# CEO Compensation Review 

(Sample Benchmarking Study)

- The purpose of this study was to obtain an understanding of the CEO compensation practices in the "semiconductor/electronic component" industries to assist the Board of Directors (the "Board") in determining the appropriate compensation package for a CEO.
- To accomplish this objective, we gathered compensation data from both published surveys reporting the compensation practices of non-publicly traded companies and from the SEC disclosures of "small-cap" publicly traded companies.
- In conclusion, we identified two alternative CEO compensation arrangements for the Board to consider which are both supported by the findings of this study.


## Methodology

- We identified 19 publicly-traded companies classified under GICS 45301020 (semiconductors) and 45203015 (electronic components) with revenues ranging between $\$ 48$ and $\$ 160$ million (the "Peer Group").
- From these 19 companies, we gathered CEO compensation data from SEC disclosures, including base salary, annual bonus, equity compensation and all other compensation, and benchmarked the average, median, 75th and 90th percentiles for each compensation component, Total Cash Compensation and Total Direct Compensation.
- To obtain an understanding of the broader market in these industries, we also reviewed published survey data to identify the compensation practices of non-publicly traded companies with revenues ranging between $\$ 25$ and $\$ 50$ million.


## Definitions

| Median | The midpoint of a data set when it is arranged in chronological order. |
| :--- | :--- |
| Total Cash Compensation | The total compensation paid to an individual in cash in the form of <br> base salary and annual bonus. |
| Total Direct Compensation | The total compensation paid to an individual in cash and equity <br> compensation (e.g., stock options and restricted stock). |
| $\mathbf{7 5}^{\text {th }}$ Percentile | An ordinal ranking of a data point within a data set where 75 percent <br> of the data in that set is either above or below the data point. |
| $\mathbf{9 0}^{\text {th }}$ Percentile | An ordinal ranking of a data point within a data set where 90 percent <br> of the data in that set is either above or below the data point. |

## Analysis

- The Peer Group consisted of the following publicly traded "small cap" companies:

| Company Name | GICS Industry Description | Location | Revenue (in millions) | Net Income (in millions) | Market Cap (in millions) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Pixel Works Inc | Semiconductors | CA | 48 | (9) | 124 |
| Ceva Inc | Semiconductors | CA | 49 | 7 | 371 |
| Itricon Corp | Electronic Components | MN | 53 | (6) | 26 |
| Supertex Inc | Semiconductors | CA | 61 | 4 | 381 |
| GSI Technology Inc | Semiconductors | CA | 66 | 4 | 190 |
| Intermolecular Inc | Semiconductors | CA | 67 | (9) | 131 |
| Ikanos Communications Inc | Semiconductors | CA | 80 | (30) | 86 |
| Inphi Corp | Semiconductors | CA | 103 | (13) | 496 |
| Vitesse Semiconductor Corp | Serniconductors | CA | 104 | (22) | 245 |
| PLX Technology Inc | Semiconductors | CA | 104 | 7 | 277 |
| Maxlinear Inc | Semiconductors | CA | 120 | (13) | 261 |
| Exar Corp | Semiconductors | CA | 122 | 3 | 567 |
| DTS Inc | Electronic Components | CA | 125 | 16 | 343 |
| Pericom Semiconductor Corp | Semiconductors | CA | 129 | (22) | 179 |
| Anadigics | Semiconductors | NJ | 134 | (54) | 145 |
| Universal Display Corp | Electronic Components | NJ | 147 | 74 | 1,482 |
| DSP Group Inc | Semiconductors | CA | 151 | 3 | 195 |
| Ambarella Inc | Semiconductors | CA | 158 | 6 | 754 |
| Audience inc | Electronic Components | CA | 160 | 2 | 278 |
| Average |  |  | 104 | (3) | 344 |
| Median |  |  | 104 | 2 | 261 |
| 75th Percentile |  |  | 132 | 5 | 376 |
| 90th Percentile |  |  | 152 | 9 | 604 |

## Analysis (cont'd)

## - Peer Group CEO compensation practices:

| Company Name | Base <br> Salary | Discetionary <br> Bonus | Plan Based Bonus | TCC | Equity (3-Year Average) |  | Total <br> Equity | Other Compensation | TDC |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  | Stock | Options |  |  |  |
| Pixel Works Inc | 334,519 |  | 2,500 | 337,019 | 339,316 |  | 339,316 |  | 676,335 |
| Ceva Inc | 327,195 |  | 227,450 | 554,645 |  | 349,449 | 349,449 | 111,819 | 1,015,913 |
| Itricon Corp | 378,000 |  |  | 378,000 |  | 86,548 | 86,548 | 23,592 | 488,140 |
| Supertex Inc | 286,823 |  |  | 286,823 |  | 58,273 | 58,273 | 7,200 | 352,296 |
| GSI Technology Inc | 351,184 |  | 176,655 | 527,839 |  | 254,283 | 254,283 |  | 782,122 |
| Intermolecular Inc | 350,000 |  |  | 350,000 | 225,356 | 56,174 | 281,530 |  | 631,530 |
| Ikanos Communications Inc | 400,000 |  | 224,700 | 624,700 |  | 537,905 | 537,905 |  | 1,162,605 |
| Inphi Corp | 300,000 | 13,938 |  | 313,938 | 2,063,283 | 2,024,251 | 4,087,534 |  | 4,401,472 |
| Vitesse Semi conductor Corp | 387,021 |  |  | 387,021 | 481,321 | 142,968 | 624,289 |  | 1,011,310 |
| PLX Technology Inc | 273,526 |  | 209,582 | 483,108 | 11,060 | 133,637 | 144,697 |  | 627,805 |
| Maxlinear Inc | 366,923 |  |  | 366,923 | 716,108 | 436,007 | 1,152,115 | 17,323 | 1,536,361 |
| Exar Corp | 500,000 |  |  | 500,000 | 1,385,214 | 1,229,965 | 2,615,179 | 4,578 | 3,119,757 |
| DTS Inc | 500,000 |  | 337,500 | 837,500 | 1,064,362 | 1,098,016 | 2,162,378 | 12,066 | 3,011,944 |
| Pericom Semiconductor Corp | 378,942 |  | 100,000 | 478,942 | 165,891 | 177,817 | 343,708 |  | 822,650 |
| Anadigics | 456,231 |  |  | 456,231 | 1,083,268 | 133,375 | 1,216,643 | 39,947 | 1,712,821 |
| Universal Display Corp | 581,049 | 469,977 |  | 1,051,026 | 732,297 |  | 732,297 | 30,145 | 1,813,468 |
| DSP Group Inc | 300,000 | 500,000 |  | 800,000 |  | 414,362 | 414,362 | 95,001 | 1,309,363 |
| Ambarella inc | 340,000 |  | 255,000 | 595,000 | 956,851 |  | 956,851 |  | 1,551,851 |
| Audience Inc | 371.875 |  | 187,500 | 559,375 | 152,960 | 815,591 | 968,551 |  | 1,527,926 |
| Average | 378,068 | 327,972 | 191,210 | 520,426 | 721,330 | 496,789 | 911,890 | 37,963 | 1,450,298 |
| Median | 366,923 | 469,977 | 209,582 | 483,108 | 716,108 | 301,866 | 537,905 | 23,592 | 1,162,605 |
| 75th Percentile | 393,511 | 484,989 | 227,450 | 577,188 | 1,064,362 | 607,327 | 1,060,333 | 39,947 | 1,632,336 |
| 90th Percentile | 500,000 | 493,995 | 271,500 | 807,500 | 1,324,825 | 1,163,991 | 2,252,938 | 98,365 | 3,033,507 |

## Peer Group CEO Compensation Mix

## Peer Group Equity Compensation Mix



Findings (cont'd)

- Peer Group annual CEO compensation as a percentage of Market Cap:

| Company Name | Market Cap <br> (in millions) | TDC <br> TDC as $\%$ <br> of Mrkt Cap |  |
| :--- | ---: | ---: | ---: |
| Pixel Works Inc | 124 | 676,335 | $0.55 \%$ |
| Ceva Inc | 371 | $1,015,913$ | $0.27 \%$ |
| Itricon Corp | 26 | 488,140 | $1.88 \%$ |
| Supertex Inc | 381 | 352,296 | $0.09 \%$ |
| GSI Technology Inc | 190 | 782,122 | $0.41 \%$ |
| Intermolecular Inc | 131 | 631,530 | $0.48 \%$ |
| Ikanos Communications Inc | 86 | $1,162,605$ | $1.35 \%$ |
| Inphi Corp | 496 | $4,394,503$ | $0.89 \%$ |
| Vitesse Semiconductor Corp | 245 | $1,036,310$ | $0.42 \%$ |
| PLX Technology Inc | 277 | 627,805 | $0.23 \%$ |
| Maxlinear Inc | 261 | $1,536,361$ | $0.59 \%$ |
| Exar Corp | 567 | $3,194,757$ | $0.56 \%$ |
| DTS Inc | 343 | $3,095,277$ | $0.90 \%$ |
| Pericom Semiconductor Corp | 179 | 822,650 | $0.46 \%$ |
| Anadigics | 145 | $1,733,912$ | $1.20 \%$ |
| Universal Display Corp | 1,482 | $1,646,400$ | $0.11 \%$ |
| DSP Group Inc | 195 | 976,029 | $0.50 \%$ |
| Ambarella Inc | 754 | $1,551,851$ | $0.21 \%$ |
| Audience Inc | 278 | $1,527,926$ | $0.55 \%$ |
| Average | 344 | $1,434,354$ | $0.61 \%$ |
| Median | 261 | $1,036,310$ | $0.50 \%$ |
| 75th Percentile | 376 | $1,599,126$ | $0.74 \%$ |
| 90th Percentile | 604 | $3,115,173$ | $1.23 \%$ |

- Published CEO compensation survey data obtained from non-publicly traded semiconductor companies with revenue generation plus profit (obtained from Radford):

|  | Base Salary | Target Bonus | TCC |
| :--- | :---: | :---: | :---: |
| Average | $\$ 499,000$ | $\$ 266,466$ | $\$ 765,466$ |
| Median | $\$ 450,000$ | $\$ 250,000$ | $\$ 700,000$ |
| $75^{\text {th }}$ Percentile | $\$ 600,000$ | $\$ 402,000$ | $\$ 1,002,000$ |

Note: Private companies do not typically provide annual equity grants.

|  | Average | Median | 75 $^{\text {th }}$ Percentile |
| :--- | :---: | :---: | :---: |
| New Hire Grants <br> (percentage of Common Stock) | $5.7 \%$ | $5.6 \%$ | $6.4 \%$ |

## Observations

- Median Net Income of the Peer Group was slightly above $\$ 2$ million, while Median CEO TDC was approximately $\$ 1.1$ million.
- Over two thirds of CEO TDC was paid in equity compensation, with $54 \%$ in stock awards and $46 \%$ in stock options.
- The Peer Group annual CEO TDC as a percentage of market cap ranged from $0.5 \%$, at the median, to $0.74 \%$ at the 75th percentile.
- There was little disparity between the Peer Group compensation data and the published survey data, despite the differences in Revenue and Net Income. The Peer Group consists of "micro-cap" to "small-cap" companies. Several of the Peer Group companies have been publicly traded for less than two years, and have Net Income far less than Integra. Based on these circumstances, we believe the Peer Group is an appropriate comparator for Integra for purposes of determining the replacement cost for a CEO and for determining market competitive CEO compensation.


## Alternative CEO Compensation Arrangements

- Alternative 1: The Conventional Approach
- Base Salary: \$350,000
- Bonus: 50\% Target/100\% Max (\$125,000/\$350,000)
- TCC: \$475,000 Target/\$700,000 Max
- Equity: \$500,000 Target/\$750,000 Max (60\% Stock Awards/40\% Stock Options)
- TDC: \$975,000 Target/\$1,450,000 Max
- Alternative 2: The Equity Approach
- TCC: \$0 (or minimum required by law)
- Equity: $0.5 \%$ to $0.75 \%$ of outstanding common (60\% Stock Awards/40\% Stock Options)
 options.

| Component | Amounts | Terms and Conditions |
| :--- | :--- | :--- | :--- |

## XYZ Company/CEO Compensation Term Sheet (cont'd)

One-time Equity
Award

## Long-Term

Incentives ("LTI")

Executive shall have the choice to receive one of the following:

- 45,000 shares of restricted stock ("RS"), or
- Stock Option to purchase 135,000 shares at closing price per share on Start Date


## Grant Date FMV = \$900,000 (if RS)

LTI awards shall be granted to Executive as restricted stock units ("RSUs") at the beginning of each fiscal year. The LTI performance period shall be 3 years in duration, beginning on the first day of the fiscal year and ending on the last day of the third fiscal year thereafter. The RSUs will be converted into shares on a one-unit for one-share basis at the end of each performance period based on performance goal attainment as follows:

| Conversion Percentage | Goal Attainment |
| :--- | :--- |
| $50 \%$ | Threshold |
| $66.66 \%$ | Target |
| $100 \%$ | Maximum |

The maximum number of RSUs subject to conversion will be determined at the beginning of each 3 -year performance period by dividing the closing price of the Company's common stock on the first trading day of the performance period by $300 \%$ of Executive's then current base salary.

## Target Payout = \$1,800,000

Max Payout = \$2,700,000

- 3-year time-based cliff vesting shall apply, based on continued service, where $100 \%$ of the shares shall vest on the third anniversary of Executive's Start Date.
- All shares shall become immediately vested upon Executive's "termination of employment" (as defined below) within 1 year following a Change in Control.
- Vesting/conversion into shares shall be based on objectives set by the Compensation Committee ("Committee") with consultation of Executive not later than March $1^{\text {st }}$.
- Performance goals may include EBITDA, ROE, TSR and Enterprise Value.
- Goal Attainment at Target level shall be based on aggressive "stretch" goals (i.e., "significant outperformance of budget").
- RSUs that are not converted due to lack of goal attainment are forever forfeited.
- Executive must maintain continuous employment throughout the entire performance period for RSUs to be converted into shares.
- The conversion of RSUs into shares of restricted stock shall be based on pro-rata goal attainment between Threshold and Maximum as determined by the Committee based on audited financial statements in accordance with Company practice not later than March $15^{\text {th }}$.


## XYZ Company/CEO Compensation Term Sheet (cont'd)

| Severance | "Termination of Employment" with no Change in Control ("CIC"): <br> - $100 \%$ of Base Salary <br> - Continuation of medical benefits for 12 months <br> "Termination of Employment" within 1 year following a CIC: <br> - $200 \%$ of Base Salary <br> - 200\% of Target Bonus <br> - RSUs shall become vested pro-rata based on either (at Executive's choice) <br> - the number of days elapsed in the performance period prior to the CIC date or <br> - goal attainment on the CIC date <br> - All One-Time Equity Awards shall become immediately vested in full <br> - Continuation of medical benefits for 12 months |
| :---: | :---: |
| Other Payments | - \$4,000 monthly housing allowance, payable for 12 months <br> - Car allowance commensurate with Company policy |
| Executive "Buy In" | Executive shall purchase common stock with an aggregate value of $50 \%$ of Base Salary |

- "Termination of Employment" shall be defined to include an involuntary termination by the Company without "cause" and a voluntary termination by Executive with "good reason."
- All severance payments shall be paid in lump sum and shall be conditioned on the execution and delivery of a Release Agreement.
- All severance payments following a CIC shall be subject to a "modified cut back" whereby Executive shall receive the greater of
- the total after tax severance payments less any excise taxes payable by Executive under IRC 4999 or
- the maximum amount payable to Executive before any such excise taxes apply.
- Executive must elect the method for determining RSU accelerated vesting no later than the Start Date.
- No later than the six months following the Start Date, Executive shall purchase shares of Company stock from the open market with an aggregate value equal to $50 \%$ of his current Base Salary.
- Executive shall be required to hold such shares until the earlier of his termination of employment for any reason or a CIC.


