



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/performance shares

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/performance shares
-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 Hewitt company, offering distinctive value to clients of all sizes and stages of growth.

- > More than 2,600 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 6.3 million employees, with rigorous data validation standards for reporting.

- > Radford Global Technology Survey
- > Radford Global Sales Survey
- > Radford Global Life Sciences Survey
- > Radford US Benefits Survey
- > Radford Pre-IPO/Venture-Backed Report

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 selection of at least 10 companies (and some types of reports require data from 15 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

Accenture, Adobe, Agilent, Alcatel-Lucent, Amazon.com, AMD, Analog Devices, Apple, Applied Materials, A&T, CA, Cisco Systems, Dell, EA, eBay, EMC, Ericsson, Facebook, Flextronics, Hewlett-Packard, IBM, Infosys, Intel, Juniper Networks, KLA-Tencor, Life Technologies, McAfee, Medtronic, Mentor Graphics, Microsoft, Motorola Mobility, Net App, Oracle, QUALCOMM, SAP America, Seagate Technology, Sprint Nextel, St. Jude Medical, SunPower, Symantec, Synopsys, Texas Instruments, Varian Medical Systems, Xerox, Xilinx, Yahoo!

Life Sciences

Abbott Labs, Actelion, Affymetrix, Amgen, Amylin Pharma, AstraZeneca, Baxter, Beckman Coulter, Becton Dickinson, BiogenIdec, Bristol-Meyers Squibb, Celera, Celgene, Cephalon, Covance, EMD Serono, Elan, Genencor, Genentech, Genzyme, Gilead, GlaxoSmithKline, Human Genome Sciences, Johnson & Johnson, Life Technologies, Lonza, Medtronic, Merck, Monstanto, Novartis, OSI, Pal, Pfizer, Quintiles, Roche, Sepracor, Shire, Thoratec, Watson Pharma

Contact Information

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

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sales@radford.com

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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

Our team of actuarial experts provides a best-in-class approach to equity compensation in compliance with ASC Topic 718 (formerly FAS123(R)), including the development of required assumptions for option pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under Topic 718. Our core continuum of services includes:

- > **Equity Plan Design** - tailored strategies that balance talent and retention demands while mitigating costs
- > **Valuation services** - creative and sustainable valuation solutions at competitive rates that are fully compliant and fully auditable
- > **Financial Reporting** - customized reporting solutions for Topic 718 and IFRS2 that save time and provide the necessary expertise to your team
- > **Equity Plan Management** - holistic approach that spans the navigation of governance issues through the certification of performance results

For more information about Radford valuation services, please visit www.radford.com/rvs

What Our Clients Say About Radford

*"The **Radford Consulting** team was instrumental in creating our **harmonised global compensation system**.*

*With their thorough knowledge of **best practises** 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 Topic 718, including the development of required assumptions for equity pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under Topic 718. 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.

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 thought-leader and an expert in the field of executive and employee compensation design for the technology and life sciences industries. For 20 years, Linda has worked directly with senior management and Board of Directors on developing and implementing executive and equity compensation strategies, effectively linking performance management strategies to salary systems, and designing annual/long-term incentive plans. 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 a senior vice president at Radford with more than 17 years of consulting experience. As National Practice Leader for Aon's employee equity consulting practice, Terry is involved with all phases of equity compensation, including the valuation and accounting for stock options, performance equity, and ESPP programs under ASC Topic 718. Terry has worked extensively in the design of long-term incentive programs, the valuation of compensatory arrangements during a change in control under IRC 280G, and sabbatical valuations under Topic 710. 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.

David Knopping

Partner

David has 10 years of compensation consulting experience on a variety of issues. Areas of focus include executive and broad-based compensation strategies, employment contract development, Board of Director pay, and short- and long-term incentive plan design. David's primary consulting projects cover various sectors of the high technology industry, including software products/services, semiconductors and Internet/e-commerce. He also has significant experience working with life sciences and pharmaceutical companies. David is based in San Francisco.

Robert Miller

Principal - Regional Head EMEA

Robert has more than 15 years of executive, sales and broad-based compensation experience. As Regional Head EMEA, Robert holds overall responsibility for Radford's consulting and survey businesses in the region, as well as for client project leadership. Robert received his Bachelor of Science (with honors) from Newcastle University, and a Masters of Commerce from the University of New South Wales. He has also completed the London Business School's Corporate Finance Programme. Robert is based in London.

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 high 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.

Contact Information

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Locations

Bangalore, Beijing,
Boston, Brussels,
Chicago, Frankfurt,
Hong Kong, London,
New York, Philadelphia,
San Francisco,
Shanghai and
Singapore

RADFORD VALUATION SERVICES

Our Valuation Services Practice Supports 400-plus Companies Annually, Providing Sound, Auditable, Market-Leading Equity Valuation Solutions

We Eliminate the Complexity of Using Equity Compensation

Few elements of pay are as flexible and impactful as equity compensation. Our valuation services group eliminates the complexity of using equity compensation by tackling issues related to equity award valuation, accounting assumptions and expense reporting.

Complete Valuation Solutions

Few elements of pay are as flexible and impactful as equity compensation. Yet, effective use of stock-based awards requires companies to consider a number of challenging issues beyond basic plan design, employee eligibility and appropriate grant sizes. Our valuation services group eliminates the complexity of using equity compensation by tackling issues related to equity award valuation, accounting assumptions and expense reporting. In addition, we also offer clients a number of research and design solutions aimed at helping companies reduce and better manage the overall cost of equity award programs, including shareholder value transfer modeling, Relative total shareholder return (TSR) program development and parachute payment estimates.

Key Services

> Employee Equity Valuation Services

Radford's team of actuaries and valuation specialists provide best-in-class solutions for the valuation of employee stock options, performance-based equity awards, and other exotic equity compensation instruments.

> Financial Reporting Under Topic 718/IFRS2

Our valuation experts understand the challenges of Topic 718 and IFRS2 compliance, and work with clients to tailor customized solutions, including assumption development and expense reporting, around their existing capabilities.

> Relative TSR Programs

Radford is the premier destination for creating, valuing and managing Relative TSR programs. Our unparalleled market research, along with design and compliance expertise, allows us to provide cutting-edge solutions. Learn more at www.relativeTSR.com.

> Communication Solutions for Relative TSR Programs

A Relative TSR program is only as effective as the communication supporting it. Radford has broad experience crafting comprehensive tools to motivate and incentivize award holders, including our web-based *PeerTracker* service.

Contact Us

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

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Locations

Bangalore, Beijing,
Boston, Brussels,
Chicago, Frankfurt,
Hong Kong, London,
New York, Philadelphia,
San Francisco,
San Jose, Shanghai
and Singapore

> Proxy Advisor Policy Modeling

Navigating your next equity plan request or understanding how pay-for-performance tests will impact your business has never been more difficult or important. We provide clarity by modeling complex ISS and Glass Lewis policies so you know where you stand.

> Golden Parachute/IRC 280G Estimates

Our specialists understand the difficulty of calculating accurate change-in-control payouts, especially when IRC 280G is involved. We help clients manage the process to ensure full compliance and awareness of potential challenges.

> Sabbatical Plan Valuation

Topic 710 now requires companies to accrue an expense for sabbaticals, or similar paid absences. Our actuarial team is ideally suited to provide you with the expert help required to make these calculations a reality.

> Transparency and Documentation

Radford believes all our work related to assumption development, award valuation, and equity accounting should be transparent. As such, we provide our clients with clear documentation describing our work steps and processes, and make our whitepapers, detailing the mathematics behind our models, available to the public on our website at www.radford.com/valuationservices.

About Radford

Radford, an Aon Hewitt company, is the industry leader for providing strategic compensation advice and benchmarking services to technology and life sciences companies. We help Compensation Committees and human resources leaders address their toughest challenge: attracting, engaging and retaining global talent in highly dynamic innovation-based industries.

Radford offers clients a comprehensive suite of solutions, integrating unmatched global data capabilities with high-powered analytics and deep consulting expertise to deliver market-leading guidance to more than 2,000 organizations—from Fortune 100 companies to start-ups.

Headquartered in San Jose, CA, Radford has professionals in Bangalore, Beijing, Boston, Brussels, Chicago, Frankfurt, Hong Kong, London, New York, Philadelphia, San Francisco, San Diego, Shanghai and Singapore.

About Aon Hewitt

Aon Hewitt is the global leader in human resource solutions. The company partners with organizations to solve their most complex benefits, talent and related financial challenges, and improve business performance. Aon Hewitt designs, implements, communicates and administers a wide range of human capital, retirement, investment management, health care, compensation and talent management strategies. With more than 29,000 professionals in 90 countries, Aon Hewitt makes the world a better place to work for clients and their employees. For more information on Aon Hewitt, please visit www.aonhewitt.com.





Key Participants

Accenture
 Adobe Systems
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 AMD
 Analog Devices
 Apple
 Applied Materials
 CA
 Cadence Design Sys
 Cisco Systems
 Citrix Systems
 Dell
 eBay
 Electronic Arts
 EMC
 Ericsson
 Facebook
 Fairchild Semi
 Flextronics
 Freescale Semi
 Hewlett-Packard
 Hitachi
 Infosys
 IBM
 Intel
 Juniper Networks
 KLA-Tencor
 Lam Research
 LSI
 McAfee
 Mentor Graphics
 Microsoft
 Motorola Mobility
 NetApp
 Nokia
 NVIDIA
 Oracle
 QUALCOMM
 Research in Motion
 Salesforce.com
 SAP
 Seagate Technology
 Sprint Nextel
 STMicroelectronics
 SunPower
 Symantec
 Synopsys
 Texas Instruments
 VMware
 Wipro
 Xilinx
 Yahoo!

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.

The Global Technology Survey provides a single-source solution. Survey results encompass 5.4 million incumbents; 1,800 companies; and 2,500+ executive through support non-sales positions for 83 countries. 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 programme 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
- > **Targeted Custom Reports** provide insight into stock granting practices and equity programmes; combined technology and life sciences capabilities will allow clients to leverage both database for analysis
- > **Dedicated client support** includes a designated Survey Consultant and comprehensive training programme

Surveyed Countries

Data collection for 100 surveyed countries

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
Global Comp
Program Manager
Microsoft Corp.

Data Sample

For illustrative purposes only, the sample data below displays a subset of results* for Test Engineer 2 for 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 job in a country** for which you have access, utilizing Standard Data Elements.

INDIVIDUAL JOB DETAILS

TEST ENGINEER 2

Designs, develops, and implements cost-effective methods of testing and troubleshooting systems and equipment. Prepares test and diagnostic programs, designs test fixtures and equipment, and completes specifications and procedures for new products. Plans the labor, schedules, and equipment required for testing and evaluating standard and special devices.

China - Yuan

Annual Incentive Target or Actual:
 New-Hire or Ongoing Long-Term Incentives:
 Guideline or Actual Long-Term Incentive:

	Avg.	75th	50th	25th	# Emps	# Cos
Base Salary	95,587	120,000	92,820	64,742	4,653	227
Total Allowances	6,041	7,548	5,220	3,600	2,840	124
Fixed Compensation	99,274	123,654	96,264	66,504	4,653	227
Target Incentive Amount	16,015	20,064	10,000	6,799	1,682	154
Target Incentive % of Base	16.6%	23.0%	13.5%	8.6%	1,682	154
Base + Target Incentives	100,542	125,062	96,000	68,207	4,526	226
Fixed Comp + Target Incentives	104,195	130,606	98,427	70,343	4,526	226
Actual OG SO + RS + PS + Cash LTI	17,823	19,667	15,641	10,560	91	21
Target Total Direct Compensation**	102,778	122,255	96,456	71,246	1,103	63

Note: All data is in local currency and employee-weighted

ROLL-UP ALTERNATIVES

Job Code and Title	Roll-up type	Available in This Report?	Average Base	Average Fixed Comp.	# Emps	# Cos
4722 - Test Engineer 2	Exact Match	Yes	95,587	99,274	4,653	227
R04022 - Operations - Manufacturing Engr Roll-Up 2	Sub Functional	Yes	82,077	85,853	13,860	385
RP0102 - Professional - All Technical Roll-Up 2	Super (Multi-Func)	Yes	108,014	111,504	52,246	583
RP0002 - Professional - All Functions Roll-Up 2	Super (Multi-Func)	Yes	100,558	104,058	75,245	646

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

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

Radford Locations

- Bangalore
- Beijing
- Boston
- Brussels
- Chicago
- Frankfurt
- Hong Kong
- London
- New York
- Philadelphia
- San Francisco
- San Jose
- Shanghai
- Singapore

The Radford Network

The Radford Network provides more than 9,000 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 authorised users** from any location.

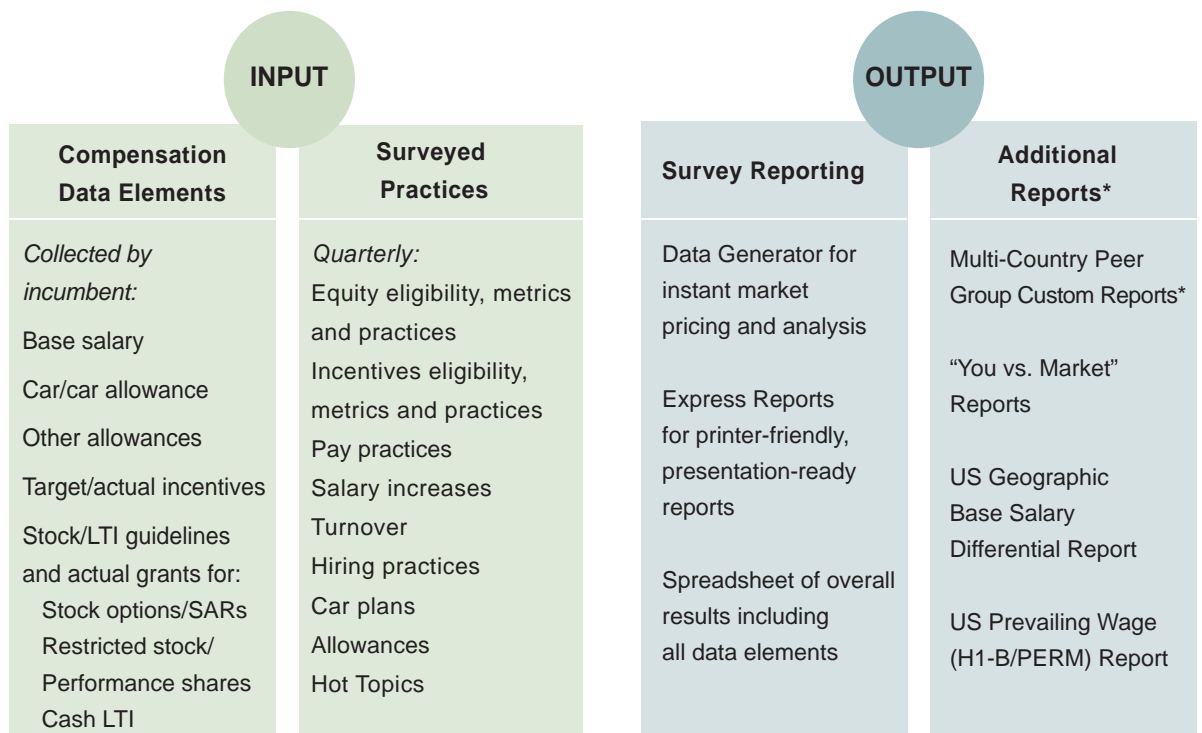
Contact Information

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sales@radford.com
www.radford.com

Proprietary Radford Survey Platform



*A \$500 credit will be applied to your first Custom Report order after data submission requirement is met.

When More Help Is Needed

Radford Consulting

For companies seeking to evaluate, adjust or create global compensation programmes 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 programme's feasibility. For more information on Radford's consulting practice, please contact consulting@radford.com.

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Key Participants

Accenture
 Adobe Systems
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 AMD
 Analog Devices
 Apple
 Applied Materials
 CA
 Cadence Design Sys
 Celgene
 Cisco Systems
 Citrix Systems
 Dell
 eBay
 EMC
 Ericsson
 Facebook
 Fairchild Semi
 Flextronics
 Freescale Semi
 Hewlett-Packard
 Hitachi
 IBM
 Infineon
 Intel
 Jabil
 Juniper Networks
 KLA-Tencor
 Lam Research
 Life Technologies
 LSI
 McAfee
 Medtronic
 Mentor Graphics
 Microsoft
 Motorola Mobility
 National Semi
 NetApp
 Nokia
 NVIDIA
 NXP
 Oracle
 Pfizer
 Qualcomm
 Roche Diagnostics
 Salesforce.com
 SAP
 Seagate Technology
 Siemens
 Sprint Nextel
 St. Jude Medical
 STMicroelectronics
 SunPower
 Symantec
 Synopsys
 TELUS
 Texas Instruments
 Varian Medical Systems
 VMware
 Xerox
 Xilinx
 Yahoo!

RADFORD GLOBAL SALES SURVEY

Sales compensation professionals face increasing demands for effective global sales pay programmes 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.

The Global Sales Survey is your solution for sales pay insight. Survey results include more than 1,200 participants, 603,000 incumbents for 84 countries, and 350 sales positions in a broad range of industries and sales channels.

The survey encompasses technology, life sciences and medical device companies, allowing clients to leverage specific positions and industry-specific reports via one survey database.

- > **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 Practices and Practices coverage** offer key market and plan design 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 programme

Surveyed Countries

Data collection for 100 surveyed countries

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

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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
Global Comp
Program Manager
Microsoft Corp.

Radford Locations

Bangalore
Beijing
Boston
Brussels
Chicago
Frankfurt
Hong Kong
London
New York
Philadelphia
San Francisco
San Jose
Shanghai
Singapore

Data Sample

For illustrative purposes only, the sample data below displays a subset of results* for Field Sales Management 4 - Direct in the China via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customise overall or peer group results, and provide a **presentation-ready report for any job in a country** for which you have access, utilising Standard Data Elements.

INDIVIDUAL JOB DETAILS

FIELD SALES MANAGEMENT 4 - DIRECT

Manages sales directly to end-users of the organization’s products or services in a large specified geographic area, or is responsible for a specific industry or product segment on a national or geographic basis. Incumbents at the Director and Senior Director level typically manage other sales managers. Incumbents at the Manager level may manage only individual contributor sales account managers and may carry their own sales quota. The incumbent’s level may be determined by the size of the geographic area of responsibility (e.g., region vs. district vs. branch), the size or significance of the industry or product segment for which the incumbent is responsible, or other factors.

China - Yuan

Actual Incentive Target or Actual:

New-Hire or Ongoing Long-Term Incentives:

Guideline or Actual Long-Term Incentives:

	Avg.	75th	50th	25th	# Emps	# Cos
CFY Base Salary	465,137	563,816	434,555	331,071	602	104
Total Allowances	31,969	45,450	22,908	11,112	164	50
Fixed Compensation	473,846	570,202	441,126	344,080	602	104
CFY Target Incentive Amount	306,344	396,134	298,766	188,335	559	97
CFY Target Incentive % of Base	68.0%	83.8%	66.7%	43.0%	559	97
Base + CFY Target Incentive	779,216	925,824	740,140	590,013	566	101
Fixed Comp + CFY Target Incentive	787,495	930,207	744,480	591,746	566	101
Actual OG SO + RS + PS + Cash LTI Value	108,203	100,132	61,812	38,911	80	19
CFY Target Total Direct Compensation**	875,796	1,045,151	825,614	686,134	321	55

ROLL-UP JOB ALTERNATIVES

Job Code and Title	Available in This Report?	Average Base	Average Fixed Comp.	# Emps	# Cos
S314 - Field Sales Mgmt 4 - Direct	Yes	473,846	779,216	602	104
R2304 - Field Sales Mgmt - Sr. Manager - Roll-Up	Yes	478,296	766,385	1,011	183

Note: All data in local currency and employee-weighted

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

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

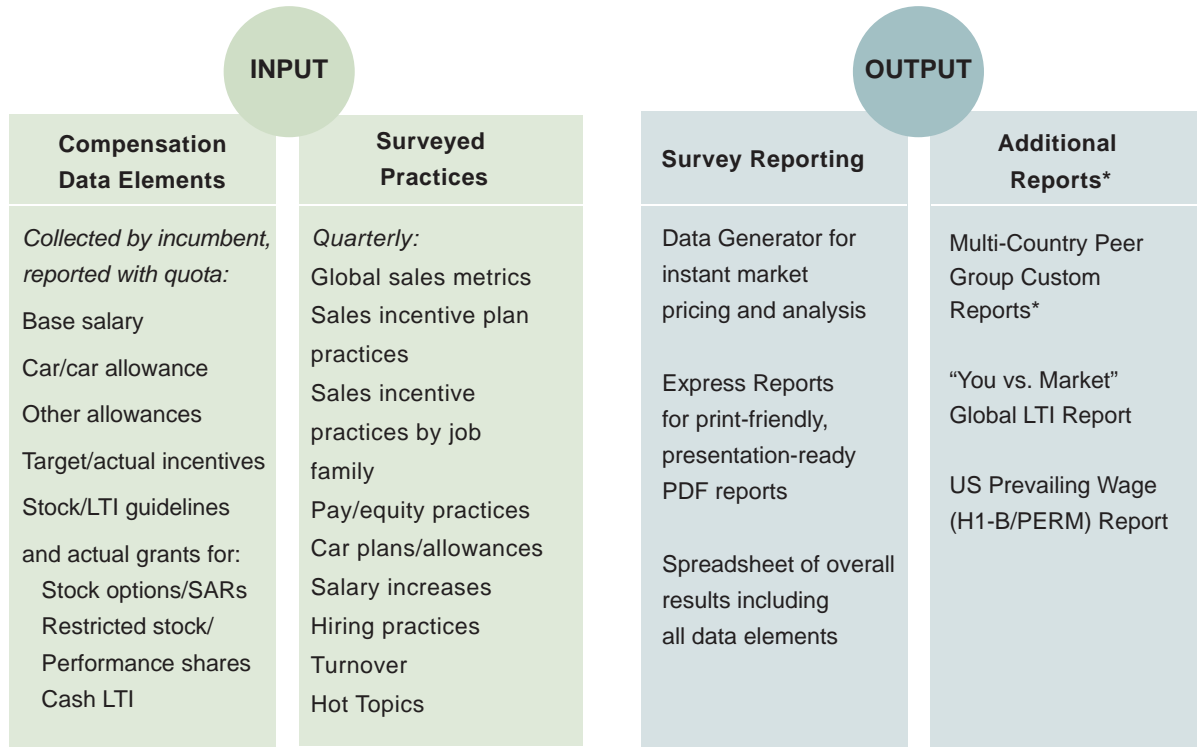
The Radford Network

The Radford Network provides more than 9,000 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 authorised users** from any location.

Proprietary Radford Survey Platform



*A \$500 credit will be applied to your first Custom Report order after data submission requirement is met.

When More Help Is Needed

Radford Consulting

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 plans in the context of business drivers; performing a competitive market assessment of the existing plans including commission structures, targets, accelerators, allowances and special incentives; designing, modeling and costing redesigned sales incentive plans to determine the business and employee impact; implementing the new plans, 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 consulting@radford.com.

Radford Valuation Services

Our team of actuarial experts provides a best-in-class approach to equity compensation in compliance with ASC Topic 718 (formerly FAS123(R)), including the development of required assumptions for option pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under Topic 718. Our core continuum of services includes:

- > **Equity Plan Design** – tailored strategies that balance talent and retention demands while mitigating costs
- > **Valuation Services** – creative and sustainable valuation solutions at competitive rates that are fully compliant and fully auditable
- > **Financial Reporting** – customized reporting solutions for Topic 718 and IFRS2 that save time and provide the necessary expertise to your team
- > **Equity Plan Management** – holistic approach that spans the navigation of governance issues through the certification of performance results

For more information about Radford valuation services, please visit www.radford.com/rvs

Contact Information

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

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Toll-free in No. America:

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sales@radford.com

www.radford.com



Key Participants

Abbott Labs
 Actelion
 Affymetrix
 Amgen
 Amylin
 Astellas
 Baxter
 Beckman Coulter
 Becton Dickinson
 Bio-Rad
 Biogen Idec
 BioMarin
 Bristol-Myers Squibb
 Celgene
 Cephalon
 Covance
 Covidien
 Daiichi Sankyo
 Elan
 EMD Millipore
 EMD Serono
 Exelixis
 F. Hoffman Roche
 Genencor-Danisco
 Genzyme
 Gilead
 INC Research
 Ingenix
 Intuitive Surgical
 Johnson & Johnson
 Lonza
 Medtronic
 Merck
 Monsanto
 Novartis
 Novo Nordisk
 Pfizer
 PPD
 PRA International
 Quintiles
 Sanofi Aventis
 Shire
 Thoratec
 Vertex
 Watson

RADFORD GLOBAL LIFE SCIENCES SURVEY

Introduction

The Radford Global Life Sciences Survey provides total compensation and practices data for **nearly 650** multinational life sciences companies and **355,000** incumbents. Reliable global market data is available for more than **50** countries and positions at the executive, management, professional and support levels, as well as overall practices. Target industries include biotechnology, pharmaceutical, medical device, diagnostic and clinical research organisations (CROs). Participants have the option of participating in one country or in multiple countries.

Participation in the Global Life Sciences Survey includes:

- > Online access to results
- > Multi-country Data Generator
- > Practices and Country Practices Reports
- > Radford Trends Report
- > Unlimited Radford Network® users
- > Year-round updates for Data Generator
- > Hot topic webcasts
- > Industry-specific white papers
- > In person, online and desktop survey training programme
- > Designated Survey Consultant

Key Features

Comprehensive Compensation Database

Includes nearly 650 participating companies; results delivered online via the Radford Network

Extensive Job Coding and Leveling Structure

Uses a harmonised 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; data collection for more than 50 countries

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; Express Reports feature on Generator delivers presentation-ready, country-specific data for all standard elements

Extensive Country Practices Reports

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

Surveyed Countries

Argentina
 Australia
 Austria
 Belgium
 Brazil
 Bulgaria
 Canada
 China
 Croatia
 Czech Republic
 Denmark
 Estonia
 France
 Finland
 Germany
 Greece
 Hong Kong
 Hungary
 India
 Ireland
 Israel
 Italy
 Japan
 Latvia
 Lithuania
 Malaysia
 Mexico
 Netherlands
 Norway
 Poland
 Portugal
 Puerto Rico
 Romania
 Russia
 Serbia
 Singapore
 Slovakia
 Slovenia
 South Korea
 Spain
 Sweden
 Switzerland
 Taiwan
 Thailand
 Turkey
 Ukraine
 United Kingdom
 United States

Contact Information

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 Toll-free in US:
 +1 (866) 431.4796

sales@radford.com
www.radford.com

Locations

Bangalore, Beijing,
 Boston, Brussels,
 Chicago, Frankfurt,
 Hong Kong, London,
 New York, Philadelphia,
 San Francisco,
 Shanghai and Singapore

Key Features continued

Industry Trends Report

Stay current on salary increase trends, turnover, hiring practices and HR hot topics

Targeted Custom Reports

Provide insight into stock granting practices, equity programmes and Board of Directors pay through a variety of special reports; combined life sciences and technology Custom Report capabilities will allow clients to leverage both databases for analysis (*additional fee*)

Radford Training Programme

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

Data Sample

For illustrative purposes only, the sample data below displays a subset of results* for Management All Functions - Roll-Up - Career for the United Kingdom via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customise overall or peer group results, and provide a **presentation-ready report for any job in a country** for which you have access, utilising Standard Data Elements.

INDIVIDUAL JOB DETAILS

**Management - All Functions - Roll-Up - Career
 United Kingdom - Pound**

Annual Incentive Target or Actual

 ▼

Select New-Hire or Ongoing Long-Term Incentives

 ▼

Guideline or Actual Long-Term Incentive

 ▼

	Avg.	75th	50th	25th	# Emps	# Cos
Base Salary	62,782	72,000	60,777	53,005	687	55
Total Allowances	6,660	7,800	6,240	6,000	345	26
Fixed Compensation	66,126	75,334	64,050	56,190	687	55
Target Incentive Amount	9,415	11,466	8,264	5,851	600	48
Target Incentive % of Base	14.2%	15.0%	15.0%	10.0%	600	48
Base + Target Incentives	72,131	82,421	69,164	59,366	644	50
Fixed Comp + Target Incentives	75,652	87,308	73,335	62,848	644	50
Actual OG SO + RS Cash LTI	12,632	16,461	8,288	5,180	284	29
Target Total Direct Compensation**	81,114	93,837	77,070	63,604	643	50

Note: All data in local currency and employee-weighted

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

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



Key Participants

Advanced Micro Devices
 Affymetrix
 Akamai Technologies
 Altera
 Autodesk
 Brocade
 Clontech
 Cricket Communications
 Electronic Arts
 Fairchild Semiconductor
 Gilead Sciences
 Human Genome Sciences
 Illumina
 JDS Uniphase
 Juniper Networks
 Lam Research
 Live Nation
 Entertainment
 Marvell
 McAfee
 Monster Worldwide
 National Instruments
 NVIDIA
 Polycom
 Quantum
 SAS Institute
 Seagate Technology
 Solarworld
 STMicroelectronics
 Sunesis
 Pharmaceuticals
 SunPower
 Teradyne
 Texas Instruments
 The Scripps Research Institute
 Vmware

RADFORD US BENEFITS SURVEY

Introduction

The Radford US Benefits Survey offers the most current plan design and competitive cost data on the market today. Survey results provide verified benefits data from nearly 275 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 US 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 US 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

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Locations

Bangalore, Beijing,
Boston, Brussels,
Chicago, Frankfurt,
Hong Kong, London,
New York, Philadelphia,
San Francisco, Shanghai
and Singapore

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 breakout)	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 breakout)	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