ...combined with recorded and anticipated real GDP growth...

(Real GDP % y-o-y)



### ...generating needs in cement consumption

(in million metric tonnes)



Sources: IMF, Global Economic Outlook, October 2025, GCR, 15<sup>th</sup> edition, Company estimates

# 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

## Principal products / activities



Cement



Ready-mix concrete



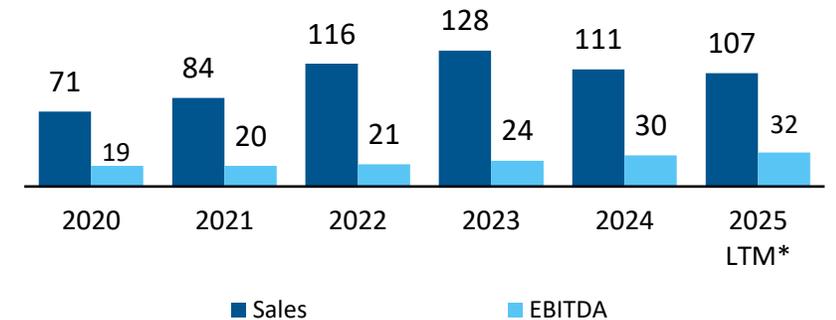
Cement plant



Grinding plant



## Sales & EBITDA (€m)



Note: Consolidated on an equity basis

Cement capacity: 2m MT

## Trends & Drivers

- In 9M 2025, cement demand in Brazil grew by 3.0%, with a 6.4% increase in the Northeast region (Apodi's natural market), supported by labor market improvements, rising disposable income, and the expansion of the government's housing program.
- Profitability improved with EBITDA up by 12.2% YoY reaching €20.3 million in 9M 2025, driven by higher volumes and lower energy and freight costs.
- 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 link:

[Financial Results - 9M 2025](#)



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