

Interview with the Chair of the Group Executive Committee

“2025 was a year of real progress for TITAN Group everywhere we operate – powered by our people and guided by a clear sense of purpose. Through several bold and forward-looking steps, including a new strategic growth plan, we elevated our performance and enhanced the value we create for our customers, communities, and shareholders.”

Marcel Cobuz

Chair of the Group Executive Committee



2025 was an important year for TITAN. How would you describe it?

2025 was a year of real progress for TITAN Group everywhere we operate – powered by our people and guided by a clear sense of purpose and record achievements. We grew stronger financially, expanded into new markets, advanced our decarbonization, innovation, and digital agendas, and delivered increasing value to customers, communities, and shareholders.

What stands out most is the collective effort behind these achievements. Across our operations, teams brought energy, ideas, and determination. Our Board of Directors offered a steady perspective. And our core shareholding family continued to support our long-term vision. This shared commitment is one of TITAN's defining strengths.

Our financial performance reflected this momentum, with resilient results in the US and strong results across Greece and other main markets, including a turnaround in Egypt, and with Group record results in terms of sales of €2.67 billion and an EBITDA margin expansion of 60 bps (LfL). Our ROCE performance is also one of the best in class, in a year when we continued investments at a high level of €285 million. Each result tells the same story: focused execution and a company that continues to raise its ambitions while creating value for customers. How proud we are to see the value of our materials demonstrated in data centers in Virginia, in demanding environments such as the Space Coast in Florida, and in The Ellinikon urban regeneration project in Athens. I am very thankful to all our teams for their outstanding effort.

Growth was central in 2025. What shaped that progress?

Our “Building for Green Growth” strategy has been a strong engine of performance over the past three years. In 2025, we elevated it further through several bold and forward-looking steps while continuing building our execution capabilities.

One highlight was the listing of Titan America on the New York Stock Exchange. It marked a new chapter – one that strengthens our position and opens new opportunities for the future in one of the most promising building and infrastructure materials markets. We also extended our heavy materials footprint in important geographies, including Greece, the UK, India, France, and Türkiye. Our capabilities in sales and marketing, logistics and supply chain, as well as in operations and advanced technologies, developed at a faster pace. This acceleration marks our solid steps in transforming the Group and strengthening its readiness and agility in a new geoeconomic context marked by macro disruptions, the regionalization of the supply chain, and rising demand for more innovative and sustainable materials in an increasingly digitalized industry.

TITAN is diversifying its portfolio. How does this direction support future growth?

Construction needs are evolving quickly, and 2025 was a year when we leaned into this shift.

We strengthened our positions in Türkiye, Western Europe, and the US. We invested in our Alternative Cementitious Materials platform, with new projects in India and the UK. And we added new capabilities in precast and technical mortar solutions in Southern Europe.

This is about creating a broader, more resilient business – but it's also about readiness. Customers and communities are seeking materials that perform better and support a lower-carbon future. We aim to meet those needs early and at scale.

At the heart of this evolution is our relationship with customers. We are working more closely with them, understanding their challenges, and designing solutions through our Edge and Premium brands.

Innovation seems to be accelerating. What's driving this momentum?

Innovation at TITAN is becoming more open, more collaborative, and more ambitious.

In 2025, we deepened partnerships in automation, carbon management, and new materials. We advanced our Innovation Hub in Florida and initiated the establishment of a Center for Advanced Technologies in Patras – which will allow us to test and scale new ideas.

We also expanded our venture portfolio, backing startups that are pushing the boundaries of what is possible in building materials both in the US and Europe.

And inside the organization, innovation is flourishing. Our annual Ideation Challenge attracted more than 350 proposals from colleagues across regions and disciplines. That level of engagement is inspiring – it shows a workforce that is curious, confident, and eager to shape the future of TITAN as a learning organization.

Digital capabilities continue to evolve fast. Where does TITAN stand today?

Digital technology is now a core part of how we run our business. Two thirds of our plants operate with advanced digital systems that help us optimize production, anticipate maintenance needs, improve reliability, and transform our entire value chain.

Our AI-based optimization tools – now in use across more than 80% of our process assets – are delivering strong results in efficiency and energy performance. In Florida, our new logistics optimization platform has already increased customer satisfaction and service levels.

Our partnership with UC Berkeley and the establishment of an incubator in Thessaloniki are new catalysts, bringing cutting edge-academic insight directly into our digital and innovation efforts. We will continue investing in this area as digital tools become second nature to our teams, enabling faster decisions, safer operations, and a more agile way of working.

Sustainability performance received strong recognition in 2025. What does that signify?

These recognitions reflect the steady progress our teams are making every day. Our CO₂ emissions continue to decline, falling to 594 kg/t cementitious product, in line with external commitments. Our water consumption metrics also remained well below target at 230 l/t, giving us the first ever “A” score in CDP Water Security.

Being recognized again among Europe's Climate Leaders by the *Financial Times*, featured for the second year by *TIME* magazine as one of the world's most sustainable companies, and achieving CDP Leadership status for the fifth year in a row – all underscore our consistent, measurable progress.

Sustainability is woven into how we produce, invest, innovate, and partner with customers. A source of resilience and competitiveness, it guides many of our choices as we look ahead.

People were central to TITAN's progress in 2025. What were the key developments?

Our teams are the heartbeat of TITAN. In 2025, nearly 1,000 new colleagues joined us, bringing fresh ideas, expertise, and enthusiasm.

We have been challenged on safety performance in Greece and are determined to step up. We are strengthening our safety program with clearer expectations and more powerful systems, aiming for an improved performance everywhere we operate. We significantly expanded learning and leadership development – launching a new learning hub focusing on industrial learning, as well as sales and marketing playbooks, and enhancing digital upskilling and coaching programs. The objective is simple: to help our people grow and thrive in a rapidly changing industry.

What gives me the greatest optimism is the company spirit I witness during my field visits. There is a strong sense of purpose and a belief that each person can learn and contribute to shaping our next chapter.

Looking ahead, what does “TITAN Forward 2029” represent?

The “TITAN Forward 2029” strategy, developed with the contribution of our local and central leadership, is our roadmap for the future. It focuses on delivering superior performance, improving our cost base, and strengthening our core business materials – cement and aggregates – while continuing to invest in our routes to the market. It also emphasizes our faster-paced expansion in Alternative Cementitious Materials across the value chain – from sourcing to bringing next-generation materials to the market. And it provides for increased investments in advanced product platforms and new technologies, but also in the continued development of our people.

The strategy reflects our ambition to lead in the building materials sector – creating solutions that support resiliency and a lower-carbon future while delivering best-in-class returns and remaining a preferred investment for our shareholders.

As we enter 2026, we carry strong momentum and a shared sense of direction. TITAN is evolving, and the opportunities ahead are exciting.