

2014	NAFTA		EUROPE						
	USA	MEXICO	AUSTRIA	BELGIUM	BULGARIA	CZECH REP.	ESTONIA	FRANCE	GERMANY
1. AVERAGE COST PER OPERATOR HOUR									
a) direct wages - local currency	13,58	24,21	14,22	14,24	2,47	106,45	4,08	13,30	16,35
b) other costs paid to operator - local currency	1,11	5,58	4,83	3,70	0,36	15,52	0,48	3,22	2,38
c) other costs paid by company - local currency	3,01	9,98	6,82	7,46	0,51	36,19	1,35	6,57	3,20
d) total cost per hour - local currency	17,71	39,77	25,87	25,40	3,34	158,16	5,91	23,09	21,93
e) rate of exchange as of June 30, 2014 US\$ 1 =	1,00	12,98	0,73	0,73	1,43	20,05	0,73	0,73	0,73
f) total cost in US \$	17,71	3,06	35,42	34,77	2,33	7,89	8,09	31,61	30,03
g) ratio to US cost: %	100,00	17,31	200,05	196,34	13,16	44,55	45,69	178,52	169,58
2. OPERATOR HOURS									
a) normal hours / operator / day	8	8	8	8	8	8	8	8	8
b) normal hours / operator / week	40	44	40	39	40	38	40	35	38
c) normal hours / operator / year	1.997	2.236	1.760	1.679	1.936	1.752	1.868	1.620	1.743
d) normal equivalent days / operator / year	250	280	220	213	242	219	234	216	229
3. OVERTIME %									
a) over normal pay - weekdays more than 3 hours	50	100	50	50	50	25	100	40	35
b) over normal pay - national and religious holidays	50	100	100	100	100	25	50	100	115
4. SHIFT PREMIUM %									
a) second shift	0	0	0	7	0	10	20	30	12
b) night shift	5	0	30	20	10	10	75	30	25
c) over normal pay - weekend	0	0	25	55	0	10	0	45	50
5. MILL OPERATION									
a) mill operating days / year	316	294	310	282	282	260	289	215	282
b) mill operating hours	7.584	7.056	7.440	6.768	6.768	6.240	6.936	5.160	6.768

2014	EUROPE							
	IRELAND	ITALY	LATVIA	POLAND	PORTUGAL	SLOVENIA	SPAIN	UK
1. AVERAGE COST PER OPERATOR HOUR								
a) direct wages - local currency	14,79	10,19	2,76	13,38	4,92	4,30	9,31	10,47
b) other costs paid to operator - local currency	1,68	2,54	0,30	1,20	0,95	1,62	1,46	1,18
c) other costs paid by company - local currency	2,03	3,83	0,65	2,73	1,17	0,95	3,38	2,39
d) total cost per hour - local currency	18,50	16,56	3,72	17,32	7,04	6,86	14,15	14,04
e) rate of exchange as of June 30, 2014 US\$ 1 =	0,73	0,73	0,51	3,04	0,73	0,73	0,73	0,58
f) total cost in US \$	25,33	22,67	7,25	5,70	9,64	9,39	19,37	24,01
g) ratio to US cost: %	143,02	128,02	40,95	32,21	54,41	53,05	109,38	135,61
2. OPERATOR HOURS								
a) normal hours / operator / day	8	8	8	8	8	8	8	8
b) normal hours / operator / week	39	38	40	40	39	40	40	38
c) normal hours / operator / year	1.832	1.752	1.888	1.832	1.816	1.800	1.792	1.744
d) normal equivalent days / operator / year	229	219	236	229	227	225	224	218
3. OVERTIME %								
a) over normal pay - weekdays more than 3 hours	50	45	50	50	20	40	50	30
b) over normal pay - national and religious holidays	100	45	50	100	25	100	50	75
4. SHIFT PREMIUM %								
a) second shift	10	5	20	50	0	10	10	10
b) night shift	20	35	100	50	30	30	33	10
c) over normal pay - weekend	50	0	50	50	0	100	0	0
5. MILL OPERATION								
a) mill operating days / year	286	290	292	290	252	252	258	252
b) mill operating hours	6.864	6.960	7.008	6.960	6.048	6.048	6.192	6.048

	EUROPE		MIDDLE EAST & AFRICA				SOUTH AMERICA	
2014	SWITZERLAND	TURKEY	ISRAEL	MOROCCO	S. AFRICA	TUNISIA	ARGENTINA	BRAZIL
1. AVERAGE COST PER OPERATOR HOUR								
a) direct wages - local currency	31,85	6,67	36,20	18,49	23,32	2,77	20,93	5,01
b) other costs paid to operator - local currency	4,91	3,23	4,38	2,19	5,83	1,99	4,81	0,38
c) other costs paid by company - local currency	8,78	1,71	3,57	4,96	2,14	0,59	5,34	1,75
d) total cost per hour - local currency	45,55	11,61	44,16	25,64	31,29	5,35	31,09	7,13
e) rate of exchange as of June 30, 2014 US\$ 1 =	0,89	2,12	3,43	8,21	10,63	1,68	8,14	2,21
f) total cost in US \$	51,36	5,48	12,86	3,12	2,94	3,18	3,82	3,22
g) ratio to US cost: %	290,01	30,94	72,65	17,64	16,61	17,97	21,58	18,19
2. OPERATOR HOURS								
a) normal hours / operator / day	8	8	8	8	8	8	8	8
b) normal hours / operator / week	40	45	40	44	42	48	48	44
c) normal hours / operator / year	1.782	2.288	1.867	2.096	2.172	2.144	2.080	2.336
d) normal equivalent days / operator / year	223	305	233	262	272	268	260	292
3. OVERTIME %								
a) over normal pay - weekdays more than 3 hours	25	82	10	25	50	50	50	50
b) over normal pay - national and religious holidays	75	100	150	100	100	85	100	100
4. SHIFT PREMIUM %								
a) second shift	25	0	100	5	25	15	0	0
b) night shift	100	0	125	5	50	45	25	25
c) over normal pay - weekend	75	0	0	0	0	0	0	0
5. MILL OPERATION								
a) mill operating days / year	291	302	278	302	292	314	302	332
b) mill operating hours	6.984	7.248	6.660	7.248	7.008	7.536	7.236	7.968

2014	SOUTH AMERICA		ASIA & OCEANIA						
	COLOMBIA	PERU	AUSTRALIA	BANGLADESH	CHINA	INDIA	INDONESIA	JAPAN	MALAYSIA
1. AVERAGE COST PER OPERATOR HOUR									
a) direct wages - local currency	4.210,05	5,75	30,14	36,01	11,82	52,86	8.669,66	1.758,44	4,72
b) other costs paid to operator - local currency	804,12	0,47	8,42	10,15	1,08	11,80	1.673,24	455,44	1,18
c) other costs paid by company - local currency	1.128,29	1,55	2,44	1,80	3,56	2,81	971,00	329,57	0,93
d) total cost per hour - local currency	6.142,46	7,77	41,00	47,96	16,46	67,47	11.313,90	2.543,45	6,82
e) rate of exchange as of June 30, 2014 US\$ 1 =	1.879,83	2,80	1,06	77,68	6,20	60,09	11.913,91	101,31	3,21
f) total cost in US \$	3,27	2,78	38,67	0,62	2,65	1,12	0,95	25,10	2,12
g) ratio to US cost: %	18,45	15,68	218,36	3,49	14,98	6,34	5,36	141,77	12,00
2. OPERATOR HOURS									
a) normal hours / operator / day	8	8	8	8	8	8	8	8	8
b) normal hours / operator / week	48	48	40	48	46	48	40	40	48
c) normal hours / operator / year	2.264	2.208	1.824	2.496	2.349	2.360	2.016	1.788	2.256
d) normal equivalent days / operator / year	283	276	228	312	294	295	252	224	282
3. OVERTIME %									
a) over normal pay - weekdays more than 3 hours	25	25	100	100	120	100	100	25	50
b) over normal pay - national and religious holidays	75	35	100	100	210	100	150	25	100
4. SHIFT PREMIUM %									
a) second shift	25	15	50	0	2	0	5	10	10
b) night shift	75	30	50	0	4	0	5	40	25
c) over normal pay - weekend	75	0	0	0	15	0	0	0	0
5. MILL OPERATION									
a) mill operating days / year	304	318	300	312	325	349	334	274	330
b) mill operating hours	7.296	7.632	7.200	7.488	7.816	8.376	8.016	6.576	7.920

2014	ASIA & OCEANIA				
	PAKISTAN	S. KOREA	TAIWAN	THAILAND	VIETNAM
1. AVERAGE COST PER OPERATOR HOUR					
a) direct wages - local currency	48,09	9.019,12	231,23	64,36	12.467,59
b) other costs paid to operator - local currency	10,28	857,90	43,86	5,87	1.181,93
c) other costs paid by company - local currency	3,17	478,01	41,67	3,15	1.944,94
d) total cost per hour - local currency	61,53	10.355,03	316,76	73,38	15.594,46
e) rate of exchange as of June 30, 2014 US\$ 1 =	98,79	1.013,03	29,87	32,45	21.136,80
f) total cost in US \$	0,62	10,22	10,61	2,26	0,74
g) ratio to US cost: %	3,52	57,72	59,89	12,77	4,17
2. OPERATOR HOURS					
a) normal hours / operator / day	8	8	8	8	8
b) normal hours / operator / week	48	44	42	48	48
c) normal hours / operator / year	2.256	2.112	1.890	2.240	2.272
d) normal equivalent days / operator / year	282	264	236	280	284
3. OVERTIME %					
a) over normal pay - weekdays more than 3 hours	85	50	50	75	50
b) over normal pay - national and religious holidays	85	50	100	100	100
4. SHIFT PREMIUM %					
a) second shift	0	15	25	0	0
b) night shift	0	50	50	0	20
c) over normal pay - weekend	0	0	0	0	0
5. MILL OPERATION					
a) mill operating days / year	346	340	318	330	335
b) mill operating hours	8.304	8.160	7.632	7.920	8.040



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