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**To:** Michael Perfetto  
**Sent:** 1/12/2010 5:18:53 AM  
**Subject:** Per4mer self appraisal JPM  
**Attachments:** PER4MA form C\_Self Appraisal JPM 2009.doc

As I'm going through what I have done for the year, I sincerely thank you for all your support and guidance!

PLAINTIFFS TRIAL  
EXHIBIT  
**P-01071\_00001**

# *Actavis per4ma*

PER4MA allows for a self-assessment to be carried out by the employee prior to the formal performance assessment. A self-assessment will provide a very good basis for reviewing your performance with your assessor and to discuss any issues that may arise during your review or performance appraisal.

When doing a self-assessment you may want to take into consideration the following points:

- Think about your major job related accomplishments
- Think about the status of last year's performance objectives and your future goals
- Reflect upon the actual work you have carried out and how effective this has been to you achieving your objectives
- Reflect upon the difficulties you have encountered and try to come up with solutions to these issues
- List what your objectives maybe for the next 12 months and discuss these with your assessor but be ready to change these objectives
- Reflect on the time wasters and what could have been done better in order for you to improve your performance

After completing your self-assessment you may wish to share it with your assessor prior to the meeting in order for him or her to be better prepared for discussion. It is highly recommended that you do share your self-assessment with your assessor.



As you will notice the overall performance assessment has been removed from the self-evaluation. This is done on purpose as this self-assessment should not focus on the performance evaluation but on how you can improve, learn and develop further. It should serve as a tool for you to obtain feedback and better understand what is required from you.

## Objectives

Consider your objectives, if these have been set you need to assess how you did on them. Objectives can be both performance related as well as developmental in nature. When evaluating your objectives the following questions may guide you to make your task easier and more effective:

- Have you met your objectives? If yes what did you do right? What can be improved? If not why and what was it that blocked you? How did you tackle it?
- What do you plan to do to be more effective in the way you achieve your objectives?
- Do you have any objectives which you think should be set over the next performance cycle?
- Are there any other areas of concern or of which you are proud which you would like to discuss?

**Assessment Key** -  Not Attained;  Partially Attained;  Fully Attained

<b>Objective 1</b> Achieve sales and gross profit budget for FY 09. 1. Achieve 2009 budget - Product sales of \$520MM/ EBITDA of \$179MM 2. Achieve market share on all key product launches 3. No launch delays or lack of market share due to marketing activities 4. Monitor performance vs. Targets; Inform sales of shortfalls and discuss strategy to achieve goals 5. Forecast accuracy of 75% (stretch 85%) of skus within 20% of forecast on rolling three month basis (based on forecast two month prior to actual). Communicate to supply chain any major change in forecast within 24 hours of notice, manually upload change in MFG/PRO within 48 hours		Goal Attained	
Mid-year comments - Q1 sales were below budget mainly due to delay in product launch and re-launch (Doxy DR tab, Bupropion XL 300mg and oxycodone). April and May have been on track vs estimate. - Out performed target market share and sales upon relaunch of oxycodone and fentanyl and new launch of levetiracetam syrup. - Monitored sales performance closely, providing monthly commentary and work with sales to achieve budget. - Everyone's forecast accuracy has improved this year and are above 75% most of the months. Accuracy is particularly good in base product with steady supply. New products are challenging as affected by many factors. We have been diligent and timely in updating forecast when major changes occur.	End of year comments 1. Achieved estimated \$430MM in sales and \$231 MM in GP for FY 2009, exceeding 2+10 estimate which was revised to become 2009 goal/budget. 2. Successfully managed the Oxycodone CR launch to surpass expectation of \$105MM. Exceeded target market share and sales upon relaunch of oxycodone, fentanyl, Bupropion XL and new launch of levetiracetam syrup and several AG products from Galderma. 3. Forecast accuracy has been very good for the base products, especially top sales and GP products in each line. In Q4, diltiazem and gabapentin experienced surging demand due to change in market condition. We made extra effort to allocate products to protect customers.	Critical objective	
<b>Objective 2</b> Conduct quarterly portfolio and product review on cost, profitability and pricing to maximize profitability 1. Quarterly product review to result in recommendations on cost reduction, discontinuation and pricing action product list. 2. Work with sourcing, supply chain and pricing group to implement the recommendations 3. Support sourcing group to lower API cost		Goal Attained	
Mid-year comments Conducted quarterly profitability reviews, recommended discontinuation of Metformin ER and HCTZ 50 & 25mg and identified price increase possibility (Acetasol, PTU, etc) and cost reduction target. Supported API sourcing group in meeting vendors (Noramco, Fresinius, Gyma and Albany Molecular)	End of year comments - Work with pricing group to focus on improving profitability wherever possible, either at the product level or individual customer levels. - Additional products discontinued: terbinafine, triamcinolone, ramipril and zolpidem IR, etc. Instituted formal product discontinuation authorization form.	Critical objective	

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<b>Objective 3</b> Improve the brand image and trust in Actavis labeled products. 1. Improve/refresh brand image advertising campaign working with agency 2. Increase utilization of electronic media to reach broader audiences at lower cost 3. Update company presentation quarterly		Goal attained	
Mid-year comments Company presentation was updated quarterly and sizzle slide monthly. Advertising in e-newsletters has increased and received favorable feedback. Solidify the progress Actavis made by inviting customers to tour our plants (e.g. ABC toured LF and ELZ). Brand image advertising have not rolled out yet	End of year comments - Rolled out the new corporate brand advertising (lyrical ad) in Q4. - Worked with legal to handle the vendor relation to protect Actavis name in the event of R&J dissolution. Evaluated and selected new ad agency. - Completed majority of the work updating actavis.us website to include much expanded product information. - Photography project of all product images (tablets, pills) near completion.	Critical objective	
<b>Objective 4</b> Market research & support business development 1. Publish quarterly market share book 2. Conduct ad hoc market research for both current and potential new opportunity 3. Support business development activity		Goal attained	
Mid-year comments Published quarterly market share book in a timely manner every quarter. Supported BD opportunity in various aspects, e.g. COGs negotiations, product evaluation, ANDA divestiture valuation, etc.	End of year comments - Actively contributed in many BD projects, e.g. Graceway, Synthon, Intas, etc. with market and product evaluation, deal term proposal. - Working with Mike Perfetto to expand partnership with Northstar. Several products have launched, more are added. - Conducted market research to understand Acetasol HC market in depth and devised detailed plan for brand marketing campaign.	Critical objective	
<b>Objective 5</b> Maintaining marketing expenses at or below 2009 budget Sales team budget & tracking by rep (semi-annual) -Align sales team performance measure with business objectives and the ability to track such measurement -Set sales team budget and track by individual rep		Goal attained	
Mid-year comments - April YTD, marketing expenses are on track vs budget. - Sales team budget were set in Feb 09 taking into consideration of the business environment and overall company budget.	End of year comments -Marketing expenses is below budget for the FY 2009. -Sales team budget was reset in July for the 2H. Working is in progress (with IT) to provide sales rep transparency in tracking their target in Q4Bis.	Critical objective	
<b>Others - not an objective, just additional comments</b>			
Mid-year comments	End of year comments This is my first full year in current position. I feel that I have learned and grown tremendously: managing people is an art that can be learned. Thanks to all the support from Mike Perfetto, I was able to handle some difficult performance-related situation well, promoted David Myers and hired two well-qualified product managers. I also met many customers through out the year; continue to deepen my understanding of the business and hopefully continue to contribute to our growth.		

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## Behavioral Indicators

This section allows you to carry out a self-assessment in relation to the behavioral indicators identified in PER4MA. Think about each indicator and how you feel you did on them. Use the questions in each indicator to guide your thinking.

KEY	Needs improvement	As expected	Exceeds expectations
<b>Ambition</b> (Do you drive achievement? Express energy? Think in solutions? Show accountability? Go the extra mile? Demonstrate self-motivation? Show eagerness to achieve? Set stretching goals? Take 'no' for an answer?)			X
Comments: I am results-oriented. I focus on getting the job done and am ready to go the extra mile anytime.			
<b>Teamwork</b> (Do you build high performance teams? Motivate others? Share knowledge? Develop others? Establish and maintain good interpersonal relationships? Show respect towards others? Give constructive feedback? Recognise team and individual contributions?)		X	
Comments: In the past year, I have handled some difficult personnel situation successfully with professionalism, while in the mean time gave recognitions to deserving team members. Being still new in current position managing four people, building a high performance team should be one area I will continue to strive for success.			
<b>Customer Care</b> (Do you fulfil customer expectations? Establish sustainable client relationships? Adopt a client centered approach? Understand client needs? Act on promises made to clients? Adopt open communication with clients?)		X	
Comments: This past year, I really gained first-hand customer "thinking" thanks to Mike Perfetto. It further enhanced my feeling and understanding of our customer that will ultimately drive our business results.			
<b>Pro-Activity</b> (Do you show initiative? Think strategically and generate vision? Make things happen? Focus on results? Challenge unwritten rules and assumptions? Persist? Think you are resilient? Seize opportunities? Act quickly?)			X
Comments: I feel this is one of my strengths. I think strategically while execute tactically with attention to details. I take the initiative to improve current process, never accept "this is how it has been done" for an answer.			
<b>Efficiency</b> (Do you Use resources efficiently? Seek to reduce costs and smoothen processes? Delegate effectively? Seek to optimise resource utilisation? Plan well? Act pragmatically? Are you self disciplined?)		X	
Comments: I'm a big believer of eliminating low value-added work, increase efficiency by leveraging system and technology and reducing manual process whenever possible. This past year, I was not able to delegate as much as I would like to due to the change in personnel and being short-handed, I will strive to better delegate more effectively in the future.			
<b>Flexibility</b> (Are you able to thrive on complexity? Change oriented? Do you seek continuous improvement? Leverage diversity? adopt a positive attitude towards change? Seek new opportunities? Adapt quickly to change?)		X	
Comments: Flexibility should be one of the most important hallmarks of our corporate culture. I have strived on changing industry and market, been able to adapt quickly and apply existing knowledge to new situations.			
<b>Position Related Performance</b> (To what extent are the key duties listed in your job description performed as expected? Do you think you need to revise the job description?)			X
Comments: I feel I either met or exceeded expectation for position related key duties. I don't think in terms of what's in my job description, rather I will do this or help if this is good for the business.			