

## **COMPANY PROFILE**

Titan was founded in Greece in 1902. With its headquarters in Greece - where the parent company has been listed on the Athens Stock Exchange since 1912 *the Group owns cement plants in nine countries and is organized in four geographic regions Greece & Western Europe, the USA, Southeastern Europe and the Eastern Mediterranean.* Throughout its history TITAN has aimed to combine operational excellence with respect for people, society and the environment.

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



# **REVENUES ANALYSIS (in € 000)**

Company's exports represent 89.83% of total sales in 2016.

# **OVERVIEW - TRADING DATA**

## OVERVIEW - TRADING DATA 1 Year (data of period 01/05/2016 - 30/04/2017)

Symbol:			TITK
Athex Market:			MAIN MARKET
Market Cap (Mil. €): (28 April 2017)			1.848,8
Shares Outstanding (number): (28 April 2017)			77.063.568
Average Spread (%):			0,38%
Market Liquidity (%):			5,892%
Average Trading volume (no of shares):			53.289,0
Total Value of transactions $(\in)$ :			275.452.519
Days to trade (1% of outstanding amount):			14,9
Free Float (28 April 2017):			50,6%
Turnover Velocity (F.F. Weighted):			5,5%
Historic Volatility	30 days	60 days	90 days
(annualised %)	23,40%	22,64%	22,64%

# **GROUP STRUCTURE**

	20	2016		
	% of inves	% of investment (*)		
Subsidiary, associate and joint venture name	Direct	Indirect		
Full consolidation method				
Titan Cement Company S.A	Parent c	ompany		
Aeolian Maritime Company	100.000	-		
Aitolika Quarries S.A.	_	63.723		
Albacem S.A.	99.996	0.004		
Arktias S.A.	-	100.000		
Interbeton Construction Materials S.A.	99.910	0.090		
Intertitan Trading International S.A.	99.999	0.001		
KTIMET Quarries S.A.	-	100.000		
Porfirion S.A.	-	100.000		
Gournon Quarries S.A.	54.930	45.070		
Quarries of Tagaradon Community S.A.	-	79.928		
Vahou Quarries S.A.	_	100.000		
Sigma Beton S.A.	-	100.000		
Titan Atlantic Cement Industrial and Commercial S.A.	43.947	56.053		
Titan Cement International Trading S.A.	99.960	0.040		
Brazcem Participacoes S.A. (1)	-	94.000		
Double W & Co OOD	_	99.989		
Granitoid AD	_	99.760		
Gravel & Sand PIT AD	-	99.989		
Trojan Cem EOOD	_	83.599		
Zlatna Panega Beton EOOD	_	99.989		
Zlatna Panega Cement AD	_	99.989		
Green Alternative Energy Assets EAD	_	100.000		
Cementi ANTEA SRL	_	80.000		
Cementi Crotone S.R.L.	_	100.000		
Fintitan SRL	100.000	-		
Separation Technologies Canada Ltd	_	100.000		

Aemos Cement Ltd	100.000	-
Alvacim Ltd	-	100.000
Gaea Green Alternative Energy Assets Limited (2)	-	-
Balkcem Ltd	-	88.151
East Cement Trade Ltd	-	100.000
Feronia Holding Ltd	-	100.000
lapetos Ltd	100.000	-
KOCEM Limited	-	100.000
Rea Cement Ltd (2)	-	-
Terret Enterprises Ltd	-	88.151
Themis Holdings Ltd	-	100.000
Titan Cement Cyprus Limited	-	88.151
Tithys Ltd	-	88.151
Alexandria Portland Cement Co. S.A.E	-	82.513
Beni Suef Cement Co.S.A.E.	-	82.513
GAEA -Green Alternative Energy Assets	-	64.825
Titan Beton & Aggregate Egypt LLC	-	83.118
Sharr Beteiligungs GmbH	-	88.151
Adocim Marmara Cimento Beton Sanayi ve Ticaret A.S. (3)	-	100.000

	Direct	Indirect
Full consolidation method		
Titan Cement U.K. Ltd	100.000	-
Titan Global Finance PLC	100.000	-
Alexandria Development Co.Ltd		82.717
Titan Egyptian Inv. Ltd		100.000
Carolinas Cement Company LLC		100.000
Essex Cement Co. LLC		100.000
Markfield America LLC		100.000
Massey Sand and Rock Co	_	100.000
Mechanicsville Concrete LLC		100.000
Metro Redi-Mix LLC	-	100.000
Miami Valley Ready Mix of Florida LLC	-	100.000
Pennsuco Cement Co. LLC	-	100.000
Roanoke Cement Co. LLC	_	100.000
S&W Ready Mix Concrete Co. Inc.	_	100.000
S&W Ready Mix LLC	_	100.000
Separation Technologies LLC	_	100.000
Standard Concrete LLC	_	100.000
ST Mid-Atlantic LLC	-	100.000
ST Equipment & Technology LLC	-	100.000
ST Equipment & Technology Trading Company LLC		100.000
Summit Ready-Mix LLC	-	100.000
Titan Florida LLC	-	100.000
Titan Mid-Atlantic Aggregates LLC	_	100.000
Titan Virginia Ready Mix LLC	_	100.000
Titan America LLC	_	100.000
Trusa Realty LLC	_	100.000
Tyson Material Transport LLC	-	100.000
Cementara Kosjeric AD	-	88.151
Stari Silo Company DOO	-	88.151
TCK Montenegro DOO	-	88.151
Esha Material DOOEL (1)	-	88.151
GAEA Zelena Alternative Enerjia DOOEL	-	100.000
MILLCO-PCM DOOEL	-	88.151

Rudmak DOOEL		00.454
Usje Cementarnica AD	-	88.151
	-	83.599
Vesa DOOL	-	100.000
Cement Plus LTD	-	57.297
Esha Material LLC (1)	-	88.151
Kosovo Construction Materials L.L.C.	-	88.151
Sharrcem SH.P.K.	-	88.151
Alba Cemento Italia, SHPK	-	80.000
Antea Cement SHA	-	80.000
GAEA Enerjia Alternative e Gjelber Sh.p.k.	-	100.000
Dancem APS	-	100.000
Aeas Netherlands B.V.	-	88.151
Colombus Properties B.V.	100.000	-
Holtitan B.V.	-	88.151
Salentijn Properties1 B.V.	100.000	-
Titan Cement Netherlands BV	-	88.151
Adocim Cimento Beton Sanayi ve Ticaret A.S.	-	50.000
Companhia Industrial De Cimento Apodi (4)	-	47.000
Apodi Concretos Ltda (4)	-	47.000
ASH Venture LLC	-	33.000
Ecorecovery S.A.	-	40.000
Karieri AD	-	48.711
Karierni Materiali AD	-	48.764
Vris OOD	-	48.764

## Significant Group structure changes

## Fiscal year 2016

(1) Acquired companies incorporated in the consolidated financial statements with full consolidation method

(2) Absorbed subsidiaries

(3) On 31 May 2016, the Group formed the company Adocim Marmara Cimento Beton Sanayi ve Tikaret A.S. with ownership percentage 50% and on 22 August 2016, it acquired the remaining 50%

(4) Acquired companies incorporated in the consolidated financial statements with equity consolidation method



The General Meeting approved dividend €0.10 for F.Y. 2016 and capital return €1.00 per share.

## **COMPANY'S PERFORMANCE**

FINANCIAL OVERVIEW (consolidated)						
(in € 000)	2011	2012	2013	2014	2015	2016
Revenues	1.091.404	1.130.660	1.127.936	1.158.414	1.397.818	1.509.153
Gross profit	342.750	298.964	281.607	294.508	358.393	437.014
EBIT	105.418	65.108	71.533	76.556	85.727	151.492
EBITDA	244.058	195.838	186.359	181.591	216.422	278.599
Earnings before tax	37.739	-1.302	-9.360	46.821	42.144	63.525
Earnings after tax	21.680	-18.828	-28.996	35.717	35.296	127.330
E.P.S.	0,14	-0,30	-0,44	0,38	0,41	1,56
Total equity	1.700.448	1.659.941	1.538.810	1.627.595	1.705.285	1.552.816
ROE	1,27%	-1,13%	-1,88%	2,19%	2,07%	8,20%



Gross profit (in € 000)



ROE

**Operating Margin** 





MAJOR SHAREHOLDERS (>5%)	
Name	%
CANELLOPOULOS ANDREAS	12,79%
PAUL AND ALEXANDRA CANELLOPOULOS	9,75%
FOUNDATION	
CANELLOPOULOS LEONIDAS	5,71%
EDYVEM GREEK CONSTRUCTION MATERIALS	11,16%
B.E.M.D.E LTD	
FMR LLC	5,02%
Total	44,43%
BOARD OF DIRECTORS	
Name	Qualification
ARAPOGLOU EFSTRATIOS - GEORGIOS (TAKIS)	PRESIDENT/NON EXECUTIVE MEMBER
KANELLOPOULOS NELLOS	VICE PRESIDENT/EXECUTIVE MEMBER
PAPALEXOPOULOS DIMITRIOS	CEO/EXECUTIVE MEMBER
KANELOPOULOS TAKIS-PANAGIOTIS	EXECUTIVE MEMBER
KOLAKIDIS MICHAEL	EXECUTIVE MEMBER
KONSTANTINOY DOROS	INDEPENDENT NON EXECUTIVE MEMBER
MIRASYEZI - BERNITSA DOMNA	INDEPENDENT NON EXECUTIVE MEMBER
PAPALEXOPOULOU - BENOPOULOU ALEXANDRA	EXECUTIVE MEMBER
SABATAKAKIS PETROS	INDEPENDENT NON EXECUTIVE MEMBER
SAKELLARIS PLOYTARCHOS	INDEPENDENT NON EXECUTIVE MEMBER
VIDALIS EFTHIMIOS	EXECUTIVE MEMBER
ZARKALIS VASSILIOS	EXECUTIVE MEMBER
MAKRIDIS ALEXANDROS	INDEPENDENT NON EXECUTIVE MEMBER
PAPADOPOULOU IOANNA	INDEPENDENT NON EXECUTIVE MEMBER
ATHANASIOU IRO	INDEPENDENT NON EXECUTIVE MEMBER

## **MANAGEMENT TEAM PROFILE**

## Mr. EFSTRATIOS - GEORGIOS (TAKIS) ARAPOGLOU

Born in 1951. Non-executive Director since 17.6.2016

Independent, non-executive Director from 18.5.2010 until 17.6.2016 (2 terms).

Member of the Nominations and Corporate Governance Committee.

He has held a number of senior positions in international investment banks in London (1977-1991) and has held management positions in Greek banks and subsidiaries of international banks in Greece (1991-2000). He has served as Managing Director and Global Head and Securities Industry of CITIGROUP in London (1999-2004) and Chairman and Managing Director of the National Bank of Greece (2004-2009). He has also been elected to the position of Chairman of the Hellenic Bank Association (2005-2009). He has served as

Managing Director of commercial banking and executive member of the Board of Directors of the investment group EFG – HERMES HOLDING (2010-2013).

He is Chairman and a non-executive member of the Board of Directors of TSAKOS ENERGY NAVIGATION (TEN) LIMITED, a company listed on the New York Stock Exchange, a non-executive director of EFG Hermes Holding SAE, listed on the stock exchanges of Cairo and London, a non-executive director of Credit Libanais SAL and of Bank Alfalah, representing the International Finance Corporation (IFC) on the Bank's Board. Bank Alfalah is listed on the Stock Exchange of Karachi.

He holds degrees in Mathematics, Naval Architecture and Business Administration from Greek and British universities.

## **Mr. DIMITRIOS PAPALEXOPOULOS**

Born in 1962.

Executive Director since 24.6.1992.

Chief executive officer since 1996.

He spent his early career as a business consultant of McKinsey & Company Inc. in USA and Germany.

He is Vice-Chairman of the Board of Directors of the HELLENIC FEDERATION OF ENTERPRISES (SEV) and of the SEV Committee for Sustainable Development (SEV VIAN) and a member of the Board of Directors of the FOUNDATION FOR ECONOMIC & INDUSTRIAL RESEARCH (IOBE), the Hellenic Foundation for European and Foreign Policy (ELIAMEP) and of the European Round Table for Industrialists (ERT).

He studied Electrical Engineering (Dip. EL-Ing. ETH, 1985) at the Swiss Federal Institute of Technology Zurich (FTH) and Business Administration (MBA 1987) at HARVARD UNIVERSITY.

#### **Mr. EFTHIMIOS VIDALIS**

Born in 1954.

Executive Director since 15.06.2011.

Group's consultant on matters of Strategy and Sustainable Development.

From 2004 until 15.06.2011 he served as an Independent Non-Executive director.

He was appointed by the Hellenic Republic as Negotiator to the negotiations in relation to the reset of the Motorway Concessions (2012-2013), which have been successfully completed.

He served as Managing Director (2001-2011) and Chief Operating Officer (COO) (1998-2001) of S&B INDUSTRIAL MINERALS S.A and was a member of the company's Board of Directors for 15 years. He worked for Owens Corning in U.S.A. from 1981 until 1998 and from 1994 to 1998 he served as Chairman of the global activities of Synthetic Materials (Composites) and Insulation Materials consecutively.

He is serving as General Secretary of the Hellenic Federation of Enterprises (SEV) and Chairman of the Hellenic Federation of Enterprises Committee for Sustainable Development. From 2005 to 2009, he served as Chairman of the Greek Mining Enterprises Association (S.M.E.). He is also a member of the Board of Directors of Alpha Bank and of FUTURE PIPE INDUSTRIES in DUBAI.

He studied Political Sciences (BA) and Business Administration (MBA) at HARVARD UNIVERSITY.

#### **Mr. VASSILIOS ZARKALIS**

#### Born in 1961.

Executive Director since 14.06.2013.

Head of the Group's U.S. Region.

He was the Chief Financial Officer (CFO) of the Group from 2010 until May 2014 and an Executive Director for Business Development and Strategic Planning from 2008 until 2010.

For 18 years, he held a number of global business leadership positions in USA and Switzerland with the Dow Chemical Co. Among others, he served as Vice President of Dow Automotive, Business Director for Specialty Plastics & Elastomers, Business Director for Synthetic Latex, etc.

He holds a bachelor's degree in Chemical Engineering from the NATIONAL TECHNICAL UNIVERSITY OF ATHENS (1985) and a master's degree (MSc) from the PENNSYLVANIA STATE UNIVERSITY in USA (1987).

## Mr. NELLOS KANELLOPOULOS

Born in 1964.

Executive Director since 24.6.1992.

He was the External Relations Director of TITAN GROUP from 1996 until May 2016.

He was previously a senior officer in the Sales Division of the Company (1990-1996) and a senior officer at IONIA S.A. (1989 and 1990).

He is Chairman of the Board of Directors of the PAUL AND ALEXANDRA CANELLOPOULOS FOUNDATION and a member of the Board of Directors of the HELLENIC CEMENT INDUSTRY ASSOCIATION.

## Mr. TAKIS-PANAGIOTIS KANELLOPOULOS

Born in 1968.

Executive Director since 10.5.2007.

Investor Relations Director of TITAN Group from 2001 until May 2016.

From 1995 to 2001, he was a senior officer in the Finance Department of TITAN Group. He had worked previously as a financial analyst in AIG and the Financing Division of EFG EUROBANK.

He is also a member of the Board of Directors of CANELLOPOULOS ADAMANTIADIS INSURANCE Co. (AIG Hellas) and GRIVALIA PROPERTIES REIC and as a member of the UNION OF LISTED COMPANIES (ENEISET).

He studied Economics (BA) at BROWN UNIVERSITY in U.S.A. and Business Administration (MBA) at the NEW YORK UNIVERSITY / STERN SCHOOL OF BUSINESS in U.S.A..

## Mr. MICHAEL KOLAKIDIS

Born in 1954.

Executive Director since 12.1.2016.

Titan Group CFO since 2014 and Senior Strategic Advisor.

He started his career at Citibank Greece as Head of Corporate Finance and Local Corporate Banking (1979 – 1993). In 1993 he was appointed executive Vice Chairman at the National Bank of Greece and Vice Chairman at ETEBA Bank S.A.

From 1994 to 2000, he served as CFO of TITAN Group and was also responsible for a number of acquisitions in S.E. Europe and the U.S.. He also served as an executive director of the Board of the Company (1998-2001).

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. From 2007 to 2013 he was Deputy Chief Executive Officer – Group Risk Executive (2007 – 2013) of EFG Eurobank Ergasias S.A.

He is also a member of the Board of Directors of EUROBANK CYPRUS Ltd.

He has a B.Sc. degree in Economics from the LONDON SCHOOL OF ECONOMICS and an MBA from the LONDON BUSINESS SCHOOL.

## Mr. DOROS KONSTANTINOU

Born in 1950.

Non-executive Director since 14.06.2013 (2nd term).

Chairman of the Audit Committee.

He is a non-executive director and member of the Audit Committee of the Board of Directors of Frigoglass S.A.I.C.

He was appointed Managing Director of Coca-Cola Hellenic Group (2003-2011) and of Frigoglass S.A.I.C. (2001-2003).

He started his career in Price-Waterhouse (1975-1985) and he then joined the management team of Hellenic Bottling Company (3E), where he was appointed Finance Director of the Industrial Division of the Group (1992-1995) and he later became the Deputy Chief Financial Officer of the Group (1995-1996) and Chief Financial Officer (1996-2000).

He studied economics in the UNIVERSITY OF PIRAEUS, from which he graduated in 1974, specializing in Business Administration.

## Mrs. DOMNA MIRASYESI-BERNITSA

Born in 1960.

Independent, Non-Executive Director since 14.06.2013 (2nd term).

Chairman of the Nomination and Corporate Governance Committee.

She is a qualified lawyer, member of the Athens Bar Association. She is also a Partner at M&P Bernitsas Law Offices.

She has worked as a legal advisor at the Special Legal Service of the Ministry for Foreign Affairs (1986-1987) and at the Department of Political Science and Public Administration of the University of Athens (1985-1990). She is also a member of the Board of Directors of St. Catherine's British School.

She holds a bachelor's degree from the Law School of the UNIVERSITY OF ATHENS and has obtained a master's degree (LL.M) in European Law from the LONDON SCHOOL OF ECONOMICS.

## Mrs. ALEXANDRA PAPALEXOPOULOU – BENOPOULOU

Born in 1966.

Executive Director since 23.05.1995.

Strategic Planning Director of TITAN Group since 1997.

From 1992 to 1997 she worked as a senior officer in the Group Exports Division. Previously, she had worked for the OECD and the consultancy firm BOOZ, ALLEN & HAMILTON in Paris.

She is a member of the Board of Directors and Treasurer of the PAUL and ALEXANDRA CANELLOPOULOS FOUNDATION, and a member of the Board of Directors of "ALBA College of Business Administration" Association. Since June 2015 she is also a member of the Board of Directors of Coca-Cola HSC AG.

She has served as a member of the Board of Directors of the National Bank of Greece (from 2010 until July 2015), of FRIGOGLASS (from 2003 until February 2015) EMPORIKI BANK (from 2007 until 2009).

She studied Economics at the SWARTHMORE COLLEGE, USA, and Business Administration (MBA) at INSEAD, Fontainebleau, France.

## Mr. PLOUTARCHOS SAKELLARIS

Born in 1964.

Independent, Non-Executive Director since 14.06.2013 (2nd term).

Member of the Audit Committee.

He is a Professor of Economics and Finance at the Athens University of Economics and Business. He was Vice President of the European Investment Bank (2008-2012). Prior to joining the EIB, he held the position of the Chairman of the Council of Economic Advisers at the Greek Ministry of Economy and Finance and was representing Greece in the Economic and Financial Committee of the European Union and acted as Deputy to the Finance Minister at the Eurogroup and ECOFIN Councils, as well as Alternate Governor for Greece at the World Bank. He has also been a member of the Board of Directors of the National Bank of Greece and of the Greek Public Debt Management Agency.

He has taught at the Department of Economics at the University of Maryland, USA and other Universities and he has worked as Economist at the Federal Reserve Board and as Visiting Expert at the European Central Bank (ECB).

He has graduated from BRANDEIS UNIVERSITY, in U.S.A. (B.A.) in Economics and Computer Science. He also holds a Ph.D. in Economics from YALE UNIVERSITY.

## **Mr. PETROS SABATAKAKIS**

Born in 1964.

Independent, Non-Executive Director since 2010 (3nd term).

Member of the Remuneration Committee.

He is a member of the Board of Directors of National Bank of Greece since 2010. He was Chief Risk Manager for CITIGROUP Inc. (1999-2004) and member of the Management Committee and Director of CITICORP and CITIBANK, N.A. From 1992 to 1997, he was in charge of the financial services subsidiaries of the AMERICAN INTERNATIONAL GROUP, its treasury operations, as well as the market and credit risk activities. He was a member of the executive committee and partner of C.V. STARR. He has also worked at CHEMICAL BANK (now J.P. MORGAN CHASE). He has served as Chairman of PLAN INTERNATIONAL and CHILDREACH (Non-profit Organization), a trustee of the ATHENS COLLEGE in Greece, and a Chairman of the GENNADIUS LIBRARY.

He has earned three degrees from COLUMBIA UNIVERSITY: a bachelor's degree (B.Sc.), a master's degree in Business Administration (M.B.A) and a Ph.D. in Economics.

## Mrs. IRO ATHANASSIOU

Independent, Non-Executive Director since 17 June 2016 (1st term) Chairman of the Remuneration Committee Member of the Nominations and Corporate Governance Committee Mrs. Athanassiou is Chairman and Managing Director of Unilever in Greece and Cyprus since 1 December 2013. She is the first woman to lead the company, since its establishment, after a 28-year successful career in Marketing, Sales and Exports, both in Greece and abroad. She is an independent non-executive director on the Board of Directors of Piraeus Bank, director on the Board of the Foundation for Economic and Industrial Research (IOBE), director on the Board of the Association of Greek Commercial Food Companies (SEET), director on the Board of the Hellenic-Dutch Association (HEDA), member of the Board of the Hellenic Management Association (EEDE), and member of the Hellenic Institute of Marketing (EIM), the Women's Organization of Managers and Entrepreneurs (TOGME), the Leadership Sector (THGE), and the Association of Chief Executive Officers (EASE). She holds a BA (Hons) in Marketing & Management from Deree, The American College of Greece and an MSc in International Relations and Personnel Management from the London School of Economics and Political Sciences.

#### **Mr. ALEXANDER MACRIDIS**

Independent, Non-Executive Director since 17 June 2016 (1st term) Member of the Remuneration Committee

Mr. Macridis is Chairman and managing Director of Chryssafidis S.A., a construction materials distribution company founded in 1882 and operating in the Balkans and Africa. He is a member of the Board of Aegean Airlines, IOBE, The American College of Greece and Alba. He is currently the Treasurer of the Federation of Greek Industries (SEV) and serves on the Yale President's Council on International Activities. He holds a BA in Economics and Political Science from Yale College, a JD from Yale Law School and an MBA from Harvard Business School.

#### Mrs. IOANNA PAPADOPOULOU

Independent, Non-Executive Director since 17 June 2016 (1st term) Member of the Audit Committee.

Mrs. Papadopoulou is Chairman and Managing Director of E.J. Papadopoulos S.A., Biscuit & Food Products Manufacturing Company, which was founded in 1922. She also holds the position of Chairman and Managing Director of Greek Food Products S.A. and IKE Akinita S.A. She has studied Food Chemistry in England.

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