## ~~DD $\begin{gathered}\text { The National Association of } \\ \text { Stock Plan Professionals }\end{gathered}$

## The New Compensation Committee Report

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## Old Method - Standard Stuff

- Job-by-job comparison
- Annual pay only
- Survey data only - selected by revenue
- No performance data or comparisons


## No More Spoon-Feeding



## The New Way - The Whole Picture

1. Total Cost of Management
a) Test survey data with proxy data
2. Historical Review
3. Wealth Analysis
4. Pay and Performance
5. Return on Management
6. Perks and Contracts

## Total Cost of Management Analysis

Total Compensation Cost of Management (1998-2004)


## Total Cost of Management - Competitive Summary

Total Base Salary of Top 13 Positions (in $\$ 000$ s)


Total Cash Compensation of Top 13 Positions (in \$000s)
Compensation in \$000's

Total Annual Incentives of Top 13 Positions (in \$000s)



Total Long-Term Incentives of Top 13 Positions (in $\$ 000$ s)


Total Direct Compensation of Top 13 Positions (in \$000s)


## Total Cost of Management - Aggregate Compensation and Pay Mix

Aggregate Compensation and Pay Mix Analysis of Studied Positions ${ }^{(1)}$
(Client vs. Survey Data)

| $\square$ | Long Term Incentive |
| :--- | :--- |
| $\square$ | Annual Incentive |
| $\square$ | Base Salary |



## Cost of Management - Impact on Net Income



## Historic Analysis of Equity Grants

Options Grant Size and Exercise Price over Time for Selected Executives (1999-2003)


## Historic Cumulative Grant Value



## Historic Grant Value Relative to Performance

Value of Long-Term Incentive Grants to Top 5 Executives (1993-2004)


Indexed Growth of Long-Term Incentives for Top 5 ${ }^{(1)}$ Executives, Net Income, and Managed Loan Volume
(1998-2004)


## Realized Gain from Equity Awards

|  | W-2 Income from Option Exercises and RSA Vesting |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | Total |
| Executive A | \$26,859,666 | \$30,484,156 | \$24,157,008 | \$23,228,960 | \$29,054,541 | \$11,525,206 | \$145,309,536 |
| Executive B | \$3,138,954 | \$1,409,095 | \$9,025,429 | \$7,767,329 | \$9,915,583 | \$7,586,656 | \$38,843,045 |
| Executive C | \$889,087 | \$3,207,966 | \$6,301,107 | \$7,160,613 | \$15,072,280 | \$13,566,625 | \$46,197,678 |
| Executive D | \$2,214,348 | \$771,366 | \$2,418,079 | \$7,255,176 | \$9,098,814 | \$2,496,384 | \$24,254,166 |
| Executive E | \$0 | \$1,967,816 | \$14,871,102 | \$9,757,700 | \$4,755,768 | \$5,634,712 | \$36,987,097 |
| Executive F | \$355,107 | \$2,591,722 | \$3,062,474 | \$2,824,088 | \$2,611,401 | \$0 | \$11,444,792 |
| Executive G | \$422,609 | \$644,126 | \$1,149,203 | \$954,854 | \$0 | \$1,516,165 | \$4,686,958 |
| Executive H | \$2,555,746 | \$1,493,629 | \$3,806,306 | \$4,242,000 | \$4,076,776 | \$5,333,575 | \$21,508,032 |
| Executive I | \$0 | \$0 | \$0 | \$768,624 | \$670,727 | \$0 | \$1,439,351 |
| Executive J | \$1,346,772 | \$1,027,317 | \$1,468,005 | \$2,352,154 | \$184,052 | \$10,270,507 | \$16,648,807 |
| Executive K | \$475,631 | \$1,139,727 | \$1,499,494 | \$3,061,309 | \$4,636,532 | \$5,386,516 | \$16,199,209 |
| Executive L | \$1,026,842 | \$1,265,311 | \$1,163,902 | \$859,383 | \$735,781 | \$191,428 | \$5,242,647 |
| Executive M | \$1,424,365 | \$1,581,929 | \$4,730,315 | \$279,970 | \$0 | \$1,384,381 | \$9,400,961 |
| Total | \$40,709,126 | \$47,584,159 | \$73,652,425 | \$70,512,159 | \$80,812,254 | \$64,892,155 | \$378,162,279 |

## Total Wealth Generated from Equity Awards

|  | Current Value of Cumulative Holdings (by Vehicle Delivered) |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Executive A | \$22,554,099 | \$98,161,900 | \$69,990,633 | \$190,706,633 |
| Executive B | \$25,945,248 | \$30,598,200 | \$54,648,836 | \$111,192,284 |
| Executive C | \$40,397,458 | \$27,601,875 | \$35,426,844 | \$103,426,177 |
| Executive D | \$28,545,056 | \$13,836,500 | \$16,966,780 | \$59,348,336 |
| Executive E | \$28,039,748 | \$5,853,675 | \$7,210,009 | \$41,103,431 |
| Executive F | \$16,585,267 | \$15,552,125 | \$32,351,285 | \$64,488,676 |
| Executive G | \$5,225,416 | \$5,066,000 | \$2,056,216 | \$12,347,633 |
| Executive H | \$22,614,373 | \$8,774,000 | \$26,473,968 | \$57,862,341 |
| Executive I | \$16,749,546 | \$8,861,740 | \$24,695,594 | \$50,306,879 |
| Executive J | \$2,657,250 | \$1,655,050 | \$7,836,338 | \$12,148,638 |
| Executive K | \$19,558,990 | \$6,819,300 | \$14,136,209 | \$40,514,499 |
| Total | \$228,872,450 | \$222,780,365 | \$291,792,712 | \$743,445,527 |

## Value of Options Held

Distribution of Unexercised Options by Spread, Number, and Executive


Total Spread on Jnexercised Options
\$230,000
$\$ 234,500$
\$182,000
$\$ 217,000$
$\$ 217,500$
\$59,500
\$1,140,500
"In The Money" Grant
"Underwater" Grant

## Equity Sensitivity Analysis - Portfolio Values Relative to

 Changes in Stock PriceTotal Equity Holdings by Executive and Hypothetical Stock Price


## Pay for Performance Analysis - Revenue and Sales Growth

Peer Group Pay-for-Performance Analysis (Revenue vs. Sales Growth vs. Top 5 Compensation)


| Ticker | Name | Total Top 5 <br> Comp (Mil.) |
| :---: | :---: | :---: |
| OPWV | Openwave | $\$ 16.3$ |
| PWAV | Powerwave | $\$ 3.3$ |
| SBAC | SBA Comm. | $\$ 3.2$ |
| FNSR | Finisar | $\$ 4.2$ |
| SYMM | Symmetricomm | $\$ 3.4$ |
| STXN | Stratex | $\$ 3.6$ |
| IPAS | IPass | $\$ 1.5$ |
| INTI | INet | $\$ 2.0$ |
| AETH | Aether | $\$ 1.4$ |

Size based on Total Compensation for Top 5 Executives

1-Year Sales Growth

## Pay for Performance Analysis - Revenue and Margin

Peer Group Pay for Performance Analysis (Revenue vs. Margin vs. Top 5 Compensation)


| Ticker | Name | Total Top 5 <br> Comp (Mil.) |
| :---: | :---: | :---: |
| OPWV | Openwave | $\$ 16.3$ |
| PWAV | Powerwave | $\$ 3.3$ |
| SBAC | SBA Comm. | $\$ 3.2$ |
| FNSR | Finisar | $\$ 4.2$ |
| SYMM | Symmetricomm | $\$ 3.4$ |
| STXN | Stratex | $\$ 3.6$ |
| IPAS | IPass | $\$ 1.5$ |
| INTI | INet | $\$ 2.0$ |
| AETH | Aether | $\$ 1.4$ |

October 20, 2004

## Total Cost of Management Relative to Performance

Select Performance Measurements

| Company | Total <br> Assets |
| :--- | :---: |
| CompanyA | $\$ 935,959$ |
| Company D | $\$ 875,592$ |
| Company F | $\$ 791,687$ |
| Company B | $\$ 786,224$ |
| Company G | $\$ 758,185$ |
| Company E | $\$ 587,340$ |
| Company C | $\$ 562,442$ |


| Company | Return on <br> Assets |
| :--- | ---: |
| Company A | $1.8 \%$ |
| Company B | $1.5 \%$ |
| Company C | $1.2 \%$ |
| Company G | $1.0 \%$ |
| Company F | $0.9 \%$ |
| Company D | $0.6 \%$ |
| Company E | $0.6 \%$ |


| Company | Net Interest <br> Margin |
| :--- | ---: |
| Company E | $4.05 \%$ |
| Company A | $3.96 \%$ |
| Company C | $3.59 \%$ |
| Company G | $3.14 \%$ |
| Company D | $2.72 \%$ |
| Company B | $2.60 \%$ |
| Company F | $1.79 \%$ |


| Company | Net Charge- <br> Offs to Loans |
| :--- | ---: |
| Company F | $1.18 \%$ |
| Company A | $1.14 \%$ |
| Company E | $0.47 \%$ |
| Company G | $0.08 \%$ |
| Company B | $0.07 \%$ |
| Company C | $0.01 \%$ |
| Company D | $0.00 \%$ |


| Company | Net Income <br> Growth (1-Yr) |
| :--- | ---: |
| Company F | $49.5 \%$ |
| Company C | $34.4 \%$ |
| Company A | $20.5 \%$ |
| Company D | $10.3 \%$ |
| Company E | $5.0 \%$ |
| Company B | $-1.7 \%$ |
| Company G | $-8.0 \%$ |

## Compensation for Top 5 Executives

|  |  |
| :--- | ---: |
| Company | Base Salary |
| Company B | $\$ 2,140,147$ |
| Company A | $\$ 2,040,934$ |
| Company G | $\$ 1,641,332$ |
| Company E | $\$ 1,633,259$ |
| Company C | $\$ 1,397,141$ |
| Company F | $\$ 1,245,938$ |
| Company D | $\$ 1,213,850$ |


|  | Annual |
| :--- | ---: |
| Company | Incentives |$|$| Company G | $\$ 2,179,198$ |
| :--- | ---: |
| Company A | $\$ 2,160,841$ |
| Company B | $\$ 1,926,132$ |
| Company E | $\$ 1,469,933$ |
| Company D | $\$ 1,092,465$ |
| Company C | $\$ 897,427$ |
| Company F | $\$ 361,344$ |


| Company | Total Cash <br> Compensation |
| :--- | ---: |
| Company A | $\$ 4,201,775$ |
| Company B | $\$ 4,066,279$ |
| Company G | $\$ 3,820,530$ |
| Company E | $\$ 3,103,191$ |
| Company D | $\$ 2,306,314$ |
| Company C | $\$ 2,294,569$ |
| Company F | $\$ 1,607,281$ |


|  | Long-Term <br> Company |
| :--- | :---: |
| Company A | $\$ 3,961,401$ |
| Company B | $\$ 3,210,221$ |
| Company C | $\$ 2,455,712$ |
| Company E | $\$ 2,449,888$ |
| Company G | $\$ 2,371,997$ |
| Company D | $\$ 1,820,774$ |
| Company F | $\$ 1,268,906$ |


| Company | Total Direct <br> Compensation |
| :--- | ---: |
| Company A | $\$ 8,163,176$ |
| Company B | $\$ 7,276,500$ |
| Company G | $\$ 6,192,527$ |
| Company E | $\$ 5,553,079$ |
| Company C | $\$ 4,750,281$ |
| Company D | $\$ 4,127,089$ |
| Company F | $\$ 2,876,188$ |

## The New Compensation Committee Report

|  | Traditional | New |
| :--- | :---: | :---: |
| Pay Relative to Surveys | $\checkmark$ | $\checkmark$ |
| Pay Relative to Peers | Maybe | $\checkmark$ |
| Total Cost of Management |  | $\checkmark$ |
| Pay Relative to Performance |  | $\checkmark$ |
| Return on Management |  | $\checkmark$ |
| Performance Relative to Peers |  | $\checkmark$ |
| Historical View |  | $\checkmark$ |
| Wealth Position |  | $\checkmark$ |
| Wealth Sensitivity |  | $\checkmark$ |
| Perquisite Discolsure \& Analysis | Maybe | $\checkmark$ |
| Change in Control/Severance | Maybe | $\sqrt{ }$ |
| Disclosure Analysis |  |  |

## Executive Compensation Trends



## Executive Compensation Trends

Comparison of CEO Equity Grants (1988 vs. 2003 in 2003 dollars)


1. 1988 salary data based on "Are CEO's Really Paid Like Bureaucrats" (Hall, Lieberman: Quarterly Journal of Economics, August 1998 ). 1988 mega grant calculated at face value of $3 x$ salary, and converted to expected value based on assumed Black-Scholes multiple of 0.5.
2. 2003 median grant value from 2003 Towers Perrin Executive Compensation Database. Data based on expected value of CEO long-term incentives for companies with $\$ 3-$ $\$ 6$ billion in revenue (to most closely match data sample from Hall / Lieberman [1998]).
