

## Group performance

# Performance overview

We use a range of financial and non-financial measures to assess our business performance and our progress against our strategic priorities.

Key financial measures			
Turnover	Relevance	2014 performance	What's next?
Turnover is revenue received from the sale of goods and services to customers in all regions of operations.	Turnover is an important measure to assess the growth of a business.	<b>€1,158.4m</b>	TITAN aims to capture market growth in its key markets and to strengthen its performance. Read more on page 14.
EBITDA	Relevance	2014 performance	What's next?
EBITDA is the organic profitability excluding interest, tax, depreciation and amortization.	It is used to analyze profitability between companies.	<b>€181.6m</b>	TITAN aims to strengthen its profitability focusing on growth opportunities. Read more on page 14.
Key social measures			
Social investment	Relevance	2014 performance	What's next?
We contribute both financial and non-financial resources toward local development through a range of programs and activities.	Our social investments are strongly aligned with the material issues for the Group and help us deal with concerns around health and safety, community relations and our socio-economic impacts.	<b>€2.2m</b> Donations made by our companies in 2014.	TITAN will continue to make strategic social investments to address safety, healthcare, poverty, unemployment and environmental awareness. Read more on page 7, 22, 25.
Engagement	Relevance	2014 performance	What's next?
Within the context of our corporate value of Continuous Improvement, we are committed to a constant process of internal review and analysis. It has been proven that one of the most effective ways to do this is to listen to your employees.	Employees are one of the most important stakeholder groups of our operations. Our stakeholder engagement strategy includes employee engagement and our new Employee Opinion Survey was launched in 2014.	<b>81%</b> was the overall response to our Employee Opinion Survey. This survey was cascaded in all countries and operations in waves, reaching 60% of our employees in Q3 and Q4 in 2014.	In 2015, the remaining countries and operations will receive the survey and action plans will be drawn up to address the focus areas identified by our employees. Before 2020, a new survey cycle will take place, measuring the improvement resulting from these action plans. Read more on page 20.

Key employee measures			
LTI frequency rate	Relevance	2014 performance	What's next?
Reducing lost time incidents (LTIs) is an important focus for our Health and Safety efforts at our plants and in our operations generally globally.	We constantly strive to raise the safety performance of direct employees and contractors.	<b>-29%</b> Percentage change in LTIFR for direct employees in 2014, compared to 2010.	We continue to undertake specific actions to strengthen the safety performance of our business units, including site audits, training and publishing new guidelines. Read more on page 18-19.
Training man-hours	Relevance	2014 performance	What's next?
Our overall investment in training hours is consistently high. We regard it as important to not only enhance current know-how and so improve our operational efficiency, but also to guide people toward best practices.	Our focus is on providing training activities that are aimed at supporting a cultural shift in our organization.	<b>130,067</b> Total training man-hours in 2014. This included our Self-Training E-learning Program (STEP), with new modules and sections, for developing our future managers, as well as stakeholder engagement training in our Egyptian operations.	The aim is to increase the training investment in the areas linked with our 2020 Sustainability goals. Read more on page 20-21.
Key environmental measures			
CO <sub>2</sub> emissions	Relevance	2014 performance	What's next?
These are defined as specific CO <sub>2</sub> emissions (kg/t <sub>Product</sub> ).	Specific CO <sub>2</sub> emissions provide a measure to monitor our performance against climate change.	<b>-16%</b> From 1990 (year base).	We aim to increase the use of alternative fuels and decrease the average clinker content of our cement, taking into account the specific conditions of the areas in which we operate. Read more on page 25-27.
Alternative fuels use	Relevance	2014 performance	What's next?
Percentage of alternative fuels in the total fuel mix (% <sub>Thermal basis</sub> ).	The use of alternative fuels allows for the conservation of natural resources as well as the reduction of direct CO <sub>2</sub> emissions.	<b>+37.7%</b> Compared to 2013.	We are working on developing the conditions that will allow the introduction of such fuels in new areas as well as further increasing their usage in existing areas. Read more on page 25-27, 34-35.