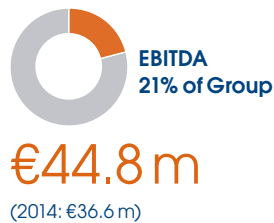
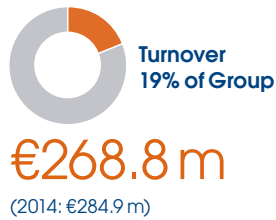


GREECE AND WESTERN EUROPE



2015 PERFORMANCE HIGHLIGHTS

FINANCIAL



NON-FINANCIAL

SOCIAL

Lost time injuries frequency rate (LTIFR) for employees in 2015 (per 1,000,000 man-hours)

1.87
(2014: 1.43)

All plants and installations are certified against OHSAS 18001.

Engagement rate (Employee opinion survey 2014-2015)

88%

ENVIRONMENTAL

All cement plants and most of the installations related to our other activities are certified against ISO 14001

ISO 14001

Improvements at all levels in a demanding trading environment

The construction sector in the domestic Greek market remains subdued, but we are focused on taking advantage of our strong export business and on maintaining and further improving the cost competitive advantage of our plants.

PRINCIPAL PRODUCTS/ACTIVITIES

- Cement
- Ready-mix concrete
- Aggregates
- Dry mortars

KEY FACTS

3 Cement plants	1 Grinding plants	26 Quarries
29 Ready-mix plants	7 Distribution terminals	1 Dry mortar plants

Management review

Market overview

The construction sector in Greece remains in a deep and protracted recession. Any improvement in the first half of 2015 abruptly reversed from the summer onward, with the onset of capital controls leading to the contraction of building activity. This resulted in minimal demand for private housing construction, while subdued activity in public works only slightly mitigated this negative trend.

It is estimated that cement demand in Greece for 2015 stood at 1962 levels, around 65% lower than the average demand levels of the last 50 years and about 80% less than the peak in 2006. Data from Eurostat confirms the dire state of the Greek construction industry, showing a curtailment of housing investments from 10.8% of GDP in 2007 to 0.8% in 2015, while the corresponding contraction in the Eurozone is much milder.

Regional performance

However, the export market is strong and the Group has demonstrated it can succeed even in the most demanding economic circumstances. We have dynamically turned to exports in recent years and, despite aggressive competition, have managed to achieve high export sales volumes, owing to the efficiency of our manufacturing plants. Domestic cement sales in Greece represented little more than 6% of the total volumes sold by the Group in 2015.

Total turnover for the region was 5.6% lower than 2014, but EBITDA was up 22% partly aided by a change in the accounting treatment of head office corporate overheads.

In 2015, investments in our Greek plants were focused on improvements in Health and Safety conditions and on reductions of emissions. More than 428,000 metric tons of alternative raw materials and more than 63,000 metric tons of alternative fuels were used, substituting primary raw materials and fossil fuels respectively.

IMPROVING THE VIEW AT OUR THESSALONIKI CEMENT PLANT

Responding to the local stakeholders' expectations, in 2015, we implemented a big graffiti project at our Thessaloniki cement plant. The graffiti completes a series of projects aiming to reduce noise and improve the overall environmental performance. It was implemented by a team of artists and covered an area of more than 2,000 square meters of our external walls in paint. The painting illustrates the perpetual cycle of water and the scale of this work of graffiti is unprecedented for an active industrial site.



We have continued our efforts to support people and communities facing the ravaging effects of the ongoing financial crisis. Moreover, during 2015 we took action to support local communities facing challenges created by the growing refugee crisis

in the country. Through an organized corporate volunteering program in the islands of Leros and Kos, we have seen the value of providing shelter to those who have suffered most from conflicts and war in their country of origin.

Looking ahead

Demand in Greece, although remaining at extremely low levels, should improve slightly in 2016, owing to the reactivation of certain public works. Current conditions are unlikely to improve greatly in the short term, since any recovery in the construction sector is dependent on economic growth, increases in disposable income, the improvement in employment and the availability of bank funding. As demonstrated in 2015, the Group has undertaken a series of measures to ensure the uninterrupted efficient operation of its plants, and production in 2016 is expected to remain focused largely on exports.