



TITAN For>>ard

Titan Group Investor Day

November 11, 2025





Agenda

- 01 Welcome
- 02 A New Growth Plan: TITAN FORWARD 2029
- 03 US: A New Era of Growth
- 04 Europe & Eastern Mediterranean: Accelerate Value Growth
- 05 Building Tomorrow: ACMs & Innovation for Sustainable Construction
- 06 Leading through Digital & New Technologies
- 07 Delivering on Commitments, Creating Lasting Value for Shareholders
- 08 Closing Remarks & Q&A

Break

Break

- Exhibition – Booths: TITAN FORWARD IN ACTION

» **FORWARD** with
Alternative Materials

» **FORWARD** with Digital
Innovation & Technology

» **FORWARD** with Innovative
Products & Solutions

Cocktail Reception

Today's Presenters



**Dimitri
Papalexopoulos**

Chair of the
Board



**Alexandra
Papalexopoulou**

Chair of the Board
Strategy Committee



**Marcel
Cobuz**

Chair
Group ExCo



**Bill
Zarkalis**

President & CEO
Titan America



**Yanni
Paniaras**

CEO
Titan Europe



**Jean Philippe
Benard**

Group Chief Executive
Cementitious & Energy



**Leonidas
Canellopoulos**

Group Chief Innovation
& Sustainability Officer



**Samir
Cairae**

Group Chief
Technology Officer



**Antonis
Kyrkos**

Group Chief Digital &
Strategy Officer



**Michael
Colakides**

Managing Director
& previous Group CFO



**John
Ioannou**

Group CFO



Welcome



Dimitri Papalexopoulos



Alexandra Papalexopoulou



A powerful set of values ...



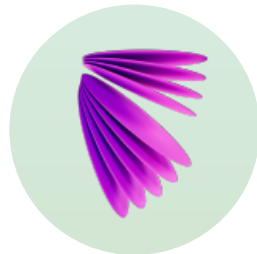
OUR PURPOSE

**Make the world around us a safe,
sustainable and enjoyable place to live**

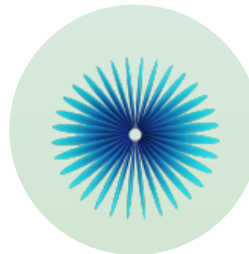
OUR VALUES



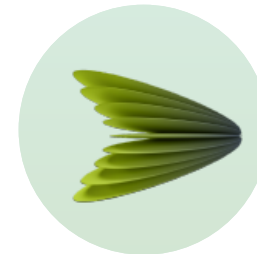
**We
Care**



**We
Dare**



**We Build
To Last**



**We Walk
The Talk**

Driving a Strong Culture ...



Long-term Value
Creation & **Short-term**
Performance



TITAN
way:

A Caring Meritocracy

Profitable Decarbonization

Governance & Transparency

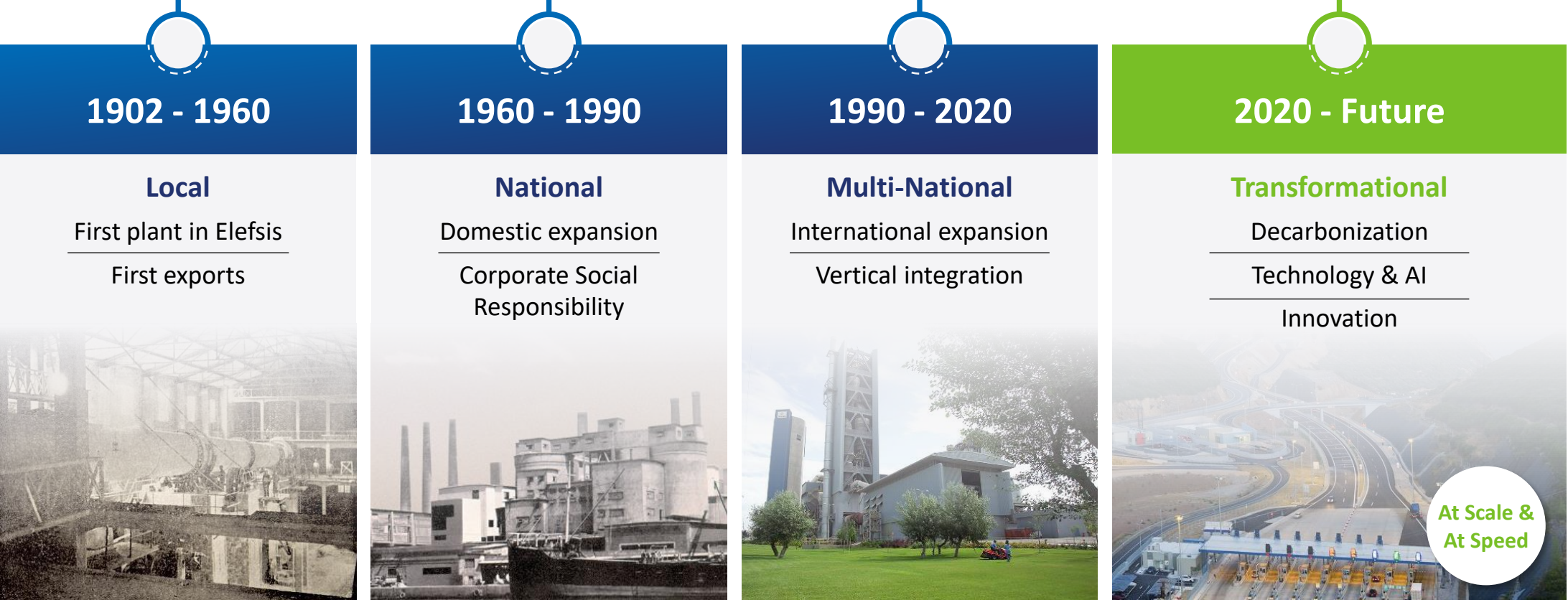


**Continuity &
Resilience** coupled
with **Agility
& Innovation**

Allowing for Continuous Growth ...



4 Phases in our History:



with TITAN well positioned to capture growth opportunities



Our Markets



- ✓ **US:** presence in high growth markets, with an integrated network of assets
- ✓ **Europe:** delivering value through the cycle, with growth opportunities abounding
- ✓ **EMED:** strong export potential along with macro backdrop and demand improving

Our Materials



- ✓ **Invest in the core** growing our cement, aggregates and concrete products
- ✓ **Expand in alternative materials & new technologies** creating new value pools
- ✓ **Innovation** at the forefront for developing high-performance sustainable products

Our Operations



- ✓ Maintain world-class **operational performance** through **industrial & digital** Investments
- ✓ **Leverage** our unique capabilities
- ✓ **New operating model** to drive commercial excellence and innovation



A New Growth Plan: Titan Forward 2029



Marcel Cobuz



Growth Plan 2029 Key Takeaways



Outperformed
the markets
since 2022



Achieved 2026
targets 1 year in
advance &
Top TSR



Valuation Gap
above **x2 current**
Market Cap.



Positioned for
Value growth
in **Europe & US**

Alternative Cementitious Materials

Technology & AI

Financial strength



Able to deploy
€3-4bn mainly
for growth



Targeting
Double-digit
profitability
&
Top returns





TITAN For>>>ard 2029

Building a future-
ready TITAN to deliver
top of class growth
and returns

A strong and highly diverse team committed to executing growth strategy



Representative illustration of industrial & market experience and new capabilities



TITAN 2023-2025 at a Glance



Record Financials and Sustained Value Performance



Sales

€2.8bn¹
(+7% CAGR)



EBITDA

€617m
(+23% CAGR)



EPS

€4.3⁵
(+44% CAGR)



Returns

ROCE²:
17.7%

Shareholder returns³:
€350m



Investments

15 bolt-ons⁴
€700m+ in CapEx



Credit Rating
**BB+ with
positive Outlook**



Employees

6,000
> 3,000 joined
since 2023

TIME
World's most
sustainable
companies



121 years as
a public
listed company



Note: 2025 figures with dark blue as of September 2025 Last Twelve Months, CAGRs since 2022; CapEx includes FY 2025 estimate

1. Sales adjusted for the sale of Adocim and FX

2. ROCE: EBIT/ Average Capital Employed = Net Debt + Equity

3. Since 2023 (including dividends and SBBs)

4. Including strategic partnerships

5. EPS adjusted for the sale of Adocim, goodwill impairment in Türkiye in 4Q24 and minorities from Titan America

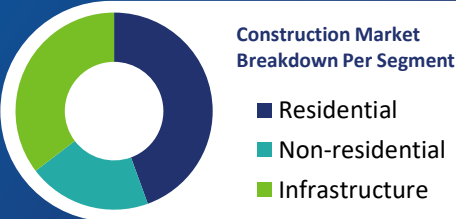
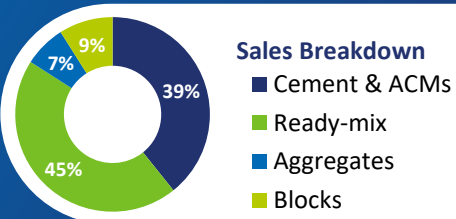
Leading Player with Strong Portfolio of Businesses in Attractive Markets and 240 industrial sites with unmatched logistics



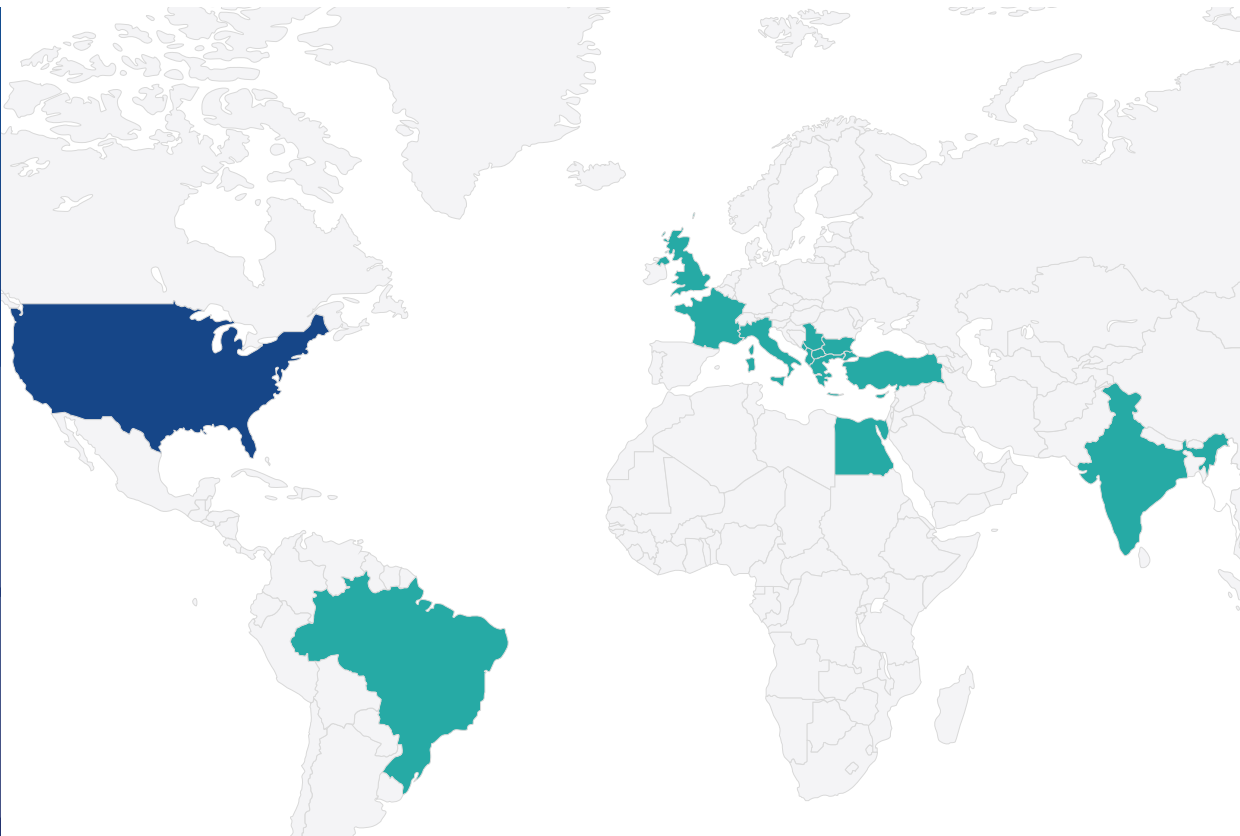
Leveraging on Our Unique Business Model with Leading Market Positions

USA

- 2 cement plants
- 3 multi-material Marine import hubs
- 83 ready-mix plants
- 7 aggregates/clay quarries
- 8 concrete block plants
- 7 fly ash processing plants
- 21 distribution terminals

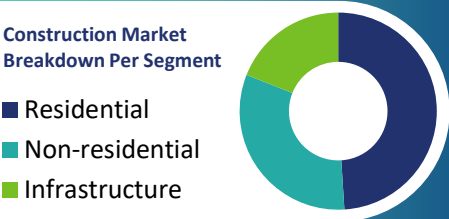
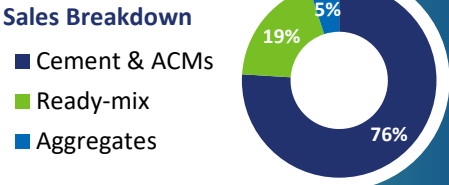


Note: Company estimates
Data as of November 3, 2025.
ACMs: Alternative Cementitious Materials



Europe & Row

- 11 cement plants
- 3 grinding plants
- 4 multi-material Marine import hubs
- 47 ready-mix plants
- 14 aggregates quarries
- 7 pozzolan quarry
- 1 fly ash beneficiation site
- 1 concrete precast plant
- 1 mortar plant



Titan is responding to increasing regionalization and other megatrends that are shaping our markets at different paces



Macro & Geopolitical Volatility

- ✓ Interest Rates
- ✓ Trade Policies
- ✓ Energy costs

Regionalization of Supply Chains

- ✓ Shorter Supply Chains
- ✓ US Onshoring
- ✓ EU Enlargement

Alternative Materials in Increasing Demand

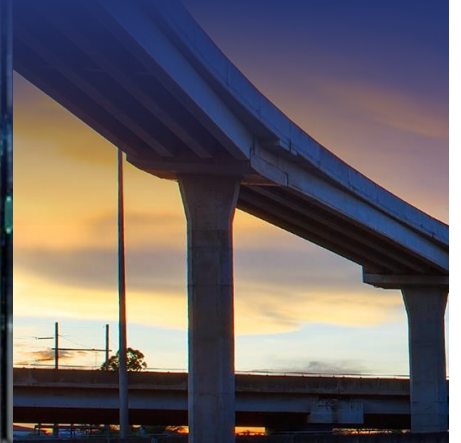
- ✓ EU ETS and CBAM
- ✓ Supply/Demand Dynamics
- ✓ Lead Markets

Tech Revolution & AI driven demand

- ✓ End User/Customer Experience
- ✓ Hyperscalers/Data Centers
- ✓ Next-gen Manufacturing

Aging Infrastructure, Housing shortage, Reconstruction

- ✓ Underbuilt Housing
- ✓ Infra US and EU Stimulus
- ✓ Post wars reconstruction



Progress Update: Financial Targets 2023-2026 Achieved One Year Earlier



Targets Achieved since 2023 CMD

Previous CMD Targets for 2026



Sales Growth
Reach €3bn
(7% p.a.)



EBITDA Growth
>10% p.a.



ROCE¹
>12% p.a.



EPS
€3/share



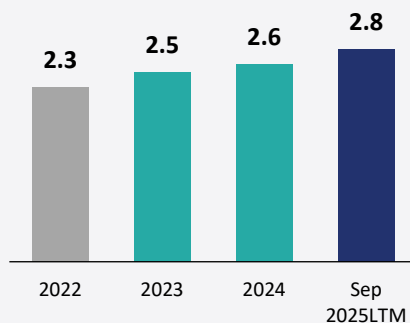
Net Debt/EBITDA
1.5x-2x

Progress

Progress: as of Sep 2025 LTM³

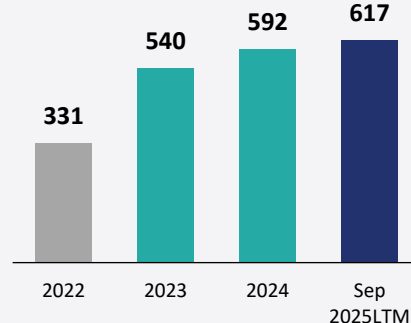
bn €

7% CAGR²

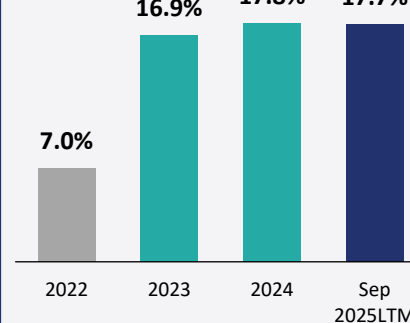


m €

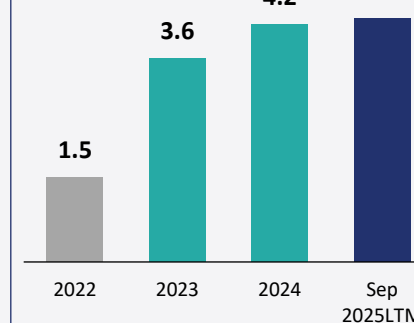
23% CAGR



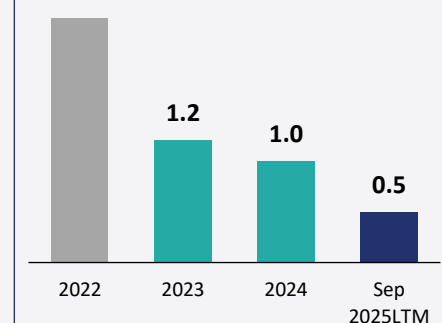
%



€/share



ND/EBITDA



Note:

1. ROCE: EBIT/ Average Capital Employed = Net Debt + Equity

2. CAGR since 2022 baseline adjusted for the sale of Adocim and FX

3. 2024: EBITDA, ROACE and EPS adjusted for the one-off costs of the US IPO, a retirement program in Greece & W. Europe, and the goodwill impairment in Türkiye

2025: Sales and EBITDA include the impact of the sale of Adocim in Türkiye in May 2025. EPS excluded the impact from the sale of Adocim, minorities from Titan America, and the goodwill impairment in Türkiye in 2024.

Since 2023 foundational capabilities in place that allow us to accelerate going forward



**Unlocking
funds
for Growth**

IPO Titan America



€700M+

INVESTMENTS
(incl. 2 multi-material
hubs in US & Europe,
logistics in US)



**15 Bolt-ons
& JVs**

in Aggregates, Precast, RMC
& Alternative Cementitious



**30% New
Products**

Low clinker & high-
performance products



**Entry
Precast**

Diversification new
Platforms



**13 VC Investments
& technology
partnerships**

Innovation & CVC



**End-to-end Digital
Operations**

Florida cement
manufacturing & logistics
and 6 rollouts



€300M

Innovation Subsidies for
new technologies



150mT

Alternative Cementitious
Materials Reserves



**Portfolio
Optimization**

Europe & EMED

2025-2029: Strategic Priorities for Capturing Growth and Sustain 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

01 Building Capacity to deploy up to €2bn in Growth CapEx and M&A to expand core heavy materials business



Industrial, Decarbonization, Digital efficiencies: €100m

Invest and Maintain world-class assets:

- Energy decarbonization
- Materials
- Digitalization of Assets

Kamari, Calcliner Inauguration, Greece



Optimize footprint and expand capacity

Invest in export-mix in EMED

Increase cement capacity in US

Alexandria Plant, Egypt



Commercial Transformation

Value added selling of low clinker materials (TITAN EDGE)

Focused on end-market segmentations needs

DATA4 Data Center



Further expand Core Aggregates

Continue bolt-on investments in aggregates

Expand selectively channels to the market

Leros quarry, Greece



02 Deploying €0.5bn capital in reserves and M&A and accelerate market introduction of Alternative Cementitious Materials (ACMs)



Our Ambition

Establishing **Alternative Cementitious Materials (ACMs)** as a new global platform aiming to meet evolving customer needs, targeting **10% of Group Sales by 2029**

Establishing Partnerships Around the Globe while Investing in Our Own Assets

01

Continue securing long-term access to ACM sources

From 150mn to 250mn tons of reserves



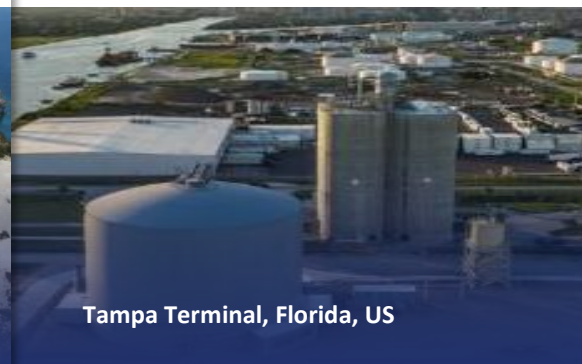
Yali pozzolan, Greece

02

Investing in logistics, infrastructure and partnerships

3-4 new multi-material hubs in US & Europe

Adaptable Delivery models/Channels



Tampa Terminal, Florida, US

03

Leveraging proprietary technologies and innovating next generation of solutions

10 technological partnerships in US & Europe



Investing €0.4bn in Innovation, New Product Platforms and Next Generation Technologies



New Platforms



Product adjacencies platforms

Precast product platform in Europe & US
Products for building renovation segment

New Technologies



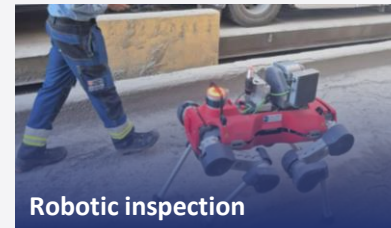
Next-Gen Manufacturing

CCS for zero-carbon clinker in Europe
Calcined Clay as an ACM in US & Europe
Center for Advanced Technologies in Patras, Greece



Low clinker materials innovation

Invest €100m in partnerships, start-ups and internal R&D (US & Europe innovation hubs)



Digital innovation

Digital twins
Physical AI applications
Concrete-mix applications
Digital Hub in Greece



Early adopter of game changing technologies



Accelerated investments in adjacent product technologies & businesses



AI-driven digitalization of operations, logistics and customer experience



Double down on Innovation: products, start-ups & partnerships

04 Leveraging the Unique Strength of a Global Operating Model



**Market-based
performance model**



Commercial and
marketing **excellence**
and **adaptable** delivery
models



**Fit for purpose skills
matrix**



**Strong safety culture
and empowered
learning organization**



**Best operating
practices**



**Disciplined capital
allocation and
debt management**



**Integrated supply
chain and trading**



**Competencies Hubs close
to Markets**
(5 innovation, technology
and digital hubs)



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



€3-4bn Capital to deploy

Note:

1. Calculated by using Average Capital Employed

2. CVC investments and R&D

3. 2030 target

Summary: 2029 Directions For Growth and Value Creation



**Double-digit
profitability**



**Top
returns**



**Value growth
in Europe
& US**



**Capacity to
deploy €3-4bn**



**Valuation Gap
above
x2 current
Market Cap.**



Building a future-ready TITAN delivering top of class growth and returns



US: A New Era of Growth



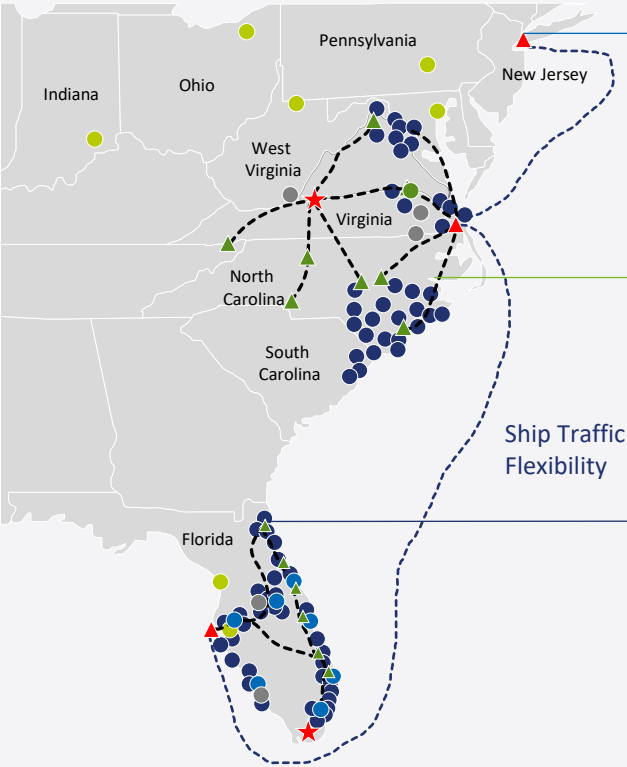
Bill Zarkalis



A Leading, Fully Integrated Player in the Fast-growing Mega-regions of the US East Coast

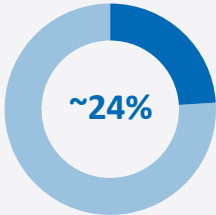


- ★ 2 Cement Plants
- ▲ 3 Multi-material Marine Import hubs
- 7 Aggregates/Clay quarries
- 83 Ready-Mix Plants
- 8 Concrete Block Plants
- 7 Fly Ash Plants
- ▲ 21 Rail Distribution Terminals



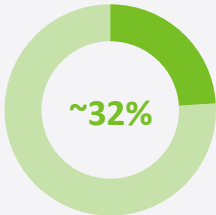
New York / New Jersey

Cement Market share in the Metro New York market¹



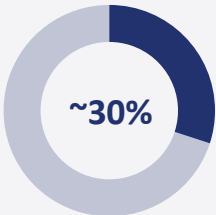
Mid-Atlantic

Cement Market share in the Virginia & North Carolina Markets¹



Florida

Cement Market share in the Florida Market¹



6 Core States Served²

13 Total States Served²

139 Operating sites

2,637 Employees³

19% CO₂ Reduction (vs 2019)⁴

Note:
 1. Market share estimates based on our 2024A sales volumes and industry figures from USGS
 2. Core states are FL, NY, NJ, VA, NC, SC. Total states served include core states and MD, WV, KY, TN, PA, OH, IN

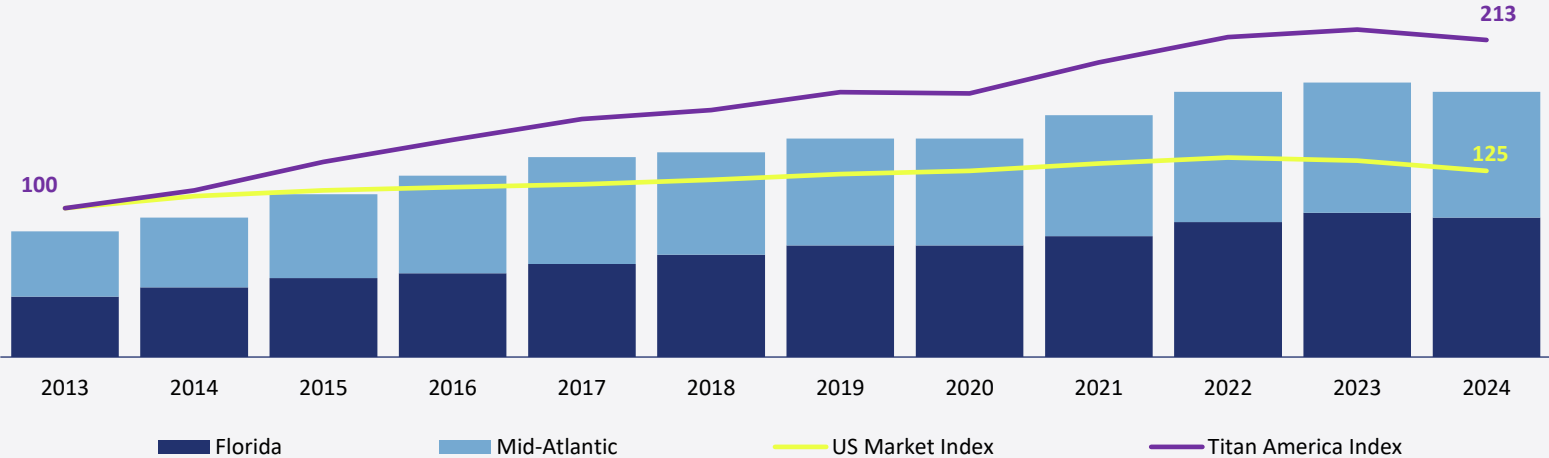
3. Employees as of September 2025
 4. O2 reduction as of December 2024

Well-Positioned After Ten Years of Outperforming the Market

We Believe Our Industry is Entering A New Multi-Year Growth Phase



Titan America Cement Sales Volumes
2013 Market Size & TA Sales Index = 100



Titan America CAGR¹ of 7% in a cement market that grew at 2% from 2013 to 2024



Titan America has emerged as preferred supplier with strong positions in the attractive markets we serve



Proven track record of management team

2025 LTM²



\$1,656m
Sales



\$380m
EBITDA








2,637
FTEs³

Notes:
1. Volume CAGR for 2013 – 2024 cement sales volumes
2. LTM: Last twelve months as of Sept 2025
3. As of Sept. 2025

Vertically Integrated Business Model Provides Strategic Flexibility

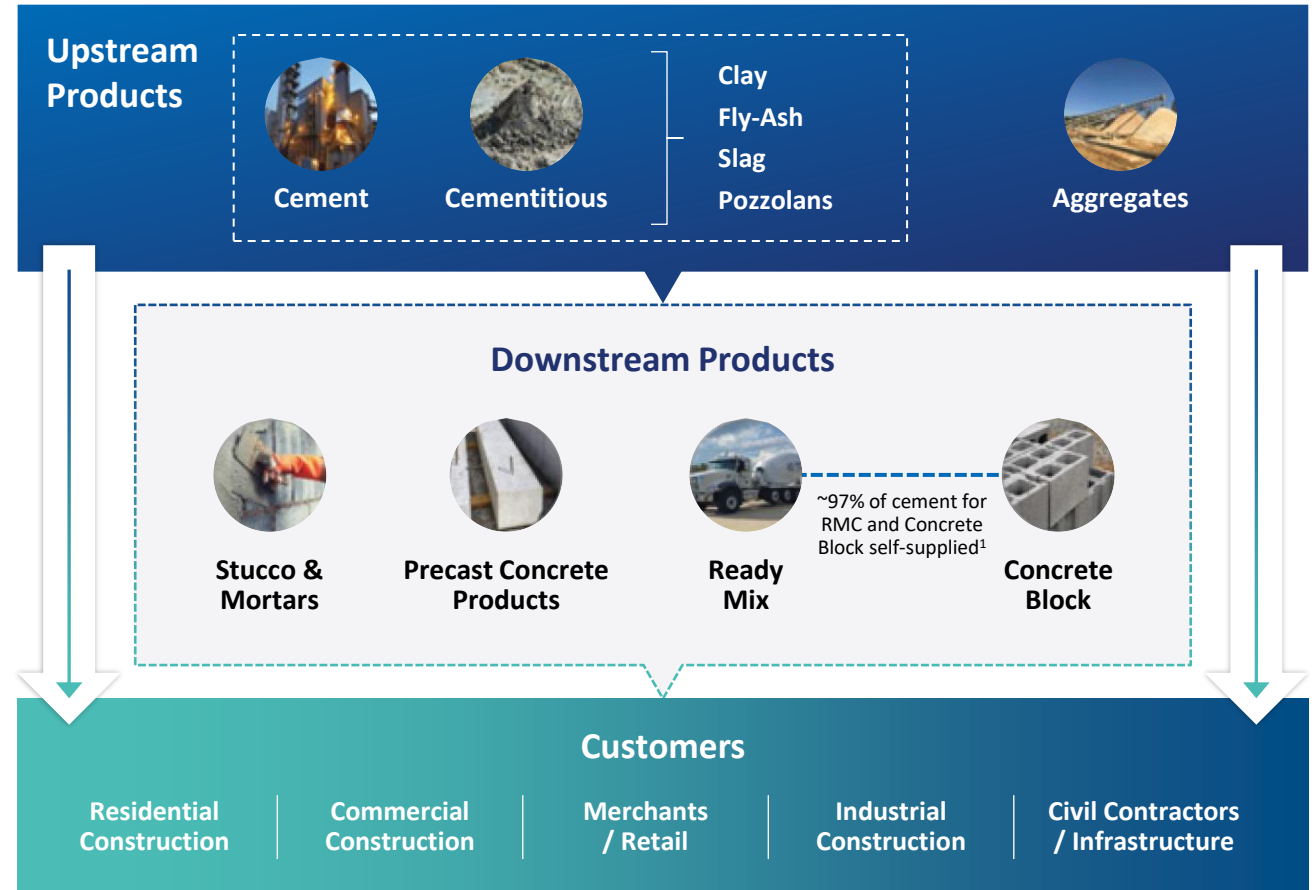


Integrated Downstream Product Lines Serve as Channels-To-Market for Upstream Products

-  Have built a comprehensive, uniquely integrated, interconnected product mix
-  Can Choose To Place Upstream Product Lines at End-Markets either Directly...
-  ...Or Through Mostly Self-Supplied Downstream Product Lines¹
-  Ability To Optimize Channel Mix Locally, Maximizing Top Line & Earnings Growth
-  This Built-in Strategic Flexibility Provides Competitive Edge

Notes:

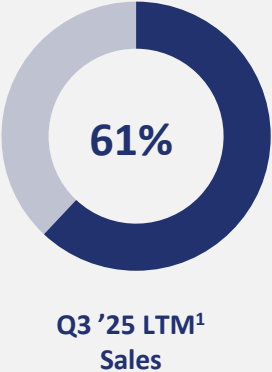
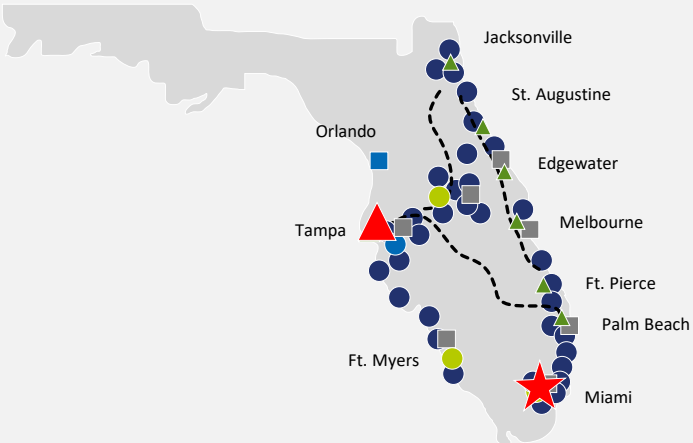
1. Based on 2024A data; self-supplied includes imports from Titan S.A



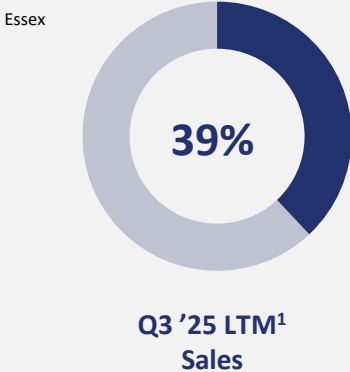
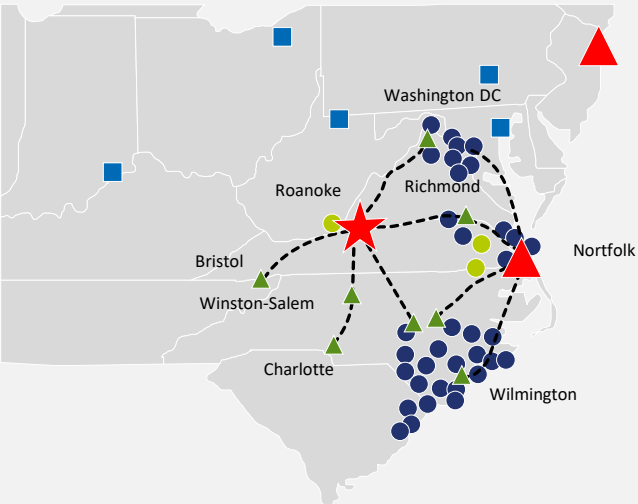
Hard to Replicate Comprehensive Logistics Network with Strategically Placed Facilities and Terminals



Florida Business



Mid-Atlantic Business



★ Cement Plants ▲ Multi-material Marine Import hubs ▲ Rail Distribution Terminals ● Ready-Mix Plants ■ Concrete Block Plants ● Aggregates/Clay Mines ■ Fly Ash Plants

Regions “Book-ended” by an Upstream Production and a Multi-Product Import Hub

Comprehensive Network of Rail-Connected Multi-Product Terminals, Loadouts, Supported by AI-powered Logistics Technology

Links Upstream Product Hubs with Integrated Downstream Product Lines

Secures Reliable Supply to Customers from Multiple Channels & Sourcing Points

Enables Choice of Lowest Cost to Source & Serve, Maximizing Operating Profits

Notes:
1. LTM: Last twelve months as of Sept 2025

Capitalizing on Trends Driving a Powerful Multi-Year Growth Cycle in the USA



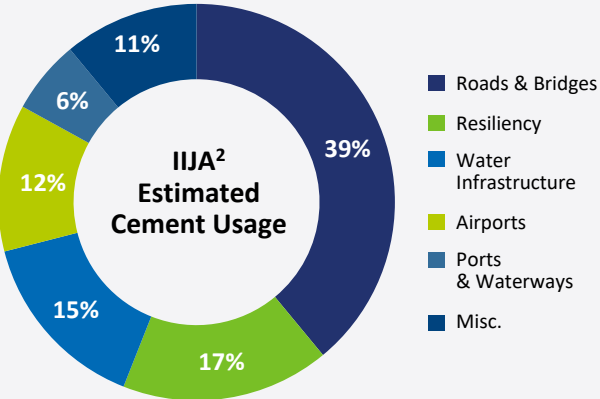
Our Attractive Regions & Residential Underbuilt

Titan America has leading market positions in mega-regions with population & economic growth above the US average.

US Residential underbuilt by over **4.7m** homes, according to the US Chamber of Commerce¹.



Infrastructure & Onshoring Spending



IIJA: expected for re-authorization in Sept. '26



Dynamic Transformation Themes

- 01 Digitalization and AI
- 02 New Construction Technologies (3D Printing, Prefabrication)
- 03 Green Concrete

Notes:
1. "The State of Housing in America" (published March 17, 2025; updated September 3, 2025)
2. IIJA: Infrastructure Investment and Jobs Act Transportation, EVs, Broadband, Resilience, Water, and Airports

Strategic Priorities for What We Believe to be a New Multi-Year Growth Phase in the Industry



01

Build on strong market

02

Accelerate growth with new materials service models and adjacencies



03

Deploy capital in accretive M&A growth

04

Apply technology as a critical enabler for growth

01 Core Growth Strategies



Expand Cement Capacity

Ongoing investment in Pennsuco and Roanoke plants

Planned increase in production capacity from **3.8m st¹** to **4.9m st** by 2030



Grow Aggregates Business

Expanding reserves in **existing mines**

Recovery of mined reserves

Domestic **greenfield and M&A**

Developing **offshore** source



Grow ACM Products Business

Expanding domestic fly ash production

Beneficiate **landfilled** ACMs

Secure **import** sources for fly ash, slag and pozzolans



Strengthen RMC / Block Business

Invest in new **greenfield** RMC plants

Increase portable RMC plants to support infrastructure and manufacturing reshoring

Expand the Block business via **greenfield investment**

Notes:

1. As of September 30, 2025



High Performing Materials with Low Carbon Content

High performing cementitious products – Type IL, Type IT, and calcined clay

GreenCrete®

Titan Edge®



New Construction Technologies

3D concrete printing

AI/ML optimizers for manufacturing and logistics

Plants and Jobsites of the **Future**



Circular Economy

Alternative raw materials

Alternative fuels

Concrete **recycling** and **upcycling**

CO₂ **utilization** and **mineralization**



Climate Adaptation

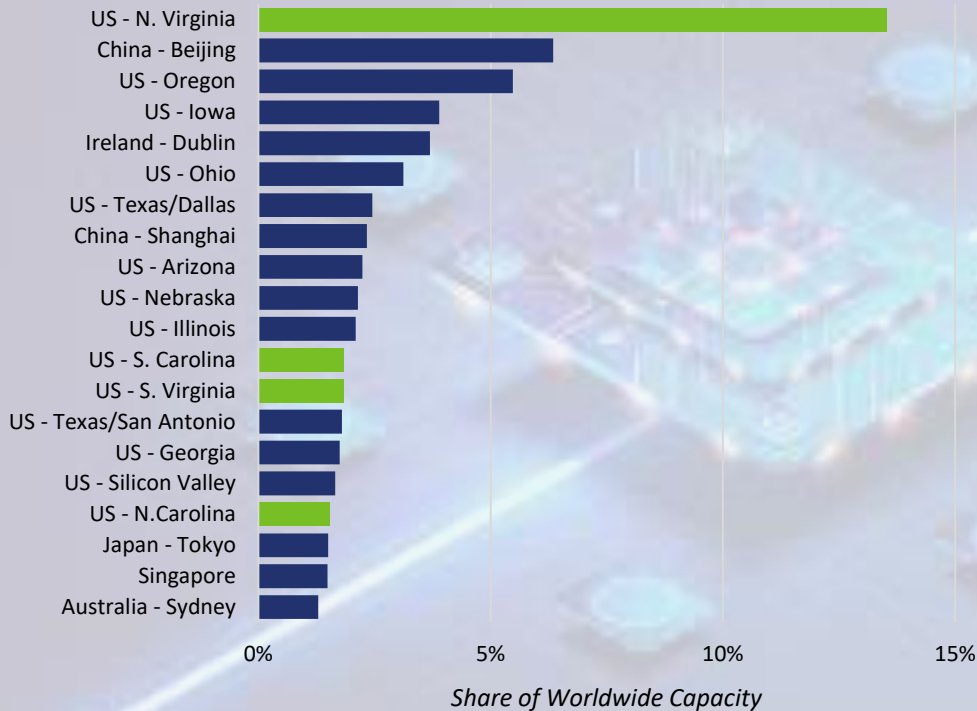
Blue-green nature-based infrastructure

Marine concrete

South Florida **Climate Ready** Tech Hub

Hyperscale Data Center Capacity by County/Region
(MW of Operational Critical IT Load – Q1 2025)

■ Titan America Markets
■ Rest of World



Source: Synergy Research Group
<https://www.srgresearch.com/articles/synergy-updates-its-ranking-of-the-worlds-top-20-hyperscale-data-center-locations>



Data Centers are a major growth lever in the areas where Titan America operates.



Virginia is the Hyperscale Data Center capital of the world.



Titan America's branded high performance / low carbon products, enabled by AI mix designs, support growth in fast-track Data Center construction applications.



Since 2022, Titan America has provided product to approximately 40% the 250 data centers constructed in our served markets.

02

Titan America Products Are Redefining the Future of Large-Scale Infrastructure and Private Non-Residential Projects



West Court Orlando
Orlando, Florida



Data Centers
Northern Virginia



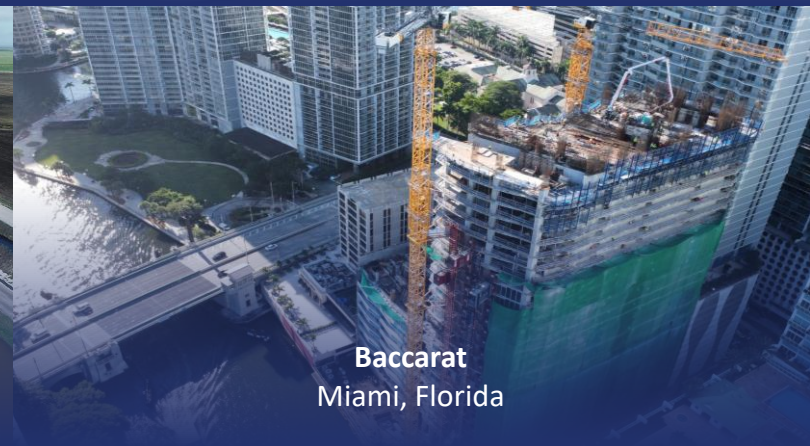
I-40/I-77 Interchange Rebuild
Statesville, North Carolina



Newark International Airport Terminal B
Newark, NJ



Everglades Agricultural Area Reservoir
Palm Beach County, Florida



Baccarat
Miami, Florida

New Businesses Complementing and Enhancing our Current offerings



Disciplined Strategy and Strong Pipeline



Clear Strategic Priorities

Primarily target bolt-ons

Bolster core operations

Add scale

Expansion into strategic adjacencies

Speed to market



Financial Discipline

Accretive to margin

Strong synergy potential

Attractive ROACE

Top line growth

Leverage targets in line
with best-in-class



Actionable Universe

Aggregates Supporting Our Markets

Novel Cementitious Materials
(Clay, Pozzolans)

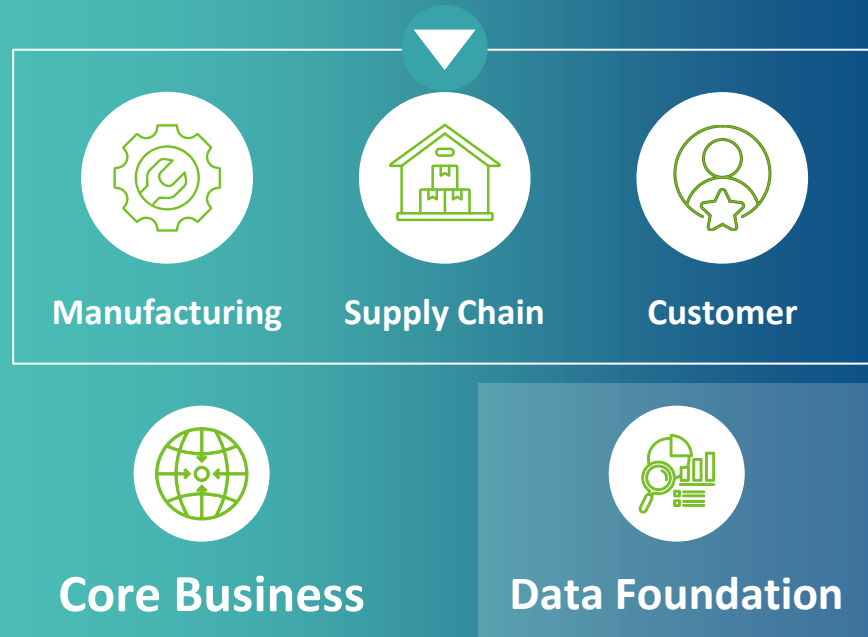
Precast

Regional Admixtures

04 Accelerate Transformation through Proprietary Digital Platform



Reinvent Operations Across Value Chain



Manufacturing



Real Time Asset Optimizers



Failure Prediction



Quality Prediction



Advanced Planning and Forecasting



Robotics & Drone Inspections



Digitalized Health & Safety

Supply Chain & Customer



Dynamic Logistics (AI-based)



Spare Parts Inventory Optimization



Digitized S&OP



Network Optimization

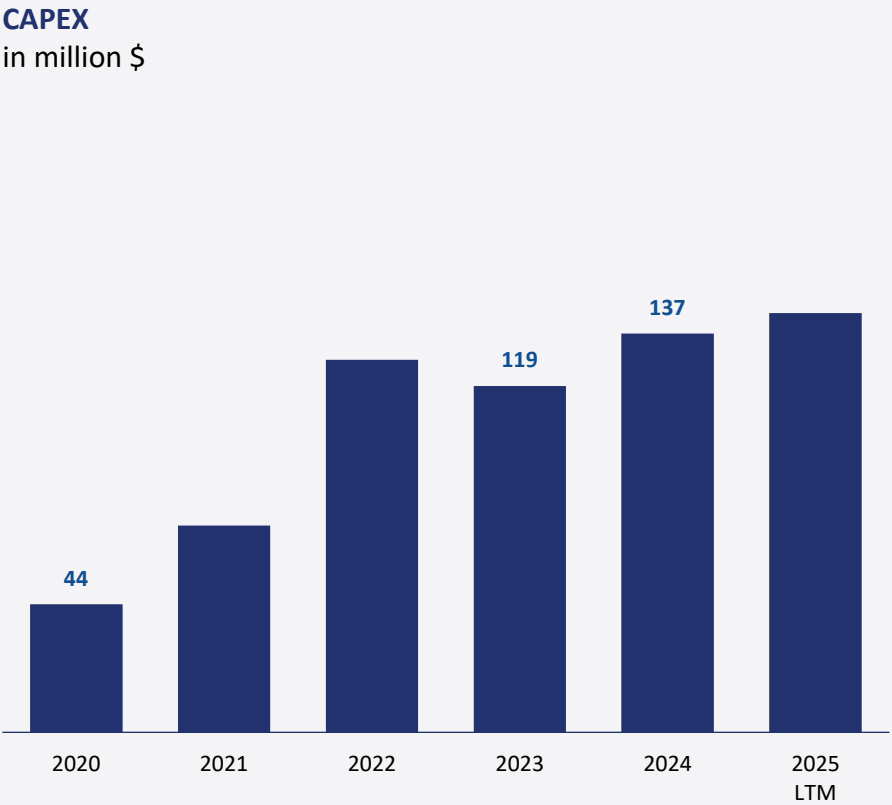


Customer Experience

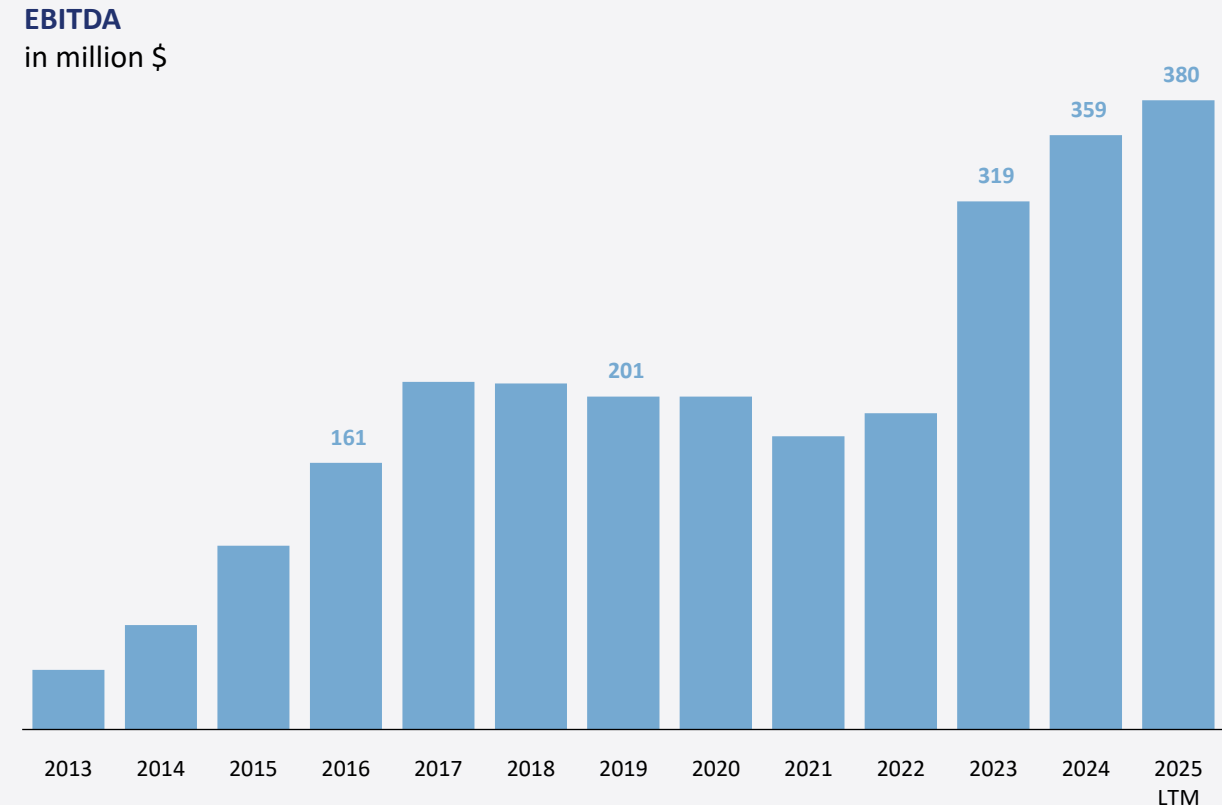


Digital Commercial Ops

Strategic Projects & Investments will Improve EBITDA Levels Capturing the Anticipated Market Growth



Notes:
LTM: Last twelve months



Key Takeaways



A Leading, Integrated Building Materials Producer Serving the High Growth U.S. East Coast



Leading Market Positions in the Eastern Seaboard Mega-Regions



Powerful Multi-Year Growth Phase in the United States



Strategic Flexibility from a Vertically Integrated Model



In-Place Capacity and Logistics Ready to Capture Market Growth



Dedicated and Proven Leadership



Europe & Eastern Mediterranean: Accelerate Value Growth



Yanni Paniaras



Europe & E.MED.: Leading and profitable positions in high potential markets



- ★ 10
Cement Plants
- ★ 3
Cementitious Sites (1 JV)
- 42
Concrete Plants
- 1
Concrete Precast Plant (JV)

- 2
Grinding Plants
- ◆ 10
Aggregate Quarries
- ▲ 4
Multi-material Marine import hubs
- 1
Mortar Plant

- Europe & UK
Innovation driven by decarbonization
- Western Balkans
Growth through economic convergence & EU Integration

- E.MED.
Positive demographics & macro trends
- Seaborne Exports
Strong base for Med. & Global export markets

2025 LTM⁽¹⁾

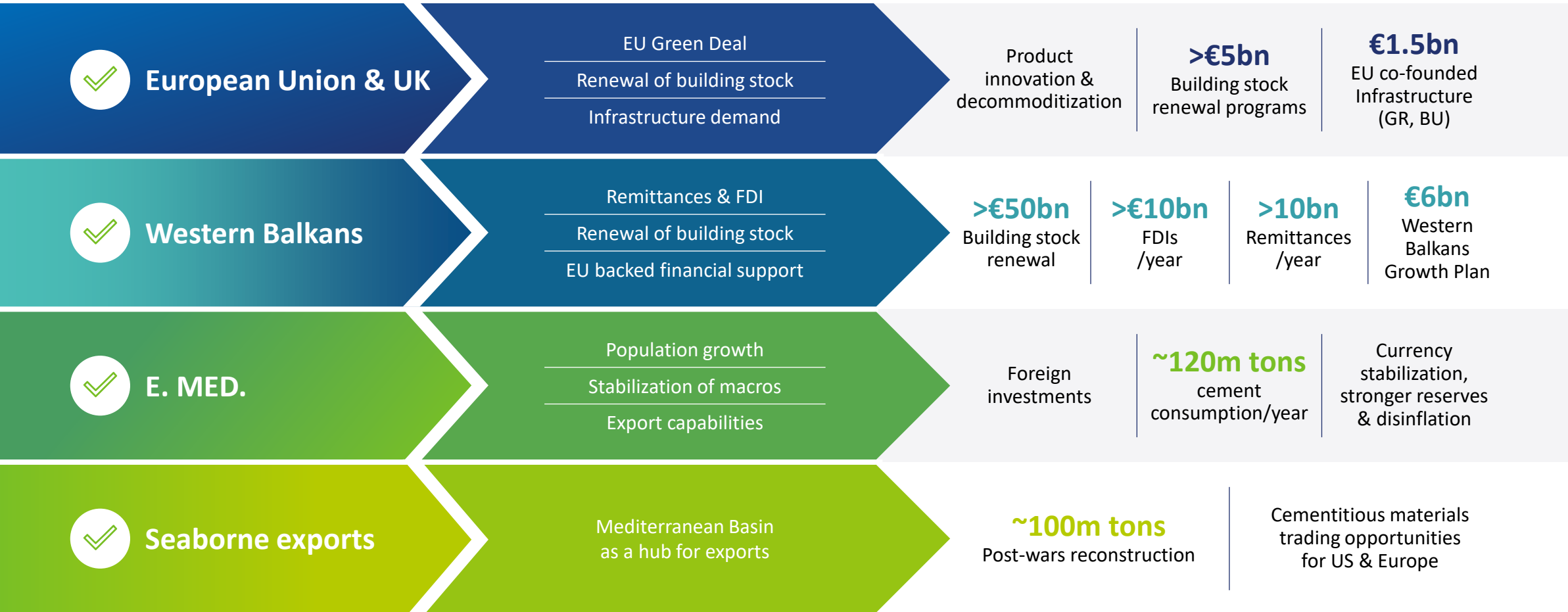
€1,176m
Sales

€275m
EBITDA

3,172
FTEs²

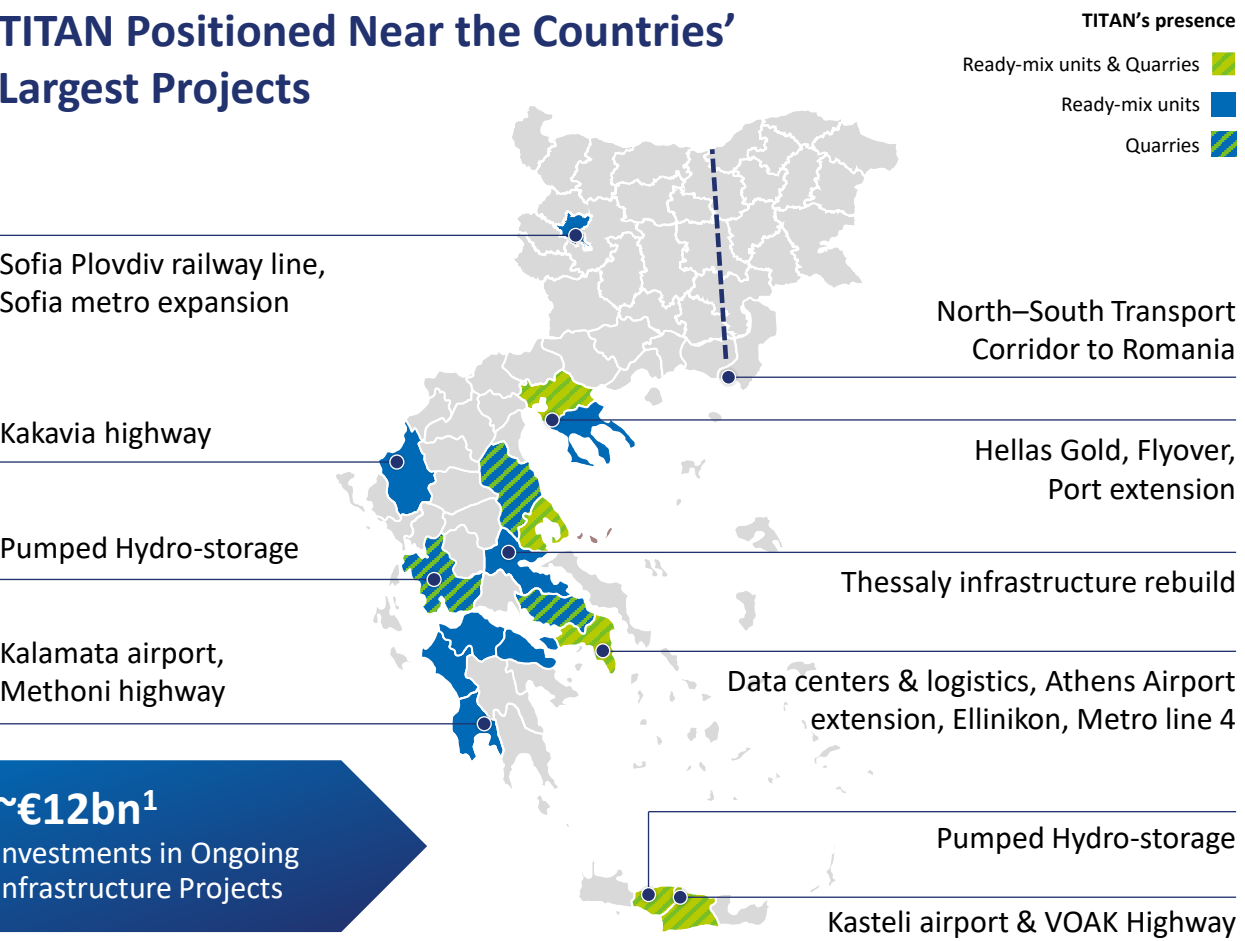
Note:
1. LTM: Last twelve months
2. As of Sep 2025

Positive Outlook with Favourable trends in all markets



Greece & Bulgaria: Well-positioned to serve Infrastructure-led growth

TITAN Positioned Near the Countries' Largest Projects



~€12bn¹
Investments in Ongoing Infrastructure Projects

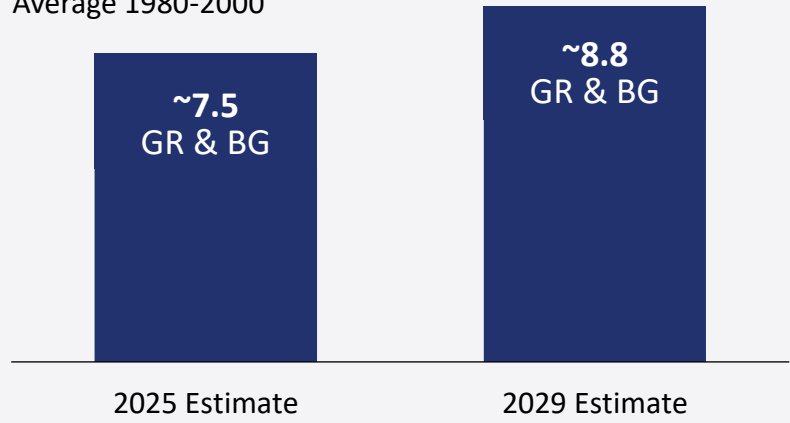
Note:
1. Based on published budgets

Current cement demand levels still below long-term average

Cement Consumption in Greece & Bulgaria
m tons

>15m tons
Peak

9m tons
Average 1980-2000



Western Balkans: Leading position in a consistently strong market cluster

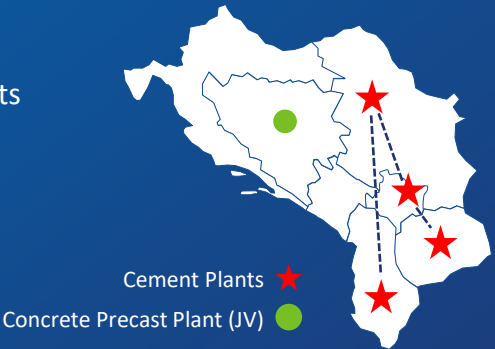


Supported by Favorable Regional and Country Developments

EU Access

Potential to supply €18tn (GDP) for markets

- ✓ Energy
- ✓ AI & data centers
- ✓ Industrial supply chains



Mediterranean Games 2030



Expo Serbia 2027



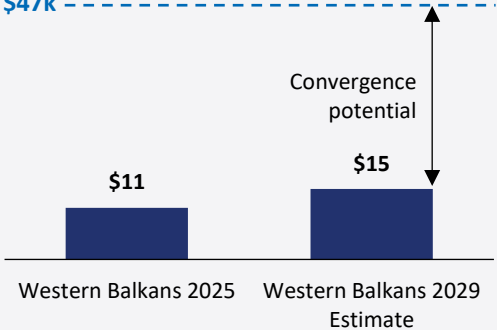
Economic Convergence drives high cement Consumption in Western Balkans

Convergence of Cement Consumption

GDP convergence with EU should further increase cement consumption in Western Balkans and continue the growth trajectory.

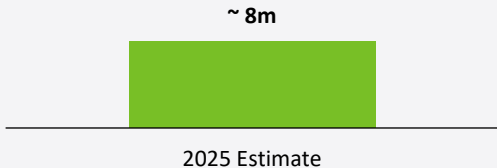
GDP/Capita \$k

Average 2025 EU
\$47k



Cement Consumption in Western Balkans m tons

Average 2006-2020
8.7m tons



Western Europe: Providing innovative products to support decarbonization drive



Regulation Driving Decarbonisation...



Pricing

EU committed a CO₂ 55% drop by 2030 and neutrality by 2050

Carbon Boarder Adjustment Mechanism for imports in 2026

Reduction of free allowances for local producers



New products

EU Innovation Fund ca. €40bn (2020-2030)

Net Zero Industry Act commitment to net-zero by 2050

...Visible by the Path Ahead...

Future Carbon Prices
€/ t CO₂



...Setting New Business Opportunities



Reduced Clinker Content



Thermal Efficiency & Alternative



Carbon Capture

Sources: Morgan Stanley Research, Refinitiv

Egypt & Türkiye: Competitive Hub for regional and export markets



Normalized Macroeconomic Environment



Egypt **7% CAGR 2025-2030** real GDP⁽¹⁾

Türkiye **5% CAGR 2025-2030** real GDP⁽¹⁾

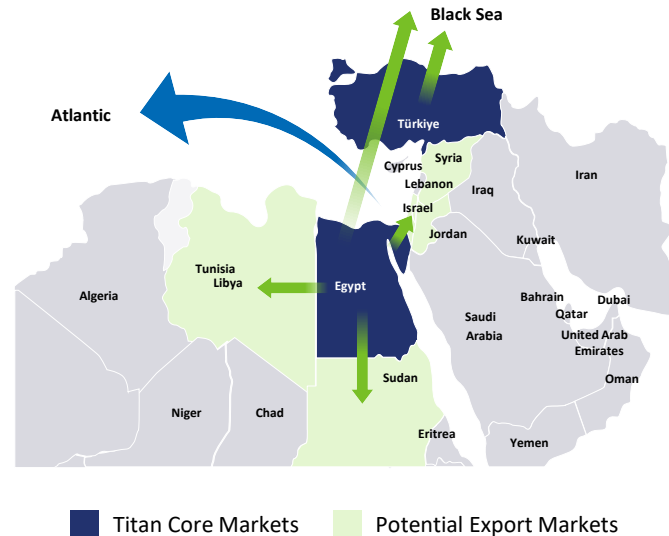
Egypt FX stabilization

- FX reserves: up 36% in the last year
- More liquid FX market: daily interbank x10

Türkiye's FX stabilization

- Improvement in FX reserves
- Reduction in reliance on FX-protected instruments

Post-War Reconstruction



\$50Bn+ in Construction Projects deployed until 2030 across neighbour countries

Strong Export Potential



Cement exports from Egypt doubled in 2024 vs previous year

- Titan exports ~30% of its production

Türkiye is the **2nd largest global exporter** of cement

- Titan has long-term supply agreement & grinding unit close to export facilities

Note:

1. Based on IMF estimates and forecasts for real GDP growth in 2025-2030 in current prices

Sources: Research Reports and International Statistics, IMF, Trading Economics, Central Bank of Egypt (CBE), Central Bank of Türkiye (CBT)

Our Strategic Priorities: Sustainability-led growth in our core business, in new products and in adjacent businesses



01. Deliver

Superior Growth in
Core Business



Grow through vertical integration



Launch value-added solutions
& solutions



Leverage seaborne integrated
business model



Capture Industrial &
Supply-chain efficiencies



02. Expand

Alternative Cementitious
Materials Platform



Secure new cementitious sources



Utilize for in-house green cements



Develop 3rd party product outlets



03. Invest

And Scale Up New
Products & Technologies



Invest in precast, mortars
& other adjacencies



Grow aggregates recycling business



Develop Technologies for low
and zero clinker cement

Europe: Value Growth Through Vertical Integration



Growth in Europe



Greece

Serving major projects with mobile Ready-mix units, e.g., Kasteli airport, AIA, Hellas Gold, Ellinikon



Bulgaria

Expand Ready-Mix presence in Sofia



Greece

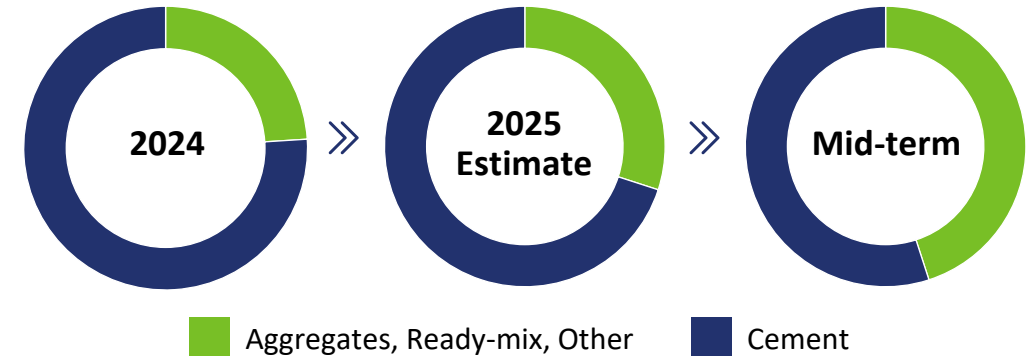
Expand our aggregates and ready-mix geographic footprint, e.g., Thessaly, Crete, Messinia



N. Macedonia

Invest in dedicated Ready-mix units serving infrastructure

Sales Breakdown



The Ellinikon Greece Project



Riviera Galleria Ongoing Works



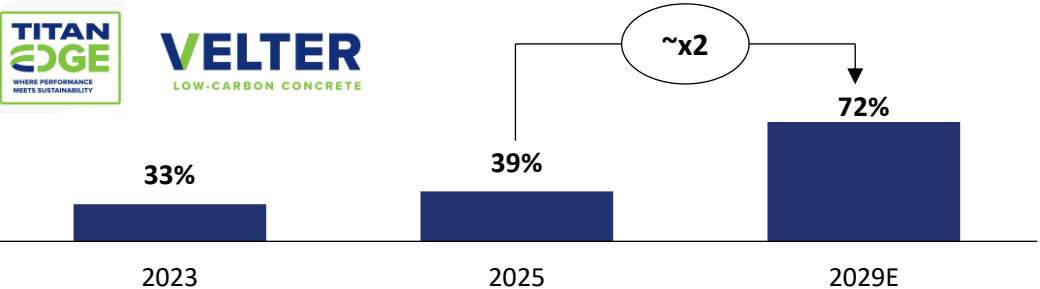
Riviera Galleria Rendering, Project of Lamda Development

Europe: Launching Added Products & Solutions



Shifting product-mix: Low-carbon high-performance products

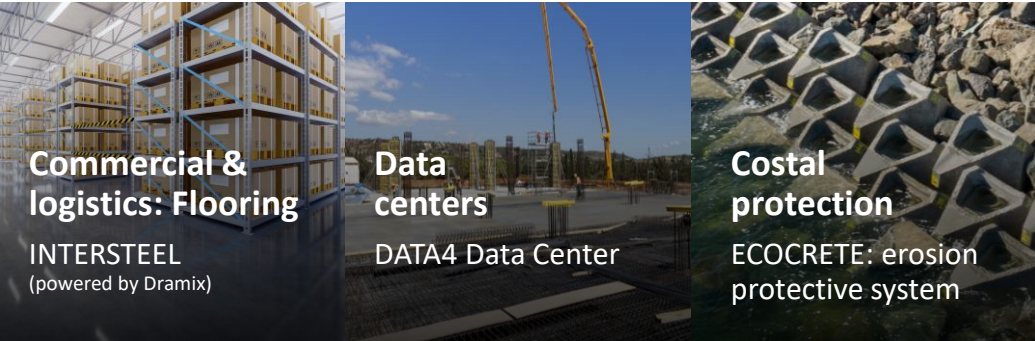
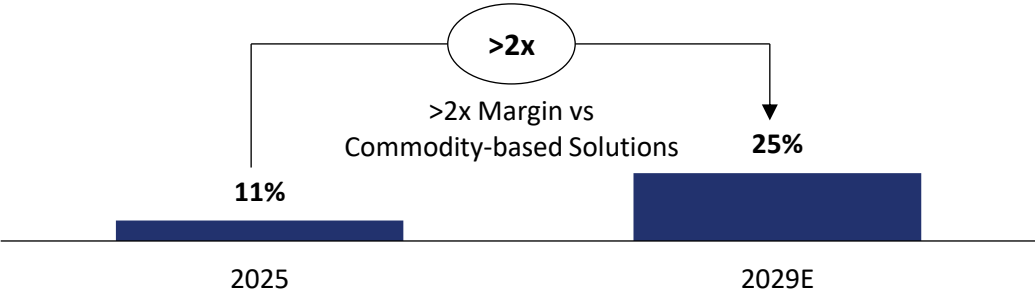
Sales % (volumes) of Low-clinker products



Note:
1. Low-carbon products: at least 25% less gross footprint compared to baseline OPC

Value-added Solutions: Serving evolving customers' needs

Offerings to double, reaching 25% of Ready-Mix sales



Europe & EMED: Leveraging Seaborne Integrated Business Model



Utilize exporting assets for low-clinker products & global exports

01. Integrated with EU markets for Low-clinker products



High value-added exports from Greek plants



Footprint expansion in W. Europe with multi-product hubs

02. Integrated with US market & global market for exports



EU & non-EU export pool; streamlining footprint in Türkiye

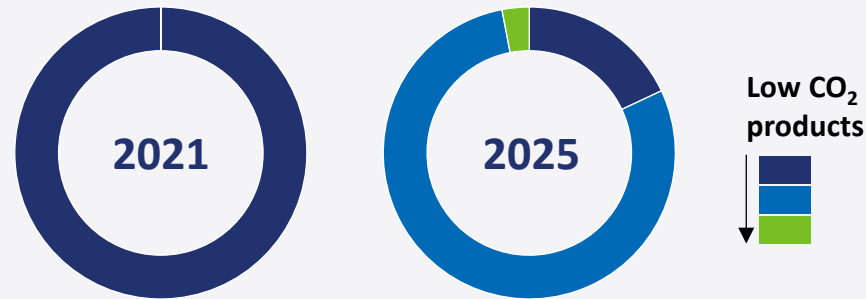


Investment in silos in Alexandria



Increased grinding capacity

Terminal sales by product - Italy



2029

Replicated model across Europe

Titan Exports – Egypt (tons of cement/clinker)



2029

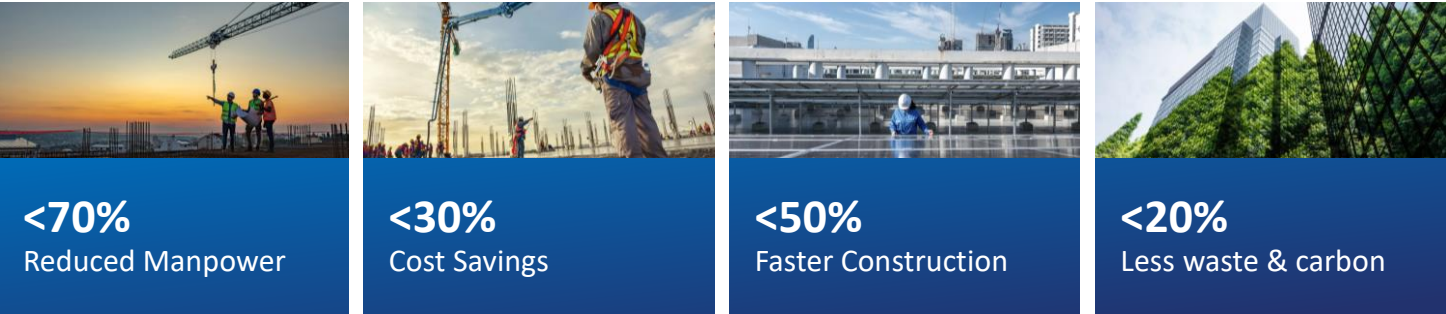
Maintaining a strong base for exports

Europe: Investing in Adjacencies



Precast products

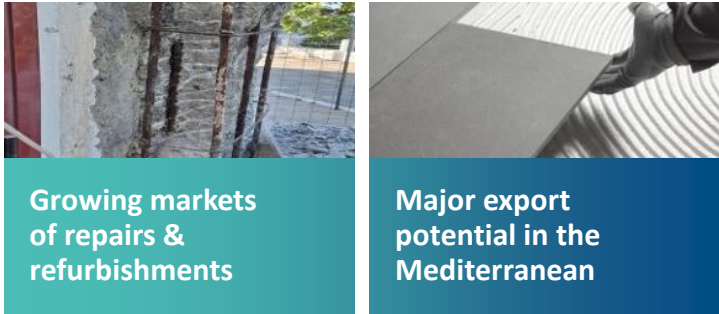
Entered the precast concrete market in Bosnia
Growth drivers



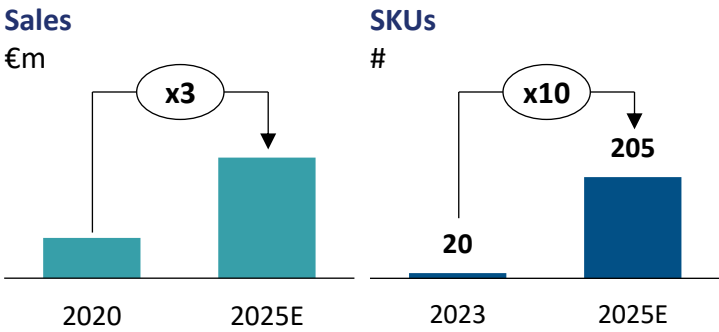
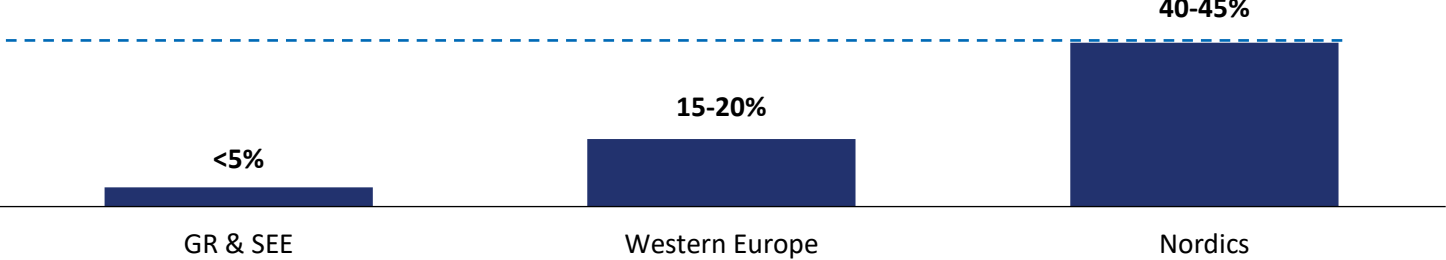
Mortars



Investing in expanding the mortars business in Greece
Growth drivers



Still low penetration in GR & SEE
%



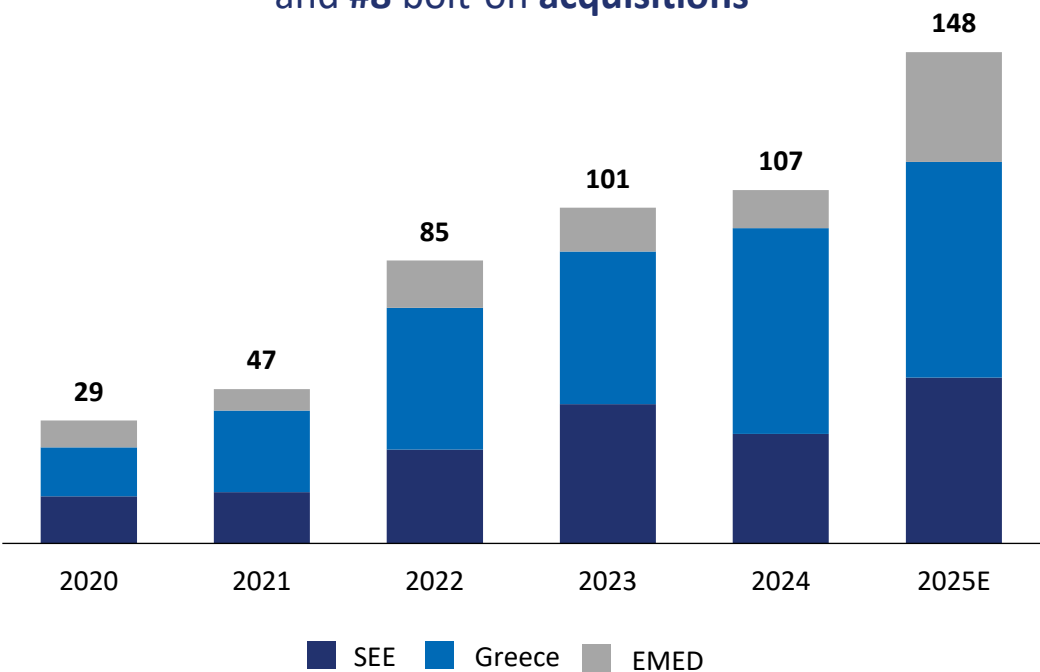
* Baupartner JV

Today's High Profitability fuels tomorrow's growth



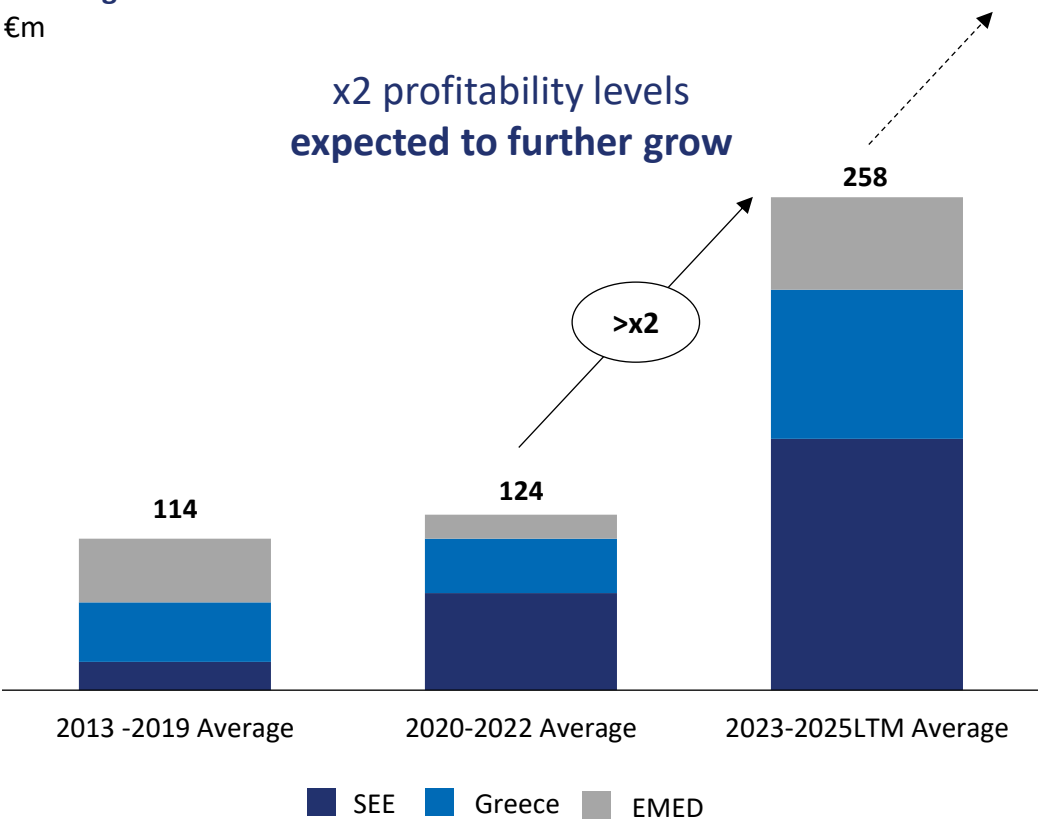
Growth Capex
€m

Since 2023 >€200m in Growth Capex
and #8 bolt-on acquisitions



Growing EBITDA
€m

x2 profitability levels
expected to further grow



Notes:
1. LTM: Last Twelve Months

Key Takeaways



Strong market drivers for decarbonization in Europe, for integration of the Western Balkans with Europe and for stability in the East. Mediterranean



Well-interconnected business model in Europe & the Mediterranean coastal locations



Achieved a new level of profitability and **investing for further growth**



Investing in **vertical integration, alternative supplementary cementitious, and adjacent businesses**



2029 Ambition to achieve **more than 50% of the sales** from the new products in core markets and adjacencies, delivering **superior returns & profitability**

Building Tomorrow: ACMs & Innovation for Sustainable Construction



Jean-Philippe Benard



Leonidas Canellopoulos



Shaping the Future of Construction, while Driving Growth



Unlocking Value through Alternative Cementitious Materials (ACMs) and Strategic Innovation

Construction megatrends



ACMs
and New Products



Aging Infrastructure
& Housing Shortage



Tech Revolution
& AI-driven demand

Doubling down on

Alternative
Cementitious
Materials



Strategic
Innovation

Value creation through growth and decarbonization

01

10% revenue boost from
ACM new business

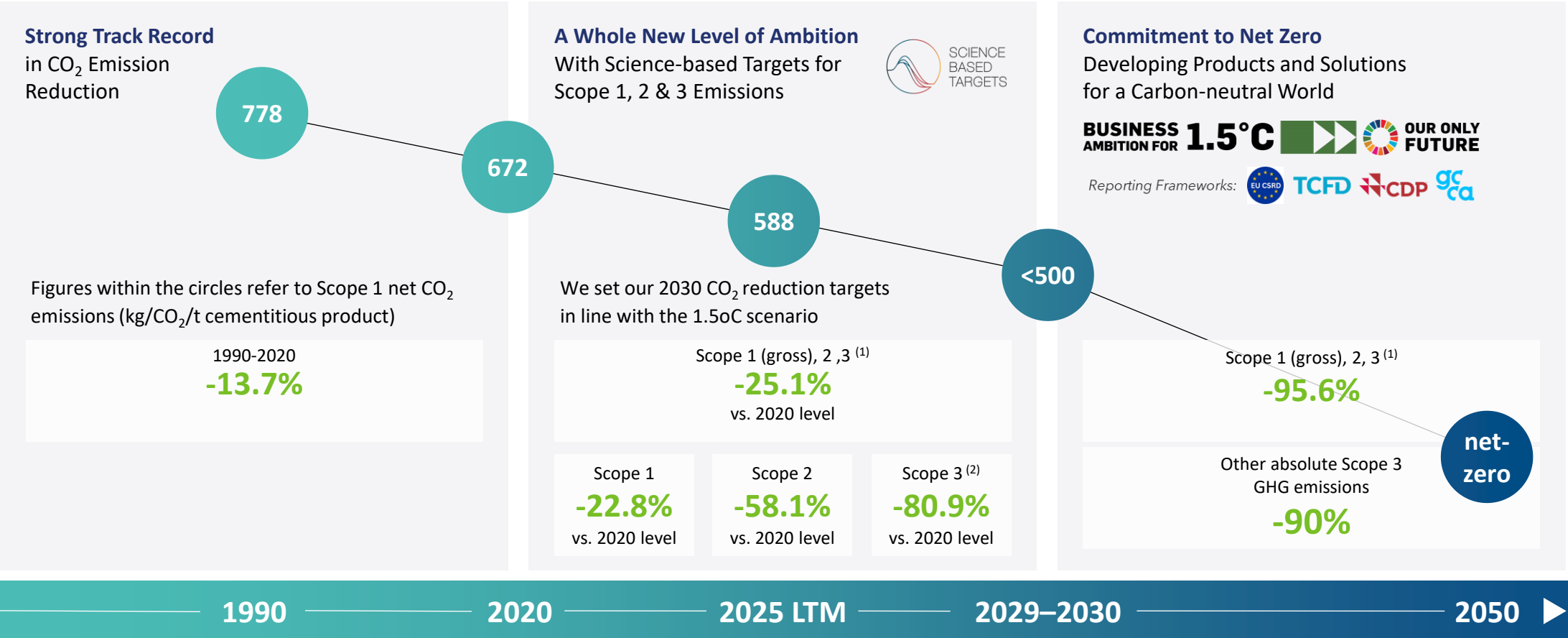
02

€120m annual savings
from decarbonization¹

Note:
1.2021-2029

24% CO₂ Reduction Delivered – Accelerating Toward a Net Zero Future

Tangible CO₂ Reductions in Line With our Science-based Commitments



Note:
1.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)
2.Absolute Scope 3 GHG emissions from the use of sold fossil fuels

Investing €200m: Over 100 Initiatives Driving Sustainable Transformation



Accelerating Decarbonization, Innovation, and Circular Growth Across our Value Chain

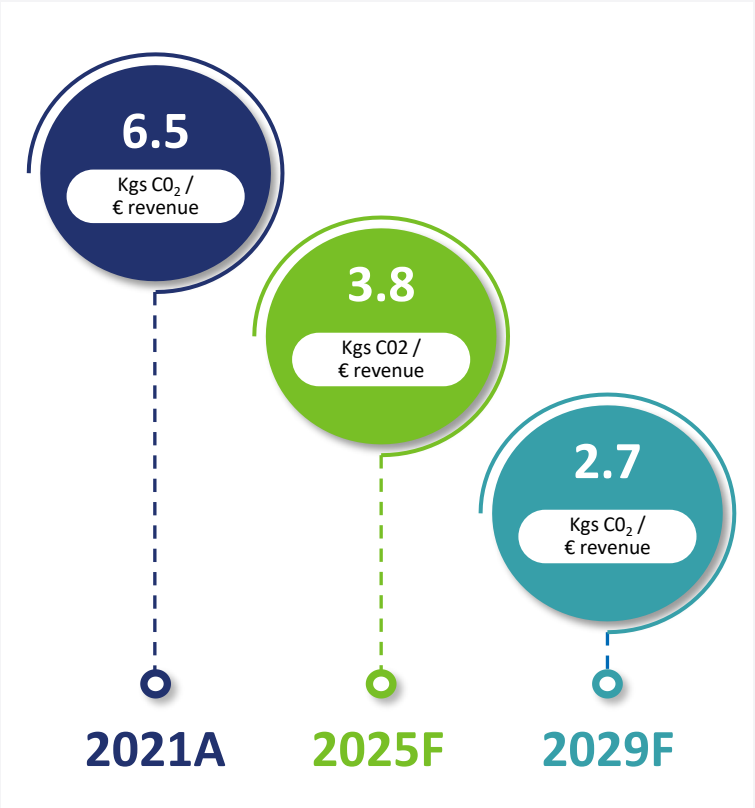
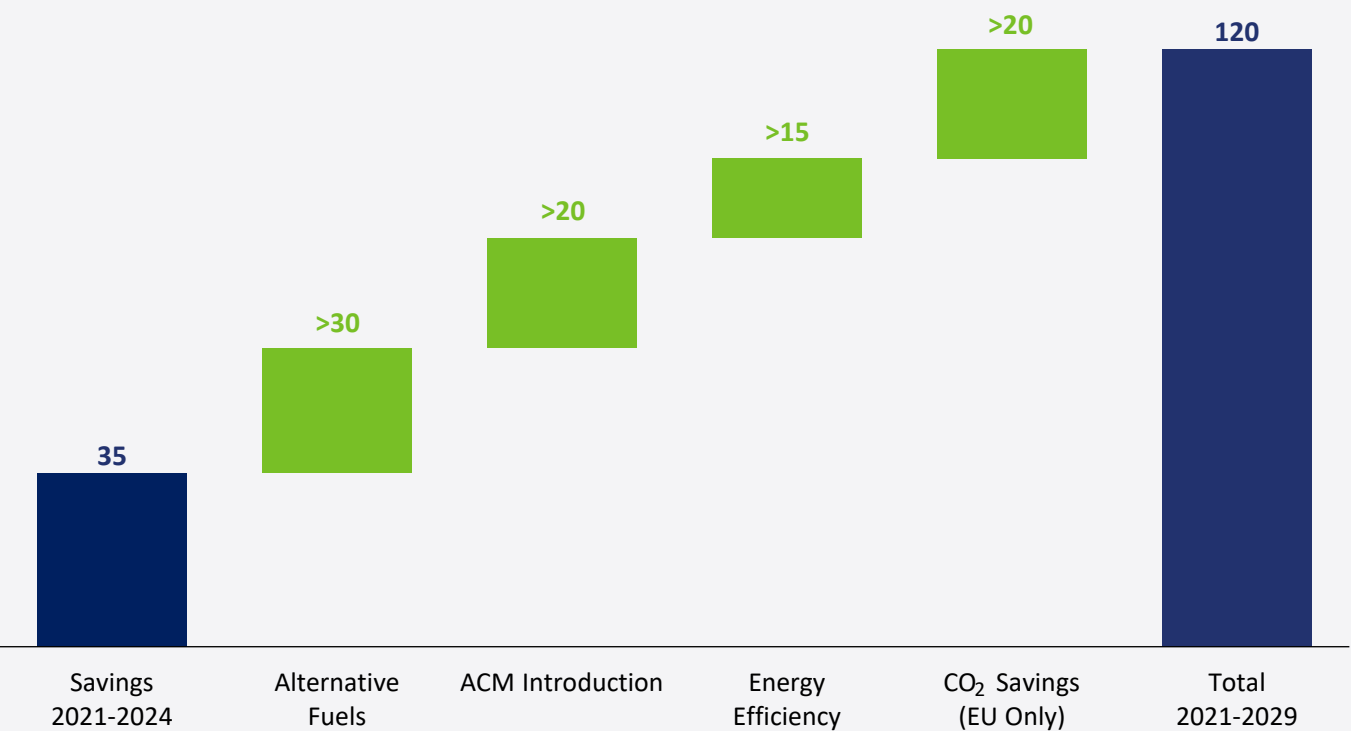


Unlocking €120m Annual Savings by 2029 - €35m already achieved



Significantly Decarbonizing our Revenue

Annual Decarbonization Savings
in €m

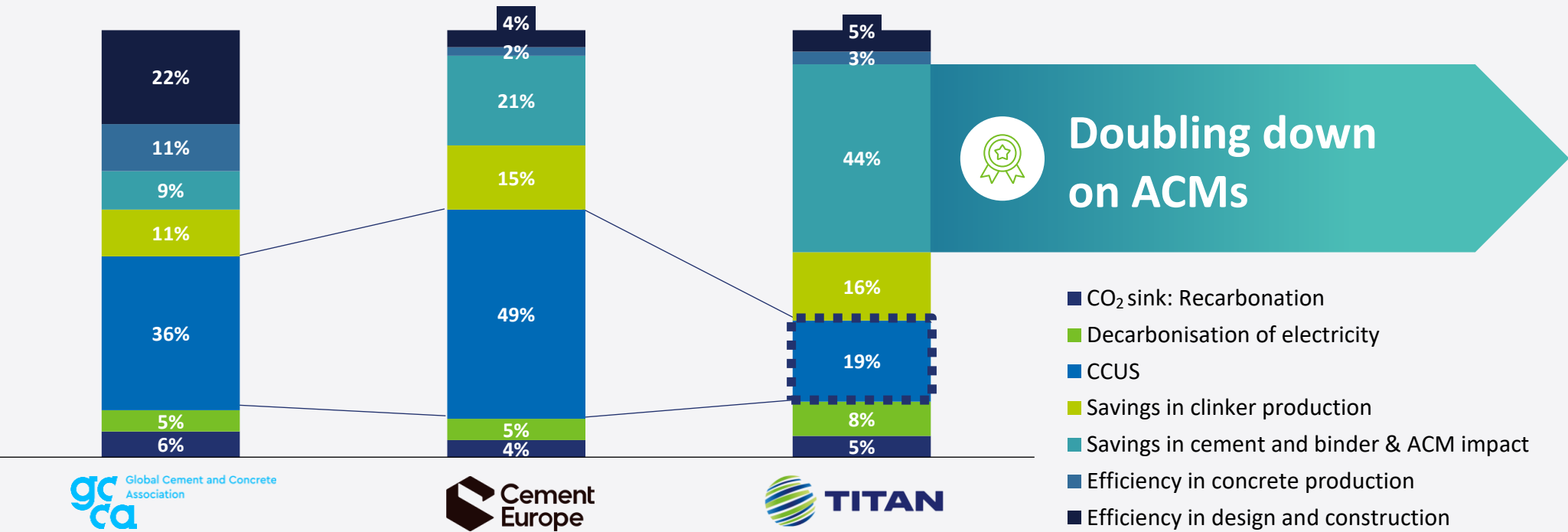


Doubling down on ACMs while continuing CCUS technology exploration



Decarbonizing in a capital efficient way to achieve Net Zero

Contributions to achieve net zero by 2050¹
(%)



Note:
1. Base year is 2020 for GCCA and TITAN; 2021 for Cement Europe

Alternative Cementitious Materials: From Raw Materials to New Business



Supporting our decarbonization road map and delivering high-value solutions for our customers

What are the ACMs?

Materials partially replacing clinker in cement or concrete, while maintaining performance

Examples of ACMs We Handle



Why Do We Need ACMs?

Historically



Optimization of production cost & capacity expansion



Key lever to reduce CO₂ footprint



Increased ACM demand in US & Europe

A New Era
Started



The ACM availability paradox



New solution for all customer segments

Launching a new business

Alternative Cementitious Materials: A New Business Driving Growth



Placing ACMs at the core of our strategy plan



Source: GCCA, ACA, ACAA, SGA, Company estimates

Turning Vision into Action



TITAN at the Forefront of Securing Reserves and Developing Infrastructure

Reserves



Aegean Perlites (Greece)

Pozzolan quarry: ~100 Mt



DM Conners (USA)

Clay quarry: ~10 Mt

Supporting future calcined clay production line
(awarded \$61.7M funding by U.S. DOE)



Vezirhan (Türkiye)

Pozzolan quarry: ~40 Mt

Infrastructure



Fiddler's Ferry (UK)

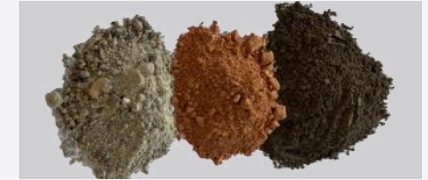
Circular economy: ~300 kt/yr recycled ponded ash
Harnessing proprietary technology (STET)



Tampa (USA)

New capacity and flexibility:
Restoration of 5 silos
New dome for 70k-ton
New opportunity to import ACMs

Research & Development



Low-carbon Cements Development

From 35% to 70% non-clinker materials in cement

A Robust Pipeline of Global Initiatives to Continue Driving Our 2026-'29 ACM Strategy and Expand ACM Integration Into Building Materials

Empowering Growth Through Strategic Innovation

To Enable More Efficient, Safe and Sustainable Construction



Greener future now.
Higher durability. Less carbon.



Solutions for Climate Change

ACM activation and low-CO₂ binders
Resilient and durable infrastructures
Restoration, rehabilitation and repair



Circularity in the Built Environment

Alternative raw materials and fuels
Materials recycling and landfill reclamation
CO₂ mineralization and utilization



Enhanced Productivity in Construction

3D printing and modular construction
AI-driven concrete mix design optimization
Novel chemicals for construction

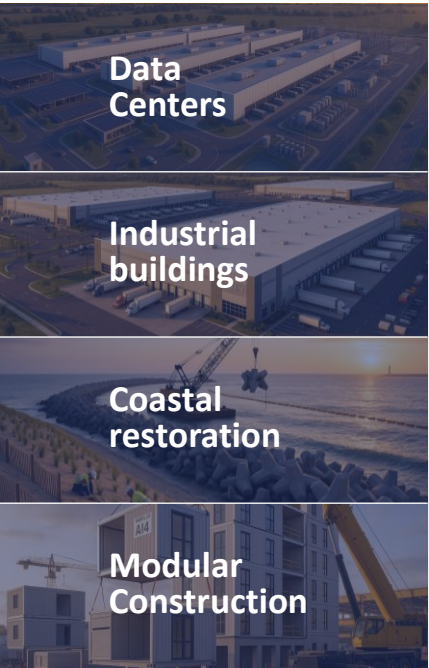


Market-backed Innovation Pipeline



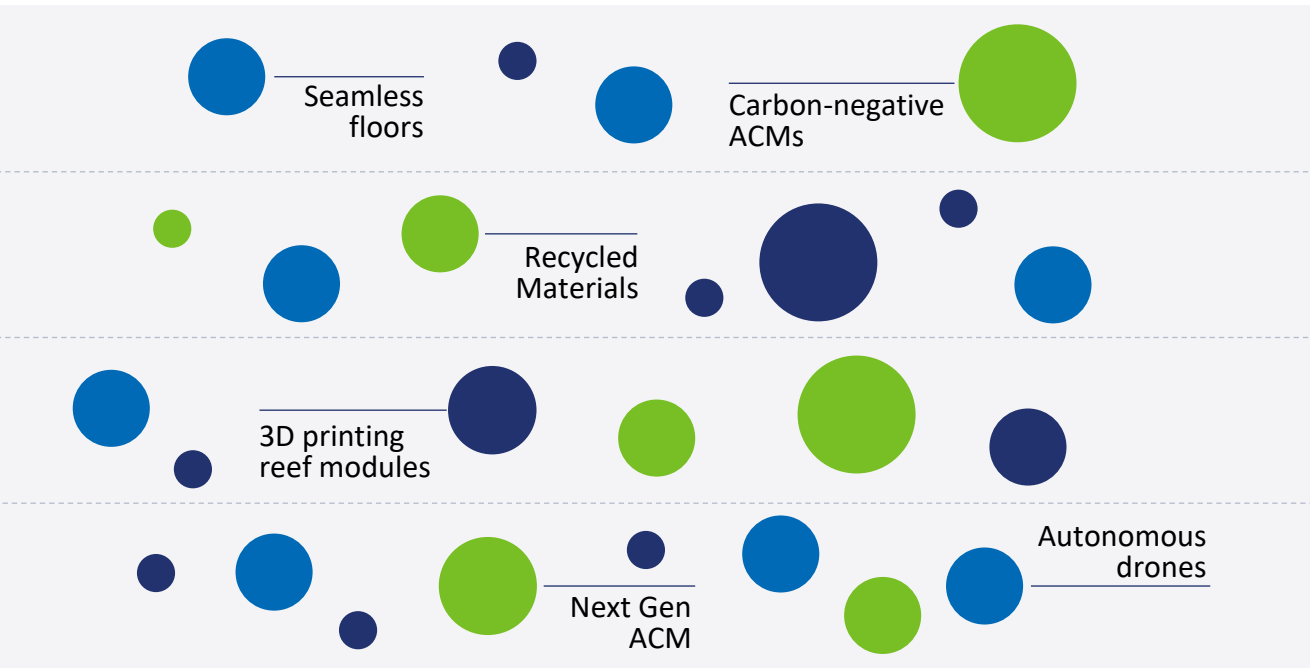
Turning megatrends into launch-ready products across priority verticals

Focus Verticals



Market-launch 2025-2029

Market-launch 2029+ →



Our efforts & positioning

100+ projects
across selected verticals

60+ R&D experts
across the globe

Our advanced capabilities

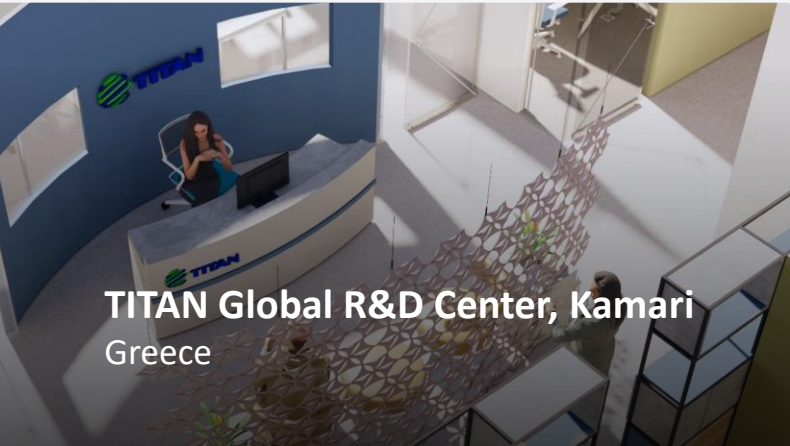
Chemistry • ACM activation • Data Scientists • Material Science • Specs/Codes

● Solutions for Climate Change ● Circularity in the Built Environment ● Enhanced Productivity in Construction
Color = Theme • Size = Peak-sales
Illustrative platform-level view; timing/scale subject to prioritization & board approval

Transforming Bold Ideas into Real-World Solutions



With State-Of-The-Art Research and Customer Experience Centres, and a Strong Innovation Culture



TITAN Global R&D Center, Kamari
Greece



TITAN AMERICA Innovation Hub,
Miami, FL



Center for Advanced Technologies
Patra, Greece



STET Technology Center
Needham, MA



Fostering a Culture of Ideation
Ideation Challenge

300+
TITAN Innovators

350+
NEW Ideas

>10%
Workforce engaged

Innovation in Motion: €100m+ Investment to Pilot & Scale New Technologies



Integrating Innovative Solutions and Partnerships to Accelerate Growth and Competitiveness



Direct Investment in 6 startups



LP in 2 Funds



Transforming low-cost intermittent electricity to serve continuous demand via thermal energy storage



Using CO₂ emissions to transform industrial waste or natural materials into highly reactive ACMs



High-performance, nature-based solutions for coastal resilience and protection



AI solution for industrial, real-time optimization



Upcycles end-of-life concrete to produce recycled aggregates & ACMs



AI solution for concrete mix design optimization



Early-stage global venture fund on sustainable construction and the Built Environment



Largest US-based asset manager investing in real estate and technology

Strategic Partnerships



Innovative low-carbon cements with up to 70% less CO₂



Oxyfuel systems by Polysius for carbon capture in the context of IFESTOS



Technological innovations to decarbonize and digitalize cement manufacturing



Innovative, modular waste heat recovery for cement plants



Leading through Digital & New Technologies



Samir Cairae



Antonis Kyrkos



Reaching the next level of operational excellence and customer solutions



Operational excellence

New Manufacturing Technologies

Digitalization of Operations



Shaping Tomorrow

New Materials, Carbon Capture

Digital Innovation

**€100m
Savings**

**Future ready,
Customer-centric**



Turning Waste into Energy



Waste Heat Recovery

Captures waste heat to produce energy

Currently 50% of heat is wasted to the atmosphere

Benefits



Circular Economy:
Waste to Energy



Reduce dependency
on pricing volatility



Reduce cost

5
Installations
planned

€75m
CapEx
allocated

€15m/year
Cost Reduction



Alternative Fuels

Accelerating Usage of waste fuel

New generation dryers, Hydrogen, Hi-tech flow modelling

Benefits



Resilience:
Reduce dependency
on fossil fuel pricing



Circular Economy



Reduce cost

50%
Substitution
target

€90m
CapEx
allocated

€30m/year
Cost Reduction



Investing and Partnering to scale up Next Gen Materials for emerging customer needs



Thermal Activation

Calcined Clay

Benefits



83% CO₂ reduction
(vs clinker)



Solving Resource Scarcity



30% Cost reduction



Capacity expansion

**Project in Roanoke
Plant 300 kt**



Mechanical Activation

Adapt New Technologies for smart materials

Benefits



**Improved concrete
strength & durability**



**Utilize unusable
mineral resources**



No CO₂ process emissions



Increase alternative materials

**Pilot at Patras Plant
with Thyssenkrupp (Polysius)**



Leading Innovation at Scale: IFESTOS

Largest cement carbon capture project in Europe



Funded by the EU Innovation Fund with €234m



Benefits

- ~3.0m tonnes of zero-carbon cement
- 1.9m tonnes of CO₂ p.a. (~15% Group emissions)



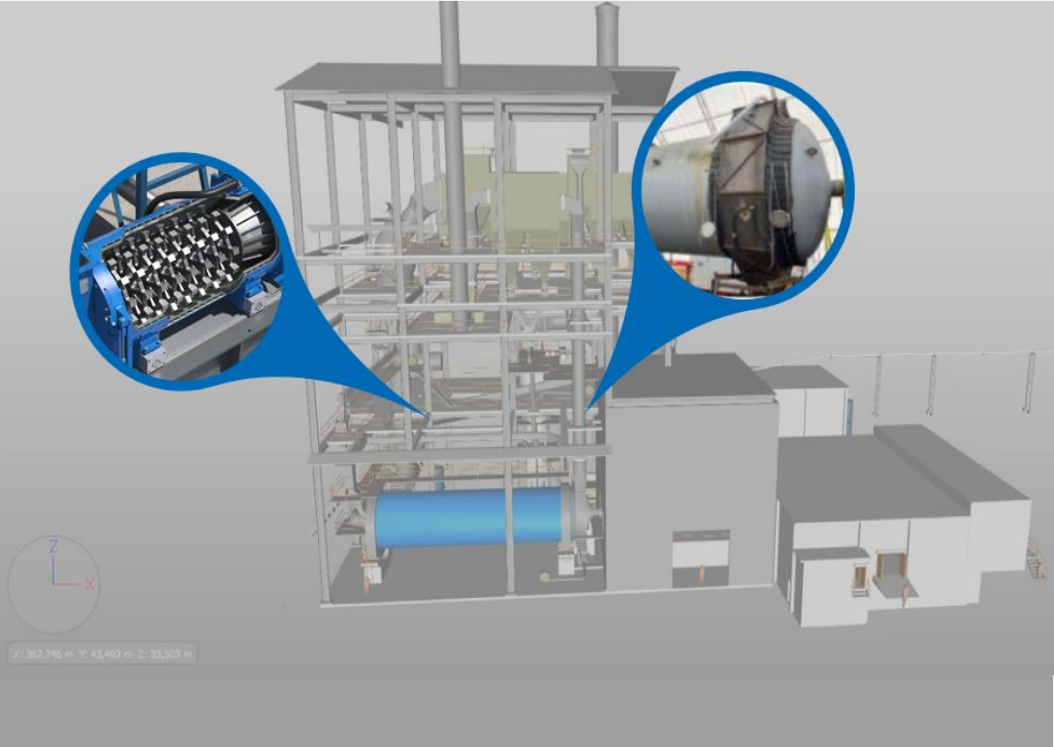
Progress

- Engineering studies ongoing
- Most capital to be deployed post 2030

Building the future: Designing high-performance materials



Patras Center for Advanced Technologies



Driving a technology funnel across different horizons



Leading in digitizing end-to-end the building materials industry



Achievements

>**300** champions
80% digitally-enabled assets
3 digital start-ups

Top 5%

in manufacturing
digitalization

**Harvard
Business
Review**

What Companies Succeeding
with AI Do Differently

€30m

Investments

€30m p.a.

Recurring benefit



Plan

Digitize end-to-end
Customer excellence

Operations

Customer

People

New
business

Data, Cloud & Security Backbone

Scaling up solutions, driving continuous operational excellence gains & future readiness



Production Optimization

Real Time Optimizers
Quality optimization

80% of assets covered
>€10m p.a. benefit



Reliability

Predictive maintenance

100% of assets covered
>€15m p.a. benefit



Ready-mix Operations

Logistics
Mix-design

10% productivity improvement
>\$1/cy benefit
Rolling out in US and Greece



Customer

Customer portals
Push notifications

100% of BUs with customer app
> 90% user satisfaction¹
30% inbound call reduction²

Note:
1. where fully rolled out
2. where push notification enabled

Becoming an Agentic Enterprise: scaling up GenAI based on our proven model



Deployed Solutions



>20% of Staff Enabled by GenAI



Reporting & Analytics Assistant



Coding Assistant

GenAI Applications Under Development

Customer Care Agent

Cement Production Agent

Maintenance Agent

Enterprise Processes Agents



€300m-€500m

Addressable market¹

Global reach

Serving clients in 4 continents
2 Service centers

Best-in-class solutions

AI optimization & Predictive maintenance

“By the cement industry, for the cement industry”

Note:

1. Portion of the target market that could realistically be obtained

Accelerating our unique approach to Innovation



01

Digital Accelerator Thessaloniki

TITAN
Digital
Accelerator

Powered by



Smart robotics

GenAI
for Smart
Manufacturing

02

Startup Ecosystem/ VC

OPTIMITIVE
EFFICIENCY THINKING

Industrial AI: real-time
optimization

concrete.ai

AI solution for concrete mix
design optimization

03

Academia

UC Berkeley



Collaboration on Digital
Innovation

Launch topic: Digital Twins

Our Digital Transformation Targets



Operational Efficiencies
**+50-100bps EBITDA
margin uplift**



Sales orders through
digital channels
>80%



Employees digitally
upskilled
100%



Digital Innovation/ R&D
**2+ new GenAI
solutions p.a.**



ROI

> 5x

Actively shaping the future of the industry



Technology

- ✓ Patras Center driving next-gen materials
- ✓ IFESTOS: Largest European cement CCS

Operational Excellence

- ✓ €100M cost reduction
- ✓ Energy & Materials

Future Ready

- ✓ ROI >5x from digital & AI initiatives
- ✓ Fully digital enterprise



Delivering on Commitments & Creating Lasting Shareholders Value



Michael Colakides



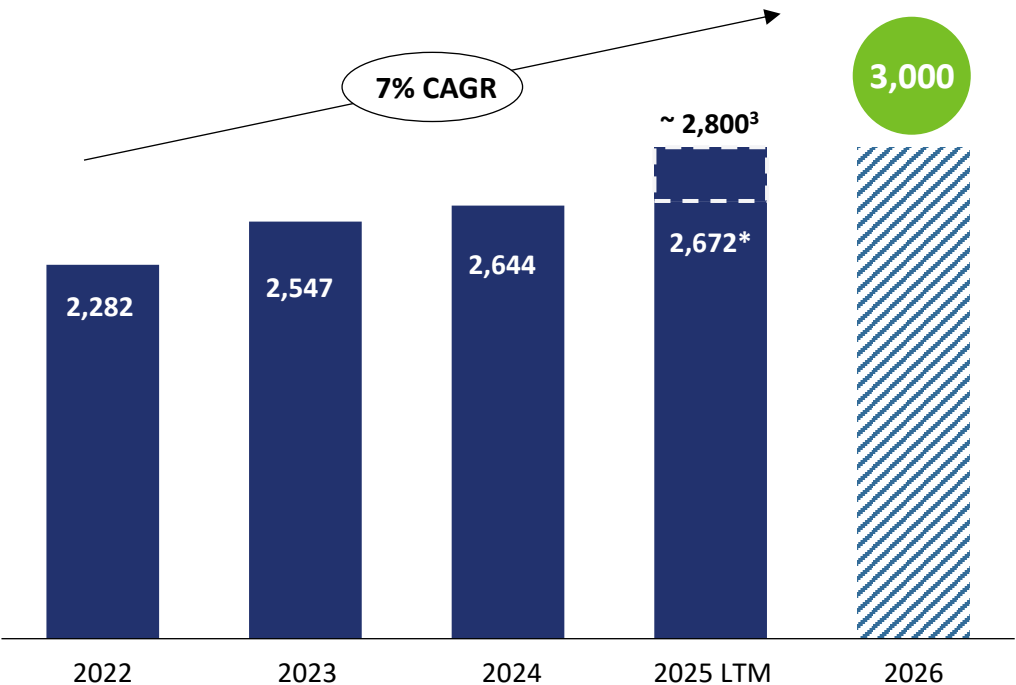
John Ioannou



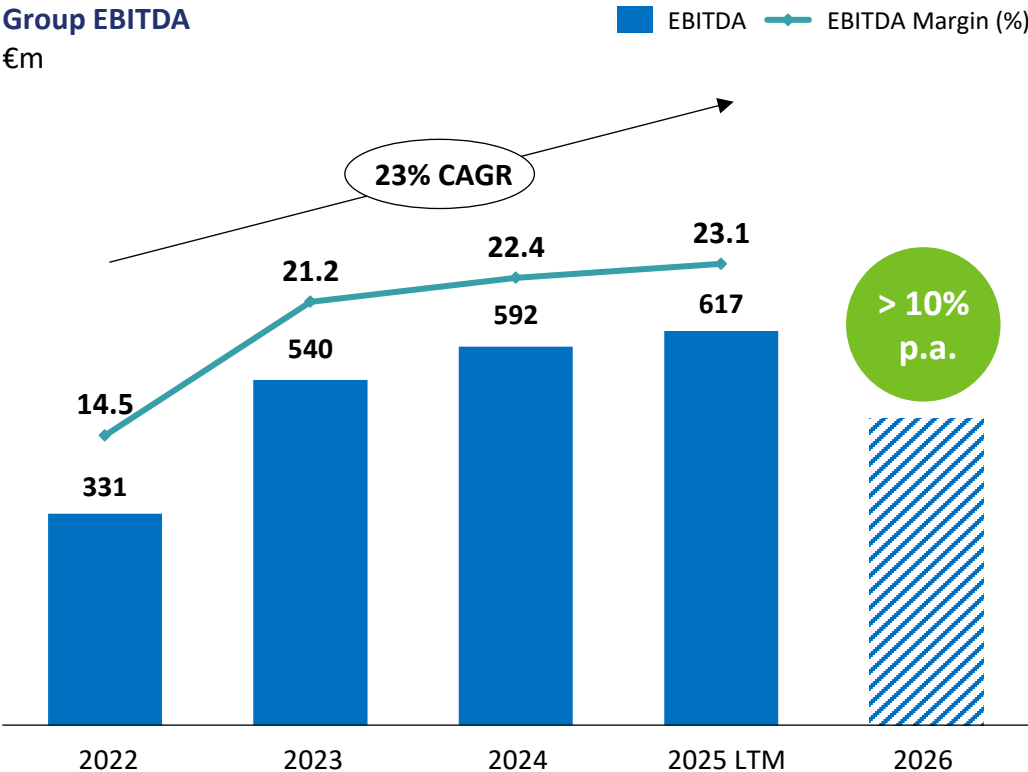
Sales growth supports higher EBITDA growth (CAGR 23%) exceeding target



Group Sales
€m



Group EBITDA
€m

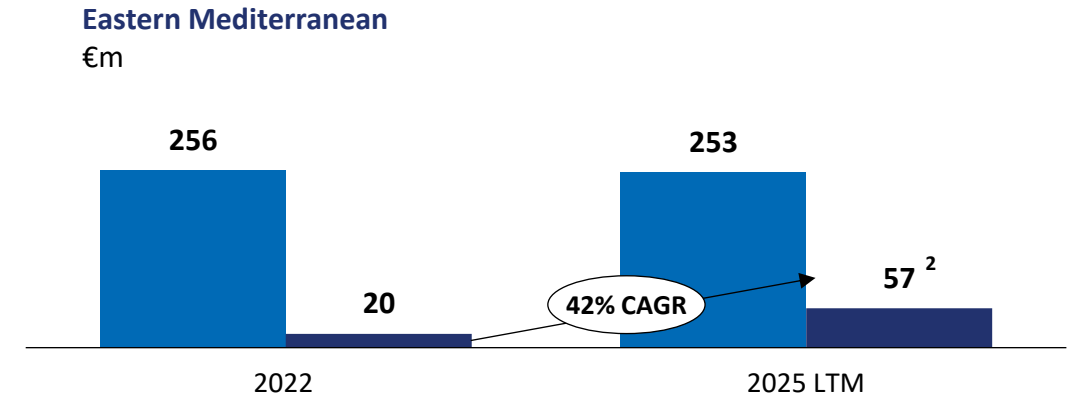
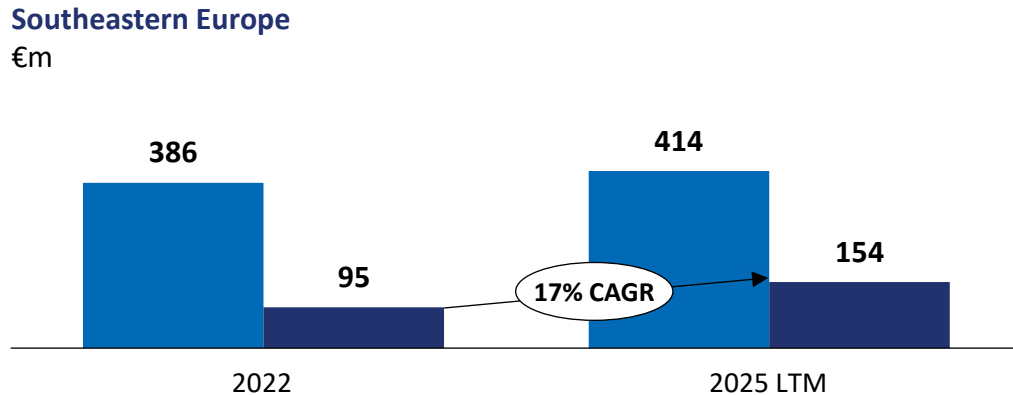
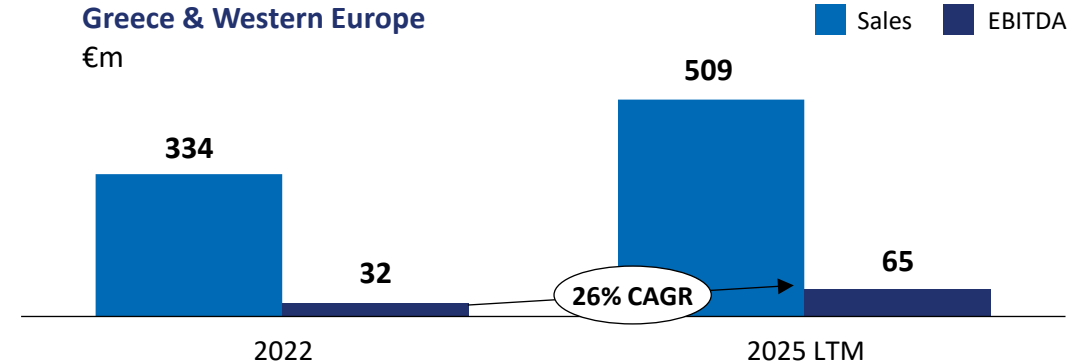
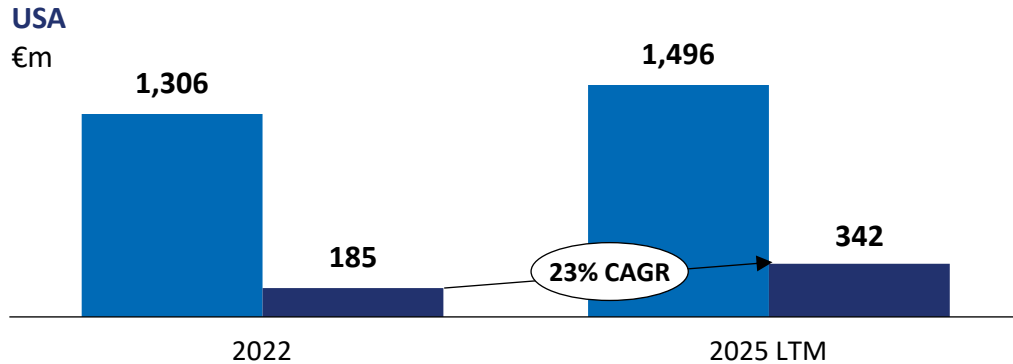


* Not adjusted for any FX impact and the sale of Adocim in 2025

Notes:

- 1. 2024 EBITDA: Adjusted for the one-off costs of the US IPO and a retirement program in Greece & Western Europe
- 2. 2025 Sales & EBITDA after the sale of Adocim in Türkiye in May 2025.
- 3. 2025LTM Sales, adjusting for Adocim sale and FX impact
- 4. LTM: Last Twelve Months as of Sep '25

Double Digit Profitability Growth Across All Regions



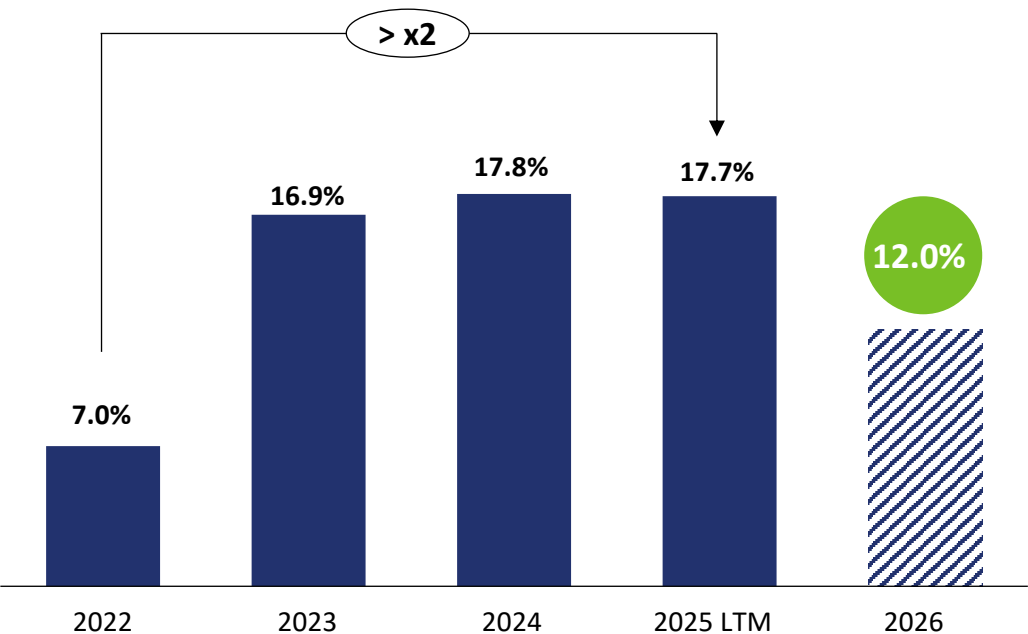
Notes:

1. 2024 EBITDA: Adjusted for the one-off costs of the US IPO and a retirement program in Greece & Western Europe
2. 2025 Sales & EBITDA after the sale of Adocim in Türkiye in May 2025.
3. Corporate Center expenses charged to Greece & Western Europe
4. LTM: Last Twelve Months as of Sep '25

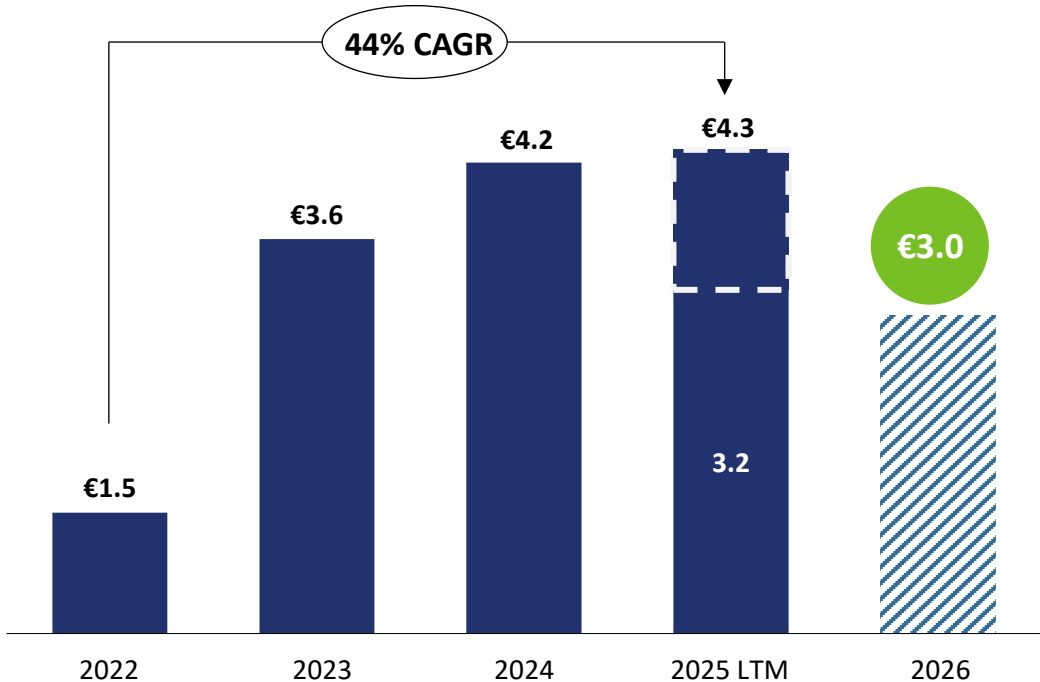
Returns on Capital Employed & Earnings per Share more than doubled vs 2022



Group ROCE²
(%)



Group EPS
(€)

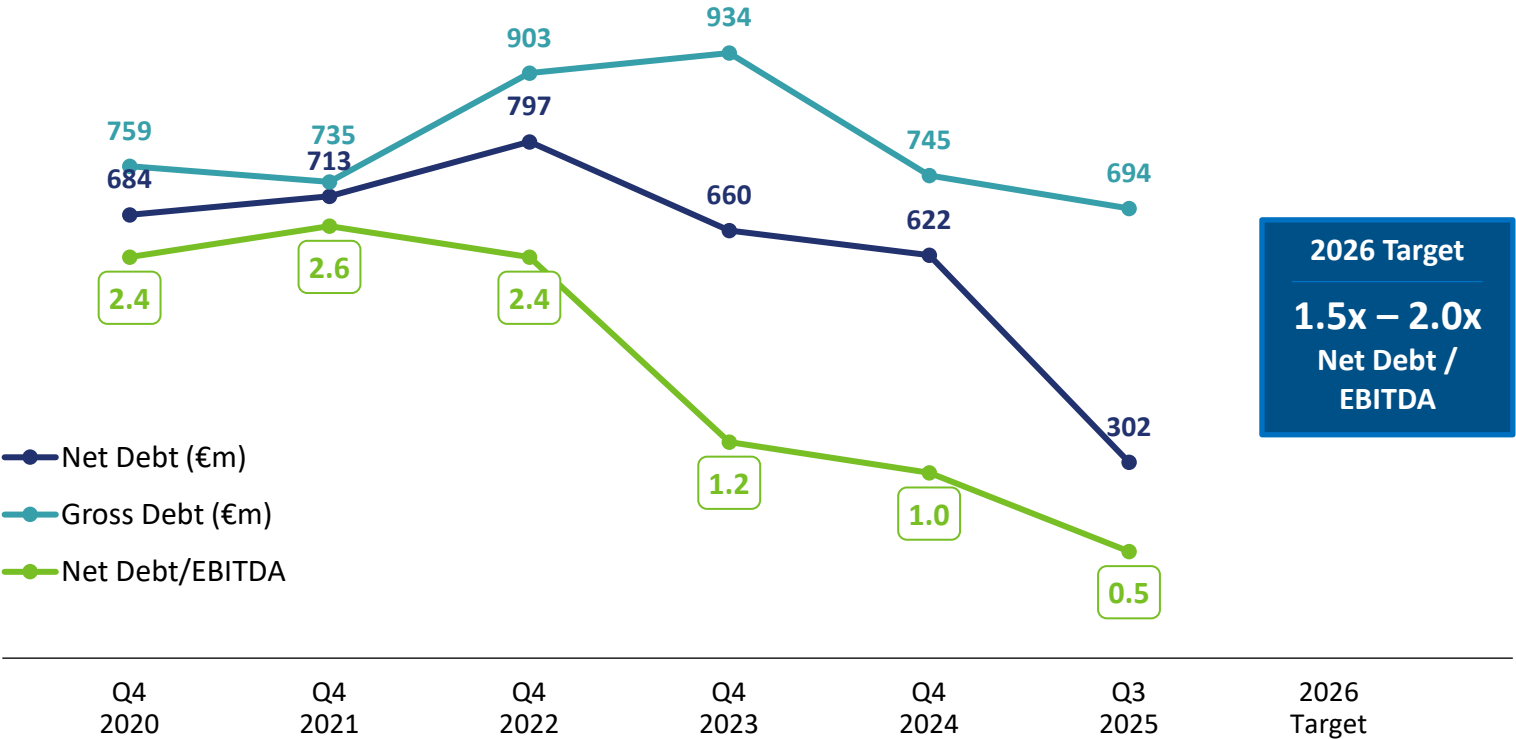


Notes:
1. LTM: Last Twelve Months as of Sep 2025
2. ROCE: EBIT/ Average Capital Employed = Net Debt + Equity
3. ROCE & EPS 2024: Adjusted for the one-off costs of the US IPO and a retirement program in Greece & Western Europe and for the goodwill impairment in Türkiye.
4. EPS 2025LTM: €4.3 Like-for-Like (excluding the impact from the sale of Adocim, impairment in Türkiye in 4Q24 and the minorities from Titan America)

Stronger Balance Sheet with Lower Leverage & Improved Credit Ratings



Leverage



Credit Rating

S&P Global
Ratings

BB+ / positive outlook
(November '25)

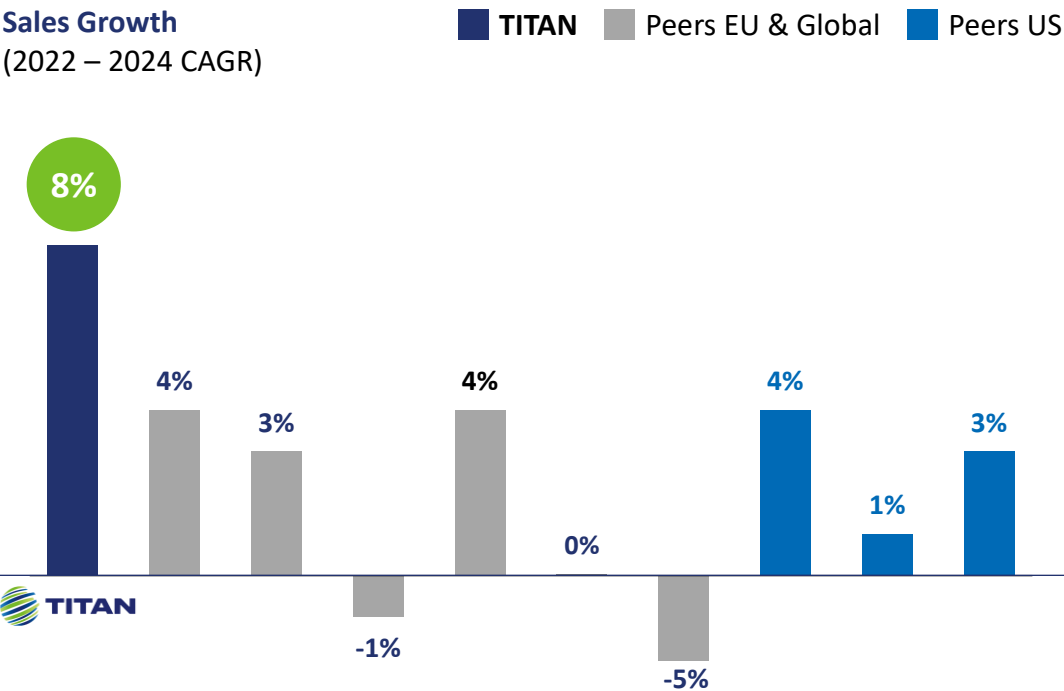
Fitch
Ratings

BB+ / positive outlook
(October '25)

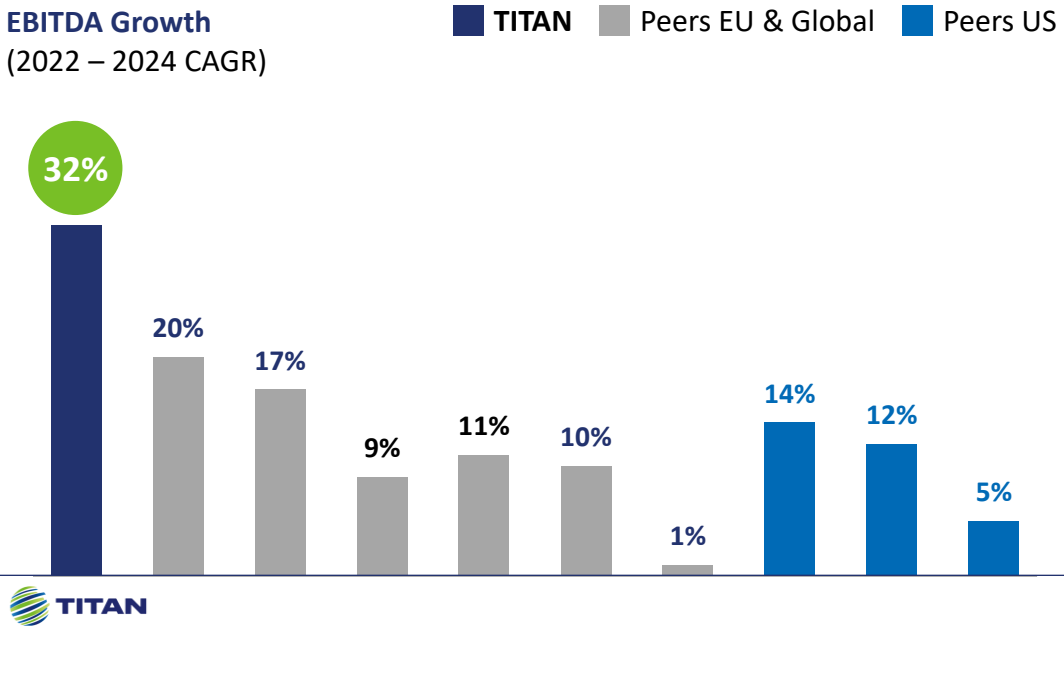
Overperforming Peers Since 2022 in Both Sales and EBITDA Profitability Growth



Sales Growth
(2022 – 2024 CAGR)



EBITDA Growth
(2022 – 2024 CAGR)



Peers
include:

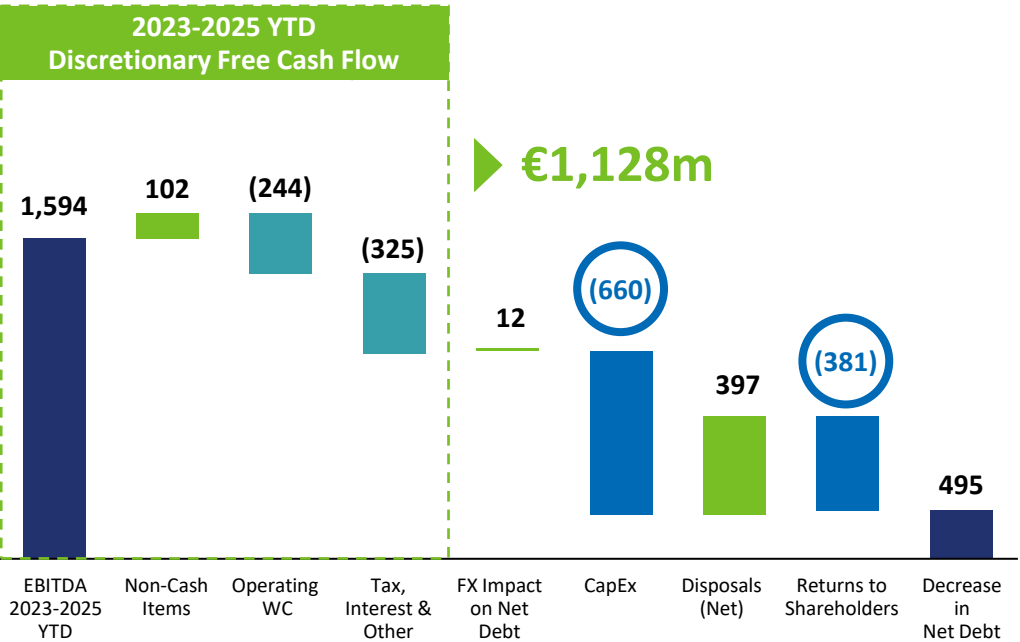
EU & Global: Buzzi, Vicat, Cementir, CRH, Heidelberg Materials, Holcim
US: Eagle Materials, Martin Marietta, Vulcan

Investing for Growth, while Generating Growing Returns



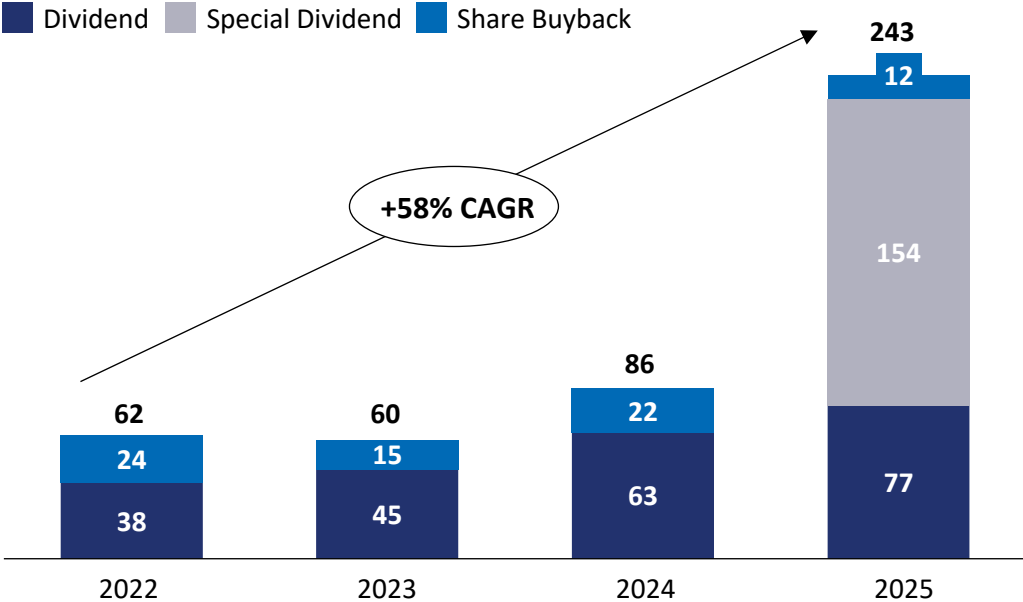
Group Capital Allocation (€m)

Focusing on growth CapEx and returns to shareholders



Returns to Shareholders (€m)

Target Growth >10% YoY



Notes:
1. 2024 EBITDA: Adjusted for the one-off costs of the US IPO and a retirement program in Greece & Western Europe

Shaping the Next Chapter of Profitable Growth



Proven performance, Strong foundation, Positioned for the Next Chapter of Profitable Growth

2025 – 2029 ► Key financial priorities



**Consistent
Margin
Expansion**



**Robust
Balance
Sheet**



**Growth
Oriented Capital
Allocation**

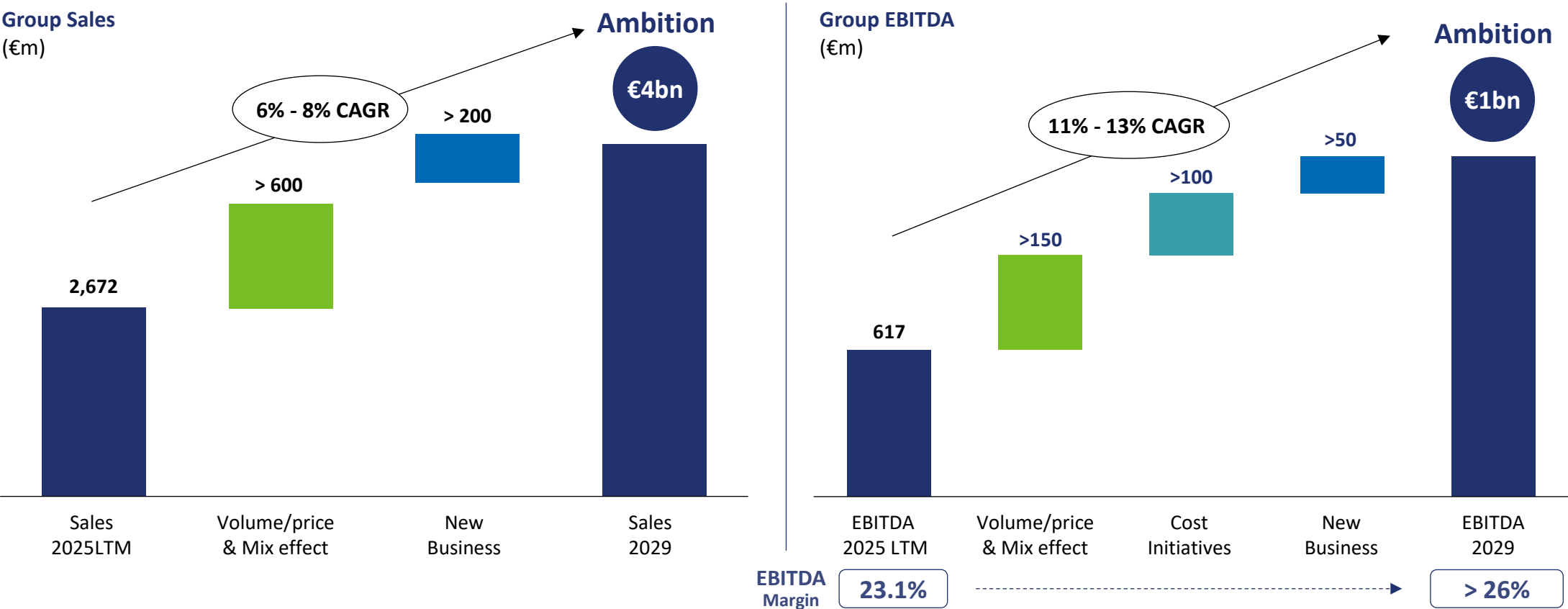


**Sector
Top
Returns**



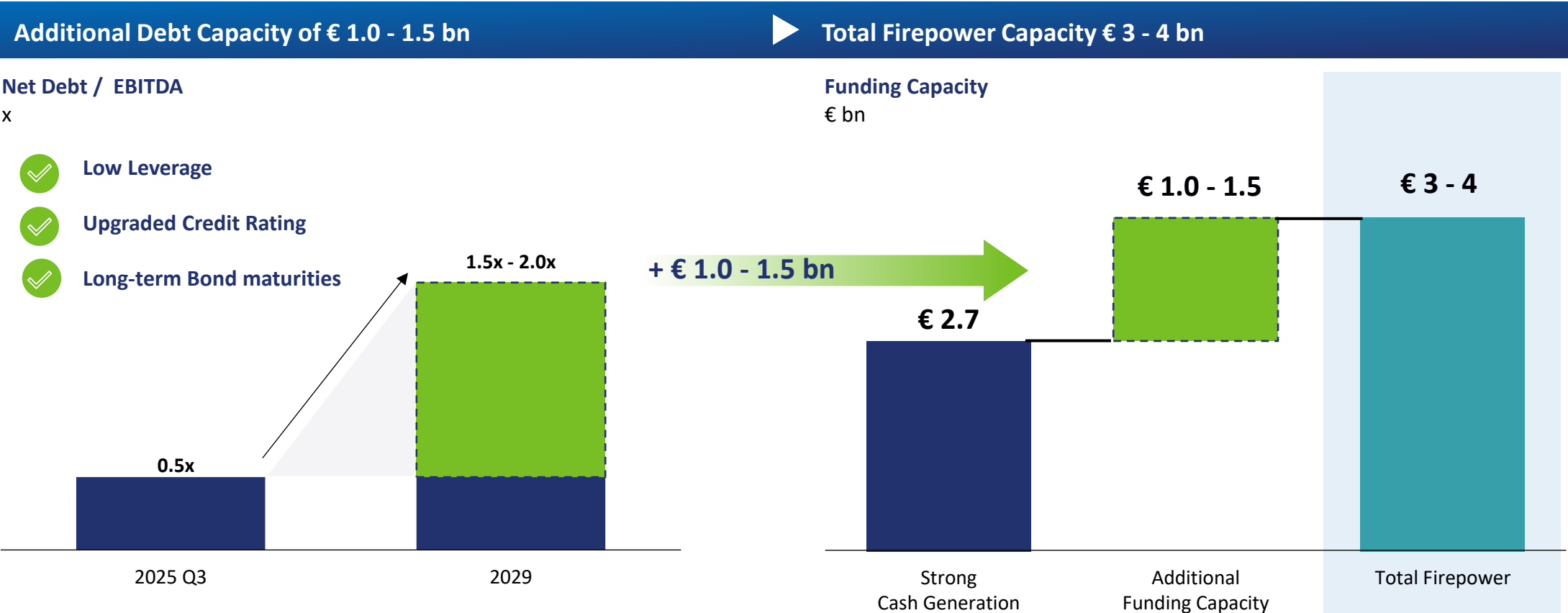
**Shareholder
Value
Creation**

Top-line growth and cost initiatives drive Margin Expansion



Notes:
1. 2025 Sales & EBITDA include the impact of the sale of Adocim in Türkiye in May 2025

Robust Balance Sheet Provides Ample Funding Capacity for Growth Investments



Note:
1. Strong Cash Generation: EBITDA adjusted for Non-Cash, WC, FX, Tax & Interest

Growth-Oriented Capital Allocation



€ 3 - 4 bn
To be deployed
2026-29

Uses of Capital for 2026 - 2029



Capital Allocation Principles



Disciplined Dividend Policy



Maintain Best in-Class Assets



Prioritize Growth Investments with...



Attractive ROCE

Up to €3 bn in Organic and Inorganic Growth Investments



Execution Principles



Sales Expansion

Volume growth with improved product mix
Attractive ROCE / Accretive to margin



Operational Cost Efficiencies

Energy & Raw materials' cost improvement
Cost reduction of Logistics, Storage and SG&A



Disciplined M&A Activity

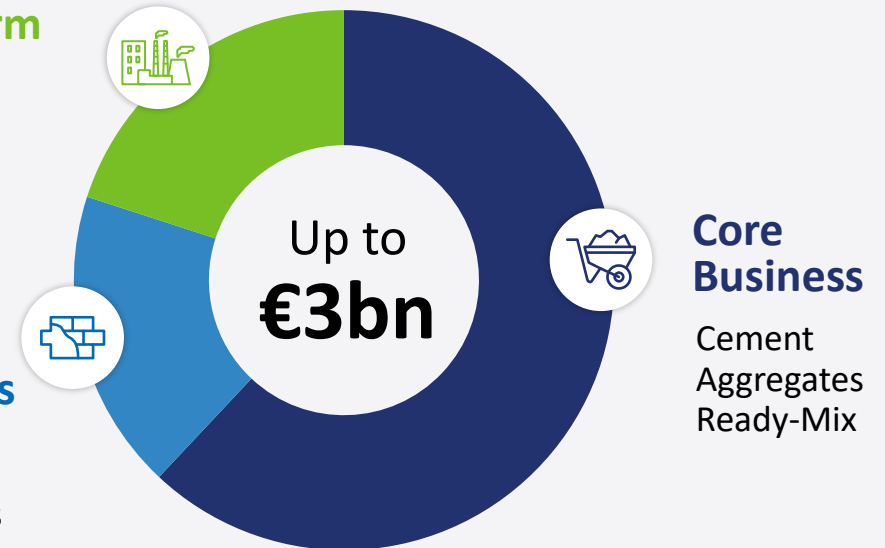
Strengthen Core operations and Drive Synergies
Expand in Adjacencies and Increase Bolt-ons

Alternative Cementitious Materials Platform

New products & Technologies

Precast
Mortars/Chemicals
Innovation/CVC
Digital Technologies

Growth Investments

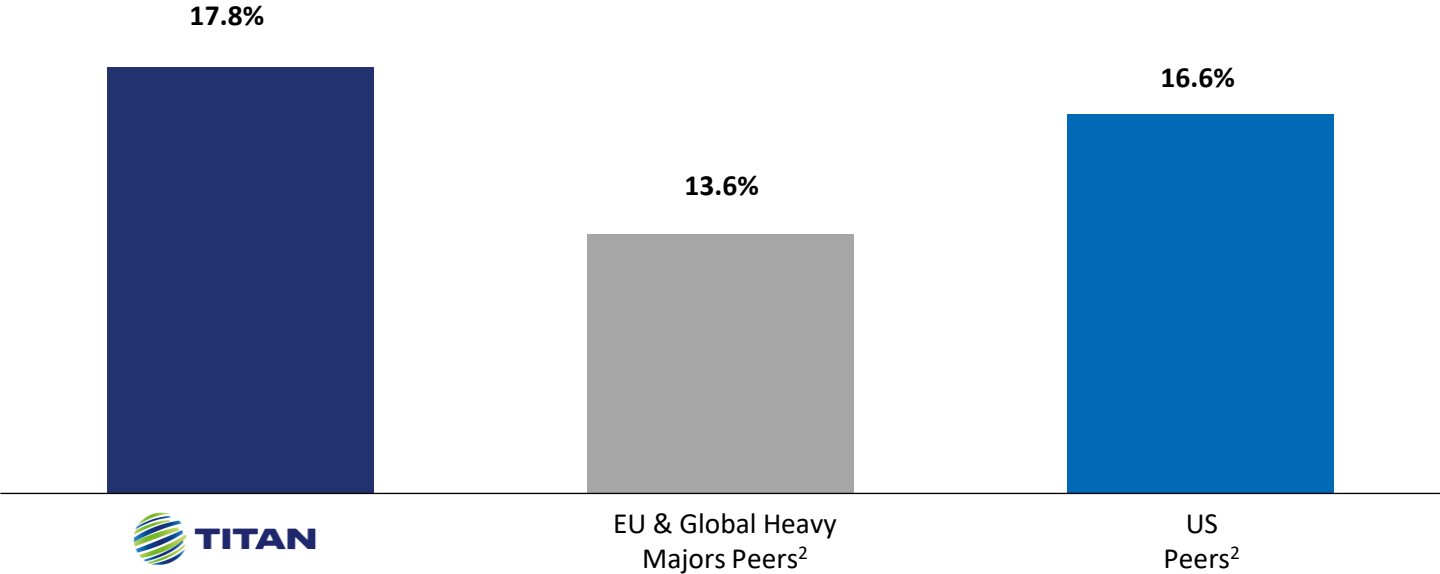


Continue delivering sector top returns

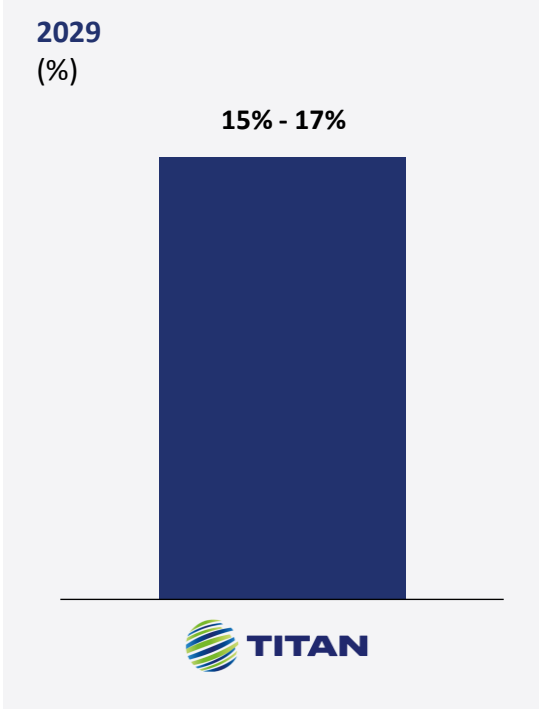


Group ROCE¹

2024
(%)



2029
(%)



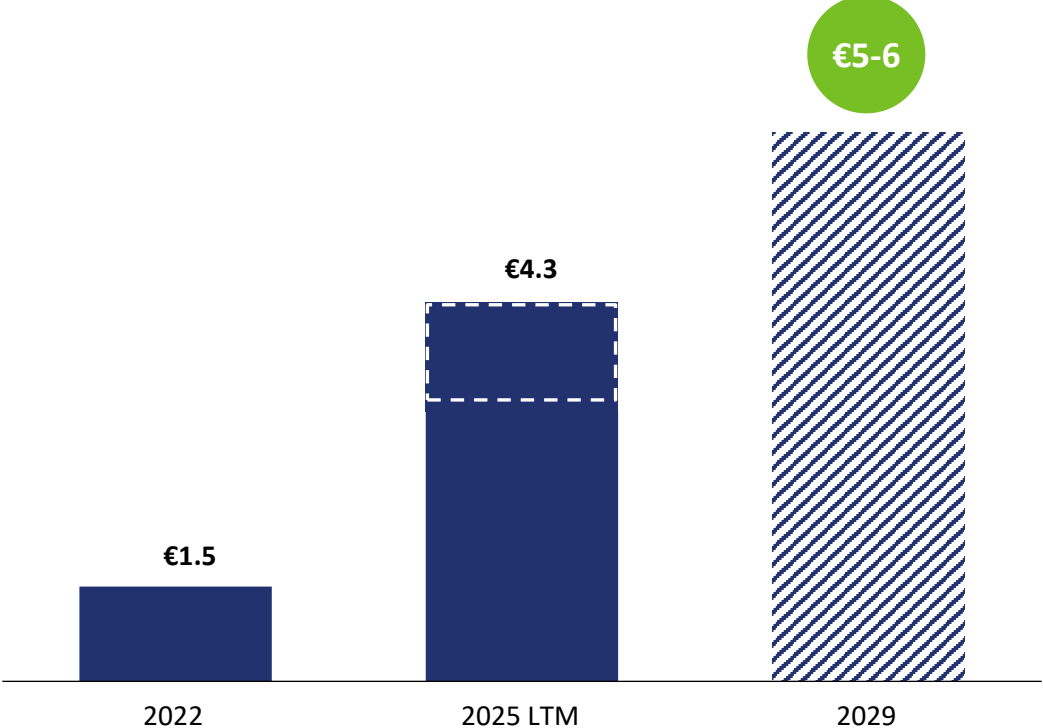
Notes:
1. ROCE: EBIT/ Average Capital Employed = Net Debt + Equity
2. Peers include: EU & Global: Buzzi, Vicat, Cementir, CRH, Heidelberg Materials, Holcim and US: Eagle Materials, Martin Marietta, Vulcan
3. ROCE: Adjusted for the one-off costs of the US IPO and a retirement program in Greece & Western Europe, and the goodwill impairment in Türkiye

Creating Long Term Value for Shareholders

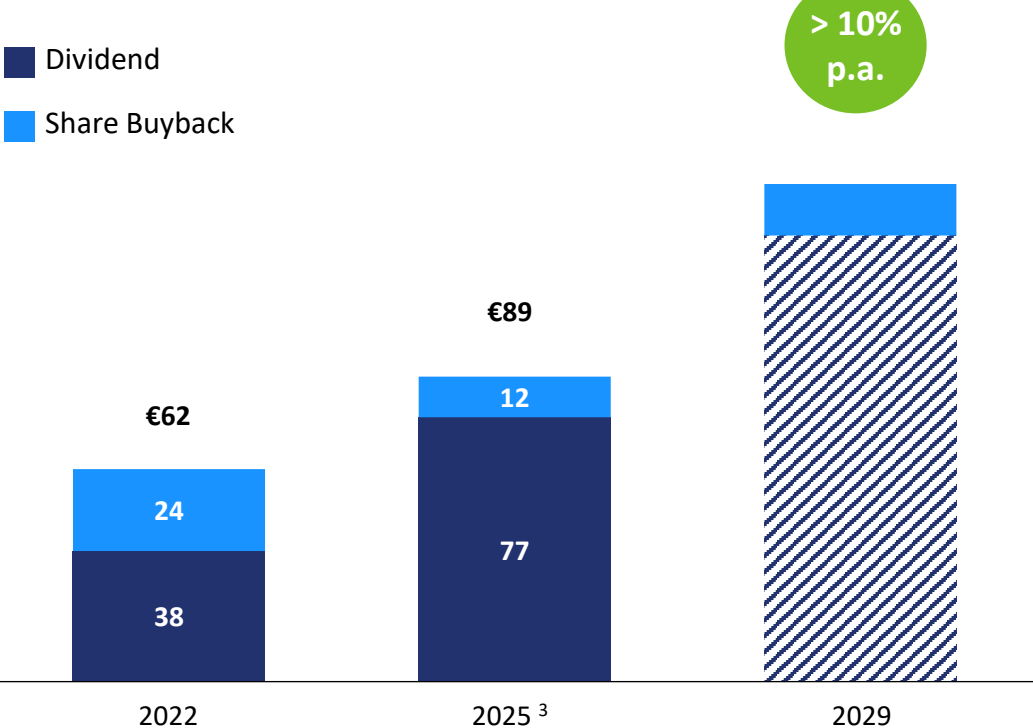


Double Digit Dividend Growth

Group Earnings Per Share (EPS)
(€)



Shareholder Returns
(€m)



Notes:
1. LTM: Last Twelve Months as of Sep 2025
2. EPS 2025LTM: €4.3 Like-for-Like (excluding the impact from the sale of Adocim, impairment in Türkiye in 4Q24 and the minorities from Titan America)
3. Shareholder Returns 2025: Special dividend not included

Why Invest in us?



- 01** Proven ability to execute, deliver and outperform
- 02** Clear Capital Allocation Framework, driving profitable growth
- 03** Strategic pipeline of value accretive opportunities

TITAN For>>ard

2025 – 2029



Sales
6% - 8%
CAGR



EBITDA
11% - 13%
CAGR



EPS
€5-6/share



ROCE¹
15% - 17%



Net Debt
/EBITDA
1.5x - 2.0x



Credit
Rating
> =BB+

€3 - 4bn Capital to Deploy

Notes:

1. ROACE: EBIT/ Average Capital Employed = Net Debt + Equity



Closing Remarks



Marcel Cobuz



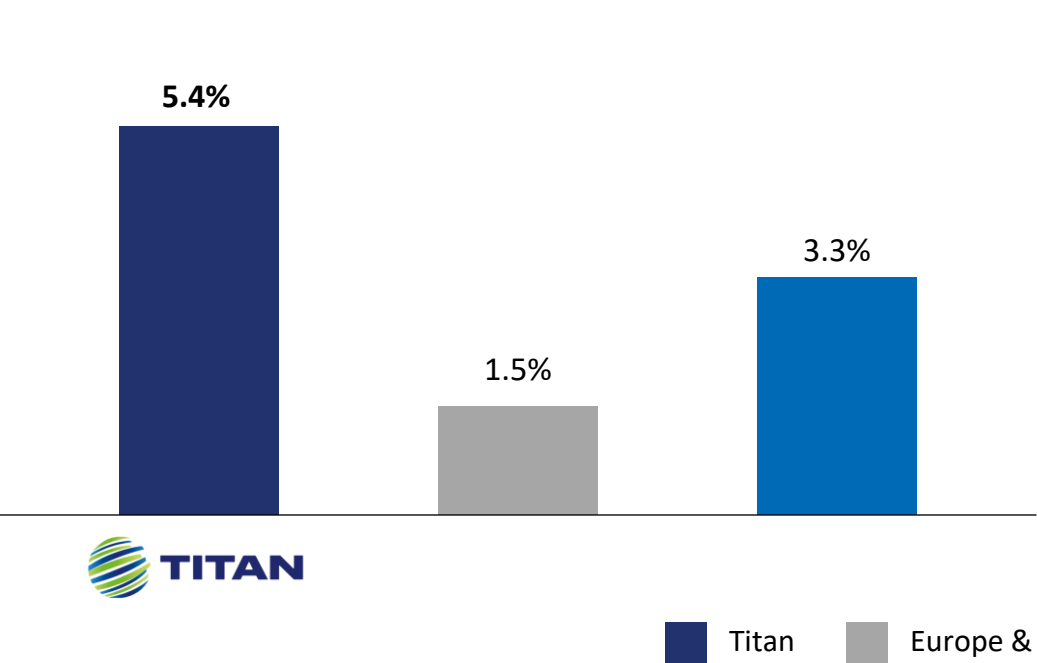
Delivering on Commitments, Creating Lasting Value



Overperforming Peers Since 2022 in Both Sales and EBITDA Profitability Growth

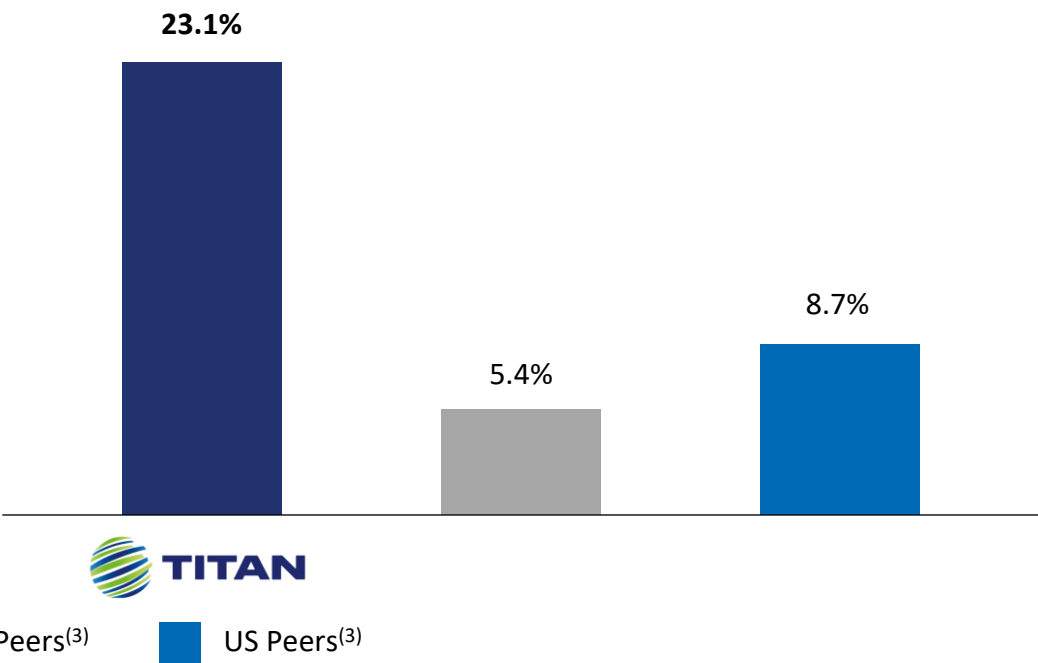
Sales Growth CAGR

2022-2025 September LTM, reported figures



EBITDA Growth CAGR

2022-2025 September LTM, reported figures



Source: Capital IQ

Note:

1. LTM: Last Twelve Months as of Sep 2025

2. 2025 Sales & EBITDA include the impact of the sale of Adocim in Türkiye in May 2025.

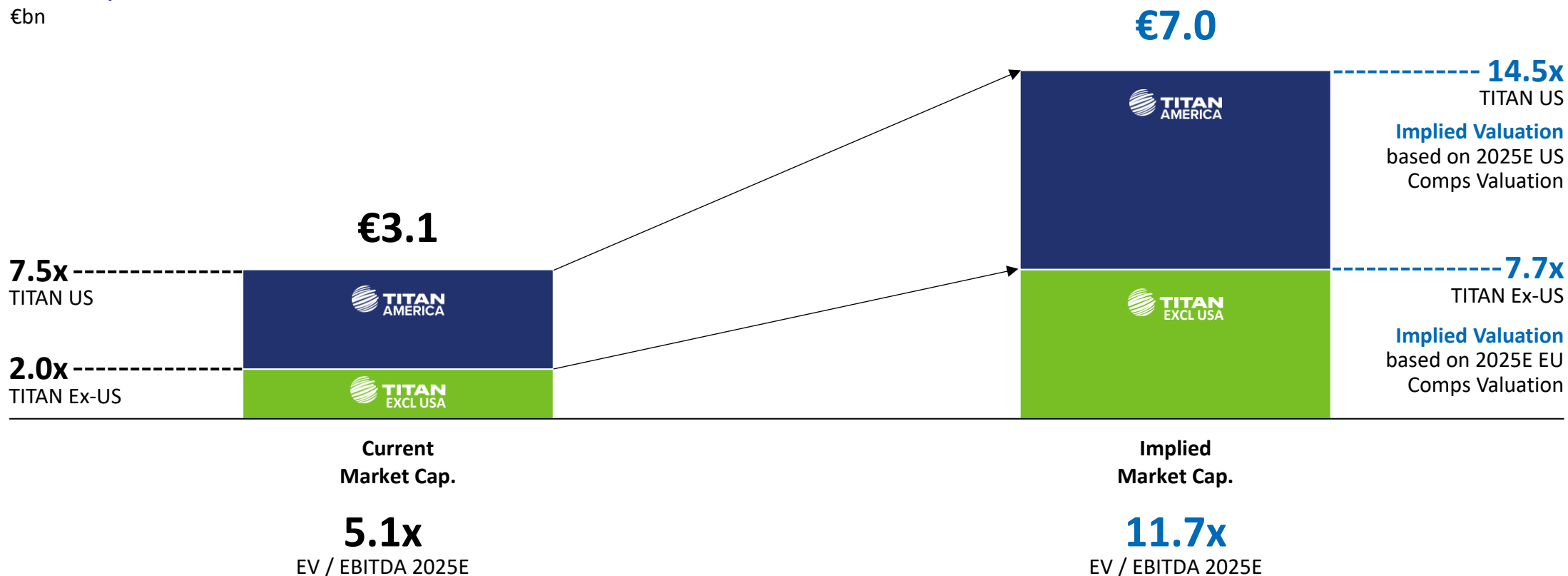
3. Peer Europe & Global include: Buzzi, Cementir, CRH, Heidelberg Materials, Holcim, Vicat, and Peer US include: Amrize, Eagle Materials, Martin Marietta, Vulcan

Trading at significant discount to SOTP



Market Cap.

€bn



Source: Capital IQ

Notes:

1. Valuation based on Capital IQ EBITDA Estimates

2. Titan Group ex-USA EBITDA = Titan Group EBITDA – Titan America EBITDA

3. Titan America EV calculated based on consensus 2025E EBITDA and the following peer multiple median: Vulcan Materials Company, Martin Marietta Materials, Inc, Eagle Materials Inc., Amrize AG

4. Titan Group EV calculated based on consensus 2025E EBITDA and the following peer multiple median: Buzzi S.p.A, Vicat S.A, Cementir Holding N.V., Holcim AG, Heidelberg Materials AG

Growth Plan 2029 Key Takeaways



Outperformed
the markets
since 2022



Achieved 2026
targets 1 year in
advance &
Top TSR



Valuation Gap
above **x2 current**
Market Cap.



Positioned for
Value growth
in **Europe & US**

Alternative Cementitious Materials

Technology & AI

Financial strength



Able to deploy
€3-4bn mainly
for growth



Targeting
Double-digit
profitability
&
Top returns





Appendix



Presenters' CVs



Dimitri Papalexopoulos

Chair of the Board of Directors

Dimitri Papalexopoulos is the Chair of the Board of Directors of Titan Cement International S.A., since January 1st, 2023. Dimitri started his career as a business consultant for McKinsey & Company Inc. in the USA and Germany. He joined Titan Cement Company S.A. in 1989 and served as the Group's CEO between 1996 and 2019. From 2019 until 2022, he served as Chair of the Group Executive Committee of Titan Cement International S.A. He is Chairman of the Board of the Hellenic Federation of Enterprises (SEV), Vice-Chairman of the European Round Table for Industry (ERT) and chairs the ERT's Energy Transition and Climate Change Committee. He is a member of the Board of the Foundation for Economic and Industrial Research (IOBE), the Hellenic Foundation for European and Foreign Policy (ELIAMEP) and of Endeavor Greece. He holds a M.Sc. in Electrical Engineering from the Swiss Federal Institute of Technology (ETHZ) and an MBA from Harvard Business School.



Alexandra Papalexopoulou

Chair of the Board Strategy Committee

Alexandra Papalexopoulou is an Executive Member of the Board of Directors of TITAN SA and Chair of the Board Strategy Committee. Her career began as an analyst for the Organization for Economic Co-operation and Development (OECD) and later as an associate at the consulting firm Booz, Allen & Hamilton in Paris in the early 1990s. Joining TITAN Group in 1992, she started out in international trading and business development, then headed Strategic Planning, before becoming Deputy Chair of the Group Executive Committee. Currently she is an independent, non-executive director of Aegean Group and in the past has served as an independent member of the board in various companies, including Coca-Cola HBC, National Bank of Greece and others. She is also a member of the Board and Treasurer of the Paul and Alexandra Canellopoulos Foundation and serves on the Board of Trustees of INSEAD Business School. She holds a BA in Economics from Swarthmore College, USA, and an MBA in Business Administration from INSEAD, France.



Marcel Cobuz

Chair of the Group ExCo

Marcel Constantin Cobuz is Chairman of the Group Executive Committee of Titan Group, since October 15th, 2022. He has more than 20 years of experience in international leadership, innovation and transformation roles. He started his career in the field of investment banking and as an entrepreneur in Romania. In 2000, he joined Lafarge, a major multinational company in building materials, where he served in various leadership roles in Europe, Asia, Middle East and Africa. His last role was CEO Europe for LafargeHolcim. During his career he has also served on Boards of different businesses, and not-for-profit education organizations. He studied Law and Economics in Bucharest, completed the Harvard Business School Advanced Management Program and attended executive programs at INSEAD, IMD and Singularity Group.

Presenters' CVs



Bill Zarkalis

President & CEO Titan America

Bill Zarkalis, in addition to his responsibilities as President and CEO of Titan America LLC and Chairman of Separation Technologies (STET) since 2014, has assumed the broader leadership role of Group Chief Operating Officer (COO) and oversight of joint venture Apodi in Brazil. He is a business executive with an international career, having led diverse global teams across all continents while located mostly in the USA and Switzerland. He dedicated 19 years to The Dow Chemical Co., where he started in commercial roles, growing in experience through a fast succession of global Marketing and Product management responsibilities, culminating into global business-unit leadership roles. Among others, he served as Vice President of Dow Automotive, M&A Leader for DuPont-Dow Elastomers, Global Business Director for Dow Specialty Plastics & Elastomers, and Global Business Director for Dow Synthetic Latex. He joined TITAN in 2008 as Group Executive Director for Business Development and Strategic Planning. In 2010 he became the TITAN Group Chief Financial Officer, where he served until 2014 before moving into his current role leading Titan America. He holds a BSc in Chemical Engineering from the National Technical University of Athens and a MSc. from the Pennsylvania State University. He has completed advanced leadership, business management, and industrial marketing programs at INSEAD, IMD, and Michigan Ross.



Yanni Paniaras

CEO Europe

Yanni Paniaras studied Civil Engineering at Imperial College (BSc, MSc) and Business Administration at INSEAD (MBA). He started his career at Knight Piésold, an international mining and engineering consultancy headquartered in London. Between 1998 and 2015, he held senior management positions in Greece and Germany in S&B Industrial Minerals Group and – in 2015 – in its new parent company, Imerys. He concluded his term there as Vice President of the former S&B Division and Managing Director of S&B Industrial Minerals S.A. In January 2016, Yanni Paniaras joined the management of TITAN Group, where he has led, since 2020, its European business as well as Group Sustainability. From 2016 to 2021 he served as Chairman of the Business Council for Sustainable Development of the Hellenic Federation of Enterprises (SEV). Since 2022, Yanni is serving on the Board of Quest Holdings S.A. as an independent non-executive Director and Chair of its Board sustainability committee.



Jean Philippe Benard

Group Chief Executive Cementitious & Energy

Jean-Philippe BENARD, a French national, joined Titan in May 2023, looking after Supply Chain and Energy Projects, and has been recently appointed Chief Executive Cementitious Business & Energy, member of the Executive Committee, with the task to develop new business in cementitious and realize the electricity transition of Titan towards greener energy. He started his career 30 years ago, and build strong experience in the fields of energy, waste management, steel and cement, in positions with P&L responsibility, as well as in performance, global procurement and supply chain management, in global companies such as Suez, LafargeHolcim, Saint Gobain and Arcelor. Before joining Titan, he served as Chief Performance Officer at Suez and after its merger with Veolia he joined the Meridiam Infrastructure Fund to oversee energy projects. He holds an engineering degree from the Ecole Nationale des Ponts et Chaussées and a Master's from the Université Pierre et Marie Curie in France. Jean-Philippe is based in Athens, Greece

Presenters' CVs



Leonidas Canellopoulos

Chief Innovation & Sustainability Officer

Leonidas Canellopoulos is the Chief Innovation & Sustainability Officer of TITAN Group. He is also responsible for Group Corporate Affairs. Since 2012, he has covered various roles within the Group's Finance and Strategic Planning functions and has served as Cement Operations Director of the Group's Greek Region. Prior to that, he worked for Separation Technologies LLC and Alpha Bank. He is a member of the Board of Directors of the Foundation for Economic and Industrial Research (IOBE) and Vice Chair of Junior Achievement Greece. He holds a BA in Economics with Honors from Harvard University and an MBA from INSEAD, where he received the Henry Ford II Prize.



Antonis Kyrkos

Chief Digital & Strategy Officer

Antonis Kyrkos joined Titan Cement Group in 2015. He is Titan's Chief Digital and Strategy Officer, a member of the Group's Executive Committee, head of the Group's Digital Center of Competence and head of Group IT. He is also the Convenor of the Energy Transition and Climate Change Working Group of the European Round Table for Industry (ERT). Before Titan, Antonis spent 15 years in McKinsey (in both London and Athens), 7 of them as a partner, serving a multitude of service, technology, industrial and private equity clients across EMEA, with an emphasis on operations, large scale transformations, organization and strategy. He was also a regional leader of McKinsey's EMEA Service Operations practice. Antonis received a PhD in Biology from Oxford University, where he was a Rhodes Scholar and a Leventis Foundation Scholar. He also holds an Executive Certificate in Management and Leadership from the MIT Sloan School of Management. He has authored several scientific papers in peer-reviewed journals and presented in international conferences. His first degree is a Bachelor of Biology from the University of Athens, where he graduated with highest distinction.



Samir Cairae

Chief Technology Officer

Samir Cairae is the Chief Technology Officer at Titan Group spearheading the company's industrial transformation and new technologies. He is a global business and technology leader with over 25 years of experience driving growth, operational excellence, innovation, and decarbonization across the metals & mining, energy, and cement sectors. Before joining Titan, he was Managing Director, Aluminum with Rio Tinto where led a multi-billion dollar P&L across Europe and North America. He has held senior executive roles with Lafarge, Vedanta, and Schlumberger managing P&Ls, leading global industrial portfolio, accelerating technology development and scale-ups, advancing zero-carbon technologies such as world's first zero-carbon aluminum and Carbon Capture in cement and creating partnerships. He holds a B.tech. from Indian Institute of Technology, India, and an MBA from HEC, France, and has attended executive leadership programs at Harvard Business School and Stanford. Combining strategic foresight with hands-on operational leadership, he has lived in Asia, Europe and North America.

Presenters' CVs



Michael Colakides

Managing Director of Titan & previous Group CFO

Michael Colakides started his career at Citibank Greece where he worked for 14 years, and over time held the positions of Head of FIG and Head of Corporate Finance and Local Corporate Banking (1979–1993). In 1993, he was appointed Executive Vice Chairman of the National Bank of Greece responsible for the Corporate and Retail Banking business, the domestic and international branch network, and was Chair/member of senior committees. In 1994, he joined TITAN Cement Company S.A., where he held the position of Group CFO and executive member of the Board until 2000. He was also responsible for a number of cement company acquisitions in Southeast Europe, Egypt and the USA. From 2000 to 2007, he served as Vice Chairman and Managing Director of Piraeus Bank S.A. overseeing the domestic Wholesale and Retail Banking business, as well as the group's international network and activities. In 2007, he joined EFG Eurobank Ergasias S.A. assuming the position of Deputy CEO – Group Risk Executive Officer (2007–2013) overseeing the risk management functions of the Group in Greece and abroad. In January 2014, he returned to TITAN Cement Group assuming the position of Group CFO and executive member of the Board of Directors. In July 2019, he was also appointed to the position of Managing Director of Titan Cement International S.A. As of November 2021, he is non-executive Chairman of Alpha Bank Cyprus. He holds a BSc in Economics from the London School of Economics and an MBA from the London Business School.



John Ioannou

Group CFO

John Ioannou is an internationally accomplished senior executive and board advisor with over 30 years of experience in financial, strategic, and transformational leadership across diverse industries and geographies, including Europe, the Middle East, and the United States. In the past, he held CFO and strategic planning roles for over 16 years at PepsiCo, across Greece, Spain, the United States, and Russia. He has also served as Group CFO for 12 years at family-controlled conglomerates in the Middle East, supporting international expansion as well as diversification of business scope. He built startup ventures to unicorn status and played a pivotal role in guiding a successful NASDAQ IPO. He started his career with Arthur Andersen in London where he qualified as a Chartered Accountant with the Institute of Chartered Accountants in England and Wales. Mr. Ioannou holds an MBA and a BSc (Hons) in Marketing from Florida State University, USA. He also holds a Leadership Coaching Certification and a Corporate Governance Diploma from INSEAD.

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