



Radford
Global Intelligence for the
Technology and Life Sciences Industries



Survey Data Elements and Reporting

Radford offers comprehensive reporting in both our domestic and global surveys. Stock valuation/reporting options include face value, Net Present Value (NPV), Black-Scholes, and number of shares.

Global Data Reporting

Base salary
Fixed compensation
Regular allowances
Bonus/incentives
Total cash compensation
Total direct compensation
Stock options and restricted stock

Domestic Data Reporting

Base salary
Car/car allowance
Other allowances
Target/actual incentives
Stock/LTI guidelines and actual grants for:
-Stock options/SARs
-Restricted stock
-Cash LTI

RADFORD

Introduction

For more than 35 years, Radford has been the leading provider of compensation market intelligence to the technology and life sciences industries. Our emphasis on data integrity and online access to data, tools and resources, as well as client service, has made the Radford name synonymous with trust and quality. Radford is an Aon Consulting company, offering distinctive value to clients of all sizes and stages of growth.

- > Nearly 2,000 participating companies globally
- > Full suite of compensation consulting services
- > Reliable, current data analysis and reporting
- > Customized data for competitive insight
- > Web access to data via Radford Network
- > Online Data Generator tools for survey results
- > Free value-add client services, including seminars, webcasts and white papers from our consultants
- > Superior global customer service
- > Experienced management team and staff

Market-Leading Compensation Surveys

Radford's suite of surveys provide individual incumbent data for base salary, incentives and equity for 3.6 million employees, with rigorous data validation standards for reporting.

- > Radford Global Technology Survey
- > Radford Global Life Sciences Survey
- > Radford Global Sales Survey
- > Radford Benefits Survey

Data Confidentiality

We treat each company's data submissions in the strictest confidence. Company-identifiable survey data is not to be released. Customized compensation reports require data from at least 10 companies (and some types of reports require data from 20 companies) to ensure data sufficiency and confidentiality. We check that at least five companies reported data to a specific job prior to reporting it. Within each job, we require data from at least three companies before specific calculated values can be reported. These sufficiency rules ensure that Radford provides the highest level of data confidentiality to our participants.

Current Radford Clients

Technology

Adobe, Agilent, Alcatel-Lucent, Amazon.com, Analog Devices, Apple, Applied Materials, Cisco Systems, Dell, eBay, EMC, Ericsson, Facebook, Hewlett-Packard, IBM, Infosys, Intel, KLA-Tencor, McAfee, Microsoft, Motorola, National Semi, Oracle, QUALCOMM, Seagate Technology, Sprint Nextel, Symantec, Texas Instruments, Wipro, Xilinx

Life Sciences

Actelion, Amgen, Amylin Pharma, AstraZeneca, Beckman Coulter, Biogen Idec, Bristol-Meyers Squibb, Celgene, Cephalon, EMD Serono, Genencor, Genentech, Genzyme, Gilead, GlaxoSmithKline, Human Genome Sciences, Johnson & Johnson, Life Technologies, Medtronic, Merck, Novartis, OSI, Pfizer, Quintiles, Roche, Sepracor, Shire, Thoratec

Contact Information

For more information on the Radford, please contact us at:

+1 (408) 321.2500
Toll-free in No. America:
+1 (866) 431.4796
sales@radford.com
www.radford.com

Radford Consulting

Leveraging Radford survey data, our team takes a business-based, collaborative approach to our consulting, applying financial analysis and thought leadership to develop strategies that can be translated into action for companies of all sizes and stages of development.

- > Guidance in **global compensation philosophy** setting and strategy; global job leveling and grade structures; pay elements and local pay practices; competitive market analyses for local nationals; salary ranges; incentive compensation; and global equity strategy, modeling, and guidelines
- > **Executive compensation work** focusing on total rewards program development and alignment with business objectives, including design alternatives, expense/shareholder impact, and implementation support
- > **Incentive program development/evaluation**, assistance with strategy development, competitive assessment, design considerations, metrics, economic impact and implementation support
- > **Board of Directors compensation development**, including competitive assessments, program design (cash and equity), and related advice and assistance; and provide independent, third-party **Board and Compensation Committee advisory services and governance support**.
- > **Global sales compensation plan design** focusing on aligning sales incentives with business initiatives and go-to-market strategy.

We also offer consulting expertise in employee and sales compensation, as well as organization transition support.

Radford Valuation Services

The expensing of stock options under FAS 123(R) brought significant change to the technology and life sciences industries. With Aon, Radford Valuation Services has been doing significant work in the area of Employee Stock Option (ESO) valuation and accounting under FAS 123(R).

- > **Development of required assumptions** as prescribed under FAS 123(R) for traditional stock options in any option pricing model
- > **Communication tools** for Relative Total Shareholder Return (TSR) programs to help communicate to plan participants the link between the **company's market performance and the employees grant reward**
- > **Alternative modeling approaches** such as the Aon Actuarial Binomial Model, Aon Multiple Point Black-Scholes Model, or Aon Hazard Rate Model **that better approximates compensation expense**
- > **Exotic models** required to calculate Performance Awards' fair value and amortization period under FAS 123(R)

Radford Analytic Services

Bridging Radford's deep survey databases with consulting expertise, the Radford Analytic Services (RAS) team leverages a comprehensive set of analyses and services to address your global compensation needs:

- > Provides clients with a portfolio of **customized services and market insight tools** that simplify and improve market analyses
- > Seeks to reduce clients' need for internal/external resources to complete this analysis through **targeted services and value-added reports** to help clients make informed decisions
- > Guides clients in taking action to assess and adjust their global compensation programs using **Radford market data** to ensure programs are competitive



What Our Clients Say About Radford

"The Radford Consulting team was instrumental in creating our harmonized global compensation system. With their thorough knowledge of best practices and objective approach, we were together able to design and implement consistent compensation programs across our global operations. I welcome the opportunity to work with Radford again."

Juan Sans
Sr. Dir, Global Comp
Hitachi Data Systems

RADFORD CONSULTING SERVICES Industry Leaders in High Technology and Life Sciences

Many Radford clients ask for our assistance in developing compensation solutions based on our proprietary data. Led by a team of industry experts, our consultants know how to leverage our survey data to create tailored solutions for your toughest business and compensation challenges.

Our practice focuses on the compensation issues facing high-tech and life sciences firms of all sizes, at all stages of development. We take a business-based approach to our consulting, applying financial analysis, technical skill and thought leadership to develop strategies that can be translated into action. We offer a range of consulting services in the following areas:

Executive Compensation

Our expertise includes strategy setting; competitive analysis and plan design; salaries; incentive compensation; long-term and equity programs; employment agreements; change-in-control contracts; and 280G calculations. We provide support to the Compensation Committee and management in addressing all executive compensation matters.

Equity Compensation

We offer a complete package of services for creating and aligning your equity programs across the company, including strategy setting; guideline assessment and design; mix of alternative equity vehicles; program development; and expense and shareholder impact analyses. For organizations dealing with underwater stock options, we also offer assistance in assessing alternatives for addressing this particularly complex issue. For more information, visit our Underwater Exchange Portal at www.underwaterexchange.com

Equity Valuation Services

Our Radford Valuation Services team provide best-in-class approaches to valuing stock options and other equity vehicles in compliance with FAS 123(R), including the development of required assumptions for equity pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under FAS 123(R). Our assessment of exercise patterns also helps to inform our equity compensation consulting design by applying employee experiential data into our plan modeling.

Sales Compensation

We offer global incentive plan design to align your sales incentives with business initiatives and go-to-market strategy. Our approach includes reviewing your current plan in the context of business drivers; performing a competitive market assessment of the existing plan including commission structures, targets, accelerators, allowances and special incentives; designing, modeling and costing a redesigned sales incentive plan to determine the business and employee impact; implementing the new plan, including plan documentation and communication strategy; and evaluating, advising on and implementing commission systems.

Global Compensation

We provide guidance in global compensation strategy development; global job leveling and grade structures; pay elements and local pay practices; competitive market analyses for local nationals; salary ranges; incentive compensation; and global equity strategy, guidelines and modeling to assess a program's feasibility.

Employee Compensation

Our employee pay services include total rewards strategy development; job matching/job family development, competitive assessment; salary structures/banding; organizational leveling; incentive compensation design, including objective setting, metrics, and economic impact analyses; equity plans; and reward/recognition programs.

Board of Directors

We specialize in Board compensation, including competitive assessments and program design (cash and equity, retainer, and fee-for-service structures), to develop programs that meet the way your Board operates, with consideration of governance best practices.

What Our Clients Say About Radford

*"The Radford team's **compensation data, consulting services, and industry know-how** are consistently on the **leading edge**.*

*Their services are essential for achieving competitive and **best-in-class compensation program design**.*

On top of all that, working with them is always an enjoyable and rewarding experience."

Eric Chaisson
Sr. Director,

Global Compensation
Activision Blizzard

Contact Information

For more information on the Radford Consulting Services, please contact us at:

+1 (408) 321.2500

Toll-free in No. America:

+1 (866) 431.4796

consulting@radford.com

Locations

Austin, Atlanta,
Boston, Chicago,
Denver, Hong Kong,
London, New York,
Philadelphia,
San Diego,
San Francisco,
San Jose,
Washington, DC.

Industry Leaders in High Technology and Life Sciences

Compensation Committee Advisory Services

We provide a variety of independent, third-party Board and Compensation Committee advisory services and governance support, including charter development; executive compensation design and assessment; pay-for-performance assessment; Compensation Committee process management, advice and counsel; and regulatory filing support.

Organization Transition Support

We can assist you with merger and acquisition due diligence, spin-off program design, preparation for an IPO and other challenges facing organizations in transition.

Consulting Senior Management Team

Linda E. Amuso

President

Linda is a highly recognized expert in the field of executive and employee compensation design in the high technology and life sciences industries, working directly with senior management and the Board of Directors. For 20 years, her practice has focused on executive and equity compensation strategies, in addition to linking performance management strategies to salary management systems, and annual/long-term incentive plan design. She earned a bachelor of science from Ithaca College and a master of arts in industrial and labor relations from Cornell University. Linda is based in San Francisco.

Terry Adamson

Senior Vice President

Terry is Practice Leader of Radford Valuation Services, the equity valuation group of Aon Consulting, and has nearly fifteen years of benefit and compensation consulting experience. Terry is involved with all phases of equity compensation valuations including design of executive packages; valuation of compensatory arrangements for purposes of a change in control under IRC 280G; sabbatical valuations under FAS 43/EITF 06-2; and Employee Stock Option (ESO) valuations and Employee Stock Purchase Plans under FAS 123(R). He earned a bachelor of science in mathematics from Georgetown University. Terry is based in Philadelphia.

Ted Buyniski

Senior Vice President

Ted has nearly 30 years of tax, legal and human resources experience. He is a leading practitioner in the areas of executive compensation, equity and corporate governance. For more than a decade, his practice has focused on serving domestic and global clients in the high technology and life science communities, particularly software, semiconductor, and medical device companies. He earned a bachelor of science in foreign service from Edmund A. Walsh School of Foreign Service at Georgetown University and a juris doctorate from Boston University School of Law. Ted is based in Boston.

Marvin Mazer

Senior Vice President

Marv has been consulting in the areas of executive compensation, sales compensation, international compensation, and general compensation planning and design for more than 30 years. Marv earned a bachelor of science in mathematics and a master of science in business administration from Pennsylvania State University. He is a certified compensation professional as well as a member of WorldatWork and the National Association of Stock Plan Professionals. Marv is based in Atlanta.

Ed Speidel

Senior Vice President

Ed has nearly 20 years of experience in executive and equity compensation, corporate governance and employee benefits consulting. His clientele consists of companies of varying size and complexity, in a wide array of industries. He maintains a strong focus on the technology communities, with emphasis in e-commerce, semiconductors, software, and life sciences firms. Ed earned a bachelor of arts in economics/government from University of Delaware, a master of business administration from Lehigh University, a juris doctorate from the New England School of Law, and a master of laws in taxation from Boston University School of Law. Ed is based in Boston.

Matt Ward

Senior Vice President

Matt Ward is an attorney and CPA with nearly 30 years of consulting experience, focusing on strategic annual and long-term incentive plan design for both public and private companies. Matt serves clients of varying size and complexity, ranging from small start-ups to Fortune 100 firms. He has extensive experience with compensation planning issues resulting from mergers, acquisitions, IPOs, leveraged buyouts, and joint ventures. Matt earned a bachelor of arts in accounting and finance from DePaul University, graduating magna cum laude. He also earned a juris doctorate from University of Utah, where he was a William H. Leary Scholar and member of the Utah Law Review. Matt is based in San Francisco.



Contact Information

For more information on Radford Valuation Services, please contact us at:

+1 (408) 321.2500
Toll-free in No. America:
+1 (866) 431.4796
consulting@radford.com

Locations

Austin, Atlanta,
Boston, Chicago,
Denver, Hong Kong,
London, New York,
Philadelphia,
San Diego,
San Francisco,
San Jose,
Washington, DC.

RADFORD VALUATION SERVICES

A Best-in-Class Approach to Equity Expensing

The expensing of stock options under FAS 123(R) brought significant change for public companies with employee stock option programs. With Aon Consulting, Radford Valuation Services has been doing significant work in the area of Employee Stock Option (ESO) valuation and accounting under FAS 123(R). Led by thought leader and actuarial expert Terry Adamson, and through our experience working with 150-plus companies, including 40 Fortune 500 companies, our consultants have a mastery of:

- > The development of required assumptions as prescribed under FAS 123(R) for traditional stock options in any option pricing model
- > Alternative modeling approaches such as the Aon Actuarial Binomial Model, Aon Multiple Point
- > Black-Scholes Model, or Aon Hazard Rate Model that better approximates compensation expense
- > Exotic models required to calculate the fair value and amortization period of Performance Awards under FAS 123(R)
- > Communication tools for Relative Total Shareholder Return (TSR) programs
- > Holistic HR rewards solutions, working in collaboration with Aon Consulting's premiere compensation consultants at Radford and McLagan

The Need for a Radford Valuation Survey

Equity awards continue to be a lucrative, valued form of compensation to executives and line employees alike. They are changing in design, however, some becoming more exotic, with indexing or performance-based features. Radford Valuation Services supports your needs in FAS 123(R) compliance with the following benefits. Both public and private organizations should consider the benefits of our modeling and analysis in improving your bottom line.

- > Sophisticated actuarial modeling that more accurately determines the range of expected expense. Aon's modeling techniques can reduce P&L charge from a traditional model by approximately 3.5 percent on the valuation model and up to 30 percent, including additional assumptions.

The Need for a Radford Valuation Survey (continued)

- > Expert assistance and partnership - we work closely with your internal resources to achieve buy-in and ensure success, and we reduce cost of internal staffing and resources, which is typically a reduction of approximately ½ the cost of an employee.

Why Actuarial-Based Valuation Models Are Superior

The FASB places great importance on estimating the impact of employees' expected exercise behavior and expected post-vesting employment termination behavior. Therefore, organizations should use valuation models that can recognize these behaviors in their valuation assumptions. For this reason, we consider stock-based compensation valuation an actuarial issue. This actuarial perspective complements FASB's intent to encourage employers to more rigorously value their stock-based compensation plans based on realistic patterns of behavior and market-based inputs.

Aon's Radford ShareVal: Communication Tools for Relative TSR Plans

Equity compensation approaches based upon market conditions, including relative total shareholder return (TSR) plans, are gaining favor in the marketplace. Awards are granted at the beginning of a three-year period across a broad spectrum of employees. At the end of the period, the awards vest according to a schedule reflecting the organization's ranking within an established index, such as the S&P 500. Our ShareVal communication tools allows companies with TSR programs to clearly communicate to plan participants how their equity vesting percentage ties to the relative ranking of a company within an index or peer group over a performance period. Learn more at www.relativeTSR.com.

The Next Generation of Equity-Based Compensation

Radford's premiere compensation and Valuation Services consultants can help your company design and model the next generation of equity awards, including TSR plans and customized approaches with market and performance conditions. We have initiated lattice-based models in a wide variety of industries. Regardless of the model, a more accurate assumption selection and documentation can mitigate risk and improve the bottom line under FAS 123(R).

We Emphasize Transparency and Documentation

Radford believes that all assumption development, valuation, and accounting should be transparent. For this reason, sufficient documentation on the development of assumptions is critical. Further, we have published the mathematics behind all of our modeling approaches. You can review our approach for expense amortization and forfeiture reconciliation in our Technical Roadmap to Expense Allocation, available at www.radford.com/valuationservices. Lastly, Radford will educate and discuss these approaches with your management team and auditors to ensure smooth FAS 123(R) disclosures.

Wide Variety of Services

Aon Consulting Worldwide is shaping the workplace of the future through benefits, talent management, and rewards strategies and solutions. We leverage our global network of offices, unmatched talent, innovation, thought leadership, and operational excellence to deliver distinctive value to our clients.



What Clients are Saying About RAS:

“Radford Analytic Services tools have been instrumental in helping us to increase efficiency in a period of time when resources are being cut. Thanks to these tools, we were able to effectively meet our deliverables, turn them around more quickly than ever, and alleviate a tremendous amount of pressure on my team.”

**Rosemary Arriada-Keiper,
Sr. Mgr, Global Comp
Adobe Systems**

Contact Information

For more information on Radford Analytic Services, please contact us at:

+1 (408) 321.2500
Toll-free in No. America:
+1 (866) 431.4796
ras@radford.com
www.radford.com

Radford is an Aon Consulting Company

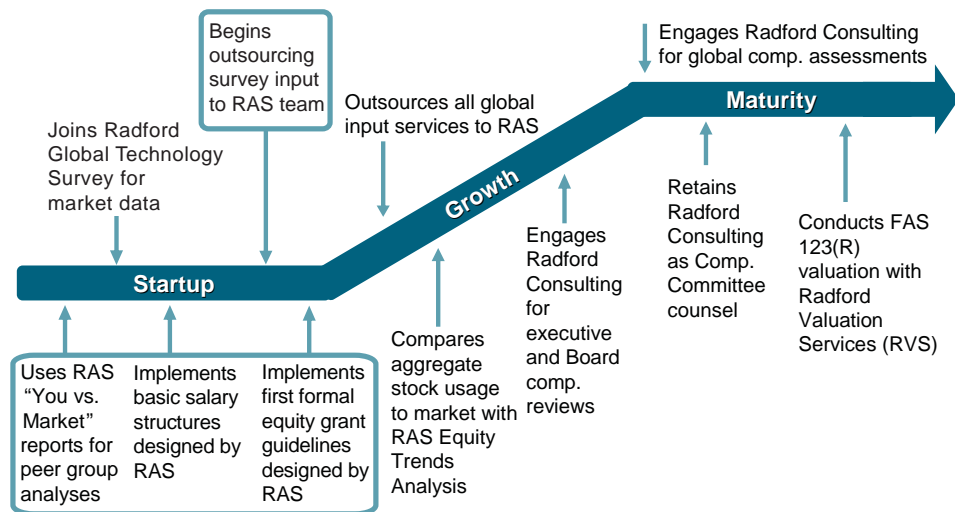
RADFORD ANALYTIC SERVICES

Introduction

In this shifting global environment, ensuring a competitive compensation philosophy and position among your peers is essential.

Meet these needs with Radford Analytic Services (RAS). Leveraging Radford’s comprehensive survey databases, tools and analyses, as well as leading-edge consulting expertise, the Analytic Services team can develop compensation programs and ensure market competitive pay that address your specific needs.

Radford Partnership Timeline



RAS Services and Analyses

Current Services

- > Benchmarking
- > Basic salary structure design
- > Bonus program assessment
- > Equity grant guidelines
- > Survey database mining
- > Total cash and stock analyses
- > Global leveling

Current RAS Analyses

- > “You vs. Market” - Benchmark
- > “You vs. Market” - GLS Benchmark
- > “You vs. Market” - Stock by Level
- > “You vs. Market” - Global Total Cash
- > Equity Trends
- > Board of Directors Compensation

RAS' customized market analyses and survey services help clients reduce internal/external resources for survey participation and market assessments, and facilitate better-informed compensation decisions. Cost-effective RAS solutions address the needs of both growing and multinational companies. For more information about RAS, please contact us at ras@radford.com.



Key 2009 Participants

Accenture
 Adobe Systems
 AMD
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 Analog Devices
 Apple
 Applied Materials
 CA
 Cadence Design Sys
 Cisco Systems
 Dell
 eBay
 Electronic Arts
 Ericsson
 EMC
 Facebook
 Fairchild Semi
 Freescale Semi
 Hewlett-Packard
 Hitachi
 Infosys
 IBM
 Intel
 KLA-Tencor
 Lam Research
 Lenovo
 LSI
 McAfee
 Microsoft
 Motorola
 National Semi
 NetApp
 Nokia
 Nortel
 NVIDIA
 NXP
 Oracle
 QUALCOMM
 Research in Motion
 SAP
 Seagate Technology
 Sprint Nextel
 STMicroelectronics
 Symantec
 Texas Instruments
 Wipro
 Xilinx

RADFORD GLOBAL TECHNOLOGY SURVEY

The landscape for compensation professionals is shifting rapidly in a truly global economy. To meet the needs of your changing workforce, your pay surveys must offer a robust and reliable database, global coverage, instant data access and superior customer service in a single global source.

Spanning 100 countries, the Global Technology Survey is the new single-source solution. Our new platform integrates the former Radford International, US Benchmark and US Executive Surveys, leveraging nearly 3,000,000 incumbents; 1,000+ companies; and 1,900 executive through support non-sales positions. Benefits of participating in the Global Technology Survey include:

- > **Global job structure** facilitates input and creates consistency in job matching/analysis across countries
- > **Extensive data elements** ensure accurate total pay insight for pricing jobs and market analysis
- > **Practices coverage** offer key metrics and quarterly market trends to gauge program competitiveness
- > **Online survey results, resources and tools** accessed from any location via the Radford Network®
- > **Sophisticated global analytics** support competitive assessments, including “You vs. Market” reports
- > **Dedicated client support** includes a designated Survey Consultant and comprehensive training program

Surveyed Countries (including US)

Americas	Asia/Pacific	Europe	Europe (cont'd)	Middle East/Africa
Argentina	Australia	Armenia	Latvia	Algeria
Barbados	Bangladesh	Austria	Lithuania	Bahrain
Bermuda	China	Belgium	Luxembourg	Cameroon
Bolivia	Hong Kong	Bosnia & Herzegovina	Netherlands	Egypt
Brazil	India	Bulgaria	Norway	Ghana
Canada	Indonesia	Croatia	Poland	Israel
Chile	Japan	Cyprus	Portugal	Jordan
Colombia	Kazakhstan	Czech Republic	Romania	Kenya
Costa Rica	Macau	Denmark	Russia	Kuwait
Dominican Republic	Malaysia	Estonia	Serbia	Lebanon
Ecuador	New Zealand	Finland	Slovakia	Mauritius
El Salvador	Pakistan	France	Slovenia	Morocco
Guatemala	Philippines	Germany	Spain	Mozambique
Honduras	Singapore	Greece	Sweden	Nigeria
Mexico	South Korea	Hungary	Switzerland	Oman
Panama	Sri Lanka	Iceland	Turkey	Qatar
Paraguay	Taiwan	Ireland	Ukraine	Saudi Arabia
Peru	Thailand	Italy	United Kingdom	Senegal
Puerto Rico	Vietnam			South Africa
Trinidad & Tobago				Tanzania
United States				Tunisia
Uruguay				United Arab Emirates
Venezuela				

What Clients Say About Radford

*“Oracle’s fast-paced environment requires Radford as a **business partner**: to be available to our staff, provide useful data, or engage in a lively **problem-solving** discussion at a moment’s notice. Our working relationship with our Radford Survey Consultant consistently **exceeds our expectations.**”*

Sue Charley
VP, Compensation
Oracle

*“Radford’s surveys are **comprehensive and easy to use.** In addition to the pay and stock data, the leveling system and Radford’s global approach **help us solve key problems for the business** by refining our thinking about how careers should work at Microsoft.”*

Ed Kearns
Compensation
Consultant
Microsoft Corp.

Radford Locations

- Austin
- Atlanta
- Boston
- Chicago
- Denver
- Hong Kong
- London
- New York
- Philadelphia
- San Diego
- San Francisco
- San Jose
- Washington, DC.

Data Sample

For illustrative purposes only, the sample data below displays a subset of results* for Development Engineer 3 in China via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customize overall or peer group results, and provide a **presentation-ready report for any country** for which you have access, including all jobs reported and all Standard Data Elements.

*Actual results provide data for six percentiles; you can also select actual incentives, new-hire stock, and equity guidelines for data presentation.

INDIVIDUAL JOB DETAILS

Product Development - Development Engineer 3 China - Yuan

Select Incentive Target or Actual Select New-Hire or Ongoing Stock Select Stock Guideline or Actual

Target Ongoing Actual

	Avg.	75th	50th	25th	# Emps	# Cos
Base Salary	180,458	212,047	180,000	146,498	6,413	145
Total Allowances	13,261	15,600	9,600	7,000	1,721	47
Fixed Compensation	184,017	217,107	183,456	149,468	6,413	145
Target Incentive Amount	19,625	25,612	17,505	10,746	5,353	104
Target Incentive % of Base	10.7%	12.0%	10.0%	7.5%	5,353	104
Base Salary + Target Incentives	198,938	232,960	195,804	162,777	5,961	129
Fixed Comp + Target Incentives	202,746	237,800	200,100	165,600	5,961	129
Actual Ongoing Options + RS	32,740	35,930	19,714	12,852	1,807	56
Target Total Direct Compensation*	213,495	254,493	206,753	166,657	4,957	118

Note: All data in local currency and employee-weighted

* Target Total Direct Compensation = Base + Total Allowance + Target Incentives + Actual Ongoing Equity

OVERALL JOB FAMILY INFORMATION

Select Average/Percentile

50th Percentile

	Market 50th Percentile (China - Yuan)							
	Base Salary	Fixed Comp	Base Salary + Target Incentives	Fixed Comp + Target Incentives	Actual Ong Options + RS	Target Total Direct Comp	# Emps	# Cos
5001 Prod Dev - Dev Engr 1	95,316	96,360	102,170	104,126	6,533	104,870	4,807	112
5002 Prod Dev - Dev Engr 2	130,056	133,561	140,124	143,493	13,066	148,688	11,596	141
5003 Prod Dev - Dev Engr 3	180,000	183,456	195,804	200,100	19,714	206,753	6,413	145
5004 Prod Dev - Dev Engr 4	241,668	245,376	268,008	270,698	35,044	305,263	1,596	102
5005 Prod Dev - Dev Engr 5	288,980	295,494	331,296	336,520	57,162	424,383	195	45
5006 Prod Dev - Dev Engr 6	634,816	634,816	794,400	795,507	79,896	869,125	33	12

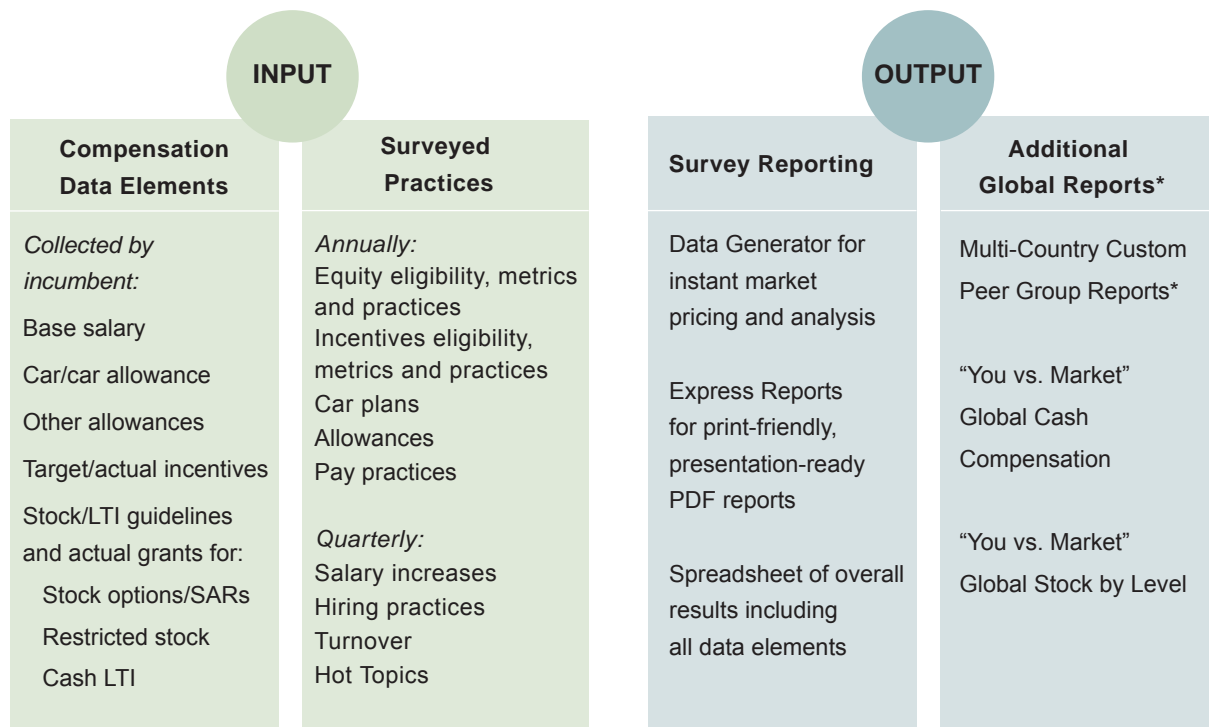
The Radford Network

The Radford Network provides 8,000 registered users **instant access to data, tools and resources**, including our **Input/Output Guides** for survey submission and **Data Generators** for working with survey results.

You can also view our **Training Calendar** to register for upcoming training, popular **Hot Topic webcasts** led by Radford's thought leaders, regional meetings and more.

Your company's survey participation includes **an unlimited number of authorized users** from any location.

Proprietary Radford Survey Platform



*The first Multi-Country Custom Report is free to participants and available for order after data submission requirement is met.

When More Help Is Needed: Global Analytics and Consulting

Radford Analytic Services: Cost-Effective Solutions

Bridging Radford's deep survey databases with consulting expertise, Radford Analytic Services (RAS) offers tailored, cost-effective solutions for your global compensation needs. RAS' customized market analyses and survey services help clients reduce internal/external resources for survey participation and market assessments, and facilitate better-informed compensation decisions. Current global analytic offerings include:

- > Survey Services: includes the spectrum of global input assistance, from survey job matching and leveling to completing the total survey submission on-site
- > Leveling Audit: reviews your company's global job matching for comparison against a group of selected companies, this analysis indicates how your company's job matching practices compare to peers
- > "You vs. Market" Reports: isolates your company's global total cash compensation practices for comparison to a group of selected companies and identifies where your practices are aligned or differ from the market

For more information on Radford Analytic Services, please contact Brett Harsen at bharsen@radford.com.

Radford Consulting: Your Global Total Rewards Partner

For companies seeking to evaluate, adjust or create global compensation programs in new or existing markets, our consultants provide guidance in global compensation strategy development; global job leveling and grade structures; pay elements and local pay practices; competitive market analyses for local nationals; salary ranges; incentive compensation; and global equity strategy, guidelines and modeling to assess a program's feasibility. For more information on Radford's consulting practice, please contact Marie Brinkman at mbrinkman@radford.com.

Contact Information

For more information on the Radford Global Technology Survey, please contact us at:

+1 (408) 321.2500
 Toll-free in No. America:
 +1 (866) 431.4796
sales@radford.com
www.radford.com



Key 2009 Participants

Accenture
 Adobe Systems
 AMD
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 Analog Devices
 Apple
 Applied Materials
 CA
 Cadence Design Sys
 Cisco Systems
 Dell
 eBay
 Electronic Arts
 EMC
 Ericsson
 Facebook
 Fairchild Semi
 Freescale Semi
 Genentech
 Hewlett-Packard
 Hitachi
 IBM
 Intel
 KLA-Tencor
 Lam Research
 Lenovo
 LSI
 McAfee
 Microsoft
 Motorola
 National Semi
 NetApp
 Nokia
 Nortel
 NVIDIA
 NXP
 Oracle
 QUALCOMM
 Research in Motion
 SAP
 Seagate Technology
 Sprint Nextel
 STMicroelectronics
 Symantec
 Texas Instruments
 Wipro
 Xilinx
 Yahoo!

RADFORD GLOBAL SALES SURVEY

Sales compensation professionals face increasing demands for effective global sales pay programs that support business initiatives across borders. To meet these needs, your surveys must offer extensive pay elements, instant data access and superior customer service - with global coverage.

Spanning 100 countries, the Global Sales Survey is your new solution for sales pay insight. Our 2010 platform integrates the US Sales Survey with the sales portion of the former Radford International Survey, leveraging 250,000 incumbents and 300 sales positions in a broad range of industries and sales channels. More than 550 firms trust our market-leading survey approach:

- > **Global job structure** facilitates input and creates consistency in job matching/analysis across countries
- > **Extensive data elements** ensure accurate total pay insight for pricing sales jobs and market analysis
- > **Sales Incentive Plan Characteristics and Overall Practices coverage** offer key market metrics
- > **Online survey results, resources and tools** accessed from any location via the Radford Network®
- > **Sophisticated global analytics** support competitive assessments, including "You vs. Market" reports
- > **Dedicated client support** includes a designated Survey Consultant and comprehensive training program

Surveyed Countries (including US)

Americas

Argentina
 Barbados
 Bermuda
 Bolivia
 Brazil
 Canada
 Chile
 Colombia
 Costa Rica
 Dominican Republic
 Ecuador
 El Salvador
 Guatemala
 Honduras
 Mexico
 Panama
 Paraguay
 Peru
 Puerto Rico
 Trinidad & Tobago
 United States
 Uruguay
 Venezuela

Asia/Pacific

Australia
 Bangladesh
 China
 Hong Kong
 India
 Indonesia
 Japan
 Kazakhstan
 Macau
 Malaysia
 New Zealand
 Pakistan
 Philippines
 Singapore
 South Korea
 Sri Lanka
 Taiwan
 Thailand
 Vietnam

Europe

Armenia
 Austria
 Belgium
 Bosnia & Herzegovina
 Bulgaria
 Croatia
 Cyprus
 Czech Republic
 Denmark
 Estonia
 Finland
 France
 Germany
 Greece
 Hungary
 Iceland
 Ireland
 Italy

Europe (cont'd)

Latvia
 Lithuania
 Luxembourg
 Netherlands
 Norway
 Poland
 Portugal
 Romania
 Russia
 Serbia
 Slovakia
 Slovenia
 Spain
 Sweden
 Switzerland
 Turkey
 Ukraine
 United Kingdom

Middle East/Africa

Algeria
 Bahrain
 Cameroon
 Egypt
 Ghana
 Israel
 Jordan
 Kenya
 Kuwait
 Lebanon
 Mauritius
 Mozambique
 Morocco
 Nigeria
 Oman
 Qatar
 Saudi Arabia
 Senegal
 South Africa
 Tanzania
 Tunisia
 United Arab Emirates

What Clients Say About Radford

*"Oracle's fast-paced environment requires Radford as a **business partner**: to be available to our staff, provide useful data, or engage in a lively **problem-solving** discussion at a moment's notice. Our working relationship with our Radford Survey Consultant consistently **exceeds our expectations**."*

Sue Charley
VP, Compensation
Oracle

*"Radford's surveys are **comprehensive and easy to use**.*

*In addition to the pay and stock data, the leveling system and Radford's global approach **help us solve key problems for the business** by refining our thinking about how careers should work at Microsoft."*

Ed Kearns
Compensation
Consultant
Microsoft Corp.

Radford Locations

Austin
Atlanta
Boston
Chicago
Denver
Hong Kong
London
New York
Philadelphia
San Diego
San Francisco
San Jose
Washington, DC.

Data Sample

For illustrative purposes only, the sample data below displays a subset of results* for Sales Account Manager - Direct - Career in the United Kingdom via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customize overall or peer group results, and provide a **presentation-ready report for any country** for which you have access, including all jobs reported and all Standard Data Elements.

*Actual results provide data for six percentiles; you can also select data for last fiscal year actual incentives, new-hire stock, and equity guidelines for data presentation.

COMPENSATION - OVERALL

Sales Account Manager - Direct - Career United Kingdom - UK Pound

Select Current Year or Last Year Select New-Hire or Ongoing Stock Select Stock Guideline or Actual

Current Year Ongoing Actual

	Avg.	75th	50th	25th	# Emps	# Cos
Base Salary	51,157	60,004	51,502	39,640	1,313	44
Total Allowances	6,312	7,200	6,600	5,700	737	96
Fixed Compensation	54,701	65,000	56,700	43,096	1,313	144
Target Incentive Amount	47,303	63,261	50,000	26,407	1,044	121
Target Incentive % of Base	85.9%	100.0%	98.3%	66.7%	1,044	121
Base/Target Incentive Mix	53/47	-	-	-	1,044	121
Target Sales Quota (000)	2,080	3,315	1,755	923	1,044	121
Base Salary + Target Incentives	100,659	124,613	103,417	70,954	1,044	121
Fixed Comp + Target Incentives	104,401	129,574	108,850	75,043	1,044	121
Actual Ongoing Options + RS	4,324	5,283	3,719	1,936	100	34
Target Total Direct Compensation*	108,685	132,400	112,600	82,000	915	112

Note: All data in local currency and employee-weighted

* Target Total Direct Compensation = Base + Total Allowance + Target Incentives + Actual Ongoing Equity

COMPENSATION - BY QUOTA/ACTUAL SALES

Select Current Year or Last Year Select Average/Percentile

Current Year 50th Percentile

Market 50th Percentile (United Kingdom - UK Pound)								
Quota Range (000)	Target Sales Quota (000)	Base Salary	Target Incentives	Target Incentives % Base	Base Salary + Target Incentives	Fixed Comp + Target Incentives	# Emps	# Cos
Under 1,200	685	49,840	38,050	74.3%	84,432	89,143	348	62
1,200-2,600	1,850	51,607	48,622	95.7%	102,630	107,985	348	71
Over 2,600	3,702	52,110	63,906	121.4%	118,053	123,456	348	67

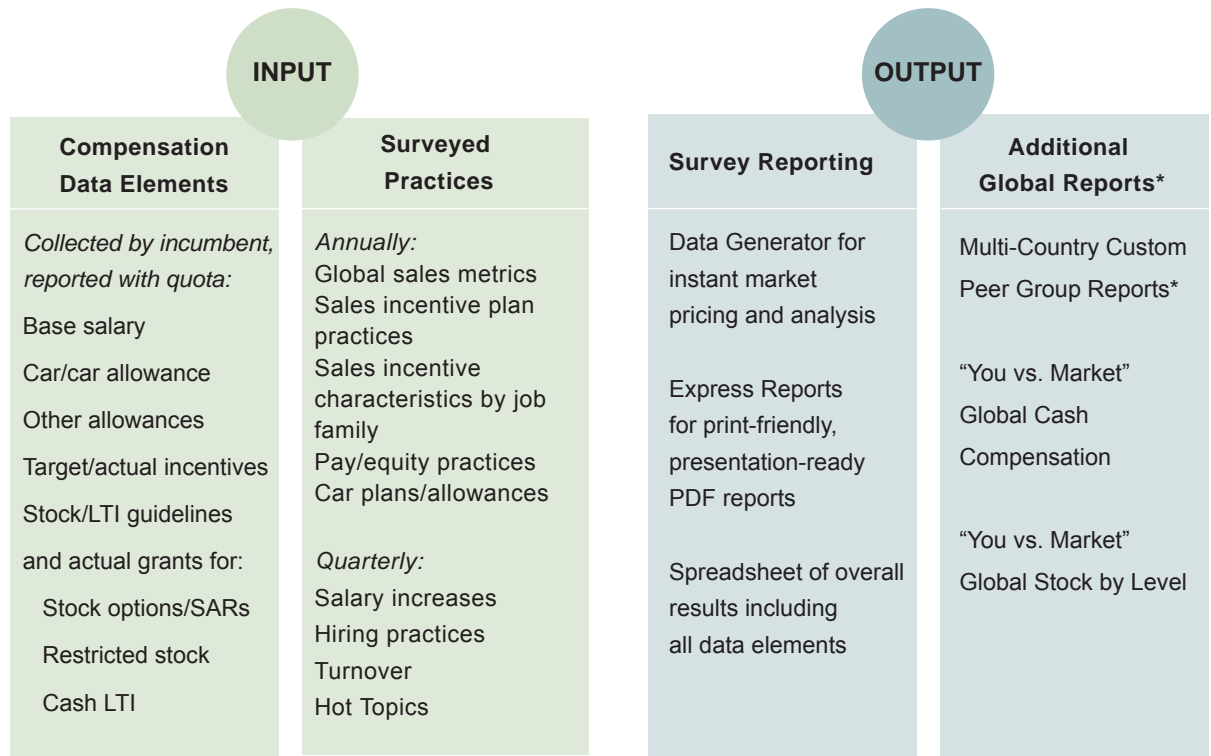
The Radford Network

The Radford Network provides 8,000 registered users **instant access to data, tools and resources**, including our **Input/Output Guides** for survey submission and **Data Generators** for working with survey results.

You can also view our **Training Calendar** to register for upcoming training, popular **Hot Topic webcasts** led by Radford's thought leaders, regional meetings and more.

Your company's survey participation includes **an unlimited number of authorized users** from any location.

Proprietary Radford Survey Platform



*The first Multi-Country Custom Report is free to participants and available for order after data submission requirement is met.

When More Help Is Needed: Global Consulting and Analytics

Radford Consulting: Your Global Sales Rewards Partner

We offer global incentive plan design to align your sales incentives with business initiatives and go-to-market strategy. Our approach includes reviewing your current plan in the context of business drivers; performing a competitive market assessment of the existing plan including commission structures, targets, accelerators, allowances and special incentives; designing, modeling and costing a redesigned sales incentive plan to determine the business and employee impact; implementing the new plan, including plan documentation and communication strategy; and evaluating, advising on and implementing commission systems.

For more information on Radford's sales consulting practice, please contact Ellen Miller at emiller@radford.com.

Radford Analytic Services: Cost-Effective Solutions

Bridging Radford's deep survey databases with consulting expertise, Radford Analytic Services (RAS) offers tailored, cost-effective solutions for your global compensation needs. RAS' customized market analyses and survey services help clients reduce internal/external resources for survey participation and market assessments, and facilitate better-informed compensation decisions. Current global analytic offerings include:

- > Survey Services: includes the spectrum of global input assistance, from survey job matching and leveling to completing the total survey submission on-site
- > Leveling Audit: reviews your company's global job matching for comparison against a group of selected companies, this analysis indicates how your company's job matching practices compare to peers
- > "You vs. Market" Reports: isolates your company's global total cash compensation practices for comparison to a group of selected companies and identifies where your practices are aligned or differ from the market

For more information on Radford Analytic Services, please contact Brett Harsen at bharsen@radford.com.

Contact Information

For more information on the Radford Global Sales Survey, please contact us at:

+1 (408) 321.2500
 Toll-free in No. America:
 +1 (866) 431.4796
sales@radford.com
www.radford.com



Key Participants

Abbott Labs
 Affymetrix
 Actelion
 Advanced Med Optics
 Amgen
 Amylin
 AstraZeneca
 Baxter
 Beckman Coulter
 Becton Dickinson
 Bio-Rad
 BiogenIdec
 Bristol-Meyers Squibb
 Celgene
 Cephalon
 Covance
 Edwards Life Sciences
 Elan
 EMD Serono
 Exelixis
 Genencor-Danisco Div
 Genentech
 Genzyme
 Gilead
 Hoffman LA Roche
 Hutchinson Technology
 Ingenix
 Inverness Med Innovations
 Johnson & Johnson
 Kendle International
 Lonza
 Medtronic
 Merck
 Monsanto
 Novartis
 OSI Pharma
 Pfizer
 Pharma Product Dev
 PRA International
 Quintiles
 Daiichi Sankyo
 Sanofi Pasteur
 Sepracor
 Shire Pharma
 Thoratec
 Watson Pharma
 Wyeth

RADFORD GLOBAL LIFE SCIENCES SURVEY

Introduction

The Radford Global Life Sciences Survey provides total compensation and practices data for **560+** multinational life sciences companies encompassing **350,000 incumbents**. Reliable global market data is available for up to **32 countries** and positions at the executive, management, professional, sales and support levels, as well as overall practices. Target industries include biotechnology, pharmaceutical, medical device, diagnostic and clinical research organizations (CROs). Participants have the option of participating in the US only, or multiple countries in a “give all, get all” approach.

Participation in the Global Life Sciences Survey includes:

- > Online access to results
- > Multi-country Data Generator
- > Overall Practices and Country Practices Reports
- > Country Benefits Summaries
- > Quarterly Summary of Industry Trends (QSIT)
- > Unlimited Radford Network® users
- > Hot topic webcasts
- > Industry-specific white papers
- > In person, online and desktop survey training program
- > Designated Survey Consultant

Key Features

Comprehensive Compensation Database

Includes 350,000 incumbents from 560+ participating companies; results delivered online via Radford Network

Extensive Job Coding and Leveling Structure

Uses a harmonized global job structure to facilitate input and consistency in data submission, job matching and market comparisons for global operations

Global Data Reporting

Covers base salary, regular allowances, fixed compensation, bonus/incentives, total cash compensation, stock options and restricted stock

Global Life Sciences Data Generators

Create queries for one or more countries in a multi-country Generator; includes a currency converter and the ability to share results among team members; new Express Reports feature on Generator delivers presentation-ready, country-specific data for all standard data elements

Surveyed Countries

Australia
Austria
Belgium
Brazil
Canada
China
Czech Republic
Denmark
France
Finland
Germany
Hungary
India
Ireland
Israel
Italy
Japan
Mexico
Netherlands
Norway
Poland
Puerto Rico
Romania
Russia
Singapore
Spain
Sweden
Switzerland
Taiwan
Thailand
Turkey
Ukraine
United Kingdom
United States

Key Features continued

Extensive Country Practices Reports

Includes pay increase budgets/actuals, incentives eligibility/practices, stock eligibility/practices, car plans and more

Country Benefits Summaries

Contains government-provided or mandated-program benefit programs by country

Industry Trend Reports

Stay current on salary increase trends, turnover, hiring practices and HR hot topics; free quarterly report for US participants, semi-annual report for non-US participants

Targeted Custom Reports

Provide insight into stock granting practices, equity programs and Board of Directors pay for US public life sciences companies through a variety of special reports (*additional fee*)

Radford Training Programs

Complimentary program includes on-site, local meetings with consulting experts, as well as online survey training courses and “hot topic” webcasts

Data Sample

The sample data below displays a subset of results for the UK. Actual results provide data for all percentiles for which data is sufficient.

M0004R MANAGEMENT - ALL FUNCTIONS - ROLL-UP 4

UK - UK Pound

COMPENSATION ELEMENTS	Average	75th	50th	25th	Number Emps Cos.	
BASE SALARY - All Employees	79,963	87,900	77,796	71,800	165	36
REGULAR ALLOWANCES						
Car Allowance/Car Lease Value	8,302	9,500	7,716	7,000	83	15
Total Allowances	8,302	9,500	7,716	7,000	83	15
FIXED COMPENSATION						
Base + Allowances						
Employees Reporting Allowances	84,772	90,866	84,000	72,300	83	15
All Employees	84,140	91,400	83,070	73,500	165	36
BONUS/INCENTIVES						
Target Incentives (current year)	15,435	19,963	14,703	10,443	118	29
Actual Incentives (last year)	13,816	17,807	12,633	8,217	105	27
STOCK OPTIONS (NPV) + RESTRICTED STOCK (Face Value)						
New-Hire Guidelines	48,120	53,849	38,712	25,271	33	13
New-Hire Actual	49,876	64,934	46,263	32,417	7	5
Ongoing Guidelines (annualized)	27,829	42,127	16,110	9,914	67	18
Ongoing Actual	25,335	25,311	12,335	9,440	95	22

INCENTIVES/ STOCK ELIGIBILITY	% Emps	# Emps	# Cos.	ALLOWANCES RECEIVED	% Emps	# Emps	# Cos.
Bonus/Incentives	90.9%	150	35	Allowances (Any)	54.5%	90	16
Stock/LTI (Any)	81.8%	135	30	Car or Car Allowance	49.1%	81	14
Stock Options	68.5%	113	27	Housing Allowance	5.5%	9	3
Restricted Stock	44.2%	73	16	Other Regular Allowance	0.0%	0	0

What Clients Say About Radford

“The Radford team’s compensation data, consulting services, and industry know-how are consistently on the leading edge. Their services are essential for achieving competitive and best-in-class compensation program design. On top of all that, working with them is always an enjoyable and rewarding experience.”

Eric Chaisson
Sr. Comp. Manager
Genentech, Inc.

Contact Information

For more information on the Radford Global Life Sciences Survey, please contact us at:

+1 (408) 321.2500
Toll-free in US:
+1 (866) 431.4796
sales@radford.com
www.radford.com



Key Participants

3Com
 Akamai Technologies
 Adobe Systems
 Adolor
 Affymetrix
 Altera
 Analog Devices
 Apple
 Autodesk
 Cadence Design Systems
 Clontech
 CV Therapeutics
 eBay
 Electronic Arts
 Fairchild Semiconductor
 FormFactor
 Gilead Sciences
 Hewlett Packard
 Human Genome Sciences
 JDS Uniphase
 Lam Research
 McAfee
 Monster Worldwide
 National Instruments
 National Semiconductor
 NetApp
 NVIDIA
 Risk Management Solutions
 SAP America
 Seagate Technology
 SGI
 STMicroelectronics
 Sunesis
 Pharmaceuticals
 Teradyne
 Texas Instruments
 The Scripps Research Institute
 Xilinx
 XOMA
 Yahoo!

RADFORD US BENEFITS SURVEY

Introduction

The Radford Benefits Survey offers the most current plan design and competitive cost data on the market today. Survey results provide verified benefits data from more than 300 companies in eight major benefits categories. Survey participants can also order one complimentary Custom Report, which provides competitive insight into industry practices and those of your peers.

Participation in the Benefits Survey includes:

- > Online Access to Results
- > Executive Summary
- > Custom Report (Industry or Company Select)
- > Annual survey publication
- > Unlimited Radford Network® users
- > Designated Survey Consultant

Key Features

Comprehensive Practices Report

Provides data on cost of benefits, health and welfare plans, flexible benefits, retirement plans, paid time off, HR practices, relocation practices and other benefits

Data Presentation

Survey Totals summarized by five employee size groups - under 200, 200-749, 750-1999, 2000-5000 and over 5000 - to provide a specific framework for data interpretation

Extensive Executive Summary

Highlights key findings, trends and data in each major benefits category

Flexible Custom Reports

Create and order a free Custom Company Select or Industry Report to gain competitive insight into industry and peer practices; Company Select provides aggregate data for selected companies as well as your company's data for immediate comparison. Industry Reports also provide aggregate data, broken out by specific industries

Asia-Pacific Benefits Data

Access country-specific benefits data via the Aon Asia-Pacific Benefits Survey & Insights

Dedicated Customer Service

Contact your Survey Consultant for assistance with survey input and data interpretation

What Clients Say About Radford

*“Oracle’s fast-paced environment requires Radford as a **business partner**: to be available to our staff, provide useful data, or engage in a lively **problem-solving** discussion at a moment’s noticed. Our working relationship with our Radford Survey Consultant consistently **exceeds our expectations.**”*

Sue Charley
VP, Compensation
Oracle

*“Radford has been my **primary survey source** for close to 25 years. After heading compensation for three Fortune 500 companies, I can honestly say I could probably live on **Radford survey data** alone. That coupled with your continued **great customer service** makes it a pleasure to do business with you.”*

Robert Furge
Lead Comp. Consultant
Qwest Communications

Contact Information

For more information on the Radford Benefits Survey, please contact us at:

+1 (408) 321.2500
Toll-free in No. America:
+1 (866) 431.4796
sales@radford.com
www.radford.com

Locations

Austin, Atlanta, Boston,
Chicago, Denver,
Hong Kong, London,
New York, Philadelphia,
San Diego, San
Francisco, San Jose,
Washington, DC.

Data Sample

The data samples below are for illustrative purposes only.

COST OF BENEFITS

SURVEY TOTALS SAMPLE DATA

TOTAL BENEFIT COSTS COST TO COMPANY	Under 200 Employees	200-749 Employees	750-1999 Employees	2000-5000 Employees	Over 5000 Employees	TOTAL SURVEY
Total Cost of Benefits as a % of Payroll	29.8% 28	31.5% 52	31.8% 35	31.6% 15	34.0% 4	31.3% 134
Total Dollar Cost Last Year Per Full-Time Employee	\$27650 25	\$25277 51	\$25213 35	\$23850 14	\$20946 4	\$25430 129
Average Base Salary Per Full-Time Employee for Last Year	\$91752 70	\$80949 120	\$78791 66	\$75912 32	\$73886 10	\$82231 298
Health and Welfare Plans						
Health benefits (i.e., medical, dental, vision, prescription, EAP)	8.1% 29	9.7% 56	9.9% 48	9.8% 20	10.6% 5	9.5% 158
Life, AD&D benefits	0.3% 29	0.4% 55	0.3% 47	0.3% 21	0.2% 5	0.3% 157
Disability benefits (employer paid short term disability and/or long term disability)	0.4% 27	0.4% 53	0.4% 48	0.4% 20	0.4% 5	0.4% 153
Total health and welfare benefits (for companies unable to breakout)	9.6% 22	10.6% 30	10.1% 9	9.7% 3	12.7% 1	10.2% 65
Government Mandated Benefits						
Workers' Compensation benefits	0.9% 37	0.9% 72	0.5% 44	0.5% 17	0.2% 3	0.7% 173
Unemployment benefits	0.7% 37	0.8% 68	0.8% 46	0.7% 20	1.0% 4	0.8% 175
Social Security (FICA)	6.6% 40	7.0% 73	7.2% 50	7.1% 21	6.6% 4	7.0% 188
Total mandated benefits (for companies unable to break out)	8.5% 10	8.7% 16	8.0% 4	7.8% 2	8.1% 1	8.5% 33
Retirement/Capital Accumulation Plans						
Defined benefit plans	4.4% 1	4.6% 3	4.7% 3	3.0% 2	0.0% 0	4.3% 9
Defined contribution plans	2.8% 29	3.0% 58	2.7% 52	3.1% 19	3.4% 6	2.9% 164
Total retirement (combined defined benefit/defined contribution for companies unable to break out)	7.4% 1	4.4% 1	4.8% 2	0.0% 0	0.0% 0	5.4% 4
Paid Time Off (includes accrued vacation, holidays, sick pay, salary continuation, sabbaticals)	10.4% 35	10.1% 64	9.3% 44	9.6% 19	9.3% 6	9.9% 168
Other Benefits (i.e., tuition reimbursement, professional organizations, subsidized cafeteria, etc.)	0.7% 42	0.6% 76	0.5% 53	0.3% 19	0.7% 6	0.6% 196

TOTAL BENEFIT COSTS EMPLOYEE CONTRIBUTION COSTS	Under 200 Employees	200-749 Employees	750-1999 Employees	2000-5000 Employees	Over 5000 Employees	TOTAL SURVEY
Total Cost of Employee Contributions* as a percent of Payroll	7.9% 40	8.7% 79	9.1% 49	9.1% 18	8.7% 5	8.7% 191
Health Benefits (i.e., medical, dental, etc.)	1.4% 40	1.8% 79	2.0% 49	2.1% 18	2.2% 5	1.8% 191
Total Dollar Cost for Employee Contributions Per Full-Time Employee	\$6855 34	\$6693 75	\$7089 47	\$6976 17	\$5309 5	\$6817 178

*Excluding voluntary contributions