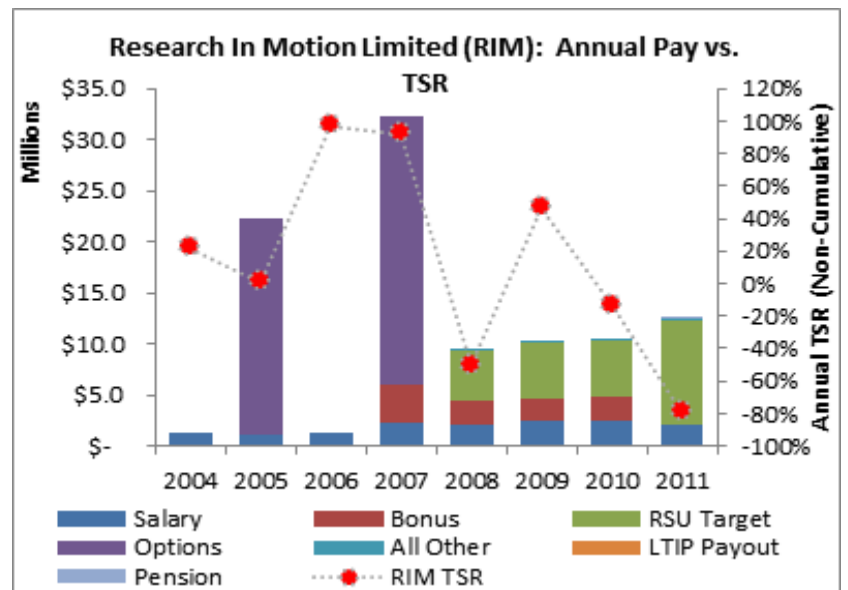
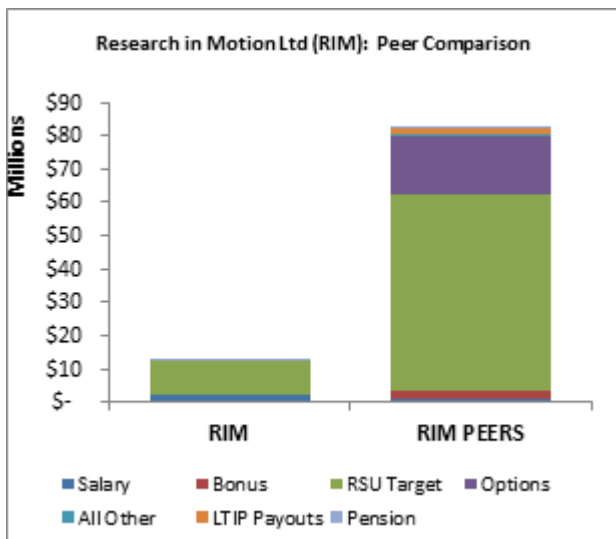


Research in Motion Ltd (RIM): 2004-2011 Pay for Performance

PAY FOR PERFORMANCE SCORE				
1 YEAR = 0	4 YEAR = 0	6 YEAR = 3	8 YEAR = 10	TOTAL: 13/24

RIM ceased granting options to its CEOs after the option backdating scandal the company faced in early 2009. Between 2004 and 2007, \$47.5m of a total of \$57m (83%) in CEO pay to RIM's CEOs was paid in options. Needless to say, this shift in compensation behaviour has had a significant downward impact on CEO pay in our 6- and 8-year observations. This, however, aligns quite well with TSR results, which have been on a sharp downward trajectory over the past two years in particular. As a result, RIM's middle-of-the-pack Pay for Performance Score of 13/24 is driven by compensation changes in 2008 aligning with poor share performance between 2010 and 2011. **If we look at our shorter-term observations, we find that RIM's CEO pay has been on a slight upward trajectory despite tremendous market losses, suggesting that we are not likely to see pay/TSR alignment going forward without another shift in RIM's approach to CEO compensation.**



COMPANY'S DISCLOSED PEER FIRMS	
TICKER	NAME
NDQ:AMZN	Amazon.com
NDQ:AAPL	Apple
NDQ:GOOG	Google
NDQ:INTC	Intel
NDQ:MSFT	Microsoft
NYSE:NOK	Nokia
NDQ:SYMC	Symantec
NDQ:TXN	Texas Instruments
NDQ:QCOM	Qualcomm

FY 2011 FINANCIAL PERFORMANCE RANKINGS						
#	PEER	TSR	PEER	ROE	PEER	ROA
1	NDQ:AAPL	38.3%	NDQ:AAPL	35.3%	NDQ:AAPL	23.7%
2	NDQ:MSFT	20.7%	NDQ:INTC	28.2%	NDQ:INTC	18.3%
3	NDQ:INTC	20.4%	NDQ:MSFT	25.6%	NDQ:MSFT	14.0%
4	NDQ:QCOM	14.5%	NDQ:SYMC	23.0%	NDQ:GOOG	13.4%
5	NDQ:GOOG	8.7%	NDQ:TXN	20.1%	NDQ:QCOM	11.8%
6	NDQ:SYMC	1.3%	NDQ:GOOG	16.7%	NDQ:TXN	10.9%
7	NDQ:AMZN	-3.8%	NDQ:QCOM	14.6%	NDQ:SYMC	9.0%
8	NDQ:TXN	-8.9%	TSE:RIM	11.4%	TSE:RIM	8.4%
9	NYSE:NOK	-50.7%	NDQ:AMZN	8.1%	NDQ:AMZN	2.5%
10	TSE:RIM	-79.0%	NYSE:NOK	-10.6%	NYSE:NOK	-3.7%
11						

CEO COMPENSATION RANKINGS AGAINST COMPANY'S DISCLOSED PEER FIRMS										
	PEER	TOTAL PAY	PEER	SALARY	PEER	BONUS	PEER	TOTAL CASH	PEER	TOTAL EQUITY
1	NDQ:AAPL	\$372,217,77	TSE:RIM	\$2,070,305	NDQ:INTC	\$6,392,849	NDQ:INTC	\$7,480,825	NDQ:AAPL	\$372,068,052
2	NDQ:GOOG	\$106,568,51	NYSE:NOK	\$1,404,234	NDQ:QCO	\$5,446,928	NDQ:QCOM	\$6,584,942	NDQ:GOOG	\$106,481,580
3	NDQ:QCOM	\$20,977,588	NDQ:QCO	\$1,138,014	NDQ:TXN	\$2,747,751	NDQ:TXN	\$3,727,016	NDQ:QCOM	\$13,658,472
4	NYSE:NOK	\$17,402,967	NDQ:INTC	\$1,087,976	NDQ:SYMC	\$1,168,338	TSE:RIM	\$2,070,305	NYSE:NOK	\$12,373,917
5	NDQ:INTC	\$16,857,573	NDQ:TXN	\$979,265	NDQ:MSFT	\$675,040	NYSE:NOK	\$2,055,509	NDQ:TXN	\$10,589,964
6	NDQ:TXN	\$14,718,187	NDQ:SYMC	\$741,802	NYSE:NOK	\$651,275	NDQ:SYMC	\$1,910,140	TSE:RIM	\$10,289,000
7	TSE:RIM	\$12,388,475	NDQ:MSFT	\$675,040	NDQ:AAPL	\$74,181	NDQ:MSFT	\$1,350,079	NDQ:INTC	\$8,587,445
8	NDQ:SYMC	\$6,046,600	NDQ:AMZ	\$80,945	NDQ:GOO	\$0	NDQ:AAPL	\$148,362	NDQ:SYMC	\$4,102,857
9	NDQ:AMZN	\$1,663,456	NDQ:AAPL	\$74,181	TSE:RIM	\$0	NDQ:AMZN	\$80,945	NDQ:AMZN	\$0
10	NDQ:MSFT	\$1,361,864	NDQ:GOO	\$01	NDQ:AMZ	\$0	NDQ:GOOG	\$01	NDQ:MSFT	\$0
11										

PAY FOR PERFORMANCE SCORING

For 2012, the Clarkson Centre for Board Effectiveness (CCBE), prepared a Pay for Performance report for each firm currently listed on the TSX 60 Index that has at least 8 years of historical compensation or share price data available. The CCBE's Performance Score measures how closely CEO pay and TSR are aligned over four different time horizons. Compensation data is gathered from the firm's public filings, and valued at the time of grant. Options are valued using the binomial tree fair value method, and PSUs are valued at the grant date value of the target payout. TSR is calculated using a 30-day average start and end date share price, and assumes the reinvestment of dividends.

CCBE collected pay and performance data for up to ten peer companies for each TSX 60 constituent. Peer companies were selected from each TSX 60 constituent's performance benchmarking peer group, as disclosed in its most recent Management Information Circular. If a performance peer group was not disclosed, the CCBE collected information on the disclosed constituents of the total pay benchmarking peer group. If a peer group had more than 10 constituents, we randomly selected ten from among the disclosed list.

Our Pay for Performance Score takes into account alignment between change in CEO pay and TSR in 1-, 4-, 6- and 8-year observations. CEO pay change is 'smoothed' to account for outlying years. For example, in our 8-year observation we calculate CEO pay change as the percent change of the sum of total CEO pay from 2004-2007 against the sum of total CEO pay from 2008-2011. This helps to normalize our longer observations for unusual events like CEO turnover and large one-time payouts. The Pay for Performance Score gives significantly more weight to longer-term observations than shorter ones.

1-YEAR SCORE	4-YEAR SCORE	6-YEAR SCORE	8-YEAR SCORE
A = 3	A = 4	A = 7	A = 10
B = 3	B = 3	B = 5	B = 8
C = 2	C = 2	C = 3	C = 5
D = 1	D = 1	D = 1	D = 3
E = 0	E = 0	E = 0	E = 0

