

VENTAS INC  
Form DEF 14A  
April 02, 2018  
Table of Contents

**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.       )

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material under §240.14a-12

**VENTAS, INC.**

(Name of Registrant as Specified In Its Charter)

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

Payment of Filing Fee (Check the appropriate box):

- No fee required.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.

- 1) Title of each class of securities to which transaction applies:
- 2) Aggregate number of securities to which transaction applies:
- 3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):

Edgar Filing: VENTAS INC - Form DEF 14A

4) Proposed maximum aggregate value of transaction:

5) Total fee paid:

Fee paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

1) Amount Previously Paid:

2) Form, Schedule or Registration Statement No.:

3) Filing Party:

4) Date Filed:

---

Table of Contents





Table of Contents

**353 North Clark Street**

**Suite 3300**

**Chicago, Illinois 60654**

**(877) 483-6827**

April 2, 2018

Dear Ventas Stockholder:

Please join me and the Board of Directors at our 2018 Annual Meeting of Stockholders, which will be held on Tuesday, May 15, 2018, at our headquarters in Chicago, Illinois. The business we will conduct at the meeting is described in the attached Notice of Annual Meeting of Stockholders and Proxy Statement.

ii We worked hard in 2017 to continue our commitment to stakeholders and once again delivered superior performance through increasing normalized funds from operations to \$4.16 per share, dividend per share growth of 5%, record \$3.6 billion revenue and \$2.1 billion net operating income, net cash provided by operating activities grew by 5%, up to a record level, value-creating investments, especially significant expansion of our university-based life sciences and innovation business, accelerated dispositions of greater than \$900 million in assets at premium pricing, materially enhanced liquidity, capital markets excellence, collaboration with our operators to build or recapitalize their businesses and reinforcement of the strength and character of our team. Our long-term compound annual total stockholder return of 24% since January 1, 2000 is exceptional.

ii The Ventas Advantage superior properties, platforms and people continues to drive our outperformance and secure our position as the premier capital provider to best-in-class operators and developers. We welcome the opportunity to present you with the information contained in this Proxy Statement and we hope that, after you review it, you will vote at the meeting (either in person or by proxy) in accordance with our Board of Directors recommendations. Your vote is important to us and our business.

Edgar Filing: VENTAS INC - Form DEF 14A

If you are voting by proxy, please submit your proxy as soon as possible to ensure your vote is recorded at the Annual Meeting. You may vote by telephone, over the Internet or if you have requested paper copies of our proxy materials by mail by signing, dating and returning the proxy card in the envelope provided.

Our Board of Directors greatly appreciates your investment and continued support.

Sincerely,

Debra A. Cafaro

*Chairman of the Board and Chief Executive Officer*

---

Table of Contents

## NOTICE OF ANNUAL MEETING OF STOCKHOLDERS

**Tuesday, May 15, 2018**

**8:00 a.m., Local (Central) Time**

**James C. Tyree Auditorium, 353 North Clark Street, Chicago, Illinois 60654**

**We are pleased to invite you to join our Board of Directors and senior management for Ventas, Inc.'s 2018 Annual Meeting of Stockholders. The Annual Meeting will be held at 8:00 a.m. local (Central) time on Tuesday, May 15, 2018, in the James C. Tyree Auditorium, located at 353 North Clark Street, Chicago, Illinois 60654. The purposes of the meeting are:**

1. to elect the nine director nominees named in the Proxy Statement to serve until the 2019 Annual Meeting of Stockholders;
2. to ratify the selection of KPMG LLP as our independent registered public accounting firm for the 2018 fiscal year;
3. to hold an advisory vote to approve our executive compensation; and
4. to transact such other business as may properly come before the meeting or any adjournments or postponements of the meeting.

The Proxy Statement following this Notice describes these matters in detail. We have not received notice of any other proposals to be presented at the Annual Meeting.

Our Board of Directors established March 16, 2018 as the record date for the Annual Meeting. Accordingly, holders of record of shares of our common stock as of the close of business on that date are entitled to vote at the Annual Meeting and any postponements or adjournments of the meeting. We will make available to our stockholders, for ten days prior to the Annual Meeting, a list of stockholders entitled to vote. That list will be available for inspection during normal business hours at our principal executive offices located at 353 North Clark Street, Suite 3300, Chicago, Illinois 60654, and it will also be available at the Annual Meeting.



Edgar Filing: VENTAS INC - Form DEF 14A

Please vote your shares promptly by telephone, over the Internet or if you have requested paper copies of our proxy materials by mail by signing, dating and returning the proxy card in the envelope provided. Voting your shares prior to the Annual Meeting will not prevent you from changing your vote in person if you choose to attend the meeting.

By Order of the Board of Directors,

**T. Richard Riney**

*Executive Vice President, Chief Administrative Officer,*

*General Counsel and Ethics and Compliance Officer*

April 2, 2018

Chicago, Illinois

---

Table of Contents

## TABLE OF CONTENTS

	Page
<b><u>PROXY SUMMARY</u></b>	1
<u>2017 Performance</u>	1
<u>2017 Executive Compensation</u>	5
<u>2018 Annual Meeting of Stockholders</u>	9
<u>Proposals Requiring Your Vote</u>	10
<u>Electronic Document Delivery to Stockholders</u>	11
<u>Questions and Answers</u>	11
<b><u>ANNUAL MEETING INFORMATION</u></b>	12
<u>Quorum</u>	12
<u>Who Can Vote</u>	12
<u>How to Vote</u>	12
<b><u>OUR BOARD OF DIRECTORS</u></b>	13
<u>Criteria for Board Membership</u>	13
<u>Annual Board Evaluation Process</u>	14
<u>Director Independence</u>	14
<u>Leadership Structure and Independent Presiding Director</u>	15
<u>Management Succession Planning</u>	15
<u>Committees</u>	16
<u>Board and Committee Meetings</u>	16
<u>How to Communicate with Directors</u>	16
<b><u>AUDIT AND COMPLIANCE COMMITTEE</u></b>	17
<b><u>EXECUTIVE COMMITTEE</u></b>	17
<b><u>EXECUTIVE COMPENSATION COMMITTEE</u></b>	17
<u>Compensation Committee Interlocks and Insider Participation</u>	18
<u>Independent Compensation Consultant</u>	18
<b><u>INVESTMENT COMMITTEE</u></b>	19
<b><u>NOMINATING AND CORPORATE GOVERNANCE COMMITTEE</u></b>	19
<b><u>CORPORATE GOVERNANCE</u></b>	19
<u>Governance Policies</u>	19
<u>Transactions with Related Persons</u>	19
<u>Risk Management</u>	20
<u>Public Policy Matters</u>	21
<b><u>OUR EXECUTIVE OFFICERS</u></b>	22
<b><u>EXECUTIVE COMPENSATION</u></b>	24
<u>Compensation Committee Report</u>	24
<u>Compensation Discussion and Analysis</u>	24
<u>Executive Summary</u>	24
<u>2017 Responsive Redesign of our Long-Term Equity Incentive Plan</u>	30
<u>Objectives of Our Compensation Program</u>	31
<u>Benchmarking and Comparable Companies</u>	32
<u>Compensation Mix</u>	33
<u>Elements of Our Compensation Program</u>	34
<u>2017 Forward-Looking Awards: Responsive Redesign of Long-Term Incentive Compensation</u>	42
<u>Other Benefits and Perquisites</u>	48
<u>Severance Benefits</u>	49
<u>Tax Considerations</u>	49
<u>Voluntary Adoption of Proxy Access</u>	49
<u>Minimum Share Ownership Guidelines for Executive Officers</u>	49
<u>Recoupment Policy</u>	50
<u>Anti-Hedging and Pledging Policy</u>	50



Table of Contents

	Page
<u>2017 Summary Compensation Table</u>	51
<u>2017 Grants of Plan-Based Awards Table</u>	53
<u>2017 Outstanding Equity Awards at Fiscal Year-End Table</u>	55
<u>2017 Options Exercised and Stock Vested Table</u>	57
<u>Employment and Severance Agreements with Named Executive Officers</u>	57
<u>Potential Payments Upon Termination or Change of Control</u>	62
<b>CEO PAY RATIO</b>	65
<b><u>NON-EMPLOYEE DIRECTOR COMPENSATION</u></b>	65
<u>Cash Compensation</u>	65
<u>Equity-Based Compensation</u>	66
<u>Review of Non-Employee Director Compensation</u>	67
<u>Minimum Share Ownership Guidelines for Non-Employee Directors</u>	67
<u>2017 Non-Employee Director Compensation Table</u>	68
<b><u>EQUITY COMPENSATION PLAN INFORMATION</u></b>	69
<b><u>SECURITIES OWNERSHIP</u></b>	70
<u>Directors, Director-Nominees and Executive Officers</u>	70
<u>Principal Stockholders</u>	71
<u>Section 16(a) Beneficial Ownership Reporting Compliance</u>	72
<b><u>PROPOSALS REQUIRING YOUR VOTE</u></b>	72
<u>Proposal 1: Election of Directors</u>	72
<u>Proposal 2: Ratification of the Selection of KPMG as Our Independent Registered Public Accounting Firm for Fiscal Year 2018</u>	78
<u>Proposal 3: Advisory Vote to Approve Our Executive Compensation</u>	80
<b><u>QUESTIONS AND ANSWERS; OTHER INFORMATION</u></b>	84
<u>Questions and Answers</u>	84
<u>Other Information</u>	85
<b><u>REQUIREMENTS FOR SUBMISSION OF STOCKHOLDER PROPOSALS, DIRECTOR NOMINATIONS AND OTHER BUSINESS</u></b>	85
<b><u>ADDITIONAL INFORMATION</u></b>	86
<b><u>ANNEX A: NON-GAAP FINANCIAL MEASURES RECONCILIATION</u></b>	A-1

Table of Contents

## PROXY STATEMENT

### PROXY STATEMENT SUMMARY

*We prepared the following summary to highlight important information you will find in this Proxy Statement regarding our 2017 performance and the matters to be considered at the 2018 Annual Meeting of Stockholders. As it is only a summary, please review our Annual Report on Form 10-K for the year ended December 31, 2017 (which we refer to as our 2017 Form 10-K ) and the other information contained in this Proxy Statement before you vote. This Proxy Statement and the materials accompanying it are first being sent to stockholders on or about April 2, 2018.*

#### 2017 Performance\*

##### *Financial and Operating Performance Highlights*

In 2017, Ventas achieved record \$3.6 billion revenue and \$2.1 billion net operating income\* ( NOI ) and same-store cash NOI growth of 2.5%, at the high end of our initial guidance, through proactive asset management, collaborative and mutually beneficial arrangements with our leading operators and profitable dispositions of lower-growth properties. Net cash provided by operating activities grew by 5%, up to a record level.

We further strengthened our financial condition by expanding our liquidity by \$1.4 billion, at improved pricing, and maintained our robust fixed charge coverage ratio. We maintained a strong balance sheet with a 5.7x net debt to adjusted pro forma EBITDA\* ratio and maintained our BBB+ credit rating.

Demonstrating our excellence in capital markets, we completed \$4.5 billion in efficient long-term capital raises, including issuance of more than \$1 billion in

long-term debt at attractive rates, an upsized and extended revolving credit facility with \$3 billion in borrowing capacity at improved pricing and a \$400 million revolving construction credit facility to facilitate funding our broadening development pipeline.

We made and committed to investments of \$1.8 billion to further improve the quality of our portfolio, creating, building out and diversifying valuable platforms, including: the continued growth in our university-based life sciences and innovation business with significant developments and acquisitions (grown by 37% since inception with a strong pipeline of opportunities), funding Ardent Health Services' successful acquisition of LHP Hospital Group, and committing to selective senior housing operating portfolio ( SHOP ) and medical office building ( MOB ) development and redevelopment deals.

We accelerated our strategic and highly profitable disposition program, closing greater than \$900 million in profitable dispositions and receipt of timely loan repayments, including substantially exiting the skilled nursing business. We recognized over \$700 million in gains.

Although below our historical average, our 0.7% total stockholder return ( TSR ) in 2017 outperformed the three large-cap diversified healthcare REITs in 2017 and our TSR ranked first in this group for the one-, three-, five- and 10-year periods ended December 31, 2017 (and since 2000), demonstrating short- and long-term outperformance during varied economic cycles. We were also the only large-cap diversified healthcare real estate investment trust ( REIT ) to achieve year-over-year normalized funds from operations ( FFO ) per share\* growth in 2017, finishing at \$4.16 FFO per share.

We grew our dividend by 5% in 2017.

\* Net debt to adjusted pro forma EBITDA and normalized FFO are not calculated according to U.S. generally accepted accounting principles ( GAAP ), but please see Annex A for reconciliations of these performance measures to our GAAP earnings (the most directly comparable GAAP measure). In addition, please see Annex A for a discussion of how we calculate same-store cash NOI.



Table of Contents

<i>Portfolio Highlights</i>	
-----------------------------	--



Our well-curated property portfolio is the most diversified portfolio mix in the industry. With more than 1200 assets, we continued to reshape, develop and elevate our portfolio throughout the year. We invested \$860 million in active development and redevelopment projects, with an additional \$113 million invested in completed projects. In 2017, this enhanced portfolio generated record \$3.6 billion revenue and \$2.1 billion NOI and achieved same-store cash NOI growth of 2.5%, at the high end of our initial guidance. In addition, net cash provided by operating activities grew by 5%, up to a record level. This was achieved through proactive asset management, including value-creating investments, profitable disposal of skilled nursing, lower-growth properties and other assets. In addition, we successfully negotiated collaborative and mutually beneficial arrangements with our leading operators, such as the successful recapitalization of Atria Senior Living.


	2018 Proxy Statement	2
--	----------------------	---

Table of Contents

***Balance Sheet and Liquidity Highlights***

In 2017, we demonstrated excellence in capital markets, further strengthening our balance sheet and enhancing our liquidity, key long-term objectives that protect stockholder value and enable opportunistic value-creating activity:

- completing \$4.5 billion in efficient long-term capital raises;
- issuance of more than \$1 billion in long-term debt at attractive rates;
- Upsizing by 50% and extending our revolving credit facility, with \$3 billion in borrowing capacity at improved pricing and adding a \$400 million revolving construction credit facility to facilitate funding our broadening development pipeline; and

ending the year with outstanding financial strength and flexibility, underpinning the reaffirmation of our BBB+ credit ratings and demonstrated by our 5.7x net debt to adjusted pro forma EBITDA ratio and 4.6x fixed charge coverage.

**Investment Highlights**

We made and committed to investments of \$1.8 billion of attractive, value-creating investments, further diversifying and improving the quality of our portfolio. We grew our university-based life sciences and innovation business with significant developments and acquisitions (grown by 37% since inception with a strong pipeline of opportunities), funded Ardent Health Services' successful acquisition of LHP Hospital Group, and committed to selective SHOP and MOB development and redevelopment deals.

We closed greater than \$900 million in profitable dispositions and receipt of timely loan repayments in 2017. We substantially exited the skilled nursing business, disposing of more than \$700 million in skilled nursing assets. Our gains for the year exceeded \$700 million.

	<b>2018 Proxy Statement</b>	<b>3</b>
--	-----------------------------	----------

Table of Contents

***Environmental, Social and Governance Highlights***

While continuing to deliver significant value to stockholders, we were recognized for our leadership, diversity and environmental, social and governance ( ESG ) practices. Outperforming industry peers, Ventas was named to the Dow Jones Sustainability North America Index for the first time, achieving top quartile performance among real estate companies in North America. Ranking first among public healthcare REITs for sustainability practices, we retained our GRESB Green Star designation for the fourth year, and received the National Association of Real Estate Investment Trusts ( NAREIT ) Health Care Leader in the Light Award for the second time. We were also recognized as a Winning Company in the 2020 Women on Boards Gender Diversity Index which showcases Fortune 1000 Companies with 20 percent or greater female composition of their Boards and a Corporate Champion by the Women s Forum of New York for having an industry-leading 30% female Board of Directors.

Across our portfolio, we are undertaking wide-scale, long-term environmental programs, local sustainability initiatives and pilots that meet our objectives of protecting the planet while improving the efficiency of our portfolio and lowering operating costs. Our focus takes a systematic approach to reducing the energy, water and landfill waste footprint of our diverse, high-quality property portfolio. We are on track to meet our 10-year targets to reduce our environmental impact from a 2013 baseline, which includes 10% reductions in energy usage and greenhouse gas emissions, 5% reduction in water usage and 4% reduction in landfill waste. We own an industry-leading portfolio of 69 ENERGY STAR® Certified buildings and 37 LEED® Certified buildings, which includes over \$500 million of investment in 8 active developments pursuing LEED certification.

As a good corporate citizen and industry leader, Ventas has a responsibility to actively engage in improving the lives of others in the communities in which we live and work. The Ventas Charitable Foundation contributed almost \$1 million to 80 organizations in 2017, including our ongoing 5-year, \$1 million marquee partnership with the Greater Chicago Food Depository to alleviate senior hunger. We encourage all our employees to give back to their communities, and many members of our team are deeply involved in a wide variety of organizations at both the local and national level. To applaud this dedication and passion, a portion of the annual donations made by our Ventas Charitable Foundation are channeled into an Employee Charitable Fund. This fund provides grants

to organizations that are directly nominated by our employees, with preference given to those organizations where employees are actively engaged. More than 90 percent of requests have been met and in excess of \$500,000 given to these worthy causes since the fund was established. In addition, we contributed \$135,000 to our operating partners' funds to assist individuals and families affected and displaced by hurricanes in 2017.

Our comprehensive commitment to ESG principles and corporate citizenship starts with our people. Ventas creates a culture that attracts and retains the industry's best employees to work in a cohesive and collaborative team environment that shares a passion for innovation, creative problem-solving, flawless execution and, above all, excellence. We also intentionally develop and recruit a diverse workforce and Board. Our employee mix by gender is balanced at 48% female to 52% male and our Board is gender diverse with 30% women. Our employees share a commitment to maintaining the highest levels of ethics, integrity and transparency and are dedicated to the pursuit of sustainable business practices and the importance of corporate citizenship. We earn exceptional employee engagement scores by focusing on employee development initiatives, employee networks, commitment to ESG and philanthropy efforts and provision of industry-leading health and wellness benefits to employees and their families, as well as career development and educational opportunities. For 2017, our employees received an average of 16 hours of training, which reflects our commitment to our employees.

	2018 Proxy Statement	4
--	----------------------	---

Table of Contents

<p>We were named among Fortune's World's Most Admired Companies and received numerous prestigious awards in 2017 and early 2018 in recognition of our philanthropy, reputation, commitment to superior governance and results, industry leaders, exemplary stewardship and world class team.</p>	
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

**2017 Executive Compensation**

Our executive compensation programs are designed to attract, retain and motivate talented executives, to reward executives for the achievement of pre-established company and tailored individual goals consistent with our strategic plan and to link compensation to company performance. We compensate our executives primarily through base salary, annual cash incentive compensation and long-term equity incentive compensation. Our executive compensation philosophy emphasizes performance-based incentive compensation over fixed cash compensation, so that the vast majority of total direct compensation is variable and not guaranteed. In addition, as shown in the graphic below, we deliver the majority of our executive pay in the form of equity incentive compensation rather than cash to create stronger alignment with our stockholders. We believe this structure appropriately focuses our executive officers on the creation of long-term value and encourages prudent evaluation of risks.

**2017 Executive Compensation Decisions**

In 2017, our compensation decisions once again reflected strong alignment between pay and performance. In determining the incentive compensation paid to our Named Executive Officers for 2017, our Executive Compensation Committee (the Compensation Committee ) of our Board of Directors (the Board ), who is responsible for evaluating and setting the compensation of our Named Executive Officers other than the Chief Executive Officer, and the independent members of our Board, who are responsible for evaluating and setting the compensation for our Chief Executive Officer pursuant to the Company's Guidelines on Governance (the Compensation Committee and the independent members of our Board are collectively referred to as the Compensation Board Members herein), rigorously evaluated company and individual performance relative to the pre-established measures and goals under our annual cash and long-term equity incentive plans.

	<b>2018 Proxy Statement</b>	<b>5</b>
--	-----------------------------	----------

Table of Contents

Although below our historical average, our 0.7% TSR in 2017 outperformed the three large-cap diversified healthcare REITs in 2017 and our TSR ranked first in this group for the one-, three-, five- and 10-year periods ended December 31, 2017 (and since 2000), demonstrating short- and long-term outperformance during varied economic cycles. In addition, we were the only large-cap diversified healthcare REIT to achieve year-over-year normalized FFO per share growth in 2017, finishing at \$4.16 per share. We delivered excellent strategic, financial and operating performance, and increased our dividend by 5% in 2017.

The graph below illustrates our long-term pay-for-performance alignment by comparing our Chief Executive Officer's total direct compensation to our TSR performance (indexed to a 2012 base year) for each of the past five years.



Total Direct Compensation includes, for the applicable year, base salary, actual annual cash incentive awards earned, the value of long-term equity incentive awards earned or granted (as applicable) and All Other Compensation as reported in the Summary Compensation Table. This graph differs from compensation reported in the 2017 Summary Compensation Table in the following respects:

For 2012-2016, the period during which our backward-looking plan was in effect, the graph aligns the value of long-term equity incentive awards with the performance year for which they were earned, rather than the year in which they were granted (e.g., long-term equity incentive awards granted in January 2017 for 2016 performance are shown in the graph above as 2016 compensation), consistent with the manner in which our Compensation Board Members evaluated compensation and pay-for-performance under the previous backward-looking plan for our Named Executive Officers.

For 2017, the first year our new forward-looking long-term equity incentive plan was in effect, we report the grant date fair value (approximating target level of performance) of the performance-based restricted stock units ( pRSUs ) granted in 2017 that may be earned, if at all, based on performance relative to performance goals measured from January 1, 2017 through December 31, 2019. Actual payout will occur in 2020 and will range from 0% - 220% of the target value.

	2018 Proxy Statement	6
--	----------------------	---

Table of Contents

<p>ii The 2017 figure excludes one-time time-based restricted stock unit ( RSU ) transition awards received by certain of our Named Executive Officers, which were designed to partially mitigate the impact of a reduction in the realized pay for our Named Executive Officers in 2018 and 2019 resulting from the transition from a backward-looking long-term equity incentive plan to a forward-looking plan because the new forward-looking awards do not pay out, if at all, until 2020. These awards are excluded because the Compensation Committee does not view these awards as a continuing feature of the long-term incentive plan.</p>			
		<p><b>Recurring CEO compensation is substantially lower than reflected in the 2017 Summary Compensation Table because SEC rules require us to report all equity grants made in 2017, including the final 2016 backward-looking equity grant and the non-recurring transition awards. For 2017, target CEO total direct compensation is \$11.3 million on a recurring, normalized basis.</b></p>	

**2017 Annual Cash Incentive Awards**

For 2017, annual cash incentive awards were based on our performance with respect to pre-established company financial goals. For our Named Executive Officers (other than Mr. Lillibridge), the goals were normalized FFO per share (40% of the target award opportunity), liquidity coverage ratio (15%), fixed charge coverage ratio at year end (10%), and the achievement of individual objectives tailored for each Named Executive Officer (35%). For Mr. Lillibridge, the goals were normalized FFO per share (22% of the target award opportunity), liquidity coverage ratio (8%), fixed charge coverage ratio at year end (5%), segment-specific objectives (40%) and the achievement of individual objectives (25%).

As further explained in the Compensation Discussion and Analysis section below, our performance in 2017 with respect to these metrics resulted in cash incentive awards earned by our Named Executive Officers between the target and maximum levels.

**2017 Long-Term Equity Incentive Awards**

As further explained below, in early 2017, we transitioned from a backward-looking long-term equity incentive plan to a forward-looking plan. For 2017, long-term equity incentive awards were split between (i) pRSUs, earned entirely based on our performance with respect to pre-established quantitative measures, specifically (a) three-year TSR relative to the MSCI REIT Index, (b) three-year TSR relative to the FTSE NAREIT Equity Health Care Index and (c) the three-year average of net debt to adjusted pro forma EBITDA, a risk management measure (which together accounted for 60% of the long-term equity incentive

award opportunity), and (ii) time-based RSUs, vesting in equal one-third increments beginning on the first anniversary of the grant date (which accounted for the remaining 40% of the long-term equity incentive award opportunity).

**2017 Compensation Practices at a Glance**

<p>ü <b>DO</b> provide executive officers with the opportunity to earn market-competitive compensation through a mix of cash and equity compensation, with a strong emphasis on performance-based incentive awards</p>		<p>û <b>DO NOT</b> permit new tax gross-up arrangements under our anti-tax gross-up policy and do not provide our Chief Executive Officer with tax gross-ups with respect to payments made in connection with a change of control</p>
<p>ü <b>DO</b> have a robust peer selection process and benchmark executive compensation to target the median of our comparative group of peer companies</p>		<p>û <b>DO NOT</b> provide guaranteed minimum payouts or uncapped award opportunities</p>
<p>ü <b>DO</b> evaluate relative TSR when determining performance under incentive awards to enhance stockholder alignment</p>		<p>û <b>DO NOT</b> have employment agreements with executive officers that provide single-trigger change of control benefits</p>
<p>ü <b>DO</b> require executive officers and directors to own and retain shares of our common stock with significant value to further align interests with our stockholders</p>		<p>û <b>DO NOT</b> base incentive awards on a single performance measure, thereby discouraging unnecessary or excessive risk-taking</p>
<p>ü <b>DO</b> enhance executive officer retention with time-based vesting schedules for RSUs and pRSUs earned based on future three-year performance</p>		<p>û <b>DO NOT</b> permit liberal share recycling under our 2012 Incentive Plan</p>

	<p>2018 Proxy Statement</p>	<p>7</p>
--	-----------------------------	----------

Table of Contents

<p>ü <b>DO</b> enable Board to claw back incentive compensation in the event of a financial restatement pursuant to recoupment policy</p>		<p>û <b>DO NOT</b> permit executive officers or directors to engage in derivative or other hedging transactions in our securities</p>
<p>ü <b>DO</b> align pay and performance by linking a substantial portion of compensation to the achievement of pre-established performance measures that drive stockholder value</p>		<p>û <b>DO NOT</b> provide executive officers with pension or retirement benefits other than pursuant to a broad-based 401(k) plan and do not provide executive officers with excessive perquisites or other personal benefits</p>
<p>ü <b>DO</b> maintain a Compensation Committee comprised solely of independent directors</p>		<p>û <b>DO NOT</b> permit repricing of underwater stock options or granting of discounted stock options or SARs</p>
<p>ü <b>DO</b> engage an independent compensation consultant to advise the Compensation Committee on executive compensation matters</p>		<p>û <b>DO NOT</b> permit executive officers or directors to pledge or hold our securities in margin accounts without preapproval by the Audit Committee (no executive officer or director did so at any time during 2017)</p>

***2017 Compensation Actions and Responsive Redesign of Long-Term Incentive Compensation for 2017-2019 Performance Period***

We received support from over 95% of our stockholders with respect to our 2017 advisory vote on our Named Executive Officers compensation. In response to our 2016 advisory vote on our Named Executive Officers compensation and our Compensation Committee Chairman’s conversations with a significant number of our largest investors, we carefully considered constructive feedback on our executive compensation program and corporate governance provided to us by our largest stockholders and redesigned our long-term incentive compensation program, beginning with the 2017-2019 performance period. The key features of our responsive redesign of our long-term incentive compensation program are set forth below and are described in further detail in the Compensation Discussion and Analysis section.



	2018 Proxy Statement	8
--	----------------------	---

Table of Contents

## 2018 Annual Meeting of Stockholders

### *Voting and Meeting Information*

You are entitled to vote at the 2018 Annual Meeting of Stockholders if you were a stockholder of record at the close of business on March 16, 2018, the record date for the meeting. On the record date, there were 356,310,392 shares of common stock issued and outstanding and entitled to vote at the meeting.

Information regarding the meeting date and location is set forth below.

**When:** Tuesday, May 15, 2018, 8:00 a.m. local (Central) time

**Where:** James C. Tyree Auditorium, 353 North Clark Street, Chicago, Illinois 60654

You may vote at the Annual Meeting through any of the following methods:

**Vote by Telephone:** Call (800) 690-6903, 24 hours a day, seven days a week through May 14, 2018

**Vote on the Internet:** Visit [www.proxyvote.com](http://www.proxyvote.com), 24 hours a day, seven days a week through May 14, 2018

**Vote by Mail:** Request, complete and return a copy of the proxy card in the postage-paid envelope provided

**Vote in Person:** Request, complete and deposit a copy of the proxy card or complete a ballot at the Annual Meeting





	2018 Proxy Statement	9
--	----------------------	---





Table of Contents**Proposals Requiring Your Vote****Proposal 1 Election of Directors (see page 72)**

The following table provides summary information about our nine director-nominees, each of whom currently serves on our Board. Age is as of the date of the 2018 Annual Meeting. Directors are elected annually by a majority of votes cast in uncontested elections. Our Board recommends that you vote **FOR** each of the named director-nominees.

<b>Name</b>	<b>Age</b>	<b>Director since</b>	<b>Primary Position</b>	<b>Current Committees**</b>	<b>Principal Skills</b>
<b>Melody C. Barnes*</b>	54	2014	Co-Founder and Principal of MB Squared Solutions LLC and Chair, Aspen Institute Forum for Community Solutions	N	Public Policy, Government Relations, Strategic Planning, Leadership Development
<b>Debra A. Cafaro</b>	60	1999	Chairman and CEO of Ventas	E; I	Real Estate Industry, Corporate Finance, Mergers and Acquisitions, Capital Markets, Strategic Planning
<b>Jay M. Gellert*</b>	64	2001	Former President and CEO of Health Net, Inc.	C; E; I	Healthcare Industry, Mergers and Acquisitions, Strategic Planning, Government Relations, Executive Compensation
<b>Richard I. Gilchrist*</b>	72	2011	Senior Advisor to The Irvine Company and Chairman of TIER REIT, Inc.	C; I; N	Real Estate Industry, Mergers and Acquisitions, Strategic Planning, Executive Compensation, Corporate Governance
<b>Matthew J. Lustig*</b>	57	2011	Head of North America Investment Banking and Head of Real Estate and Lodging at Lazard Frères & Co. LLC	E; I	Real Estate Industry, Corporate Finance, Mergers and Acquisitions, Capital Markets, Strategic Planning, International Transactions
<b>Roxanne M. Martino*</b>	61	2016	Managing Partner of OceanM19; former CEO, Partner and Investment	C	Corporate Finance, Mergers and Acquisitions, Capital Markets, Strategic Planning

Edgar Filing: VENTAS INC - Form DEF 14A

			Committee Chairperson of Aurora Investment Management L.L.C.		
<b>Walter C. Rakowich*</b>	60	2016	Former CEO of Prologis, Inc.	A	Real Estate Industry, Corporate Finance, Mergers and Acquisitions, Capital Markets, Strategic Planning
<b>Robert D. Reed*</b>	65	2008	Former Senior Vice President and Chief Financial Officer of Sutter Health	<b>A</b> ; E	Healthcare Industry, Corporate Finance, Strategic Planning, Capital Intensive Operations, Pension Fund Investments
<b>James D. Shelton*</b>	64	2008	Former Chairman of Omnicare, Inc.; former CEO and Chairman of Triad Hospitals, Inc.	C; <b>E</b> ; <b>N</b>	Healthcare Industry, Mergers and Acquisitions, Strategic Planning, Capital Intensive Operations, Government Relations, Executive Compensation, Corporate Governance

\* Independent Director

Presiding Director

\*\* Abbreviations: A = Audit and Compliance; C = Executive Compensation; E = Executive; I = Investment; N = Nominating and Corporate Governance. **Bold print indicates committee chair.**

**Proposal 2 Ratification of the Selection of KPMG LLP as Our Independent Registered Public Accounting Firm for Fiscal Year 2018 (see page 78)**

KPMG audited our financial statements for the year ended December 31, 2017 and has been our independent registered public accounting firm since July 2014. Our Board recommends that you vote **FOR** the ratification of the selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2018.

Table of Contents

***Proposal 3 Advisory Vote to Approve Our Executive Compensation (see page 80)***

We submit an advisory vote to approve our executive compensation to our stockholders on an annual basis. Because your vote is advisory, it will not be binding on the Board or our Compensation Committee. However, your vote is important because it will be taken into account when making future decisions relating to executive compensation.

Our executive compensation programs are designed to attract, retain and motivate talented executives, to reward executives for the achievement of pre-established Company and tailored individual goals consistent with our strategic plan and to link compensation to Company performance. We compensate our executives primarily through base salary, annual cash incentive compensation and long-term equity incentive compensation. Our executive compensation philosophy emphasizes performance-based incentive compensation over fixed cash compensation, so that the vast majority of total direct compensation is variable and not guaranteed. In addition, we deliver the majority of our executive pay in the form of equity incentive compensation rather than cash to create stronger alignment with our stockholders.

As summarized above and described in detail in the Compensation Discussion and Analysis below, we have also taken a number of actions designed to directly respond to stockholder feedback regarding our executive compensation corporate governance programs, including moving to a forward-looking long-term equity incentive plan in early 2017, incorporating double-trigger change of control equity vesting, eliminating the discretionary component from our long-term equity incentive plan, elongating equity vesting periods, increasing the proportion of long-term equity awards that may be earned based on relative TSR metrics, voluntarily adopting proxy access for our stockholders and other actions.

Our Compensation Board Members have carefully evaluated our overall executive compensation program and believe that it is well designed to achieve our objectives of retaining talented executives and rewarding superior performance in the context of our business risk environment. By maintaining a performance- and achievement-oriented environment that provides the opportunity to earn market-competitive levels of compensation, we believe that our executive compensation program is structured optimally to support our goal to deliver sustained, superior returns to stockholders, and our exceptional long-term performance demonstrates the success of this program. For these reasons, our Board recommends that you vote **FOR** the approval, on an advisory basis, of our executive compensation.

## **Electronic Document Delivery to Stockholders**

Instead of receiving future copies of our Notice of Annual Meeting, Proxy Statement and Annual Report by mail, stockholders of record and most beneficial owners may elect to receive an e-mail that will provide electronic links to these documents. Electronic document delivery saves us the cost of producing and mailing documents and will give you an electronic link to the proxy voting site. It is also more environmentally friendly.

We are making this Proxy Statement and the materials accompanying it available to our stockholders via the Internet, as permitted by SEC rules. We will mail to stockholders a Notice of Internet Availability containing instructions on how to access our proxy materials and how to vote by proxy online. Starting on or about April 2, 2018, we will also mail this Proxy Statement and the materials accompanying it to stockholders who have requested paper copies. If you would like to receive a printed copy of our proxy materials by mail, you should follow the instructions for requesting those materials included in the Notice that we mail to you.

**IMPORTANT NOTICE REGARDING INTERNET AVAILABILITY OF PROXY MATERIALS FOR THE ANNUAL MEETING TO BE HELD ON MAY 15, 2018:**

**This Proxy Statement, our 2017 Form 10-K and our 2017 Annual Report are available at**

**[www.proxyvote.com](http://www.proxyvote.com).**

## Questions and Answers

More information about proxy voting, proxy materials and attending the Annual Meeting can be found in the Questions and Answers section of this Proxy Statement.

	<b>2018 Proxy Statement</b>	<b>11</b>
--	-----------------------------	-----------

Table of Contents

## ANNUAL MEETING INFORMATION

### Quorum

The holders of a majority of the shares of our common stock outstanding as of the close of business on the record date for the Annual Meeting, March 16, 2018, must be present in person or represented by proxy to constitute a quorum to transact business at the Annual Meeting. Stockholders who abstain from voting and broker non-votes are counted for purposes of establishing a quorum. A broker non-vote occurs when a beneficial owner does not provide voting instructions to the beneficial owner's broker or custodian with respect to a proposal on which the broker or custodian does not have discretionary authority to vote.

### Who Can Vote

Only Ventas stockholders of record at the close of business on the record date are entitled to vote at the Annual Meeting. As of that date, 356,310,392 shares of our common stock, par value \$0.25 per share, were outstanding. Each share of our common stock entitles the owner to one vote on each matter properly brought before the Annual Meeting. However, certain shares designated as Excess Shares (generally any shares owned by a beneficial owner in excess of 9.0% of our outstanding common stock) or as Special Excess Shares pursuant to our Amended and Restated Certificate of Incorporation, as amended (our Charter), may not be voted by the record owner of those shares and will be voted in accordance with Article IX of our Charter.

A list of all stockholders entitled to vote at the Annual Meeting will be available for inspection by any stockholder for any purpose reasonably related to the meeting at the Annual Meeting and during ordinary business hours for the ten days preceding the meeting at our principal executive offices located at 353 North Clark Street, Suite 3300, Chicago, Illinois 60654.

### How to Vote

You may vote your shares in one of several ways, depending on how you own your shares:

#### *Stockholders of Record*

If you own shares registered in your name (a stockholder of record), you may:

## Edgar Filing: VENTAS INC - Form DEF 14A

Vote your shares by proxy by calling (800) 690-6903, 24 hours a day, seven days a week until 11:59 p.m. Eastern time on May 14, 2018. Please have your proxy card in hand when you call. The telephone voting system has easy-to-follow instructions and provides confirmation that the system has properly recorded your vote.

**OR**

Vote your shares by proxy via the website [www.proxyvote.com](http://www.proxyvote.com), 24 hours a day, seven days a week until 11:59 p.m. Eastern time on May 14, 2018. Please have your proxy card in hand when you access the website. The website has easy-to-follow instructions and provides confirmation that the system has properly recorded your vote.

**OR**

If you have requested or receive paper copies of our proxy materials by mail, vote your shares by proxy by signing, dating and returning the proxy card in the postage-paid envelope provided. If you vote by telephone or over the Internet, you do not need to return your proxy card by mail.

**OR**

Vote your shares by attending the Annual Meeting in person and depositing your proxy card at the registration desk (if you have requested paper copies of our proxy materials by mail) or completing a ballot that will be distributed at the Annual Meeting.

### **Beneficial Owners**

If you own shares registered in the name of a broker, bank or other custodian (a beneficial owner), follow the instructions provided by your broker, bank or custodian to instruct it how to vote your shares. If you want to vote your

	2018 Proxy Statement	12
--	----------------------	----

## Table of Contents

shares in person at the Annual Meeting, contact your broker, bank or custodian to obtain a legal proxy or broker's proxy card that you should bring to the Annual Meeting to demonstrate your authority to vote.

If you do not instruct your broker, bank or custodian how to vote, it will have discretionary authority, under current New York Stock Exchange ( NYSE ) rules, to vote your shares in its discretion on the ratification of the selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2018 (Proposal 2). However, your broker, bank or custodian will not have discretionary authority to vote on the election of directors (Proposal 1) or the advisory vote to approve our executive compensation (Proposal 3) without instructions from you. As a result, if you do not provide instructions to your broker, bank or custodian, your shares will not be voted on Proposal 1 or Proposal 3.

## *Votes by Proxy*

All shares that have been properly voted by proxy and not revoked will be voted at the Annual Meeting in accordance with the instructions contained in the proxy. Shares represented by proxy cards that are signed and returned, but do not contain any voting instructions will be voted consistent with the Board's recommendations:

- **FOR** the election of all director-nominees named in this Proxy Statement (Proposal 1);
- **FOR** the ratification of the selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2018 (Proposal 2);
- **FOR** the approval, on an advisory basis, of our executive compensation (Proposal 3); and
- In the discretion of the proxy holders, on such other business as may properly come before the Annual Meeting.

## **OUR BOARD OF DIRECTORS**

Our Board provides guidance and oversight with respect to our financial and operating performance, strategic plans, key corporate policies and decisions and enterprise risk management. Among other matters, our Board considers and approves significant acquisitions, dispositions and other transactions and advises and counsels senior management on key financial and business objectives. Members of the Board monitor our progress with respect to these matters on a regular basis, including through presentations made at Board and committee meetings by our Chief Executive Officer, Chief Financial Officer, Chief Investment Officer and other members of senior management.

## **Criteria for Board Membership**

Our Guidelines on Governance set forth the process by which our Nominating and Corporate Governance Committee (the Nominating Committee ) identifies and evaluates nominees for Board membership. In accordance with this process, the Nominating

## Edgar Filing: VENTAS INC - Form DEF 14A

Committee annually considers and recommends to the Board a slate of directors for election at the next annual meeting of stockholders. In selecting this slate, the Nominating Committee considers the following: incumbent directors who have indicated a willingness to continue to serve on our Board; candidates, if any, nominated by our stockholders; and other potential candidates identified by the Nominating Committee. Additionally, if at any time during the year a seat on the Board becomes vacant or a new seat is created, the Nominating Committee considers and recommends to the Board a candidate for appointment to fill the vacant or newly-created seat.

The Nominating Committee considers different perspectives, skill sets, education, ages, genders, ethnic origins and business experience in its annual nomination process. In general, the Nominating Committee seeks to include on our Board a complementary mix of individuals with diverse backgrounds, knowledge and viewpoints reflecting the broad set of challenges that the Board confronts without representing any particular interest group or constituency. The Nominating Committee regularly reviews the size and composition of the Board on a holistic basis, utilizing a rigorous matrix of identified skills, experiences and other criteria for maintaining an excellent, independent Board in light of our changing requirements and seeks nominees who, taken together as a group, possess the skills, diversity and expertise appropriate for an effective Board.

The Nominating Committee also monitors the average tenure of our Board members and seeks to achieve a variety of director tenures in order to benefit from long-tenured directors' institutional knowledge and newly-elected directors' fresh perspectives. During 2015 and 2016, the Nominating Committee and the Board has taken the opportunity

	<b>2018 Proxy Statement</b>	<b>13</b>
--	-----------------------------	-----------

---



Table of Contents

to refresh the composition of the Board, with our two longest-tenured directors departing from the Board and being replaced by Roxanne M. Martino and Walter C. Rakowich in 2016.

The Nominating Committee seeks to recommend candidates that have adequate time to devote to Board activities, recognizing that public company board of directors responsibilities command a significant portion of directors' time. Accordingly, the Company maintains an overboarding policy that prohibits directors from simultaneously serving on more than four public company boards other than the Company's Board.

In evaluating potential director candidates, the Nominating Committee considers, among other factors, the experience, qualifications and attributes listed below and any additional characteristics that it believes one or more directors should possess, based on an assessment of the needs of our Board at that time. Our Guidelines on Governance provide that, in general, nominees for membership on the Board should:

- ü have demonstrated management or technical ability at high levels in successful organizations;
- ü have experience relevant to our operations, such as real estate, REITs, healthcare, finance or general management;
- ü be well-respected in their business and home communities;
- ü have time to devote to Board duties; and
- ü be independent from us and not related to our other directors or employees.

In addition, our directors are expected to be active participants in governing our enterprise, and our Nominating Committee looks for certain characteristics common to all Board members, including integrity, independence, leadership ability, constructive and collegial personal attributes, candor and the ability and willingness to evaluate, challenge and stimulate.

No single factor or group of factors is necessarily dispositive of whether a candidate will be recommended by our Nominating Committee. The Nominating Committee considers and applies these same standards in evaluating individuals recommended for nomination to our Board by our stockholders in accordance with the procedures described in this Proxy Statement under Requirements for Submission of Stockholder Proposals, Director Nominations and Other Business. Our Board's satisfaction of these criteria is implemented and assessed through ongoing consideration of directors and nominees by the Nominating Committee and the Board, as well as the Board's annual self-evaluation process, as described in more detail below. Based upon these activities, our Nominating Committee and our Board believe that the director-nominees named in this Proxy Statement satisfy these criteria.

We have from time to time retained search firms and other third parties to assist us in identifying potential candidates based on specific criteria that we provided to them, including the qualifications described above. We may retain search firms and other third parties on similar or other terms in the future.

## Annual Board Evaluation Process

The Board recognizes that a robust and constructive evaluation process is an essential component of good corporate governance and Board effectiveness. The Board and each of its committees conduct self-evaluations related to their performance on an annual basis, including an evaluation of each director. Through this process, directors provide feedback and assess Board, committee and director performance, including areas where the Board believes it is functioning effectively and areas where the Board believes it can improve.

Our Nominating Committee supervises the annual self-evaluations and uses various processes from year to year in order to solicit feedback, including periodic in-person interviews conducted by the Presiding Director with each of the Board members. The Board and each committee review and discuss the evaluation results, and take this information into account when assessing the qualifications of the Board and further enhancing the effectiveness of the Board and its committees over time.

## Director Independence

Our Guidelines on Governance require that at least a majority of the members of our Board meet the criteria for

	2018 Proxy Statement	14
--	----------------------	----

---

## Table of Contents

independence under the rules and regulations of the NYSE. For a director to be considered independent under the NYSE's listing standards, the director must satisfy certain bright-line tests, and the Board must affirmatively determine that the director has no direct or indirect material relationship with us. Not less than annually, our Board evaluates the independence of each non-management director on a case-by-case basis by considering any matters that could affect his or her ability to exercise independent judgment in carrying out the responsibilities of a director, including all transactions and relationships between that director, members of his or her family and organizations with which that director or family members have an affiliation, on the one hand, and us, our subsidiaries and our management, on the other hand. Any such matters are evaluated from the standpoint of both the director and the persons or organizations with which the director has an affiliation. Each director abstains from participating in the determination of his or her independence.

Based on its most recent review, the Board has affirmatively determined that each of our non-employee directors has no direct or indirect material relationship with us and qualify as independent under the NYSE's listing standards. Ms. Cafaro is not considered independent under the NYSE listing standards due to her employment as our Chief Executive Officer.

## **Leadership Structure and Independent Presiding Director**

Our Board recognizes that one of its key responsibilities is to evaluate and determine its optimal leadership structure so as to provide effective oversight of management and a fully engaged, high-functioning Board. The Board understands that no single approach to Board leadership is universally accepted and that the appropriate leadership structure may vary based on a company's size, industry, operations, history and culture. Consistent with this understanding, our Board, led by our Nominating Committee, annually assesses its leadership structure in light of our operating and governance environment at the time to achieve the optimal model for us and for our stockholders. Following its most recent review, the Board has determined that our existing leadership structure under which our Chief Executive Officer also serves as Chairman of the Board and a Presiding Director assumes specific responsibilities on behalf of the independent directors is effective, provides the appropriate balance of authority between those persons charged with overseeing our company and those who manage it on a day-to-day basis and achieves the optimal governance model for us and for our stockholders.

Under our Fifth Amended and Restated By-Laws, as amended (our By-Laws), and our Guidelines on Governance, our Board has discretion to determine whether to separate or combine the roles of Chief Executive Officer and Chairman of the Board as part of its leadership structure evaluation. Ms. Cafaro has served in both capacities since 2003, and our Board continues to believe that her combined role is most advantageous to us and our stockholders. Ms. Cafaro possesses extensive knowledge of the issues, opportunities and risks facing us, our business and our industry and has consistently demonstrated the vision and leadership necessary to focus the Board's time and attention on the most critical matters and to facilitate constructive dialogue among Board members on strategic issues. Moreover, the combined roles enable decisive leadership, clear accountability and consistent communication of our message and strategy to all of our stakeholders. These leadership attributes are uniquely important to our company given the value to our business of opportunistic capital markets execution, our history of rapid and significant growth, and our culture of proactive engagement and risk management.

In connection with Ms. Cafaro's service as our Chief Executive Officer and Chairman of the Board, our Guidelines on Governance require that the independent members of our Board annually select one independent director to serve as Presiding Director, whose specific responsibilities include, among other things, presiding at all meetings of our Board at which the Chairman is not present,

including executive sessions and all other meetings of the independent directors. The Presiding Director also serves as liaison between the Chairman and the independent directors, approves information sent to the Board and approves Board meeting agendas and meeting schedules to assure that there is sufficient time for discussion of all agenda items. The Presiding Director has authority to call meetings of the independent directors and, if requested by major stockholders, ensures that he or she is available for consultation and direct communication with stockholders. In addition, the Presiding Director reviews with our General Counsel potential conflicts of interest and has such other duties as may be assigned from time to time by the independent directors or the Board. Although the Presiding Director is elected on an annual basis, the Board generally expects that he or she will serve for more than one year. James D. Shelton has served as our Presiding Director since 2016.

## Management Succession Planning

Our Board regularly reviews short- and long-term succession plans for the Chief Executive Officer and other senior management positions. In assessing possible Chief Executive Officer candidates, our independent directors identify the skills, experience and attributes they believe are required to be an effective leader in light of the Company's

	2018 Proxy Statement	15
--	----------------------	----

Table of Contents

strategic plan, business opportunities and challenges. The Board employs a similar approach with respect to evaluating possible candidates for other senior management positions. In general, the Board's management succession planning is designed to anticipate both planned successions, such as those arising from anticipated retirements, as well as unexpected successions, such as those occurring when an executive leaves suddenly to take a new position, or due to death, disability or other unforeseen events.

## Committees

Our Board has five standing committees that perform certain delegated functions for the Board: the Audit and Compliance Committee (the Audit Committee); the Compensation Committee; the Executive Committee; the Investment Committee; and the Nominating Committee. Each of the Audit, Compensation and Nominating Committees operates under a written charter that is available in the Corporate Governance section of our website at [www.ventasreit.com/investor-relations/corporate-governance](http://www.ventasreit.com/investor-relations/corporate-governance). We also provide copies of the Audit, Compensation and Nominating Committee charters, without charge, upon request to our Corporate Secretary at Ventas, Inc., 353 North Clark Street, Suite 3300, Chicago, Illinois 60654. Information on our website is not a part of this Proxy Statement. Additional details regarding the five standing committees of our Board are described below.

## Board and Committee Meetings

Our Board held a total of six meetings during 2017. Evidencing a strong commitment to our company, each director attended at least 75% of the total meetings of the Board and the committees on which he or she served that were held during 2017. The table below provides current membership and 2017 meeting information for each of our Board committees:

Name	Audit Committee	Compensation Committee	Executive Committee	Investment Committee	Nominating Committee
Melody C. Barnes*					Member
Debra A. Cafaro			Member	Member	
Jay M. Gellert*		<b>Chair</b>	Member	Member	
Richard I. Gilchrist*		Member		<b>Chair</b>	Member
Matthew J. Lustig*			Member	Member	
Roxanne M. Martino*		Member			
Walter C. Rakowich*	Member				
Robert D. Reed*	<b>Chair</b>		Member		
Glenn J. Rufrano*	Member				
James D. Shelton*		Member	<b>Chair</b>		<b>Chair</b>
<b>Total Meetings in 2017</b>	<b>5</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>1</b>

\* Independent Director

Presiding Director

Our independent directors meet in executive session, outside the presence of management, at each regularly scheduled quarterly Board meeting and at other times as necessary or desirable. The Presiding Director (currently Mr. Shelton) chairs all regularly scheduled executive sessions of the Board and all other meetings of the independent directors. Members of our Audit, Compensation and Nominating Committees also meet in executive session, outside the presence of management, at each regularly scheduled committee meeting and at other times as necessary or desirable.

We strongly encourage, but do not require, directors to attend our annual meetings of stockholders. All ten directors who were nominated for reelection at our 2017 Annual Meeting of Stockholders attended that meeting.

## How to Communicate with Directors

Stockholders and other parties interested in communicating directly with our Board or any director on Board-related issues may do so by writing to Board of Directors, c/o Corporate Secretary, Ventas, Inc., 353 North Clark Street,

	2018 Proxy Statement	16
--	----------------------	----

---

Table of Contents

Suite 3300, Chicago, Illinois 60654, or by submitting an e-mail to [bod@ventasreit.com](mailto:bod@ventasreit.com). Additionally, stockholders and other parties interested in communicating directly with the Presiding Director of the Board or with the independent directors as a group may do so by writing to Presiding Director, Ventas, Inc., 353 North Clark Street, Suite 3300, Chicago, Illinois 60654, or by sending an e-mail to [independentbod@ventasreit.com](mailto:independentbod@ventasreit.com). Communications addressed to our Board or individual members of the Board are screened by our Corporate Secretary for appropriateness before distributing to the Board, or to any individual director or directors, as applicable.

## AUDIT AND COMPLIANCE COMMITTEE

Our Audit Committee assists our Board in fulfilling its responsibilities relating to our accounting and financial reporting practices, including oversight of the quality and integrity of our financial statements; our compliance with legal and regulatory requirements; the qualifications, independence and performance of our independent registered public accounting firm and the performance of our internal audit function.

The Audit Committee maintains free and open communication with the Board, our independent registered public accounting firm, our internal auditor and our financial and accounting management. Our Audit Committee meets separately in executive session, outside the presence of management, with each of our independent registered public accounting firm and our internal auditor at each regularly scheduled meeting and at other times as necessary or desirable.

Our Board has determined that each member of the Audit Committee is independent and satisfies the independence standards of the Sarbanes-Oxley Act of 2002 and related rules and regulations of the SEC and the NYSE listing standards, including the additional independence requirements for audit committee members. The Board has also determined that each member of the Audit Committee is financially literate and qualifies as an audit committee financial expert for purposes of the SEC's rules.

The Nominating Committee recognizes that Audit Committee members must have adequate time to devote to Audit Committee activities, given that such responsibilities command a significant portion of directors' time. Accordingly, the Company maintains a policy prohibiting Audit Committee members from simultaneously serving on more than two public company audit committees other than the Company's. The policy grandfathers public company audit committees for which directors are serving as of the policy adoption date.

## EXECUTIVE COMMITTEE

Our Board has delegated to our Executive Committee the power to direct the management of our business and affairs in emergency situations during intervals between meetings of the Board, except for matters specifically reserved for our Board and its other committees. The Executive Committee exercises its delegated authority only under extraordinary circumstances and has not held a meeting since 2002.

## EXECUTIVE COMPENSATION COMMITTEE

Our Compensation Committee has primary responsibility for the design, review, approval and administration of all aspects of our executive compensation program. The Compensation Committee reviews the performance of, and makes all compensation decisions for, each of our executive officers other than our Chief Executive Officer. Our Compensation Committee also reviews the performance of, and makes compensation recommendations to the independent members of our Board for, our Chief Executive Officer.

The Compensation Committee meets throughout the year to review our compensation philosophy and its continued alignment with our business strategy and to consider and approve our executive compensation program for the subsequent year. With the assistance of a nationally-recognized, independent compensation consultant, the Compensation Committee discusses changes, if any, to the program structure, assesses the appropriate peer companies for benchmarking purposes, sets base salaries and incentive award opportunities, establishes the applicable performance measures and related goals under our incentive plans, evaluates performance in relation to the established measures and goals and determines annual cash and long-term equity incentive awards for our executive officers.

Our executive officers provide support to our Compensation Committee by coordinating meeting logistics, preparing and disseminating relevant financial and other information regarding us and the companies in our compensation peer group as a supplement to the comparative market data prepared by our independent compensation consultant and

	2018 Proxy Statement	17
--	----------------------	----

---



## Table of Contents

making recommendations with respect to performance measures and related goals. Our Chief Executive Officer attends meetings at the Compensation Committee's request and recommends to the Compensation Committee compensation changes affecting our other executive officers. However, our Chief Executive Officer plays no role in setting her own compensation. At various times, our General Counsel and Corporate Secretary, our Assistant General Counsel, Corporate & Securities and our Chief Human Resources Officer may also attend meetings at the Compensation Committee's request to act as secretary and record the minutes of the meetings, provide updates on legal developments and make presentations regarding certain organizational matters. Our Compensation Committee meets separately in executive session, without management present, at each regularly scheduled meeting and at other times as necessary or desirable.

The Compensation Committee meets during the first quarter of each year, typically in January, to (i) review and certify the achievement of pre-established performance goals with respect to our annual cash and long-term equity incentive awards, (ii) determine the appropriate annual cash awards to be earned by our executive officers based on prior-year performance and (iii) determine the appropriate grants of equity awards to our executive officers, the majority of which may be earned based on future performance as measured against specified performance criteria. Our executive officers provide support to our Compensation Committee in this process, and the Chief Executive Officer makes incentive award recommendations with respect to the other executive officers.

Our Board has determined that each member of the Compensation Committee is independent and satisfies the independence standards of the Securities Exchange Act of 1934, as amended (the Exchange Act), and the related NYSE listing standards, including the additional independence requirements for compensation committee members. The Board has also determined that each member of the Compensation Committee meets the additional requirements for outside directors set forth in Section 162(m) of the Internal Revenue Code of 1986, as amended (the Code), and non-employee directors set forth in Rule 16b-3 under the Exchange Act.

## **Compensation Committee Interlocks and Insider Participation**

During the year ended December 31, 2017, Ms. Martino and Messrs. Gellert, Gilchrist and Shelton served on our Compensation Committee. No member of the Compensation Committee is, or has been, employed by us or our subsidiaries or is an employee of any entity for which any of our executive officers serves on the board of directors.

## **Independent Compensation Consultant**

Under its charter, our Compensation Committee has authority to retain, and approve the terms of engagement and fees paid to, compensation consultants, outside counsel and other advisors that the Compensation Committee deems appropriate, in its sole discretion, to assist it in discharging its duties. Any compensation consultant engaged by our Compensation Committee reports to the Compensation Committee and receives no fees from us that are unrelated to its role as advisor to our Board and its committees. Our Compensation Committee meets regularly with the compensation consultant without management present. Although a compensation consultant may periodically interact with company employees to gather and review information related to our executive compensation program, this work is done at the direction and subject to the oversight of the Compensation Committee. Under the Compensation Committee charter, any compensation consultant retained by our Compensation Committee

must be independent, as determined annually by the Compensation Committee in its reasonable business judgment, considering the specific independence factors set forth in Rule 10C-1 under the Exchange Act and all other relevant facts and circumstances.

Demonstrating our Board's strong commitment to leading corporate governance practices by periodically rotating key consultants, Semler Brossy Consulting Group (SBCG) was retained to serve as our Compensation Committee's independent compensation consultant in July 2017. Previously, Pearl Meyer (PM) served as our Compensation Committee's independent compensation consultant from 2006 to July 2017. Our Compensation Committee retained PM to advise it and the independent members of our Board, as applicable, on matters related to our executive compensation levels and program design for 2017 and SBCG to advise it on matters related to 2018. Our Compensation Committee reviews the scope of work provided by its consultant on an annual basis and, in connection with PM's prior engagement and SBCG's engagement in 2017, determined that both PM and SBCG met the independence criteria under the Compensation Committee charter. PM and SBCG did not perform any consulting services unrelated to executive compensation for us during the year ended December 31, 2017, and PM's and SBCG's work for the Board and its committees has raised no conflict of interest.

	2018 Proxy Statement	18
--	----------------------	----

---

Table of Contents

## **INVESTMENT COMMITTEE**

The function of our Investment Committee is to review and approve proposed acquisitions and dispositions of properties and other investments meeting applicable criteria, in accordance with our Amended and Restated Investment and Divestiture Approval Policy.

## **NOMINATING AND CORPORATE GOVERNANCE COMMITTEE**

Our Nominating Committee oversees our corporate policies and other corporate governance matters, as well as matters relating to the practices and procedures of our Board, including the following: identifying, selecting and recommending to the Board qualified director-nominees; making recommendations to the Board regarding its committee structure and composition; reviewing and making recommendations to the Board regarding non-employee director compensation; overseeing an annual evaluation of the Board and its committees; developing and recommending to the Board a set of corporate governance guidelines and the corporate code of ethics; and generally advising the Board on corporate governance and related matters.

Our Board has determined that each member of the Nominating Committee is independent and satisfies the NYSE listing standards.

## **CORPORATE GOVERNANCE**

### **Governance Policies**

Our Guidelines on Governance reflect the fundamental corporate governance principles by which our Board and its committees operate. These guidelines set forth general practices the Board and its committees follow with respect to structure, function, organization, composition and conduct. These guidelines are reviewed at least annually by the Nominating Committee and are updated periodically in response to changing regulatory requirements, evolving corporate governance practices, input from our stockholders and otherwise as circumstances warrant.

Our Global Code of Ethics and Business Conduct sets forth the legal and ethical standards for conducting our business to which our directors, officers and employees, including our Chief Executive Officer, our Chief Financial Officer, and the directors, officers and employees of our subsidiaries must adhere. Our Global Code of Ethics and Business Conduct covers all significant areas of professional conduct, including employment practices, conflicts of interest, unfair or unethical use of corporate opportunities, protection of confidential information and other company assets, compliance with applicable laws and regulations, political activities and other public policy matters, and proper and timely reporting of financial results. See also [Public Policy Matters](#).

Our Guidelines on Governance and our Global Code of Ethics and Business Conduct are available in the Corporate Governance section of our website at [www.ventasreit.com/investor-relations/corporate-governance](http://www.ventasreit.com/investor-relations/corporate-governance). We also provide copies of our Guidelines on Governance and our Global Code of Ethics and Business Conduct, without charge, upon request to our Corporate Secretary at Ventas, Inc., 353 North Clark Street, Suite 3300, Chicago, Illinois 60654. Waivers from, and amendments to, our Global Code of Ethics and Business Conduct that apply to our Chief Executive Officer, Chief Financial Officer or persons performing similar functions will be timely posted on our website at [www.ventasreit.com](http://www.ventasreit.com). The information on our website is not a part of this Proxy Statement.

## Transactions with Related Persons

Our written Policy on Transactions with Related Persons requires that any transaction involving us in which any of our directors, officers or employees (or their immediate family members) has a direct or indirect material interest be approved or ratified by the Audit Committee or the disinterested members of our Board. Our Global Code of Ethics and Business Conduct requires our directors, officers and employees to disclose in writing to our General Counsel any existing or proposed transaction in which he or she has a personal interest, or in which there is or might appear to be a conflict of interest by reason of his or her connection to another business organization. Our General Counsel reviews these matters with the Presiding Director to determine whether the transaction raises a conflict of interest that warrants review and approval by the Audit Committee or the disinterested members of the Board. In determining whether to approve or ratify a transaction, the Audit Committee or disinterested members of the Board consider all relevant facts and circumstances available to them and other factors they deem appropriate.

We did not have any related party transactions during 2017.

	2017 Proxy Statement	19
--	----------------------	----

Table of Contents

## Risk Management

Management has primary responsibility for identifying and managing our exposure to risk, subject to active oversight by our Board of the processes we establish to assess, monitor and mitigate that exposure. The Board, directly and through its committees, routinely discusses with management our significant enterprise risks and reviews the guidelines, policies and procedures we have in place to address those risks, such as our approval process for acquisitions, dispositions and other investments. At Board and committee meetings, directors engage in comprehensive analyses and dialogue regarding specific areas of risk following receipt of written materials and in-depth presentations from management and third-party experts, including an enhanced annual enterprise risk management process and presentation to the Board to better identify risks, owners and mitigants. This process enables our Board to focus on the strategic, financial, operational, legal, regulatory and other risks that are most significant to us and our business in terms of likelihood and potential impact and ensures that our enterprise risks are well understood, mitigated to the extent reasonable and consistent with the Board's view of our risk profile and risk tolerance.

In addition to the overall risk oversight function administered directly by our Board, each of our Audit, Compensation, Nominating and Investment Committees exercises its own oversight related to the risks associated with the particular responsibilities of that committee:

- ii Our Audit Committee reviews financial, accounting and internal control risks and the mechanisms through which we assess and manage risk, in accordance with NYSE requirements, and has certain responsibilities with respect to our compliance programs, such as our Global Code of Ethics and Business Conduct, our Global Anti-Corruption Policy, our Political Contributions Policy, our Amended and Restated Securities Trading Policy and our Investigations Policy.
- ii Our Compensation Committee, as discussed in greater detail below, evaluates whether our compensation policies and practices, as they relate to both executive officers and employees generally, encourage excessive risk-taking.
- ii Our Nominating Committee focuses on risks related to corporate governance, board effectiveness and succession planning. Our Board annually adopts an emergency succession plan to facilitate the transition to both interim and long-term leadership in the unlikely event of an untimely vacancy in the position of Chief Executive Officer.
- ii Our Investment Committee is responsible for overseeing certain transaction-related risks, including the review of transactions in excess of certain thresholds, with existing tenants, operators, borrowers or managers, or that involve investments in non-core assets.

The chairs of these committees report on such matters to the full Board at each regularly scheduled Board meeting and other times as appropriate. Our Board believes that this division of responsibilities is the most effective approach for identifying and addressing risk, and through Ms. Cafaro's combined role as Chief Executive Officer and Chairman, our Board leadership structure appropriately supports the Board's role in risk oversight by facilitating prompt attention by the Board and its committees to the significant enterprise risks identified by management in our day-to-day operations.

### *Compensation Risk Assessment*

## Edgar Filing: VENTAS INC - Form DEF 14A

As part of its risk oversight role, our Compensation Committee annually considers whether our compensation policies and practices for all employees, including our executive officers, create risks that are reasonably likely to have a material adverse effect on our company. In conducting its risk assessment in 2017, the Compensation Committee reviewed a report prepared by management regarding our existing compensation plans and programs, including our severance and change-in-control arrangements, in the context of our business risk environment. In its review, the Compensation Committee noted several design features of our compensation programs that reduce the likelihood of excessive risk-taking, including, but not limited to, the following:

- ii a balanced mix of cash and equity compensation with a strong emphasis on performance-based incentive awards;
- ii multiple performance measures selected in the context of our business strategy and often in tension with each other, for example, goals which promote FFO growth and maintaining a strong balance sheet;

	<b>2017 Proxy Statement</b>	<b>20</b>
--	-----------------------------	-----------

---

Table of Contents

- ii regular review of comparative compensation data to maintain competitive compensation levels in light of our industry, size and performance;
- ii incentive award opportunities that do not provide minimum guaranteed payouts, are based on a range of performance outcomes and plotted along a continuum, and have capped payouts, subject in all cases to the Compensation Committee's and, in the case of our Chief Executive Officer, the independent Board members overall assessment of performance;
- ii equity compensation consisting entirely of full-value awards (PSUs and time-based RSUs) to provide greater incentive to create and preserve long-term stockholder value;
- ii equity incentive awards granted for future performance with multi-year vesting schedules/performance periods to enhance retention;
- ii minimum stock ownership guidelines (which were increased from 5x to 6x for our Chief Executive Officer in January 2017) that align executive officers with long-term stockholder interests;
- ii our recoupment policy enables our Board to claw back incentive compensation in the event of a financial restatement; and
- ii prohibitions on engaging in derivative and other hedging transactions in our securities and restrictions on holding our securities in margin accounts or otherwise pledging our securities to secure loans.

Based on its evaluation, the Compensation Committee has determined, in its reasonable business judgment, that our compensation practices and policies for all employees do not create risks that are reasonably likely to have a material adverse effect on our company and instead promote behaviors that support long-term sustainability and creation of stockholder value.

## Public Policy Matters

We are committed to ethical business conduct and expect our directors, officers and employees to act with integrity and to conduct themselves and our business in a way that protects our reputation for fairness and honesty. Consistent with these principles, in our Global Code of Ethics and Business Conduct, our Global Anti-Corruption Policy and our Political Contribution, Expenditure and Activity Policy, we have established the policies and practices described below with respect to political contributions and other public policy matters.

### *Political Contributions and Expenditures*

We do not use corporate funds or resources for direct contributions to political candidates, parties or campaigns, other than occasional de minimis use of our property, such as using a conference room. Corporate resources include non-financial donations, such as the use of our property in a political campaign or our employees' use of work time and telephones to solicit for a political cause or candidate.

**Promotion of Company Interests**

We do not have a political action committee. However, we may advocate a position, express a view or take other appropriate action with respect to legislative or political matters affecting our company or our interests. We may also ask our employees to make personal contact with governmental officials or to write letters to present our position on specific issues. Any such advocacy is done in compliance with applicable laws and regulations.

**Political Activities by Company Personnel**

We believe that our directors, officers and employees have rights and responsibilities to participate in political activities as citizens, including voting in elections, keeping informed on political matters, serving on civic bodies and contributing financially to, and participating in the campaigns of, the political candidates of their choice. Accordingly, our directors, officers and employees are not constrained from engaging in political activities, making political contributions, expressing political views or taking action on any political or legislative matter, so long as they are acting in their individual capacity, on their own time and at their own expense. Directors, officers and employees acting in their individual capacity must not give the impression that they are speaking on our behalf or representing our company in such activities.

	2017 Proxy Statement	21
--	----------------------	----



Table of Contents

**Relationships with Government Officials**

Our directors, officers and employees may not maintain any relationship or take any action with respect to public officials that could impugn our integrity or reputation. In particular, our directors, officers and employees may not offer, promise or give anything of value, including payments, entertainment and gifts, to any government official, employee, agent or other intermediary of the United States government or any domestic or foreign government.

## OUR EXECUTIVE OFFICERS

Set forth below is certain biographical information about our executive officers. Ages shown for all executive officers are as of the date of the 2018 Annual Meeting.

Name and Position	Age	Business Experience
<b>Debra A. Cafaro</b> <i>Chairman and Chief Executive Officer</i>	60	Ms. Cafaro's biographical information is set forth in this Proxy Statement under Proposals Requiring Your Vote Proposal 1: Election of Directors.

Edgar Filing: VENTAS INC - Form DEF 14A

**John D. Cobb**

*Executive Vice President and Chief Investment Officer*

46 Mr. Cobb has been our Executive Vice President, Chief Investment Officer since March 2013, after serving as our Senior Vice President, Chief Investment Officer from 2010 to March 2013. Prior to that, Mr. Cobb was a President and Chief Executive Officer of Senior Lifestyle Corporation, where he led the strategic direction of a 9,000+ unit retirement company with over 3,400 employees. Prior to that, he held various positions with GE Healthcare Financial Services, a division of General Electric Capital Corporation, which is a subsidiary of General Electric Corporation, with the last being Senior Managing Director, where he led a team focused on debt and equity investments in healthcare real estate totaling over \$9 billion. Mr. Cobb has served as a member of the Board of Directors of the National Investment Center for the Seniors Housing & Care Industry. He is currently a member of the Executive Board of the American Seniors Housing Association.

	2018 Proxy Statement	22
--	----------------------	----

Table of Contents

**Todd W. Lillibridge**

*Executive Vice President, Medical Property Operations; President and Chief Executive Officer, Lillibridge Healthcare Services, Inc.*

62 Mr. Lillibridge has been our Executive Vice President, Medical Property Operations since July 2010. Mr. Lillibridge also serves as President and Chief Executive Officer of our subsidiary, Lillibridge Healthcare Services, Inc. ( Lillibridge ), where he is responsible for the strategic focus, vision and overall leadership of our MOB operations. Prior to joining Lillibridge s predecessor in 1982, and subsequently establishing Lillibridge & Company, Mr. Lillibridge was employed by Baird & Warner, Inc. of Chicago, Illinois, serving in the real estate finance group and the development division. He is a member of the Economic Club of Chicago and the World Presidents Organization of Chicago. Mr. Lillibridge is a member of the board of directors of DIRTT Environmental Solutions, Ltd., Ardent Health Services, member of the Rush University Medical Center Facilities Committee and a member of Pacific Medical Buildings Healthcare Real Estate Board.

**Robert F. Probst**

*Executive Vice President and Chief Financial Officer*

50 Mr. Probst has been our Executive Vice President and Chief Financial Officer since October 2014 and previously served as our Acting Chief Accounting Officer from October 2014 to September 2015. Prior to joining us, Mr. Probst served as senior vice president and chief financial officer of Beam Inc., a global spirits distributor, from its inception as an independent, S&P 500 company in October 2011 to its sale to Suntory Holdings Limited in May 2014. Prior to that, he served as senior vice president and chief financial officer of Beam Global Spirits & Wine, Inc., playing a key role in establishing the former unit of Fortune Brands, Inc. as a standalone publicly-traded company. Mr. Probst serves on the boards of the Chicago Botanic Garden and Camp Kesem, as well as the advisory board of the Duke University Financial Economics program.

Edgar Filing: VENTAS INC - Form DEF 14A

**T. Richard Riney**

*Executive Vice President, Chief  
Administrative Officer, General  
Counsel and Ethics and Compliance  
Officer*

60 Mr. Riney has been our Executive Vice President and General Counsel since 1998, was named our Chief Administrative Officer in 2007, has served as our Corporate Secretary since August 2015 and previously served as our Corporate Secretary from 1998 to 2012. Mr. Riney also serves as our Ethics and Compliance Officer. From 1996 to 1998, he served as Transactions Counsel for our predecessor, Vencor, Inc. Prior to that, Mr. Riney practiced law with the law firm of Hirn, Reed & Harper, where his areas of concentration were real estate and corporate finance. Mr. Riney serves on the Centre College Board of Trustees. He is admitted to the Bar in Kentucky and is a member of the National Association of Real Estate Investment Trusts ( NAREIT ).

	2018 Proxy Statement	23
--	----------------------	----

[Table of Contents](#)

## EXECUTIVE COMPENSATION

### Compensation Committee Report

The Compensation Committee has reviewed and discussed with management the following Compensation Discussion and Analysis and, based on such review and discussion, has recommended to the Board that the Compensation Discussion and Analysis be included in this Proxy Statement and incorporated by reference into the 2017 Form 10-K.

#### COMPENSATION COMMITTEE

Jay M. Gellert, Chair

Richard I. Gilchrist

Roxanne M. Martino

James D. Shelton

### Compensation Discussion and Analysis

This Compensation Discussion and Analysis ( CD&A ) provides a detailed description of our executive compensation philosophy, objectives and programs, the compensation decisions made under those programs and the factors considered by our Compensation Board Members in making those decisions. The CD&A focuses on the compensation of our Named Executive Officers for 2017, who were:

Name	Title
Debra A. Cafaro	Chairman and Chief Executive Officer
Robert F. Probst	Executive Vice President and Chief Financial Officer
Todd W. Lillibridge	Executive Vice President, Medical Property Operations; President and Chief Executive Officer, Lillibridge Healthcare Services, Inc.

Edgar Filing: VENTAS INC - Form DEF 14A

<b>T. Richard Riney</b>	Executive Vice President, Chief Administrative Officer, General Counsel and Ethics and Compliance Officer
<b>John D. Cobb</b>	Executive Vice President and Chief Investment Officer

As in previous years, we awarded compensation to our Named Executive Officers for 2017 based on policies that closely link compensation to performance. These policies, in structured combination, generate rewards for achievement of high-level company and individual performance and discourage excessive short-term risk taking. This balance is essential to align management with the long-term interests of our stockholders.

*Executive Summary*

Our executive compensation programs are designed to attract, retain and motivate talented executives, to reward them for the achievement of pre-established company objectives combined with tailored individual goals consistent with our strategic plan and to link compensation to company performance. We compensate executives primarily through base salary, annual cash incentive compensation and long-term equity incentive compensation. Our executive compensation philosophy emphasizes performance-based incentive compensation over fixed cash compensation, so that the vast majority of total direct compensation is variable and not guaranteed. A significant percentage of incentive compensation is in the form of equity awards that may be earned, if at all, based on future performance over a period of three years. This structure appropriately focuses our executive officers on the creation of long-term value and encourages prudent risk evaluation.

	<b>2018 Proxy Statement</b>	<b>24</b>
--	-----------------------------	-----------

Table of Contents

**2017 Performance**

**Returns to Stockholders.** Our long history of delivering sustained, superior returns to stockholders continued in 2017:

- ii Though below our historical average, our 0.7% TSR in 2017 outperformed the three large-cap diversified healthcare REITs in 2017 and our TSR ranked first in this group for the one-, three-, five- and 10-year periods ended December 31, 2017 (as well as since 2000), demonstrating short- and long-term outperformance during varied economic cycles.
- ii For the period from January 1, 2000 through December 31, 2017 (the 18 full fiscal years of our Chief Executive Officer's tenure), we delivered compound annual TSR of 24%, dramatically outperforming our peers, the S&P 500 index and the MSCI REIT Index.
- ii We increased our dividend by 5% in 2017.

**Strategic, Financial and Operating Performance.** We delivered exceptional strategic, financial and operating performance in 2017:

**ii Revenue, NOI, Same-Store Cash NOI and Net Cash from Operating Activities Growth:**

Ø Achieved record \$3.6 billion revenue and \$2.1 billion NOI, delivering 2.5% same-store cash NOI growth, at the high end of our initial guidance, and 5% growth in net cash provided by operating activities, up to a record number;

**iii Effective Balance Sheet Management and Efficient Capital Markets Execution:**

Ø Continued strengthening of our balance sheet by maintaining our excellent leverage and improving our liquidity by \$1.4 billion, ending the year at 5.7x net debt to adjusted pro forma EBITDA and 4.6x fixed charge coverage;

Ø Completion of \$4.5 billion in efficient long-term capital raises, including more than \$1 billion in long-term debt at attractive rates, an upsized and extended revolving credit facility with \$3 billion in borrowing capacity at improved pricing and a \$400 million revolving construction credit facility to facilitate funding our broadening development pipeline;

	2018 Proxy Statement	25
--	----------------------	----



Table of Contents

**ii Value-Creating Investments:**

ØMade and committed to \$1.8 billion of attractive, value-creating investments, including funding (i) the continued growth in our university-based life sciences and innovation business with significant developments and acquisitions (grown by 37% since inception with a strong pipeline of opportunities), (ii) Ardent Health Services' successful acquisition of LHP Hospital Group and (iii) selective SHOP and MOB development and redevelopment deals;

**ii Profitable Dispositions:**

ØAccelerated our strategic and highly profitable disposition program, closing greater than \$900 million in profitable dispositions and receipt of timely loan repayments in 2017 and recognizing greater than \$700 million in gains, including substantially exiting the skilled nursing business through disposal of more than \$700 million in skilled nursing assets;

**ii Investor Relations and Customer Focus:**

- ØExpanded investor relations engagement through non-deal roadshows, operator presentations, property tours and targeted outreach highlighting areas of increased focus;
- ØSuccessful negotiation of collaborative and mutually beneficial arrangements with our leading operators, such as the successful recapitalization of Atria Senior Living;
- ØCompletion of several customer-focused initiatives, including support for senior living employee assistance programs, hurricane assistance, procurement referrals and working with our operators on growth and cost savings initiatives;

**ii Sustainability, Values, Reputation and Industry Leadership:**

- ØWe were named among Fortune's World's Most Admired Companies and received numerous prestigious awards in 2017 and early 2018 in recognition of our philanthropy, reputation, commitment to superior governance and results, industry leaders, exemplary stewardship and world-class team.
- ØOwnership of an industry-leading portfolio of 69 ENERGY STAR Certified buildings and 37 LEED Certified buildings, which includes over \$500 million of investment in 8 active developments pursuing LEED certification and receipt of a broad range of awards and recognitions during the year in REIT space, healthcare industry and among global corporations, including inclusion in the Dow Jones Sustainability Index (attaining top quartile results across ESG metrics among all North American Real Estate companies), achieving the #1 rank among public Healthcare REITs in the 2017 GRESB Real Estate Assessment on Sustainability and representation in the FTSE4GOOD Sustainability Index Series and MSCI Global Sustainability Index;
- ØWe are on track to meet our 10-year targets to reduce our environmental impact from a 2013 baseline, which includes 10% reductions in energy usage and greenhouse gas emissions, 5% reduction in water usage and 4% reduction in landfill waste;
- ØIdentified as a Winning Company in the 2020 Women on Boards Gender Diversity Index and a Corporate Champion by the Women's Forum of New York

Edgar Filing: VENTAS INC - Form DEF 14A

for having an industry-leading 30% female Board of Directors;

ØVentas Charitable Foundation contributed almost \$1 million to 80 organizations in 2017, including our ongoing 5-year, \$1 million marquee partnership with the Greater Chicago Food Depository to alleviate senior hunger; and

ØGreater than 90 percent of requests have been met and in excess of \$500,000 given to an Employee Charitable Fund, which provides grants to organizations that are directly nominated by our employees.

	2018 Proxy Statement	26
--	----------------------	----

Table of Contents

The 2017 compensation decisions made by our Compensation Board Members reflected our level of achievement overall with respect to the pre-established measures and goals under our annual cash and long-term equity incentive plans and the individual performance and contributions of our Named Executive Officers to our strong financial and operating performance during the year.

***2017 Executive Compensation***

In 2017, our compensation decisions again reflected strong alignment between pay and performance. In determining the incentive compensation paid to our Named Executive Officers for 2017, our Compensation Board Members rigorously evaluated company and individual performance relative to the pre-established measures and goals under our annual cash and long-term equity incentive plans. Our TSR for the one-, three, five- and ten-year periods ended December 31, 2017 (as well as since 2000) has placed us first among the three large-cap diversified healthcare REITs for these periods, demonstrating short- and long-term

outperformance during varied economic cycles. In addition, we were the only large-cap diversified healthcare REIT to achieve year-over-year normalized FFO per share growth in 2017, finishing at \$4.16 per share.

We delivered excellent strategic, financial and operating performance, including significant expansion of our university-based life sciences and innovation business, accelerated dispositions of greater than \$900 million in assets at premium pricing, 2.5% same-store cash NOI growth, 5% dividend growth in 2017, improved financial strength as illustrated by maintaining our excellent leverage and improving our liquidity by \$1.4 billion, ending the year at 5.7x net debt to adjusted pro forma EBITDA and 4.6x fixed charge coverage, capital markets excellence, collaboration with our operators to build or recapitalize their businesses and earning numerous significant ESG achievements and awards.

**2017 Base Salary.** Following a review of compensation data for peers with substantially similar roles and responsibilities (as described below under *Benchmarking and Comparable Companies* ), each of our Named Executive Officers (other than Ms. Cafaro) received an increase in base salary for 2017 to remain near the market median.

	2018 Proxy Statement	27
--	----------------------	----

---

Table of Contents

**2017 Annual Cash Incentive Awards.** Cash incentive awards granted to our Named Executive Officers for 2017 performance were earned between the target and maximum levels, ranging from 107% to 149% of their respective target award opportunities, based on our performance with respect to pre-established company financial measures, as further described below in the Annual Cash Incentive Compensation Opportunities, Measures and Actual Performance section.

**2017 Long-Term Equity Incentive Awards.** After careful consideration of constructive feedback from our investors, we made significant and responsive modifications to our executive compensation program in January 2017, including the adoption of a forward-looking long-term equity incentive plan in replacement of our backward-looking plan. This new program responds directly to the feedback provided by investors in our stockholder engagement process, further emphasizes our commitment to aligning pay and performance, retaining and motivating talented executives and rewarding superior performance without incentivizing undue risk-taking by (i) designing equity awards to be earned at a higher or lower level based on future performance rather than being granted following the satisfaction of specified performance goals, (ii) eliminating the discretionary component from our long-term equity incentive plan, (iii) elongating equity vesting periods, (iv) increasing the proportion of long-term equity incentive awards that may be earned based on relative TSR metrics and (v) eliminating stock options. Full details of our new forward-looking long-term equity incentive plan are further described below in the Long-Term Equity Incentive Compensation Opportunities, Measures and Performance section.

***Pay-for-Performance Alignment***

The graph below illustrates our long-term pay-for-performance alignment by comparing our Chief Executive Officer's total direct compensation to our TSR performance (indexed to a 2012 base year) for each of the past five years.

Total Direct Compensation includes, for the applicable year, base salary, actual annual cash incentive awards earned, the value of long-term equity incentive awards earned or granted (as applicable) and All Other Compensation as reported in the Summary Compensation Table. This graph differs from compensation reported in the 2017 Summary Compensation Table in the following respects:

- ii For 2012-2016, the period during which our backward-looking plan was in effect, the graph aligns the value of long-term equity incentive awards with the performance year for which they were earned, rather than the year in which they were granted (e.g., long-term equity incentive awards granted in January 2017 for 2016 performance are shown in the graph above as 2016 compensation), consistent with the manner in which our Compensation Board Members evaluated compensation and pay-for-performance under the previous backward-looking plan for our Named Executive Officers.

	2018 Proxy Statement	28
--	----------------------	----

Table of Contents

- ii For 2017, the first year our new forward-looking long-term equity incentive plan was in effect, we report the grant date fair value (approximating target level of performance) of the pRSUs granted in 2017 that may be earned, if at all, based on performance relative to performance goals measured from January 1, 2017 through December 31, 2019. Actual payout will occur in 2020 and will range from 0% - 220% of the target value. The graph also includes the grant date fair value of the regular annual time-based RSUs that may vest in three equal annual installments following the grant date, generally subject to continued employment.
- ii The 2017 figure excludes time-based one-time RSU transition awards received by certain of our Named Executive Officers because they are one-time in nature and not a continuing feature of the long-term incentive plan. These one-time transition awards were designed to partially mitigate the impact of a reduction in the realized pay for our Named Executive Officers in 2018 and 2019 resulting from the transition from a backward-looking long-term equity incentive plan to a forward-looking plan.

**Recurring CEO compensation is substantially lower than reflected in the 2017 Summary Compensation Table because SEC rules require us to report all equity grants made in 2017, including the final 2016 backward-looking equity grant and the non-recurring transition awards. For 2017, target CEO total direct compensation is \$11.3 million on a recurring, normalized basis.**

*Compensation Policies and Practices Good Governance*

Consistent with our commitment to strong corporate governance and responsiveness to our stockholders, in 2017 our Board maintained the following compensation policies and practices to drive performance and serve our stockholders' long-term interests:

- ii **Balance:** The structure of our executive compensation program includes a balanced mix of cash and equity compensation with a strong emphasis on performance-based incentive awards that contain a blend of metrics promoting responsible growth and risk management.
- ii **Capped Opportunity:** Our Named Executive Officers' incentive award opportunities are capped, and the value of their awards is determined based on the Compensation Committee's or the independent Board members' assessment of performance with respect to multiple performance measures, including relative TSR, that promote stockholder value.
- ii **Retention:** The long-term equity incentive awards granted to our Named Executive Officers measure future performance over a three-year period to enhance retention and alignment with long-term stockholder value.
- ii **Peer Companies:** The competitiveness of our executive compensation program is assessed by comparison to the median of a group of peer companies that are comparable to us in terms of enterprise value, market capitalization and total assets.
- ii **Independence:** Our Compensation Committee is comprised solely of independent directors

and annually engages an independent compensation consultant to advise on matters related to our executive compensation program.

- ii **Change of Control!**: Our employment agreements and all forward-looking equity award agreements with executive officers do not provide single-trigger change of control benefits, and we prohibit new tax gross-up arrangements under our anti-tax gross-up policy. Only one of our Named Executive Officers has a legacy agreement with a tax gross-up provision.
- ii **Stock Ownership Guidelines**: We maintain meaningful stock ownership guidelines for our executive officers (which were increased in 2017 from 5x to 6x base salary for our CEO) and non-employee directors that promote a long-term stockholder perspective.

	2018 Proxy Statement	29
--	----------------------	----



Table of Contents

- ii **Risk Review:** Our Compensation Committee annually reviews and assesses the potential risks of our compensation policies and practices for all employees.
- ii **Clawback Policy:** Our recoupment policy enables our Board to claw back incentive compensation in the event of a financial restatement.
- ii **Limited Perquisites:** Our executive officers receive limited perquisites and other personal benefits that are not otherwise generally available to all of our employees.
- ii **No Pledging or Hedging:** Our Amended and Restated Securities Trading Policy ( Securities Trading Policy ) prohibits our executive officers and directors from engaging in derivative and other hedging transactions in our securities and restricts our executive officers and directors from holding our securities in margin accounts or otherwise pledging our securities to secure loans without the prior approval of the Audit Committee (no executive officer or director pledged or held our securities in margin accounts at any time during 2017).

**2017 Responsive Redesign of our Long-Term Equity Incentive Plan**

In response to our 2016 advisory vote on our Named Executive Officers' compensation and our Compensation Committee Chairman's conversations with a significant number of our largest investors, we carefully considered constructive feedback on our executive compensation program and corporate governance provided to us by our largest stockholders and in January 2017, we redesigned our long-term incentive compensation program, beginning with the 2017-2019 performance period.

We gained valuable insight from engaging with our stockholders on a consistent basis before, during and after the redesign process. We conducted broad investor outreach programs on four separate occasions during this process:

Outreach Timing	Company Participants	Investor Contact	Topics
Late 2015/ Early 2016	<ul style="list-style-type: none"> <li>- Compensation Committee Chair</li> <li>- Independent Compensation Committee Consultant</li> <li>- Members of our Legal Team</li> </ul>	27 Largest Stockholders (holding ~60% of our shares)	<ul style="list-style-type: none"> <li>- Executive compensation program</li> <li>- Solicit feedback on our executive compensation program and corporate governance practices</li> </ul>
Mid 2016	<ul style="list-style-type: none"> <li>- Compensation Committee Chair</li> </ul>	30 Largest Stockholders (holding ~60% of our shares)	<ul style="list-style-type: none"> <li>- Potential executive compensation program design changes</li> </ul>

	- Independent Compensation Committee Consultant		- Solicit feedback on our executive compensation program design and corporate governance practices
	- Members of our Legal Team		
<b>Early 2017</b>	- Compensation Committee Chair	32 Largest Stockholders (holding ~60% of our shares)	- Executive compensation program design changes
	- Members of our Legal Team		- Corporate governance improvements
			- Solicit feedback on our executive compensation program and corporate governance practices
<b>Late 2017/ Early 2018</b>	- Compensation Committee Chair	40 Largest Stockholders (holding ~66% of our shares)	- Review of improved executive compensation program and corporate governance enhancements
	- Members of our Legal Team		- Solicit feedback on our executive compensation program and corporate governance practices

Based on these discussions, we learned that our stockholders:

- ii generally approve of the overall structure of our executive compensation program and diversity of goals, particularly our use of balanced metrics of growth, risk management and capital structure to mitigate risk and promote responsible, sustained long-term growth;

	<b>2018 Proxy Statement</b>	<b>30</b>
--	-----------------------------	-----------

Table of Contents

- ii generally approve of our implementation of the executive compensation program, the factors considered and the decisions made under the program;
- ii generally approve of our proxy disclosures regarding our executive compensation program and corporate governance best practices;
- ii generally support our pay-for-performance alignment; and
- ii generally endorse our corporate governance practices.

We also received constructive feedback from our investors. After careful consideration of this feedback, we made significant and responsive modifications to our executive compensation program, beginning with the 2017 compensation cycle.

The key features of the new program are consistent with the feedback we received from our largest stockholders and are described in further detail below in the section entitled, 2017 Forward-Looking Awards: Responsive Redesign of Long-Term Incentive Compensation.

We believe this redesigned program enhances alignment of pay and performance, is responsive to investor feedback and provides simpler, clear objectives, while achieving our goals of attracting, retaining and motivating talented executives and rewarding superior performance in the context of our business risk environment.

Following implementation of these changes, which were first reported in our 2017 Proxy Statement, we received support from over 95% of our stockholders with respect to our 2017 advisory vote on our Named Executive Officers' compensation. Accordingly, we have not made further changes to the structure of our executive compensation program as a direct result of the outcome of our 2017 advisory vote on our Named Executive Officers' compensation.

***Objectives of Our Compensation Program***

We recognize that effective compensation strategies are critical to recruiting, incentivizing and retaining key

	<b>2018 Proxy Statement</b>	<b>31</b>
--	-----------------------------	-----------

---

Table of Contents

employees who contribute to our long-term success and thereby create value for our stockholders. Accordingly, our compensation program is designed to achieve the following primary objectives:

- ü attract, retain and motivate talented executives;
- ü reward performance that meets or exceeds pre-established company and tailored individual goals consistent with our strategic plan, while maintaining alignment with stockholders;
- ü provide balanced incentives that discourage excessive risk-taking;
- ü retain sufficient flexibility to permit our executive officers to manage risk and adjust appropriately to meet rapidly changing market and business conditions;
- ü evaluate performance by balancing consideration of those measures that management can directly and significantly influence with market forces that management cannot control (such as monetary policy and interest rate expectations), but that impact stockholder value;
- ü encourage executives to become and remain long-term stockholders of our company; and
- ü maintain compensation and corporate governance practices that support our goal to deliver sustained, superior returns to stockholders.

We align the interests of our executive officers and stockholders by maintaining a performance- and achievement-oriented environment that provides executives with the opportunity to earn market-competitive levels of cash and equity compensation for strong performance measured against key strategic, financial and operating goals that create long-term stockholder value.

***Benchmarking and Comparable Companies***

For 2017 benchmarking purposes, PM provided our Compensation Board Members with comparative market data on compensation practices and programs based on its analysis of a group of peer companies (the Comparable Companies ) and provided guidance on compensation trends and best practices. Using this market data, PM advised the Compensation Board Members and made recommendations with respect to program design and setting base salaries and incentive award opportunity levels for our Named Executive Officers for 2017.

In determining 2017 compensation targets for our Named Executive Officers, our Compensation Committee, in consultation with PM, considered the competitive positioning of our executive compensation levels relative to compensation data for the Comparable Companies with respect to the following components of pay: base salary; total annual compensation (base salary plus annual incentive awards); long-term equity incentives (annualized expected value of long-term equity incentive awards) and total direct compensation (base salary plus annual incentive awards and annualized expected value of long-term equity incentive awards). Consistent with our compensation philosophy, our Compensation Committee reviewed each element of pay in the context of the Comparable Companies, but targeted approximately the median of the Comparable Companies on an overall, total direct compensation basis, subject to adjustment based on the unique skills, expertise and individual contributions of each Named Executive Officer. Our 2017 executive compensation program was designed to deliver compensation levels above or below these targets if performance exceeded or failed to achieve the goals established for the annual cash and long-term equity incentive awards. We believe this methodology is appropriate for our operating style and reflects the need to attract, retain and stretch top

executive talent.

The group of Comparable Companies consists of large-cap REITs in our healthcare sector and different sectors (such as office, retail and lodging), but otherwise similar to us in terms of FFO and generally falling within a range of 40% to 250% of our enterprise value, market capitalization and total assets. Because these companies' values may rise or fall based on underlying trends that are different from those affecting healthcare real estate, our total returns may vary significantly from theirs. Our Compensation Committee annually reviews the Comparable Companies to ensure that their size and operations remain comparable to ours and may change the composition of the group from time to time as appropriate. In December 2016, the Compensation Committee and PM examined the 2016 peer group and approved changes to the 15 Comparable Companies to be used for 2017 compensation purposes. The Compensation Committee removed Host Hotels & Resorts, Inc. and Kimco Realty Corporation due to size and structure misalignment with us and added Crown Castle International Corp. and Equinix, Inc. The Compensation Committee believes this revised group of

	2018 Proxy Statement	32
--	----------------------	----

---

Table of Contents

Comparable Companies provides a more accurate representation of our peer companies based on the size and complexity of the constituent companies (including participation in joint ventures) and provides a more accurate pool from which we compete for executive talent and stockholder investment.

<b>2017 Comparable Companies</b>	
<b>American Tower Corp.</b>	<b>AvalonBay Communities, Inc.</b>
<b>Boston Properties, Inc.</b>	<b>Crown Castle International Corp.</b>
<b>Equinix, Inc.</b>	<b>Equity Residential</b>
<b>General Growth Properties, Inc.</b>	<b>HCP, Inc.</b>
<b>Prologis, Inc.</b>	<b>Public Storage, Inc.</b>
<b>Simon Property Group, Inc.</b>	<b>SL Green Realty Group, Inc.</b>
<b>The Macerich Company</b>	<b>Vornado Realty Trust, Inc.</b>
<b>Welltower, Inc.</b>	

**2018 Comparable Companies**

In August 2017, the Compensation Committee and SBCG examined the 2017 peer group and approved changes to the 15 Comparable Companies identified above to be used for 2018 compensation purposes. Based on SBCG's advice, the Compensation Committee refined its approach to setting the peer group by simplifying the criteria to generally include publicly-traded REITs with an enterprise value over \$20 billion and having total assets of over \$10 billion, irrespective of direct business fit. This change resulted in Digital Realty Trust, Inc., Realty Income Corp. and Weyerhaeuser Co. being added to the existing 15 company peer group set.

The Compensation Committee believes this updated approach will result in a more predictable and consistent peer group consisting of companies within our same industry, while maintaining focus on companies comparable to us in terms of size and talent.

**Compensation Mix**

Our executive compensation philosophy promotes a compensation mix that emphasizes variable pay and long-term stockholder value. We believe that an emphasis on incentive compensation creates greater alignment with the interests of our stockholders, ensures that our business strategy is executed by decision-makers in a manner that focuses on the creation of long-term value rather than only short-term results, and encourages prudent evaluation of risks. Accordingly, our compensation structure is designed such that a significant portion of Named Executive Officers' total direct compensation is in the form of equity awards. Under our new forward-looking long-term equity incentive plan, equity awards will be earned and vest based on future performance over a period of three years from the grant date.

The following charts illustrate each Named Executive Officer's base salary, target annual cash incentive compensation and target long-term equity incentive compensation as a percentage of his or her target total direct compensation for 2017. Ms. Cafaro's target

Edgar Filing: VENTAS INC - Form DEF 14A

total direct compensation reflects a heavier weight on long-term equity incentive compensation because our Compensation Board Members believe that, due to her leadership role as our Chief Executive Officer, her compensation structure should reflect even greater alignment with our stockholders.

	2018 Proxy Statement	33
--	----------------------	----

---



Table of Contents

*Elements of Our Compensation Program*

For 2017, the compensation provided to our executive officers consisted of the same elements generally available to our non-executive officers: base salary; annual cash incentive compensation; long-term equity incentive compensation; and other perquisites and benefits.

*Base Salary*

The base salary payable to each Named Executive Officer provides a fixed component of compensation that reflects the executive's position and responsibilities. Base salary is generally targeted to approximate the competitive market median of the Comparable Companies, but may deviate from this target based on an individual's sustained performance, contributions, leadership, experience, expertise and specific roles within our company as compared to the benchmark data. Our Compensation Committee reviews base salaries annually and may make adjustments to better match competitive market levels or to recognize an executive's professional growth and development or increased responsibilities. The Compensation Committee also considers the success of each executive officer in developing and executing our strategic plans, exercising leadership and creating stockholder value.

Edgar Filing: VENTAS INC - Form DEF 14A

In determining 2017 base salaries for our Named Executive Officers, our Compensation Committee analyzed base salary information of the Comparable Companies contained in a report prepared by PM. Although the Compensation Committee periodically considers information from REIT industry and other compensation surveys, it places primary emphasis on publicly-available data from the Comparable Companies' proxy statements and other SEC filings, which is more detailed by individual executive officer position than the data typically provided in compensation surveys.

For 2017, as part of an overall strategy to bring our Named Executive Officers' total direct compensation opportunities approximately to the median of our peer group, our Compensation Board Members approved the following base salary levels for our Named Executive Officers:

	Base Salary		Year-Over-Year
	2016	2017	% Change
Debra A. Cafaro	\$ 1,075,000	\$ 1,075,000	0%
Robert F. Probst	592,000	615,000	3.9%
Todd W. Lillibridge	494,000	510,000	3.2%
T. Richard Riney	541,000	560,000	3.5%
John D. Cobb	541,000	605,000	11.8%

	<b>2018 Proxy Statement</b>	<b>34</b>
--	-----------------------------	-----------

Table of Contents

At these levels, the Compensation Board Members considered each Named Executive Officer's 2017 base salary to continue to be within the competitive range given each individual's unique skills, expertise and individual contributions. Mr. Cobb received a larger increase based on his outstanding performance with respect to critical strategic transactions and an increase in his aggregate responsibilities within the Company, and as a result of a change in his compensation benchmarking position-matching to more accurately reflect his role within the Company. For the second consecutive year, the Compensation Board Members did not adjust Ms. Cafaro's base salary in 2017.

For 2018, our Compensation Board Members approved the following base salary increases for certain of our Named Executive Officers:

	Base Salary		Year-Over-Year
	2017	2018	% Change
Debra A. Cafaro	\$ 1,075,000	\$ 1,075,000	0%
Robert F. Probst	615,000	627,300	2.0%
Todd W. Lillibridge	510,000	510,000	0%
T. Richard Riney	560,000	571,200	2.0%
John D. Cobb	605,000	626,175	3.5%

At these levels, the Compensation Board Members considered each Named Executive Officer's base salary to be within the competitive range given each individual's unique skills, expertise and individual contributions. For the third consecutive year, the Compensation Board Members did not adjust Ms. Cafaro's base salary in 2018, meaning that her base salary has remained flat since 2015.

### ***Annual Cash Incentive Compensation Opportunities, Measures and Actual Performance***

We provide our Named Executive Officers with an annual opportunity to earn cash incentive awards for the achievement of pre-established company financial goals and tailored individual objectives. At the beginning of each performance year, our Compensation Board Members approve specific performance measures, goals and weightings and an award opportunity range (expressed as multiples of base salary and corresponding to threshold, target and maximum levels of performance) for each Named Executive Officer.

Cash incentive awards granted to our Named Executive Officers for 2017 performance were earned between the target and maximum levels, ranging from 107% to 149% of their respective target award opportunities. We achieved between target and maximum performance for normalized FFO, exceeded maximum performance with respect to fixed charge coverage and exceeded maximum performance with respect to liquidity coverage ratio (each goal as further described below) that together accounted for 65% of the award opportunity (or 35% in the case of Mr. Lillibridge). Performance with respect to MOB operations financial metrics, which accounted for 40% of Mr. Lillibridge's 2017 annual cash incentive award opportunity, finished between threshold and target

Edgar Filing: VENTAS INC - Form DEF 14A

for this portion of his award. With respect to the tailored individual objectives that accounted for the remaining 35% of the award opportunity (or 25% in the case of Mr. Lillibridge), our Compensation Board Members determined that each Named Executive Officer achieved above target performance, in recognition of each Named Executive Officers achievement of his or her tailored individual goals and contribution to our success.

	2018 Proxy Statement	35
--	----------------------	----

---

Table of Contents

**2017 Award Opportunities.** In January 2017, our Compensation Board Members approved the 2017 annual cash incentive award opportunities for our Named Executive Officers. The 2017 annual cash incentive award opportunities for all of our Named Executive Officers remained unchanged from 2016 opportunities.

Ms. Cafaro's annual cash incentive opportunity structure has greater leverage and a wider range of outcomes than the structures of our other Named Executive Officers in support of the view that the Chief Executive Officer's compensation should be more strongly aligned with stockholders than our other executive officers.

**Performance Measures and Results.** Below is a summary of the annual cash incentive plan measures and goals approved by our Compensation Board Members, the relative weighting for each performance measure, the reasons why we consider each performance measure to be an important component of our pay-for-performance philosophy, and our results with respect to those measures. Consistent with our compensation philosophy, the 2017 annual cash incentive plan measures and goals were determined taking into consideration our strategic plan and were designed to be challenging, but balanced and also discourage excessive risk-taking. Although these performance measures focus on shorter-term results, they have a counterbalancing effect on each other. They incentivize our Named Executive Officers to effectively meet rapidly changing market and business conditions and make appropriate business adjustments that benefit the long-term interests of our stockholders.

	2018 Proxy Statement	36
--	----------------------	----

---

Table of Contents

In the first quarter of the year following the performance year, each Named Executive Officer's performance is carefully evaluated with respect to the applicable pre-established measures and goals to determine the earned value of the individual's annual cash incentive award, if any, within the established award opportunity range.

**Normalized FFO Per Share**

Normalized FFO per share, excluding non-cash items,  
for the year ended December 31, 2017

**Weighting:** 40% (22% for Mr. Lillibridge)

**Goals:**

Threshold	\$4.10
-----------	--------

Target	\$4.15
Maximum	\$4.20

**Why does this measure matter?** FFO is a common measure of operating performance for REITs because it excludes, among other items, the effect of gains and losses from real estate sales and real estate depreciation and amortization to allow investors, analysts and management to compare operating performance among companies and across time periods on a consistent basis. A REIT's FFO can have a significant impact on the trading price of its common stock and, therefore, its TSR. Normalized FFO is the main measure the Company uses in its publicly-reported earnings and is defined as FFO excluding certain items, such as non-cash income tax items and deal costs/expenses. The maximum performance goal represented a 2% increase over 2016 normalized FFO per share, which the Committee believes is appropriately challenging in the current economic and interest rate environment for healthcare REITs. In setting the threshold, target and maximum performance levels, the Committee considers the Company's business model, growth rates of peers, size, and the asset classes in which it operates, as well as the desired tradeoffs between growth in FFO per share and maintaining a low risk profile through sound investments.

**Result: [Between Target and Maximum Performance.](#)** Our year-over-year normalized FFO per diluted share was \$4.16. The variance between our actual results and our pre-established goals was largely due to actions led by our Named Executive Officers, principally our accretive investments and improved property performance, partially offset by the impact of dispositions and loan repayments, higher rates on refinanced debt and lower profits and fees from beneficial transactions. We were the only large-cap diversified healthcare REIT to achieve year-over-year FFO per share growth in 2017.

	2018 Proxy Statement	37
--	----------------------	----



Table of Contents**Fixed Charge Coverage (Year End)**

Fixed charge coverage ratio as of December 31, 2017

**Weighting:** 10% (5% for Mr. Lillibridge)**Goals:**

Threshold	3.50x
Target	3.75x
Maximum	4.00x

**Why does this measure matter?** Fixed charge coverage ratio reflects the strength of our balance sheet and our ability to generate sufficient cash flow to meet our debt obligations and continue to pay or increase our dividend. A strong ratio of EBITDA-generation compared to fixed payment obligations one element of our comprehensive risk management program is especially important for REITs, which are dividend-paying and required to distribute to stockholders a substantial portion of their annual taxable net income. By maintaining a high fixed charge coverage ratio, we are able to preserve and enhance stockholder value. Even if our EBITDA declines in times of economic cycles or other impacts to our cash flows, high fixed charge coverage of cash flow to fixed obligations should enable us to generate sufficient free cash flow to meet our fixed obligations such as principal and interest payments and at the same time be able to maintain and even increase our dividend, which is an important component of our value proposition (total return) to stockholders. Strong fixed charge coverage also enables us to maintain a strong BBB or better credit rating, which enhances our cost of capital (a critical component of our continued investment strategy) and provides us with more consistent access to the debt capital markets even during periods of capital market disruption. We take a balanced approach to fixed charge coverage by maintaining a strong coverage ratio, while avoiding suboptimal capitalization from an unnecessarily high ratio.

**Result: Exceeded Maximum Performance Goal.** As of December 31, 2017, our fixed charge coverage ratio was 4.6x. The variance between our actual results and our pre-established goals was largely due to actions led by our Named Executive Officers, including efficient capital markets execution, effective management of sources and uses, hedging strategies and disciplined and consistent balance sheet management.

**Liquidity Coverage Ratio (Year End)**

Liquidity coverage ratio as of December 31, 2017

**Weighting: 15% (8% for Mr. Lillibridge)**

**Goals:**

Threshold	1.25x
Target	1.50x
Maximum	1.75x

**Why does this measure matter?** Liquidity coverage ratio was added as a metric for 2017 to further incentivize the Company to increase its sources of capital, to position the Company to succeed in a period of greater market uncertainty and volatility and to promote continued responsible FFO growth with an eye towards risk mitigation. More liquidity protects stockholder value and enables opportunistic value-creating activities. This metric is also consistent with how credit rating agencies evaluate our business and therefore illustrates our continued commitment to focus on creditworthiness.

**Result: Exceeded Maximum Performance Goal.** As of December 31, 2017, our liquidity coverage ratio was 2.0x. The variance between our actual results and our pre-established goals was largely due to actions led by our Named

	2018 Proxy Statement	38
--	----------------------	----

---

Table of Contents

Executive Officers, including innovative structuring of debt facilities, as well as generation of sources that exceeded uses. Because market conditions were favorable in 2017, the Company secured additional liquidity sources and therefore exceeded the maximum goal.

**Lillibridge Financial Performance (Year End)**

Same-Store Cash NOI, Same-Store Occupancy and Bad Debt for the year ended December 31, 2017

**Weighting: 40% (for Mr. Lillibridge only)**

**Goals:\***

Measure	Achievement	Goal	Weighting
Same-Store MOB Cash NOI  (based on a specific definition and pool of assets)	Threshold	1.6%	50%
	Target	2.35%	(20% of overall)
	Maximum	3.1%	
Same-Store Occupancy  (based on a specific pool of assets)	Threshold	91.7%	35%
	Target	92.2%	(14% of overall)
	Maximum	92.7%	
Bad Debt	Threshold	\$3.25 million	15%
			(6% of overall)

## Edgar Filing: VENTAS INC - Form DEF 14A

Target	\$2.5 million
Maximum	\$1.75 million

\* These goals were established for certain pools of assets and used certain definitions in place on January 1, 2017; they may differ from same-store pools of assets based on asset sales and intended sales, and/or market definitions.

**Why do these measures matter?** Same-Store MOB Cash NOI and Same-Store Occupancy are important measures of the MOB business's ability to generate internal organic growth and maximize the productivity of these assets. Bad Debt is an important measure of cash flow and credit quality in the tenant base.

**Result:** **Between Threshold and Target on a Combined Basis.** As of December 31, 2017, Lillibridge achieved (i) same-store cash NOI of 2.0%, which was between the threshold and target levels, (ii) same-store occupancy of 91.8%, which was slightly above the threshold level and (iii) bad debt of \$2.95 million, which was between the threshold and target levels.

### Individual Performance

Individual performance under management  
objectives established for each Named Executive Officer

**Weighting:** 35% (25% for Mr. Lillibridge)

### Goals:

Individual objectives relate to areas of special emphasis within the executive's particular responsibilities and duties, such as achieving certain cost, NOI or revenue targets, or achieving other extraordinary or unusual accomplishments or contributions, in light of our business risk environment.

**Why does this measure matter?** A review of each Named Executive Officer's annual accomplishments enables our Compensation Board Members to evaluate the specific contributions of the Named Executive Officer to our success and more closely link pay to performance.

	2018 Proxy Statement	39
--	----------------------	----

---

Table of Contents

**Result: Between Target and Maximum Performance.** Each of our Named Executive Officers achieved between target and maximum performance with respect to his or her tailored individual objectives. The significant accomplishments considered by our Compensation Board Members in determining the individual performance component of our Named Executive Officers' 2017 annual cash incentive awards are summarized below.

Name	Accomplishments
<b>Debra A. Cafaro</b>	<p>ii Delivered financial results at the high end of the Company's original guidance, including strong 2.5% same-store cash NOI growth, achieving record \$3.6 billion revenue and \$2.1 billion NOI and 5% growth in net cash provided by operating activities, up to a record number, while continuing to strengthen our balance sheet by maintaining our excellent leverage and improving our liquidity by \$1.4 billion, ending the year at 5.7x net debt to adjusted pro forma EBITDA and 4.6x fixed charge coverage.</p>
	<p>ii Spearheaded and developed and executed strategy for making and committing to \$1.8 billion of attractive, value-creating investments, including funding (i) the continued growth in our university-based life sciences and innovation business with significant developments and acquisitions (grown by 37% since inception with a strong pipeline of opportunities), (ii) Ardent Health Services' successful acquisition of LHP Hospital Group and (iii) selective SHOP and MOB development and redevelopment deals.</p>
	<p>ii Oversaw and accelerated our strategic and highly profitable disposition program, closing greater than \$900 million in profitable dispositions and receipt of timely loan repayments in 2017 and recognizing greater than \$700 million in gains, including substantially exiting the skilled nursing business through disposal of more than \$700 million in skilled nursing assets.</p>
	<p>ii Led completion of \$4.5 billion in efficient long-term capital raises, including more than \$1 billion in long-term debt at attractive rates, an upsized and extended revolving credit facility with \$3 billion in borrowing capacity at improved pricing and a \$400 million revolving construction credit facility to facilitate funding our broadening development pipeline.</p>
	<p>ii Drove delivery of 0.7% TSR in 2017 outperforming the three large-cap diversified healthcare REITs in 2017 and our TSR ranked first in this group for the one-, three-, five- and 10-year periods ended December 31, 2017 (as well as since 2000).</p>
	<p>ii Developing and implementing smooth MOB leadership transition process to ensure continued excellence in our MOB portfolio.</p>
	<p>ii Successful negotiation of collaborative and mutually beneficial arrangements with our leading operators.</p>
	<p>ii Significantly enhanced our ESG efforts and profile, including being identified as a "Winning Company" in the 2020 Women on Boards Gender Diversity Index and a "Corporate Champion" by the Women's Forum of New York for having an industry-leading 30% female Board of Directors, inclusion in the Dow Jones Sustainability Index (attaining top quartile results across ESG metrics among all North American Real Estate companies), achieving the #1 rank among public Healthcare REITs in the 2017</p>

Edgar Filing: VENTAS INC - Form DEF 14A

GRESB Real Estate Assessment on Sustainability and representation in the FTSE4GOOD Sustainability Index Series and MSCI Global Sustainability Index.

- ii Earned numerous prestigious recognitions, including being named one of the 100 Most Powerful Women in the World by Forbes (second consecutive year), Top 100 CEOs in the World by the Harvard Business Review (only 2 women and 1 of only 23 named four consecutive years), 100 Most Influential People in Healthcare by Modern Healthcare and one of National Real Estate Investors' leading female CEOs in commercial real estate.

**Robert F. Probst**

- ii Drove strong financial results, finishing at the high end of the Company's original guidance, including strong 2.5% same-store cash NOI growth, while continuing to strengthen our balance sheet.
- ii Developed and executed \$4.5 billion in efficient long-term capital raises, including more than \$1 billion in long-term debt at attractive rates, an upsized and extended revolving credit facility with \$3 billion in borrowing capacity at improved pricing and a \$400 million revolving construction credit facility to facilitate funding our broadening development pipeline.
- ii Built enhanced and reshaped Finance function, successfully integrating our Accounting and Treasury teams.
- ii Sharpened investor messaging and expanded investor relations efforts through non-deal roadshows, specialized line of business investor education and asset tours.
- ii Streamlined financial reporting and controls processes and improved organizational efficiency.
- ii Met and exceeded liquidity and leverage targets via active balance sheet and cash flow management.

	<b>2018 Proxy Statement</b>	<b>40</b>
--	-----------------------------	-----------



Table of Contents

- Todd W. Lillibridge** ü Effectively managed our growing MOB portfolio while efficiently controlling operating expenses.
- ü Enhanced operating platform through implementing best-in-class systems, tools and processes to increase operating efficiency and employee satisfaction.
- ü Achieved significant cost savings via insourcing.
- ü Improved collections process through use of comprehensive credit assessment tools and enhanced policies.
- ü Active role in ensuring smooth and successful transition to new MOB leadership in anticipation of his announced retirement.

- T. Richard Riney** ü Expertly led and managed all legal aspects of investments, divestitures and collaborative and mutually beneficial arrangements with our leading operators.
- ü Provided excellent leadership of our triple-net lease business, drove superior same-store cash NOI growth and optimized same-store cash flow growth.
- ü Enhanced risk management through key improvements to our policies and procedures, including leadership of our improved enterprise risk management program at the Board level.
- ü Improved cross-departmental collaboration to achieve efficiencies and cost savings and enhanced training opportunities.
- ü Developed and implemented efficient organizational realignment of our triple-net and SHOP asset management teams.
- ü Continued to enhance and drive our customer-focused initiatives.

- John D. Cobb** ü Led team through \$1.8 billion in attractive, value-creating investments.
- ü Effective oversight and management of \$1.4 billion in development and redevelopment activity across all asset classes, including continued growth in our university-based life sciences and innovation business with significant developments and acquisitions (grown by 37% since inception with a strong pipeline of opportunities).
- ü Optimized disposition process and completed greater than \$900 million of highly profitable dispositions in 2017.
- ü Key role in negotiating mutually beneficial arrangements with our leading operators to protect shareholder value and foster positive customer relationships.
- ü Improved collaboration between internal teams to optimize investment strategies and harmonize customer-focused initiatives.

- ii Enhanced brand awareness through meetings, conferences and industry events.

**Earned Awards.** Based on the performance summarized above, in January 2018, our Compensation Board Members approved 2017 cash incentive awards between the target and maximum levels, ranging from 107% to 149% of our Named Executive Officers' respective target award opportunities, as set forth in the table below:

Named Executive Officer	Threshold Opportunity	Target Opportunity	Maximum Opportunity	Actual Payout
Debra A. Cafaro	\$ 1,290,000	\$ 2,150,000	\$ 3,870,000	\$ 3,199,200
Robert F. Probst	768,750	1,076,250	1,537,500	1,357,613
Todd W. Lillibridge	637,500	892,500	1,275,000	956,302
T. Richard Riney	700,000	980,000	1,400,000	1,221,500
John D. Cobb	756,250	1,058,750	1,512,500	1,335,538

The dollar value of each Named Executive Officer's award is set forth in the Non-Equity Incentive Plan Compensation column of the 2017 Summary Compensation Table.

**2018 Award Opportunities.** In December 2017, our Compensation Board Members approved the 2018 annual cash incentive award opportunities for our Named Executive Officers. The 2018 annual cash incentive award opportunities as a percentage of base salary for all Named Executive Officers remained unchanged from 2017 opportunities.

Our Compensation Board Members also approved one change to the performance goals for the 2018 annual cash incentive award program as compared to 2017, replacing the liquidity coverage ratio goal with a debt repayment or refinancing goal, consistent with our strategic plan for 2018 to mitigate interest rate risk, refinancing risk and extend debt maturities. All annual cash incentive award weightings remained the same for 2018 (including debt repayment or refinancing at 15%).

	<b>2018 Proxy Statement</b>	<b>41</b>
--	-----------------------------	-----------

Table of Contents

***Long-Term Equity Incentive Compensation Opportunities, Measures and Performance***

Our Compensation Committee believes that a substantial portion of each Named Executive Officer's compensation should be in the form of long-term equity incentive compensation. While the annual cash incentive plan rewards management actions that positively impact short- and mid-term performance, equity incentive awards encourage management to create and sustain stockholder value over longer periods because their value is directly attributable to changes in the price of our common stock over time. In addition, equity awards promote management retention because their full value cannot be realized until vesting occurs, which generally requires continued employment for multiple years. At the beginning of each performance year, our Compensation Board Members approve specific performance measures, goals and weightings and an award opportunity range (expressed as multiples of base salary and corresponding to threshold, target and maximum levels of performance) for each Named Executive Officer.

***2017 Forward-Looking Awards: Responsive Redesign of Long-Term Incentive Compensation***

In response to our 2016 advisory vote on our Named Executive Officers' compensation and our Compensation Committee Chairman's conversations with a significant number of our largest investors, we carefully considered constructive feedback on our executive compensation program and corporate governance provided to us by our largest stockholders and redesigned our long-term incentive compensation program, beginning with the 2017-2019 performance period.

This new program responds directly to the feedback provided by investors in our stockholder engagement process and further emphasizes our commitment to aligning pay and performance, retaining and motivating talented executives and rewarding superior performance without incentivizing undue risk-taking. In addition, the new program is consistent with our overall strategy of targeting the total direct compensation of our Named Executive Officers at approximately the market median, subject to adjustment based on the unique skills, expertise and individual contributions of each Named Executive Officer. The key features of the new 2017 program are summarized below.

	2018 Proxy Statement	42
--	----------------------	----

---

Table of Contents

	2018 Proxy Statement	43
--	----------------------	----

---

Table of Contents

- ü **Forward-Looking Rather than Retrospective.** The new 2017 long-term incentive compensation program is prospective instead of retrospective. Performance-based awards will be earned at a higher or lower level (including zero payout) based on future performance, rather than being granted following the satisfaction of specified performance goals.
  
- ü **Removal of Qualitative or Discretionary Goals.** Consistent with investor feedback, qualitative or discretionary goals, which comprised 50% of the award opportunity under the prior program, have been completely eliminated.
  
- ü **Longer Measurement Period.** We have removed all one-year performance periods and moved to all three-year performance periods for performance-based awards.
  
- ü **Increase in Performance-Based Component.** Under the new 2017 program, the aggregate target award value for each Named Executive Officer is allocated such that 60% of the value is performance-based, in the form of pRSUs and 40% of the value is time-based RSUs.
  
- ü **Balanced Mix of Performance Metrics; Increase in Relative TSR Metric Weighting.**
  - ∅ 42.5% of the overall award opportunity under the new 2017 program (and 70.8% of the pRSU award component) may be earned based on two relative TSR metrics (whereas previously, relative TSR metrics were weighted 35% overall).
  
  - ∅ Consistent with our investors' strong preference for the maintenance of a risk mitigation metric, 17.5% of the overall award opportunity (and 29.2% of the pRSU component) may be earned based on the three-year average of the ratio of the Company's net debt to adjusted pro forma EBITDA.
  
- ü **Elimination of Stock Option Component; Longer Time-Based Vesting Period.** Stock options have been completely eliminated under the new 2017 program. Time-based RSUs will vest in equal installments on each of the first three anniversaries of the grant date to promote retention, generally subject to the Named Executive Officer's continued employment with the Company on each such date. Unlike the prior program, no portion of the RSUs will be vested as of the grant date.

ii **Double-Trigger Vesting.** All awards granted under the new 2017 program are subject to double-trigger vesting upon the consummation of a change of control.

ii **Dividends Paid on pRSUs when Earned, if at All.** Dividend equivalents are accrued and paid on our Named Executive Officers' pRSUs if and to the extent pRSUs are earned based on performance during the applicable performance period, generally subject to the Named Executive Officer's continued employment through the end of the applicable performance period.

**Performance Goals.** For 2017, pRSUs may be earned, if at all, based on the Company's three-year performance from January 1, 2017 through December 31, 2019 in relation to the following three performance goals.

**Three Year Relative TSR Compared to the MSCI REIT Index**

Our TSR for the three-year period ending December 31, 2019 relative to the TSR of the MSCI REIT Index for the same period

**Weighting:** 41.7% of pRSU Component (25% of Overall Award Opportunity)

**Goals:**

Below Threshold (No Payout)	Below - 500 basis points
Threshold	- 500 basis points
Target	Equal to Index
Maximum	+ 500 basis points



Table of Contents

**Why does this measure matter?** TSR is the most direct measure of our creation and preservation of stockholder value. The MSCI REIT Index is comprised of small, mid and large cap REITs across a diverse set of industries and therefore represents an appropriate index against which we should compare our long-term TSR performance and reward our Named Executive Officers for superior performance.

**Three Year Relative TSR Compared to the FTSE NAREIT Equity Health Care Index**

Our TSR for the three-year period ending December 31, 2019

relative to the TSR of the FTSE NAREIT Equity Health Care Index for the same period

**Weighting:** 29.2% of pRSU Component (17.5% of Overall Award Opportunity)

**Goals:**

Below Threshold (No Payout)	Below - 500 basis points
Threshold	- 500 basis points
Target	Equal to Index
Maximum	+ 500 basis points

**Why does this measure matter?** TSR is the most direct measure of our creation and preservation of stockholder value. The FTSE NAREIT Equity Health Care Index is comprised of all healthcare REITs and therefore represents an appropriate index against which we should compare our long-term TSR performance and reward our Named Executive Officers for superior performance.

**Three Year Normalized Reported Net Debt to EBITDA**

## Edgar Filing: VENTAS INC - Form DEF 14A

Normalized Reported Net Debt to EBITDA for the three-year period ending December 31, 2019

(Simple Average of 12 Quarter-Ends)

**Weighting:** 29.2% of pRSU Component (17.5% of Overall Award Opportunity)

**Why does this measure matter?** Normalized Reported Net Debt to EBITDA reflects the strength of our balance sheet and our ability to generate sufficient cash flow earnings to meet our debt obligations. Our commitment to financial strength and flexibility of which Normalized Reported Net Debt to EBITDA is a key measure and an important element of our comprehensive risk management program is especially important for REITs, which are required to distribute to stockholders a substantial portion of their annual taxable net income. By maintaining such financial strength, we are able to preserve and enhance stockholder value. First, during recessionary economic cycles or other impacts to our EBITDA, a strong Normalized Reported Net Debt to EBITDA enables us to weather downturns and continue to meet our debt obligations without impairing stockholder capital through dilutive equity offerings or distressed asset sales. In addition, this financial strength enables us to create stockholder value by enabling us to be opportunistic as we continue to execute on our acquisition and investment strategy. It also enables us to maintain a strong BBB or better credit rating, which enhances our cost of capital (a critical component of our continued investment strategy) and provides us with more consistent access to the debt capital markets even during periods of capital market disruption. We seek to maintain a strong Normalized Reported Net Debt to EBITDA ratio, while avoiding suboptimal capitalization from an unnecessarily low ratio. This measure is balanced with our normalized FFO/share growth metric to incent prudent growth while managing risk.

**Form and Amount of Awards.** For 2017 only, following our transition to a forward-looking long-term equity incentive plan, our long-term equity incentive plan consisted of three components: (i) pRSUs, which comprise 60% of the regular award opportunity, (ii) time-based RSUs, which comprise 40% of the regular award opportunity and (iii) one-time transition awards in the form of time-based RSUs, which were granted to certain of our Named Executive Officers to partially mitigate the impact of a reduction in the realized pay for our Named Executive Officers in 2018 and 2019 resulting from the transition from a backward-looking long-term equity incentive plan to a forward-looking plan.

In accordance with SEC reporting rules, the dollar value of each Named Executive Officer's first forward-looking equity awards is reported as 2017 compensation in the "Stock Awards" columns of the 2017 Summary

	2018 Proxy Statement	45
--	----------------------	----

Table of Contents

Compensation Table in this Proxy Statement (including pRSU awards reported at the Target level), even though (i) the awards, if earned at all, may vest at a higher or lower amount (including zero for below threshold performance) and the stock price may vary at vesting from the grant date price and (ii) the relevant performance period for pRSUs will conclude at the end of 2019 and no portion of the time-based RSUs or transition awards vested in 2017. The 2017 Summary Compensation Table figures also include the one-time transition awards and the final backward-looking equity awards earned based on 2016 performance.

**pRSUs**

The range of pRSU payouts is 0% - 220% of target for Ms. Cafaro and 0% - 180% for the other Named Executive Officers. Ms. Cafaro received pRSUs with a target award opportunity of 434% of her base salary with threshold and maximum award opportunities of 33% of target and 220% of target, respectively. Each Named Executive Officer other than Ms. Cafaro received pRSUs with target award opportunities ranging from 200% - 250% of their base salaries, with threshold and maximum award opportunities of 40% of target and 180% of target, respectively. The table below sets forth each Named Executive Officer's award opportunity, which was determined by dividing the award dollar amount approved by our Compensation Board Members by the closing price of our stock on the grant date:

Named Executive Officer	Threshold pRSUs		Target pRSUs		Maximum pRSUs	
Debra A. Cafaro	24,509		74,975		164,657	
Robert F. Probst	9,884		24,710		44,479	
Todd W. Lillibridge	6,557		16,393		29,508	
T. Richard Riney	7,200		18,000		32,401	
John D. Cobb	9,723		24,308		43,756	

These awards will be earned, if at all, based on the Company's performance from January 1, 2017 through December 31, 2019 in relation to the preestablished performance goals described above. Dividends will be accrued on pRSU awards and will be paid if and to the extent pRSUs are earned and ultimately pay out to award recipients.

These pRSUs are intended to reward long-term performance, strengthen our pay for performance linkage with our stockholders and enhance retention of our Named Executive Officers.

**Time-Based RSUs**

## Edgar Filing: VENTAS INC - Form DEF 14A

The grant date value of the time-based RSU component was equal to 289% of Ms. Cafaro's base salary and ranged from 144% to 170% of each other Named Executive Officer's base salary.

Named Executive Officer	Time-Based RSUs
Debra A. Cafaro	49,983
Robert F. Probst	16,803
Todd W. Lillibridge	11,803
T. Richard Riney	12,960
John D. Cobb	16,530

One third of the time-based RSUs will vest on each of the first three anniversaries of the grant date, generally subject to the Named Executive Officer's continued employment with the Company on each such date.

These time-based awards are intended to enhance retention among our Named Executive Officers. Dividends are paid on time-based awards in the same manner as paid to all of our stockholders.

### Transition Awards

As a transition between our prior and new 2017 long-term equity incentive programs and to partially mitigate the impact of a reduction in the realized pay for our Named Executive Officers in 2018 and 2019 resulting from the transition from a backward-looking long-term equity incentive plan to a forward-looking plan because the new forward-looking awards do not pay out, if at all, until 2020, certain of our Named Executive Officers received one-time RSU transition awards. Ms. Cafaro received a one-time RSU transition award grant equal to approximately 51% of the value of her regular target annual long-term equity incentive award under the redesigned plan. Messrs. Probst, Cobb and Riney

	2018 Proxy Statement	46
--	----------------------	----

Table of Contents

received one-time RSU transition award grants ranging from 57% to 59% of the value of each individual's regular target annual long-term equity incentive award under the redesigned plan.

Named Executive Officer	Transition RSUs
Debra A. Cafaro	64,288
Robert F. Probst	24,108
Todd W. Lillibridge	
T. Richard Riney	17,679
John D. Cobb	24,108

One third of the RSUs will vest on the first anniversary of the grant date and the remaining two thirds will vest on the second anniversary of the grant date, generally subject to the Named Executive Officer's continued employment with the Company on each such date. Dividends are paid on time-based transition awards in the same manner as paid to all of our stockholders.

These one-time transition awards were designed to partially mitigate the equity vesting gap that will occur in 2018 and 2019 as a result of our transition to a forward-looking long-term equity incentive plan and to enhance retention among certain of our Named Executive Officers, while carefully managing the overall level of our equity awards to be responsive to our investors and ensure continued pay for performance alignment in accordance with our compensation philosophy. The Compensation Committee does not view these awards as a continuing feature of the long-term incentive plan and has no plans to implement similar awards in the future.

**2017 Awards Earned Based on 2016 Performance**

As previously noted, the Company switched from a backward-looking long-term equity incentive plan to a forward-looking plan in January 2017. Because the final 2016 backward-looking equity grant (already earned based on 2016 performance but paid in 2017) and the first 2017 forward-looking equity grant (may be earned, if at all, based on 2017-2019 performance) were granted in 2017 regardless of the performance period or year of vesting, SEC disclosure rules require us to report both awards in this year's Summary Compensation Table.

**Award Opportunities.** In December 2015, our Compensation Board Members approved the 2016 long-term equity incentive award opportunities for our Named Executive Officers. The 2016 long-term equity incentive award opportunities for Ms. Cafaro and Messrs. Probst, Riney and Cobb remained unchanged from their opportunities as of the end of 2015. Mr. Lillibridge received an increase to his long-term equity incentive award opportunity by 75 basis points at each of the threshold (from 200% to 275%), target (from 275% to 350%) and maximum (from 350% to 425%) levels, effective as of January 1, 2016, as part of an overall strategy to target total direct compensation at approximately the market median and to provide attractive variable incentive compensation opportunities for outperformance.

Edgar Filing: VENTAS INC - Form DEF 14A

Each Named Executive Officer's 2016 target total direct compensation was positioned near or slightly below the market median of the Comparable Companies. Ms. Cafaro's long-term equity incentive structure has greater leverage and a wider range of outcomes than the structures of our other Named Executive Officers in support of the view that our Chief Executive Officer's compensation should be even more closely aligned with stockholders than our other executive officers.

**Results and Award Amounts.** Long-term equity incentive awards granted in the form of restricted stock (60% of award) and stock options (40% of award) to our Named Executive Officers in 2017 for 2016 performance ranged from 116% to 137% of our Named Executive Officers' respective target award opportunities, as set forth in the following table:

Named Executive Officer	Threshold Opportunity	Target Opportunity	Maximum Opportunity	Actual Payout
Debra A. Cafaro	\$ 4,300,000	\$ 6,450,000	\$ 9,137,500	\$ 8,825,719
Robert F. Probst	1,628,000	2,072,000	2,516,000	2,434,881
Todd W. Lillibridge	1,358,500	1,729,000	2,099,500	2,002,152
T. Richard Riney	1,487,750	1,893,500	2,299,250	2,225,105
John D. Cobb	1,487,750	1,893,500	2,299,250	2,265,661

With respect to our goals measured as of December 31, 2016, we achieved maximum performance with respect to our one-year relative TSR of 18.1% (15% of award opportunity) and Net Debt to EBITDA of 5.7x (15% of award)

	<b>2018 Proxy Statement</b>	<b>47</b>
--	-----------------------------	-----------

Table of Contents

opportunity) goals and between target and maximum performance with respect to our three-year relative TSR of 12.5% (20% of award opportunity). We also achieved between target and maximum performance with respect to the qualitative evaluation of our performance with respect to the financial, operational and strategic objectives that accounted for the remaining 50% of the award opportunity. The restricted stock and stock option awards vest in equal one-third annual installments beginning on the date of grant.

In accordance with SEC reporting rules, the dollar value of each Named Executive Officer's equity award for 2016 performance is reported as 2017 compensation in the "Stock Awards" and "Option Awards" columns of the 2017 Summary Compensation Table in this Proxy Statement, even though the relevant performance period concluded at the end of 2016 and two-thirds of the earned awards remained unvested at the end of 2017.

**Recurring CEO compensation is substantially lower than reflected in the 2017 Summary Compensation Table because SEC rules require us to report all equity grants made in 2017, including the final 2016 backward-looking equity grant and the non-recurring transition awards. For 2017, target CEO total direct compensation is \$11.3 million on a recurring, normalized basis.**

**2018 Award Opportunities.** In December 2017, our Compensation Board Members approved the long-term equity incentive award opportunities for the January 1, 2018 – December 31, 2020 performance period for our Named Executive Officers. The long-term equity incentive award opportunities changed slightly from the 2017 opportunities, as shown in the table below:

Named Executive Officer	2017 Total Award Opportunity			2018 Total Award Opportunity		
	Threshold	Target	Maximum	Threshold	Target	Maximum
<b>Debra A. Cafaro</b>	\$ 4,635,000	\$ 7,775,000	\$ 13,355,000	\$ 4,635,000	\$ 8,305,000	\$ 13,355,000
<b>Robert F. Probst</b>	1,660,500	2,583,000	3,813,000	1,787,805	2,979,675	4,416,192
<b>Todd W. Lillibridge</b>	1,142,400	1,754,400	2,570,400			
<b>T. Richard Riney</b>	1,254,400	1,926,400	2,822,400	1,285,200	2,142,000	3,170,160
<b>John D. Cobb</b>	1,633,500	2,541,000	3,751,000	1,784,599	2,974,331	4,408,272

These changes to the long-term equity incentive award opportunities for our Named Executive Officers were made following our annual benchmarking review. At these levels, the Compensation Board Members considered each Named Executive Officer's long-term equity incentive award opportunities to be within the competitive range given each individual's unique skills, expertise and individual contributions. Mr. Lillibridge is not eligible to receive an equity award in 2018 due to his retirement from the Company.

The performance goals for the long-term equity incentive award program remained unchanged for 2018 but the weightings were slightly altered to provide consistency across the relative TSR metrics. TSR relative to the MSCI REIT Index changed from 25% to 22%, TSR relative to the FTSE NAREIT Equity Health Care Index was increased from 17.5% to 22% and three-year normalized

reported net debt to EBITDA was reduced from 17.5% to 16%.

**Other Benefits and Perquisites**

Our executive compensation program focuses on the elements described above, with extremely limited provision of perquisites. Our Named Executive Officers are generally eligible to participate in the same benefit programs that we offer to other employees, which in 2017 included the following:

- health, dental and vision insurance (of which we paid 90% of the premium in 2017);
- short-term disability, long-term disability and life insurance coverage (at no cost to the employee); and
- participation in a 401(k) plan (to which we made matching contributions up to 3.5% of the employee's base salary, up to the federal limit, in 2017).

We believe these benefits are competitive with overall market practices. In addition, we provide certain limited perquisites and other benefits to attract and retain superior employees for key positions. The only benefit provided to our Named Executive Officers in 2017 that was not otherwise available to all employees consisted of legacy supplemental

	<b>2018 Proxy Statement</b>	<b>48</b>
--	-----------------------------	-----------

---



## Table of Contents

disability and life insurance coverage, including reimbursement for taxes relating to that life insurance coverage, for Ms. Cafaro. Our Compensation Committee periodically reviews the perquisites and other personal benefits provided to each Named Executive Officer and has determined that they are consistent with current market practice. Except for the eligibility to participate in, and our matching contributions to, the 401(k) plan, as described above, we do not provide our Named Executive Officers with any retirement benefits.

## **Severance Benefits**

Our Named Executive Officers are entitled to receive severance benefits under existing agreements upon certain qualifying terminations of employment (subject to any required payment delay pursuant to Section 409A of the Code). Generally, these severance arrangements support executive retention and continuity of management and provide replacement income if an executive is terminated involuntarily other than for cause.

None of our executive officers are entitled to severance benefits solely upon a change of control of our company. Moreover, our Chief Executive Officer is not entitled to any tax gross-ups with respect to payments made in connection with a change of control. Although a long-standing legacy arrangement with Mr. Riney provides a tax gross-up with respect to payments made in connection with a change of control, no such gross-up payment would have been payable to him under the scenarios and assumptions presented under Potential Payments Upon Termination or Change of Control in this Proxy Statement. At the time we entered into this arrangement with Mr. Riney, our Compensation Committee considered the potential severance benefits, including any potential tax gross-up, to be necessary to attract and retain Mr. Riney and, based on the market compensation analyses of the Compensation Committee's independent compensation consultant, to be consistent with then-current competitive market practices. Our Employee Protection and Non-Competition Agreements with Messrs. Probst, Lillibridge and Cobb do not provide for any tax gross-up payments in connection with a change of control.

In 2013, consistent with our commitment to strong corporate governance and responsiveness to our stockholders, our Board adopted a policy against tax gross-up arrangements, which formalized our existing practice of not entering into new tax gross-up arrangements with our executive officers.

## **Tax Considerations**

Section 162(m) of the Code generally places a limit of \$1 million on the amount of compensation that we may deduct in any year with respect to certain covered executive officers. Although we consider the impact of Section 162(m), as well as other tax and accounting consequences, when developing and implementing our executive compensation programs, our Compensation Committee retains flexibility to make compensation decisions that do not meet the requirements for deductibility under Section 162(m) when it considers it appropriate or necessary to do so. In addition, due to ambiguities and uncertainties as to the interpretation and application of Section 162(m) of the Code, no assurances can be given that compensation would satisfy the requirements for deductibility under Section 162(m), even if intended to do so. Accordingly, our Compensation Committee may approve compensation that exceeds the \$1 million limit or does not otherwise meet the requirements of Section 162(m).

***Voluntary Adoption of Proxy Access***

In January 2017, our Board voluntarily amended and restated our bylaws to add a proxy access bylaw. Subject to certain requirements, a stockholder, or group of up to 20 stockholders, owning three percent or more of our outstanding common stock continuously for at least three years, may nominate and require us to include in our proxy materials for an annual meeting of stockholders director candidates constituting up to 20% of the Board, rounding down to the nearest whole number, but not less than two directors.

***Minimum Share Ownership Guidelines for Executive Officers***

Our minimum share ownership guidelines require each executive officer to maintain a minimum equity investment in our company based upon a multiple (six times, in the case of the Chief Executive Officer, up from five times prior to January 2017, and three times, in the case of all other executive officers) of his or her base salary at the time his or her compliance with the guidelines is evaluated. Each executive officer must achieve the minimum equity investment within five years from the date he or she first becomes subject to the guidelines and, until that time, must retain at least 60% of the shares of our common stock granted to the executive officer or purchased by the executive officer through the exercise of stock options. The independent members of our Board annually review each executive officer's compliance with the guidelines as of July 1. All of our executive officers are currently in compliance with the minimum share ownership guidelines. Except as described above, our minimum share ownership guidelines and our 2012 Incentive Plan do not

	<b>2018 Proxy Statement</b>	<b>49</b>
--	-----------------------------	-----------

---

Table of Contents

specify a minimum holding period for stock options, restricted stock or other equity grants.

***Recoupment Policy***

The Board has adopted a Policy for Recoupment of Incentive Compensation that allows us to recapture amounts paid to our executive officers under certain circumstances. Under this policy, our Compensation Committee may require an executive officer to repay all or a portion of any excess cash or equity incentive compensation he or she received during the preceding three-year period if the incentive compensation was based on achieving certain financial results that were later required to be restated due to our material noncompliance with any financial reporting requirement.

Following the SEC's adoption of final rules regarding executive compensation recoupment policies pursuant to the Dodd-Frank Wall Street Reform and Consumer Protection Act, we will review our recoupment policy and make any changes necessary to comply with the final rules.

***Anti-Hedging and Pledging Policy***

Our Securities Trading Policy prohibits our directors, executive officers and employees from engaging in derivative and other hedging transactions in our securities and restricts our executive officers and directors from holding our securities in margin accounts or otherwise pledging our securities to secure loans without the approval of our Audit Committee. No executive officer or director pledged or held our securities in margin accounts at any time during 2017.

	<b>2018 Proxy Statement</b>	<b>50</b>
--	-----------------------------	-----------

Table of Contents**Compensation Tables****2017 Summary Compensation Table**

The following table sets forth the compensation awarded or paid to, or earned by, each of our Named Executive Officers during 2017, 2016 and 2015, which includes equity incentive awards granted in each such year that were earned for performance in 2016, 2015 and 2014, respectively.

Recurring CEO compensation is substantially lower than reflected in the 2017 Summary Compensation Table because SEC rules require us to report all equity grants made in 2017, including the final 2016 backward-looking equity grant and the non-recurring transition awards. For 2017, target CEO total direct compensation is \$11.3 million on a recurring, normalized basis.

For more information regarding the total direct compensation earned by our Named Executive Officers for 2017 performance, see Compensation Discussion and Analysis Executive Summary above.

Name and Principal Position	Year	Salary (\$)	Stock Awards (1) (\$)	Option Awards(1) (\$)	Non-Equity Incentive Plan Compensation (2) (\$)	All Other Compensation (3) (\$)	Total (\$)
<b>Debra A. Cafaro</b>	2017	\$1,075,000	\$ 17,385,196	\$ 3,530,299	\$ 3,199,200	\$ 64,912	\$ 25,254,607
	2016	1,075,000	2,918,592	2,415,093	3,196,190	61,148	9,666,023
<i>Chairman of the Board and Chief Executive Officer</i>	2015	1,075,000	4,353,197	1,865,572	3,569,000	60,941	10,923,710
<b>Robert F. Probst</b>	2017	615,000	5,647,649	973,955	1,357,613	10,080	8,604,297
<i>Executive Vice President and Chief Financial Officer</i>	2016	592,000	791,466	654,928	1,289,228	9,369	3,336,991
	2015	575,000	300,512	128,823	1,337,249	9,379	2,350,963
<b>Todd W. Lillibridge</b>	2017	510,000	3,024,492	800,870	956,302	12,222	5,303,886
<i>Executive Vice President, Medical Property Operations; President and Chief Executive Officer, Lillibridge Healthcare Services, Inc.</i>	2016	494,000	572,272	473,548	864,369	9,369	2,413,558
	2015	479,900	837,455	358,902	738,801	11,059	2,426,117
<b>T. Richard Riney</b>	2017	560,000	4,436,973	890,050	1,221,500	12,222	7,120,745

Edgar Filing: VENTAS INC - Form DEF 14A

<i>Executive Vice President, Chief Administrative Officer, General Counsel and Ethics and Compliance Officer</i>	2016	541,000	699,808	579,090	1,178,163	9,369	3,007,430
	2015	525,600	908,587	389,378	1,185,570	9,379	3,018,514
<b>John D. Cobb</b>	2017	605,000	5,502,415	906,278	1,335,538	10,080	8,359,311
	2016	541,000	730,522	604,494	1,216,033	9,369	3,101,418
<i>Executive Vice President and Chief Investment Officer</i>	2015	525,000	1,907,422	388,927	1,230,154	9,379	4,060,882

- (1) The amounts shown in the **Stock Awards** and **Option Awards** columns reflect the full grant date fair value of (i) the restricted stock and stock options granted to our Named Executive Officers in 2017, 2016 and 2015 for performance in 2016, 2015 and 2014 and (ii) for 2017 only, the 2017 pRSUs, 2017 time-based RSUs and 2017 one-time transition time-based RSUs, all of which are calculated pursuant to FASB guidance relating to fair value provisions for share-based payments. See Note 12 of the Notes to Consolidated Financial Statements included in the 2017 Form 10-K for a discussion of the relevant assumptions used in calculating grant date fair value. For further information on these awards, see the 2017 Grants of Plan-Based Awards Table and 2017 Outstanding Equity Awards at Fiscal Year-End Table in this Proxy Statement. These grant date award values, including the maximum potential value of pRSUs as of the grant date, are shown below.

Name	Restricted Stock	Time-Based RSUs	Transition RSUs	pRSUs (at Target)	Total Grant Date Fair Value	Maximum Value of pRSUs
<b>Debra A. Cafaro</b>	\$ 5,295,420	\$ 3,109,942	\$ 3,999,999	\$ 4,979,835	<b>\$ 17,385,196</b>	\$ 10,936,518
<b>Robert F. Probst</b>	1,460,926	1,045,483	1,500,000	1,641,240	<b>5,647,649</b>	2,954,295
<b>Todd W. Lillibridge</b>	1,201,282	734,383		1,088,827	<b>3,024,492</b>	1,959,914
<b>T. Richard Riney</b>	1,335,055	806,371	1,099,987	1,195,560	<b>4,436,973</b>	2,152,079
<b>John D. Cobb</b>	1,359,383	1,028,497	1,500,000	1,614,535	<b>5,502,415</b>	2,906,276

	<b>2018 Proxy Statement</b>	<b>51</b>
--	-----------------------------	-----------

Table of Contents

- (2) The amounts shown in the **Non-Equity Incentive Plan Compensation** column reflect annual cash incentive awards earned by our Named Executive Officers for performance in 2017, 2016 and 2015.
- (3) The amounts shown in the **All Other Compensation** column for 2017 include supplemental disability insurance premiums (in the amount of \$46,848) and supplemental life insurance premiums paid on behalf of Ms. Cafaro; group term life insurance premiums paid on behalf of our Named Executive Officers; reimbursement for the payment of taxes relating to such group term life insurance for Ms. Cafaro (in the amount of \$2,430); and our matching contributions to the Named Executive Officers' 401(k) plan accounts (in the amount of \$9,450 for each Named Executive Officer).

	2018 Proxy Statement	52
--	----------------------	----

---

Table of Contents**2017 Grants of Plan-Based Awards Table**

The following table provides additional information relating to grants of plan-based awards made to our Named Executive Officers during 2017:

Name	Grant Date	Estimated Possible Payouts Under Non-Equity Incentive Plan Awards			Estimated future payouts under equity incentive plan awards			All Other Stock Awards: Number of Shares of Stock or Underlying Units (#)	All Other Option Awards: Number of Securities or Underlying Options (#)	Exercise Price or Base of Award (\$/Sh)	Grant Date Fair Value of Stock and Option Awards(2)
Debra A. Cafaro	(3)	\$1,290,000	\$2,150,000	\$3,870,000							
	1/18/2017(4)				24,509	74,975	164,657				4,979,835
	1/18/2017(5)							49,983			3,109,942
	1/18/2017(6)							64,288			3,999,999
	1/18/2017(7)							85,108			5,295,420
	1/18/2017(8)								673,079	62.22	3,530,299
Robert F. Probst	(3)	768,750	1,076,250	1,537,500							
	1/18/2017(4)				9,884	24,710	44,479				1,641,240
	1/18/2017(5)							16,803			1,045,483
	1/18/2017(6)							24,108			1,500,000
	1/18/2017(7)							23,480			1,460,926
	1/18/2017(8)								185,692	62.22	973,955
Todd W. Lillibridge	(3)	637,500	892,500	1,275,000							
	1/18/2017(4)				6,557	16,393	29,508				1,088,827
	1/18/2017(5)							11,803			734,383
	1/18/2017(7)							19,307			1,201,282
	1/18/2017(8)								152,692	62.22	800,870
T. Richard Riney	(3)	700,000	980,000	1,400,000							
	1/18/2017(4)				7,200	18,000	32,401				1,195,560
	1/18/2017(5)							12,960			806,371
	1/18/2017(6)							17,679			1,099,987
	1/18/2017(7)							21,457			1,335,055
	1/18/2017(8)								169,695	62.22	890,050
John D. Cobb	(3)	756,250	1,058,750	1,512,500							
	1/18/2017(4)				9,723	24,308	43,756				1,614,535
	1/18/2017(5)							16,530			1,028,497
	1/18/2017(6)							24,108			1,500,000
	1/18/2017(7)							21,848			1,359,383
	1/18/2017(8)								172,789	62.22	906,278

(1) The stock option exercise price equals the closing price of our common stock on the date of grant.

(2) The amounts shown reflect the full grant date fair value of the awards calculated pursuant to FASB guidance regarding fair value provisions for share-based payments. See Note 12 of the Notes to Consolidated Financial Statements included in our 2017 Form 10-K for a discussion of the relevant assumptions used in calculating grant date fair value.

(3) The amounts shown represent each Named Executive Officer's threshold, target and maximum annual cash incentive opportunities for performance in 2017. These opportunities were approved by our Compensation Board Members in January 2017. The actual amount of each Named Executive Officer's award is based on the achievement of certain performance measures as discussed in our CD&A. The annual cash incentive awards earned by our Named Executive Officers for performance in 2017 were paid during the first quarter of 2018.

## Edgar Filing: VENTAS INC - Form DEF 14A

Such earned awards are shown in the Non-Equity Incentive Plan Compensation column of the 2017 Summary Compensation Table.

- (4) The amounts shown represent each Named Executive Officer's threshold, target and maximum pRSU award opportunities for performance from January 1, 2017 to December 31, 2019. These opportunities were approved by our Compensation Board Members in January 2017. The actual amount of each Named Executive Officer's earned pRSUs, if any, will be based on the achievement of certain performance measures as discussed in our CD&A.
- (5) The amounts shown reflect time-based RSUs granted to our Named Executive Officers as part of the new forward-looking long-term equity incentive plan for 2017. These shares vest in three equal annual installments, with the first installment vesting on the first anniversary of the date of grant.
- (6) The amounts shown reflect one-time transition time-based RSUs granted to our Named Executive Officers in 2017. These shares vest one-third on the first anniversary of the date of grant and two-thirds on the second anniversary of the date of grant.
- (7) The amounts shown reflect shares of restricted stock granted to our Named Executive Officers which were earned based solely on 2016 performance. These shares have an additional time-based vesting requirement and vest in three equal annual installments, with the first installment vesting on the date of grant.

	<b>2018 Proxy Statement</b>	<b>53</b>
--	-----------------------------	-----------



Table of Contents

- (8) The amounts shown reflect stock options which were earned based solely on 2016 performance. These options have an additional time-based vesting requirement and vest in three equal annual installments, with the first installment vesting on the date of grant. For additional information regarding the range of long-term equity incentive awards that could have been earned in 2017 based on 2016 performance, please see the Elements of our Compensation Program Long-Term Equity Incentive Compensation Opportunities, Measures and Performance 2017 Awards Earned Based on 2016 Performance section in the Compensation Discussion and Analysis above.

	<b>2018 Proxy Statement</b>	<b>54</b>
--	-----------------------------	-----------

---

## Table of Contents

**2017 Outstanding Equity Awards at Fiscal Year-End Table**

The following table sets forth information regarding equity-based awards granted to our Named Executive Officers that were outstanding at December 31, 2017:

	Option Awards (1)				Stock Awards (1)			
	Number of Securities Underlying Unexercised Options Exercisable (#)	Number of Securities Underlying Unexercised Options Unexercisable (2) (#)	Option Exercise Price (\$)	Option Expiration Date	Number of Shares or Units That Have Not Vested (3) (#)	Market Value of Shares or Units That Have Not Vested(4) (\$)	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (5) (#)	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested(4) (\$)
Debra A. Cafaro	92,830		\$ 37.51	1/20/2020		\$		\$
	204,248		45.00	1/24/2021				
	216,906		46.88	1/18/2022				
	208,802		55.50	1/23/2023				
	421,756		51.85	1/29/2024				
	377,758		65.94	1/21/2025				
	82,580	41,290	53.79	1/27/2026				
	82,580	41,290	65.45	5/4/2026				
	82,580	41,290	73.71	8/3/2026				
	82,580	41,290	63.24	11/2/2026				
	224,360	448,719	62.22	1/18/2027				
					189,095	11,347,591	74,975	4,673,567
Robert F. Probst	26,083		65.94	1/21/2025				
	22,395	11,197	53.79	1/27/2026				
	22,394	11,197	65.45	5/4/2026				
	22,394	11,197	73.71	8/3/2026				
	22,394	11,197	63.24	11/2/2026				
	61,898	123,794	62.22	1/18/2027				
					61,468	3,688,695	24,710	1,540,298
Todd W. Lillibridge	72,673		65.94	1/21/2025				
	16,193	8,096	53.79	1/27/2026				
	16,192	8,096	65.45	5/4/2026				
	16,192	8,096	73.71	8/3/2026				
	16,192	8,096	63.24	11/2/2026				
	50,898	101,794	62.22	1/18/2027				
					28,220	1,693,482	16,393	1,021,858
T. Richard Riney	78,844		65.94	1/21/2025				
	19,802	9,900	53.79	1/27/2026				
	19,802	9,900	65.45	5/4/2026				
	19,801	9,900	73.71	8/3/2026				

Edgar Filing: VENTAS INC - Form DEF 14A

	19,801	9,900	63.24	11/2/2026				
	56,565	113,130	62.22	1/18/2027				
					49,279	2,957,233	18,000	1,122,030
John D. Cobb	28,724		59.21	3/8/2023				
	26,634		51.85	1/29/2024				
	78,753		65.94	1/21/2025				
	20,670	10,335	53.79	1/27/2026				
	20,670	10,335	65.45	5/4/2026				
	20,670	10,334	73.71	8/3/2026				
	20,670	10,334	63.24	11/2/2026				
	57,597	115,192	62.22	1/18/2027				
					59,730	3,584,397	24,308	1,515,239

(1) All awards are reported on a post-spin-off of Care Capital Properties, Inc. (the Spin-off ) basis in order to reflect the arithmetic adjustment made to outstanding awards as of August 17, 2015, the effective date of the Spin-off, in order to exclude the impact of the Spin-off. The awards shown in these columns (awards granted as of December 31, 2017) will vest (or have vested) as follows:

	2018 Proxy Statement	55
--	----------------------	----

Table of Contents

		Ms. Cafaro		Mr. Probst		Mr. Lillibrige		Mr. Riney		Mr. Cobb	
		Options	Shares/Units	Options	Shares/Units	Options	Shares/Units	Options	Shares	Options	Shares/Units
2018	January 18	224,360	66,460	61,897	21,464	50,897	10,371	56,565	17,365	57,596	20,829
	January 27	165,160	18,086	44,788	4,904	32,384	3,546	39,600	4,336	41,338	4,527
2019	January 18	224,359	87,888	61,897	29,499	50,897	10,369	56,565	23,258	57,596	28,864
	December 31*		0 - 164,657		0 44,479		0 29,508		0 32,401		0 43,756
2020	January 18		16,661		5,601		3,934		4,320		5,510

\* The pRSU awards are reported on this row in a range because pRSUs may be earned, if at all, based on the Company's performance against preestablished performance goals from January 1, 2017 - December 31, 2019. Earned awards, if any, will be paid out in the first quarter of the year following the end of the performance period.

(2) Outstanding option awards vest in three equal annual installments beginning on the date of grant and expire on the tenth anniversary of the date of grant.

(3) Outstanding restricted stock awards vest in three equal annual installments beginning on the date of grant and time-based RSUs vest in three equal annual installments beginning on the first anniversary of the date of grant. The one-time transition time-based RSUs granted to certain of our Named Executive Officers vest one-third on the first anniversary of the date of grant and two-thirds on the second anniversary of the date of grant. Our Named Executive Officers are generally entitled to dividends paid on unvested shares of restricted stock and all time-based RSUs.

(4) For purposes of the table, the market value of restricted stock, time-based RSUs and pRSU awards that have not vested is determined by multiplying the number of shares/units by \$60.01, the closing price of our common stock on December 29, 2017.

(5) Outstanding pRSU awards may be earned and vest, if at all, in a single installment following the end of the applicable three year performance period the date of grant. The pRSUs are reported at the target level because we are required by SEC rules to compare our performance through 2017 under the pRSU grant against the threshold, target and maximum performance levels for the grant and report the applicable potential share number. If the performance is between levels, we are required to report the potential payout at the next highest level. For example, if performance through the previous year exceeded target, even by only a modest amount, and even if it is unlikely that we will achieve the results that would dictate the payment of the maximum amount, we are required by SEC rules to report the maximum potential payouts. For the first year of the 2017-2019 performance period, we tracked between the threshold and target levels of performance against the three pRSU performance goals on a combined basis and have accordingly reported the pRSUs at the target award level.

Dividend equivalents are accrued and paid on our Named Executive Officers' pRSUs if and to the extent pRSUs are earned based on performance during the applicable performance period, generally subject to the Named Executive Officer's continued employment through the end of the applicable performance period. Thus, the unit amounts reported in the table also include the following accrued dividend equivalents at the target level (which are not paid unless and until the performance goals are met with respect to the underlying pRSUs):

	2017-2019 pRSU Dividend Equivalents	Total Dividend Equivalents
<b>Ms. Cafaro</b>	\$ 174,317	\$ 174,317
<b>Mr. Probst</b>	57,451	57,451
<b>Mr. Lillibridge</b>	38,114	38,114
<b>Mr. Riney</b>	41,850	41,850
<b>Mr. Cobb</b>	56,516	56,516

	2018 Proxy Statement	56
--	----------------------	----

Table of Contents**2017 Options Exercised and Stock Vested Table**

The following table sets forth information regarding the value realized by our Named Executive Officers pursuant to the vesting or exercise of equity-based awards during 2017:

Name	Option Awards(1)		Stock Awards(1)	
	Number of Shares Acquired Upon Exercise (#)	Value Realized Upon Exercise (\$)	Number of Shares Acquired Upon Vesting (#)	Value Realized Upon Vesting(2) (\$)
Debra A. Cafaro	100,000	3,161,000	68,463	4,232,108
Robert F. Probst			31,878	1,982,307
Todd W. Lillibridge	142,359	1,970,017	14,215	879,060
T. Richard Riney			16,083	994,270
John D. Cobb			36,465	2,228,328

(1) If a Named Executive Officer used share withholding to pay the exercise price of options or to satisfy the tax obligations with respect to the option exercise or the vesting of restricted stock, the number of shares acquired and the value realized were less than the amounts shown.

(2) The amounts shown in this column reflect the value of the vested shares based on the closing price of our common stock on the vesting dates.

## Employment and Severance Agreements with Named Executive Officers

We are party to the following employment and severance agreements with our Named Executive Officers:

- ii a second amended and restated employment agreement with Ms. Cafaro dated March 22, 2011 (the Cafaro Employment Agreement );
  
- ii an offer letter to Mr. Probst dated September 16, 2014, and an employee protection and non-competition agreement with Mr. Probst dated September 16, 2014 (collectively, the Probst Employee Protection Agreement );
  
- ii an Employment Transition Agreement with Mr. Lillibridge dated July 25, 2017 (the Lillibridge Transition Agreement ), which replaced his employee protection and noncompetition agreement dated July 1, 2015 (the Former Lillibridge Agreement );
  
- ii an amended and restated employment agreement with Mr. Riney dated July 31, 1998, as amended (the Riney Employment Agreement ), and an amended and restated change-in-control severance agreement with Mr. Riney dated March 22, 2011 (the Riney Severance Agreement ); and
  
- ii an employee protection and noncompetition agreement with Mr. Cobb dated October 21, 2013 (the Cobb Employee Protection Agreement ).

Under these agreements, our Named Executive Officers are entitled to receive severance benefits upon certain qualifying terminations of employment (subject to any required payment delay pursuant to Section 409A of the Code). At the time we entered into each of the agreements, our Compensation Board Members considered the potential severance benefits, including any potential tax gross-up, to be necessary to attract and retain top executives and, generally based on market compensation analyses of the Compensation Committee's independent compensation consultant, to be consistent with then current competitive market practices. None of the agreements other than the agreement with Mr. Riney provide for any tax gross-up payments in connection with a change of control, and in 2013, consistent with our commitment to strong corporate governance and responsiveness to stockholders, we formalized our existing practice of not entering into new tax gross-up arrangements with our executive officers.

### *Cafaro Employment Agreement*

The Cafaro Employment Agreement provides Ms. Cafaro with an annual base salary of not less than \$915,000 and eligibility to participate in our incentive and other employee benefit plans. The Cafaro Employment Agreement also requires that we provide Ms. Cafaro with \$2 million of life insurance coverage and executive disability coverage that would

	2018 Proxy Statement	57
--	----------------------	----

---



Table of Contents

provide annual benefits of at least 100% of her base salary. Under the Cafaro Employment Agreement, the term of Ms. Cafaro's employment will continue until terminated or the Cafaro Employment Agreement is amended. Upon termination of Ms. Cafaro's employment for any reason, Ms. Cafaro will be subject to noncompetition and nonsolicitation restrictions for a period of one year, as well as certain confidentiality and nondisparagement restrictions.

Under the terms of the Cafaro Employment Agreement, Ms. Cafaro is entitled to the benefits summarized below upon the event specified. Under certain circumstances, Ms. Cafaro's severance payments or other benefits are subject to reduction such that there will be no taxes imposed upon her by Section 4999 of the Code or any similar state or local tax.

Termination For Cause* or Without Good Reason*
• None

Change of Control* Without a Termination of Employment**
• None

Termination Other Than For Cause or With Good Reason (In connection with a Change of Control or otherwise)
• Prorated portion of Target Bonus* for the year of termination
• 3x sum of (x) base salary in effect, plus (y) Target Bonus for the year of termination
• Full vesting of all restricted stock, stock options and other performance-related compensation (assuming maximum individual and company performance)
• Continuation of medical, dental, life and disability insurance benefits for two years
• Outplacement services, including executive office space and an executive secretary, for one year following termination, with an aggregate cost not to exceed \$50,000

Death/Disability**
• Prorated portion of Target Bonus for the year of termination
• Continuation of medical and dental insurance benefits for two years (disability only)

\* Cause means Ms. Cafaro's: (1) conviction of or plea of *nolo contendere* to a crime involving moral turpitude; or (2) willful and material breach of her duties and responsibilities that is directly and materially harmful to our business and reputation and that is committed in bad faith or without reasonable belief that such conduct is in our best interests and, with respect to (2), the Board's adoption of a resolution by a vote of at least 75% of its members so finding after giving Ms. Cafaro and her attorney an opportunity to be heard.

Change of Control means the occurrence of any of the following events: (1) beneficial ownership by any person or group (as those terms are defined in the Exchange Act), other than us, our subsidiaries or any employee benefit plan maintained by us, of 20% or more of any class of our outstanding equity securities or the combined voting power of our outstanding voting securities; (2) persons who constituted our Board as of March 22, 2011, together with any new director whose election or nomination for election was approved by a vote of a majority of those persons, cease for any reason to constitute a majority of our Board; (3) consummation of a merger, consolidation or reorganization involving us (subject to

## Edgar Filing: VENTAS INC - Form DEF 14A

certain exceptions); (4) approval by our stockholders of a complete liquidation or dissolution of our company; (5) approval by our stockholders of an agreement for the assignment, sale, conveyance, transfer, lease or other disposition of all or substantially all of our assets to any person, other than our subsidiaries; (6) any transaction which is reasonably likely to result in our company ceasing to be a REIT; and (7) any other event that the Board determines constitutes an effective Change of Control.

**Good Reason** means the occurrence of any of the following events: (1) a diminution in Ms. Cafaro's position, authority, duties or responsibilities as Chief Executive Officer (Ms. Cafaro ceasing to be the chief executive officer of a publicly-traded company following a transaction in which we are a participant will constitute a diminution under this clause (1)); (2) a reduction in Ms. Cafaro's base salary, maximum annual bonus opportunity or, except as uniformly applicable to all of our similarly situated executives, benefits and perquisites; (3) our requiring Ms. Cafaro to relocate her principal business office to a location more than 30 miles from her existing office; (4) our failure or refusal to comply with any provision of the Cafaro Employment Agreement; (5) certain events of bankruptcy involving our company; and (6) our failure to obtain the assumption of the Cafaro Employment Agreement by any successor to all or substantially all of our business and/or assets.

**Target Bonus** means the greater of (1) the highest bonus paid to Ms. Cafaro pursuant to our annual incentive plan for any of the three preceding calendar years and (2) the full amount of Ms. Cafaro's annual bonus, assuming maximum individual and company performance, in respect of service for the year of termination.

\*\* Certain of Ms. Cafaro's outstanding backward-looking stock option and restricted stock awards would vest in full upon death, disability or a change of control pursuant to the terms of the applicable incentive plan or award agreement. However, all forward-looking pRSU, time-based RSU and one-time transition time-based RSUs are double-trigger and do not vest solely upon a change of control.

### ***Employee Protection Agreements for Messrs. Probst and Cobb and Former Employee Protection Agreement for Mr. Lillibridge***

The Probst Employee Protection Agreement provides Mr. Probst with an initial annual base salary of \$575,000, subject to annual review commencing in 2016, and eligibility to participate in our incentive and other employee benefit

	2018 Proxy Statement	58
--	----------------------	----

Table of Contents

plans. Upon termination of Messrs. Probst, Cobb or, formerly, Lillibridge s (collectively, the Executives ) employment for any reason, the Executives will or would have been subject to noncompetition, nonsolicitation and noninterference restrictions for a period of one year, as well as certain confidentiality and nondisparagement restrictions, except that Mr. Probst s Employee Protection Agreement was amended in December 2017 to provide for noncompetition restrictions lasting for two years in the event he is terminated without Cause or for Good Reason within one year of a Change in Control (each term as defined in his Employee Protection Agreement). Following a review of competitive market practices, the Employee Protection Agreements for Messrs. Probst and Cobb were also amended in December 2017 to remove the caps on certain cash severance amounts.

Under the terms of the current and former Employee Protection Agreements for the Executives, the Executives are/were entitled to the benefits summarized below upon the event specified. Under certain circumstances, the Executives severance payments or other benefits are/were subject to reduction such that there will be no taxes imposed upon them by Section 4999 of the Code or any similar state or local tax. For clarity, the terms of the Former Lillibridge Agreement described below were in effect until February 14, 2018, when the Lillibridge Transition Agreement (described in detail below) became effective.

Termination For Cause* or Without Good Reason*
• None

Change of Control* Without a Termination of Employment**
• None

Termination Other Than For Cause or With Good Reason**
(Not in connection with Change of Control)
• Lump sum payment (not to exceed \$3 million in the case of Mr. Lillibridge, as adjusted annually beginning in 2016 to reflect increases in the Consumer Price Index ( CPI )) equal to the sum of base salary as then in effect and Target Annual Bonus* (in the case of Mr. Probst) or Maximum Annual Bonus* (in the case of Messrs. Lillibridge and Cobb) for the year of termination
• Continuation of medical, dental and vision insurance benefits for up to one year (or lump sum equivalent in cash)
• Mr. Probst would have received pro-rata vesting of his sign-on equity award (this award was fully vested as of December 31, 2017) and Mr. Lillibridge would have been credited with one additional year of service for purposes of vesting in restricted stock awards granted prior to 2016

Termination Other Than For Cause or With Good Reason**
(Within one year of Change of Control)
• Lump sum payment (not to exceed \$3 million in the case of Mr. Lillibridge, as adjusted annually beginning in 2016 to reflect increases in the CPI) equal to 2x (in the case of Mr. Probst) or 2.5x (in the case of Messrs. Lillibridge and Cobb) the sum of base salary as then in effect and Maximum Annual Bonus (in the case of Mr. Probst) or Target Annual Bonus (in the case of Messrs. Lillibridge and Cobb) for the year of termination
• Continuation of medical, dental and vision insurance benefits for up to two years (or lump sum equivalent in cash)
• For Mr. Probst only, if a Change of Control would have occurred during the Bridge Period*, at our election, fully vested award of stock or cash, in either case equal to amount by which (i) the prorated portion of Target LTI for 2015 service exceeded (ii) the value of any long-term equity incentive compensation Mr. Probst received for 2015 which was not forfeited because of his termination
• Mr. Probst would have received full vesting of his sign-on equity award (this award was fully vested as of December 31, 2017)

**Death/Disability \*\***

- If the death/disability would have occurred during the Bridge Period, at our election, fully vested award of stock or cash, in either case equal to the amount by which (i) the prorated portion of Target LTI for 2015 service exceeded (ii) the value of any long-term equity incentive compensation Mr. Probst received for 2015 which was not forfeited because of his termination
- Mr. Probst would have received full vesting of his sign-on equity award (this award was fully vested as of December 31, 2017)

\* Bridge Period means calendar year 2015 and the first two months of calendar year 2016, but prior to the date of grant of long-term equity incentive compensation with respect to calendar year 2015.

Cause means the Executive s: (1) indictment for, conviction of, or plea of *nolo contendere* to any felony or misdemeanor involving fraud, dishonesty or moral turpitude; (2) willful or intentional material breach of duties and responsibilities; (3) willful or intentional material misconduct in the performance of duties; or (4) willful or intentional failure to comply with any lawful instruction or directive of the Chief Executive Officer.

	<b>2018 Proxy Statement</b>	<b>59</b>
--	-----------------------------	-----------

Table of Contents

Change of Control means the occurrence of any of the following events: (1) beneficial ownership by any person or group (as those terms are defined in the Exchange Act), other than us, our subsidiaries or any employee benefit plan maintained by us, of 35% or more of the combined voting power of our outstanding voting securities; (2) persons who constituted our Board as of September 30, 2013 (in the case of Messrs. Probst and Cobb) or July 1, 2015 (in the case of Mr. Lillibridge), together with any new director whose election or nomination for election was approved by a vote of a majority of those persons, cease for any reason to constitute a majority of our Board; (3) consummation of a merger, consolidation or reorganization involving us (subject to certain exceptions); (4) approval by our stockholders of a complete liquidation or dissolution of our company; or (5) approval by our stockholders of an agreement for the assignment, sale, conveyance, transfer, lease or other disposition of all or substantially all of our assets to any person, other than our subsidiaries.

Good Reason means the occurrence of any of the following events: (1) a material diminution of the Executive's position, authority or duties; (2) a material reduction in the Executive's base salary or Target Annual Bonus opportunity; (3) our requiring the Executive to relocate his principal business office to any location that is more than 30 miles from our current Chicago headquarters; or (4) our failure to cause the assumption of the Employee Protection Agreement by any successor to all or substantially all of our business and/or assets, in each case, that is not cured within 30 days after written notice from the Executive.

Maximum Annual Bonus means the full amount of the Executive's annual bonus, assuming maximum individual and company performance.

Target Annual Bonus means the Executive's annual bonus, assuming target individual and company performance.

Target LTI means the Executive's long-term equity incentive compensation, assuming target individual and company performance.

\*\* Certain of the Executives' outstanding backward-looking stock option and restricted stock awards would vest in full upon death, disability or a change of control pursuant to the terms of the applicable incentive plan or award agreement. However, all forward-looking pRSU, time-based RSU and one-time transition time-based RSUs are double-trigger and do not vest solely upon a change of control.

***Lillibridge Transition Agreement***

On July 25, 2017, Mr. Lillibridge announced his intention to step down from his current role and transition to the role of Special Advisor to the CEO, facilitating a smooth transition for his successor. Mr. Lillibridge will remain in his role as Executive Vice President, Medical Property Operations; President and Chief Executive Officer, Lillibridge Healthcare Services, Inc. until April 9, 2018, the start date of his successor.

In connection with his transition, the Company and Mr. Lillibridge entered into the Lillibridge Transition Agreement. The Lillibridge Transition Agreement went into effect on February 14, 2018 and superseded the Former Lillibridge Agreement. In this role, Mr. Lillibridge is a non-executive officer employee of the Company and devotes his full business efforts to facilitating a smooth transition for his successor and performing special projects relating to hospitals and the healthcare industry, as assigned by our CEO. The Lillibridge Transition Agreement does not have a defined term and will expire upon Mr. Lillibridge's termination of

employment for any reason (the Term ).

During the Term, Mr. Lillibridge will earn an annual base salary of \$400,000. He was eligible to earn his annual cash incentive award in respect of his 2017 performance but will not be eligible to earn future annual cash incentive awards except for an award in respect of his 2018 performance because his successor did not begin employment by February 14, 2018. The 2018 annual cash incentive award will be earned based on actual performance and will be prorated to reflect the number of days Mr. Lillibridge remained employed by the Company in 2018 through April 9, 2018. Payment thereof was subject to Mr. Lillibridge timely executing and not revoking a general release of claims. Mr. Lillibridge was not eligible to receive any equity incentive award grants in 2018 or thereafter.

The Lillibridge Transition Agreement does not provide for any cash severance payments upon his termination of employment for any reason. Outstanding equity awards will generally be treated as provided in Mr. Lillibridge's applicable award agreements, except that (i) all of his vested stock options will remain exercisable until the expiration of the option term and (ii) if Mr. Lillibridge's successor would have started prior to February 14, 2018 and Mr. Lillibridge was terminated by the Company without Cause (as defined below) prior to February 14, 2018, he would have received (a) full vesting of all outstanding and unvested time-based equity awards and (b) prorated vesting of outstanding performance-based equity awards, based on actual achievement of the specified performance criteria through his date of termination of employment.

The Lillibridge Transition Agreement subjects Mr. Lillibridge to noncompetition, nonsolicitation and noninterference restrictions for a period of one year, as well as certain confidentiality and nondisparagement restrictions, following the termination of Mr. Lillibridge's employment for any reason.

Cause is defined in the Lillibridge Transition Agreement as (i) Mr. Lillibridge's indictment for, conviction of, or plea of nolo contendere to, any felony or a misdemeanor involving fraud, dishonesty or moral turpitude, (ii) the willful or intentional material breach by Mr. Lillibridge of his duties and responsibilities, (iii) the willful or intentional material misconduct by Mr. Lillibridge in the performance of his duties or (iv) the willful or intentional failure by Mr. Lillibridge to comply in all material respects with any lawful instruction or directive of the CEO.

	2018 Proxy Statement	60
--	----------------------	----

Table of Contents

***Riney Employment Agreement and Riney Change of Control Severance Agreement***

The Riney Employment Agreement provides Mr. Riney with an annual base salary of not less than \$137,000 and eligibility to participate in our incentive and other employee benefit plans. The term of the Riney Employment Agreement is automatically extended by one additional day for each day following the effective date of the agreement that Mr. Riney remains employed by us unless we elect to cease such automatic extension with notice to Mr. Riney. The Riney Employment Agreement will terminate one year following any such notice.

Under the terms of the Riney Employment Agreement and the Riney Severance Agreement, Mr. Riney is entitled to the benefits summarized below upon the event specified. The Riney Employment Agreement and the Riney Severance Agreement provide for a gross-up for any taxes imposed upon him by Section 4999 of the Code, or any similar state or local tax, as a result of any payment or benefits to which he may be entitled under such agreements or any other agreement. Any severance benefits payable to Mr. Riney under the Riney Employment Agreement, including any tax gross-up, cannot be duplicated by any severance benefits payable to Mr. Riney under the Riney Severance Agreement.

Termination For Cause* or Without Good Reason*
• None

Change of Control* Without a Termination of Employment**
• Payment for any excise taxes he may incur as a result of the Change of Control

Termination Other Than For Cause or With Good Reason (Not in connection with Change of Control)
• Lump sum payment (not to exceed \$3 million, as adjusted annually beginning in 2008 to reflect increases in CPI) equal to (x) prorated portion of Target Bonus* for the year of termination, plus (y) the sum of base salary as then in effect and Target Bonus for the year of termination
• Credited with one additional year of service for purposes of vesting of restricted stock
• Continuation of medical, dental, life and long-term disability insurance benefits for up to one year

Termination Other Than For Cause or With Good Reason (Within two years of Change of Control)
• Lump sum payment (not to exceed \$3 million, as adjusted annually beginning in 2008 to reflect increases in CPI) equal to 2x the greater of (a) the sum of (x) base salary and Target Bonus as of the date of termination, plus (y) the fair market value of the maximum number of shares of restricted stock authorized to be issued to Mr. Riney for the year of termination, and (b) the sum of (x) base salary and Target Bonus as of the date immediately prior to the effectiveness of the Change of Control, plus (y) the fair market value of the maximum number of shares of restricted stock authorized to be issued to him for the year in which the date immediately prior to the effectiveness of the Change of Control occurs
• Continuation of medical, dental, life and disability insurance benefits for two years
• Payment for any excise taxes he may incur as a result of the Change of Control

Death/Disability**
• Prorated portion of Target Bonus for the year of termination

## Edgar Filing: VENTAS INC - Form DEF 14A

\* **Cause** means Mr. Riney s: (1) conviction of or plea of *nolo contendere* to a crime involving moral turpitude; or (2) willful and material breach of his duties and responsibilities that is committed in bad faith or without reasonable belief that such conduct is in our best interests and, with respect to (2), the Board s adoption of a resolution by a vote of at least 75% of its members so finding after giving Mr. Riney and his attorney an opportunity to be heard.

**Good Reason** means the occurrence of any of the following events: (1) the assignment to Mr. Riney of duties substantially of a non-executive or non-managerial nature; (2) an adverse change in Mr. Riney s status or position as an executive officer, including as a result of a diminution in his duties and responsibilities (other than a change directly attributable to our ceasing to be a publicly owned company); (3) a reduction in Mr. Riney s base salary, bonus opportunity or, except as uniformly applicable to all of our similarly situated executives, benefits and perquisites (which reduction, for purposes of the Riney Employment Agreement, is material); (4) our requiring Mr. Riney to relocate his principal business office to a location more than 30 miles from his existing office; and (5) our failure to obtain the assumption of the Riney Employment Agreement by any successor to all or substantially all of our business or assets, in each case, for purposes of the Riney Employment Agreement, that is not cured within 30 days after written notice from Mr. Riney.

**Change of Control** means the occurrence of any of the following events: (1) beneficial ownership by any person or group (as those terms are defined in the Exchange Act), other than us, our subsidiaries or any employee benefit plan maintained by us, of 20% or more of the combined voting power of our outstanding voting securities; (2) persons who constituted our Board as of May 1, 1998, together with any new director whose election or nomination for election was approved by a vote of a majority of those persons, cease for any reason to constitute a majority of our Board; (3) consummation of a merger, consolidation or reorganization involving us (subject to certain exceptions); (4) approval by our stockholders of a complete liquidation or dissolution of our company; (5) approval by our stockholders of an agreement for the assignment, sale, conveyance, transfer, lease or other disposition of all or substantially all of our assets to any person, other than our subsidiaries; and (6) any

	<b>2018 Proxy Statement</b>	<b>61</b>
--	-----------------------------	-----------

---



Table of Contents

other event that the Board determines constitutes an effective Change of Control.

Target Bonus means the full amount of bonuses and performance compensation that would be payable to Mr. Riney, assuming satisfaction of all performance criteria on which such bonuses and performance compensation are based, in respect of services for the year of termination.

\*\* Certain of Mr. Riney's outstanding backward-looking stock option and restricted stock awards would vest in full upon death, disability or a change of control pursuant to the terms of the applicable incentive plan or award agreement. However, all forward-looking pRSU, time-based RSU and one-time transition time-based RSUs are double-trigger and do not vest solely upon a change of control

## Potential Payments Upon Termination or Change of Control

The table below reflects the amount of compensation and benefits payable to each Named Executive Officer in the event of:

- ü termination for Cause or without Good Reason;
- ü termination other than for Cause or with Good Reason ( involuntary termination );
- ü a Change of Control (without any termination of employment);
- ü involuntary termination following a Change of Control; and
- ü death or disability.

The amounts shown are estimates of the amounts that would be paid to the Named Executive Officers assuming the applicable termination and/or Change of Control occurred on December 31, 2017. The actual amounts can be determined only if and when the Named Executive Officer's employment is terminated or the Change of Control occurs. Receipt of benefits upon termination is subject to the execution of a general release of claims by the Named Executive Officer or his or her beneficiary. Although our employment and severance agreements with our Named Executive Officers (other than Mr. Riney) contain certain restrictive covenants, including noncompetition and nonsolicitation provisions, no specific value to the company has been ascribed to these covenants in the table.

Benefit	Termination for Cause or without Good Reason	Involuntary Termination (without Change of Control)	Change of Control (without Termination)	Involuntary Termination Following Change of Control(1)	Death or Disability
<b>Debra A. Cafaro</b>					
Prorated portion of Target Bonus for year of termination(2)	\$	\$ 3,870,000	\$	\$ 3,870,000	\$ 3,870,000
Payment equal to multiple of base salary in effect at termination(3)		3,225,000		3,225,000	
Payment equal to multiple of Target Bonus for year of termination(2)(3)		11,610,000		11,610,000	
Vesting of equity awards(4)(5)		21,868,309	4,747,012	21,868,309	16,277,981
Continued insurance benefits(6)		154,734		154,734	49,633
Office space and administrative services Reduction(7)		50,000		50,000	
<b>Total for Debra A. Cafaro</b>	<b>\$</b>	<b>\$ 40,778,043</b>	<b>\$ 4,747,012</b>	<b>\$ 40,778,043</b>	<b>\$ 20,197,614</b>
<b>Robert F. Probst</b>					
Payment equal to multiple of base salary in effect at termination(3)		615,000		1,230,000	
Payment equal to multiple of Target Annual Bonus for year of termination(2)(3)		1,076,250			
Payment equal to multiple of Maximum Annual Bonus for year of termination(2)(3)				3,075,000	
Vesting of equity awards(4)(5)		849,507	1,303,271	5,298,638	5,298,638
Continued insurance benefits(6)		24,964		49,928	
Reduction(7)				0	
<b>Total for Robert F. Probst</b>	<b>\$</b>	<b>\$ 2,565,721</b>	<b>\$ 1,303,271</b>	<b>\$ 9,653,566</b>	<b>\$ 5,298,638</b>

	2018 Proxy Statement	62
--	----------------------	----

## Table of Contents

Benefit	Termination for Cause or without Good Reason	Involuntary Termination (without Change of Control)	Change of Control (without Termination)	Involuntary Termination Following Change of Control(1)	Death or Disability
<b>Todd W. Lillibridge</b>					
Payment equal to multiple of base salary in effect at termination(3)(8)	\$	\$ 510,000	\$	\$ 1,275,000	\$
Payment equal to multiple of Target Annual Bonus for year of termination(2)(3)(8)(9)				1,809,578	
Payment equal to multiple of Maximum Annual Bonus for year of termination(2)(3)(8)		1,275,000			
Vesting of equity awards(4)(5)		576,738	1,035,541	2,765,697	2,765,697
Continued insurance benefits(6)		17,561		35,122	
Reduction(7)					
<b>Total for Todd W. Lillibridge</b>	<b>\$</b>	<b>\$ 2,379,299</b>	<b>\$ 1,035,541</b>	<b>\$ 5,885,397</b>	<b>\$ 2,765,697</b>
<b>T. Richard Riney</b>					
Prorated portion of Target Bonus for year of termination(2)(8)	\$	\$ 1,400,000	\$	\$	\$ 1,400,000
Payment equal to multiple of base salary in effect at termination(3)(8)		560,000		1,120,000	
Payment equal to multiple of Target Bonus for year of termination(2)(3)(8)(10)		1,400,000		2,469,177	
Payment equal to multiple of fair market value of maximum restricted stock/RSU grant under LTIP for the year of termination(3)(8)(11)(12)				0	
Vesting of equity awards(4)(5)		1,322,648	1,180,164	4,140,841	4,140,841
Continued insurance benefits(6)		27,107		54,215	
Excise tax gross-up(5)					
<b>Total for T. Richard Riney</b>	<b>\$</b>	<b>\$ 4,709,755</b>	<b>\$ 1,180,164</b>	<b>\$ 7,784,233</b>	<b>\$ 5,540,841</b>
<b>John D. Cobb</b>					
Payment equal to multiple of base salary in effect at termination(3)		\$ 605,000		\$ 1,512,500	
Payment equal to multiple of Target Annual Bonus for year of termination(2)(3)				2,646,875	
Payment equal to multiple of Maximum Annual Bonus for year of termination(2)(3)		1,512,500			
Vesting of equity awards(4)(5)		835,693	1,209,995	5,163,920	5,163,920
Continued insurance benefits(6)		24,964		49,928	
Reduction(7)					
<b>Total for John D. Cobb</b>	<b>\$</b>	<b>\$ 2,978,157</b>	<b>\$ 1,209,995</b>	<b>\$ 9,373,223</b>	<b>\$ 5,163,920</b>

(1) Involuntary termination during any time following Change of Control for Ms. Cafaro (the occurrence of a Change of Control does not result in enhanced severance benefits for Ms. Cafaro), involuntary termination within one year of Change of Control for Messrs. Probst, Lillibridge and Cobb, and involuntary termination within two years of Change of Control for Mr. Riney.

(2) Target Bonus, Target Annual Bonus or Maximum Annual Bonus, as applicable, for each Named Executive Officer is defined above under Employment and Severance Agreements with Named Executive Officers.

(3) Multiples for the Named Executive Officers are as follows:

Edgar Filing: VENTAS INC - Form DEF 14A

	Involuntary Termination (without Change of Control)	Involuntary Termination Following Change of Control
Ms. Cafaro	3x	3x
Messrs. Probst and Riney	1x	2x
Messrs. Lillibridge and Cobb	1x	2.5x

	2018 Proxy Statement	63
--	----------------------	----

Table of Contents

(4) The outstanding restricted stock and stock option award agreements under our 2012 Incentive Plan generally provide that, upon a Change of Control or in the event of death, disability or retirement of a participant while employed by us, the stock options underlying the award become immediately exercisable or the restrictions and other conditions pertaining to the shares of restricted stock underlying the award immediately lapse. In the event of involuntary termination, Ms. Cafaro's restricted stock and stock options would become fully vested and Mr. Riney would be treated as having one additional year of service for purposes of restricted stock vesting.

The outstanding time-based RSU award agreements under our 2012 Incentive Plan (including our one-time transition RSU awards) generally provide that, upon a Qualifying Termination (defined as an involuntary termination within 6 months prior to or 24 months following a Change of Control) or in the event of death, disability or retirement of a participant while employed by us, the restrictions and other conditions pertaining to the RSUs immediately lapse. In the event of involuntary termination in the absence of a Change of Control, Ms. Cafaro's time-based RSUs would become fully vested and the other Named Executive Officers would be treated as having one additional year of service for purposes of regular (but not one-time transition) time-based RSU vesting. RSU awards do not receive any enhanced vesting solely upon a Change of Control.

The outstanding pRSU award agreements under our 2012 Incentive Plan generally provide that, upon a Qualifying Termination (defined as an involuntary termination within 6 months prior to or 24 months following a Change of Control), Ms. Cafaro would receive full vesting of the pRSUs at the maximum level and the other Named Executive Officers would receive full vesting of the pRSUs at the higher of actual or target performance through the change of control date (table reflects target values).

In the event of death or disability, Ms. Cafaro would receive full vesting of the pRSUs at the higher of actual or target performance through the termination date (table reflects target value) and the other Named Executive Officers would receive full vesting of the pRSUs at the target level.

In the event of retirement while employed by us, Ms. Cafaro would receive full vesting of the pRSUs at the higher of actual or target performance through the retirement date (table reflects target value) unless the retirement occurs after a Change of Control has occurred, in which case Ms. Cafaro would receive full vesting of the pRSUs at the maximum level. The other Named Executive Officers would receive pro-rated vesting of the pRSUs at the higher of actual or target performance through the retirement date (table reflects target values).

In the event of involuntary termination in the absence of a Change of Control, Ms. Cafaro would receive full vesting of the pRSUs at the maximum level and the other Named Executive Officers would receive pro-rated vesting of the pRSUs at the higher of actual or target performance through the termination date (table reflects target values).

In the event of a Change of Control in the absence of a Qualifying Termination (or subsequent retirement in the case of Ms. Cafaro only), the pRSU awards convert to time-based awards upon a Change of Control and remain subject to the remaining vesting schedule. Ms. Cafaro's pRSU awards convert at a level equal to the higher of actual and target performance and the other Named Executive Officers' pRSU awards convert at a level equal to actual performance through the Change of Control date. Accordingly, we have not reported any pRSU award values in the Change of Control (without Termination) column.

All pRSU award figures include the value of accrued dividend equivalents as of December 31, 2017.

Since none of our Named Executive Officers were retirement-eligible as of December 31, 2017, we have not included a Retirement column in the table above.

(5) Assumes a stock price of \$60.01, the closing price of our common stock on December 29, 2017. For purposes of the table, the value of vesting of restricted stock, RSUs and pRSUs is determined by multiplying the number of shares/units vesting by \$60.01, and the value of vesting of in-the-money stock options is determined by subtracting the stock option exercise price from \$60.01 and multiplying by the number of options vesting.

(6) In the event of her Disability, Ms. Cafaro would receive continued medical and dental premiums for a period of 24 months. In the event of her involuntary termination without Cause or for Good Reason, Ms. Cafaro would receive continued health, dental, life, short-term disability and long-term disability insurance premiums for a period of 24 months. In the event of involuntary termination without Cause or for Good Reason for each of Messrs. Probst, Lillibridge or Cobb, such individual would receive continued health, dental and vision insurance premiums for a period of 12 months (24 months if such termination occurs within one year of a Change of Control). In the event of his involuntary termination without Cause or for Good Reason, Mr. Riney would receive continued health, dental, life, short-term disability and long-term disability insurance premiums for a period of 12 months (24 months if such termination occurs within two years of a Change of Control).

(7) Pursuant to the Cafaro Employment Agreement and the Employee Protection Agreements for the Executives, under certain circumstances, payments or benefits to Ms. Cafaro and Messrs. Probst, Lillibridge and Cobb are subject to reduction such that there will be no taxes imposed upon them by Section 4999 of the Code or any similar state or local tax.

(8) Under the Former Lillibridge Agreement, the Riney Employment Agreement and the Riney Severance Agreement, the amount of certain severance benefits payable to each of Messrs. Lillibridge and Riney is limited to a maximum of \$3 million, as adjusted annually following the effective date of the applicable agreement to reflect increases in CPI.

(9) This amount has been reduced from \$2,231,250 to \$1,809,578 because the total severance due to Mr. Lillibridge under this termination scenario would exceed \$3,084,578, which is equal to Mr. Lillibridge's \$3 million severance cap after adjusting for 2015-2016 CPI based on an assumed December 31, 2017 termination date.

(10) This amount has been reduced from \$2,800,000 to \$2,469,177 because the total severance due to Mr. Riney under this termination scenario would exceed \$3,589,177, which is equal to Mr. Riney's \$3 million severance cap after adjusting for 2007-2016 CPI based on an assumed December 31, 2017 termination date.

(11) The fair market value of the maximum restricted stock/RSU grant under the long-term equity incentive plan is determined by multiplying the sum of restricted shares, RSUs and pRSUs (deemed earned at the maximum level) granted in 2017 by the closing price of our shares on the assumed change in control date of December 31, 2017.

(12) This amount has been reduced from \$10,857,865 to \$0 because the total severance due to Mr. Riney under this termination scenario would exceed \$3,589,177, which is equal to Mr. Riney's \$3 million severance cap after adjusting for 2007-2016 CPI based on an assumed December 31, 2017 termination date.

Table of Contents

## CEO PAY RATIO

As required by SEC regulations, we are providing information regarding the relationship of the annual total compensation of our employees and the annual total compensation of our CEO. For 2017, the median of the annual total compensation of all employees of the Company (other than our CEO) was \$88,630 and the annual total compensation of our CEO, as reported in the 2017 Summary Compensation Table above, was \$25,254,607. The ratio of our CEO's 2017 annual total compensation to our median employee's 2017 annual total compensation is 285 to 1. Our median employee was determined as of December 31, 2017 by selecting the employee, out of all of our employees who were employed on such date, with the median 2017 target total direct compensation (sum of base salary, target annual cash bonus and target equity award).

After excluding the final backward-looking award relating to 2016 performance and the one-time transition awards (as further discussed in following paragraph), the 2017 normalized compensation for our CEO is approximately \$12.4 million, with the actual 2017 annual cash incentive award included. Using this figure, the ratio of our CEO's 2017 annual total compensation to our median employee's 2017 annual total compensation would be 140 to 1. We believe this normalized CEO pay ratio is a more useful tool for comparing our CEO's annual compensation to our median employee because it includes the regular, ongoing components of our CEO's compensation program that are expected to continue in 2018 and beyond.

As noted elsewhere in this Proxy Statement, the Company transitioned from a backward-looking long-term equity incentive plan to a forward-looking plan in January 2017. Because the final 2016 backward-looking equity grant (already earned based on 2016 performance but paid in 2017) and the first 2017 forward-looking equity grant (may be earned, if at all, based on 2017-2019 performance) were granted in 2017 regardless of the performance period or year of vesting, SEC disclosure rules require us to report both awards in this year's Summary Compensation Table. In addition, SEC disclosure rules require us to report one-time transition awards to certain of our Named Executive Officers, even though they are one-time in nature. These one-time transition awards were designed to partially mitigate the equity vesting gap that will occur in 2018 and 2019 as a result of our transition to a forward-looking long-term equity incentive plan and to enhance retention. These awards are one-time in nature and are not a continuing feature of the long-term incentive plan.

The pay ratio presented in this Proxy Statement is a reasonable estimate calculated in good faith, in a manner consistent with Item 402(u) of Regulation S-K, based on our payroll and employment records and the methodology described above. The SEC rules for identifying the median employee and calculating the pay ratio based on that employee's annual total compensation allow companies to adopt a variety of methodologies, to apply certain exclusions, and to make reasonable estimates and assumptions that reflect their compensation practices. As such, the pay ratios reported by other companies may not be comparable to the pay ratio set forth above, as other companies may have different employment and compensation practices and may utilize different methodologies, exclusions, estimates and assumptions in calculating their own pay ratios.

## NON-EMPLOYEE DIRECTOR COMPENSATION

Our Board believes that the compensation paid to our non-employee directors should be competitive with the Comparable Companies, as well as public companies of similar enterprise value, market capitalization and total assets, and should enable us to attract and retain individuals of the highest quality to serve as our directors. In addition, the Board believes that a significant portion

of non-employee director compensation should align director interests with the long-term interests of our stockholders. Accordingly, non-employee directors receive a combination of cash and equity-based compensation for their services. Each of these components is described below. We also reimburse each non-employee director for travel and other expenses associated with attending Board and committee meetings, director education programs and other Board-related activities. Ms. Cafaro, the only member of the Board employed by us, does not receive compensation for her service as a director.

## Cash Compensation

The cash compensation paid to, or earned by, our non-employee directors in 2017 was comprised of the following three components:

	2018 Proxy Statement	65
--	----------------------	----

---



## Table of Contents

- ii Board retainer: Each non-employee director received a retainer of \$90,000 for each calendar year in which he or she served as a director. The Presiding Director received an additional retainer of \$25,000 for each calendar year of service.
- ii Committee retainers: Each member (other than the chair) of the Audit, Compensation and Nominating Committees received a retainer of \$20,000, \$20,000 and \$15,000, respectively, for each calendar year of service as a member of such committee. The chair of the Audit, Compensation and Nominating Committees received a retainer of \$25,000, \$25,000 and \$20,000, respectively, for each calendar year of service as the chair of that committee.
- ii Board and committee meeting fees: Each non-employee director received \$1,500 for each Board meeting he or she attended in excess of the eighth Board meeting held during the year, \$1,500 for each Audit, Compensation or Nominating Committee meeting he or she attended in excess of the sixth such committee meeting held during the year and \$1,500 for each Investment or Executive Committee meeting he or she attended during the year (in each case, including telephonic meetings, unless the meeting was 30 minutes or less).

Pursuant to our Nonemployee Directors' Deferred Stock Compensation Plan (the "Director Deferred Compensation Plan"), non-employee directors may elect to defer receipt of all or a portion of their cash retainer and meeting fees. Deferred fees are credited to each participating director in the form of stock units, based on the fair market value of our common stock on the deferral date. At the prior election of the participating director, dividend equivalents on the stock units are either paid in cash or credited as additional units. Upon termination of a participating director's service on the Board, or at such later time as he or she has previously designated, the director's stock unit account is settled in whole shares of our common stock on a one-for-one basis and distributed either in one lump sum or in installments over a period of not more than ten years, at the director's prior election. Fractional stock units are paid out in cash.

## Equity-Based Compensation

The equity-based compensation paid to our non-employee directors in 2017 consisted of shares of restricted stock or restricted stock units, at the director's prior election, granted pursuant to our 2012 Incentive Plan as follows:

- ii Each year, our non-employee directors receive shares of restricted stock or restricted stock units, at his or her prior election, having an aggregate value equal to \$150,000.
- ii Upon initial election or appointment to the Board, a newly-elected or appointed non-employee director would have received a number of shares of restricted stock having an aggregate value equal to a pro rata portion of \$150,000 (determined by reference to the number of days remaining in the calendar year).

Shares of restricted stock and restricted stock units granted to our non-employee directors vest in two equal annual installments. In 2017 we changed our director equity award schedule to more closely align with our typical schedule of director service dates by linking our grant dates with our annual meeting dates. Equity awards are now granted on each annual meeting date and vest 50% on the subsequent annual meeting date and 50% on the next succeeding annual meeting date.

As a result of this change, we made two equity grants to our directors in 2017. The first was a final January 1, 2017 pro-rata grant designed to compensate directors for the service period from January 1, 2017 until our 2017 Annual Meeting of Directors on

Edgar Filing: VENTAS INC - Form DEF 14A

May 18, 2017. This award vests in two equal annual installments beginning on the first anniversary of the grant date. The second award was a full annual award granted on the 2017 Annual Meeting Date, which is designed to compensate directors for the service period from the 2017 Annual Meeting of Directors until our 2018 Annual Meeting of Directors.

Because SEC rules require us to report equity awards when granted, regardless of the applicable service period, the Stock Awards column of the 2017 Non-Employee Director Compensation Table below shows an amount larger than our regular \$150,000 annual equity award due to this timing adjustment, even though we have not made any changes to our non-employee director equity retainer amount for 2017.

	2018 Proxy Statement	66
--	----------------------	----

---

Table of Contents

## Review of Non-Employee Director Compensation

Our Nominating Committee is responsible for annually reviewing the amount and types of compensation to be paid to our non-employee directors and recommending any changes to our non-employee director compensation program for approval by our Board. As part of its annual review, the Nominating Committee may consider director compensation information contained in surveys compiled by NAREIT, Spencer Stuart or the National Association of Corporate Directors and may retain an independent compensation consultant to advise it on appropriate director compensation levels.

No adjustments were made to non-employee director compensation cash or equity amounts in 2017.

Following review of market data in March 2018, the Nominating Committee recommended and the Board approved two changes to non-employee director compensation for 2018: (i) beginning April 1, 2018, the annual cash retainer was increased from \$90,000 to \$105,000 and (ii) beginning with the equity grant to be awarded at the 2018 Annual Meeting, the annual equity retainer was increased from \$150,000 to \$165,000.

## Minimum Share Ownership Guidelines for Non-Employee Directors

Our minimum share ownership guidelines require each non-employee director to maintain a minimum number of shares of our common stock with a value not less than five times the current annual cash retainer (currently \$90,000) paid to such director for service on our Board (excluding, among other things, any additional retainer paid for service as a committee member or committee chair or the Presiding Director). Each non-employee director must satisfy the minimum share ownership levels within five years from the date that he or she first becomes subject to the guidelines (or, upon any increase in the annual cash retainer, within five years from the date of such increase to satisfy the guidelines with respect to such incremental amount) and, until such time, must retain 100% of the shares of our common stock or stock units granted to him or her as compensation minus any shares withheld by the director under our share withholding program to pay taxes on the vesting of shares. Compliance with the guidelines is reviewed on July 1 of each year. All of our non-employee directors are currently in compliance with these guidelines, after taking into consideration the transition period for new directors.

	2018 Proxy Statement	67
--	----------------------	----

Table of Contents**2017 Non-Employee Director Compensation Table**

The following table sets forth the compensation awarded or paid to, or earned by, our non-employee directors during 2017:

Name	Fees Earned or Paid in Cash(1) (\$)	Stock Awards(2) (\$)	Total (\$)
Melody C. Barnes	105,000	206,232	311,232
Jay M. Gellert	119,500	206,232	325,732
Richard I. Gilchrist	129,500	206,232	335,732
Matthew J. Lustig	91,500	206,232	297,732
Roxanne M. Martino	113,000	206,232	319,232
Douglas M. Pasquale (3)	34,121	56,268	90,389
Walter C. Rakowich	110,000	206,232	316,232
Robert D. Reed	115,000	206,232	321,232
Glenn J. Rufrano	110,000	206,232	316,232
James D. Shelton	158,000	206,232	364,232

- (1) The amounts shown in the **Fees Earned or Paid in Cash** column reflect quarterly retainer and meeting fees described above under Cash Compensation. Of the amounts shown in this column, the following directors elected to defer all or a portion of their retainer and meeting fees pursuant to the Director Deferred Compensation Plan described above and were credited with the following stock units: Mr. Gellert, \$119,500 or 1,827 units; Mr. Lustig, \$91,500 or 1,398 units; Ms. Martino, \$113,000 or 1,728 units; Mr. Reed, \$115,000 or 1,757 units; Mr. Rufrano, \$110,000 or 1,681 units; and Mr. Shelton, \$79,000 or 1,208 units.
- (2) The amounts shown in the **Stock Awards** column represent the full grant date fair value of shares of restricted stock or restricted stock units (excluding stock units credited in lieu of retainer and meeting fees) granted to each non-employee director in 2017, calculated pursuant to FASB guidance regarding fair value provisions for share-based awards. See Note 12 of the Notes to Consolidated Financial Statements included in our 2017 Form 10-K for a discussion of the relevant assumptions used in calculating grant date fair value. Directors are generally entitled to dividends paid on unvested shares of restricted stock and dividend equivalents on vested and unvested restricted stock units.

In 2017 we changed our director equity award schedule to more closely align with our typical schedule of director service dates by linking our grant dates with our annual meeting dates. As a result of this change, we made two equity grants to our directors in 2017. The first was a final January 1, 2017 pro-rata grant designed to compensate directors for the service period from January 1, 2017 until our 2017 Annual Meeting. This award vests in two equal annual installments beginning on the first anniversary of the grant date. The second award was a full annual award granted on the 2017 Annual Meeting date, which is designed to compensate directors for the service period from the 2017 Annual Meeting until our 2018 Annual Meeting. Because SEC rules require us to report equity awards when granted, regardless of the applicable service period, this column shows an amount larger than our regular \$150,000 annual equity award due to this timing adjustment, even though we have not made any changes to our non-employee director equity retainer amount for 2017.

As of December 31, 2017, the aggregate number of unvested shares of restricted stock and restricted stock units and the aggregate number of shares underlying unexercised stock options (all of which are vested) held by each non-employee director were as follows (shown on a post-Spin-off basis):

Edgar Filing: VENTAS INC - Form DEF 14A

	Unvested Shares of Restricted Stock and Restricted Stock Units	Shares Underlying Unexercised Vested Stock Options
Ms. Barnes	4,437 shares	0 shares
Mr. Gellert	4,437 shares	23,760 shares
Mr. Gilchrist	4,437 shares	8,934 shares
Mr. Lustig	4,437 shares	9,731 shares
Ms. Martino	3,754 shares	0 shares
Mr. Pasquale	0 shares	0 shares
Mr. Rakowich	3,754 shares	0 shares
Mr. Reed	4,437 shares	23,760 shares
Mr. Rufrano	4,437 shares	15,265 shares
Mr. Shelton	4,437 shares	23,760 shares

- (3) Mr. Pasquale did not stand for reelection to the Board at the 2017 Annual Meeting of Directors and therefore terminated his service with the Board effective as of May 17, 2017.

	2018 Proxy Statement	68
--	----------------------	----

Table of Contents**EQUITY COMPENSATION PLAN INFORMATION**

The following table summarizes information with respect to our equity compensation plans as of December 31, 2017:

Plan Category	(a)		(b)		(c)	
	Number of Securities to be Issued Upon Exercise of Outstanding Options, Warrants and Rights		Weighted Average Exercise Price of Outstanding Options, Warrants and Rights		Number of Securities Remaining Available for Future Issuance Under Equity Compensation Plans (Excluding Securities Reflected in Column (a))	
Equity compensation plans approved by stockholders(1)	5,025,342		\$ 58.57		7,185,574	
Equity compensation plans not approved by stockholders(2)	86,574		N/A		1,047,752	
<b>Total</b>	<b>5,111,916</b>		<b>\$ 58.57</b>		<b>8,233,326</b>	
(1)	These plans consist of: (a) the Employee and Director Stock Purchase Plan; (b) the 2006 Incentive Plan; (c) the 2006 Stock Plan for Directors; (d) and the 2012 Incentive Plan. As of December 31, 2017, 2,867,381 shares were available for future issuance under the Employee and Director Stock Purchase Plan (including 785 shares that were purchased by participants in January 2018 with contributions made during the December 2017 offering period) and 4,318,978 shares were available for grant under the 2012 Incentive Plan. No additional grants are permitted under the Nationwide Health Properties, Inc. 2005 Performance Incentive Plan, the 2006 Incentive Plan or the 2006 Stock Plan for Directors.					
(2)	These plans consist of: (a) the Director Deferred Compensation Plan, under which our non-employee directors may receive, in lieu of director fees, units that settle into shares of our common stock on a one-for-one basis; and (b) the Executive Deferred Stock Compensation Plan, under which our executive officers may receive, in lieu of compensation, units that settle into shares of our common stock on a one-for-one basis.					

	<b>2018 Proxy Statement</b>	<b>69</b>
--	-----------------------------	-----------

Table of Contents**SECURITIES OWNERSHIP****Directors, Director-Nominees and Executive Officers***Beneficial Ownership of Our Common Stock*

The following table shows, as of March 16, 2018, the number of shares of our common stock beneficially owned by each of our directors and director-nominees, each of our Named Executive Officers, and all of our directors, director-nominees and executive officers as a group. For purposes of this table, shares beneficially owned includes shares over which a person has or shares voting power or investment power (whether or not vested). Except as otherwise indicated in the footnotes to the table, the named persons have sole voting and investment power over the shares of our common stock shown as beneficially owned by them. Each named person is deemed to be the beneficial owner of shares of our common stock that may be acquired within 60 days of March 16, 2018 through the exercise of stock options or the settlement of stock units, if any, and such shares are deemed to be outstanding for the purpose of computing the percentage of the class beneficially owned by such person; however, any such shares are not deemed to be outstanding for the purpose of computing the percentage of the class beneficially owned by any other person. Subject to the preceding sentence, percentages are based on 356,310,392 shares of our common stock outstanding on March 16, 2018.

Name of Beneficial Owner	Vested and Unvested Shares of Common Stock		Shares Subject to Options Exercisable within 60 days		Stock Units That May Be Settled within 60 days	Total Shares of Common Stock Beneficially Owned	Percent of Class
Melody C. Barnes	8,630	+		+	=	8,630	*
Debra A. Cafaro	613,549 (1)	+	2,466,500	+	=	3,080,049 (1)	*
John D. Cobb	47,961	+	373,322	+	=	421,283	*
Jay M. Gellert	69,954	+	23,760	+	59,894	= 153,608	*
Richard I. Gilchrist	23,933	+	8,934	+	=	32,867	*
Todd W. Lillibridge	124,027	+	271,621	+	=	395,648	*
Matthew J. Lustig	2,656	+	9,731	+	23,936	= 36,323	*
Roxanne M. Martino	4,384	+		+	3,141	= 7,525	*
Robert F. Probst	46,103	+	284,243	+	=	330,346	*
Walter C. Rakowich	4,384	+		+	=	4,384	*
Robert D. Reed	8,973	+	23,760	+	20,308	= 53,041	*
T. Richard Riney	213,669 (2)	+	310,780	+	=	524,449 (2)	*
Glenn J. Rufrano	16,748	+	15,265	+	17,465	= 49,478	*
James D. Shelton	6,400	+	23,760	+	21,679	= 51,839	*
<b>All directors, director-nominees and executive officers as a group (14 persons)</b>	1,191,371	+	3,811,676	+	146,423	= 5,149,470	1.4 %

Edgar Filing: VENTAS INC - Form DEF 14A

\* Less than 1%

(1) Includes 5,000 shares held in trust for the benefit of Ms. Cafaro's immediate family, as to which Ms. Cafaro's spouse is the trustee. Ms. Cafaro disclaims beneficial ownership of these 5,000 shares.

(2) Includes 1,300 shares held in Mr. Riney's IRA and 70,000 shares held in trust for the benefit of Mr. Riney's spouse, as to which Mr. Riney's spouse is the trustee.

	2018 Proxy Statement	70
--	----------------------	----

---



Table of Contents**Director and Executive Officer 10b5-1 Plans**

From time to time, certain of our directors and executive officers may adopt non-discretionary, written trading plans that comply with Rule 10b5-1 under the Exchange Act ( 10b5-1 plans ). These 10b5-1 plans permit our directors and executive officers to monetize their equity-based compensation in an automatic and non-discretionary manner over time and are generally adopted for estate, tax and financial planning purposes. Our Securities Trading Policy requires preclearance of any 10b5-1 plan by our legal department and provides that directors and executive officers may enter into or modify a 10b5-1 plan only during an open trading window and while not in possession of material non-public information. In addition, our Securities Trading Policy generally prohibits our directors and executive officers from entering into overlapping 10b5-1 plans.

**Principal Stockholders**

The following table shows, as of March 16, 2018, the number of shares of our common stock beneficially owned by each person known by us to be the beneficial owner of more than 5% of the outstanding shares of our common stock:

Name and Address of Beneficial Owner	Common Stock Beneficially Owned		Percent of Class(1)	
BlackRock, Inc.  55 East 52nd Street  New York, NY 10055	37,796,714	(2)	10.6	%
FMR LLC  245 Summer Street  Boston, MA 02210	16,868,095	(3)	4.7	%
State Street Corporation  One Lincoln Street  Boston, MA 02111	20,254,510	(4)	5.7	%
The Vanguard Group  100 Vanguard Boulevard  Malvern, PA 19355	52,032,253	(5)	14.6	%

Edgar Filing: VENTAS INC - Form DEF 14A

Vanguard Specialized Funds Vanguard REIT Index Fund	23,979,953	(6)		6.7	%
100 Vanguard Boulevard					
Malvern, PA 19355					

(1) Percentages are based on 356,310,392 shares of our common stock outstanding on March 16, 2018.

(2) Based solely on information contained in a Schedule 13G/A filed by BlackRock, Inc., for itself and for certain of its affiliates (collectively, BlackRock ), on January 19, 2018. BlackRock reported that, as of December 31, 2017, it had sole voting power over 34,244,539 shares of our common stock and sole dispositive power over 37,796,714 shares of our common stock. BlackRock, Inc. is a parent holding company.

(3) Based solely on information contained in a Schedule 13G/A filed jointly by FMR LLC, for itself and on behalf of its subsidiaries and Abigail P. Johnson (collectively, FMR ) on February 13, 2018. FMR reported that, as of December 31, 2017, it had sole voting power over 7,661,055 shares of our common stock and sole dispositive power over 16,868,095 shares of our common stock. Ms. Johnson and members of her family collectively own, directly or through trusts, shares of FMR LLC representing 49% of the voting power of FMR LLC.

(4) Based solely on information contained in a Schedule 13G filed by State Street Corp., for itself and on behalf of its subsidiaries (collectively, State Street ), on February 13, 2018. State Street reported that, as of December 31, 2017, it had sole voting and dispositive power over 0 shares of our common stock and shared voting and dispositive power over 20,254,510 shares of our common stock.

(5) Based solely on information contained in a Schedule 13G/A filed by The Vanguard Group, Inc. ( Vanguard ) on February 9, 2018. Vanguard reported that, as of December 31, 2017, it had sole voting power over 915,174 shares of our common stock, shared voting power over 525,621 shares of our common stock, sole dispositive power over 51,024,051 shares of our common stock and shared dispositive power over 1,008,202 shares of our common stock. Vanguard is an investment advisor registered under Section 203 of the Investment Advisers Act. Vanguard Fiduciary Trust Company, a wholly-owned subsidiary of Vanguard, is the beneficial owner of 387,381 shares of our common stock as a result of its serving as investment manager of collective trust accounts. Vanguard Investments Australia, Ltd., a wholly-owned subsidiary of Vanguard, is the beneficial owner of 1,148,614 shares of our common stock as a result of its serving as investment manager of Australian investment offerings.

(6) Based solely on information contained in a Schedule 13G/A filed by Vanguard Specialized Funds Vanguard REIT Index Fund ( Vanguard REIT Fund ) on February 2, 2018. Vanguard REIT Fund reported that, as of December 31, 2017, it had sole voting power over 23,979,953 shares of our common stock.

	<b>2018 Proxy Statement</b>	<b>71</b>
--	-----------------------------	-----------

Table of Contents**Section 16(a) Beneficial Ownership Reporting Compliance**

Section 16(a) of the Exchange Act requires our directors, officers (as defined in Rule 16a-1 under the Exchange Act) and persons who own more than 10% of the outstanding shares of our common stock to file reports of beneficial ownership and changes in such ownership with the SEC. Based solely on our records and on written representations from certain reporting persons, we believe that each person who, at any time during 2016, was a director or officer (as defined in Rule 16a-1 under the Exchange Act) of Ventas or beneficially owned more than 10% of the outstanding shares of our common stock timely filed all reports required to be filed by Section 16(a) of the Exchange Act.

**PROPOSALS REQUIRING YOUR VOTE****Proposal 1: Election of Directors**

Ten directors currently serve on our Board and nine of our directors are standing for reelection at the 2018 Annual Meeting. Under our By-Laws, in uncontested elections (which is the case for the 2018 Annual Meeting), a majority of votes cast is required for the election of each director. The number of votes cast for a director-nominee must exceed the number of votes cast against that nominee. Abstentions and broker non-votes are not counted as votes for or against a director-nominee and, therefore, will have no effect.

***Board Refreshment and Average Director Tenure***

Our Nominating Committee monitors the average tenure of our Board members and seeks to achieve a variety of director tenures in order to benefit from long-tenured directors' institutional knowledge and newly-elected directors' fresh perspectives. The Nominating Committee and the Board have refreshed and diversified the composition of the Board over the course of 2015 and 2016 through the departures of our two longest-tenured directors. Ronald Geary, who was previously our longest tenured director, resigned from the Board during 2015 and Mr. Crocker retired from the Board during 2016. Messrs. Crocker and Geary were replaced by Ms. Martino and Mr. Rakowich during 2016. In addition, Doug Pasquale was not renominated for election at our 2017 Annual Meeting. The chart below shows the average tenure of our Board members as of the applicable annual meeting dates, assuming all nine directors nominated for election at the 2018 Annual Meeting are elected.

	2015	2016	2017	2018
<b>Average Director Tenure (Years)</b>	8.6	7.8	7.5	8.6
<b>Average Non-Employee Director Tenure (Years)</b>	8.7	7.4	6.8	7.8

**Director Skills Matrix**

In selecting nominees for the Board, our Nominating Committee considers the particular experience, qualifications, attributes and skills of the current Board members and prospective candidates to ensure a variety of skills and qualifications are represented on the Board. The Nominating Committee monitors these represented attributes through the use of a detailed matrix that measures, among other things, skills, tenure, diversity and other attributes. The matrix below shows certain of the skills, tenure, diversity and other attributes we assess in connection with Board nomination and recruitment of our non-employee Board members as of the 2018 Annual Meeting date, assuming all directors up for election at the 2018 Annual Meeting are elected.

	2018 Proxy Statement	72
--	----------------------	----

---

Table of Contents

Experience/Skills	R.			W.				
	M. Barnes	J. Gellert	Gilchrist	M. Lustig	R. Martino	Rakowich	R. Reed	J. Shelton
Executive Experience (CEO)		ü	ü	ü	ü	ü		ü
Financial/Accounting Experience		ü	ü	ü	ü	ü	ü	ü
SEC Financial Expert		ü	ü	ü	ü	ü	ü	ü
REITs/Real Estate			ü	ü		ü		
Healthcare, Senior Housing	ü	ü	ü	ü			ü	ü
Capital Markets			ü	ü	ü	ü	ü	ü
Capital Intensive Industry			ü	ü		ü	ü	ü
Public Company	ü	ü	ü	ü		ü		ü
Executive Compensation								
Government Relations/Experience	ü	ü						ü
Technology						ü		
Legal	ü		ü					
Sales & Marketing								
Not-for-Profit	ü						ü	ü
Strategic Planning	ü	ü	ü	ü	ü	ü	ü	ü
International Operations						ü		
Independent	ü	ü	ü	ü	ü	ü	ü	ü
Ethnic Diversity	ü							
Gender	F	M	M	M	F	M	M	M
Board Tenure (Yrs.)	3.7	16.7	6.8	7.0	1.9	1.9	10.2	10.2
Age (as of 2018 Annual Meeting)	54	64	72	57	61	60	65	64

In addition, a substantial majority of the nominees serve or have served on boards and board committees (including, in many cases, as board or committee chairs) of other public companies, which we believe provides them with essential leadership experience, exposure to corporate governance best practices and substantial knowledge and skills that enhance the functioning of our Board.

Following the recommendation of the Nominating Committee, our Board has nominated the nine individuals listed below for election at the 2018 Annual Meeting, all of whom currently serve as directors.

### **Overboarding and Committee Restrictions**

The Nominating Committee seeks to recommend candidates that have adequate time to devote to Board activities, recognizing that public company board of directors responsibilities command a significant portion of directors' time. Accordingly, the Company maintains an overboarding policy that prohibits directors from simultaneously serving on more than four public company boards other than the Company's.

In addition, the Nominating Committee recognizes that Audit Committee members must have adequate time to devote to Audit Committee activities, given that such responsibilities command a significant portion of directors' time. As a result, the Company maintains a policy prohibiting Audit Committee members from simultaneously serving on more than two public company audit committees other than the Company's. The policy grandfathers public company audit committees for which directors are serving as of the policy adoption date.

**Annual Board Evaluation Process**

The Board recognizes that a robust and constructive evaluation process is an essential component of good corporate governance and Board effectiveness. The Board and each of its committees conduct self-evaluations related to their performance on an annual basis, including an evaluation of each director. Through this process, directors provide feedback and assess Board, committee and director performance, including areas where the Board believes it is functioning effectively and areas where the Board believes it can improve.

Our Nominating Committee supervises the annual self-evaluations and uses various processes from year to year in order to solicit feedback, including periodic in-person interviews conducted by the Presiding Director with each of the Board members. The Board and each committee review and discuss the evaluation results, and take this information into

	<b>2018 Proxy Statement</b>	<b>73</b>
--	-----------------------------	-----------

## Table of Contents

account when assessing the qualifications of the Board and further enhancing the effectiveness of the Board and its committees over time.

### *Director Resignation Policy*

In accordance with our Director Resignation Policy, our Board will nominate an incumbent director for reelection only if the director agrees that, in the event the director fails to receive the required majority vote for reelection, he or she will tender, promptly following certification of the election results, an irrevocable resignation that will be effective upon acceptance by the Board. If an incumbent director fails to receive the required majority vote for reelection, our Nominating Committee will act on an expedited basis to determine whether to recommend acceptance or rejection of the director's resignation and submit its recommendation for prompt consideration by the Board. Our Board will act on the Nominating Committee's recommendation and publicly disclose its decision regarding the tendered resignation by filing a Current Report on Form 8-K with the SEC no later than 90 days following certification of the election results.

Any director who tenders his or her resignation pursuant to our Director Resignation Policy may not participate in any Nominating Committee or Board decision regarding that resignation. If less than a majority of the Nominating Committee members receive the required vote in favor of their reelection in the same election, then the independent directors who received the required vote will be constituted by our Board as a committee to consider the tendered resignation(s) and make a recommendation to the Board. However, if three or fewer independent directors receive the required vote in the same election, all directors not required by the Director Resignation Policy to tender a resignation may participate in considering and recommending to the Board whether to accept or reject the resignation(s).

Under our Guidelines on Governance, a director is required to retire at the first annual meeting of stockholders following his or her 75th birthday. On the recommendation of our Nominating Committee, our Board may waive this requirement as to any director if it deems a waiver to be in our best interests and the best interests of our stockholders.

### *Management Succession Planning*

Our Board regularly reviews short- and long-term succession plans for the Chief Executive Officer and other senior management positions. In assessing possible Chief Executive Officer candidates, our independent directors identify the skills, experience and attributes they believe are required to be an effective leader in light of the Company's strategic plan, business opportunities and challenges. The Board employs a similar approach with respect to evaluating possible candidates for other senior management positions. In general, the Board's management succession planning is designed to anticipate both planned successions, such as those arising from anticipated retirements, as well as unexpected successions, such as those occurring when an executive leaves suddenly to take a new position, or due to death, disability or other unforeseen events.

### *Director Nominees*

## Edgar Filing: VENTAS INC - Form DEF 14A

Below is certain biographical and other information regarding the persons nominated for election as directors, which is based upon statements made or confirmed to us by or on behalf of these nominees, except to the extent certain information appears in our records. Ages shown for all nominees are as of the date of the 2018 Annual Meeting. Following each nominee's biographical information, we have also provided additional information regarding the particular experience, qualifications, attributes and skills listed in our director skills matrix above that led our Nominating Committee and our Board to determine that such nominee should serve as a director.

Each director nominee is subject to a vote at each Annual Meeting. Each director elected at the Annual Meeting will hold office until the next succeeding annual meeting of stockholders and until his or her successor is duly elected and qualified, or until his or her earlier death, resignation or removal. Each nominee listed below has consented to be named in this Proxy Statement and has agreed to serve as a director if elected, and we expect each nominee to be able to serve if elected. If any nominee is unable or unwilling to accept his or her election or is unavailable to serve for any reason, the persons named as proxies will have authority, according to their judgment, to vote or refrain from voting for such alternate nominee as may be designated by the Board.

	<b>2018 Proxy Statement</b>	<b>74</b>
--	-----------------------------	-----------

---



Table of Contents

<b>Melody C. Barnes</b>	Age: 54 Director since 2014 Nominating Committee
-------------------------	--------------------------------------------------------

**Business Experience:** Ms. Barnes is the Co-Founder and Principal of MB Squared Solutions, LLC, a domestic policy strategy firm, and Chair of the Aspen Institute Forum for Community Solutions. She also serves as Senior Fellow and Compton Visiting Professor in World Politics at the Miller Center of the University of Virginia and a Distinguished Fellow at the University of Virginia School of Law. From 2012 to 2016, she served as Vice Provost, Global Student Leadership Initiatives and a Senior Fellow at the Robert F. Wagner School of Public Service at New York University. Ms. Barnes currently serves as a director of Booz Allen Hamilton Inc. (NYSE: BAH). From January 2009 to January 2012, Ms. Barnes served in the White House as Director of the Domestic Policy Council. In this role, she provided policy and strategic advice to President Obama and coordinated the domestic policy-making process for his administration. Before joining the White House, she served as the Senior Domestic Policy Advisor for then-Senator Obama's 2008 presidential campaign. Ms. Barnes was the Executive Vice President for Policy at the Center for American Progress from 2005 to 2008 and a Senior Fellow at the Center for American Progress from 2003 to 2005, and prior to that she was a principal in the Raben Group LLC. She also served as Chief Counsel to Senator Edward M. Kennedy on the Senate Judiciary Committee from 1998 to 2003 and General Counsel for Senator Kennedy from 1995 to 1998.

<b>Current Public Company Directorships:</b>	Booz Allen Hamilton Inc. (NYSE: BAH)
----------------------------------------------	--------------------------------------

<b>Other Public Company Directorships during Past Five Years:</b>	None
-------------------------------------------------------------------	------

**Skills and Qualifications:** Ms. Barnes is an attorney with significant government experience and strong skills in public policy, strategy and leadership and development, as well as leading not-for-profit organizations.

<b>Debra A. Cafaro</b>	Age: 60 Director since 1999 Executive and Investment Committees
------------------------	-----------------------------------------------------------------------

**Business Experience:** Ms. Cafaro has been our Chief Executive Officer and a director since 1999 and Chairman of the Board since 2003. She also served as our President from 1999 to November 2010. She is the Chair Elect of the Real Estate Roundtable and serves on the Executive Committee of the Boards of the Real Estate Roundtable and the Economic Club of Chicago. She is an owner and member of the Management Committee of the Pittsburgh Penguins, a National Hockey League team. Ms. Cafaro is also a member of the Boards of University of Chicago, Chicago Infrastructure Trust, Executives Club of Chicago, Chicago Symphony Orchestra and World Business Chicago. In 2010, Ms. Cafaro served as Chair of the National Association of Real Estate Investment Trusts (NAREIT), where she was honored with NAREIT's Industry Leadership Award. She currently serves on the Board of Directors of PNC Financial Services Group Inc. (NYSE: PNC) and previously served on the Board of

Edgar Filing: VENTAS INC - Form DEF 14A

Directors of the Weyerhaeuser Company (NYSE: WY) from 2007-2016. She is a member of the Business Council.

<b>Current Public Company Directorships:</b>	PNC Financial Services Group Inc. (NYSE: PNC)
<b>Other Public Company Directorships during Past Five Years:</b>	Weyerhaeuser Company (NYSE: WY) (2007-2016)
<b>Skills and Qualifications:</b> Ms. Cafaro has substantial executive experience, leadership ability and a proven record of accomplishment, with strong skills in real estate, law, corporate finance, mergers and acquisitions, capital markets, strategic planning and other public company matters.	

<b>Jay M. Gellert</b>	<i>Age: 64</i> <i>Director since 2001</i> <i>Compensation (Chair), Executive and Investment Committees</i>
<b>Business Experience:</b> Mr. Gellert was President and Chief Executive Officer of Health Net, Inc. (NYSE: HNT) ( Health Net ), an integrated managed care organization that administers the delivery of managed healthcare services, from 1998 until it was acquired in 2016. He served as President and Chief Operating Officer of Health Net from 1997 to 1998 and as President, Chief Operating Officer and a director of its predecessor, Health Systems International, Inc. ( HSI ), a health maintenance organization, from 1996 to 1997. Before joining HSI, Mr. Gellert directed strategic advisory engagements for Shattuck Hammond Partners in the area of integrated delivery systems development, managed care network formation and physician group practice integration. He has also previously served as President and Chief Executive Officer of Bay Pacific Health Corporation, Senior Vice President and Chief Operating Officer for California Healthcare System and as an independent consultant. Mr. Gellert is currently a member of the Board of Directors of America s Health Insurance Plans.	
<b>Current Public Company Directorships:</b>	None
<b>Other Public Company Directorships during Past Five Years:</b>	Health Net, Inc. (formerly NYSE: HNT) (1998-2016)
<b>Skills and Qualifications:</b> Mr. Gellert has substantial healthcare executive experience, with strong skills in government relations, mergers and acquisitions, strategy, and public company executive compensation.	

	2018 Proxy Statement	75
--	----------------------	----

---

Table of Contents

<b>Richard I. Gilchrist</b>	Age: 72  Director since 2011  Compensation, Investment (Chair) and Nominating Committees
-----------------------------	------------------------------------------------------------------------------------------------------

**Business Experience:** Mr. Gilchrist served as President of The Irvine Company's Investment Properties Group ( IPG ) from 2006 to July 2011, and as a member of the Office of the Chairman. Mr. Gilchrist has served as chief executive and founder of several major public and private REITs and real estate operating companies with investments throughout the United States. In his role as IPG President, Mr. Gilchrist guided all aspects of The Irvine Company's office, retail, resort and apartment properties in Southern California and Silicon Valley, including development, marketing and management. Mr. Gilchrist now serves as Senior Advisor to The Irvine Company, responsible for acquisitions and other investments. The Irvine Company is a 140-year old privately held company known throughout the world as a best-of-class master planner and long-term owner, investor and operator of a large and diversified real estate portfolio. Prior to joining The Irvine Company, Mr. Gilchrist served as President and Co-Chief Executive of Maguire Properties, Inc., where he oversaw significant growth in the company's portfolio, through acquisitions and development, and spearheaded its successful initial public offering in 2003. Before joining Maguire Properties, Mr. Gilchrist served as President and Chief Executive Officer of the privately held REIT, Commonwealth Atlantic Properties, where he managed the planning and entitlement of an 11 million square foot mixed-use project. Mr. Gilchrist currently serves as Chairman of the Board and Chair of the Nominating and Governance Committee of TIER REIT, Inc. (NYSE:TIER), Chairman of the Board of Spirit Realty Capital, Inc. (NYSE: SRC), and a director, Audit Committee member and Chairman of the Affiliate Transaction Committee of Blackstone Real Estate Income Trust, Inc., a non-traded REIT. Mr. Gilchrist is a member of the Whittier College Board of Trustees and the UCLA School of Law Board of Advisors. Mr. Gilchrist was also a co-founder and managing partner of CommonWealth Partners, LLC, an advisor and venture partner with the California Public Employees' Retirement System, and a senior partner of Maguire Thomas Partners, a national real estate developer and operator.

<b>Current Public Company Directorships:</b>	Blackstone Real Estate Income Trust, Inc.  Spirit Realty Capital, Inc. (NYSE: SRC)  TIER REIT, Inc. (NYSE: TIER)
----------------------------------------------	------------------------------------------------------------------------------------------------------------------------------

<b>Other Public Company Directorships during Past Five Years:</b>	BioMed Realty Trust, Inc. (NYSE: BMR) (2007-2014)
-------------------------------------------------------------------	---------------------------------------------------

**Skills and Qualifications:** Mr. Gilchrist has a strong background in real estate, strategy, law and executive compensation and has served as chief executive and founder of several major public and private REITs and real estate operating companies with investments throughout the United States.

<b>Matthew J. Lustig</b>	Age: 57  Director since 2011
--------------------------	------------------------------------

Edgar Filing: VENTAS INC - Form DEF 14A

<i>Executive and Investment Committees</i>	
<p><b>Business Experience:</b> Mr. Lustig is Head of North America Investment Banking and Head of Real Estate and Lodging at Lazard Frères &amp; Co. LLC. He also heads the real estate private equity successor entities of Lazard as a Managing Director of LAI Partners LLC ( LAI ). From May 2011 to December 2012, Mr. Lustig served as Chairman of the Board of Atria Senior Living, Inc. In addition, Mr. Lustig is or has been a board member of several public and private portfolio investments of funds managed by LAI or its affiliates. Prior to joining Lazard Frères &amp; Co. in 1989, Mr. Lustig was a First Vice President at Drexel Burnham Lambert and was previously a lending officer with Chase Manhattan Bank, specializing in credit, construction, and real estate finance. Mr. Lustig is a member of various industry organizations and serves on the Boards of Pension Real Estate Association, the Larson Leadership Initiative of the Urban Land Institute, The Wharton School Zell/Lurie Real Estate Center and the Real Estate Advisory Board at Columbia University School of Business. He is also a member of the Board of Directors of Boston Properties, Inc. (NYSE: BXP), an office property REIT, and is on the Board of Visitors of the School of Foreign Service at Georgetown University.</p>	
<b>Current Public Company Directorships:</b>	Boston Properties, Inc. (NYSE: BXP)
<b>Other Public Company Directorships during Past Five Years:</b>	None
<p><b>Skills and Qualifications:</b> Mr. Lustig has extensive experience in investing in real estate companies and assets domestically and internationally, including seniors housing, and advising on real estate and corporate finance, capital structure, mergers and acquisitions and strategic transactions.</p>	

<i>Age: 61</i>	
<i>Director since 2016</i>	
<i>Compensation Committee</i>	
<b>Roxanne M. Martino</b>	
<p><b>Business Experience:</b> Ms. Martino is the Managing Partner of OceanM19. From 1990 to 2016, Ms. Martino led Aurora Investment Management L.L.C. ( Aurora ) and its predecessor companies, including acting as CEO, Partner, and Chair of the Investment Committee. Over nearly three decades, Ms. Martino built the Chicago firm into one of the largest managers in the fund-of-funds industry, managing \$14 billion at Aurora's peak. In 2012 Aurora won Hedge Funds Review's Best Diversified Fund of Hedge Funds over 10 years. Prior to joining Aurora, Ms. Martino was a General Partner of Grosvenor Capital Management. She began her career at Coopers &amp; Lybrand, now PwC, where she was a senior manager focusing on the commodities and securities areas. Ms. Martino received a Bachelor of Business Administration from the University of Notre Dame in 1977 and a Master of Business Administration from the University of Chicago in 1988. Ms. Martino is the Co-chair of the Business Council at the University of Chicago's Booth School of Business, serves on the Board as Vice-Chair of the Executive Committee and is Chairperson of the Investment Committee of Ann &amp; Robert H. Lurie Children's Hospital of Chicago and the Board of The Economics Club of Chicago. She is also a Director of Thresholds, a Chicago-based not-for-profit psychiatric rehabilitation organization. In 2015, Ms. Martino was an inaugural inductee into the InvestHedge Hall of Fame and was recognized as one of 50 Leading Women in Hedge Funds, by the Hedge Fund Journal and was honored by DePaul University as the DePaul University Executive of the Year based on her lifetime of professional achievement.</p>	
<b>Current Public Company Directorships:</b>	None

<p><b>Other Public Company Directorships during Past Five Years:</b></p>	<p>None</p>
<p><b>Skills and Qualifications:</b> Ms. Martino is a trailblazer in the fund-of-funds industry with extensive executive experience and strong skills in strategy, accounting and corporate finance.</p>	

	<p>2018 Proxy Statement</p>	<p>76</p>
--	-----------------------------	-----------

Table of Contents

<b>Walter C. Rakowich</b>	<p style="text-align: right;"><i>Age: 60</i></p> <p style="text-align: right;"><i>Director since 2016</i></p> <p style="text-align: right;"><i>Audit Committee</i></p>
---------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Business Experience:** Mr. Rakowich served as Chief Executive Officer of Prologis, Inc. (NYSE: PLD) from November 2008 through June 2011, when Prologis and AMB Property Corporation merged. Following the merger, he served as co-CEO of Prologis until December 31, 2012, when he retired. Before becoming CEO, Mr. Rakowich held a number of senior management positions at Prologis, including managing director and chief financial officer and president and chief operating officer. He served on the Prologis Board from January 2005 through December 2012. Prior to joining Prologis, Mr. Rakowich was a partner and principal with real estate provider Trammell Crow Company. He began his career at Price Waterhouse. He received his MBA from Harvard Business School and a BS, with distinction, from Pennsylvania State University. Mr. Rakowich is a member of the Board of Directors of Host Hotels & Resorts, Inc. (NYSE: HST), where he is the company's Lead Independent Director and Chairman of the Nominating and Governance Committee, and Iron Mountain Inc. (NYSE: IRM), where he is Chairman of the Audit Committee. He also serves on the Board of the Global Food Exchange. He was appointed to the Board of Trustees at The Pennsylvania State University in 2014 and serves as Chairman of the University Board's Audit and Risk Committee. He is also Chairman of the Board of Colorado UpLift and a Board member of the Alliance for School Choice in Education.

<b>Current Public Company Directorships:</b>	<p>Host Hotels &amp; Resorts, Inc. (NYSE: HST)</p> <p>Iron Mountain Incorporated (NYSE: IRM)</p>
----------------------------------------------	--------------------------------------------------------------------------------------------------

<b>Other Public Company Directorships during Past Five Years:</b>	<p>Prologis, Inc. (NYSE: PLD) (2005-2012)</p>
-------------------------------------------------------------------	-----------------------------------------------

**Skills and Qualifications:** Mr. Rakowich is a recognized leader in the real estate industry with extensive executive experience and strong skills in strategy, accounting and financial reporting, international operations, mergers and acquisitions, capital markets and corporate finance.

<b>Robert D. Reed</b>	<p style="text-align: right;"><i>Age: 65</i></p> <p style="text-align: right;"><i>Director since 2008</i></p> <p style="text-align: right;"><i>Audit (Chair) and Executive Committees</i></p>
-----------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Business Experience:** Mr. Reed was Senior Vice President and Chief Financial Officer of Sutter Health, a family of not-for-profit hospitals and physicians organizations in northern California, until his retirement on January 1, 2015. Prior to that, he held various finance positions within Sutter Health and its affiliates. Before he became a hospital system executive, Mr. Reed was an investment banker specializing in healthcare finance for

Edgar Filing: VENTAS INC - Form DEF 14A

hospital systems at various national financial firms, including Eastdil, Paine Webber and American Health Capital. Mr. Reed presently serves on the board of Metta Fund, a private non-profit foundation.

<b>Current Public Company Directorships:</b>	None
<b>Other Public Company Directorships during Past Five Years:</b>	None

**Skills and Qualifications:** Mr. Reed has a strong background in healthcare finance and operations, accounting and financial reporting, managing capital intensive operations and strategic planning, as well as leading not-for-profit organizations.

<p><b>James D. Shelton</b></p>	<p style="text-align: right;"><i>Age: 64</i></p> <p style="text-align: right;"><i>Director since 2008</i></p> <p style="text-align: right;"><i>Presiding Director since 2016</i></p> <p style="text-align: center;"><i>Compensation, Executive (Chair) and Nominating (Chair) Committees</i></p>
--------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Business Experience:** Mr. Shelton was non-executive Chairman of the Board of Omnicare, Inc. (formerly NYSE: OCR) ( Omnicare ), a pharmaceutical care provider, until it was acquired in 2015. Mr. Shelton also serves as Lead Independent Director for Envision Healthcare Holdings, Inc. (NYSE: EVHC), a company that offers physician-led healthcare-related services. From August 2010 to January 2011, Mr. Shelton served as interim Chief Executive Officer of Omnicare. Previously, he served as Chief Executive Officer and Chairman of the Board of Triad Hospitals, Inc. (formerly NYSE: TRI) ( Triad ), an owner and manager of hospitals and ambulatory surgery centers, from 1999 until it was sold in July 2007. Before leading the formation and spin-off of Triad from Columbia/HCA Healthcare Corporation (now known as HCA Inc.) ( HCA ), Mr. Shelton was President of the Pacific Group of HCA from 1998 to 1999 and President of the Central Group of HCA from 1994 to 1998. During his more than 30 years of healthcare experience, he has also held various executive positions with National Medical Enterprises (now known as Tenet Healthcare Corporation). Mr. Shelton previously served on the Boards of Optimal IMX, Inc., the Federation of American Hospitals and the American Hospital Association.

<b>Current Public Company Directorships:</b>	Envision Healthcare Holdings, Inc. (NYSE: EVHC)
<b>Other Public Company Directorships during Past Five Years:</b>	Omnicare, Inc. (formerly NYSE: OCR) (June 2007-August 2015)

**Skills and Qualifications:** Mr. Shelton has extensive executive experience in the healthcare industry, with strong skills in hospital administration and finance, managing capital intensive operations, mergers and acquisitions, strategy, executive compensation, government relations and



corporate governance.

**Our Board recommends that you vote FOR each of the named director-nominees.**

	2018 Proxy Statement	77
--	----------------------	----

Table of Contents

## **Proposal 2: Ratification of the Selection of KPMG as Our Independent Registered Public Accounting Firm for Fiscal Year 2018**

Our Board has approved our Audit Committee's selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2018. KPMG has been our independent registered public accounting firm since July 2014. Although not required by our By-Laws or otherwise, we are submitting the selection of KPMG to our stockholders for ratification because the Board values our stockholders' views and believes such submission is appropriate as a matter of good corporate practice. The affirmative vote of a majority of the shares present in person or represented by proxy at the Annual Meeting is required to ratify the selection of KPMG as our independent registered public accounting firm for 2018. Abstentions will have the same effect as votes against such proposal, and broker non-votes will have no effect.

If our stockholders fail to ratify this selection, it will be considered a recommendation to the Audit Committee and Board to consider the selection of a different firm, and the Audit Committee and Board may select another independent registered public accounting firm without resubmitting the matter to the stockholders. Even if the selection is ratified, the Audit Committee may, in its discretion, select a different independent registered public accounting firm at any time during the year if it determines that such a change would be in our best interests and the best interests of our stockholders.

We expect that representatives of KPMG will be present at the Annual Meeting to respond to appropriate questions and have the opportunity to make a statement if they so desire.

**Our Board recommends that you vote FOR ratification of the selection of KPMG as our independent registered public accounting firm for fiscal year 2018.**

### ***Audit Committee Report***

Management has primary responsibility for our financial statements and the reporting process, including our system of internal controls, subject to oversight by our Audit Committee on behalf of our Board. In fulfilling its oversight responsibilities, the Audit Committee has reviewed and discussed with management our audited financial statements for the year ended December 31, 2017, including the quality, not just the acceptability, of our accounting principles, the reasonableness of significant judgments, and the clarity of disclosures in the financial statements.

Our Audit Committee has reviewed and discussed with the independent registered public accounting firm, who is responsible for expressing an opinion on the conformity of those audited financial statements with accounting principles generally accepted in the United States, its judgments as to the quality, not just the acceptability, of our accounting principles and such other matters as are required to be discussed with the Audit Committee under generally accepted auditing standards, including Statement on Auditing Standards No. 16, *Communications with Audit Committees*, which superseded Statement on Auditing Standards No. 61, as amended and as adopted by the Public Company Accounting Oversight Board (the PCAOB) in Rule 3200T. The Audit Committee has also received the written disclosures and the letter from the independent registered public accounting firm required by

## Edgar Filing: VENTAS INC - Form DEF 14A

applicable PCAOB rules regarding the independent registered public accounting firm's communications with the Audit Committee regarding independence. In addition, our Audit Committee has discussed with the independent registered public accounting firm that firm's independence from our company and its management, and the Audit Committee has considered the compatibility of non-audit services with the firm's independence.

Our Audit Committee has discussed with the independent registered public accounting firm the overall scope and plans for its audit. The Audit Committee meets regularly with the independent registered public accounting firm, with and without management present, to discuss the results of its examination of our financial statements, its evaluations of our internal controls, and the overall quality of our financial reporting.

Our Audit Committee oversees the process for, and ultimately approves, the selection of the independent auditor's lead engagement partner at the five-year mandatory rotation period. At the Audit Committee's instruction, KPMG selects candidates to be considered for the lead engagement partner role, who are then interviewed by the Audit Committee Chair and members of our senior management team. After discussing the results of the Audit Committee Chair's and senior management's interviews, the remaining members of the Audit Committee interview the candidates. The Audit Committee then considers the appointment and votes on the selection.

In reliance on the reviews and discussions referred to above, the Audit Committee recommended to the Board that the audited financial statements be included in our Annual Report on Form 10-K for the year ended December 31,

	<b>2018 Proxy Statement</b>	<b>78</b>
--	-----------------------------	-----------

---

Table of Contents

2017 for filing with the SEC. The Audit Committee also recommended, and the Board approved, the selection of our independent registered public accounting firm for fiscal year 2018.

## AUDIT COMMITTEE

Robert D. Reed, Chair

Walter C. Rakowich

Glenn J. Rufrano

**Audit and Non-Audit Fees**

KPMG audited our financial statements for the year ended December 31, 2017 and has been our independent registered public accounting firm since July 2014. Fees billed for professional services rendered by KPMG for the years ended December 31, 2017 and 2016 were as follows:

	2017	2016
Audit Fees (1)	\$ 3,885,000	\$ 3,596,000
Audit-Related Fees		
Tax Fees (2)		45,737
All Other Fees (3)	2,500	2,000
<b>Total</b>	<b>\$ 3,887,500</b>	<b>\$ 3,643,737</b>

- (1) Audit Fees include the aggregate fees billed for professional services rendered by KPMG for the audit of our annual consolidated and entity level financial statements (including debt covenant compliance letters), audit of internal control over financial reporting, review of interim financial statements included in our Quarterly Reports on Form 10-Q, advice on audit and accounting matters that arose during, or as a result of, the audit or the review of interim financial statements, and work on securities offerings and other filings with the SEC, including comfort letters, consents and comment letters.
- (2) Tax Fees in 2016 consist principally of advice on tax-planning matters primarily related to acquisitions.
- (3) All Other Fees relate to annual subscription fees for KPMG's online technical research site.

All audit-related services, tax services and other services provided by KPMG since the date of its engagement were pre-approved by the Audit Committee in accordance with the Audit Committee's pre-approval policies described below. The Audit Committee determined that the provision of these services by KPMG did not compromise KPMG's independence and was consistent with its role as our independent registered public accounting firm.

***Policy on Pre-Approval of Audit and Permissible Non-Audit Services***

Consistent with the requirements of the SEC and the PCAOB, our Audit Committee has responsibility for retaining, compensating and overseeing the work of our independent registered public accounting firm. In recognition of this responsibility, the Audit Committee has implemented procedures relating to the pre-approval of all audit and permissible non-audit services performed by the independent registered public accounting firm to ensure that the provision of such services and related fees does not impair the firm's independence.

In accordance with these procedures, the annual audit services and related fees of the independent registered public accounting firm are subject to specific approval by our Audit Committee. Prior to its engagement, which typically occurs during the first quarter of each fiscal year, the independent registered public accounting firm must provide the Audit Committee with an engagement letter outlining the scope of proposed audit services for that year and the related fees. If agreed to by the Audit Committee, the engagement letter will be formally accepted as evidenced by its execution by the chair of the Audit Committee. The Audit Committee will then review and approve, if necessary, any changes in terms, conditions and fees resulting from changes in audit scope, company structure or other matters.

In addition, our Audit Committee may grant pre-approval for those permissible non-audit services that it believes would not impair the independence of the independent registered public accounting firm. However, the Audit Committee may not grant approval for any services categorized by the SEC as Prohibited Non-Audit Services. Generally prior to the beginning of each fiscal year, management submits to the Audit Committee a list of certain non-audit services and related fees expected to be rendered by the independent registered public accounting firm during that year. Following review, the Audit Committee pre-approves the non-audit services within each category, and the fees for each category are budgeted. The term of any pre-approved non-audit service is 12 months from the date of pre-approval, unless the Audit Committee

	<b>2018 Proxy Statement</b>	<b>79</b>
--	-----------------------------	-----------

Table of Contents

specifically provides for a different period. Fee levels for all non-audit services to be provided by the independent registered public accounting firm are established periodically by the Audit Committee, and any proposed services exceeding those levels require separate pre-approval by the Audit Committee. Upon request, the independent registered public accounting firm must provide detailed supporting documentation to the Audit Committee regarding the particular services to be provided. To obtain approval of other permissible non-audit services, management must submit to the Audit Committee those non-audit services for which it recommends the Audit Committee engage the independent registered public accounting firm, and both management and the independent registered public accounting firm must confirm to the Audit Committee that each non-audit service for which approval is requested is not a Prohibited Non-Audit Service.

Our Chief Accounting Officer is responsible for tracking all fees for pre-approved non-audit services provided by the independent registered public accounting firm, and at each regularly scheduled Audit Committee meeting, management reports on the pre-approved non-audit services provided during the quarter and year-to-date and the fees incurred for such services during such periods.

### **Proposal 3: Advisory Vote to Approve Our Executive Compensation**

We are submitting to our stockholders a non-binding advisory vote on the compensation of our Named Executive Officers, as disclosed in this Proxy Statement pursuant to the SEC's compensation disclosure rules. Our executive compensation program is designed to achieve certain key objectives, including:

- ii attracting, retaining and motivating talented executives;
- ii rewarding performance that meets or exceeds pre-established company and tailored individual goals consistent with our strategic plan, while maintaining alignment with stockholders;
- ii providing balanced incentives that discourage excessive risk-taking;
- ii retaining sufficient flexibility to permit our executive officers to manage risk and adjust appropriately to meet rapidly changing market and business conditions;
- ii evaluating performance by balancing consideration of measures over which management has significant direct influence with market forces that management cannot control (such as monetary policy and interest rate expectations), but that impact stockholder value;
- ii encouraging executives to become and remain long-term stockholders of our company; and
- ii maintaining compensation and corporate governance practices that support our goal to deliver sustained, superior returns to stockholders.

Below is a summary of some of the key features of our executive compensation program:

ii

Edgar Filing: VENTAS INC - Form DEF 14A

We generally targeted approximately the median of the Comparable Companies on an overall, total direct compensation basis, subject to adjustment based on the unique skills, expertise and individual contributions of each Named Executive Officer. Our 2017 executive compensation program was designed to deliver compensation levels above or below these targets if performance exceeded or fell below the goals established under our annual cash and long-term equity incentive plans.

- ii A significant portion of our executive compensation is performance-based cash and long-term equity incentive compensation. Our annual cash and long-term equity incentive awards are only earned if our Named Executive Officers achieve certain threshold performance levels with respect to various measures that support long-term stockholder value, including three-year relative TSR metrics.
- ii Our annual cash incentive awards may be paid, if at all, only after the requisite performance level has been achieved. Consistent with our new forward-looking incentive plan, long-term equity incentive awards may be earned, if at all, based on future three-year performance in relation to the performance goals set at the beginning of the performance period.

	<b>2018 Proxy Statement</b>	<b>80</b>
--	-----------------------------	-----------

---

Table of Contents

- ii We support pay-for-performance by targeting a mix of executive compensation that emphasizes equity incentive awards that may be earned and vest based on long-term performance, with less weight on fixed annual cash compensation. The use of equity awards encourages management to create long-term stockholder value because the award value is directly attributable to changes in the price of our common stock over time. Equity awards are also an effective tool for management retention because vesting of the awards generally requires continued employment over multiple years.
- ii Our Compensation Committee annually reviews the compensation practices and programs of our compensation peer group (generally selected based on their similarity to us in terms of operations, FFO, enterprise value, market capitalization and total assets) and receives guidance from its independent compensation consultant on compensation best practices.
- ii Our share ownership guidelines require our executive officers and directors to maintain significant ownership of our common stock to further align interests with our stockholders. Our Securities Trading Policy prohibits our directors, executive officers and employees from engaging in derivative and other hedging transactions in our securities and restricts our executive officers and directors from holding our securities in margin accounts or otherwise pledging our securities to secure loans without the approval of our Audit Committee (no executive officer or director pledged or held our securities in margin accounts at any time during 2017).

In addition, we implemented a number of changes to our executive compensation program in 2017 to be responsive to the feedback we had received from our stockholders as we solicited feedback from our largest stockholders on three separate occasions during 2016 and 2017 as part of our long-term equity compensation plan redesign process:



As a result of these changes, we received support from over 95% of our stockholders with respect to our 2017 advisory vote on our Named Executive Officers' compensation.

	2018 Proxy Statement	81
--	----------------------	----

---

Table of Contents

Our long history of delivering sustained, superior returns to stockholders continued in 2017:

- ii            Though below our historical average, our 0.7% TSR in 2017 outperformed the three large-cap diversified healthcare REITs in 2017 and our TSR ranked first in this group for the one-, three-, five- and 10-year periods ended December 31, 2017 (as well as since 2000), demonstrating short- and long-term outperformance during varied economic cycles.
- ii            For the period from January 1, 2000 through December 31, 2017 (the 18 full fiscal years of our Chief Executive Officer's tenure), we delivered compound annual TSR of 24%, dramatically outperforming our peers, the S&P 500 index and the MSCI REIT Index.
- ii            We increased our dividend by 5% in 2017.

In determining the incentive compensation paid to our Named Executive Officers for 2017, our Compensation Board Members rigorously evaluated company and individual performance relative to the pre-established measures and goals under our annual cash and long-term equity incentive plans. Our Compensation Board Members recognized our strong financial and operating performance, evidenced primarily by our:

- ii            **Revenue, NOI, Same-Store Cash NOI and Net Cash from Operating Activities Growth:**
- Ø            Achieved record \$3.6 billion revenue and \$2.1 billion NOI, delivering 2.5% same-store cash NOI growth, at the high end of our initial guidance, and 5% growth in net cash provided by operating activities, up to a record level;
- ii            **Effective Balance Sheet Management and Efficient Capital Markets Execution:**
- Ø            Continued strengthening of our balance sheet by maintaining our excellent leverage and improving our liquidity by \$1.4 billion, ending the year at 5.7x net debt to adjusted pro forma EBITDA and 4.6x fixed charge coverage;
- Ø            Completion of \$4.5 billion in efficient long-term capital raises, including more than \$1 billion in long-term debt at attractive rates, an upsized and extended revolving credit facility with \$3 billion in borrowing capacity at improved pricing and a \$400 million revolving construction credit facility to facilitate funding our broadening development pipeline;
- ii            **Value-Creating Investments:**
- Ø            Made and committed to \$1.8 billion of attractive, value-creating investments, including funding (i) the continued growth in our university-based life sciences and innovation business with significant developments and acquisitions (grown by 37% since inception with a strong pipeline of opportunities), (ii) Ardent Health Services successful acquisition of LHP Hospital Group and (iii) selective SHOP and MOB development and redevelopment deals;
- ii            **Profitable Dispositions:**
- Ø            Accelerated our strategic and highly profitable disposition program, closing greater than \$900 million in profitable dispositions and receipt of timely loan repayments in 2017 and recognizing greater than \$700 million in gains, including substantially exiting the skilled nursing business through disposal of more than \$700 million in skilled nursing assets;
- ii            **Investor Relations and Customer Focus:**

Edgar Filing: VENTAS INC - Form DEF 14A

- Ø Expanded investor relations engagement through non-deal roadshows, operator presentations, property tours and targeted outreach highlighting areas of increased focus;
- Ø Successful negotiation of collaborative and mutually beneficial arrangements with our leading operators, such as the successful recapitalization of Atria Senior Living;

	2018 Proxy Statement	82
--	----------------------	----

---

Table of Contents

- Ø Completion of several customer-focused initiatives, including support for senior living employee assistance programs, hurricane assistance, procurement referrals and working with our operators on growth and cost savings initiatives;
- ii **Sustainability, Values, Reputation and Industry Leadership:**
- Ø We were named among Fortune's World's Most Admired Companies and received numerous prestigious awards in 2017 and early 2018 in recognition of our philanthropy, reputation, commitment to superior governance and results, industry leaders, exemplary stewardship and world-class team.
- Ø Ownership of an industry-leading portfolio of 69 ENERGY STAR Certified buildings and 37 LEED Certified buildings, which includes over \$500 million of investment in 8 active developments pursuing LEED certification and receipt of a broad range of awards and recognitions during the year in REIT space, healthcare industry and among global corporations, including inclusion in the Dow Jones Sustainability Index (attaining top quartile results across ESG metrics among all North American Real Estate companies), achieving the #1 rank among public Healthcare REITs in the 2017 GRESB Real Estate Assessment on Sustainability and representation in the FTSE4GOOD Sustainability Index Series and MSCI Global Sustainability Index;
- Ø We are on track to meet our 10-year targets to reduce our environmental impact from a 2013 baseline, which includes 10% reductions in energy usage and greenhouse gas emissions, 5% reduction in water usage and 4% reduction in landfill waste;
- Ø Identified as a Winning Company in the 2020 Women on Boards Gender Diversity Index and a Corporate Champion by the Women's Forum of New York for having an industry-leading 30% female Board of Directors;
- Ø Ventas Charitable Foundation contributed almost \$1 million to 80 organizations in 2017, including our ongoing 5-year, \$1 million marquee partnership with the Greater Chicago Food Depository to alleviate senior hunger; and
- Ø Greater than 90 percent of requests have been met and in excess of \$500,000 given to an Employee Charitable Fund, which provides grants to organizations that are directly nominated by our employees.

Our Compensation Board Members have carefully evaluated our overall executive compensation program and believe that it is well designed to achieve our objectives of retaining talented executives and rewarding superior performance in the context of our business risk environment. By maintaining a performance- and achievement-oriented environment that provides the opportunity to earn market-competitive levels of compensation, we believe that our executive compensation program is structured optimally to support our goal to deliver sustained, superior returns to stockholders, and our exceptional long-term performance demonstrates the success of this program.

Based on the information provided above and elsewhere in this Proxy Statement, we believe our executive compensation program is designed appropriately to support our key objectives. Accordingly, our Board recommends that stockholders vote in favor of the following resolution:

RESOLVED, that the stockholders approve, on an advisory basis, the compensation of the Named Executive Officers, as disclosed in the Proxy Statement for the 2018 Annual Meeting of Stockholders pursuant to Item 402 of Regulation S-K, including the Compensation Discussion and Analysis, the 2017 Summary Compensation Table, the accompanying compensation tables and the related narrative disclosure.

## Edgar Filing: VENTAS INC - Form DEF 14A

The affirmative vote of a majority of the shares present in person or represented by proxy at the Annual Meeting is required to approve, on an advisory basis, our executive compensation. Abstentions will have the same effect as votes against such proposal, and broker non-votes will have no effect. Although the results of the stockholder vote on this proposal are non-binding, the Board values continuing and constructive feedback from our stockholders on compensation. Our Compensation Board Members will consider the outcome of the vote when making future executive compensation decisions.

**Our Board recommends that you vote FOR the approval, on an advisory basis, of our executive compensation.**

	2018 Proxy Statement	83
--	----------------------	----

---

Table of Contents

## QUESTIONS AND ANSWERS; OTHER INFORMATION

### Questions and Answers

#### *What is a proxy? What is a proxy statement?*

A proxy is a legal designation of a person to vote on your behalf. A proxy statement is the document we must give you when we ask you to sign a proxy. It is required by SEC rules. We have designated two of our officers as proxies for the Annual Meeting: Debra A. Cafaro and Robert F. Probst. By completing and returning the enclosed proxy card, you are giving each of these officers the authority to vote your shares in the manner you indicate on your proxy card.

#### *Who can vote at the Annual Meeting?*

You are qualified to vote on all matters presented to the stockholders at the Annual Meeting if you own shares of our common stock at the close of business on the record date, March 16, 2018.

#### *What is a stockholder of record versus a beneficial owner of Ventas common stock?*

This is a matter of how your ownership of our common stock is recorded. If your ownership is recorded in your name with our stock transfer agent, you are a *stockholder of record*. If your shares are held by (and in the name of) a broker, bank or custodian, you are a *beneficial owner* of those shares.

#### *What do I need in order to attend the Annual Meeting in person?*

You are entitled to attend the Annual Meeting only if you were a Ventas stockholder as of the close of business on the record date, March 16, 2018, or you hold a valid proxy for the meeting. In order to be admitted to the Annual Meeting, you must present photo identification (such as a driver's license) and proof of ownership of shares of our common stock on the record date. Proof of ownership can be accomplished through the following:

## Edgar Filing: VENTAS INC - Form DEF 14A

a brokerage statement or letter from your broker or custodian with respect to your ownership of shares of our common stock on March 16, 2018;

- ii the Notice of Internet Availability of Proxy Materials;
- ii a printout of the proxy distribution email (if you receive your materials electronically);
- ii a proxy card;
- ii a voting instruction form; or
- ii a legal proxy provided by your broker, bank or custodian.

For the safety and security of our stockholders, we will be unable to admit you to the Annual Meeting if you do not present photo identification and proof of ownership of shares of our common stock or if you otherwise refuse to comply with our security procedures.

### *How do I revoke a vote?*

If you are a stockholder of record, you can revoke your prior vote by proxy if you:

- ii execute and return a later-dated proxy card before your proxy is voted at the Annual Meeting;
- ii vote by telephone or over the Internet no later than 11:59 p.m. Eastern time on May 14, 2018;
- ii deliver a written notice of revocation to our Corporate Secretary at our principal executive offices located at 353 North Clark Street, Suite 3300, Chicago, Illinois 60654, before your proxy is voted at the Annual Meeting; or

	<b>2018 Proxy Statement</b>	<b>84</b>
--	-----------------------------	-----------

## Table of Contents

ii attend the Annual Meeting and vote in person (attendance by itself will not revoke your prior vote by proxy).

If you are a beneficial owner, follow the instructions provided by your broker, bank or custodian to revoke your vote by proxy, if applicable.

### *How are proxies solicited and what is the cost?*

Our company will bear the cost of soliciting proxies by or on behalf of our Board. In addition to solicitation through the mail, proxies may be solicited in person or by telephone or electronic communication by our directors, officers and employees, none of whom will receive additional compensation for these services. We have engaged Georgeson Inc. to distribute and solicit proxies on our behalf and will pay Georgeson Inc. a fee of \$9,500 plus reimbursement of reasonable out-of-pocket expenses, for these services. We will also reimburse brokers and other custodians for their reasonable out-of-pocket expenses incurred in connection with distributing forms of proxies and proxy materials to beneficial owners of our common stock.

### *What is householding?*

To eliminate duplicate mailings, conserve natural resources and reduce our printing costs and postage fees, we engage in householding and will deliver a single set of proxy materials (other than proxy cards, which will remain separate) to our stockholders who share the same address and who have the same last name or consent in writing. If your household receives multiple copies of our proxy materials, you may request to receive only one copy by contacting Broadridge Financial Solutions, Inc. at (800) 542-1061 or in writing at Household Department, 51 Mercedes Way, Edgewood, NY 11717. Similarly, if your household receives only one copy of our proxy materials, you may request an additional copy by contacting Broadridge as indicated above. We will deliver the requested additional copy promptly following our receipt of your request.

## **Other Information**

The affirmative vote of a majority of the shares present in person or represented by proxy at the Annual Meeting will be necessary to approve any other proposal that may properly come before the Annual Meeting. Accordingly, abstentions will have the same effect as votes against any such proposal, and broker non-votes will have no effect.

Our Board is not aware of any matters that are expected to come before the Annual Meeting other than those set forth in the Notice of Meeting and described in this Proxy Statement. If any other matter should properly come before the Annual Meeting, the persons named in the accompanying form of proxy, or their substitutes, will have discretionary voting authority with respect to any such stockholder proposal.



No dissenters or appraisal rights are available with respect to the proposals presently being submitted to the stockholders for their consideration at the Annual Meeting.

## **REQUIREMENTS FOR SUBMISSION OF STOCKHOLDER PROPOSALS, DIRECTOR NOMINATIONS AND OTHER BUSINESS**

Under SEC rules, any stockholder proposal intended to be presented at the 2019 Annual Meeting of Stockholders must be received by us at our principal executive offices at 353 North Clark Street, Suite 3300, Chicago, Illinois 60654 not later than December 3, 2018 and meet the requirements of our By-Laws and Rule 14a-8 under the Exchange Act to be considered for inclusion in our proxy materials for that meeting. Any such proposal should be sent to the attention of our Corporate Secretary.

Under our By-Laws, stockholders must follow certain procedures to introduce an item for business or to nominate a person for election as a director at an annual meeting. For director nominations and other stockholder proposals, the stockholder must give timely notice in writing to our Corporate Secretary at our principal executive offices and such proposal must be a proper subject for stockholder action. To be timely, we must receive notice of a stockholder's intention to make a nomination or to propose an item of business at our 2019 Annual Meeting at least 120 days, but not more than 150 days, prior to the anniversary of the mailing of this Proxy Statement (April 2, 2019); however, if we hold our 2019

	<b>2018 Proxy Statement</b>	<b>85</b>
--	-----------------------------	-----------

---

Table of Contents

Annual Meeting more than 30 days before or after such anniversary date, we must receive the notice not earlier than the 150th day prior to the annual meeting date, and not later than the 120th day prior to the annual meeting date or the tenth day following the date on which we first publicly announce the date of the 2019 Annual Meeting, whichever occurs later.

For any other meeting, we must receive notice of a stockholder's intention to make a nomination or to propose an item of business not later than the 30th day prior to the date of such meeting or the tenth day following the date on which we first publicly announce the date of such meeting, whichever occurs later.

Notices relating to director nominations and other stockholder proposals must include (among other information, as specified in our By-Laws):

- ii as to each person proposed to be nominated for election as a director, all information relating to that person that would be required to be disclosed in connection with the solicitation of proxies for election as a director pursuant to Section 14 of the Exchange Act;
- ii as to each other item of business, a brief description of such business, the stockholder's reasons for proposing such business and any material interest that the stockholder or any of the stockholder's associates may have in such business; and
- ii as to the stockholder giving the notice, the stockholder's associates and any proposed director-nominee: the name and address of such person; the class, series and number of all shares of our capital stock owned by such person (and the name of the record holder, if beneficially owned), the date the shares were acquired and any short interest of such person in our securities; whether and to what extent such person has engaged in any hedging or derivative transactions in our securities during the preceding 12 months; and the investment strategy or objective of such person.

The persons appointed as proxies for our 2019 Annual Meeting will have discretionary voting authority with respect to any director nomination or other stockholder proposal that is submitted to us otherwise than in conformity with our By-Laws.

## ADDITIONAL INFORMATION

A copy of our 2017 Annual Report and our 2017 Form 10-K accompanies this Proxy Statement. Stockholders may also obtain a copy of our 2017 Form 10-K, excluding exhibits, without charge, upon request to our Corporate Secretary at Ventas, Inc., 353 North Clark Street, Suite 3300, Chicago, Illinois 60654. Copies of the exhibits to our 2017 Form 10-K will be provided to any requesting stockholder, provided that such stockholder agrees to reimburse us for our reasonable costs to provide those exhibits.

By Order of the Board of Directors,

Debra A. Cafaro

*Chairman and Chief Executive Officer*

Chicago, Illinois

April 2, 2018

	2018 Proxy Statement	86
--	----------------------	----

---

Table of Contents

## **ANNEX A**

---

Table of Contents**NON-GAAP FINANCIAL MEASURES RECONCILIATION****Funds From Operations and Normalized Funds From Operations**

	For the Year Ended December 31,		
	2017	2016	2015
	(In thousands, except per share data)		
Income from continuing operations	\$ 643,949	\$ 554,209	\$ 389,539
<i>Income from continuing operations per share</i>	\$ 1.80	\$ 1.59	\$ 1.17
Discontinued operations	(110)	(922)	11,103
Gain on real estate dispositions	717,273	98,203	18,580
Net income	1,361,112	651,490	419,222
Net income attributable to noncontrolling interests	4,642	2,259	1,379
Net income attributable to common stockholders	\$ 1,356,470	\$ 649,231	\$ 417,843
<i>Net income attributable to common stockholders per share</i>	\$ 3.78	\$ 1.86	\$ 1.25
Adjustments:			
Depreciation and amortization on real estate assets	881,088	891,985	887,126
Depreciation on real estate assets related to noncontrolling interests	(7,565)	(7,785)	(7,906)
Depreciation on real estate assets related to unconsolidated entities	4,231	5,754	7,353
(Gain) loss on re-measurement of equity interest upon acquisition, net	(3,027)		176
Gain on real estate dispositions	(717,273)	(98,203)	(18,580)
Gain on real estate dispositions related to noncontrolling interests	18		
(Gain) loss on real estate dispositions related to unconsolidated entities	(1,057)	(439)	19
Discontinued operations:			
Loss (gain) on real estate dispositions		1	(231)
Depreciation and amortization on real estate assets			79,608
FFO attributable to common stockholders	\$ 1,512,885	\$ 1,440,544	\$ 1,365,408
<i>FFO attributable to common stockholders per share</i>	\$ 4.22	\$ 4.13	\$ 4.09
Adjustments:			
Merger-related expenses, deal costs and re-audit costs	14,823	28,290	152,344
Non-cash income tax benefit	(22,387)	(34,227)	(42,384)
Impact of tax reform	(36,539)		
Loss on extinguishment of debt, net	839	2,779	15,797
Gain on non-real estate dispositions related to unconsolidated entities	(39)	(557)	
Change in fair value of financial instruments	(41)	62	460
Amortization of other intangibles	1,458	1,752	2,058
Other items related to unconsolidated entities	3,188		
Non-cash impact of changes to equity plan	5,453		
Natural disaster expenses (recoveries), net	11,601		
Normalized FFO attributable to common stockholders	\$ 1,491,241	\$ 1,438,643	\$ 1,493,683
<i>Normalized FFO attributable to common stockholders per share</i>	\$ 4.16	\$ 4.13	\$ 4.47

Historical cost accounting for real estate assets implicitly assumes that the value of real estate assets diminishes predictably over time. However, since real estate values historically have risen or fallen with market conditions, many industry investors deem presentations of operating results for real estate companies that use historical cost accounting to be insufficient by themselves. For that reason, we consider FFO and normalized FFO to be appropriate supplemental measures of operating performance of an equity REIT. In particular, we believe that normalized FFO is useful because it allows investors, analysts and our management to compare our operating performance to the operating performance of other real estate companies and between periods on a

Edgar Filing: VENTAS INC - Form DEF 14A

consistent basis without having to account for differences caused by non-recurring items and other non-operational events such as transactions and litigation. In some cases, we provide information about identified non-cash components of FFO and normalized FFO because it allows investors, analysts and our management to assess the impact of those items on our financial results.

	2018 Proxy Statement	A-1
--	----------------------	-----

---

Table of Contents

We use the NAREIT definition of FFO. NAREIT defines FFO as net income attributable to common stockholders (computed in accordance with GAAP) excluding gains or losses from sales of real estate property, including gains or losses on re-measurement of equity method investments, and impairment write-downs of depreciable real estate, plus real estate depreciation and amortization, and after adjustments for unconsolidated partnerships and joint ventures. Adjustments for unconsolidated partnerships and joint ventures will be calculated to reflect FFO on the same basis. We define normalized FFO as FFO excluding the following income and expense items (which may be recurring in nature): (a) merger-related costs and expenses, including amortization of intangibles, transition and integration expenses, and deal costs and expenses, including expenses and recoveries relating to acquisition lawsuits; (b) the impact of any expenses related to asset impairment and valuation allowances, the write-off of unamortized deferred financing fees, or additional costs, expenses, discounts, make-whole payments, penalties or premiums incurred as a result of early retirement or payment of our debt; (c) the non-cash effect of income tax benefits or expenses, the non-cash impact of changes to our executive equity compensation plan and derivative transactions that have non-cash mark-to-market impacts on our income statement; (d) the financial impact of contingent consideration, severance-related costs and charitable donations made to the Ventas Charitable Foundation; (e) gains and losses for non-operational foreign currency hedge agreements and changes in the fair value of financial instruments; (f) gains and losses on non-real estate dispositions and other unusual items related to unconsolidated entities; (g) expenses related to the re-audit and re-review in 2014 of our historical financial statements and related matters; and (h) net expenses or recoveries related to natural disasters.

FFO and normalized FFO presented herein may not be comparable to those presented by other real estate companies due to the fact that not all real estate companies use the same definitions. FFO and normalized FFO should not be considered as alternatives to net income or income from continuing operations (both determined in accordance with GAAP) as indicators of our financial performance or as alternatives to cash flow from operating activities (determined in accordance with GAAP) as measures of our liquidity, nor are they necessarily indicative of sufficient cash flow to fund all of our needs. We believe that income from continuing operations is the most comparable GAAP measure because it provides insight into our continuing operations. We believe that in order to facilitate a clear understanding of our consolidated historical operating results, FFO and normalized FFO should be examined in conjunction with net income and income from continuing operations.

	<b>2018 Proxy Statement</b>	<b>A-2</b>
--	-----------------------------	------------

Table of Contents**Same-Store Cash NOI (on a Constant Currency Basis)**

	For the Year Ended December 31,	
	2017	2016
	<i>(Dollars in thousands)</i>	
Income from continuing operations	\$ 643,949	\$ 554,209
Adjustments:		
Interest and other income	(6,034)	(876)
Interest	448,196	419,740
Depreciation and amortization	887,948	898,924
General, administrative and professional fees	135,490	126,875
Loss on extinguishment of debt, net	754	2,779
Merger-related expenses and deal costs	10,535	24,635
Other	20,052	9,988
Loss (income) from unconsolidated entities	561	(4,358)
Income tax benefit	(59,799)	(31,343)
Reported NOI	2,081,652	2,000,573
Adjustments:		
Modification fee		2,720
Normalizing adjustment for technology costs	3,375	
NOI not included in same-store	(300,996)	(271,027)
Straight-lining of rental income	(23,133)	(27,988)
Non-cash rental income	(17,700)	(18,383)
Non-segment NOI	(119,208)	(101,214)
NOI impact from change in FX		256
	(457,662)	(415,636)
Same-Store cash NOI (USD)	\$ 1,623,990	\$ 1,584,937
Percentage increase (USD)	2.5%	

We consider NOI and same-store cash NOI as important supplemental measures because they allow investors, analysts and our management to assess our unlevered property-level operating results and to compare our operating results with those of other real estate companies and between periods on a consistent basis. We define NOI as total revenues, less interest and other income, property-level operating expenses and office building services costs. In the case of NOI, cash receipts may differ due to straight-line recognition of certain rental income and the application of other GAAP policies. We believe that income from continuing operations is the most comparable GAAP measure for both NOI and same-store cash NOI because it provides insight into our continuing operations. We define same-store as properties owned, consolidated, operational and reported under a consistent business model for the full period in both comparison periods, and excluding assets intended for disposition and for SHOP, those properties that transitioned operators after the start of the prior comparison period. To normalize for exchange rate movements, all same-store cash NOI measures assume constant exchange rates across comparable periods, using the following methodology: the current period's results are shown in actual reported USD, while prior comparison period's results are adjusted and converted to USD based on the average exchange rate for the current period.

	<b>2018 Proxy Statement</b>	<b>A-3</b>
--	-----------------------------	------------



Table of Contents**Net Debt to Adjusted Pro Forma EBITDA**

The following table illustrates net debt to pro forma earnings, which includes amounts in discontinued operations, before interest, taxes, depreciation and amortization (including non-cash stock-based compensation expense), excluding gains or losses on extinguishment of debt, consolidated joint ventures partners' share of EBITDA, merger-related expenses and deal costs, expenses related to the re-audit and re-review in 2014 of our historical financial statements, net gains or losses on real estate activity, gains or losses on re-measurement of equity interest upon acquisition, changes in the fair value of financial instruments, unrealized foreign currency gains or losses and net expenses or recoveries related to natural disasters, and including our share of EBITDA from unconsolidated entities and adjustments for other immaterial or identified items ( Adjusted EBITDA ) (dollars in thousands). The following information considers the pro forma effect on Adjusted EBITDA of our investments and other capital transactions that were completed during the three months ended December 31, 2017, as if the transactions had been consummated as of the beginning of the period ( Adjusted Pro Forma EBITDA ). We believe that net debt, Adjusted Pro Forma EBITDA and net debt to Adjusted Pro Forma EBITDA are useful to investors, analysts and our management because they allow the comparison of our credit strength between periods and to other real estate companies without the effect of items that by their nature are not comparable from period to period and tend to obscure our actual credit quality.

Income from continuing operations	\$	178,835
Discontinued operations		(15)
Gain on real estate dispositions		214,985
Net income		393,805
Net income attributable to noncontrolling interests		1,251
Net income attributable to common stockholders		392,554
Adjustments:		
		111,951
Interest		
Depreciation and amortization		232,650
Non-cash stock-based compensation expense		6,620
Gain on extinguishment of debt, net		(102)

Edgar Filing: VENTAS INC - Form DEF 14A

Gain on real estate dispositions (214,985)

Net income (loss) attributable to noncontrolling interests, net of consolidated joint venture partners share of EBITDA (3,187)

(Income) loss from unconsolidated entities, net of Ventas share of EBITDA from unconsolidated entities 11,422

Taxes (including tax amounts in general, administrative and professional fees) (45,678)

Change in fair value of financial instruments 81

Unrealized foreign currency losses 287

Merger-related expenses, deal costs and re-audit costs 1,652

Natural disaster expenses (recoveries), net 1,791

Adjusted EBITDA 495,056

Pro forma adjustments for current period activity (1,195)

Adjusted Pro Forma EBITDA \$ 493,861

Adjusted Pro Forma EBITDA, annualized \$ 1,975,444

As of December 31, 2017:

Total debt \$ 11,276,062

Debt on held for sale assets 59,221

Cash (81,355)

Restricted cash pertaining to debt (70,753)

Consolidated joint venture partners share of debt (76,668)

Ventas share of debt from unconsolidated entities 90,257

Net debt \$ 11,196,764

Net debt to Adjusted Pro Forma EBITDA 5.7 x

	2018 Proxy Statement	A-4
--	----------------------	-----

---

Table of Contents

**2018 ANNUAL MEETING OF STOCKHOLDERS**

James C. Tyree Auditorium

353 North Clark Street

Chicago, Illinois 60654

**DRIVING DIRECTIONS**

## Edgar Filing: VENTAS INC - Form DEF 14A

### **From the North and Northwest (via I-90E/I-94)**

Take exit 50B toward Ohio Street. Merge onto Ohio Street. Turn right onto North Clark Street. 353 North Clark Street is four and one-half blocks south on North Clark Street on the left.

### **From the South and Southeast (via I-90W/I-94):**

Take exit 51A for Lake Street. Turn right onto Lake Street. Take the first left onto North Desplaines Avenue. Take the second right onto West Kinzie Street. Turn right onto North Clark Street. 353 North Clark Street is one-half block south on North Clark Street on the left.

### **From the Southwest (via I-55N):**

Take I-55N to I-90/94W. Merge onto I-90/94W. Take exit 51A for Lake Street. Turn right onto Lake Street. Take the first left onto North Desplaines Avenue. Take the second right onto West Kinzie Street. Turn right onto North Clark Street. 353 North Clark Street is one-half block south on North Clark Street on the left.

### **From the West (via I-290E):**

Take I-290E to I-90/94W. Merge onto I-90/94W. Take exit 51A for Lake Street. Turn right onto Lake Street. Take the first left onto North Desplaines Avenue. Take the second right onto West Kinzie Street. Turn right onto North Clark Street. 353 North Clark Street is one-half block south on North Clark Street on the left.

---













