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**Scott DeCarlo**, Forbes Staff

Running the numbers: I analyze reams of company & financial data.

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# Pay vs. Performance

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Efficiency grade is based on our CEO's pay/performance score. A+ for the most efficient CEO in delivering pay/performance and F is for the least efficient. Returns as of April 5. \*Return is for period less than tenure. Source: FT Interactive Data via FactSet Research Systems.

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Efficiency grade	CEO	Company	6-Yr avg comp \$mil	Annualized tc 6-Yr %	durin %
A+	<a href="#">Warren Eisenberg</a>	Bed Bath & Beyond	4.3	33	42*
A+	<a href="#">Dane A Miller</a>	Biomet	0.4	27	32*
A+	<a href="#">Russell Goldsmith</a>	City National	1.4	27	26
A+	<a href="#">James D Sinegal</a>	Costco Wholesale	1.5	28	18*
A+	<a href="#">Charles W Ergen</a>	EchoStar Commun	3.1	36	46*
A+	<a href="#">Edward V Fritzkv</a>	Immunex	4.8	67	44
A+	<a href="#">B Thomas Golisano</a>	Paychex	0.8	31	33*
A+	<a href="#">Irwin M Jacobs</a>	Qualcomm	2.2	39	40*
A+	<a href="#">John W Brown</a>	Stryker	2.2	30	29*
A	<a href="#">Richard M Schulze</a>	Best Buy	12.0	62	37*
A	<a href="#">Glen F Post III</a>	CenturyTel	2.6	16	14
A	<a href="#">Robert J Kohlhepp</a>	Cintas	1.1	20	23
A	<a href="#">Dan M Palmer</a>	Concord EFS	12.5	40	43*
A	<a href="#">Joe R Lee</a>	Darden Restaurants	2.7	20	23*
A	<a href="#">Michael S Dell</a>	Dell Computer	74.5	69	50*
A	<a href="#">Barrett A Toan</a>	Express Scripts	4.1	29	43*
A	<a href="#">George A Schaefer Jr</a>	Fifth Third Bancorp	4.1	27	26
A	<a href="#">Howard Solomon</a>	Forest Labs	33.0	36	34
A	<a href="#">Ronald W Dollens</a>	Guidant	3.2	21	39*

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A	<a href="#">William H Rastetter</a>	IDEC Pharmaceuticals	11.3	54	32*
A	<a href="#">Sidney Kimmel</a>	Jones Apparel Group	2.3	19	23*
A	<a href="#">Robert L Tillman</a>	Lowe's Cos	5.7	31	34
A	<a href="#">John F Gifford</a>	Maxim Integrated Prods	32.1	37	42*
A	<a href="#">Alfred Lerner</a>	MBNA	4.3	28	36*
A	<a href="#">Claiborne P Deming</a>	Murphy Oil	1.3	19	15

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Efficiency grade	CEO	Company	6-Yr avg comp \$mil	Annualized total return 6-Yr during tenure %	Annualized total return %
A	<a href="#">John R Horne</a>	Navistar Intl	2.5	26	20

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### 6 Stocks to Hold Forever

wealthyretirement.com/Retirement

These 6 stocks put your retirement portfolio ahead of the income game.

A	<a href="#">William A Osborn</a>	Northern Trust	4.2	29	31
A	<a href="#">Richard S Hill</a>	Novellus Systems	11.0	38	32
A	<a href="#">Frank P Filippis</a>	Radian Group	2.9	24	27
A	<a href="#">Steven A Burd</a>	Safeway	4.6	21	32
A	<a href="#">Joseph W Luter III</a>	Smithfield Foods	5.6	21	33
A	<a href="#">John B Blystone</a>	SPX	8.2	39	42
A	<a href="#">Robert J Ulrich</a>	Target	7.5	36	29
A	<a href="#">Jeffrey C Barbakow</a>	Tenet Healthcare	2.9	22	25
A	<a href="#">Bernard J Duroc-Danner</a>	Weatherford Intl	4.1	30	19
A	<a href="#">Willem P Roelandts</a>	Xilinx	2.3	30	30
A	<a href="#">Harris H Simmons</a>	Zions Bancorp	1.5	24	30
B	<a href="#">Daniel P Amos</a>	Aflac	16.6	25	27
B	<a href="#">Joe T Ford</a>	Alltel	4.1	12	17
B	<a href="#">August A Busch III</a>	Anheuser-Busch Cos	13.5	22	22*
B	<a href="#">Raymond Plank</a>	Apache	1.7	15	12
B	<a href="#">James C Morgan</a>	Applied Materials	13.7	34	36
B	<a href="#">Warren E Buffett</a>	Berkshire Hathaway	0.1	12	31*
B	<a href="#">J W Stewart</a>	BJ Services	7.5	24	18*
B	<a href="#">Robert D Walter</a>	Cardinal Health	3.8	24	24*
B	<a href="#">Laurence E Hirsch</a>	Centex	2.8	23	17
B	<a href="#">Charles John Koch</a>	Charter One Finl	2.6	20	29
B	<a href="#">Sanford I Weill</a>	Citigroup	136.6	30	25
B	<a href="#">L Lowry Mays</a>	Clear Channel Commun	12.6	25	34*
B	<a href="#">Reuben Mark</a>	Colgate-Palmolive	33.7	21	20

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Efficiency grade	CEO	Company	6-Yr avg comp \$mil	Annualized 6-Yr %	Total return during tenure %
B	<a href="#">Ralph J Roberts</a>	Comcast	26.8	25	23*
B	<a href="#">D Paul Jones Jr</a>	Compass Bancshares	1.7	17	22
B	<a href="#">James O Robbins</a>	Cox Communications	2.2	22	21*
B	<a href="#">Cal Turner</a>	Dollar General	6.3	18	26
B	<a href="#">Thos E Capps</a>	Dominion Resources	2.8	15	14
B	<a href="#">Charles L Watson</a>	Dynegy	4.3	20	15*
B	<a href="#">Allan L Schuman</a>	Ecolab	5.8	21	22
B	<a href="#">William A Wise</a>	El Paso	15.5	19	19*
B	<a href="#">Frederick W Smith</a>	FedEx	5.5	20	18*
B	<a href="#">Larry L Prince</a>	Genuine Parts	1.7	7	10
B	<a href="#">Marion O Sandler</a>	Golden West Financial	8.9	25	22*
B	<a href="#">Thomas S Johnson</a>	GreenPoint Financial	4.1	24	25*
B	<a href="#">Joel W Johnson</a>	Hormel Foods	2.3	14	13
B	<a href="#">James H Keyes</a>	Johnson Controls	4.4	18	17
B	<a href="#">Richard S Fuld Jr</a>	Lehman Bros Holdings	33.4	30	27*
B	<a href="#">Robert H Swanson Jr</a>	Linear Technology	6.8	26	32*
B	<a href="#">Robert G Wilmers</a>	M&T Bank	7.0	23	32
B	<a href="#">Eugene M Isenberg</a>	Nabors Industries	35.6	18	26
B	<a href="#">Ernest C Roessler</a>	National Commerce Finl	2.1	21	18
B	<a href="#">James C Day</a>	Noble Drilling	5.3	21	14*
B	<a href="#">John Adam Kanas</a>	North Fork Bancorp	5.8	32	21*
B	<a href="#">A C Zucaro</a>	Old Republic Intl	1.6	17	21
B	<a href="#">Lawrence J Ellison</a>	Oracle	136.4	24	38*
B	<a href="#">Richard L Carrion</a>	Popular	0.9	19	21
B	<a href="#">E James Ferland</a>	Public Svc Enterprise	1.8	16	12

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Efficiency grade	CEO	Company	6-Yr avg comp \$mil	Annualized 6-Yr %	total return during tenure %
B	<a href="#">Jure Sola</a>	Sanmina-SCI	1.4	20	37*
B	<a href="#">Wallace D Malone Jr</a>	SouthTrust	4.4	22	24
B	<a href="#">James L Mann</a>	SunGard Data Systems	4.5	24	22
B	<a href="#">James H Blanchard</a>	Synovus Finl	1.7	22	14*
B	<a href="#">William A Cooper</a>	TCF Financial	2.2	21	22*
B	<a href="#">Thomas J Engibous</a>	Texas Instruments	9.3	32	34
B	<a href="#">George David</a>	United Technologies	14.8	19	23
B	<a href="#">Kerry K Killinger</a>	Washington Mutual	4.7	21	26
B	<a href="#">James C Smith</a>	Webster Financial	1.4	20	17
C	<a href="#">Alan J Noia</a>	Allegheny Energy	1.3	12	12
C	<a href="#">Phillip B Lassiter</a>	Ambac Financial Group	10.6	26	24*
C	<a href="#">E Linn Draper Jr</a>	American Electric Power	1.6	8	9
C	<a href="#">Maurice R Greenberg</a>	American Intl Group	23.9	23	13*
C	<a href="#">Jerald G Fishman</a>	Analog Devices	13.0	27	31
C	<a href="#">Paul W Chellgren</a>	Ashland	2.4	6	6
C	<a href="#">George L Engelke Jr</a>	Astoria Financial	3.2	18	21*
C	<a href="#">Arthur F Weinbach</a>	Automatic Data	5.9	19	20
C	<a href="#">William J Ryan</a>	Banknorth Group	1.8	19	11
C	<a href="#">Owsley Brown II</a>	Brown-Forman	2.2	13	15
C	<a href="#">James L Dolan</a>	Cablevision NY Group	3.2	17	14
C	<a href="#">G Craig Sullivan</a>	Clorox	4.8	14	16
C	<a href="#">David W Kemper</a>	Commerce Bancshares	2.2	18	16
C	<a href="#">Howard E Cosgrove</a>	Conectiv	0.8	9	7
C	<a href="#">Eugene R McGrath</a>	Consolidated Edison	1.7	11	13
C	<a href="#">J Larry Nichols</a>	Devon Energy	1.3	13	11*

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Efficiency grade	CEO	Company	6-Yr avg comp \$mil	Annualized total return 6-Yr % during tenure	Annualized total return %
C	<a href="#">Thomas A McDonnell</a>	DST Systems	7.8	19	23*
C	<a href="#">Lee R Raymond</a>	ExxonMobil	14.7	15	15
C	<a href="#">Ralph Horn</a>	First Tennessee Natl	3.0	16	21
C	<a href="#">Barry J Fitzpatrick</a>	First Virginia Banks	1.4	15	17
C	<a href="#">Charles B Johnson</a>	Franklin Resources	1.0	14	35*
C	<a href="#">Leland C Brendsel</a>	Freddie Mac	6.4	22	26*
C	<a href="#">Stephen W Sanger</a>	General Mills	3.5	12	14
C	<a href="#">Henri A Termeer</a>	Genzyme-General	5.8	20	17*
C	<a href="#">W James Farrell</a>	Illinois Tool Works	2.9	16	15
C	<a href="#">David A Stonecipher</a>	Jefferson-Pilot	2.6	16	17
C	<a href="#">Bruce E Karatz</a>	KB Home	9.7	21	13*

C	<a href="#">P Anthony Ridder</a>	Knight Ridder	3.0	15	16
C	<a href="#">Joseph A Pichler</a>	Kroger	4.0	14	16
C	<a href="#">Leslie H Wexner</a>	Limited	3.5	15	23*
C	<a href="#">John A Luke Jr</a>	MeadWestvaco	1.2	5	6
C	<a href="#">Philip J Purcell</a>	Morgan Stanley DW	36.9	27	26*
C	<a href="#">Philip H Knight</a>	NIKE	2.7	7	21*
C	<a href="#">Kent Kresa</a>	Northrop Grumman	9.0	13	21
C	<a href="#">Michael J Critelli</a>	Pitney Bowes	3.8	12	13
C	<a href="#">William F Hecht</a>	PPL	1.7	14	10
C	<a href="#">William Cavanaugh III</a>	Progress Energy	2.1	10	12
C	<a href="#">Edward E Whitacre Jr</a>	SBC Communications	24.0	10	11
C	<a href="#">Charles R Schwab</a>	Charles Schwab	26.2	22	28*
C	<a href="#">Barry S Sternlicht</a>	Starwood Hotels	3.8	12	23
C	<a href="#">Steven A Raymund</a>	Tech Data	1.7	18	22*

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Efficiency grade	CEO	Company	6-Yr avg comp \$mil	Annualized 6-Yr %	total return during tenure %
C	<a href="#">John W Madigan</a>	Tribune	7.9	20	20
C	<a href="#">Erle A Nye</a>	TXU	1.6	11	15
C	<a href="#">William W McGuire</a>	UnitedHealth Group	24.6	16	32
C	<a href="#">Richard C Vie</a>	Unitrin	3.4	16	14
C	<a href="#">William E Greehey</a>	Valero Energy	7.7	20	10*
C	<a href="#">Ivan G Seidenberg</a>	Verizon Commun	9.0	10	13
C	<a href="#">Mackey J McDonald</a>	VF	3.0	10	11
C	<a href="#">Donald E Graham</a>	Washington Post	0.9	14	11
C	<a href="#">Leonard D Schaeffer</a>	WellPoint Health	5.5	22	14*
C	<a href="#">David R Whitwam</a>	Whirlpool	3.3	7	8
D	<a href="#">John J Rigas</a>	Adelphia Commun	1.7	8	-2*
D	<a href="#">Dennis W Bakke</a>	AES	3.7	8	6
D	<a href="#">John F O'Brien</a>	Allmerica Financial	2.9	10	11*
D	<a href="#">John B Hess</a>	Amerada Hess	2.1	6	7
D	<a href="#">Charles W Mueller</a>	Ameren	0.8	7	8
D	<a href="#">Carl H Lindner</a>	American Finl Group	3.0	2	3
D	<a href="#">C Dowd Ritter</a>	AmSouth Bancorp	4.8	15	14
D	<a href="#">Patrick G Ryan</a>	Aon	3.2	11	15*
D	<a href="#">James E Cayne</a>	Bear Stearns Cos	24.5	23	19
D	<a href="#">George J Harad</a>	Boise Cascade	2.0	-1	6
D	<a href="#">Dean R O'Hare</a>	Chubb	3.4	10	15
D	<a href="#">James E Rogers</a>	Cinergy	2.9	9	9
D	<a href="#">John T Chambers</a>	Cisco Systems	52.3	20	36
D	<a href="#">William T McCormick Jr</a>	CMS Energy	2.8	-1	10
D	<a href="#">Robert E Lowder</a>	Colonial BancGroup	1.7	12	8*

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Efficiency grade	CEO	Company	6-Yr avg compAnnualized total return		
			\$mil	6-Yr %	during tenure %
D	<a href="#">Van B Honeycutt</a>	Computer Sciences	1.6	5	10
D	<a href="#">Gordon M Bethune</a>	Continental Airlines	7.9	-1	19
D	<a href="#">H John Riley Jr</a>	Cooper Industries	2.9	4	5
D	<a href="#">John W Snow</a>	CSX	5.6	-1	10
D	<a href="#">Thomas L Reece</a>	Dover	3.4	11	16
D	<a href="#">John E Bryson</a>	Edison International	2.5	4	4
D	<a href="#">Millard Drexler</a>	Gap	63.7	12	17
D	<a href="#">Henry C Yuen</a>	Gemstar-TV Guide Intl	3.6	10	20*
D	<a href="#">Alston D Correll</a>	Georgia-Pacific Group	2.7	4	4
D	<a href="#">Samir G Gibara</a>	Goodyear Tire & Rubber	2.3	-10	-8
D	<a href="#">Richard L Keyser</a>	WW Grainger	1.9	11	11
D	<a href="#">Philip G Satre</a>	Harrah's Entertain	2.9	5	7
D	<a href="#">Stephen F Bollenbach</a>	Hilton Hotels	1.8	-2	3
D	<a href="#">William F Aldinger III</a>	Household Intl	7.8	18	25
D	<a href="#">John T Dillon</a>	International Paper	3.7	3	4
D	<a href="#">Wayne R Sanders</a>	Kimberly-Clark	9.3	11	13
D	<a href="#">J Willard Marriott Jr</a>	Marriott Intl	3.5	13	18*
D	<a href="#">Richard A Manoogian</a>	Masco	10.8	14	7*
D	<a href="#">Raymond V Gilmartin</a>	Merck	3.2	12	20
D	<a href="#">David A Daberko</a>	National City	5.2	13	15
D	<a href="#">Gary L Neale</a>	NiSource	1.9	8	10
D	<a href="#">David R Goode</a>	Norfolk Southern	3.6	-1	5
D	<a href="#">Joseph H Lemieux</a>	Owens-Illinois	4.0	1	5*
D	<a href="#">Richard Jay Kogan</a>	Schering-Plough	20.3	12	14
D	<a href="#">Koichi Nishimura</a>	Solectron	4.0	5	23

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Efficiency grade	CEO	Company	6-Yr avg compAnnualized total return		
			\$mil	6-Yr %	during tenure %
D	<a href="#">Jay S Sidhu</a>	Sovereign Bancorp	2.0	12	17
D	<a href="#">Scott G McNealy</a>	Sun Microsystems	17.3	20	25*
D	<a href="#">Thomas J Usher</a>	US Steel	3.5	-6	-5
D	<a href="#">Vincent A Gierer Jr</a>	UST Inc	3.9	8	10
D	<a href="#">Richard M Kovacevich</a>	Wells Fargo	13.3	20	21
D	<a href="#">Richard A Abdo</a>	Wisconsin Energy	1.0	4	7
D	<a href="#">Bernard J Ebbers</a>	WorldCom Group	12.6	-13	32
F	<a href="#">Philip M Condit</a>	Boeing	5.5	3	4
F	<a href="#">Bobby S Shackouls</a>	Burlington Resources	3.2	2	1
F	<a href="#">Henry R Silverman</a>	Cendant	53.6	-2	21
F	<a href="#">Michael D Eisner</a>	Walt Disney	123.1	2	19
F	<a href="#">Richard M Scrushy</a>	HealthSouth	25.5	-4	18*
F	<a href="#">Steven R Appleton</a>	Micron Technology	11.0	12	17
F	<a href="#">Ray R Irani</a>	Occidental Petroleum	24.0	6	9
F	<a href="#">William T Esrey</a>	Sprint FON	24.3	-0.4	12
F	<a href="#">J Harold Chandler</a>	UnumProvident	8.5	6	6

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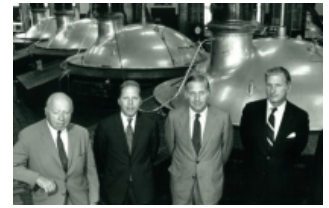


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