

# 2018 PDR Result

EBITDA : 44.9%

Productivity (Vol/HC vs LY) : 4.40%

Absenteeism : 1.3 %

Absenteeism individual: (see slide with individual scheme )

BQA: 86.4%



# PDR REWARD SCHEME 2018-2020

Proposal elaborated on new PDR scheme 442.5 - 602.5

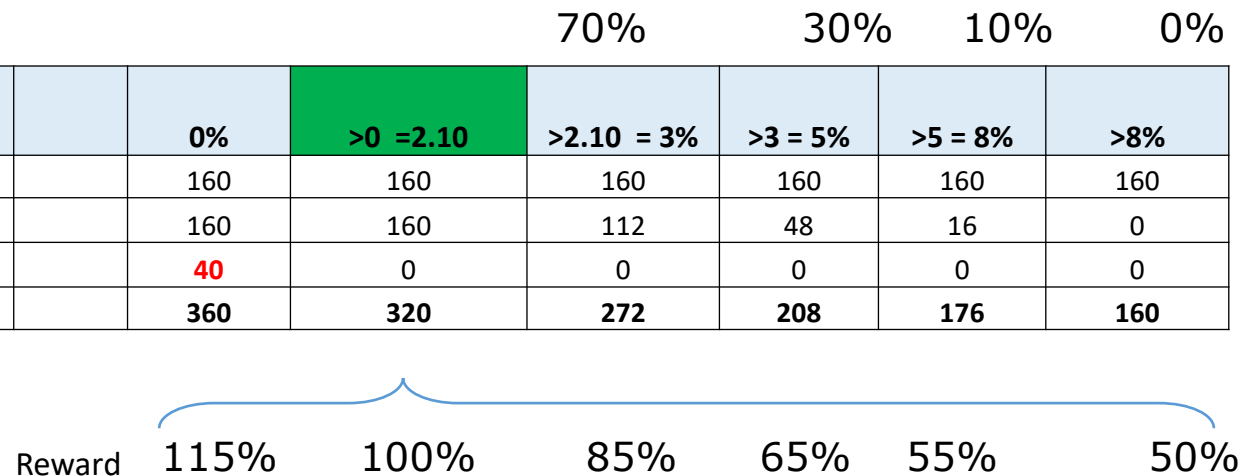
INDEX WEIGHT

15%	<b>EBITDA -</b>						
	2018-2020 EBITDA	<1%	1.00%	12.00%	20.00%	26.00%	≥ 32.0%
	<b>Payout</b>	-	48.75	73.13	97.50	105.30	120.00
35%	<b>PRODUCTIVITY</b>						
	2018-2020	<4.40%	4.40%	6.00%	8.00%	10.00%	12.00%
	<b>Payout</b>	-	113.75	170.63	227.50	245.70	280.00
40%	<b>ABSENTEEISM</b>						
	2018-2020 goal	>2.38%	2.38%	2.22%	2.10%	2.06%	≤2.00 %
	<b>Payout</b>		65.00	97.50	130.00	140.40	160.00
	<b>ABS individual scheme ON goal payout</b>		65.00	97.50	130.00	140.00	160.00
10%	<b>QUALITY</b>						
	2018-2020 goal	< 85%	85.00%	86.30%	88.90%	89.50%	≥ 91.00%
	<b>Payout</b>		32.50	48.75	65.00	70.20	80.00
	<b>2018 proposal</b>		325	488	650	702	800



# Absenteeism scheme - Individual

		0%	>0 =2.10	>2.10 = 3%	>3 = 5%	>5 = 8%	>8%
Base country reward		160	160	160	160	160	160
Individual bonus		160	160	112	48	16	0
Premium of presence		40	0	0	0	0	0
		<b>360</b>	<b>320</b>	<b>272</b>	<b>208</b>	<b>176</b>	<b>160</b>



Enhancement with the current PDR scheme based on the 2018 results					
	Ebitda	Productivity	Absenteeism	Quality	Total (**)
0%	120	113.75	360.00	48.75	642.50
>0 - 2,10%	120	113.75	320.00	48.75	602.50
> 2,1% - 3%	120	113.75	272.00	48.75	554.50
> 3% - 5%	120	113.75	208.00	48.75	490.50
>5% - 8%	120	113.75	176.00	48.75	458.50
Over 8%	120	113.75	160.00	48.75	442.50
	<b>120</b>	<b>113.75</b>	<b>323.92 (*)</b>	<b>48.75</b>	<b>606.42</b>

(\*) Average of absenteeism index

(\*\*) Total reward FTE

