

<div><div>CHARLES ARIS™</div><div>2020 Spring Engineering &amp; Operations Offer Report</div></div>							
Company Details			Candidate Years of Experience	Offer Components*			
Type of Company	Annual Revenue	U.S. Region of Position		Title	Base Salary	Annual Bonus	Total Compensation
Consumer Goods	\$250M-500M	Midwest	29	Chief Executive Officer	\$650,000	\$550,000	\$1,200,000
Industrial Products	\$1B-5B	Midwest	38	Senior Vice President of Global Supply Chain	\$425,000	\$600,000	\$1,025,000
Consumer Goods	\$10M-25M	Southeast	30	Chief Executive Officer	\$450,000	\$450,000	\$900,000
Industrial Products	\$100M-250M	Midwest	28	Chief Executive Officer	\$400,000	\$400,000	\$800,000
Business Services	\$250M-500M	West Coast	17	Head of Strategic Projects	\$400,000	\$150,000	\$550,000
Consumer Goods	\$250M-500M	Southeast	25	Chief Operating Officer	\$300,000	\$150,000	\$450,000
Industrial Products	\$1B-5B	Midwest	32	Vice President of Quality	\$285,000	\$142,500	\$427,500
Industrial Products	\$1B-5B	West Coast	33	General Manager	\$325,000	\$97,500	\$422,500
Consumer Goods	\$250M-500M	Northeast	31	Executive Vice President of Sourcing	\$280,000	\$140,000	\$420,000
Consumer Goods	\$10M-25M	Southeast	28	Chief Executive Officer	\$275,000	\$137,500	\$412,500
Technology	\$100M-250M	West Coast	14	Vice President of Strategy & Operations	\$250,000	\$125,000	\$375,000
Chemicals	\$1B-5B	Northeast	24	Integrated Supply Chain Director	\$270,000	\$81,000	\$351,000
Life Sciences	\$100M-250M	Midwest	34	Director of Operations	\$250,000	\$87,500	\$337,500
Industrial Products	\$1M-10M	West Coast	26	Vice President of Engineering	\$288,000	\$48,000	\$336,000
Public/ Private Equity	\$500M-1B	Northeast	10	Chief Operating Officer	\$195,000	\$130,000	\$325,000
Consumer Goods	\$10M-25M	Midwest	30	Chief Operating Officer	\$230,000	\$92,000	\$322,000
Industrial Products	\$1B-5B	Midwest	30	General Manager	\$225,000	\$78,750	\$303,750
Building Products	\$1B-5B	Midwest	20	Vice President, Manufacturing	\$220,000	\$77,000	\$297,000
Consumer Goods	\$50M-100M	Midwest	35	General Manager	\$225,000	\$67,500	\$292,500
Real Estate	\$10M-25M	Southeast	12	Chief Operating Officer	\$250,000	\$37,500	\$287,500
Industrial Products	\$25M-50M	Southeast	15	Chief Operating Officer	\$220,000	\$53,325	\$273,325
Consumer Goods	\$1B-5B	West Coast	14	Director of Operations Strategy & Innovation	\$210,000	\$63,000	\$273,000
Consumer Goods	\$100M-250M	Midwest	13	Director of Product Development	\$215,000	\$53,750	\$268,750
Consumer Goods	\$1B-5B	West Coast	13	Director of Strategic Initiatives	\$200,000	\$30,000	\$230,000
Consumer Goods	\$100M-250M	South	28	Senior Director of Distribution	\$182,500	\$45,625	\$228,125
Consumer Goods	\$25M-50M	Southeast	13	Director of Technology	\$185,000	\$39,250	\$224,250
Industrial Products	\$1B-5B	Midwest	30	Director of Engineering	\$175,000	\$41,000	\$216,000
Healthcare	\$50M-100M	Southeast	30	Chief Operating Officer	\$180,000	\$30,000	\$210,000
Professional Services	\$500M-1B	Northeast	9	Director of Strategic Operations	\$170,000	\$34,000	\$204,000
Industrial Products	\$50M-100M	Northeast	21	Plant Manager	\$175,000	\$25,000	\$200,000
Retail	\$250M-500M	Midwest	13	Director of Supply Chain	\$155,000	\$38,750	\$193,750
Consumer Goods	\$25M-50M	Southeast	25	Chief Operating Officer	\$160,000	\$32,000	\$192,000
Consumer Goods	Fortune 500	West Coast	11	Senior Manager of Supply Chain Operations	\$165,000	\$24,750	\$189,750
Technology	\$10M-25M	West Coast	18	Director of Sales Operations	\$145,000	\$36,250	\$181,250
Industrial Products	\$250M-500M	Northeast	13	Director of Pricing	\$150,000	\$30,000	\$180,000
Agriculture	\$1B-5B	West	15	Director of Supply Chain Risk Management	\$150,000	\$30,000	\$180,000
Industrial Products	\$25M-50M	Southeast	14	Project Manager	\$180,000	\$0	\$180,000
Technology	\$100M-250M	West	17	Director of Customer Experience	\$135,000	\$40,500	\$175,500
Business Services	\$50M-100M	Southeast	22	Director of Quality & Continuous Improvement	\$140,000	\$35,000	\$175,000
Industrial Products	\$1M-10M	Southeast	17	General Manager	\$150,000	\$20,000	\$170,000
Industrial Products	\$50M-100M	Northeast	23	Strategic Sourcing Manager	\$150,000	\$15,000	\$165,000
Consumer Goods	\$50M-100M	Southeast	13	Supply Chain Director	\$130,000	\$26,000	\$156,000
Industrial Products	\$250M-500M	Northeast	19	Plant Manager	\$140,000	\$8,500	\$148,500
Business Process Outsourcing	\$250M-500M	Southeast	10	Site Director	\$125,000	\$18,750	\$143,750
Industrial Products	\$1M-10M	Midwest	26	Director of Operations	\$125,000	\$15,000	\$140,000
Industrial Products	\$1M-10M	Southeast	6	Plant Manager	\$125,000	\$12,500	\$137,500
Retail	\$1B-5B	Midwest	17	Senior Project Manager	\$135,000	\$0	\$135,000
Chemicals	\$50M-100M	Midwest	14	Process Engineering Manager	\$125,000	\$6,250	\$131,250
Industrial Products	\$25M-50M	Southeast	29	Plant Manager	\$105,000	\$21,000	\$126,000

NOTES: These data points represent the top 50 offers accepted by Charles Aris operations and engineering candidates over the past two years. Each row represents a unique candidate (i.e., no two rows are for the same candidate). \*Base salary plus target annual bonus only; does not include retirement contribution, profit sharing, sign-on, car allowance or other such cash equivalents.