

# S&P 500 2013 CEO COMPENSATION

JULY 2014

**Sana Ahmedani, Ted Jarvis**

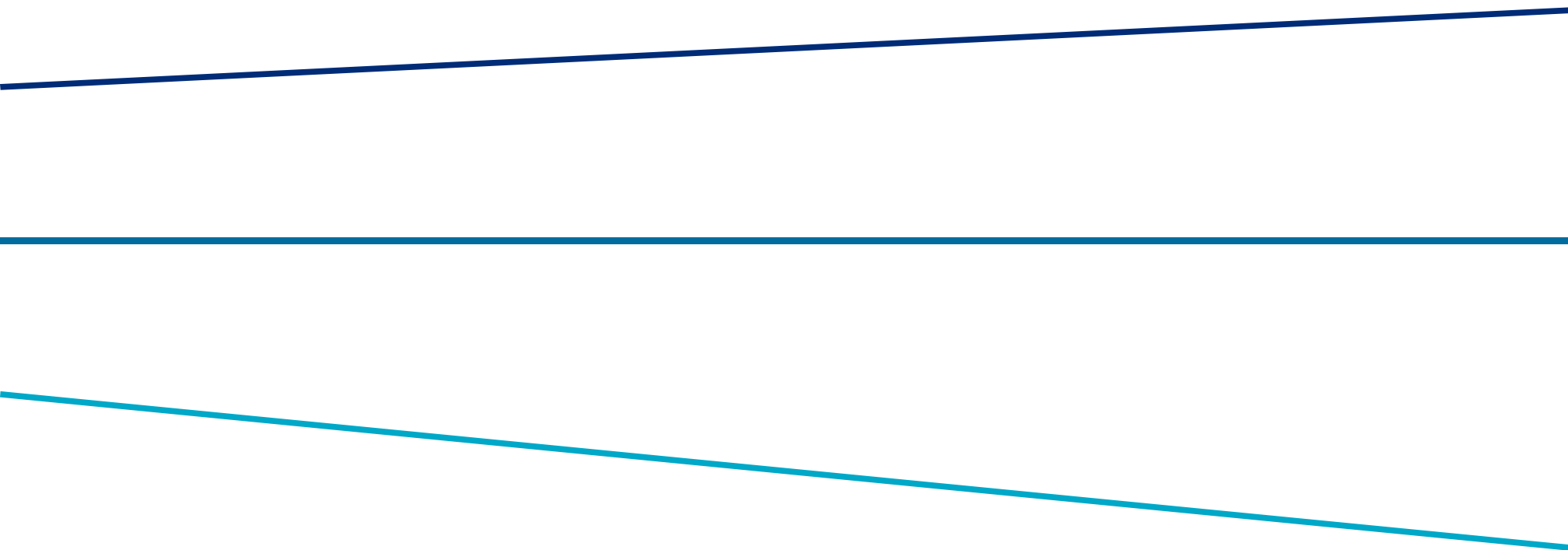
# 2013 CEO Compensation

## Contents

- Sample Description & Methodology
- Company Characteristics & Performance
- Compensation Summary
- Base Salary
- Short-Term Incentives
- Total Actual Annual Compensation
- Long-Term Incentives
- Total Direct Compensation
- Nonqualified Retirement Plan Benefits
- Appendices
  - List of companies
  - Retirement Plan Methodology and Definitions

Section #1

# Sample Description & Methodology

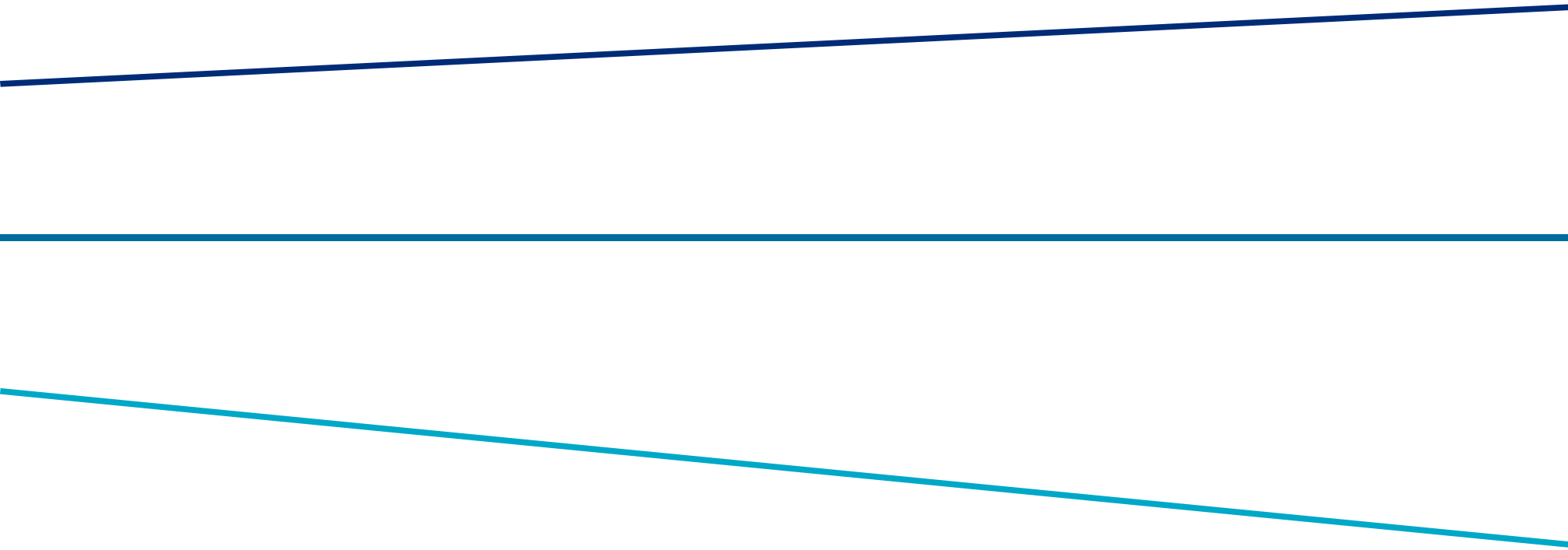


# Sample Description & Methodology

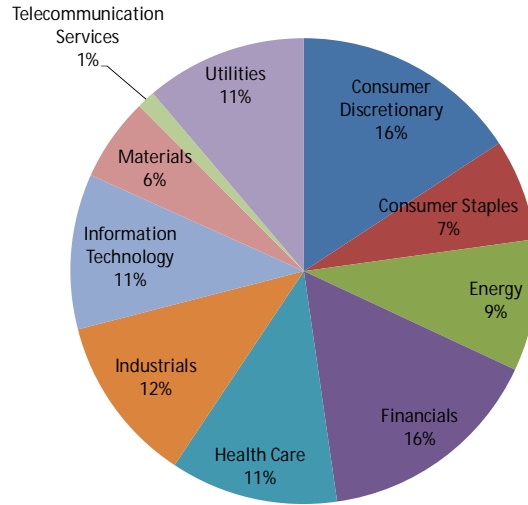
- Sample
  - Includes 240 companies in the S&P 500 (companies with published compensation data for 2011-2013 as of April 30, 2014)
  - Data are shown both for the entire sample, S&P 100 companies (itself a recognized index), and Other 400 companies (those companies in the S&P 500 that are not in the S&P 100)
- Methodology
  - Year-over-year data are shown on a “constant company” basis, not median-to-median
  - Mandatory deferrals of Short-Term Incentives are included in Long-Term Incentives
  - Performance awards valued on the basis of Target (when both Target and Maximum are disclosed) or 80% of Target or Maximum (when only Target or Maximum is disclosed)

Section #2

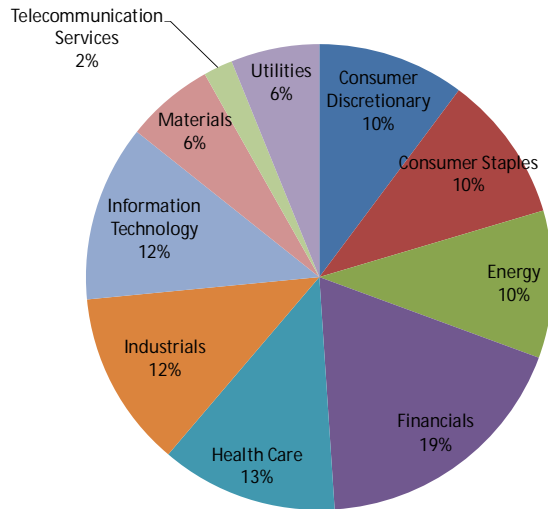
# Company Characteristics & Performance



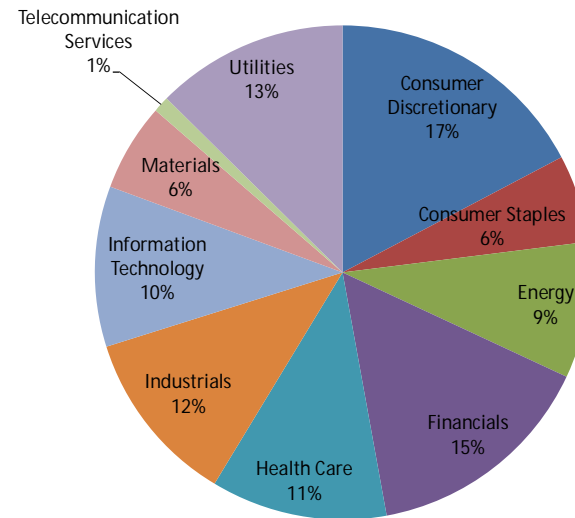
## Industry Breakout S&P 500 Companies



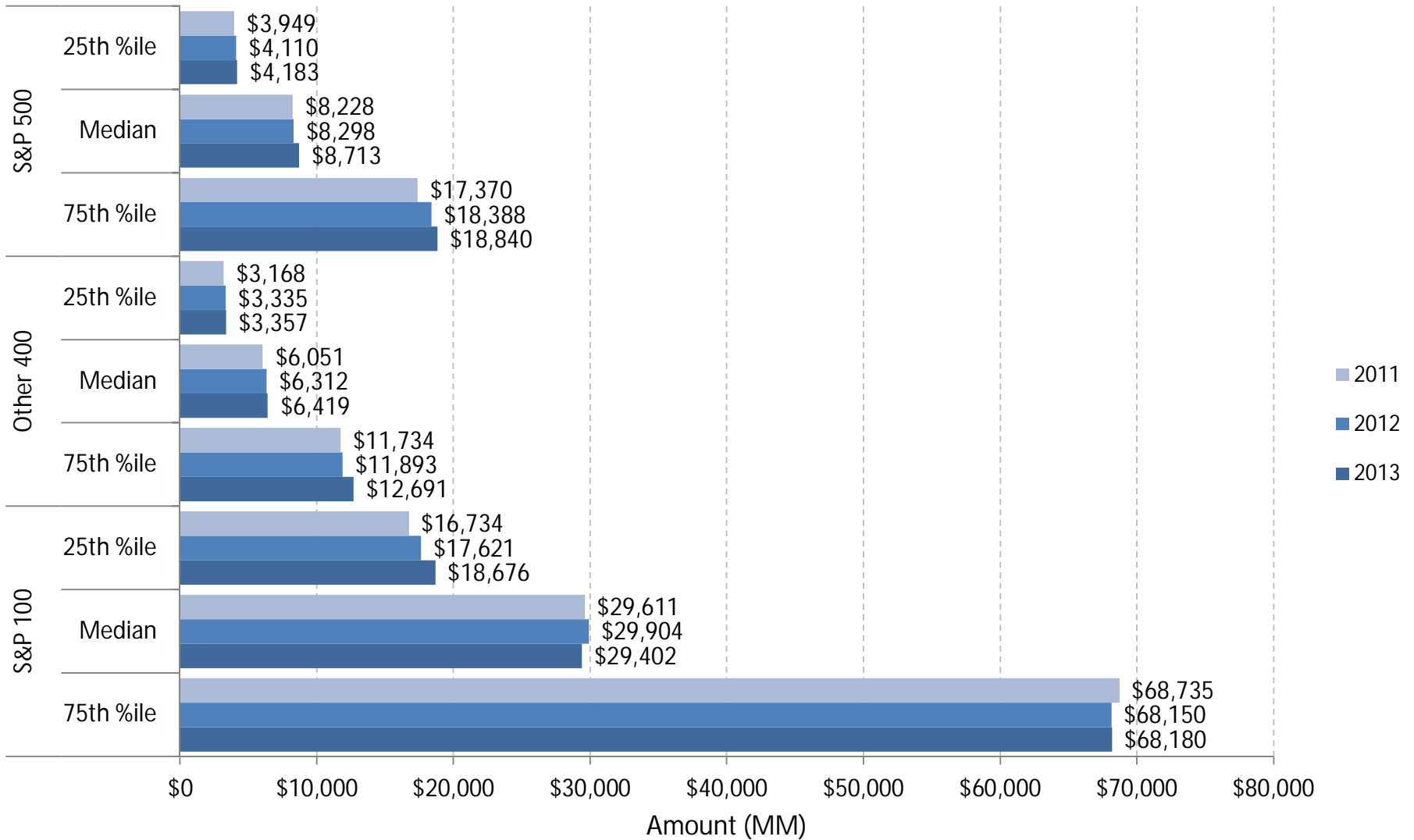
## Industry Breakout S&P 100 Early Filers



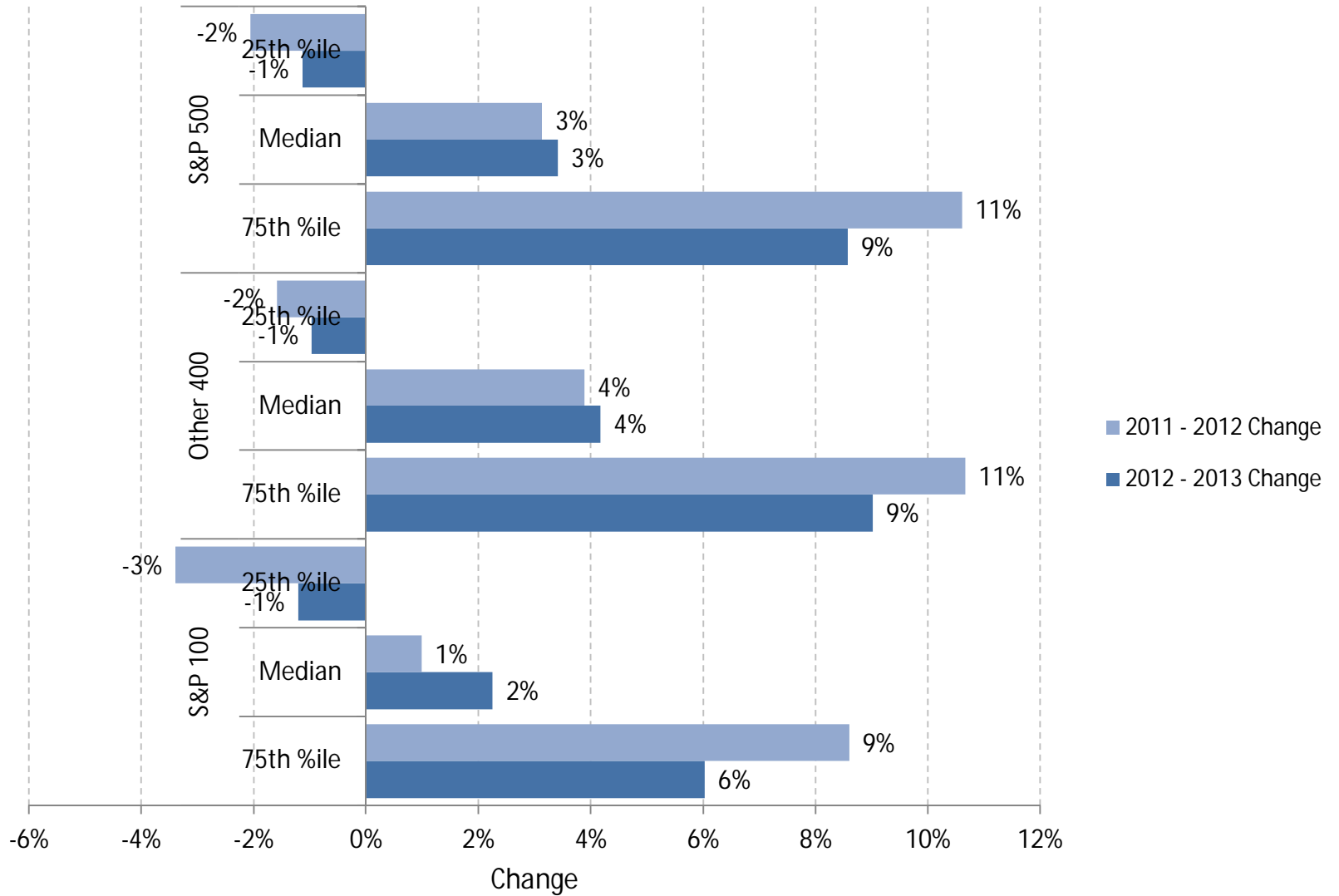
## Industry Breakout Other 400 Early Filers



# Revenue S&P 500 Companies



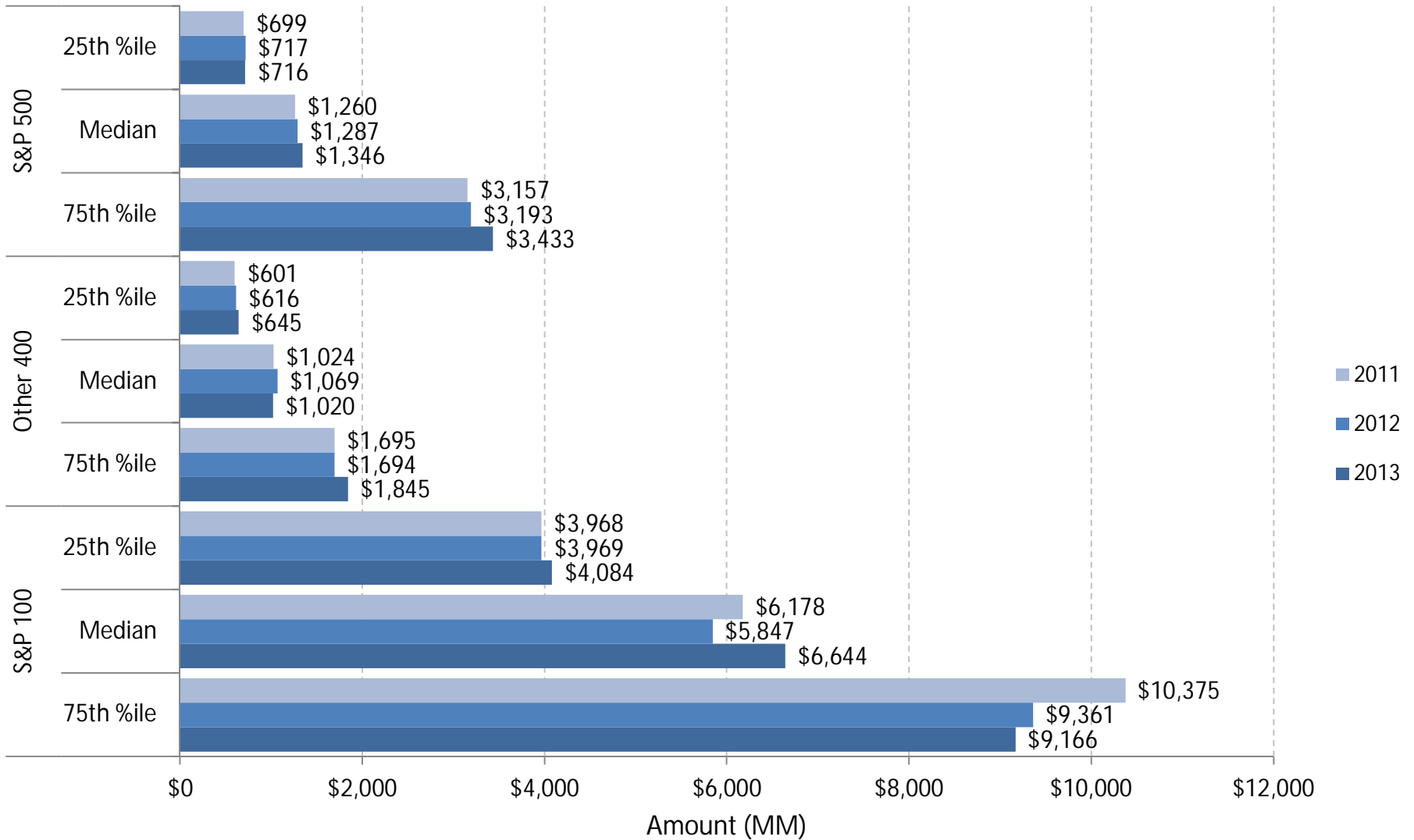
# Revenue Change S&P 500 Companies



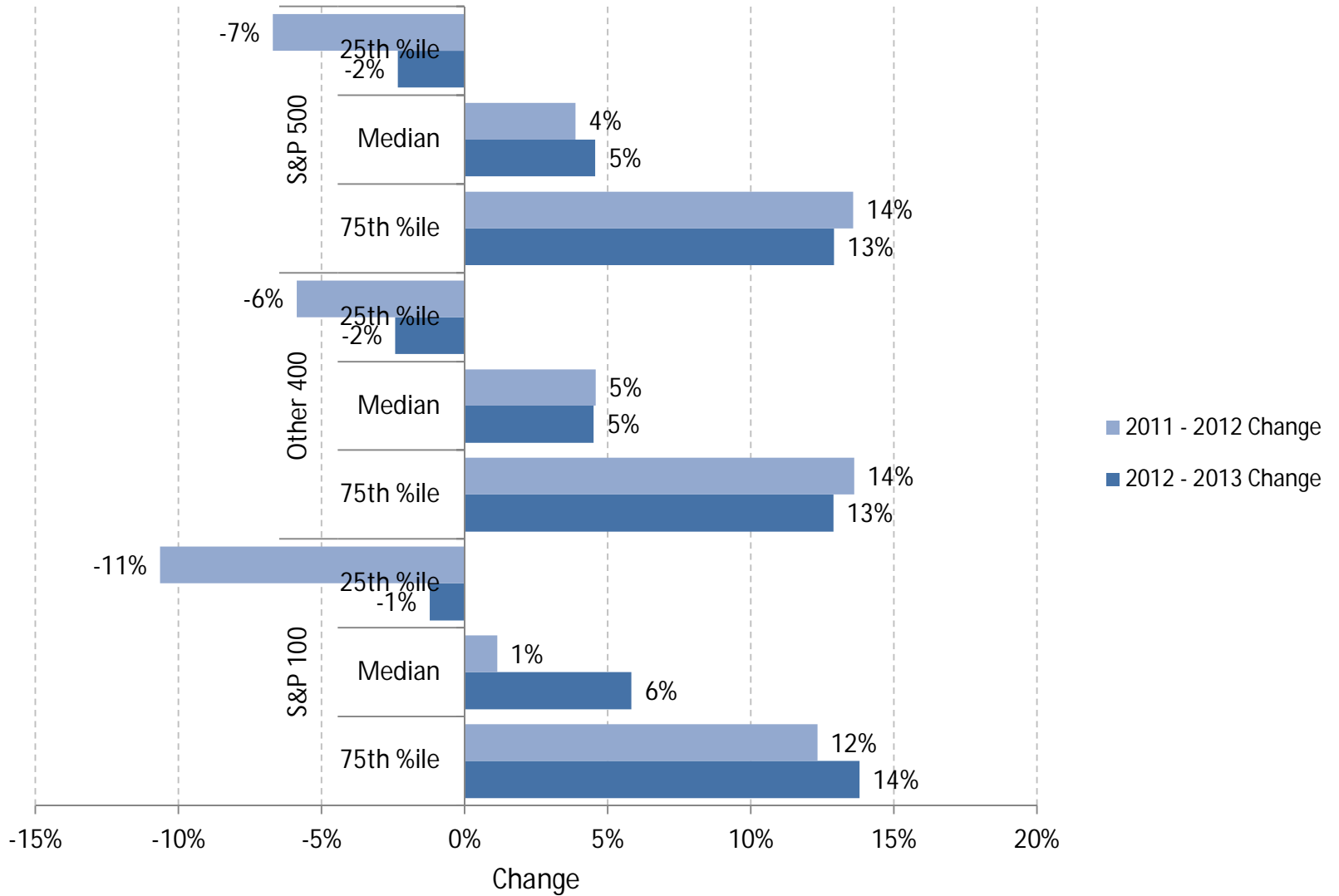


# EBIT

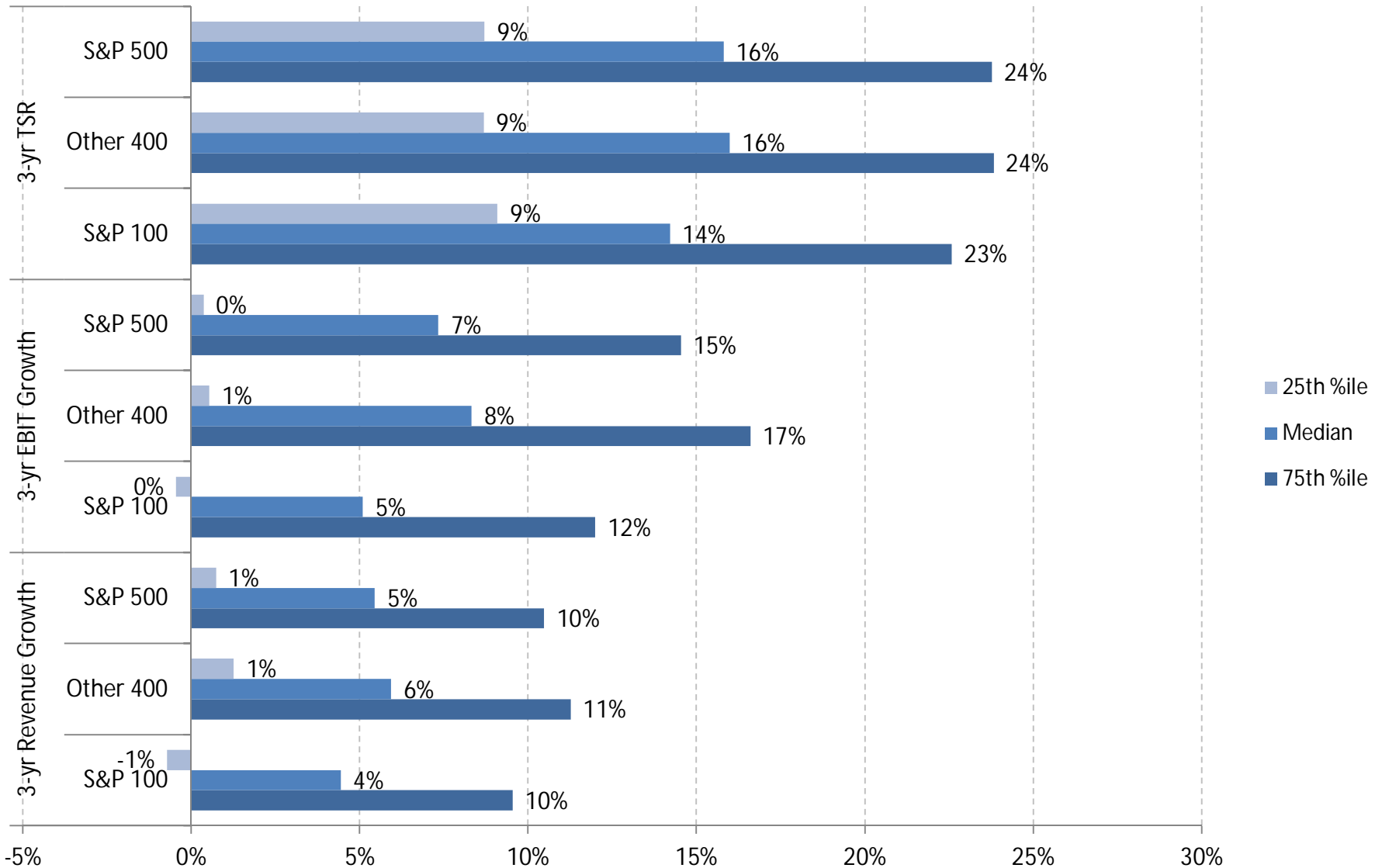
## S&P 500 Companies



# EBIT Change S&P 500 Companies

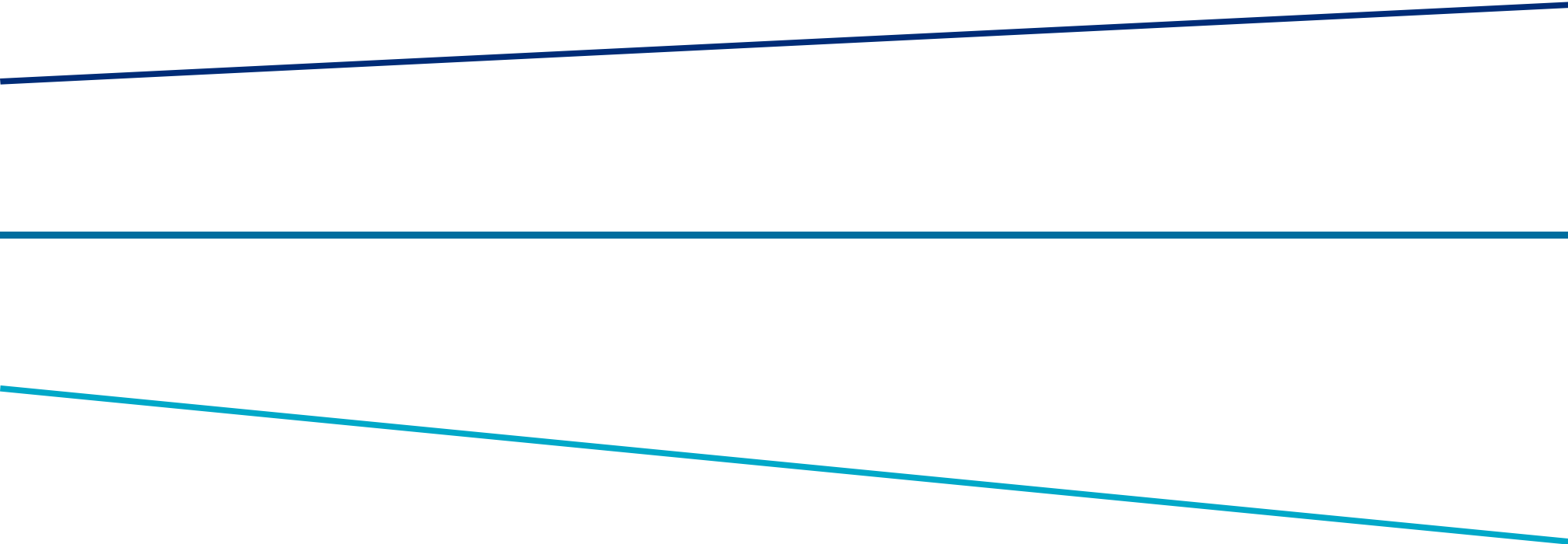


# Long-term Financial Performance S&P 500 Companies

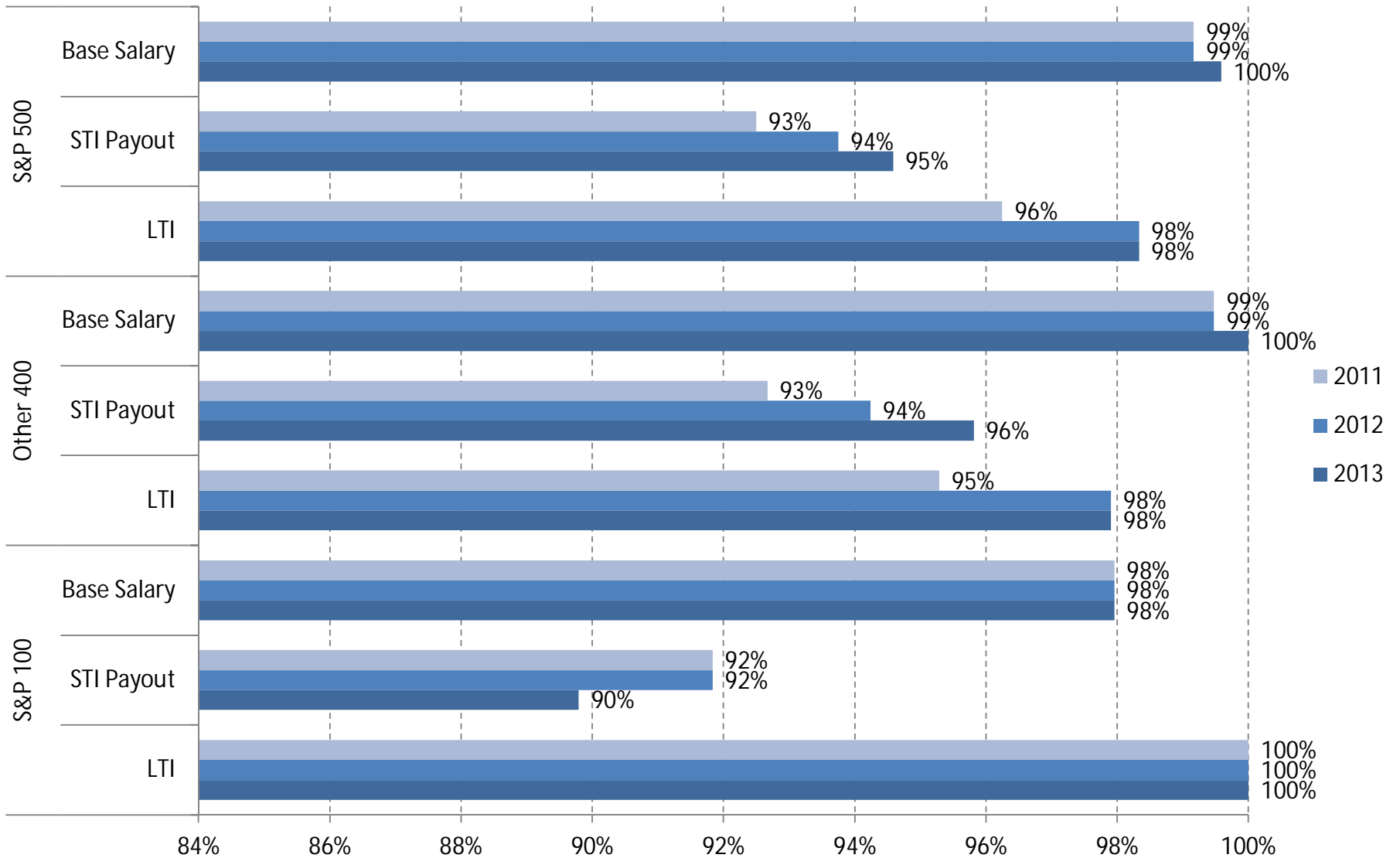


Section #3

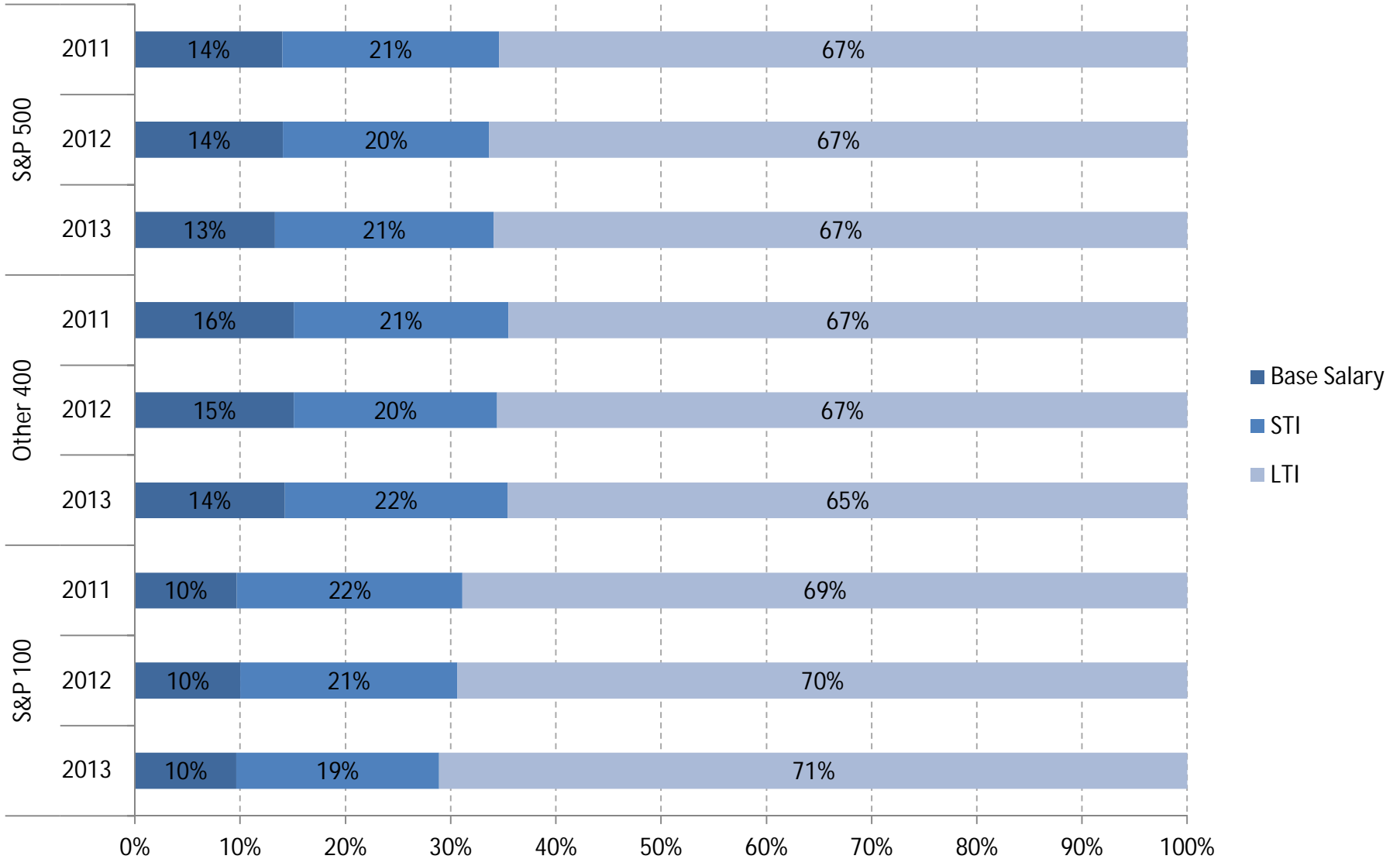
# Compensation Summary



# Prevalence of Pay Components CEO

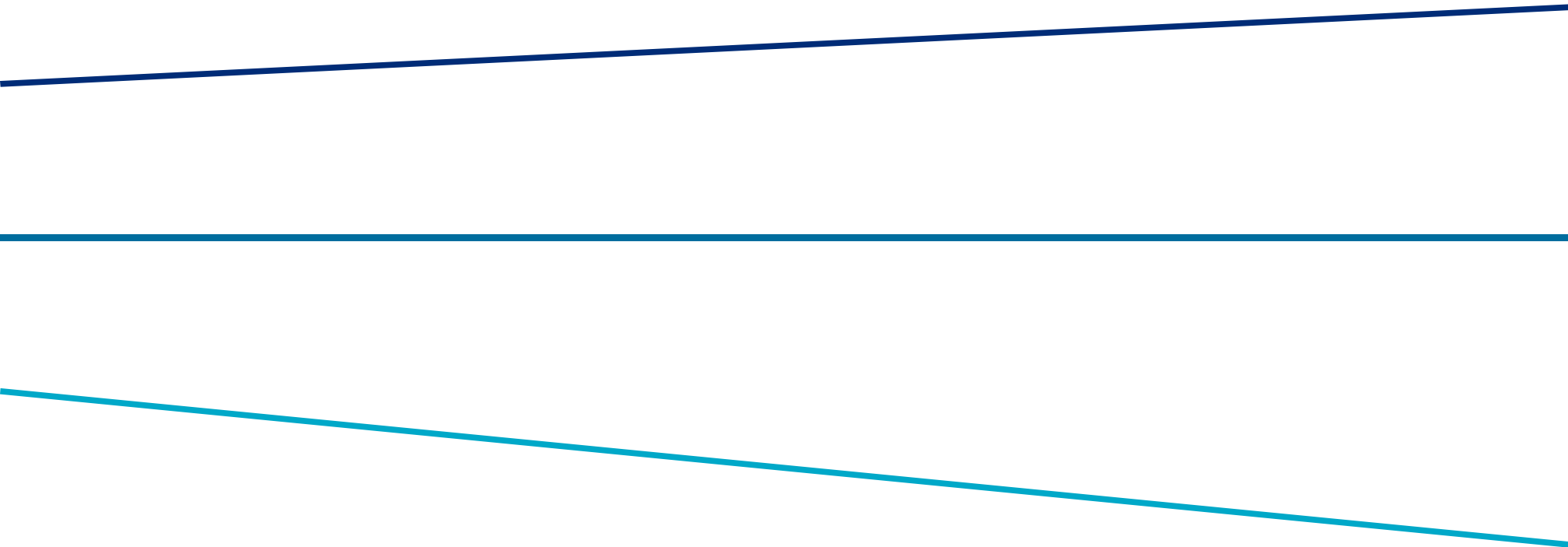


# Pay Mix CEO

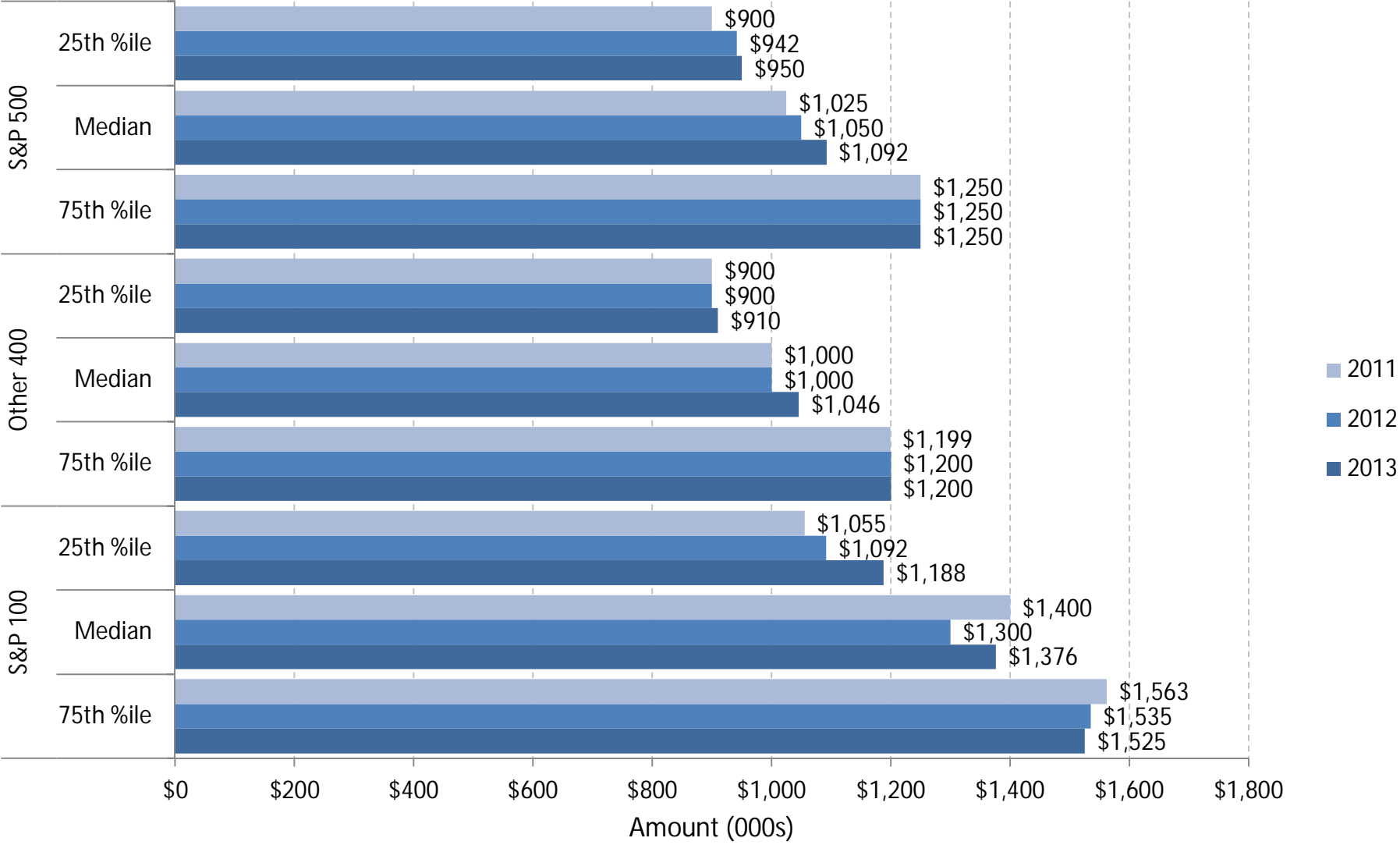


Section #4

# Base Salary

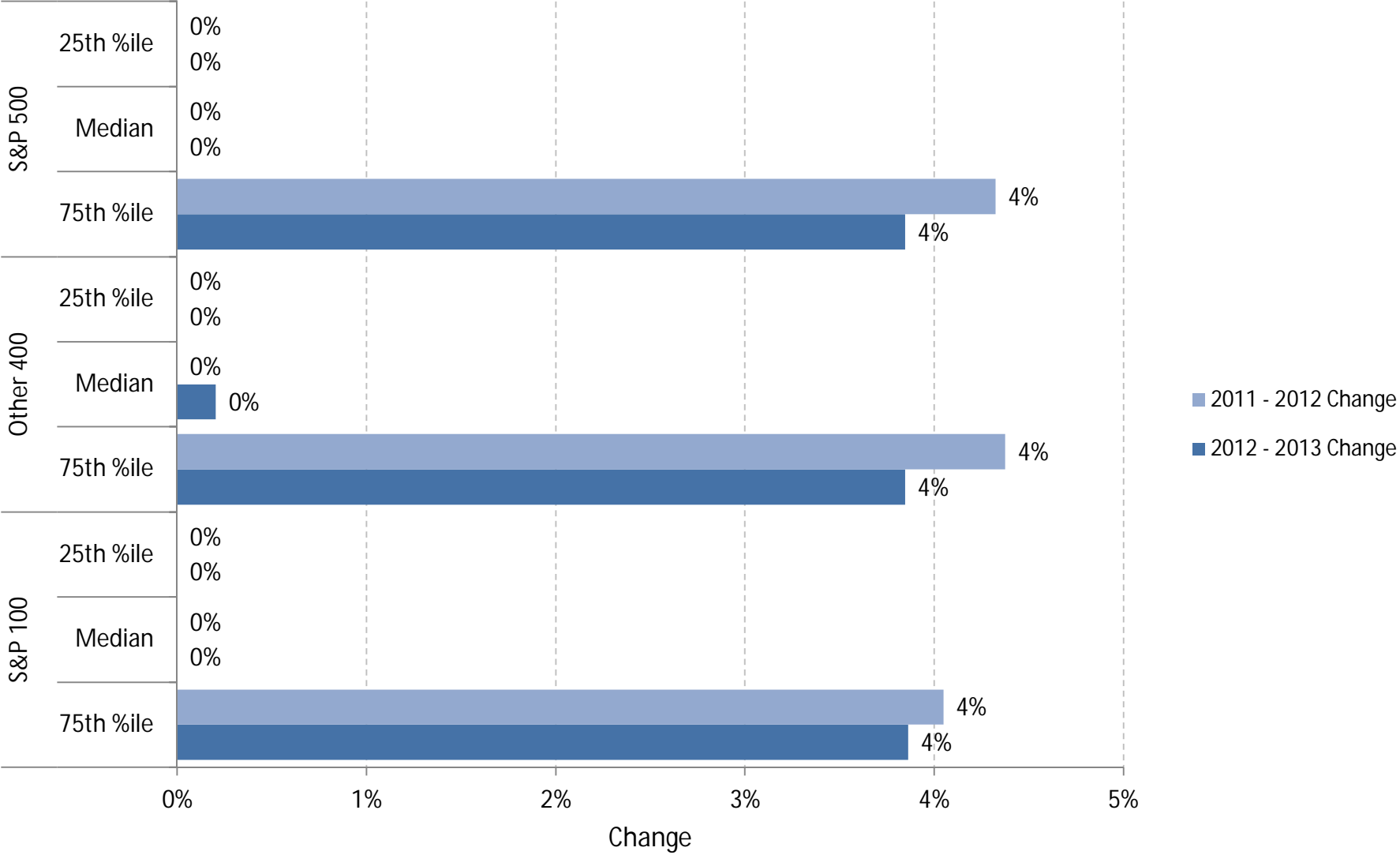


# Base Salary CEO



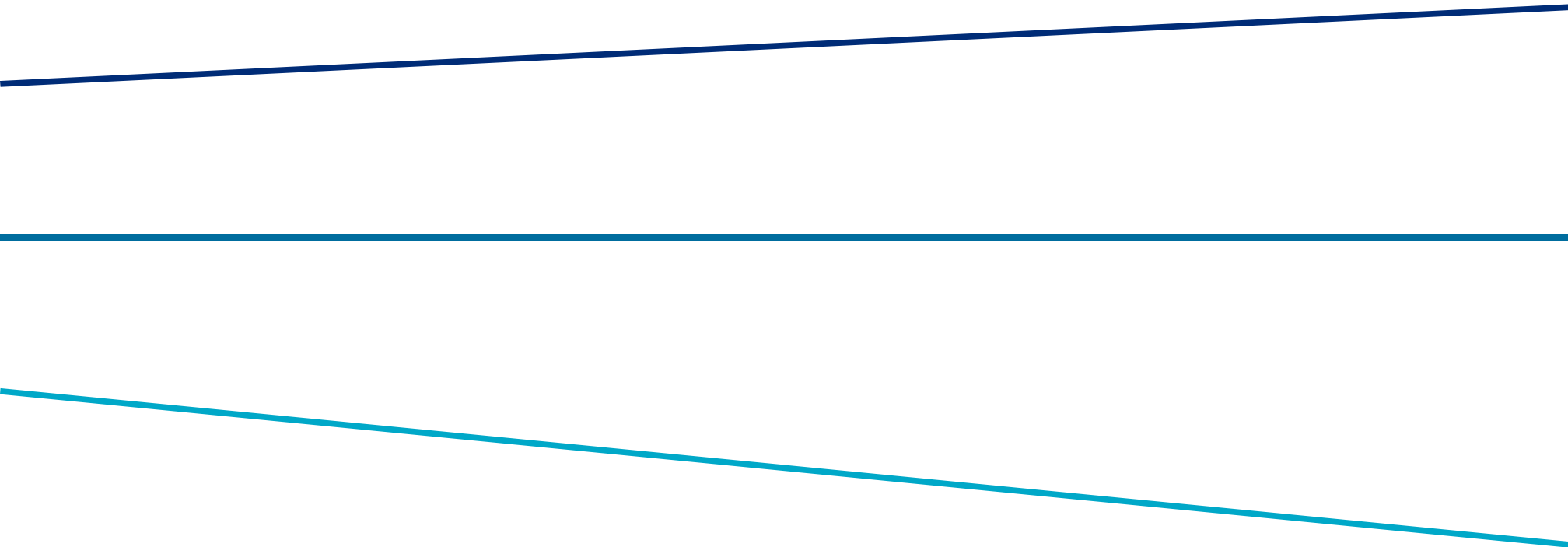


# Base Salary Change CEO

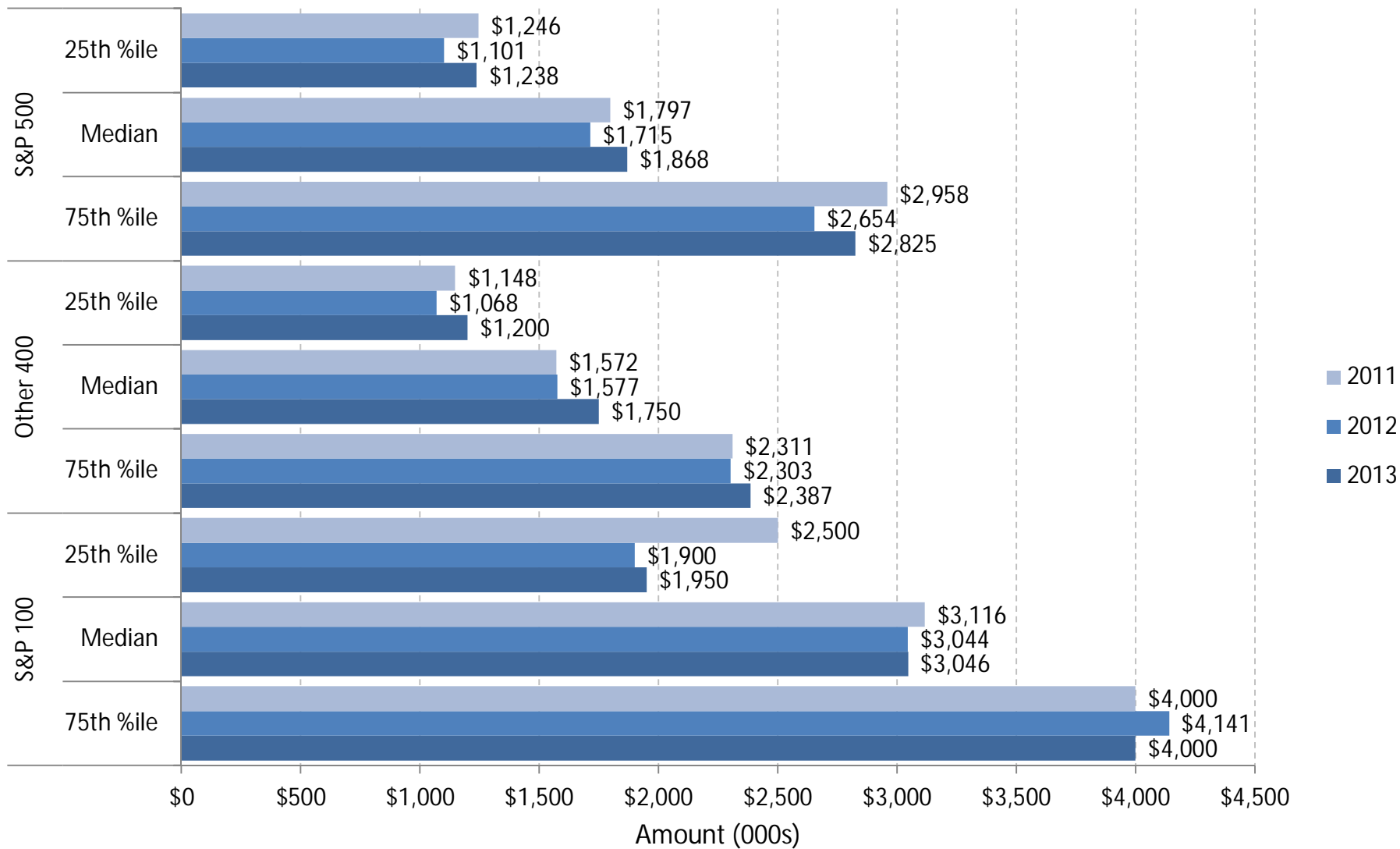


Section #5

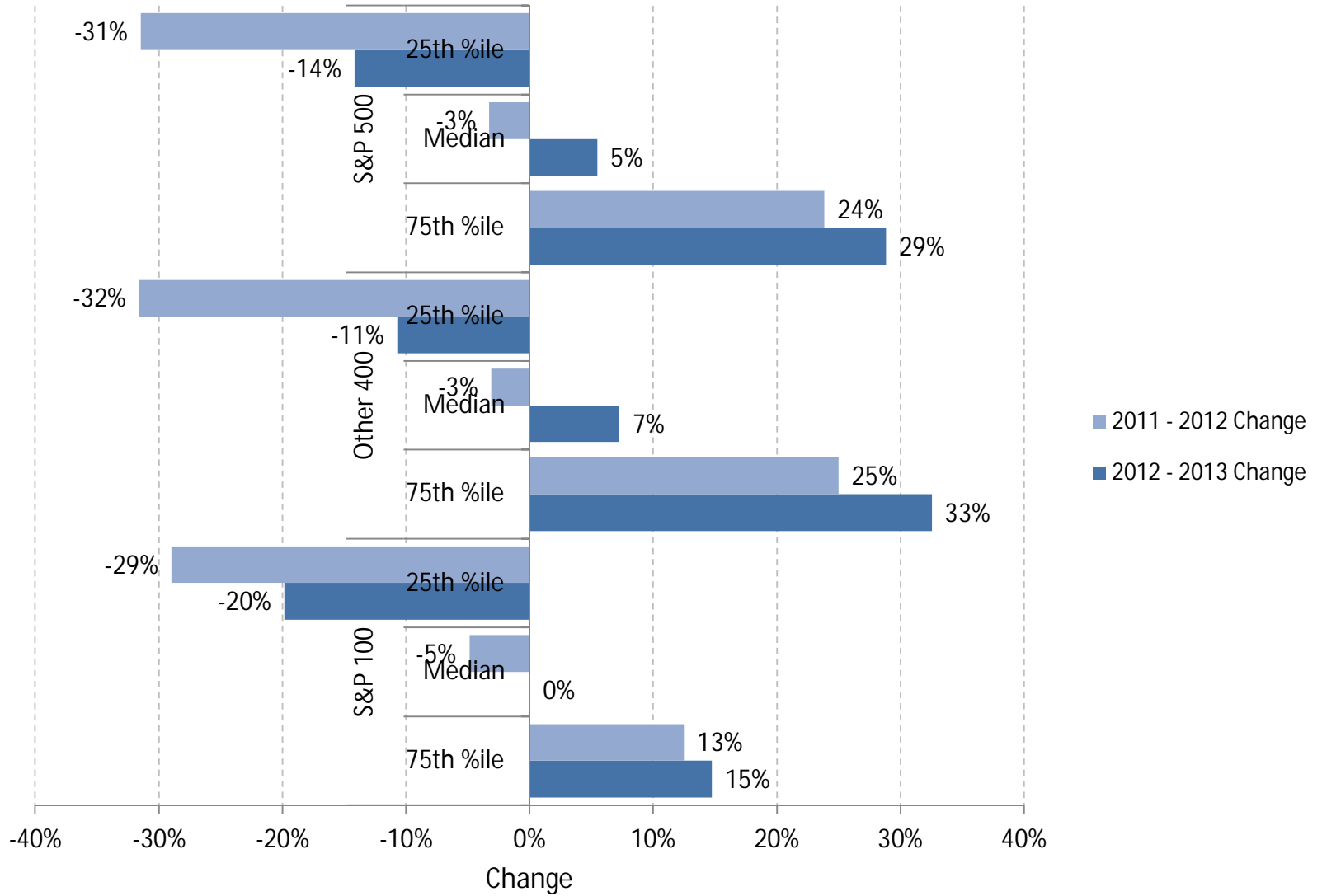
# Short-Term Incentives



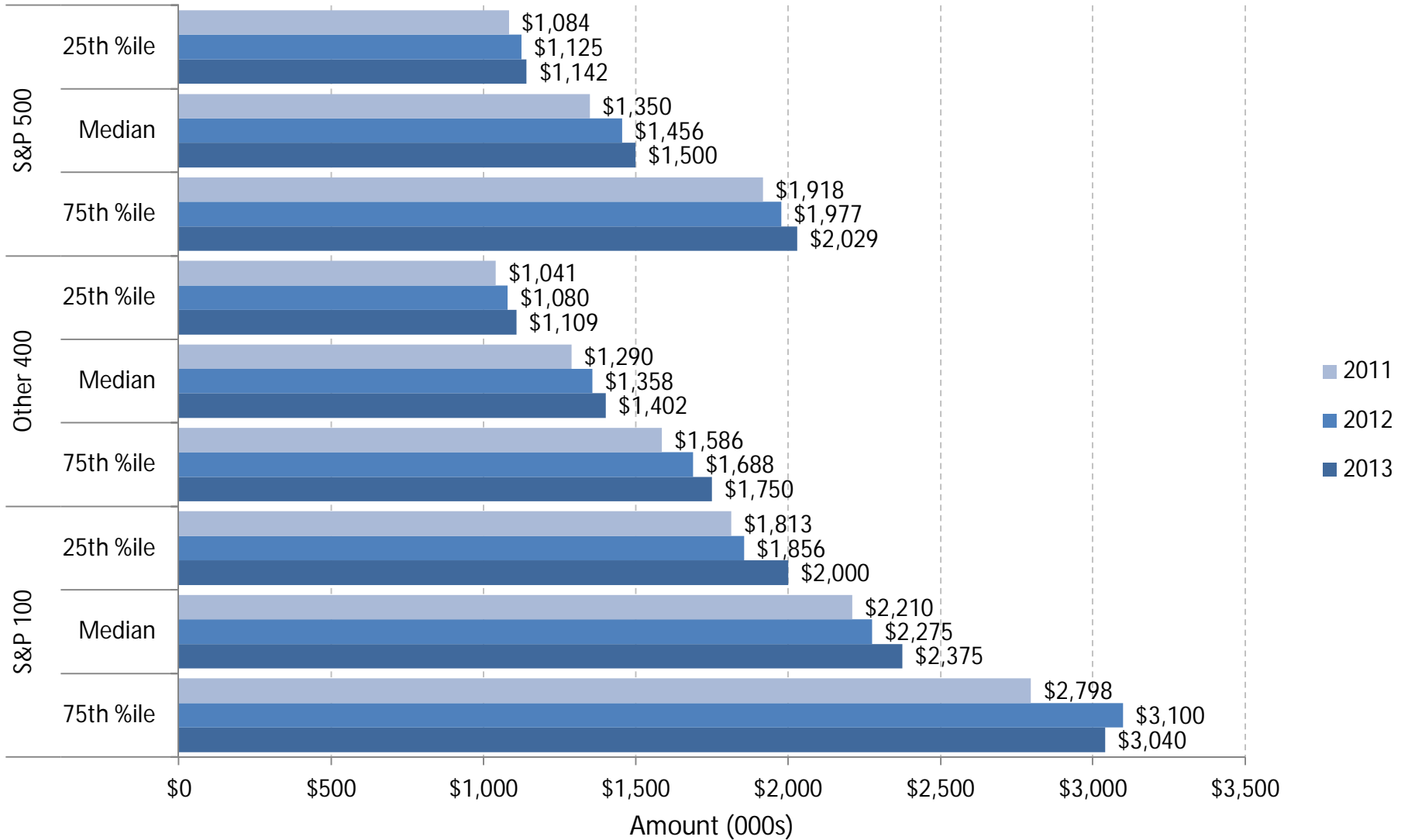
# Actual Short-term Incentives CEO



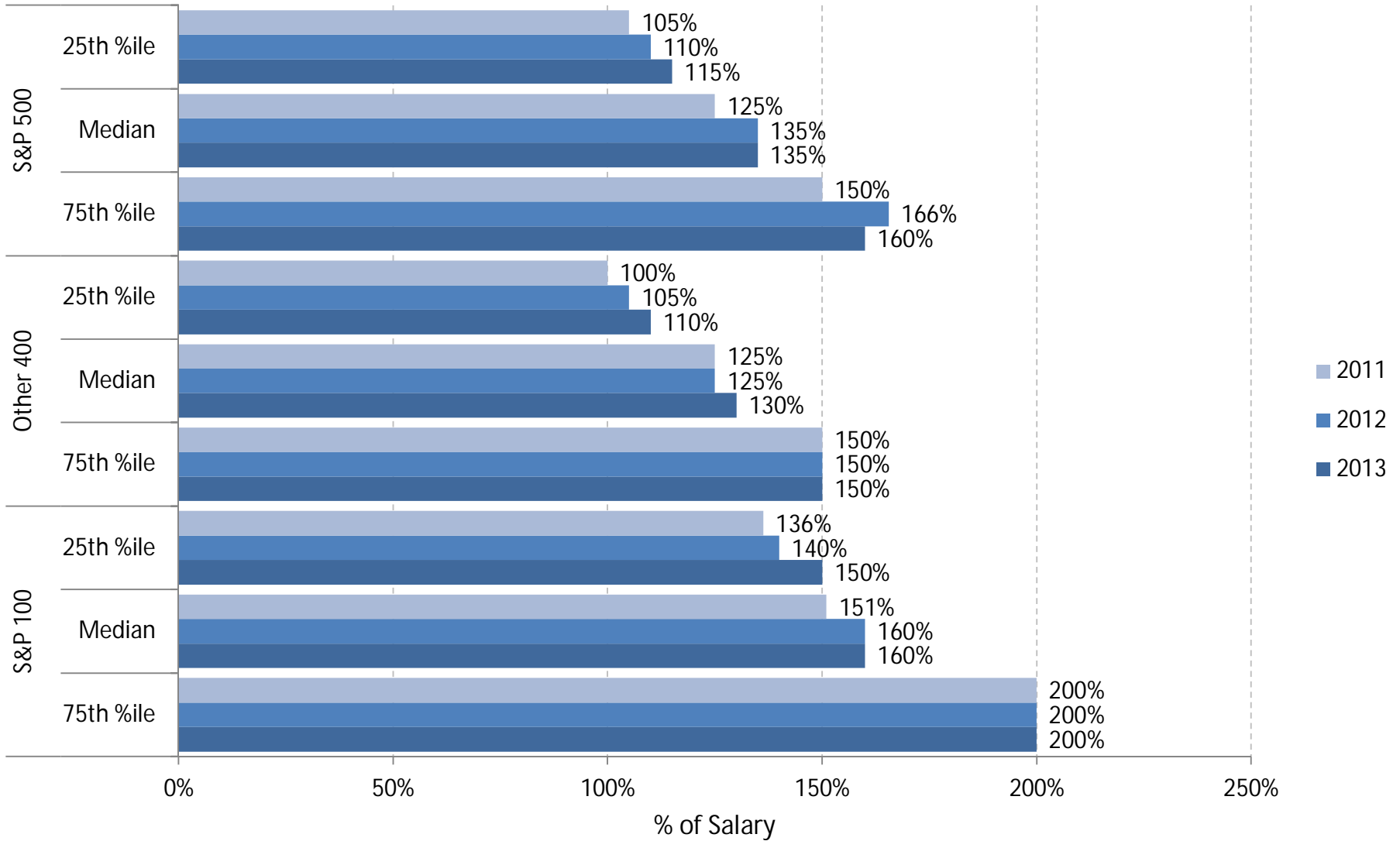
# Actual STI Change CEO



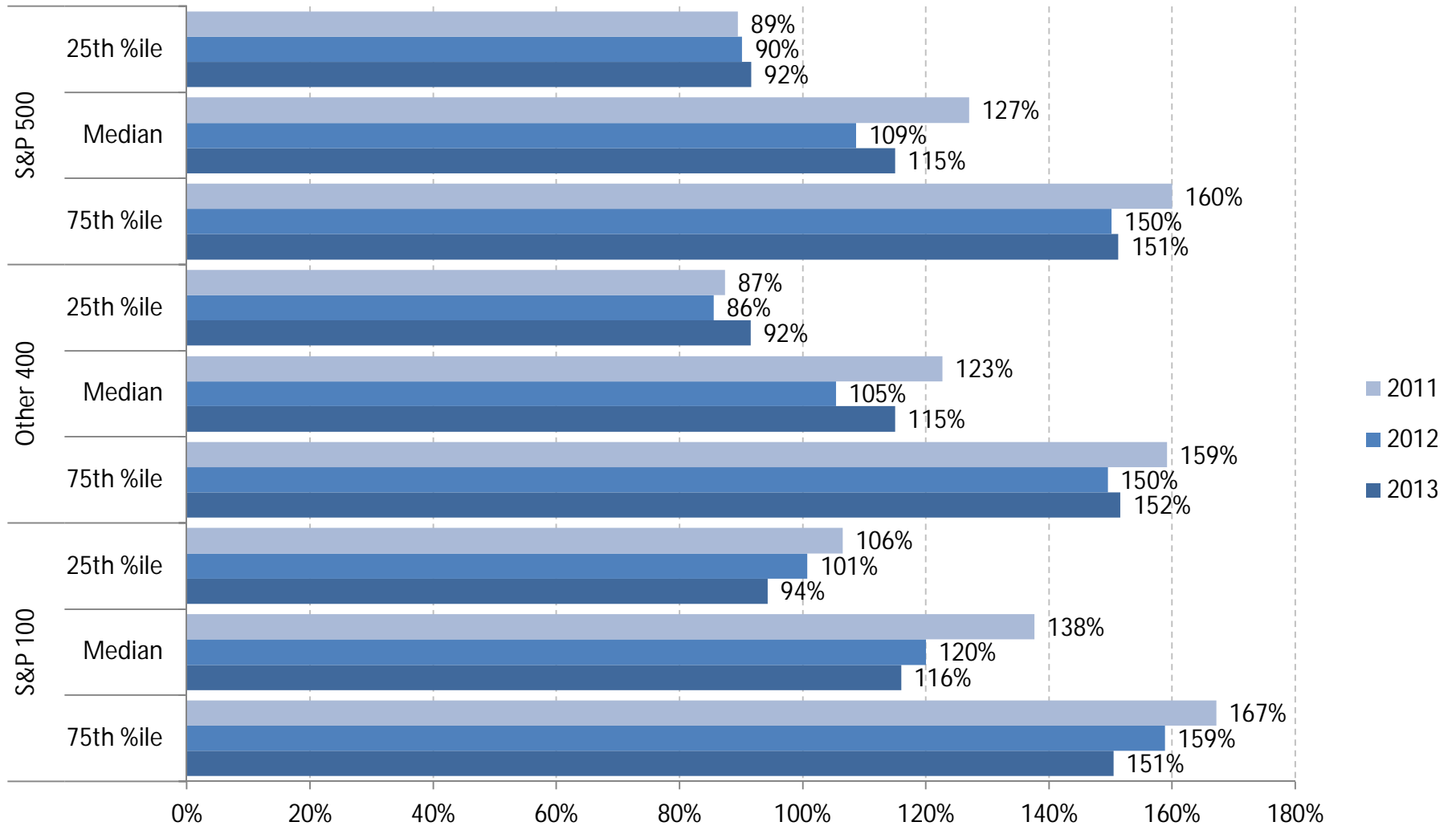
# Target Short-term Incentives CEO



# Target STI (% of Salary) CEO

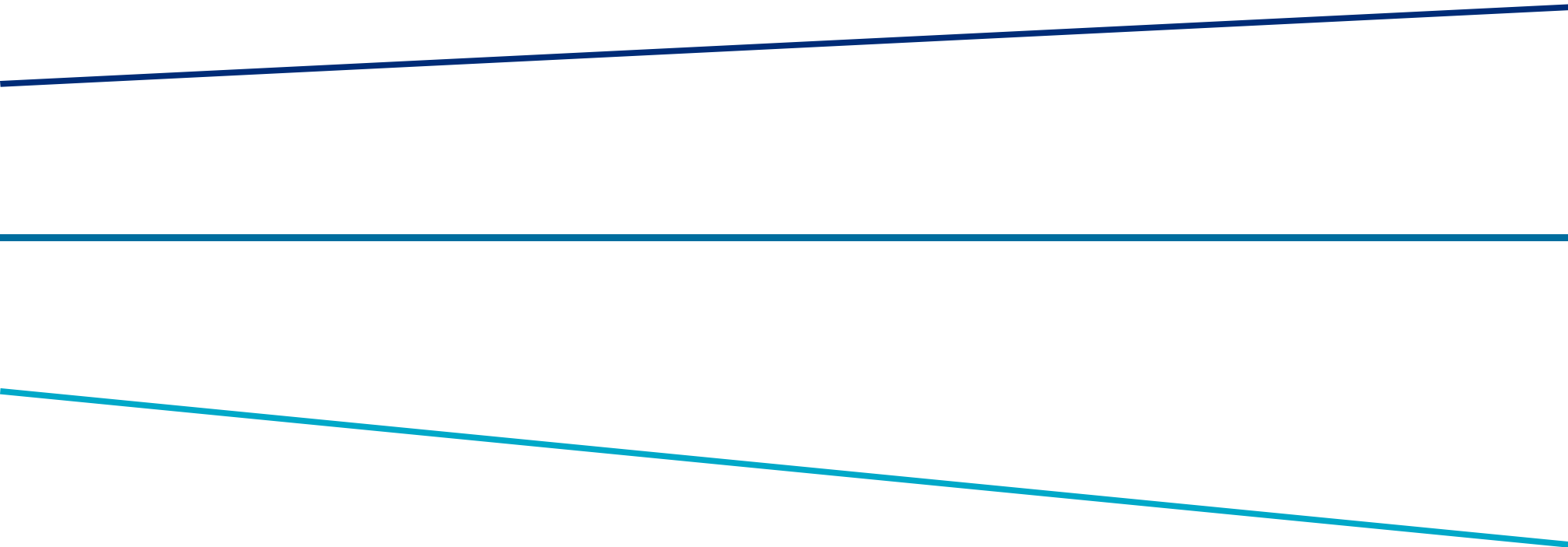


# Actual STI as a Percent of Target CEO



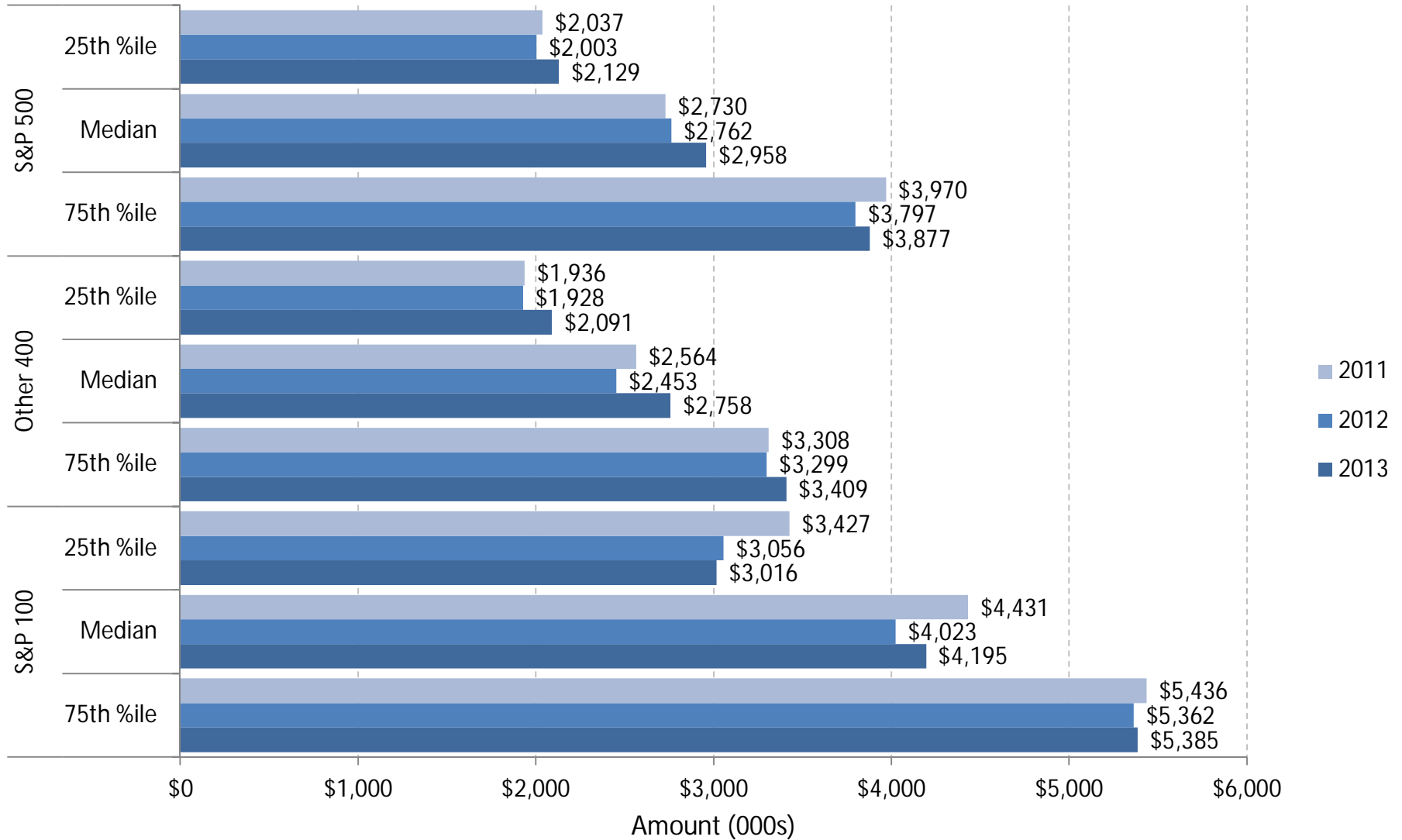
Section #6

# Total Actual Annual Compensation

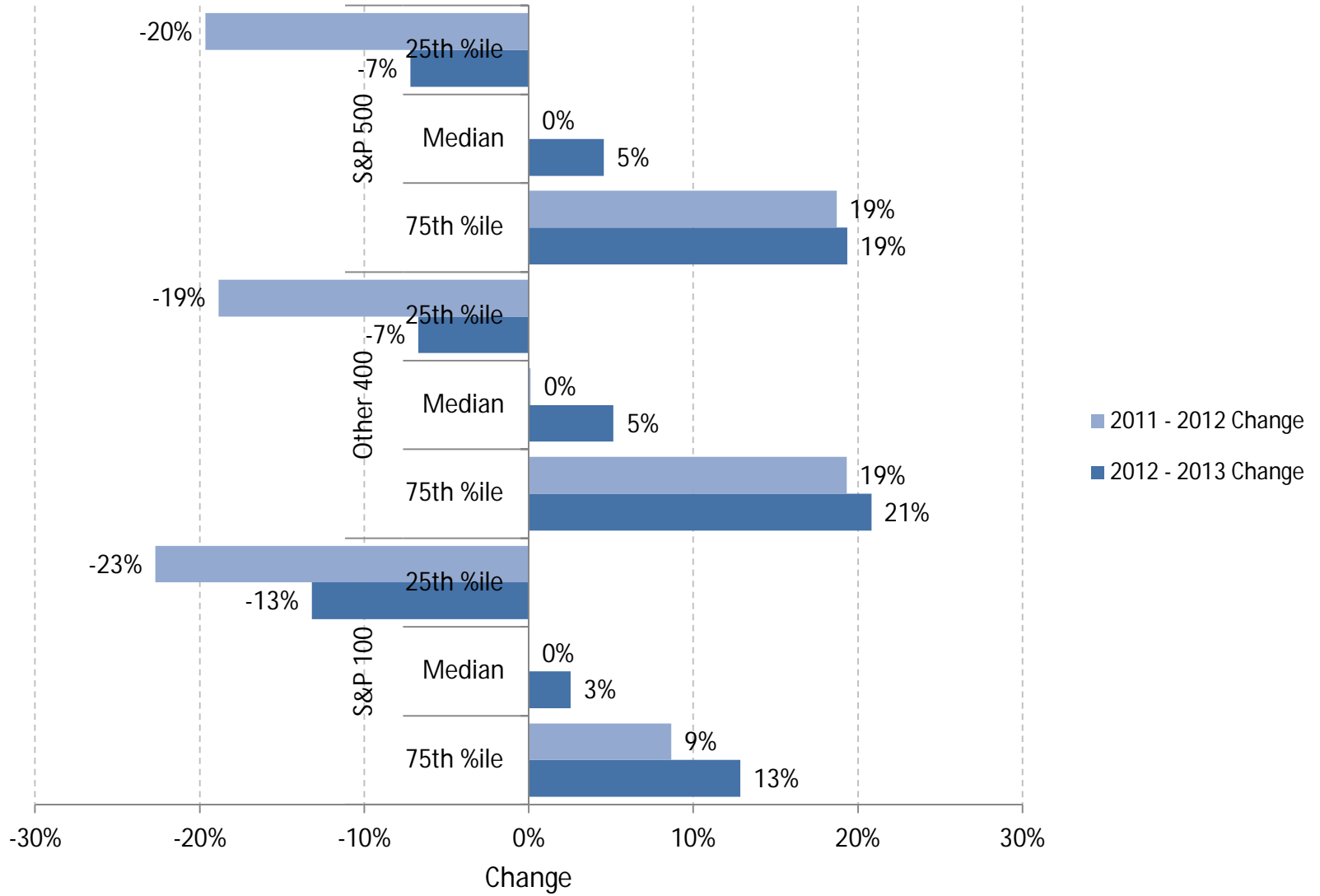




# Total Actual Cash Compensation CEO

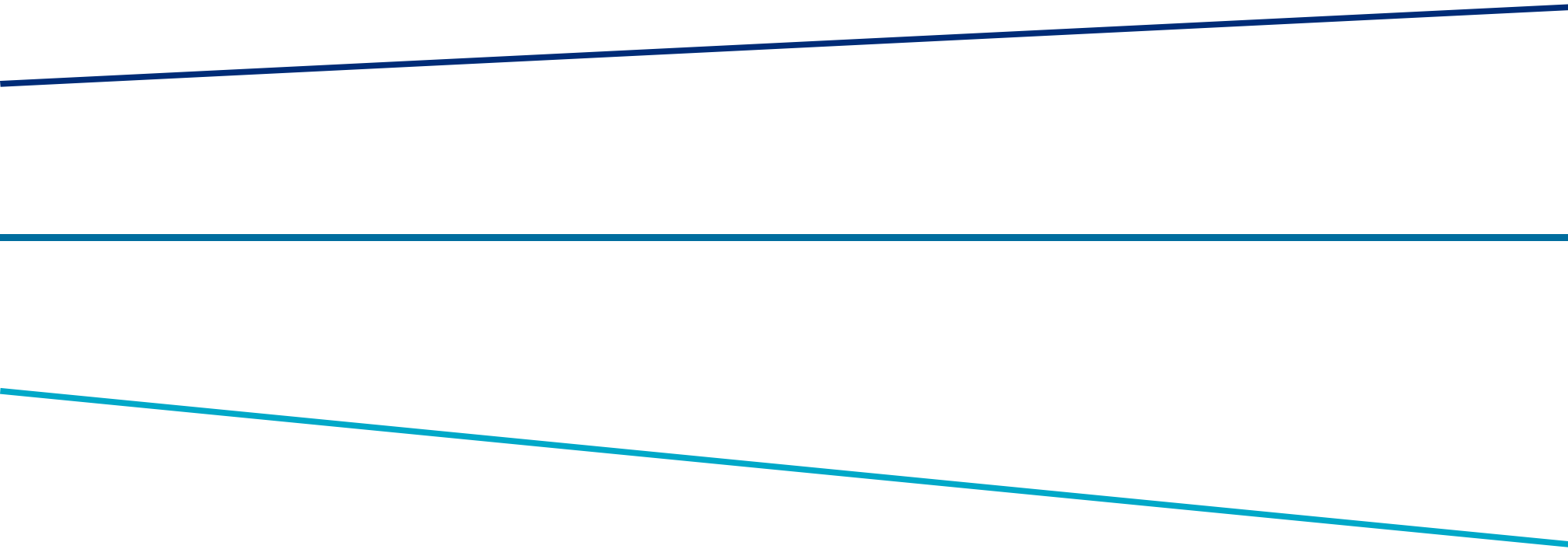


# Actual TCC Change CEO

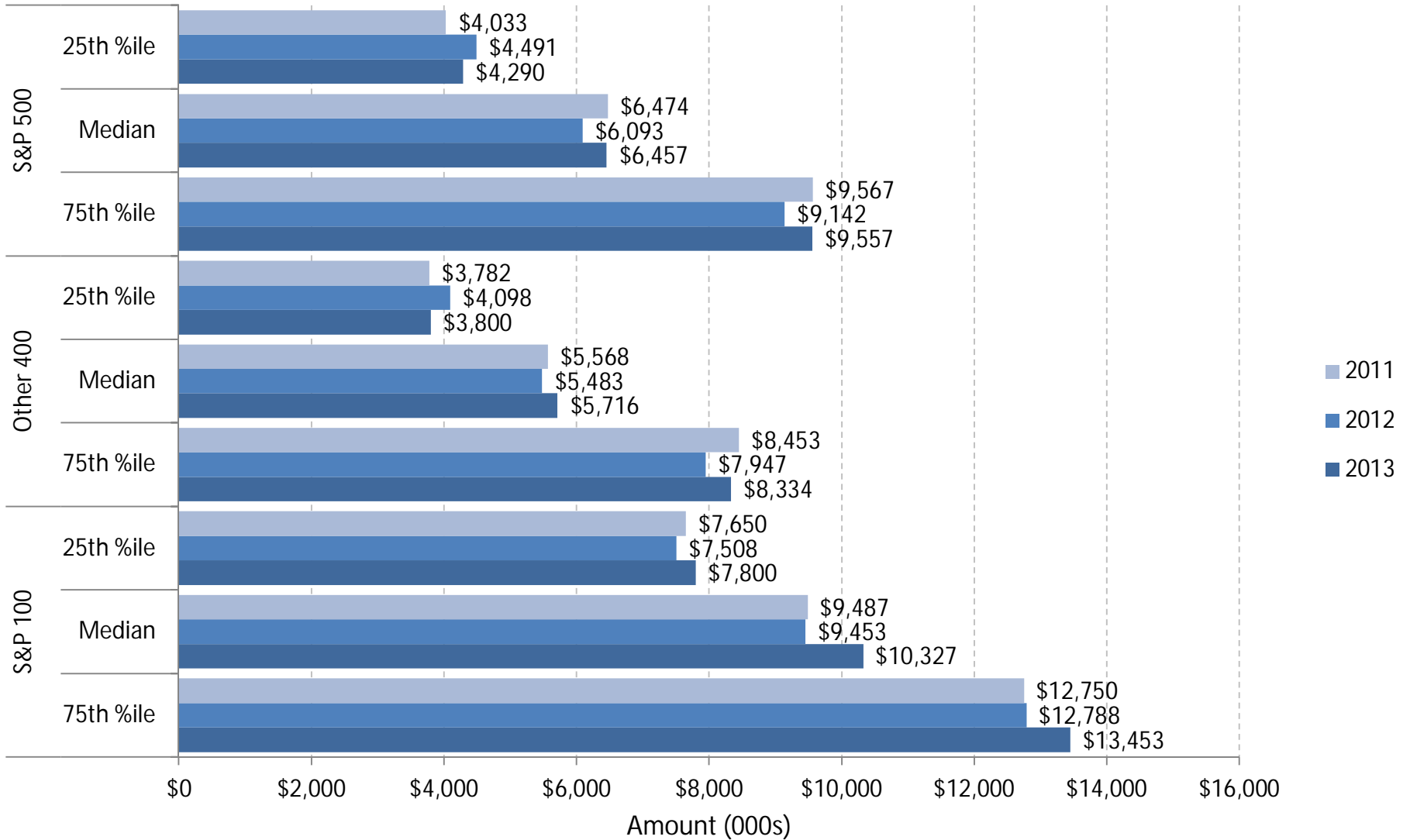


Section #7

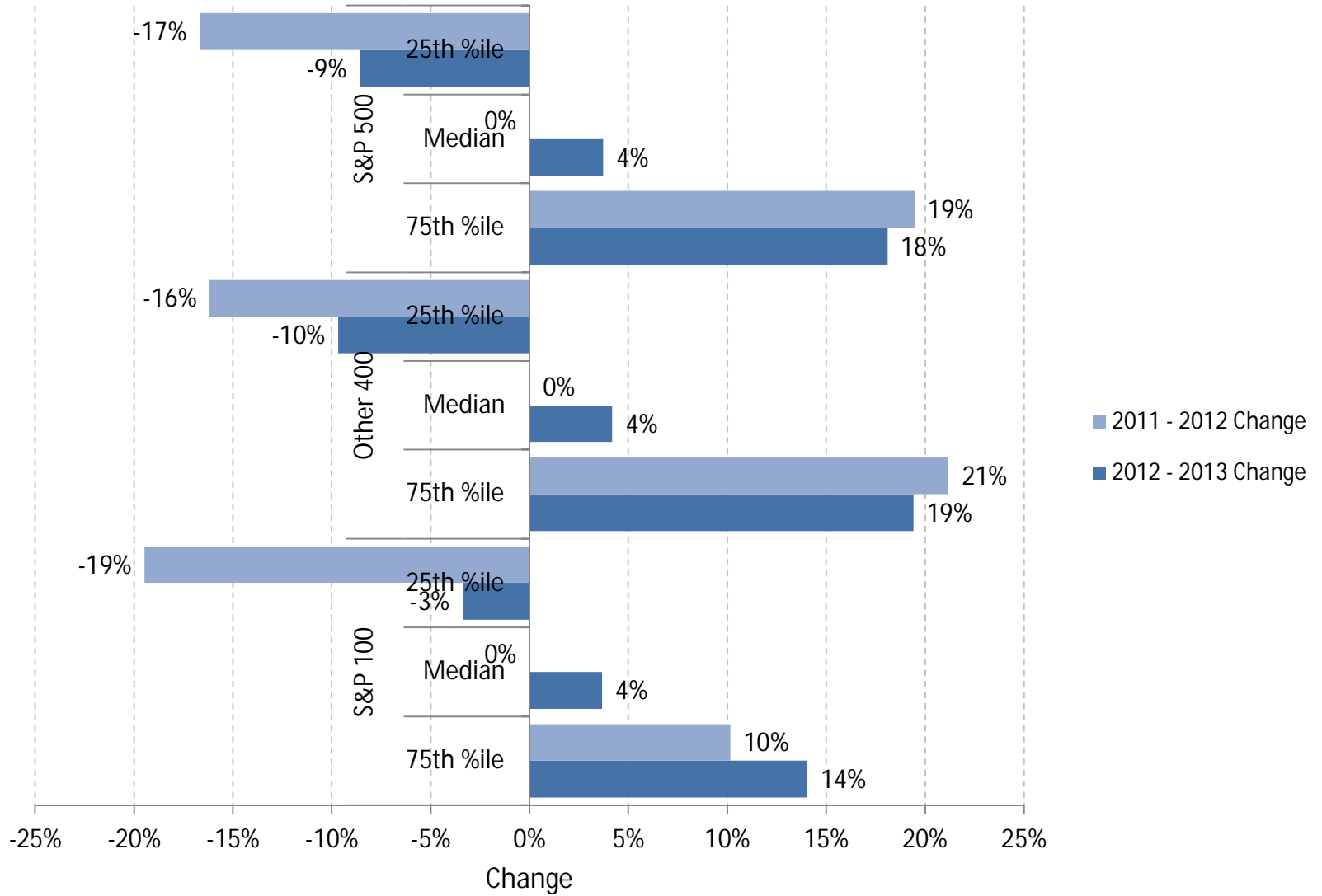
# Long-Term Incentives



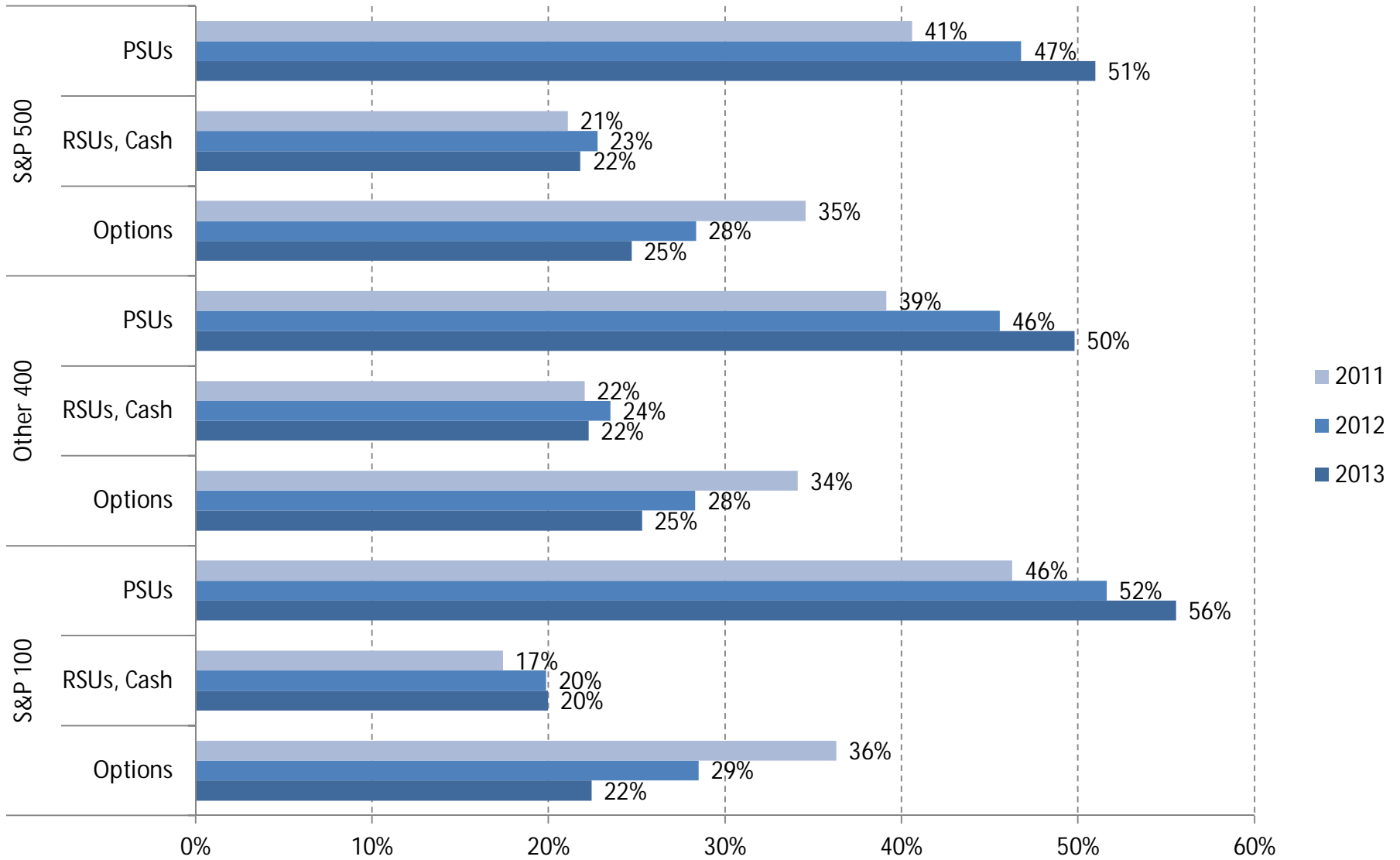
# Long-term Incentives CEO



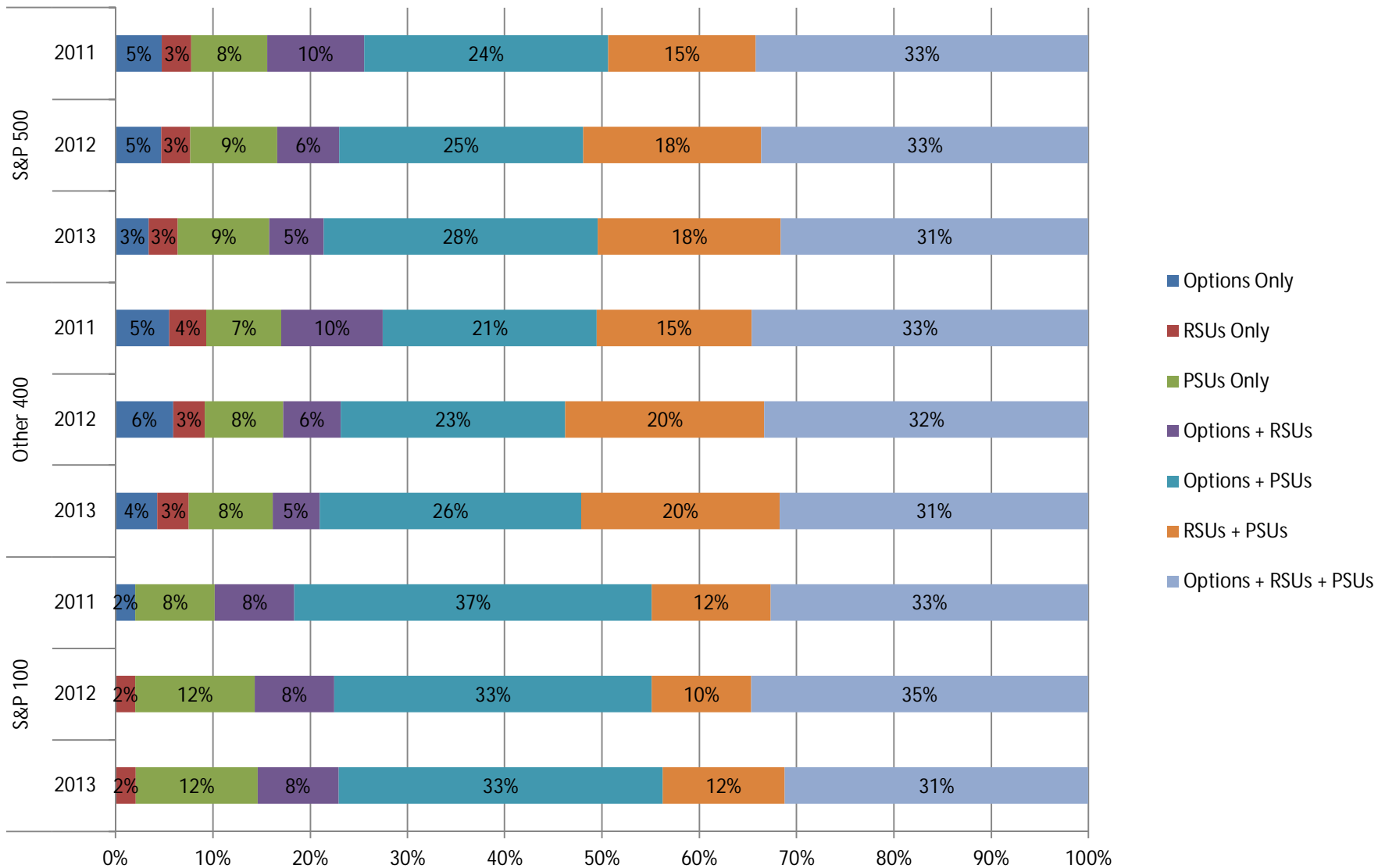
# Actual LTI Change CEO



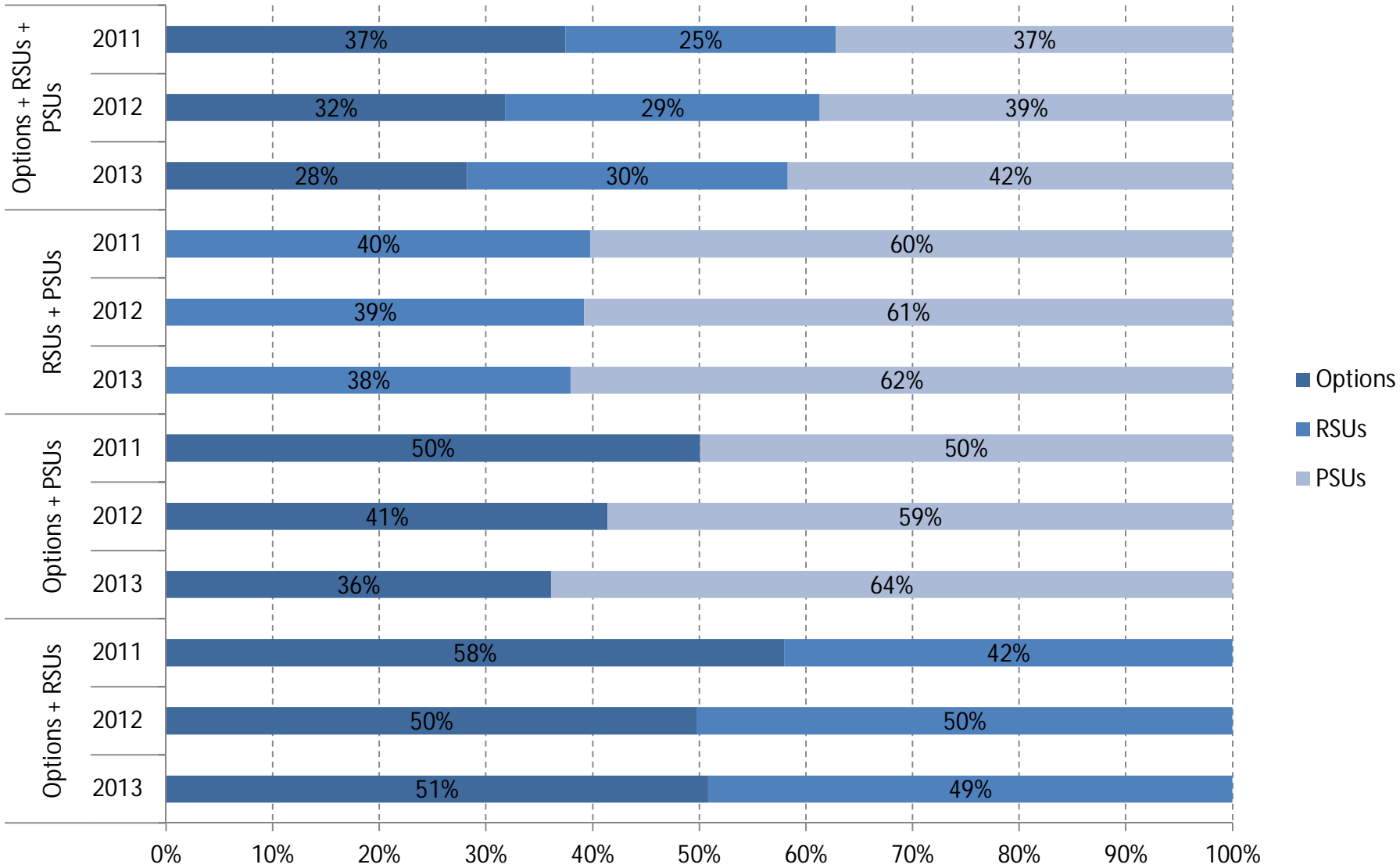
# LTI Vehicle Prevalence CEO



# Prevalence of LTI Vehicle Combinations CEO



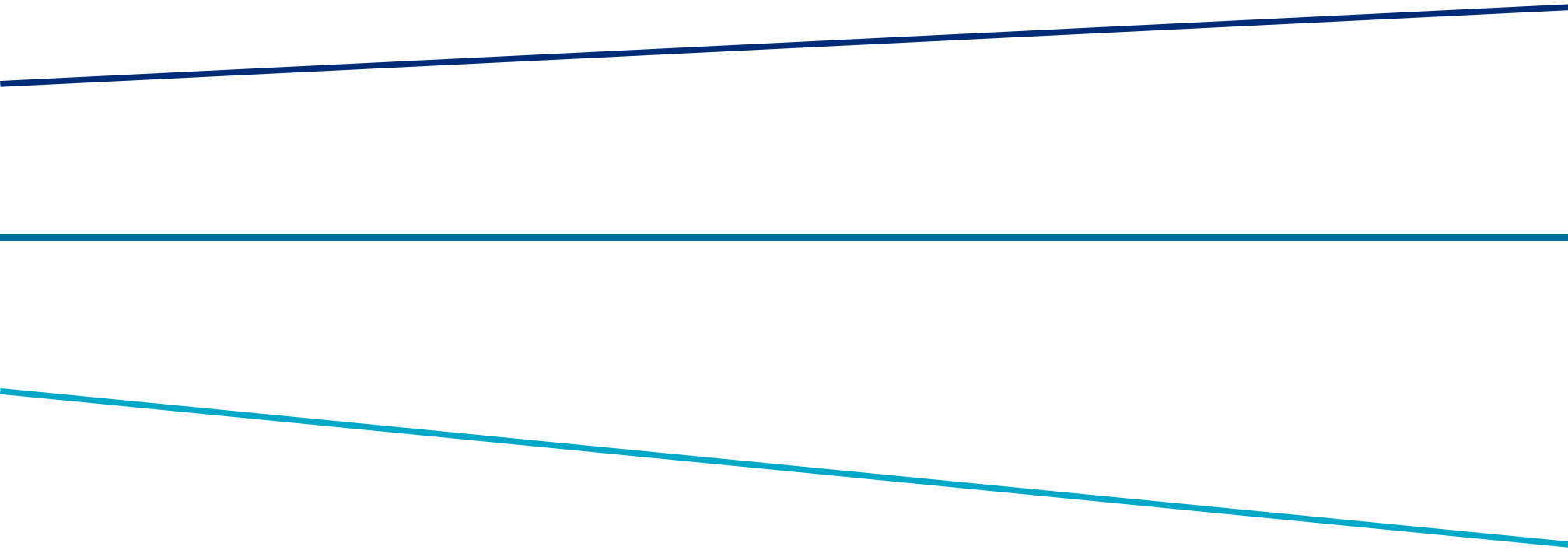
# LTI Mix - S&P 500 CEO



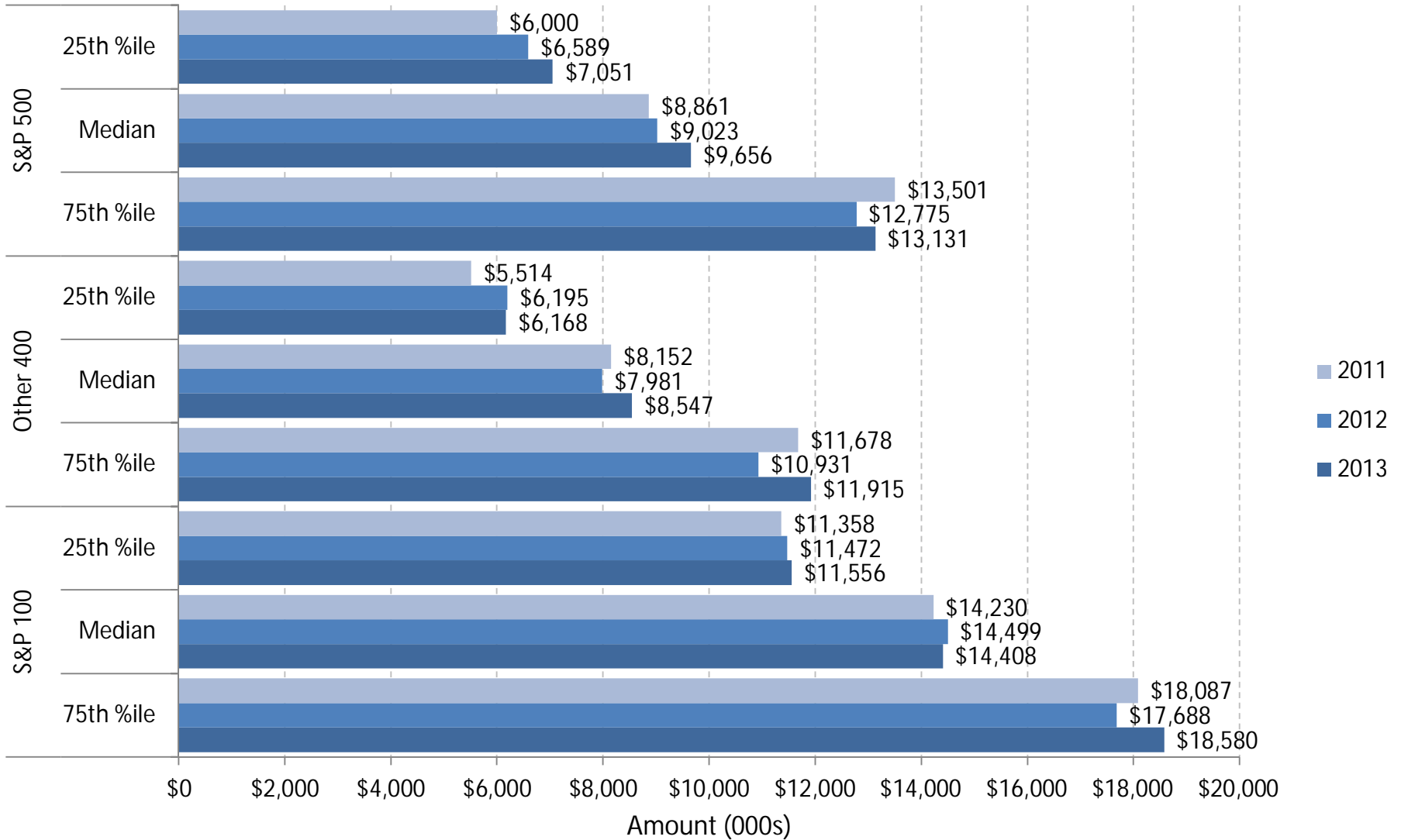


Section #8

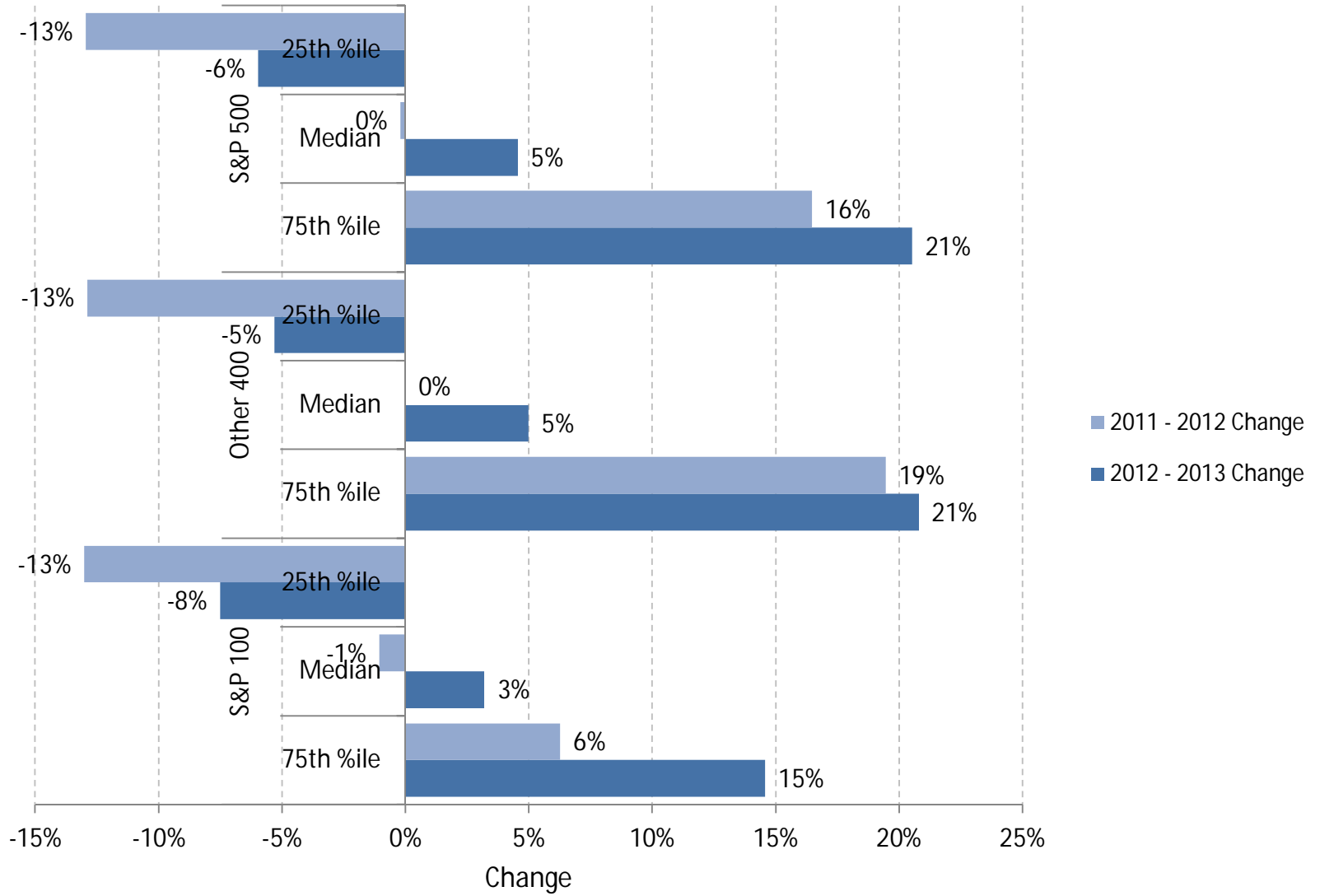
# Total Direct Compensation



# Total Direct Compensation CEO

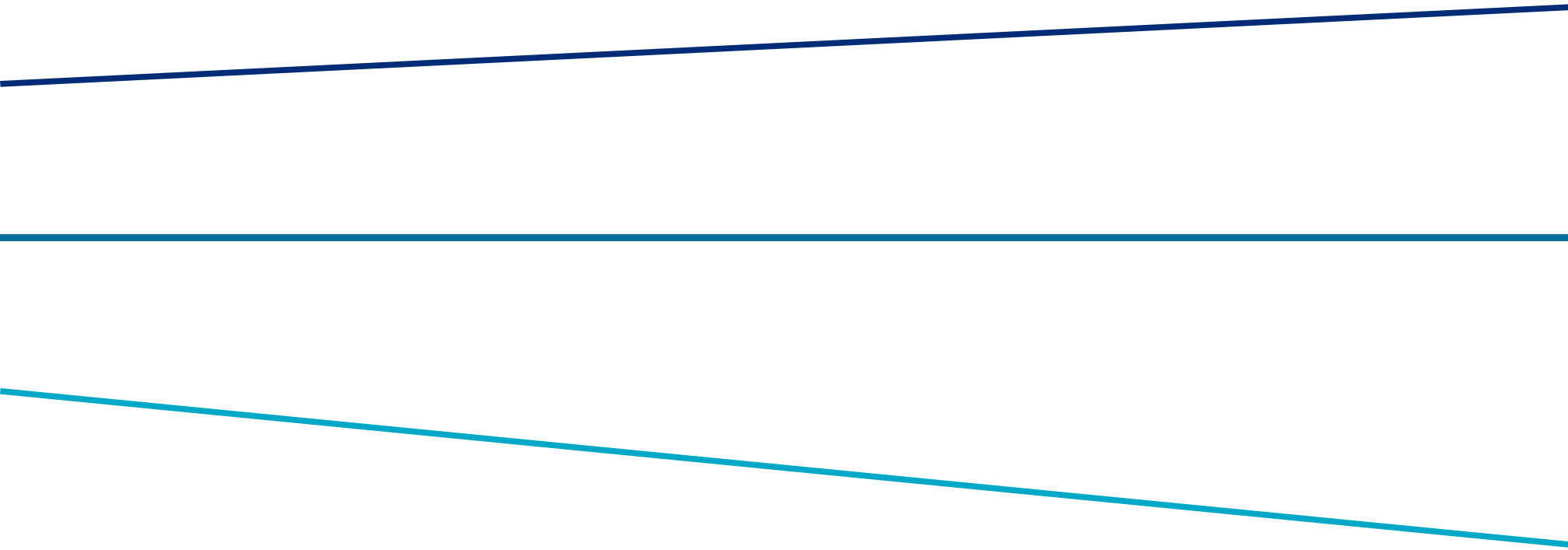


# Actual TDC Change CEO



Section #10

# Appendix – Sample Companies



## S&P 100

3M Co.	Coca-Cola Co.	Hewlett-Packard Co.	Simon Property Group Inc.
Abbott Laboratories	Colgate-Palmolive Co.	Home Depot Inc.	Southern Co.
Allstate Corp.	CVS Caremark Corp.	International Business Machines Corp.	Starbucks Corp.
American Electric Power Company Inc.	Dow Chemical Co.	JPMorgan Chase & Co.	Texas Instruments Inc.
Amgen Inc.	Dupont E.I. de Nemours & Co.	McDonald's Corp.	United Parcel Service Inc.
Anadarko Petroleum Corp.	Eli Lilly & Co.	Merck & Co.	UnitedHealth Group Inc.
AT&T Inc.	EMC Corp.	MetLife Inc.	US Bancorp.
Bank of America Corp.	Emerson Electric Co.	Mondelez International Inc.	Visa Inc.
Bank of New York Mellon Corp.	Exelon Corp.	Monsanto Co.	Walt Disney Co.
Boeing Co.	Ford Motor Co.	National Oilwell Varco Inc.	Williams Companies Inc.
Bristol-Myers Squibb Co.	General Dynamics Corp.	Occidental Petroleum Corp.	
Capital One Financial Corp.	General Electric Co.	PepsiCo Inc.	
Citigroup Inc.	Halliburton Co.	Qualcomm Inc.	

Adobe Systems Inc.  
AES Corp.  
Aetna Inc.  
Aflac Inc.  
Agilent Technologies Inc.  
AGL Resources Inc.  
Air Products & Chemicals Inc.  
Akamai Technologies Inc.  
Allergan Inc.  
Altera Corp.  
Ameren Corp.  
AmerisourceBergen Corp.  
Analog Devices Inc.  
Apartment Investment & Management  
Applied Materials Inc.  
Archer Daniels Midland Co.  
Assurant Inc.  
AutoNation Inc.  
AvalonBay Communities Inc.  
Avery Dennison Corp.  
Avon Products Inc.  
Baker Hughes Inc.  
BB&T Corp.  
Becton Dickinson & Co.  
Borgwarner Inc.

Boston Scientific Corp.  
Broadcom Corp.  
C. R. Bard Inc.  
C.H. Robinson Worldwide Inc.  
Cablevision Systems Corp.  
Cabot Oil & Gas Corp.  
CareFusion Corp.  
CBS Corp.  
CenterPoint Energy Inc.  
Chipotle Mexican Grill Inc.  
Chipotle Mexican Grill Inc.  
Cigna Corp.  
Citrix Systems Inc.  
CMS Energy Corp.  
Coach Inc.  
Cognizant Technology Solutions Corp.  
Comerica Inc.  
Consol Energy Inc.  
Corning Inc.  
Crown Castle International Corp.  
CSX Corp.  
D.R. Horton Inc.  
Deere & Co.  
Diamond Offshore Drilling Inc.  
DIRECTV

## Other 400

Discover Financial Services  
Discovery Communications Inc.  
Dollar General Corp.  
Dominion Resources Inc.  
Dover Corp.  
Dr Pepper Snapple Group Inc.  
DTE Energy Co.  
Duke Energy Corp.  
E Trade Financial Corp.  
Eastman Chemical Co.  
Edison International  
Energy Corp.  
EOG Resources Inc.  
EQT Corp.  
Equifax Inc.  
Express Scripts Holdings Co.  
F5 Networks Inc.  
Fastenal Co.  
Fifth Third Bancorp  
First Solar Inc.  
FirstEnergy Corp.  
Fiserv Inc.  
FLIR Systems Inc.  
Flowserve Corp.  
Fluor Corp.

FMC Corp.  
Franklin Resources Inc.  
Frontier Communications Corp.  
Gap Inc.  
Genuine Parts Co.  
Goodyear Tire & Rubber Co.  
Graham Holdings Co.  
Hasbro Inc.  
HCP Inc.  
Health Care REIT Inc.  
Helmerich & Payne Inc.  
Hess Corp.  
Humana Inc.  
Huntington Bancshares Inc.  
Integrus Energy Group Inc.  
IntercontinentalExchange Inc.  
International Flavors & Fragrances Inc.  
International Game Technology  
Intuitive Surgical Inc.  
Jabil Circuit Inc.  
Jacobs Engineering Group Inc.  
Joy Global Inc.  
Kellogg Co.  
KeyCorp.  
Kimberly-Clark Corp.

## Other 400 - Continued

L-3 Communications Holdings Inc.	Owens-Illinois Inc.	Ross Stores Inc.	VeriSign Inc.
Lennar Corp.	Paccar Inc.	Ryder System Inc.	Vertex Pharmaceuticals Inc.
Lincoln National Corp.	Peabody Energy Corp.	Scana Corp.	Viacom Inc.
M&T Bank Corp.	People's United Financial Inc.	Scripps Networks Interactive Inc.	Vulcan Materials Co.
Marathon Oil Corp.	Pepco Holdings Inc.	Sempra Energy	W.W. Grainger Inc.
Marsh & McLennan Companies Inc.	PG&E Corp.	Sherwin-Williams Co.	Waste Management Inc.
Mattel Inc.	Pinnacle West Capital Corp.	Sigma-Aldrich Corp.	Waters Corp.
McCormick & Company Inc.	Pitney Bowes Inc.	Snap-On Inc.	Wellpoint Inc.
Mead Johnson Nutrition Co.	Plum Creek Timber Company Inc.	Spectra Energy Corp.	Whirlpool Corp.
Micron Technology Inc.	PPL Corp.	St. Jude Medical Inc.	Whole Foods Market Inc.
Monster Beverage Corp.	Praxair Inc.	Staples Inc.	Windstream Corp.
Motorola Solutions Inc.	Principal Financial Group Inc.	Starwood Hotels & Resorts Worldwide Inc.	Wisconsin Energy Corp.
Mylan Inc.	Progressive Corp.	SunTrust Banks Inc.	Wynn Resorts Ltd.
Newell Rubbermaid Inc.	Prologis Inc.	TECO Energy Inc.	Xcel Energy Inc.
Newfield Exploration Co.	Prudential Financial Inc.	Teradata Corp.	Xylem Inc.
NextEra Energy Inc.	Public Storage	Tesoro Corp.	Zimmer Holdings Inc.
NiSource Inc.	PulteGroup Inc.	Thermo Fisher Scientific Inc.	
Noble Energy Inc.	Quest Diagnostics Inc.	Tiffany & Co.	
Northeast Utilities	Range Resources Corp.	Time Warner Cable Inc.	
Northern Trust Corp.	Regeneron Pharmaceuticals Inc.	Total System Services Inc.	
Nucor Corp.	Republic Services Inc.	Travelers Companies Inc.	
Nvidia Corp.	Reynolds American Inc.	Tyson Foods Inc.	
Omnicom Group Inc.	Robert Half International Inc.	Urban Outfitters Inc.	
Oneok Inc.	Rockwell Automation Inc.	Valero Energy Corp.	
O'Reilly Automotive Inc.	Rockwell Collins Inc.	Varian Medical Systems	

## Other 400 - Continued

Johnson Controls Inc.	Lyondellbasell Industries N.V.	NASDAQ OMX Group Inc.	Paychex Inc.
Joy Global Inc.	M&T Bank Corp.	NetApp Inc.	Peabody Energy Corp.
Juniper Networks Inc.	Macy's Inc.	Netflix Inc.	Pentair Ltd.
Kellogg Co.	Marathon Oil Corp.	Newell Rubbermaid Inc.	People's United Financial Inc.
KeyCorp.	Marriott International Inc.	Newfield Exploration Co.	Pepero Holdings Inc.
Kimberly-Clark Corp.	Marsh & McLennan Companies Inc.	Newmont Mining Corp.	Perkinelmer Inc.
Kimco Realty Corp.	Masco Corp.	NextEra Energy Inc.	Perrigo Co.
Kinder Morgan Inc.	Mattel Inc.	NiSource Inc.	PetSmart Inc.
KLA-Tencor Corp.	McCormick & Company Inc.	Noble Corp.	PG&E Corp.
Kohl's Corp.	McGraw-Hill Companies Inc.	Noble Energy Inc.	Pinnacle West Capital Corp.
Kroger Co.	McKesson Corp.	Northeast Utilities	Pioneer Natural Resources Co.
L-3 Communications Holdings Inc.	Mead Johnson Nutrition Co.	Northern Trust Corp.	Pitney Bowes Inc.
Laboratory Corporation of America Holdings	MeadWestvaco Corp.	Northrop Grumman Corp.	Plum Creek Timber Company Inc.
Lam Research Corp.	MetroPCS Communications Inc.	NRG Energy Inc.	PNC Financial Services Group Inc.
Legg Mason Inc.	Microchip Technology Inc.	Nucor Corp.	PPG Industries Inc.
Leggett & Platt Inc.	Microchip Technology Inc.	NVIDIA Corp.	PPL Corp.
Lennar Corp.	Molex Inc.	NYSE Euronext	Praxair Inc.
Leucadia National Corp.	Molson Coors Brewing Co.	Omnicom Group Inc.	Precision Castparts Corp.
Life Technologies Corp.	Monster Beverage Corp.	Oneok Inc.	Priceline.com Inc.
Limited Brands Inc.	Moody's Corp.	O'Reilly Automotive Inc.	Principal Financial Group Inc.
Lincoln National Corp.	Mosaic Co.	Owens-Illinois Inc.	Progressive Corp.
Linear Technology Corp.	Motorola Solutions Inc.	Paccar Inc.	Prologis Inc.
Loews Corp.	Murphy Oil Corp.	Pall Corp.	Prudential Financial Inc.
Lorillard Inc.	Mylan Inc.	Parker-Hannifin Corp.	Public Service Enterprise Group Inc.
LSI Corp.	Nabors Industries Ltd.	Patterson Companies Inc.	Public Storage



## Other 400 - Continued

PulteGroup Inc.	Sempra Energy	Tesoro Corp.	Waters Corp.
QEP Resources Inc.	Sherwin-Williams Co.	Textron Inc.	Wellpoint Inc.
Quanta Services Inc.	Sigma-Aldrich Corp.	Thermo Fisher Scientific Inc.	Western Digital Corp.
Quest Diagnostics Inc.	SLM Corp.	Tiffany & Co.	Western Union Co.
Ralph Lauren Corp.	Snap-On Inc.	Time Warner Cable Inc.	Weyerhaeuser Co.
Range Resources Corp.	Southwest Airlines Co.	TJX Companies Inc.	Whirlpool Corp.
Red Hat Inc.	Southwestern Energy Co.	Torchmark Corp.	Whole Foods Market Inc.
Regions Financial Corp.	Spectra Energy Corp.	Total System Services Inc.	Windstream Corp.
Republic Services Inc.	Sprint Nextel Corp.	Travelers Companies Inc.	Wisconsin Energy Corp.
Reynolds American Inc.	St. Jude Medical Inc.	Tyco International Ltd.	Wyndham Worldwide Corp.
Robert Half International Inc.	Stanley Black & Decker Inc.	Tyson Foods Inc.	Wynn Resorts Ltd.
Rockwell Automation Inc.	Staples Inc.	United States Steel Corp.	Xcel Energy Inc.
Rockwell Collins Inc.	Starwood Hotels & Resorts Worldwide Inc.	Unum Group	Xerox Corp.
Roper Industries Inc.	State Street Corp.	Urban Outfitters Inc.	Xilinx Inc.
Ross Stores Inc.	Stericycle Inc.	Valero Energy Corp.	XL Group PLC
Rowan Companies Inc.	Stryker Corp.	Varian Medical Systems	Yahoo! Inc.
Ryder System Inc.	SunTrust Banks Inc.	Ventas Inc.	Yum! Brands Inc.
Safeway Inc.	Symantec Corp.	VeriSign Inc.	Zimmer Holdings Inc.
SAIC Inc.	Sysco Corp.	VF Corp.	Zions Bancorp
Salesforce.com Inc.	T. Rowe Price Group Inc.	Viacom Inc.	
SanDisk Corp.	TE Connectivity Ltd.	Vornado Realty Trust	
Scana Corp.	TECO Energy Inc.	Vulcan Materials Co.	
Scripps Networks Interactive Inc.	Tenet Healthcare Corp.	W.W. Grainger Inc.	
Seagate Technology PLC	Teradata Corp.	Washington Post Co.	
Sealed Air Corp.	Teradyne Inc.	Waste Management Inc.	

