

## How TITAN builds value

# Foundations for growth built on a responsible approach

### Who we are and what we do

TITAN Group has been in business as an independent cement and building materials producer for more than 11 decades. In that time, we have expanded beyond our Greek roots to become a multi-regional business operating in four distinct geographies. Headquartered in Athens, Greece, the Group employs 5,501 people worldwide and sells products to 36 different countries.

Our principal products are cement, ready-mix concrete and aggregates. We also produce concrete building blocks and dry mortars, we process fly ash (ProAsh®), and we provide alternative fuel and waste management services through GAEA, our Bulgarian joint venture with American environmental and alternative energy company, Evolution Environmental Group LLC.

### A long-term strategy balancing financial growth with broader interests

We believe that our financial and sustainability considerations are intertwined. Our strategy is inclusive, which means that we always consider wider stakeholder needs over the longer term in the context of our strategic priorities.

We are committed to meeting the long-term expectations of our shareholders, but we recognize that this means more than just meeting our financial objectives. Our pioneering approach to CSR is at the heart of our operations, while our solid and proven management strategy ensures we can drive growth and, where necessary, address crises successfully.

Our strategy has guided us through several years of economic and social crisis in key markets, reinforcing our business position and providing solid foundations for us to build on.

From these foundations, the Group is well positioned to achieve its governing objective to grow as a multi-regional, vertically integrated cement producer, combining entrepreneurial spirit and operational excellence with respect for people, society and the environment.

### How we implement our strategy

To meet our strategic endeavors we put people first and promote continuous self-improvement and innovation throughout the Group. Respect for the natural environment and strong links to the communities we work in also play a large part in our day-to-day operations, helping us to create value for a wide range of stakeholders and to meet the highest international standards in all areas.

### Global collaboration



TITAN was among the first 500 signatories of the UN Global Compact and is also involved in local UN Global Compact networks.



TITAN has been a core member of the Cement Sustainability Initiative (CSI) since it was launched by the World Business Council for Sustainable Development (WBCSD) in 2003.



CSR Europe is a leading business network through which we liaise with stakeholders on issues such as transparency, corporate responsibility and sustainable development.

➔ More on our collaboration for sustainable growth in our full report online at <http://integratedreport2014.titan.gr>

### One governing objective

To grow as a multi-regional, vertically integrated cement producer, combining entrepreneurial spirit and operational excellence with respect for people, society and the environment.

### One common vision

To be one of the most economically, environmentally and socially responsible providers of construction materials.

### Four strategic objectives

- Continuous competitive improvement
- Focus on human and social capital
- Geographical diversification
- Vertical integration

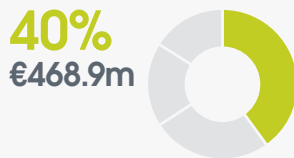
### Six corporate values

- Integrity
- Commitment to results
- Continuous improvement
- Value to the customer
- Know-how
- Corporate Social Responsibility

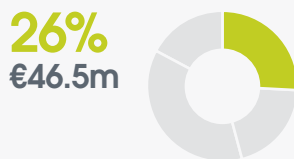
## USA



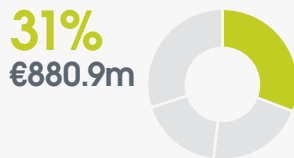
Turnover €m



EBITDA €m



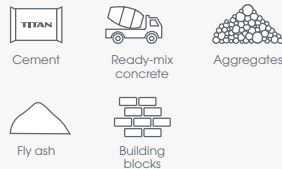
Total assets



Employees<sup>1</sup>

**1,867**

Principal products/activities



Cement plants

**2**

Quarries

**7**

Ready-mix plants

**88**

Distribution terminals

**15**

Concrete block plants

**9**

Fly ash processing plants

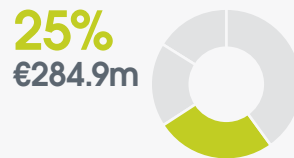
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## Greece and Western Europe



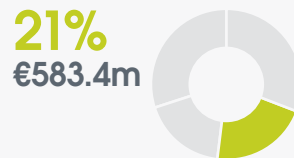
Turnover €m



EBITDA €m



Total assets



Employees<sup>1</sup>

**1,165**

Principal products/activities



Cement plants

**3**

Quarries

**27**

Ready-mix plants

**26**

Distribution terminals

**8**

Grinding plants

**1**

Dry mortar plants

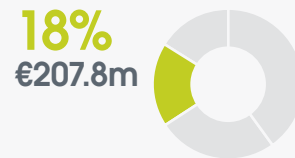
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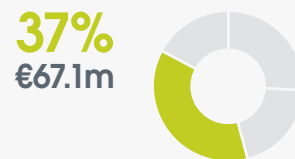
## Southeastern Europe



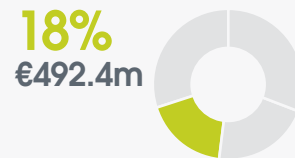
Turnover €m



EBITDA €m



Total assets



Employees<sup>1</sup>

**1,444**

Principal products/activities



Cement plants

**5**

Quarries

**13**

Ready-mix plants

**7**

Distribution terminals

**1**

Processed engineered fuel facility

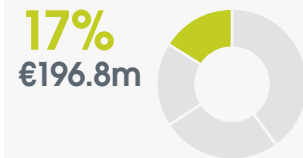
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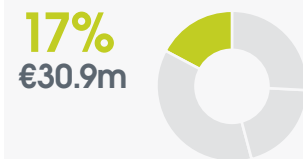
## Eastern Mediterranean



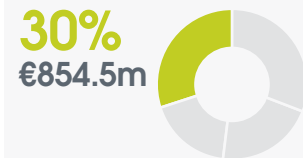
Turnover €m



EBITDA €m



Total assets



Employees<sup>1</sup>

**1,025**

Principal products/activities



Cement plants

**3**

Quarries

**17**

Ready-mix plants

**5**

Distribution terminals

**1**

Grinding plants

**2**

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<sup>1</sup> Employee figures are as at 31 December 2014