

| Automotive News/Equilar CEO Compensation Study |                        |                                   |                             |                             |                  |  |                         |                        |            |  | U.S.-based automotive CEOs ranked by 2020 total compensation |  |
|--|------------------------|-----------------------------------|-----------------------------|-----------------------------|------------------|--|-------------------------|------------------------|------------|--|--|--|
| Rank   | Name (age)             | Company                           | 2020 total CEO compensation | 2019 total CEO compensation | 2020 base salary | 2020 bonus & incentive plan compensation | 2020 stock option gains | 2020 stock award gains | 2020 other | Retirement pay 2020 accumulated pension benefits | 2020 deferred compensation balance                           |  |
| 1  | Jen-Hsun Huang (58)    | Nvidia                            | \$255,196,003               | \$53,246,339                | \$1,017,355      | \$3,000,000                              | \$214,949,729           | \$36,209,653           | \$19,266   | 0  | 0  |  |
| 2  | Mary Barra (59)        | General Motors                    | \$40,298,883                | \$29,778,185                | \$1,995,000      | \$3,780,000                              | \$17,890,924            | \$16,017,304           | \$615,655  | \$2,731,455                                      | \$3,905,614  |  |
| 3  | E. Scott Santi (59)    | Illinois Tool Works               | \$31,605,670                | \$26,839,263                | \$1,344,924      | \$3,117,342                              | \$21,184,625            | \$5,888,947            | \$69,832   | \$13,681,051                                     | \$5,754,144  |  |
| 4  | Craig Arnold           | Eaton                             | \$24,363,074                | \$16,355,100                | \$1,116,346      | \$1,080,000                              | \$12,625,382            | \$9,377,872            | \$163,474  | \$23,616,853                                     | \$4,080,216  |  |
| 5  | Dara Khosrowshahi      | Uber Technologies                 | \$24,034,289                | \$37,069,227                | \$336,598        | \$1,560,000                              | 0                       | \$21,288,984           | \$848,707  | 0  | 0  |  |
| 6  | William Nash           | CarMax                            | \$14,838,152                | \$13,481,925                | \$966,823        | \$1,666,837                              | \$10,136,442            | \$1,810,793            | \$257,257  | \$460,158  | \$2,831,219  |  |
| 7  | Tom Linebarger (58)    | Cummins                           | \$14,748,212                | \$13,709,747                | \$1,214,063      | \$5,253,600                              | \$1,766,635             | \$6,145,400            | \$368,514  | \$45,742,966                                     | \$5,926,336  |  |
| 8  | Robert Swan†           | Intel                             | \$14,098,200                | \$12,983,400                | \$1,250,000      | \$3,696,700                              | 0                       | \$8,610,700            | \$540,800  | 0  | \$10,384,200   |  |
| 9  | Richard Kyle (55)      | Timken                            | \$13,951,770                | \$9,183,185                 | \$843,093        | \$974,914                                | \$4,007,906             | \$7,548,977            | \$576,880  | \$15,875,000                                     | \$673,960  |  |
| 10   | Mike Jackson (72)*     | AutoNation                        | \$13,560,716                | N.A.                        | \$1,250,758      | \$4,833,400                              | \$1,353,596             | \$5,955,166            | \$167,796  | 0  | 0  |  |
| 11   | Mark Mondello (56)     | Jabil                             | \$13,390,465                | \$8,319,416                 | \$1,144,904      | 0  | 0                       | \$12,233,598           | \$11,963   | 0  | 0  |  |
| 12   | James Hallett (68)     | KAR Auction Services              | \$12,911,248                | \$7,401,041                 | \$750,000        | \$930,529                                | \$5,518,832             | \$5,669,977            | \$41,910   | 0  | 0  |  |
| 13   | Jeffrey Brown (48)     | Ally Financial                    | \$12,909,637                | \$12,546,632                | \$1,000,000      | \$3,675,000                              | 0                       | \$8,190,775            | \$43,862   | 0  | \$55,564   |  |
| 14   | Michael McGarry (63)   | PPG Industries                    | \$12,814,589                | \$12,246,152                | \$1,164,167      | \$1,950,000                              | \$3,124,251             | \$6,325,686            | \$250,485  | \$20,533,608                                     | \$2,447,072  |  |
| 15   | Logan Green            | Lyft                              | \$12,225,769                | \$321,060,934               | \$418,846        | 0  | 0                       | \$11,207,662           | \$599,261  | 0  | 0  |  |
| 16   | Steven Fisher          | Novelis                           | \$10,436,417                | \$7,111,789                 | \$1,050,000      | \$4,880,730                              | \$3,832,891             | \$379,578              | \$293,218  | 0  | \$1,921,952  |  |
| 17   | Jim Fitterling         | Dow                               | \$9,328,173                 | \$7,109,390                 | \$1,548,079      | \$3,020,475                              | \$1,452,478             | \$3,121,150            | \$185,991  | \$11,792,217                                     | \$2,752,964  |  |
| 18   | Terrence Curtin        | TE Connectivity                   | \$9,306,843                 | \$13,570,286                | \$1,200,000      | \$343,800                                | 0                       | \$7,342,268            | \$420,775  | 0  | \$9,845,227  |  |
| 19   | David Hult             | Asbury Automotive Group           | \$7,996,459                 | \$5,508,692                 | \$931,731        | \$2,750,000                              | 0                       | \$4,292,493            | \$22,235   | 0  | 0  |  |
| 20   | Richard Kramer (57)    | Goodyear Tire & Rubber            | \$7,751,339                 | \$7,928,581                 | \$1,218,750      | \$6,156,200                              | 0                       | \$253,516              | \$122,873  | \$28,493,381                                     | \$193,725  |  |
| 21   | Bryan DeBoer (55)      | Lithia Motors                     | \$7,328,358                 | \$6,144,589                 | \$1,106,000      | \$2,996,000                              | 0                       | \$3,020,115            | \$206,243  | 0  | \$5,146,457  |  |
| 22   | Earl Hesterberg (67)   | Group 1 Automotive                | \$7,212,332                 | \$6,035,599                 | \$900,000        | \$2,400,000                              | 0                       | \$3,852,323            | \$60,009   | 0  | \$11,277,050   |  |
| 23   | James Farley (59)*     | Ford Motor                        | \$6,632,041                 | N.A.                        | \$1,425,000      | \$449,100                                | 0                       | \$4,060,625            | \$697,316  | 0  | \$1,668,937  |  |
| 24   | James Kamsickas (54)   | Dana                              | \$6,543,827                 | \$7,719,831                 | \$1,050,000      | \$750,000                                | 0                       | \$4,290,295            | \$453,532  | 0  | \$3,148,823  |  |
| 25   | Edward Breen*          | DuPont de Nemours                 | \$6,236,088                 | N.A.                        | \$1,000,000      | \$1,050,000                              | 0                       | \$3,661,802            | \$524,286  | 0  | \$3,829,027  |  |
| 26   | Sachin Lawande (54)    | Visteon                           | \$5,631,225                 | \$5,895,959                 | \$892,667        | \$1,287,500                              | 0                       | \$3,165,406            | \$285,652  | 0  | \$2,811,830  |  |
| 27   | David Dauch (57)       | American Axle & Manufacturing     | \$5,432,691                 | \$6,068,121                 | \$991,875        | \$2,794,500                              | 0                       | \$1,182,544            | \$463,772  | \$8,993,452                                      | \$1,333,418  |  |
| 28   | Bradley Hughes         | Cooper Tire & Rubber              | \$5,176,107                 | \$4,387,582                 | \$1,002,460      | \$2,717,558                              | 0                       | \$1,298,592            | \$157,497  | 0  | \$832,229  |  |
| 29   | Paul Hennessy          | Vroom                             | \$5,044,577                 | \$393,077                   | \$468,077        | 0  | 0                       | \$4,576,500            | 0          | 0  | 0  |  |
| 30   | Frederic Lissalde (54) | BorgWarner                        | \$4,842,309                 | \$6,495,199                 | \$1,100,417      | \$1,564,420                              | 0                       | \$1,358,223            | \$819,249  | 0  | \$858,512  |  |
| 31   | Raymond Scott          | Lear                              | \$4,550,439                 | \$5,179,987                 | \$1,144,000      | \$1,080,000                              | 0                       | \$1,903,095            | \$423,344  | \$2,075,422                                      | \$8,859,093  |  |
| 32   | David Smith            | Sonic Automotive                  | \$4,377,986                 | \$3,797,563                 | \$1,113,638      | \$1,948,867                              | 0                       | \$1,221,407            | \$94,074   | 0  | 0  |  |
| 33   | Roger Penske (84)      | Penske Automotive Group           | \$3,985,764                 | \$5,061,098                 | \$700,000        | 0  | 0                       | \$3,006,209            | \$279,555  | 0  | 0  |  |
| 34   | Jeffrey Williams       | America's Car-Mart                | \$3,161,141                 | \$1,785,684                 | \$572,894        | \$133,000                                | \$2,409,300             | 0                      | \$45,947   | 0  | 0  |  |
| 35   | Jonathan DeGaynor (55) | Stoneridge                        | \$3,150,168                 | \$3,872,152                 | \$841,667        | \$551,250                                | 0                       | \$1,728,829            | \$28,422   | 0  | 0  |  |
| 36   | Brian Kessler          | Tenneco                           | \$2,951,175                 | \$5,399,108                 | \$772,500        | \$1,620,328                              | 0                       | \$462,764              | \$95,583   | 0  | \$379,055  |  |
| 37   | Joseph Ferraro*        | Avis Budget Group                 | \$2,801,684                 | N.A.                        | \$842,596        | 0  | 0                       | \$1,090,675            | \$868,413  | \$502,153  | \$764,099  |  |
| 38   | Persio Lisboa*         | Navistar International            | \$2,791,682                 | N.A.                        | \$806,967        | \$866,693                                | \$338,161               | \$645,892              | \$133,969  | \$4,625,075                                      | \$502,741  |  |
| 39   | Steve Downing          | Gentex                            | \$2,740,878                 | \$1,697,998                 | \$764,423        | \$748,370                                | \$893,005               | \$153,720              | \$181,360  | 0  | \$438,036  |  |
| 40   | Mikael Bratt           | Autoliv                           | \$2,619,308                 | \$2,272,828                 | \$1,193,122      | \$610,605                                | 0                       | \$244,535              | \$571,046  | 0  | 0  |  |
| 41   | Jeffrey Cote*          | Sensata Technologies              | \$2,568,592                 | N.A.                        | \$643,334        | \$937,440                                | \$282,545               | \$670,440              | \$34,833   | 0  | 0  |  |
| 42   | Timothy Myers*         | Arconic                           | \$2,370,896                 | N.A.                        | \$686,875        | \$527,945                                | 0                       | \$1,030,315            | \$125,761  | \$3,470,139                                      | \$1,141,012  |  |
| 43   | Jeffrey Edwards        | Cooper-Standard                   | \$2,143,434                 | \$2,782,029                 | \$1,038,462      | \$840,000                                | 0                       | \$138,822              | \$126,150  | 0  | \$1,997,697  |  |
| 44   | Michael Darrow (64)    | TrueCar                           | \$1,901,606                 | N.A.                        | \$505,208        | \$409,755                                | 0                       | \$925,377              | \$61,266   | 0  | 0  |  |
| 45   | Paul Stone             | Hertz Global                      | \$1,627,860                 | N.A.                        | \$849,635        | \$700,000                                | 0                       | \$47,811               | \$30,414   | 0  | 0  |  |
| 46   | Neil Brinker*          | Modine Manufacturing              | \$1,516,152                 | N.A.                        | \$258,462        | \$266,667                                | 0                       | \$807,039              | \$183,984  | 0  | 0  |  |
| 47   | Majdi Abulaban         | Superior Industries International | \$1,372,122                 | N.A.                        | \$621,539        | \$730,000                                | 0                       | 0                      | \$20,583   | 0  | 0  |  |
| 48   | Elon Musk (50)         | Tesla                             | 0                           | \$30,507,010                | 0                | 0  | 0                       | 0                      | 0          | 0  | 0  |  |

Green = automaker; blue = supplier; red = dealership; orange = automotive services; purple = mobility/technology

Notes: Reflects 2020 executive data from SEC filings by publicly traded companies. The total compensation figures in this survey will not match the value reported in the summary compensation table of each company's proxy statement, which includes the grant date value of equity awards, whereas this survey includes the realized value of options exercised and stock vested during the fiscal year. In most cases, the realized value of equity is attributable to awards granted in prior fiscal years and does not reflect grants made in 2020.

†Retired Feb. 15      N.A. = Not available      \*New CEO      Source: Equilar Inc., equilar.com

| Ford and GM top executives |                                     |                         |                         |                  |  |                         |                        |             |  |                                    |
|----------------------------|-------------------------------------|-------------------------|-------------------------|------------------|--|-------------------------|------------------------|-------------|--|------------------------------------|
| Name (age)                 | Title                               | 2020 total compensation | 2019 total compensation | 2020 base salary | 2020 bonus & incentive plan compensation | 2020 stock option gains | 2020 stock award gains | 2020 other  | Retirement pay 2020 accumulated pension benefits | 2020 deferred compensation balance |
| <b>Ford</b>                |                                     |                         |                         |                  |  |                         |                        |             |  |                                    |
| William Clay Ford Jr. (64) | Executive chairman                  | \$7,304,842             | \$7,442,124             | \$1,700,000      | \$230,000                                | 0                       | \$4,114,733            | \$1,260,109 | \$28,026,938                                     | \$634,803                          |
| Hau Thai-Tang              | Chief product platform & operations | \$4,750,430             | N.A.                    | \$1,158,333      | \$394,000                                | 0                       | \$3,046,656            | \$151,441   | \$13,762,183                                     | \$221,510                          |
| James Hackett (66)         | Advisor                             | \$7,543,537             | \$7,246,851             | \$1,800,000      | \$828,000                                | 0                       | \$4,392,021            | \$523,516   | 0  | \$1,685,344                        |
| John Lawler                | CFO                                 | \$1,916,743             | N.A.                    | \$715,000        | \$154,400                                | 0                       | \$844,647              | \$202,696   | \$7,150,547                                      | \$108,670                          |
| Ashwani "Kumar" Galhotra   | President, Americas                 | \$1,892,046             | N.A.                    | \$865,000        | \$328,000                                | 0                       | \$586,178              | \$112,868   | \$10,149,463                                     | \$95,061                           |
| <b>GM</b>                  |                                     |                         |                         |                  |  |                         |                        |             |  |                                    |
| Mark Reuss (57)            | President                           | \$9,202,523             | \$11,279,270            | \$1,235,000      | \$1,462,500                              | \$1,287,280             | \$4,990,041            | \$227,702   | \$2,012,566                                      | \$1,826,441                        |
| Douglas Parks              | EVP, global product development     | \$3,355,667             | N.A.                    | \$767,500        | \$977,500                                | 0                       | \$1,447,642            | \$163,025   | \$1,785,157                                      | \$829,900                          |
| John Stapleton             | VP & CFO, North America             | \$2,335,197             | N.A.                    | \$556,320        | \$742,200                                | 0                       | \$905,637              | \$131,040   | \$863,424  | \$781,958                          |
| Stephen Carlisle (59)      | EVP & president, North America      | \$2,900,980             | N.A.                    | \$711,136        | \$920,000                                | \$117,812               | \$991,877              | \$160,155   | \$1,646,079                                      | \$703,068                          |
| Paul Jacobson              | EVP & CFO                           | \$179,543               | N.A.                    | \$83,333         | \$88,600                                 | 0                       | 0                      | \$7,610     | 0  | 0                                  |

Note: Reflects 2020 executive data from SEC filings by publicly traded companies      Automotive News RESEARCH & DATA CENTER      Source: Equilar Inc., equilar.com