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**From:** Jinping McCormick </O=ONETEAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=JMCCORMICK>  
**To:** Michael Perfetto (mperfetto@actavis.com)  
**Sent:** 11/15/2012 9:40:14 PM  
**Subject:** JM Final 2012 Level 2 3 PER4MA Self Assessment  
**Attachments:** JM Final 2012 Level 2 3 PER4MA.docx

Mike,

Sorry for being late on getting the self-appraisal in.

Thanks for everything!

Jinping

PLAINTIFFS TRIAL  
EXHIBIT  
**P-01075\_00001**



## Personal Details

Name & Surname of Employee	Jinping McCormick
Position	Director, Marketing
Level	
Division & Location	Sale & Marketing, Morristown
Employee Number	
Name & Position of Appraiser	
Period Covered by Appraisal	Jan 2012 -Dec 2012

Welcome to the Actavis performance management system.

We operate in an exciting environment, full of opportunities and challenges for Actavis to grow and develop. It is therefore essential that all of us are focused on our goals and objectives and are ready to seize the opportunities that will make our business grow and become a top player in the pharmaceutical industry.

Actavis is a company that creates values in pharmaceuticals for all its stakeholders and we all play a very important role in this. In order to meet our ambitious targets we need to build a high performance culture and develop a shared vision of how we do things. PER4MA is about achieving these two aims.

All Actavis employees have to be challengers who are continuously seeking new ways of creating value. As managers we are the catalysts of such behaviour, we are expected to walk the **Orange Way**, to deliver on our targets and to develop and help our employees excel in their jobs. PER4MA is the system that will help Actavis tell its people how well they are achieving these goals.

Actavis PER4MA is not a replacement to candid and honest corrective or developmental feedback to people, it is simply the formalisation of a natural process which we all have been doing for a long time.

The brand of Actavis brings us all together under one corporate identity. The dedication and hard work of all of us has made Actavis what it is today. PER4MA will continue to strengthen our commitment to the company by ensuring that our efforts are leading to our single most important aim...that of creating value in pharmaceuticals to all our stakeholders.

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# The Winning Formula

Use this section to write objectives that should be achieved over the next 12 months by this employee using the **SMART** concept - **Specific, Measurable, Achievable, Relevant and Time related**.

**Assessment Key:** Objective Fully Achieved, Objective Partially Achieved, Objective Not Achieved, Objective No Longer Applicable

Objective 1 - Achieve GPX sales target of \$610MM		Completion Criteria 1. Achieve 2012 budget. Gx Product sales of \$610MM 2. Achieve market share on all key product launches 3. Keep marketing budget at or below 2012 budget		Weight Assigned  40%
Mid-year comments	End of year comments  2012 has been a fantastic year in achieving our financial objectives. Nov 6 YTD Gx net sales was \$705MM which is already 16% over the full year budget of \$610!  We had nine launches so far this year, with several possible launch in the remainder of the year. Among the key product launches, we launched Mixed Amphetamine ER salts in late June and achieved 22% generic market share in about two months (target for budget is 20% share). Net sales were \$66MM YTD, projected to be \$85-90MM, well above the budget of \$35MM. We also over achieved budgets on all four first-to-file products: Methylphenidate ER, Clobetasol Lotion and Shampoo, Ropinirole ER.  Kept marketing expense below the budget despite increased multi-channel marketing effort to promote mainly Methylphenidate ER and Mixed Amphetamine ER salts.			
Assessment				
Objective Fully Achieved x	Objective Partially Achieved	Objective Not Achieved	Objective No Longer Applicable	

Objective 2 - Conduct market research, analysis and evaluation to support new product opportunity, business development and API sourcing.		Completion Criteria 1. Monitor competitor market share and activities on key products and formulate strategy with sales and contract to maximize market opportunity 2. Conduct ad hoc market research for both current and potential new opportunities 3. Support business development activity and API sourcing 4. Review and recommend new packaging for existing products to grow business		Weight Assigned 25%
Mid-year comments	End of year comments  Closely monitored competitors and market activity, focused teams on needle moving products to drive sales and business expansion. As a result, we gained shares on fentanyl, gabapentin tabs, oxazepam, tamsulosin, metronidazole cream etc. We continued to build scripts on Oxymorphone ER, TRx now has exceeded the brand peak level prior to brand discontinuation in March 2011.  Identified products that require lower cost and supported sourcing and 3 <sup>rd</sup> party group with analysis to support their negotiation with API suppliers and contractors. Attended DCAT and CPhI, met with many partners and potential partners for business development opportunities.  Start selling the bulk containers of gabapentin caps and diltiazem CD to repackagers for the first time.			
Assessment				
Objective Fully Achieved x	Objective Partially Achieved	Objective Not Achieved	Objective No Longer Applicable	

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Objective 3 - Support the close and transition activities related to Watson acquisition.		Completion Criteria 1. Provide timely information requested to complete the transaction. 2. Support the transition team		Weight Assigned 15%
Mid-year comments	End of year comments  Worked with John LaRocca and Linklater lawyers to provide timely and accurate information to answer extensive FTC inquiries, mostly related to products to be divested during the Watson acquisition.  Provided timely information to Watson team to facilitate the integration process on marketing and demand planning.			
Assessment				
Objective Fully Achieved x	Objective Partially Achieved	Objective Not Achieved	Objective No Longer Applicable	

Objective 4 - Expand advertising programs via a variety of channels to increase the out-reach to target audiences		Completion Criteria 1. Establish appropriate product-specific advertising programs aligned w/Reg Affairs and product approvals 2. Develop one new corporate branding advertisement 3. Update sizzle slide monthly 4. Update company presentation quarterly		Weight Assigned 10%
Mid-year comments	End of year comments  This year, we expended key product specific promotion and advertising programs by orders of magnitude. We continue to promote Oxymorphone ER; TRx now has exceeded the brand peak level prior to brand discontinuation in March 2011). We also promoted Mixed Amphetamine ER salts to pharmacists as well as wholesalers (McKesson). Our direct mailing to physicians, advertising in Pediatrics journal as well as compliance at the trade level drove the overall market growth for Methylphenidate ER (Ritalin LA & generic) compared to the brand market prior to our launch.  Corporate branding new advertisement is developed, but not aired due to Watson acquisition. Funding is used for product promotion.  Monthly and quarterly company presentations are updated and delivered as well as presentation at Actavis Leadership Summit.			
Assessment				
Objective Fully Achieved x	Objective Partially Achieved	Objective Not Achieved	Objective No Longer Applicable	

Objective 5 - <i>Personal Development Objective</i> What is a personal development objective you need to achieve for this year? (Remember to apply the SMART objective setting principles to the personal objective.)  Further develop my Excel skills to enable automation of some tasks.		Completion Criteria Take advanced Excel training. Focus on macro and setting up template.		Weight Assigned  10%
Mid-year comments	End of year comments  Organized an one-day advanced Excel training session for marketing group and invited several other colleagues to join. Worked with trainer to select topic to customize training to the group needs. Personally learned more Excel on macro and pivot table and felt enriched.			
Assessment				
Objective Fully Achieved x	Objective Partially Achieved	Objective Not Attained	Objective No Longer Applicable	

**Total Weight: 100%**

Signed and Agreed  
Date:

Employee

Assessor

# The Orange Way

The table below is a list of all the Actavis competencies associated with the Orange Way. **The competencies in bold and highlighted in grey are the core competencies associated with this position and as a minimum these need to be discussed during this review.** If in addition to the core competencies, you see a need to discuss any of the other competencies in the list you are free to do so.

Competencies - Use this section to discuss the competencies listed below.			Assessment		
The Orange Way	Competency	Comments	Needs more attention	As expected	Definite Strength
Think Smarter	1.1 Deciding and initiating action				
	1.2 Coping with pressure and setbacks				
	1.3 Adapting and responding to change				
	1.4 Applying expertise & technology				
	1.5 Analysing				
	1.6 Learning & researching				
Look Beyond	2.1 Set vision, inspire and align				
	2.2 Formulating strategies and concepts				
	2.3 Leading & Supervising				
	2.4 Creating & innovating				
	2.5 Achieving personal work goals & objectives				
Keep Simple	3.1 Entrepreneurial and commercial thinking				
	3.2 Planning and organizing				
	3.3 Deliver results and meeting customer expectations				
	3.4 Presenting & communicating information				
	3.5 Following instructions & procedures				
	3.6 Writing & reporting				
Be Connected	4.1 Working with people				
	4.2 Relating and networking				
	4.3 Living the values and principles				
	4.4 Persuading & influencing				
Show Accountability	5.1 Sense of Responsibility				
	5.2 Deciding and initiating action				
	5.3 Integrity and Trust				
	5.4 Living the values and principles				

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## Overall Comments

Use the space provided below to write any comments related to this employee's performance and developmental needs.

Assessor Comments	<p>Employee Comments</p> <p>2012 has been a challenging and memorable year for me. Under the leadership of Mike Perfetto, we set the strategy for the year in January and have been relentlessly working towards our goal. The strategy, combined with hard work, smart thinking and excellent execution, enabled us to over achieve a very challenging goal and US division's outstanding performance clearly carried the Actavis group. I'm proud to be a contributor to this success.</p> <p>I feel fortunate to have worked with and learn from talented and dedicated colleagues throughout the Actavis team. I appreciate the opportunity, responsibility, challenges and successes over the years and truly enjoy working here. I will miss them!</p>
Signature & Date	Signature & Date

## Overall Performance Evaluation

Use the next page section to assess the overall performance of this employee. Then mark an X in the yellow box to indicate the level of performance that best applies. When doing so you should take into consideration the following:

- The overall behaviour of the employee as described by the competencies and its alignment with the Corporate values
- The assessment on the performance indicators
- The attainment of objectives if any have been agreed upon
- The level of engagement of the employee and skill level of the employee
- The overall performance of the employee
- The overall business circumstances and any factors affecting performance which were beyond his or her control.

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Needs Improvement		Meets Expectations	Exceeds Expectations
<input type="checkbox"/> Did Not Meet Expectations	<input type="checkbox"/> Approaching Expectations		
<p>Overall performance is not consistent with what is expected of someone in this position. Performance consistently does not meet the job requirements. When performance is at this level, employee should be on or will be placed on an improvement plan or have had/will have conversations regarding their performance. Will normally show three or more of the following in a regular manner:</p> <ul style="list-style-type: none"> <li>- Majority of objectives not met due to employee performance</li> <li>- Inconsistent in his or her work</li> <li>- Requires substantial coaching on competencies and/or Performance Indicators</li> <li>- Tasks not delivered on time or are incomplete</li> <li>- Work delivered requires substantial revision</li> <li>- Desired outcome not always met</li> <li>- Requires more supervision than is typical for this role</li> <li>- Company values shown inconsistently or not at all</li> <li>- Ineffectively interacts with peers, managers, or the public</li> <li>- Takes little or no initiative, even with prompting</li> <li>- Fails to demonstrate/possess full knowledge and understanding of their job functions/duties</li> <li>- Has not responded appropriately to areas identified for improvement</li> </ul>	<p>Overall performance is not consistent with what is expected of someone in this position. Performance does not consistently meet some of the job requirements:</p> <ul style="list-style-type: none"> <li>- Some of objectives not met due to employee performance</li> <li>- Inconsistently performs their job functions/duties or responsibilities</li> <li>- Needs to focus on certain behaviors/objectives to achieve satisfactory performance</li> <li>- Sometimes completes their assignments/tasks in an incomplete manner or requires clarification or time extensions</li> <li>- Requires supervision due to low performance or skill level</li> <li>- Company values may be shown inconsistently</li> <li>- Engages in less effective or less than positive interactions with peers, colleagues, management, or the public</li> <li>- Demonstrates minimal initiative and/or requires reminders</li> <li>- Requires improvement plan as follow-up designed to address specific performance issues</li> <li>- May have begun to respond appropriately to areas identified for improvement</li> </ul>	<p>Overall performance is consistent with what is expected of someone in this position. Will normally show a majority of these behaviors on a regular basis:</p> <ul style="list-style-type: none"> <li>- All objectives have been "Fully Attained" or "Partially Attained" with none being marked as "Not Attained"</li> <li>- Consistent in his or her work</li> <li>- All or most of the competencies and/or performance indicators are rated favorably</li> <li>- Tasks delivered on time</li> <li>- Work delivered requires minimal or no revision</li> <li>- Desired outcomes met</li> <li>- Requires minimal supervision</li> <li>- Behavior is in line with Company values</li> <li>- Engages in effective or positive interactions with peers, colleagues, management, or the public</li> <li>- Consistently takes appropriate initiative</li> <li>- Takes initiative to keep current in their field of expertise and initiates action for continued development</li> <li>- Is dependable, highly reliable and follows through on provided or otherwise undertaken assignments</li> <li>- Responds to feedback or initiates action to address development needs</li> </ul>	<p>Overall performance is consistently beyond what is expected of someone in this position. Will normally demonstrate a majority of these behaviors on a regular basis:</p> <ul style="list-style-type: none"> <li>- All objectives have been attained</li> <li>- Most tasks are right the first time and delivered on or before the deadline and within budget</li> <li>- Most competencies and/or performance indicators are rated as definite strengths</li> <li>- Produces high quality and quantity of work</li> <li>- Effectively operates with limited guidance and information, requiring minimal supervision</li> <li>- Exhibits model behavior that exemplifies the values and qualities of the organization and is a champion of such behaviors</li> <li>- Exhibits teamwork or is a team player in varied settings and influences others to work collaboratively to bring about a positive impact while furthering the goals of the department, division and organization</li> <li>- Skillfully resolves conflict in the midst of differing opinions by creatively developing a compromise within competing interests</li> <li>- Undertakes additional job functions/duties, through their own initiative, that furthers the goals of and makes significant contributions to the department, division, and organization</li> <li>- Demonstrates exceptional in-depth knowledge of their job functions/duties and is highly recognized by others within the organization within their area of expertise as an authority in their area of work</li> <li>- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities</li> </ul>

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