# STRATEGIC REVIEW

## **About us**

Ethos is the Greek word meaning "character" or "spirit" and we use it to describe the values at the core of TITAN's identity that guide the way we conduct our business with respect, accountability and responsibility.

#### Who we are

TITAN is an international cement and building materials producer, with more than 110 years' industry experience. Our companies operate in diverse environments, sharing common values across the Group. Meeting the long-term expectations of our shareholders requires us to act in a flexible and dynamic way, working in close partnerships with our suppliers, customers and the communities in which we work.

Our success depends on employing the best available technologies, our systematic research and constantly updated know-how. Above all, we rely on our highly skilled and experienced people who live the values of the Group.

### What we do

TITAN's business activities are carried out by both wholly owned companies and joint ventures with established partners. These activities cover the production, transportation and distribution of cement, concrete, aggregates, fly ash, mortars and other building materials.

#### Where we operate

Headquartered in Athens, Greece, the Group employs 5,654 people worldwide and sells products to 29 countries in North Africa, Western Africa, Canada, USA East Coast and Gulf of Mexico, Central America – Caribbean, Balkans and Western Europe. We have cement plants in nine countries and our operations are organized into four geographic regions: USA; Greece and Western Europe; Southeastern Europe; and Eastern Mediterranean.

JSA	Greece and Western Europe	Southeastern Europe	Eastern Mediterranean
Turnover	Turnover	Turnover	Turnover
€679.8 m	€268.8 m	€208.5 m	€240.7 m
49%	19%	15%	17%
EBITDA	EBITDA	EBITDA	EBITDA
€100.8 m	€44.8 m	€55.8 m	€15.0m
46%	21%	26%	7%
Assets	Assets	Assets	Assets
€1,006.3 m	€558.9 m	€496.2 m	€888.1m
34%	19%	17%	30%
Employees	Employees	Employees	Employees
1,996	1,176	1,426	1,056
Principal products/activities	Principal products/activities	Principal products/activities	Principal products/activities
□ \$\$ ▲ \$\$ △	🖃 🕾 🛦 🖒	🖃 ಿ 🛦 🛱	🖃 🎥 🚓 큋
Cement plants Quarries	Cement Grinding plants plants	Cement plants Quarries	Cement Grinding plants plants
2 6	3 1	5 17	3 2
Ready- Distribution	Ready-	Ready- Distribution	Ready-
mix plants terminals	Quarries mix plants	mix plants terminals	Quarries mix plants
84 15	26 29	/	17 5
Concrete Fly ash block processing plants plants	Distribution Dry mortar terminals plants	Processed engineered fuel facility	Processed Distribution engineered terminals fuel facility
9 9	7 1	1	2 1
rincipal products/ ctivities key: Cement	Ready-mix concrete Aggregates	Dry Building	← Fly ash 🛱 Waste manageme