

MCKESSON CORP
Form DEFA14A
July 09, 2013

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of the Securities

Exchange Act of 1934 (Amendment No.)

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- ☐ Preliminary Proxy Statement
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McKesson Corporation
(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

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2013 Annual Meeting of Stockholders
July 9, 2013

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Executive Summary

Strong Performance

Over the past five years, McKesson has delivered returns that exceeded both our compensation peers and the S&P 500

In FY 2013, we generated operating cash flows of \$2.5 billion, completed acquisitions valued at \$2.5 billion and ended the year with \$2.5 billion in cash and cash equivalents

Substantial

Improvements to

Pay Program

More closely aligned pay and performance and reduced total direct compensation

Further explained and adjusted where appropriate the prevalence of, and rationale for selecting, our financial

metrics

Continued to set ambitious targets for performance-based pay

Significant

Investor Outreach

and Response

We routinely engage with investors to better understand their concerns and address their expectations

In response, the Board and senior management recently made substantial compensation and governance changes

Reduction of Total

Compensation Levels

Effective Independent

Oversight and

Strong Corporate

Governance Practices

We

have

a

strong,

independent

Board

that

effectively

governs

the

Company,

listens

and

responds

to

stockholder concerns, and has overseen tremendous stockholder value creation

The directors have also exercised independent oversight of pay through our Compensation Committee, which has retained both independent legal counsel and an independent compensation consultant and adopted emerging best practices

We

are

aligned

with

best

practices

in

corporate

governance

with,

among

recent

enhancements,

the addition of

a lead independent director with robust powers and responsibilities

We ask for your support at our 2013 Annual Meeting of Stockholders

* *Total direct compensation refers to the total compensation disclosed in the 2013 Summary Compensation Table minus the a*

column entitled Change in Pension Value and Nonqualified Deferred Compensation Earnings.
Stock price appreciated by 64% while average total direct NEO compensation decreased by 18% since
the end of fiscal year 2010*
Reduced payout opportunities under our long-term incentive program

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A History of Strong, Sustained Performance

CEO Oversaw

Turnaround

Mr. Hammergren became co-CEO in 1999, CEO in 2001 and Chairman in 2002

Turned the Company around from period of crisis in 1999 to a market leader

Currently number 14 on the Fortune 500

Over a Decade

of Sustained

Performance

for Investors

Mr. Hammergren's tenure as CEO is marked by sustained, long-term performance

Cumulative

total

stockholder

return

of

468%

from

FY

2001

through

FY

2013

Stock is currently trading near a record high price

A Company and

Executive Team

That Have Been

Successful for

Investors

The incremental higher pay for McKesson executives has proven beneficial to investors

who have experienced significant returns throughout this executive team's tenure

As the Compensation Committee moderates pay in the face of strong Company

performance,

it's

important

to

remember

that

the

executive

team

has

a

consistent

track

record of performance

Our CEO, executive team and experienced Board of Directors

turned the Company around during a time of crisis and have driven

tremendous, long-term value for investors ever since

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A Stronger Return on Investment vs. Peers

Investors received
a return of more
than 2X on their
investment in
McKesson

*

* *Total*
stockholder
return
assumes

\$100
invested
at
the
close
of
trading

on
March
31, 2008 (the close of our fiscal year) and the reinvestment of dividends
when paid.

McKesson strongly outperformed both
the S&P 500 and its peers over the last five years

\$100.00

\$100.00

\$100.00

\$132.64

\$176.31

\$216.44

S&P 500

Compensation Peer

Group

McKesson

FY 2008

FY 2012

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Director Nominee:

Alton F. Irby III

Demonstrated

Leadership

Mr. Irby has more than 35 years of experience serving on the boards of a variety of companies, including a number of public companies in the United States and Europe

He has demonstrated leadership experience and strong entrepreneurial talent

Having served on McKesson's Board of Directors since 1999, he offers important

institutional knowledge and experience

Expert in

Financial

Services and

Capital Markets

Mr. Irby has more than 40 years of experience in financial services and capital markets, having served as chief executive officer or founding partner of several investment and investment banking firms in the United States and Europe

His financial and capital markets experience spans several industries

His experience includes areas of importance to McKesson, including acquisitions, divestitures and international transactions

Leader of

Committee

Implementing

Changes

As chair of McKesson's Compensation Committee, Mr. Irby led the Board's initiative to make substantial changes to the Company's executive compensation program, demonstrating a serious commitment to contemporary best practices in response to investor feedback

Mr. Irby's accomplished career in a variety of leadership roles and the significant program and policy changes implemented under his leadership make him a valuable Board member and leader of the Compensation Committee

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Director Nominee:

Jane E. Shaw

Wealth of

Experience

As a former Chairman and CEO, Dr. Shaw brings exceptional leadership, business management and director experience in the healthcare industry

Dr. Shaw had a distinguished career on Intel's board, with 19 years of service including steering the company through compliance with the 2002 Sarbanes-Oxley Act and being

named Intel's first non-executive chairman in 2009

Poise and

Stability in Time

of Crisis

With

her

strong

financial

background,

valuable

leadership

skills

and

methodical

scientific

training, Dr. Shaw helped navigate a positive course for the Company in the aftermath of the difficult HBO & Co. acquisition

Dr. Shaw was named a 2010 Outstanding Director by the Outstanding Directors Exchange

and a 2013 Outstanding Director by the San Francisco Business Times and the Silicon

Valley Business Journal

Strong

Institutional

Knowledge

Dr. Shaw's strong institutional knowledge helped position McKesson as a leader in the healthcare industry, and as chair of the Governance Committee, guided our adoption of best practices in corporate governance

Dr. Shaw's commitment to sound corporate governance practices has been recognized by the major proxy advisory firms, which have consistently given McKesson high marks

Dr. Shaw's distinguished executive career and wealth of

experience as a director during challenging times makes her an

outstanding Board member and leader of the Governance Committee

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Tremendous
Industry
Knowledge and
Experience
Mr.
Hammergren
has
over
30
years

of
business
and
leadership
experience
in
the
healthcare
space

Mr. Hammergren recently served as Chairman of the Healthcare Leadership Council, a coalition of chief executives of the nation's leading healthcare companies and organizations

With 17 years at McKesson, Mr. Hammergren has a deep understanding of McKesson's customer base, workforce, competition, challenges and opportunities

Exceptional
Leadership Skills
and Consistent
Delivery of

Outstanding
Returns to
Stockholders

Under Mr. Hammergren's leadership, the Company has experienced exceptional growth and success

Annual Revenues

FY 1999

FY 2013

\$30bn

\$122bn

Market Capitalization

FY 1999

FY 2013

\$8bn

\$25bn

Increased
more than 3X

Mr. Hammergren has a strong track record of creating tremendous stockholder value

Adjusted EPS Growth*

FY 2007

FY 2013

\$3.02

\$6.33

13% CAGR

Increased
more than 4X

Director Nominee:

John H. Hammergren

Reflects non-GAAP information calculated on an Adjusted Earnings basis. A reconciliation to GAAP is available in the 2013 Company's website under the Investors' tab.

*

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A Distinguished and Experienced Board

Leadership and
business experience in
the healthcare industry

Strategic planning
and financial expertise

Legal and
regulatory experience

International
business experience

Former healthcare

professionals
Public and private
company directorships
Experience with
legislative initiatives
Former Chief
Executive Officers and
Chief Financial Officers
A Board that engages with
stockholders, responds to their
views and expectations and
incorporates their feedback
Retain our talented Board; vote FOR
each director nominee

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Investor Outreach and Response

We heard the message delivered by our stockholders and made changes to our compensation program and governance practices to address investor issues and concerns

We engaged with our investors throughout 2012 and 2013, holding discussions with, among others:

Large institutional investors

Labor union funds

Pension funds

Proxy advisors

Feedback from stockholders was clear:

Moderate total levels of executive compensation

More closely align pay and performance

Further explain and adjust where appropriate the prevalence of, and rationale for selecting, financial metrics

Describe the role of stockholder return in our incentive program

As to governance practices, allow stockholders to take action between annual meetings and enhance independent director leadership

We listened to our investors:

Our Compensation Committee embarked on a measured multi-year effort to balance pay and performance with executive retention by reducing pay levels and implementing a number of important changes to our pay practices that resulted in lower compensation for our CEO and other NEOs

Our Governance Committee recommended, and the Board approved, (i) by-law provisions, subject to stockholder approval, to give stockholders the right to call a special meeting, and (ii) a lead independent director structure

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Reduction of Total Compensation Levels:
FY 2010 to FY 2013

Stock

Appreciation

Average Decrease in

NEO Total Direct

Compensation

Since the end of FY 2010, McKesson's stock price has risen
while average NEO total direct compensation has decreased

64%

-18%

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Moderation of Total Compensation Levels
Base
Salaries
Maintained
CEO base pay since May 2010, NEO base pay since
May 2011
Long-Term
Incentive
Plan
Reduced
the maximum payout opportunity for executive officers

by
33%,
effective
for
the
FY
2012

FY 2014 performance period
Reduced
the
target
payout
opportunity
for
FY
2013

FY 2015
by 5% from last year
Performance
RSUs
Reduced
the maximum payout opportunity by 9% from last year
Reduced
Performance RSU target grant amounts by an average
of 4% from last year
Option
Awards
Reduced
the grant date value of option awards by an average
of 5% from last year
We
heard
our
investors
views about the level of total compensation
and responded by reducing almost every element of our pay program

Closer Alignment of Pay and Performance

Established increasingly ambitious targets that reflect Company performance

Made a significant portion of our NEOs' target direct compensation (67%) equity-based
Added Financial Metrics and Enhanced Explanation

Added
several
new
metrics

that
correlate
to
operational
success,
including
EBITDA,
ROIC
and operating cash flow, which we believe fuel greater stockholder return

Additional metrics selected through analysis of historical trends, incentive design features
and performance of comparable U.S. companies, analyst expectations and investor
feedback

Performance targets are thoughtfully set to reflect true Company
performance; *e.g.*, earnings
targets established at the beginning of a fiscal year reflect anticipated annual share
buybacks

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Substantial Improvements to Pay Program

Based on Investor Feedback

We

acted

on

our

investors

feedback

and

made

several significant revisions to our pay program

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Financial Metrics Driving Our Pay Program

Long-Term (Equity)

Long-Term (Cash)

Annual

Incentive Program

Performance Restricted

Stock Units (PeRSUs)

Share Price

Adjusted EPS

Stock Options

Adjusted ROIC

Long-Term Incentive Plan

(LTIP)

Long-Term

Earnings Growth

Adjusted OCF

Management Incentive Plan

(MIP)

Adjusted EPS

Adjusted EBITDA

Individual Modifier

Focus on a rigorous and sustainable

approach to delivering returns to our investors

** Terms used in this table are defined in McKesson's 2013 proxy statement.*

Financial Metrics

*

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Explanation of the Pension Value Change

Annual

Assessments of

Actuarial

Assumptions

Each year, we must assess the actuarial assumptions underlying the calculation of our pension

liability,

including

the

lump-sum
interest

rate
which
is

used
to
convert
the

estimated pension benefit into a lump sum

The lump-sum value of the pension benefit is inversely correlated to fluctuations in the
lump-sum interest rate

Adjustments to
the Lump-Sum
Interest Rate and
Its Effect on
Pension Accrual

In FY 2013, we lowered the lump-sum interest rate from 4.0% to 2.3% to reflect the
persistent low interest rate environment

This change in interest rate assumption led to a meaningful increase in pension accrual
this

year;
however,
of

the
\$24
million

shown
in
the

2013
Summary

Compensation
Table,

\$21 million was attributable to the changes in actuarial assumptions

Rise in Pension
Accrual Does Not

Equate to
Granting

Additional
Compensation

In assessing the Compensation Committee's executive compensation decisions, we do not
believe our investors should factor in pension value swings due to changes in interest rates

These value swings are not in the Compensation Committee's control. Just as investors
should not give the Company credit when lump-sum pension values drop significantly
because of interest rate increases, investors should not view the Company as granting
additional compensation when lump-sum pension values rise due to changes in interest
rate assumptions

Investors should evaluate the pension in the context of the amount
contributed, not on the basis of changes in actuarial assumptions

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Putting Realizable Pay in Context

A Measure of

Pay for

Performance

Alignment

Realizable pay is a measure that some investors utilize to evaluate the alignment between pay and performance

A

well-designed

incentive
plan
combined
with
strong
company
performance
will
result
in

realizable pay that exceeds grant-date values

In an appropriately performance-based program, when performance is strong, realizable pay increases; if performance is weak, it declines

Alignment with

Performance

Reflected in

Plan Design

Our plans are performance-based to align executive interests with investor interests

68% of our CEO's target direct compensation was granted in equity

In response to feedback from investors and our Board's commitment to continually raise the bar on performance for the benefit of our investors, the Compensation Committee acted to meaningfully reduce overall pay in almost every category. These reductions required our management team to stretch even further in their quest for superior performance in order to realize the outcomes produced. The committee's approach is working, as evidenced by the strong continued growth of our stockholder return for the past several years

Strong

Performance

Over the last three years our performance has been exceptional, which has resulted in higher realizable pay than grant-date pay

While the use of equity grants to incentivize executives has resulted in improved outcomes for our management team, it has also resulted in outstanding returns for McKesson's investors

(64%

share

price

appreciation

in

the

last

three

fiscal

years)

Investors should be pleased that realizable pay has grown because it reflects strong long-term performance and the alignment of pay with performance

Structural Alignment with Performance

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Our Commitment to Align Pay and
Performance has Proven Effective

The vast majority of CEO target
direct compensation for the past
several years was granted in equity
Outstanding performance resulted in
higher realizable pay, benefiting all
investors, including executives who
hold substantial share positions

CEO

Equity-Based

Compensation

(68%)

CEO Cash

Compensation

(32%)

Stock Price

Appreciation = 64%

FY 2010

FY 2013

Strong Company Performance

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Recently Adopted Best Practices

3

Eliminated a golden parachute benefit

Eliminated CEO excise tax gross-up

Prohibited hedging and pledging

1

2

4

5

Implemented majority voting for director elections

6

Adopted lead independent director role with robust powers

and responsibilities

7

Proposed adoption of by-law provisions to give stockholders
the right to call a special meeting

Eliminated supermajority voting provisions

Board:

All directors, except one, are independent and must be elected annually by a majority vote

Lead Director:

Our strong independent board leadership is being enhanced in July 2013 when

a

lead

independent

director

with

clearly
defined
powers
and
responsibilities
begins
his
service

Committee Membership:

All committees, including the Compensation Committee, consist
of entirely independent directors

Independent Advisors:

Our Compensation Committee has engaged and considers the
advice

of
an
independent
compensation
consultant
and
independent
legal
counsel

Investor Input:

Our Compensation Committee and senior management have engaged with investors
and have acted on their feedback regarding McKesson's pay program

Our Governance Committee has been responsive to stockholders on corporate
governance matters and recently implemented a number of contemporary best
practices

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Effective Independent Oversight

Independent directors with an overall
goal of delivering superior stockholder value

Election of Directors

Strong, experienced and independent directors who effectively govern the Company and continue to drive tremendous long-term stockholder value
Say on Pay

Maintained our track record of superior performance within the market and our compensation peer group

Continued to engage with our investors to enhance our pay program and meet investor expectations

Improved the compensation program to more closely align pay and performance

Moderated total direct compensation levels

Continued to follow, and adopt, emerging compensation best practices
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We Ask for Your Support

Vote FOR

our director nominees and say on pay