



C.R. Bard, Inc.



BCR NYSE

Medical Equipment / Supplies / Distribution

Market Capitalization USD:

\$7,498.27 mm

CONCERN LEVEL: AVERAGE

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap.
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year.
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group.
- 7 The company's dilution from equity incentives is 10 percent or less. 
- 8 Unvested equity lapses when the CEO's employment is terminated. 
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration.
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket.

CEO: Timothy M. Ring

Age: 54

CEO Since: 2003

	2009	2010	2011
Base Salary	\$1,041,667	\$1,050,000	\$1,085,000
Discretionary Bonus	\$0	\$0	\$0
Annual Cash Incentive	\$1,425,375	\$1,320,375	\$1,437,345
Benefits and Perquisites	\$712,029	\$784,341	\$727,067
TOTAL ANNUAL COMPENSATION	\$3,179,071	\$3,154,716	\$3,249,412
Increase in Post-Retirement Benefits	\$418,656	\$383,277	\$779,016
Stock Option Awards	\$2,037,218	\$2,450,477	\$1,714,896
Stock Awards	\$4,048,396	\$4,133,668	\$3,109,738
TOTAL COMPENSATION	\$9,683,341	\$10,122,138	\$8,853,062
Median of Other Named Executive Officers Total Compensation	\$3,867,860	\$4,109,187	\$3,515,501
Value Realized on Exercise of Stock Option	\$6,607,174	\$1,555,610	\$11,337,852
Value Realized on Vesting of Stock	\$3,651,010	\$2,041,600	\$4,001,912
TOTAL REALIZED EQUITY COMPENSATION	\$10,258,184	\$3,597,210	\$15,339,764

Proxy Date: 16 Mar 2012

Annual Meeting Date: 18 Apr 2012

Equity Reserves: 19.01%

Stock Option Run Rate: 1.20%

C.R. Bard, Inc.

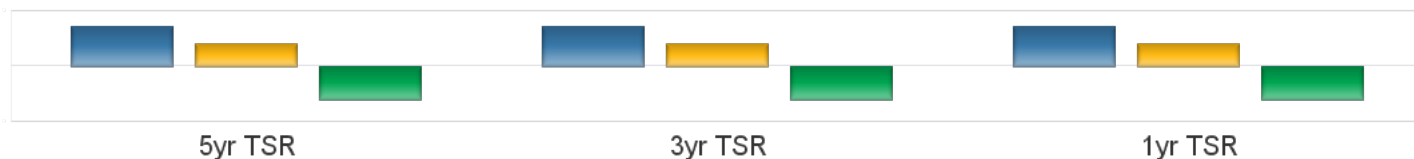
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Performance Comparison

■ vs S&P500 ■ vs Industry ■ BCR



Peer Comparisons (TRBC) =Medical Equipment / Supplies / Distribution

Total Summary CEO Compensation

Ticker	Company Name	2009	2010	2011	Market Cap
BCR	C.R. Bard, Inc.	\$9,683,341	\$10,122,138	\$8,853,062	\$7,498,268,901
COV	Covidien plc	\$15,291,616	\$12,849,099	\$19,822,760	\$21,760,755,817
SYK	Stryker Corporation	\$3,911,994	\$4,706,532		\$18,327,807,886
BDX	Becton, Dickinson and Company	\$9,121,382	\$10,005,022	\$10,091,273	\$16,588,865,340
ZMH	Zimmer Holdings, Inc.	\$7,083,152	\$9,555,210		\$10,186,564,815
HSIC	Henry Schein, Inc.	\$4,268,925	\$4,193,676		\$5,730,672,318
CFN	CareFusion Corporation	\$2,192,277	\$16,300,289		\$5,363,162,131

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps.

Missing peer pay figures for 2011 are due to differences in company filing schedules.

Pay Peer Group

Baxter International Inc., Hologic, Inc., St. Jude Medical, Inc., Beckman Coulter, Inc., Hospira, Inc., Stryker Corporation, Becton Dickinson and Company, Inc., Invacare Corporation, Teleflex Incorporated, Bio-Rad Laboratories, Inc., Life Technologies Corp., Thermo Fisher Scientific Inc., Boston Scientific Corporation, Medtronic, Inc., Varian Medical Systems, Inc., Covidien Ltd., Resmed, Inc., Waters Corporation, Edwards Lifesciences Corporation, STERIS Corporation, Zimmer Holdings, Inc.

Performance Peer Group

Baxter International Inc., Hologic, Inc., St. Jude Medical, Inc., Beckman Coulter, Inc., Hospira, Inc., Stryker Corporation, Becton Dickinson and Company, Inc., Invacare Corporation, Teleflex Incorporated, Bio-Rad Laboratories, Inc., Life Technologies Corp., Thermo Fisher Scientific Inc., Boston Scientific Corporation, Medtronic, Inc., Varian Medical Systems, Inc., Covidien Ltd., Resmed, Inc., Waters Corporation, Edwards Lifesciences Corporation, STERIS Corporation, Zimmer Holdings, Inc.

COMPENSATION COMMITTEE MEMBERS

Director	Membership	Age	Gender	Tenure	Independence
Tony L. White	Chairman	65	Male	16	Outside Related
Anthony Walters	Member	57	Male	13	Outside Related
Herbert L. Henkel	Member	63	Male	10	Outside Related
Theodore E. Martin	Member	72	Male	9	Outside