

2014 Executive Compensation Survey of Privately-Held Companies

SAMPLE

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This survey has been prepared based on the responses received by **Compensation Resources, Inc.** Although **CRI** believes that the data provided by participants was reliable and representative of the practices within responding organizations, the survey results are provided for informational purpose only and without warranty of any kind. The results represented in this survey report should be considered in light of your organization's mission, business plan, strategy, competitive position and the manner in which the information contained herein supports its direction. **CRI** recommends that this study be used in concert with additional sources of information in order to validate all results.

I. INTRODUCTION

Study Overview

Compensation Resources, Inc. (CRI) is pleased to present the results of our *2014 Executive Compensation Survey of Privately-Held Companies*. The purpose of this study was to obtain compensation data of 12 key executive positions from privately-held companies of all sizes. Data was collected between July and August and results were compiled from survey questions that were developed by **CRI** and distributed to companies in all industrial classifications. There were 48 organizations that participated in this study. Compensation data is reported as of **July 1, 2014**.

This survey also reports the prevalence of various programs and practices relative to executive compensation, covering annual incentives, long-term incentives, various perquisites, supplemental benefits, and agreements.

CRI is dedicated to providing accurate results of this survey to participants; therefore, should you have any questions or need clarification regarding any aspect of the survey's results, please contact Diana D. Neelman, Principal, Executive Vice President, at (201) 934-0505, x105.

About Compensation Resources, Inc.

Compensation Resources, Inc. provides compensation and human resource consulting services to mid- and small-cap public companies, private, family-owned, and closely-held firms, as well as not-for-profit organizations. **CRI** specializes in executive compensation, sales compensation, pay-for-performance and incentive compensation, performance management programs, and expert witness services.

Executive Compensation	Sales Compensation
Wage and Salary Administration	Short and Long-Term Incentive Compensation
Litigation Support	Custom Surveys

For more information on our services, please contact:

Paul R. Dorf, APD
Managing Director
prd@compensationresources.com

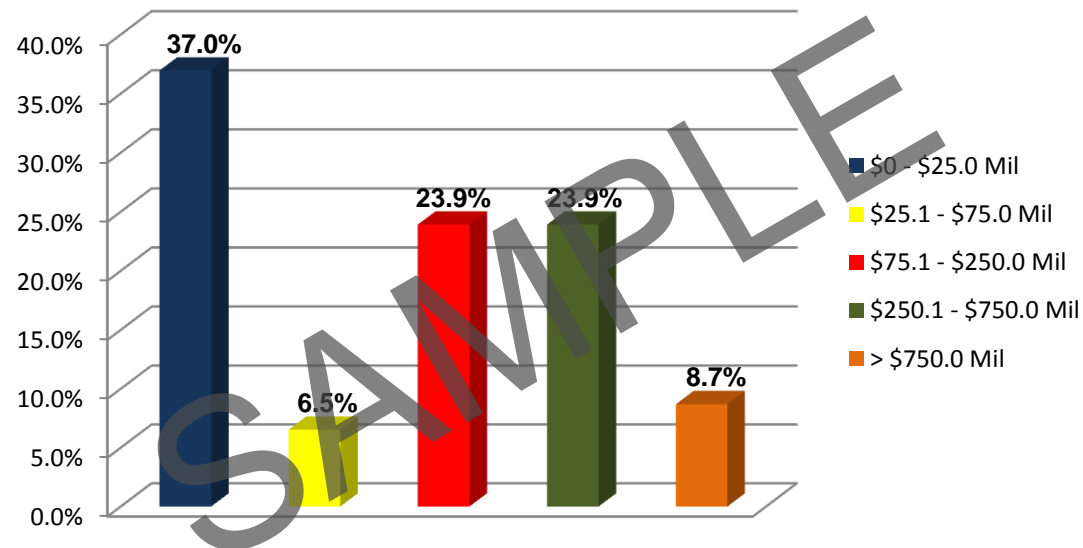
Diana D. Neelman, CCP
Principal, Executive Vice President
ddn@compensationresources.com

310 Route 17 North
Upper Saddle River, NJ 07458
201-934-0505
201-934-0737 (Fax)

Twww.compensationresources.com

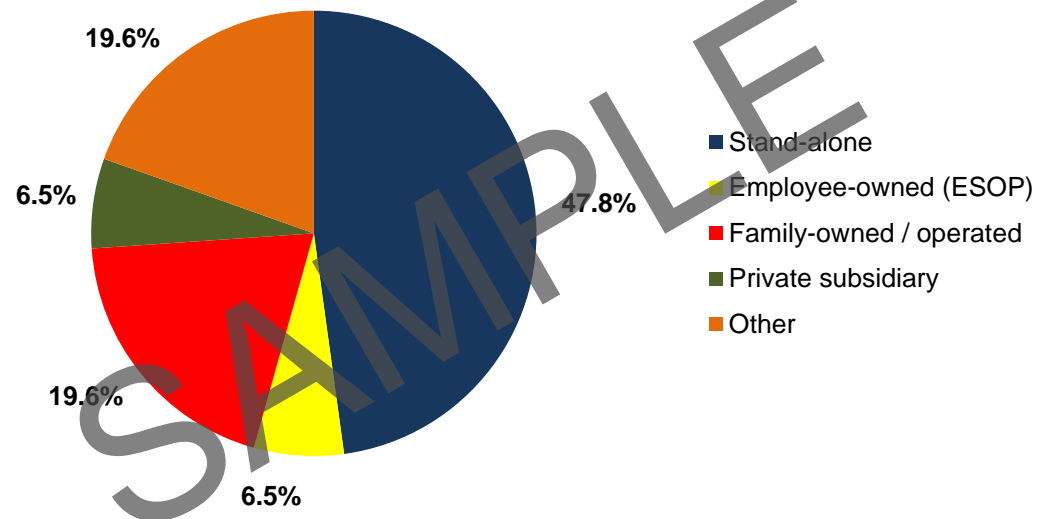
All Companies Reported

Revenue



All Companies Reported

Organization Type



2014 EXECUTIVE COMPENSATION SURVEY OF PRIVATELY-HELD COMPANIES

Controller

Directs the preparation of reports that summarize and forecast company business activity and financial position in areas of income, expenses, and earnings, based on past, present, and expected operations. Directs determination of depreciation rates to apply to capital assets. Establishes, or recommends to management, major economic objectives and policies for company or subdivision. May manage accounting department. May direct preparation of budgets. May arrange for audits of company accounts. May advise management about property and liability insurance coverage needed. May direct financial planning, procurement, and investment of funds for organization. Requires minimum of a bachelor's degree, in addition to experience, to carry out the responsibilities for this job. Some employers may require CPA certification.

Revenue	Base Salary							Short-term Incentives						Long-term Incentives				
	Inc.	Avg	25th %ile	Med. (50th)	75th %ile	Reported Min	Reported Max	% Elig.	Target % Avg	Target % Min	Target % Max	Actual \$ Avg	Actual \$ Min	Actual \$ Max	% Elig.	Avg	Min	Max
\$0 - \$25.0 Mil	7	105,714	91,500	109,000	122,500	75,000	128,000	71.4%	10.0%	*	20.0%	6,860	*	11,200	14.3%	*	*	*
\$25.1 - \$75.0 Mil	1	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
\$75.1 - \$250.0 Mil	8	160,758	132,473	151,000	180,429	117,383	225,000	50.0%	47.0%	20.0%	125.0%	37,790	13,700	57,750	25.0%	*	*	*
\$250.1 - \$750.0 Mil	7	180,111	159,058	175,794	200,777	139,907	225,405	71.4%	33.7%	20.0%	71.0%	58,073	*	169,000	71.4%	41,720	*	*
> \$750.0 Mil	4	174,457	*	178,009	*	*	*	75.0%	*	*	*	142,070	*	*	50.0%	*	*	*

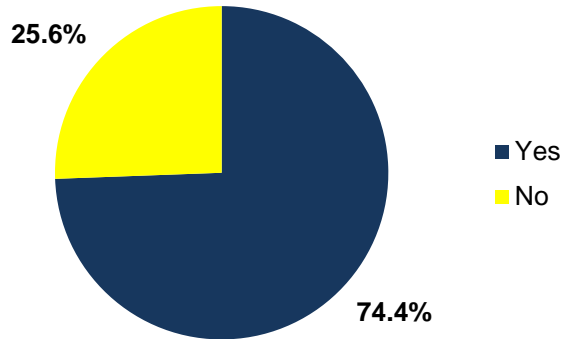
Org. Type:

Stand-alone	10	139,656	121,250	131,000	168,750	83,000	190,000	60.0%	27.6%	10.0%	71.0%	42,912	*	169,000	20.0%	46,788	*	*
Employee-owned (ESOP)	3	137,151	*	128,000	*	*	*	100.0%	*	*	*	112,554	*	*	66.7%	*	*	*
Family-owned / operated	7	139,790	115,542	139,907	153,568	75,000	225,405	71.4%	22.5%	9.9%	35.0%	37,085	*	*	28.6%	*	*	*
Private subsidiary	1	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Other	6	190,931	178,486	199,057	211,674	134,964	225,000	50.0%	48.0%	20.0%	125.0%	34,375	*	*	50.0%	84,991	*	*

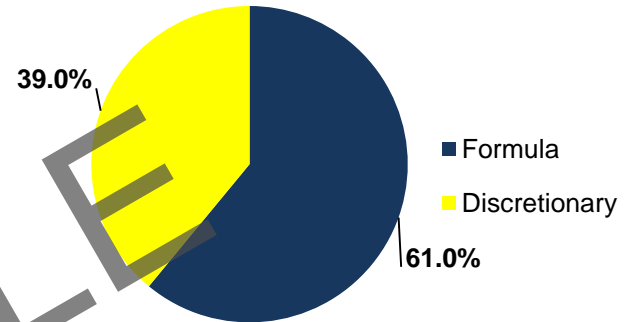
Other Cash Compensation	\$ Value
Average	13,317
Reported Minimum	*
Reported Maximum	40,000

Annual Incentive Practices (performance periods of one year or less)

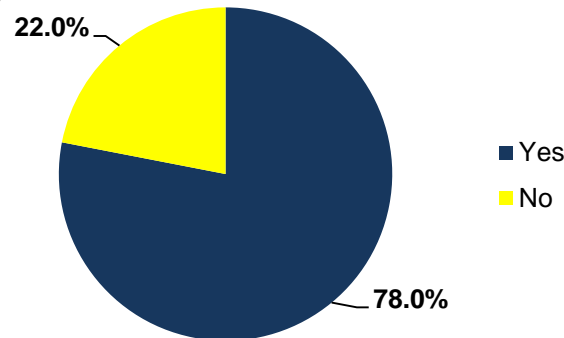
Do you have a written annual incentive plan or bonus plan?



Are awards calculated by formula or determined in a discretionary manner?



Is executive performance a factor in awarding annual incentives or bonuses?



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Agreements, Supplemental Benefits, and Perquisites Practices (cont.)

Do you provide any of the following supplemental benefits and perquisites?

Program	% Provided
Annual executive physicals	5.6
Cell phone	18.0
Company-provided vehicle	8.4
Country club membership	2.8
Financial counseling	4.5
First class air travel	2.2
Laptop	17.4
Legal counseling	1.1
Non-qualified deferred compensation plan	5.1
Paid travel expenses for spouse	1.7
Supplemental Executive Retirement Program (SERP)	3.4
Supplemental life insurance	8.4
Supplemental long-term disability insurance	7.9
Supplemental medical insurance	3.9
Use of company aircraft	0.6
Vehicle allowance	9.0

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Survey Participants *(List contains only organizations that gave permission to identify their name)*

ACDI/VOCA	Emtec Inc	Novaspect
Aerosoles	Findley Davies, Inc.	Penn National Insurance
Atrium Centers	Godiva	Robertshaw
B. Braun Medical Inc.	Hitachi Data Systems	RS&A
Bemis Manufacturing Company	Houghton International	Stannah Stairlifts
Biocoat, Inc.	ICW Group	United Water
Coriant	Lake Associates, Inc.	Value Place
Crayola LLC	MDRC	Vitamix
Daniel B. Stephens & Associates, Inc.	Micro Corporation	Wawa, Inc.
Eagle Technology Management, Inc.	MMIC	

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