

TOUS

**Retail Remuneration System
Russia 2018**



01 Current remuneration system

Individual Sales Performance		Budget			Target	% of personal plan from store plan
	Base Salary	% from personal sales (<90% achievement)	% from personal sales (>=90% <100%)	% from personal sales (>= 100% of Budget - <Target)		
Assistant Manager	25 000	2%	3%	3.50%	3.50%	Personal sales
Seller	70/hour	2%	3%	3.50%	3.50%	Personal sales
Store Performance		Budget			Target	% of personal plan from store plan
	Base Salary	% from personal sales (<90% achievement)	% from personal sales (>=90% <100%)	% from personal sales (>= 100% of Budget - <Target)		
Assistant Managers & Sellers		0.25%	0.50%	0.75%	1.00%	Bonus due to Budget Achievement
		0.25%	0.50%	1%	1.25%	Bonus due to Target Achievement
		Budget			Target	
		<90%	>=90% - <100%	>= 100% of Budget - <Target		
Store Manager (objectives based on Store performance ONLY)	42 400	0%	0.40%	0.60%	0.70%	% from store's sales
Store Manager	1% from own sales					

* - for Europolis, Pearl Plaza and Grand Canyon - 120/hour

Handwritten notes in Russian:

- 89,99
- 80%
- 90%
- 90%
- 25 000
- 70/hour
- 0,25%
- 0,50%
- 0,50%
- 0,40%
- 0,60%
- 0,70%
- 1% from own sales
- 5.000.000
- 250 000
- 500 000



03 *Remuneration system objectives*



Fair



Balanced



Motivating



Simple

04 *Current system vs new objectives*



Fair



Balanced



Motivating



Simple

05 *Current system vs new objectives*



Fair



Balanced



Motivating



Simple

06 *Current system vs new objectives*



Fair



Balanced



Motivating



Simple

07 *Current system vs new objectives*



Fair



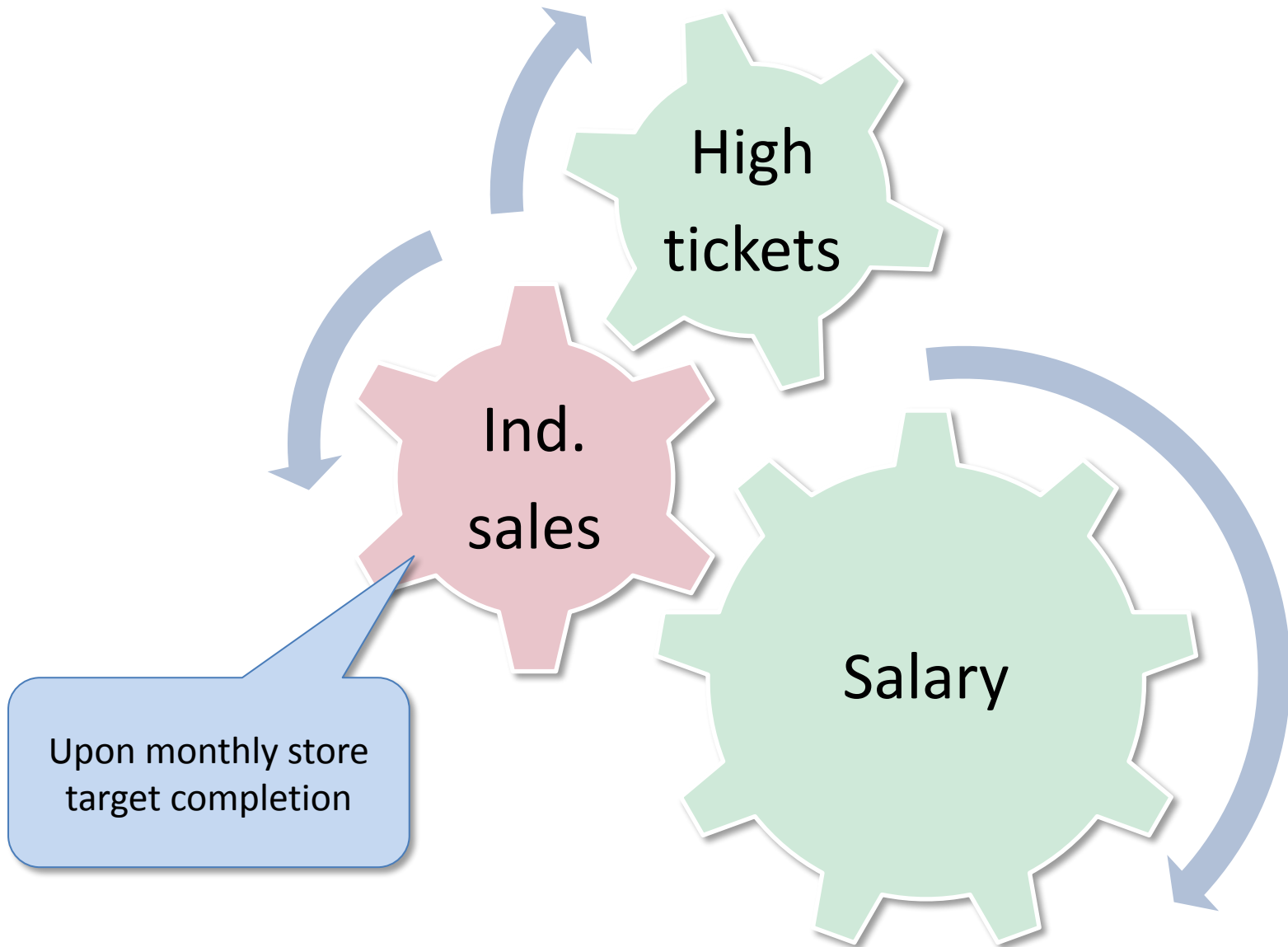
Balanced



Motivating



Simple



09 *New remuneration terms*

TOUS Russia 2018 remuneration terms

Store Category	Position	Fixed	Variable*			
		Monthly base salary Gross	Monthly store sales %	Monthly individual sales for stores that met budget %**	Monthly individual sales for stores that hadn't met budget %**	Monthly individual High Ticket %***
A	Store Manager	65 000 RUB	0,6%	N/A	N/A	6%
	Assistant Manager	35 000 RUB	N/A	3,4%	1,7%	
	Sales Associate	30 000 RUB				
B	Store Manager	50 000 RUB	0,6%	N/A	N/A	6%
	Assistant Manager	35 000 RUB	N/A	3,1%	1,55%	
	Sales Associate	30 000 RUB				
C	Store Manager	50 000 RUB	0,6%	N/A	N/A	6%
	Assistant Manager	35 000 RUB	N/A	2,6%	1,3%	
	Sales Associate	30 000 RUB				

* paid upon 100% monthly store target accomplishment

** excluding individual High Ticket sales

*** High ticket is not less than 45.000 RUB Gross

10 Store categories

Atrium	A
Evropeisky	A
Mega Teply Stan	A
Metropolis	A
Vegas	A
Nikolskaya	A
Nevsky Center	B
Erevan Plaza	B
Mega Belaya Dacha	B
Kapitoly	B
Galeria	B
Aviapark	B
Raikin Plaza	B

Vegas DME	C
Oceania	C
Grand Canyon	C
Columbus	C
Festival	C
Kuntsevo Plaza	C
MoreMall	C
Pearl Plaza	C
Vegas Kuntsevo	C
Raduga	C
Europolis	C
Okhotny Ryad	C
AVENUE SOUTHWES	C
MEGA KHIMKI	C
FLASH OUTLET RUS	C



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