Management responsible for directing and managing financial and/or accounting activities. Organizes, directs and manages finance and/or accounting functions which may include accounting, financial planning and analysis, budgeting, treasury and tax. Sets and/or implements finance and/or accounting standards, policies and/or master plan. Advises management on policies related to financial standards and regulatory compliance. Provides strategic guidance, technical assistance and/or operational support to management on finance and accounting issues. Corporate finance / accounting management provides strategic guidance, accounting standards and policies to the field. Field finance / accounting management manages financial and/or accounting activities for field business units. Manages the daily activities of finance and/or accounting supervisors and/or individuals carrying out discrete segments of work. Work is reviewed from a short-term perspective for professional content and against objectives, budgets and schedules. Translates approved objectives into work plans and procedures. Enforces policies and recommends adjustments. Decisions affect own work and that of subordinate staff. Negotiates to gain cooperation and for resources that directly affect areas of accountability. Motivates and reviews performance of staff. Participates in hiring.

POSITION INFORMATION


SHORT-TERM INCENTIVE ("STI") PLANS


PAIRED COMPARISON: YEAR-TO-YEAR

| \# of Companies with Match in Both 2022 and 2021 |  |  |  |  |  |  |  |  |  |  |  | 5 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Base Salary | 50th: | 59\% | Mean: | 82\% | Actual TCC | 50th: 49\% | Mean: | 37\% | TDC | 50th: | 33\% | Mean: | 30\% |

## TOTAL DIRECT COMPENSATION (in \$USD Thousands)

| TOTAL DIRECT COMPENSATION |  | INCUMBENT |  |  |  | COMPANY |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | n | 25th | 50th | Mean | 75th | n | 25th | 50th | Mean | 75th |
| All Incumbents |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 141 | \$102.2 | \$111.3 | \$111.8 | \$125.4 | 8 | \$103.4 | \$114.1 | \$116.9 | \$128.1 |
| Target Total Cash Compensation | 35 | \$115.3 | \$120.7 | \$126.4 | \$139.5 | 9 | \$116.8 | \$130.5 | \$131.6 | \$145.5 |
| Actual Total Cash Compensation | 66 | \$105.8 | \$118.5 | \$127.4 | \$140.3 | 7 | \$110.6 | \$124.3 | \$130.0 | \$143.1 |
| Actual Cash Awards as \% of Base Salary | 31 | 0.3\% | 52.3\% | 97.0\% | 83.7\% | 7 | 81.8\% | 3.9\% | 78.7\% | 90.8\% |
| Target LTI Awards | 1 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 37 |  |  |  |  | 2 |  |  |  |  |
| Target Total Direct Compensation | 46 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation | 52 | \$119.2 | \$129.1 | \$133.5 | \$143.2 | 8 | \$111.5 | \$130.4 | \$139.2 | \$145.0 |
| LTI as \% of Base Salary | 6 |  |  |  |  | 2 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 41 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 68 | \$120.0 | \$129.3 | \$131.9 | \$140.7 | 7 | \$110.0 | \$130.0 | \$143.4 | \$147.7 |
| LTI as \% of Base Salary - Ongoing | 42 |  |  |  |  | 2 |  |  |  |  |

Position 22016 - Manager, Finance / Accounting
TOTAL DIRECT COMPENSATION - (in \$USD Thousands)

| TOTAL DIRECT COMPENSATION | INCUMBENT |  |  |  |  | COMPANY |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | n | 25th | 50th | Mean | 75th | n | 25th | 50th | Mean | 75th |
| Corporate or Field - Corporate |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 38 | \$99.8 | \$110.8 | \$111.7 | \$125.4 | 8 | \$103.5 | \$114.9 | \$116.8 | \$129.1 |
| Target Total Cash Compensation | 149 | \$114.5 | \$119.4 | \$124.1 | \$141.6 | 8 | \$122.5 | \$128.5 | \$132.2 | \$143.4 |
| Actual Total Cash Compensation | 28 | \$107.6 | \$123.8 | \$125.7 | \$137.8 | 11 | \$114.2 | \$122.6 | \$127.9 | \$142.6 |
| Actual Cash Awards as \% of Base Salary | 123 | 83.4\% | 97.5\% | 83.0\% | 21.9\% | 8 | 64.1\% | 45.9\% | 60.0\% | 40.6\% |
| Target LTI Awards | 2 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 42 |  |  |  |  | 3 |  |  |  |  |
| Target Total Direct Compensation | 19 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation | 91 | \$119.7 | \$129.3 | \$134.0 | \$144.0 | 7 | \$114.1 | \$130.3 | \$141.7 | \$151.5 |
| LTI as \% of Base Salary | 40 |  |  |  |  | 3 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 41 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 116 | \$119.8 | \$127.9 | \$133.3 | \$140.7 | 9 | \$110.7 | \$130.2 | \$136.2 | \$152.9 |
| LTI as \% of Base Salary - Ongoing | 51 |  |  |  |  | 2 |  |  |  |  |
| U.S. Region - East |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 97 | \$102.8 | \$110.7 | \$112.9 | \$125.2 | 9 | \$103.0 | \$115.1 | \$117.3 | \$127.6 |
| Target Total Cash Compensation | 152 | \$113.5 | \$125.7 | \$126.2 | \$138. | 9 | \$123.5 | \$129.9 | \$131.5 | \$139.3 |
| Actual Total Cash Compensation | 117 | \$106.3 | \$123.7 | \$124.2 | 37.7 | 8 | \$111.7 | \$123.8 | \$129.6 | \$151.2 |
| Actual Cash Awards as \% of Base Salary | 39 | 10.9\% | 51.1\% | 20.2\% | 51.3 | 7 | 37.9\% | 86.5\% | 7.6\% | 10.0\% |
| Target LTI Awards | 3 |  |  |  |  |  |  |  |  |  |
| Annualized Value of LTI Awards | 32 |  |  |  |  |  |  |  |  |  |
| Target Total Direct Compensation | 26 |  |  |  |  |  |  |  |  |  |
| Actual Total Direct Compensation | 151 | \$118.0 | \$129.7 | 133 | 140.5 | 7 | \$110.4 | \$130.3 | \$139.3 | \$144.6 |
| LTI as \% of Base Salary | 33 |  |  |  |  | 2 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 27 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 64 | \$113.5 | 130.4 | 133.7 | \$141.7 | 9 | \$114.4 | \$130.4 | \$142.2 | \$154.9 |
| LTI as \% of Base Salary - Ongoing | 35 |  |  |  |  | 3 |  |  |  |  |
| U.S. Region - South |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 170 | \$103.0 | \$111.2 | \$114.4 | \$125.2 | 10 | \$103.4 | \$114.9 | \$116.9 | \$128.0 |
| Target Total Cash Compensation | 161 | \$105 | \$117.6 | \$126.6 | \$141.8 | 8 | \$121.4 | \$130.6 | \$132.6 | \$144.5 |
| Actual Total Cash Compensation |  | \$106.9 | 23.3 | \$123.3 | \$140.1 | 8 | \$115.0 | \$125.3 | \$128.8 | \$152.4 |
| Actual Cash Awards as \% of Base Salary |  | 16.0\% | 94.8\% | 96.3\% | 95.6\% | 6 | 43.5\% | 42.7\% | 22.8\% | 81.9\% |
| Target LTI Awards |  |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards |  |  |  |  |  | 3 |  |  |  |  |
| Target Total Direct Compensation |  |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation |  | \$119.4 | \$128.5 | \$131.8 | \$140.6 | 8 | \$111.0 | \$130.2 | \$137.3 | \$145.9 |
| LTI as \% of Base Salary |  |  |  |  |  | 2 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 27 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 30 | \$106.9 | \$129.9 | \$131.7 | \$138.0 | 9 | \$111.2 | \$130.5 | \$136.2 | \$144.9 |
| LTI as \% of Base Salary - Ongoing | 39 |  |  |  |  | 2 |  |  |  |  |
| U.S. Region - Midwest |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 38 | \$99.4 | \$109.0 | \$113.3 | \$125.4 | 11 | \$103.1 | \$115.4 | \$116.9 | \$132.3 |
| Target Total Cash Compensation | 41 | \$112.5 | \$119.5 | \$124.0 | \$138.1 | 8 | \$117.2 | \$129.9 | \$132.6 | \$141.2 |
| Actual Total Cash Compensation | 100 | \$110.1 | \$120.7 | \$124.1 | \$138.5 | 8 | \$113.3 | \$125.0 | \$127.3 | \$152.1 |
| Actual Cash Awards as \% of Base Salary | 62 | 2.6\% | 60.5\% | 3.4\% | 93.9\% | 10 | 81.6\% | 38.9\% | 61.5\% | 12.6\% |
| Target LTI Awards | 2 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 26 |  |  |  |  | 2 |  |  |  |  |
| Target Total Direct Compensation | 49 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation | 13 | \$119.7 | \$130.1 | \$133.6 | \$144.5 | 8 | \$115.1 | \$130.5 | \$142.5 | \$143.7 |
| LTI as \% of Base Salary | 42 |  |  |  |  | 3 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 27 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 68 | \$110.8 | \$129.8 | \$134.6 | \$140.2 | 7 | \$112.8 | \$130.2 | \$140.5 | \$148.2 |
| LTI as \% of Base Salary - Ongoing | 39 |  |  |  |  | 3 |  |  |  |  |

Position 22016 - Manager, Finance / Accounting
TOTAL DIRECT COMPENSATION - (in \$USD Thousands)

| TOTAL DIRECT COMPENSATION | INCUMBENT |  |  |  |  | COMPANY |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | n | 25th | 50th | Mean | 75th | n | 25th | 50th | Mean | 75th |
| U.S. Region - Southwest |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 91 | \$98.6 | \$110.2 | \$114.4 | \$125.5 | 11 | \$103.1 | \$115.2 | \$116.1 | \$125.7 |
| Target Total Cash Compensation | 63 | \$106.1 | \$120.5 | \$124.1 | \$143.1 | 9 | \$117.7 | \$132.6 | \$131.9 | \$139.9 |
| Actual Total Cash Compensation | 68 | \$111.8 | \$123.2 | \$124.2 | \$140.3 | 9 | \$111.7 | \$122.8 | \$127.6 | \$142.3 |
| Actual Cash Awards as \% of Base Salary | 112 | 95.1\% | 96.7\% | 52.4\% | 24.4\% | 9 | 83.6\% | 97.6\% | 1.5\% | 40.0\% |
| Target LTI Awards | 3 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 10 |  |  |  |  | 2 |  |  |  |  |
| Target Total Direct Compensation | 3 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation | 49 | \$116.0 | \$127.8 | \$132.9 | \$140.0 | 10 | \$113.8 | \$130.3 | \$142.1 | \$141.7 |
| LTI as \% of Base Salary | 21 |  |  |  |  | 2 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 44 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 166 | \$112.0 | \$131.2 | \$134.6 | \$143.8 | 10 | \$110.2 | \$130.1 | \$138.4 | \$141.1 |
| LTI as \% of Base Salary - Ongoing | 6 |  |  |  |  | 2 |  |  |  |  |
| U.S. Region - West |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 140 | \$102.1 | \$108.7 | \$114.0 | \$125.2 | 10 | \$103.2 | \$114.2 | \$117.0 | \$129.6 |
| Target Total Cash Compensation | 11 | \$107.6 | \$116.5 | \$127.6 | \$143.7 | 9 | \$118.0 | \$129.6 | \$131.7 | \$138.4 |
| Actual Total Cash Compensation | 22 | \$112.2 | \$122.6 | \$126.5 | 140.2 |  | \$113.4 | \$122.2 | \$131.0 | \$141.9 |
| Actual Cash Awards as \% of Base Salary | 25 | 78.0\% | 75.7\% | 70.8\% | 81.7 | 7 | 3.5\% | 26.5\% | 78.9\% | 6.2\% |
| Target LTI Awards | 5 |  |  |  |  |  |  |  |  |  |
| Annualized Value of LTI Awards | 44 |  |  |  |  |  |  |  |  |  |
| Target Total Direct Compensation | 29 |  |  |  |  |  |  |  |  |  |
| Actual Total Direct Compensation | 124 | \$117.2 | \$128 | \$134.0 | 137.6 | 8 | \$110.2 | \$129.9 | \$136.0 | \$156.0 |
| LTI as \% of Base Salary | 15 |  |  |  |  | 3 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 4 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 118 | \$109.7 | 131.3 | 133.2 | \$143.7 | 8 | \$111.4 | \$130.1 | \$136.2 | \$155.7 |
| LTI as \% of Base Salary - Ongoing | 23 |  |  |  |  | 3 |  |  |  |  |
| U.S. Subregion - Mid Atlantic |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 128 | \$102.5 | \$111.4 | \$113.6 | \$125.2 | 11 | \$103.5 | \$115.0 | \$116.8 | \$131.5 |
| Target Total Cash Compensation | 91 | \$105.9 | \$124.1 | \$126.3 | \$143.7 | 7 | \$115.5 | \$129.1 | \$132.4 | \$144.4 |
| Actual Total Cash Compensation |  | \$106.1 | 20.9 | \$123.1 | \$137.8 | 10 | \$111.7 | \$123.5 | \$129.0 | \$148.2 |
| Actual Cash Awards as \% of Base Salary |  | 95.8\% | 3.0\% | 12.9\% | 82.7\% | 7 | 53.2\% | 0.0\% | 80.4\% | 35.4\% |
| Target LTI Awards |  |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards |  |  |  |  |  | 3 |  |  |  |  |
| Target Total Direct Compensation |  |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation |  | \$108.5 | \$130.7 | \$131.9 | \$143.9 | 8 | \$115.0 | \$130.0 | \$144.0 | \$153.0 |
| LTI as \% of Base Salary | 44 |  |  |  |  | 2 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing |  |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 58 | \$106.6 | \$130.6 | \$134.4 | \$139.7 | 8 | \$110.2 | \$130.2 | \$139.1 | \$150.8 |
| LTI as \% of Base Salary - Ongoing | 46 |  |  |  |  | 2 |  |  |  |  |
| U.S. Subregion - Southern Atlantic |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 42 | \$103.1 | \$109.5 | \$112.5 | \$125.1 | 10 | \$103.4 | \$114.3 | \$116.6 | \$130.4 |
| Target Total Cash Compensation | 162 | \$111.0 | \$123.5 | \$127.1 | \$143.9 | 8 | \$119.5 | \$130.0 | \$132.1 | \$140.0 |
| Actual Total Cash Compensation | 30 | \$110.4 | \$118.7 | \$127.4 | \$139.3 | 9 | \$110.5 | \$123.1 | \$127.7 | \$146.6 |
| Actual Cash Awards as \% of Base Salary | 148 | 32.8\% | 18.5\% | 98.2\% | 73.1\% | 9 | 20.7\% | 88.1\% | 25.8\% | 82.7\% |
| Target LTI Awards | 3 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 11 |  |  |  |  | 3 |  |  |  |  |
| Target Total Direct Compensation | 20 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation | 163 | \$118.7 | \$130.5 | \$134.6 | \$138.0 | 8 | \$115.1 | \$130.1 | \$137.9 | \$148.5 |
| LTI as \% of Base Salary | 47 |  |  |  |  | 2 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 32 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 60 | \$108.4 | \$129.3 | \$132.5 | \$139.8 | 9 | \$114.0 | \$129.9 | \$144.3 | \$149.6 |
| LTI as \% of Base Salary - Ongoing | 9 |  |  |  |  | 3 |  |  |  |  |

Position 22016 - Manager, Finance / Accounting
TOTAL DIRECT COMPENSATION - (in \$USD Thousands)

| TOTAL DIRECT COMPENSATION | INCUMBENT |  |  |  |  | COMPANY |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | n | 25th | 50th | Mean | 75th | n | 25th | 50th | Mean | 75th |
| Urban / Rural - Urban |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 174 | \$96.4 | \$112.5 | \$114.8 | \$125.5 | 7 | \$103.2 | \$115.0 | \$117.4 | \$129.0 |
| Target Total Cash Compensation | 129 | \$107.1 | \$125.4 | \$124.2 | \$139.8 | 9 | \$116.9 | \$130.4 | \$133.2 | \$145.0 |
| Actual Total Cash Compensation | 127 | \$107.0 | \$121.7 | \$127.7 | \$140.4 | 8 | \$109.8 | \$124.7 | \$131.4 | \$145.6 |
| Actual Cash Awards as \% of Base Salary | 107 | 63.4\% | 61.1\% | 78.2\% | 15.3\% | 7 | 67.3\% | 9.2\% | 1.2\% | 86.8\% |
| Target LTI Awards | 2 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 44 |  |  |  |  | 3 |  |  |  |  |
| Target Total Direct Compensation | 39 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation | 55 | \$110.4 | \$128.1 | \$132.0 | \$139.8 | 8 | \$114.0 | \$130.5 | \$139.0 | \$141.3 |
| LTI as \% of Base Salary | 22 |  |  |  |  | 2 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 51 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 150 | \$112.9 | \$130.1 | \$134.3 | \$140.0 | 7 | \$110.8 | \$130.1 | \$137.0 | \$154.7 |
| LTI as \% of Base Salary - Ongoing | 23 |  |  |  |  | 2 |  |  |  |  |
| Specialty / Scope - Manages Staff |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 98 | \$100.1 | \$108.4 | \$112.1 | \$125.5 | 7 | \$103.5 | \$114.9 | \$117.3 | \$128.8 |
| Target Total Cash Compensation | 155 | \$112.6 | \$119.0 | \$124.1 | \$140 | 8 | \$120.9 | \$132.0 | \$133.5 | \$143.0 |
| Actual Total Cash Compensation | 153 | \$108.6 | \$123.5 | \$126.0 | 40.0 | 10 | \$109.9 | \$122.1 | \$128.5 | \$152.1 |
| Actual Cash Awards as \% of Base Salary | 127 | 83.3\% | 23.7\% | 86.4\% | 34.8 | 10 | 31.1\% | 56.8\% | 79.2\% | 21.8\% |
| Target LTI Awards | 2 |  |  |  |  |  |  |  |  |  |
| Annualized Value of LTI Awards | 12 |  |  |  |  |  |  |  |  |  |
| Target Total Direct Compensation | 7 |  |  |  |  |  |  |  |  |  |
| Actual Total Direct Compensation | 58 | \$113.9 | \$130 | \$134.5 | 141.5 | 7 | \$110.4 | \$130.4 | \$141.4 | \$147.5 |
| LTI as \% of Base Salary | 17 |  |  |  |  | 3 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 45 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 16 | \$117.1 | 131.4 | \$132.3 | \$144.5 | 9 | \$114.0 | \$130.3 | \$142.4 | \$152.4 |
| LTI as \% of Base Salary - Ongoing | 46 |  |  |  |  | 3 |  |  |  |  |
| Specialty / Scope - Individual Contributor |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 142 | \$98.0 | \$113.5 | \$111.7 | \$125.1 | 8 | \$103.5 | \$114.9 | \$117.5 | \$124.6 |
| Target Total Cash Compensation | 127 | \$107.0 | \$122.6 | \$124.3 | \$139.1 | 9 | \$124.7 | \$132.0 | \$133.7 | \$138.1 |
| Actual Total Cash Compensation |  | \$109.7 | 26.3 | \$124.9 | \$138.4 | 10 | \$111.6 | \$124.6 | \$128.8 | \$152.1 |
| Actual Cash Awards as \% of Base Salary |  | 91.9\% | 67.3\% | 26.6\% | 29.5\% | 9 | 12.6\% | 24.1\% | 26.1\% | 71.8\% |
| Target LTI Awards |  |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards |  |  |  |  |  | 3 |  |  |  |  |
| Target Total Direct Compensation |  |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation |  | \$109.8 | \$131.0 | \$134.1 | \$139.6 | 8 | \$112.1 | \$130.5 | \$140.3 | \$144.5 |
| LTI as \% of Base Salary | 6 |  |  |  |  | 3 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing |  |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 66 | \$114.9 | \$129.8 | \$133.8 | \$145.0 | 7 | \$112.7 | \$130.4 | \$140.0 | \$146.7 |
| LTI as \% of Base Salary - Ongoing | 15 |  |  |  |  | 3 |  |  |  |  |
| Specialty / Scope - Financial Planning and Analysis |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 135 | \$101.9 | \$111.0 | \$112.8 | \$125.4 | 10 | \$103.1 | \$114.6 | \$116.6 | \$133.1 |
| Target Total Cash Compensation | 104 | \$112.8 | \$123.2 | \$125.4 | \$140.7 | 9 | \$115.9 | \$129.4 | \$132.0 | \$143.5 |
| Actual Total Cash Compensation | 32 | \$113.2 | \$117.8 | \$124.7 | \$140.3 | 7 | \$110.3 | \$125.2 | \$127.2 | \$142.3 |
| Actual Cash Awards as \% of Base Salary | 89 | 17.4\% | 73.7\% | 73.3\% | 2.5\% | 8 | 5.0\% | 37.5\% | 9.6\% | 19.2\% |
| Target LTI Awards | 5 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 35 |  |  |  |  | 3 |  |  |  |  |
| Target Total Direct Compensation | 17 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation | 82 | \$117.3 | \$129.8 | \$134.2 | \$140.7 | 10 | \$114.7 | \$130.4 | \$139.3 | \$150.3 |
| LTI as \% of Base Salary | 37 |  |  |  |  | 3 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 40 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 23 | \$115.4 | \$130.4 | \$132.5 | \$141.3 | 9 | \$111.7 | \$130.0 | \$137.6 | \$141.1 |
| LTI as \% of Base Salary - Ongoing | 9 |  |  |  |  | 2 |  |  |  |  |

TOTAL DIRECT COMPENSATION - (in \$USD Thousands)

| TOTAL DIRECT COMPENSATION | INCUMBENT |  |  |  |  | COMPANY |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | n | 25th | 50th | Mean | 75th | n | 25th | 50th | Mean | 75th |
| Specialty / Scope - Accounting |  |  |  |  |  |  |  |  |  |  |
| Base Salary | 162 | \$98.2 | \$111.9 | \$112.8 | \$125.1 | 10 | \$103.2 | \$115.4 | \$116.6 | \$125.0 |
| Target Total Cash Compensation | 76 | \$104.6 | \$122.6 | \$124.9 | \$143.8 | 8 | \$117.4 | \$133.6 | \$132.0 | \$145.7 |
| Actual Total Cash Compensation | 172 | \$107.1 | \$120.4 | \$123.1 | \$138.1 | 9 | \$113.5 | \$122.5 | \$130.4 | \$141.5 |
| Actual Cash Awards as \% of Base Salary | 138 | 66.1\% | 50.9\% | 10.7\% | 83.7\% | 8 | 11.1\% | 72.6\% | 63.6\% | 79.7\% |
| Target LTI Awards | 4 |  |  |  |  | 1 |  |  |  |  |
| Annualized Value of LTI Awards | 24 |  |  |  |  | 2 |  |  |  |  |
| Target Total Direct Compensation | 30 |  |  |  |  | 2 |  |  |  |  |
| Actual Total Direct Compensation | 53 | \$118.6 | \$129.5 | \$133.6 | \$142.2 | 10 | \$113.9 | \$130.2 | \$139.8 | \$147.2 |
| LTI as \% of Base Salary | 25 |  |  |  |  | 3 |  |  |  |  |
| Annualized Value of LTI Awards - Ongoing | 24 |  |  |  |  | 3 |  |  |  |  |
| Actual Total Direct Compensation - Ongoing | 97 | \$120.5 | \$128.6 | \$132.0 | \$140.2 | 8 | \$110.1 | \$130.2 | \$141.0 | \$155.4 |
| LTI as \% of Base Salary - Ongoing | 13 |  |  |  |  | 3 |  |  |  |  |

