

**FORM A**

# Actavis per4ma

**Personal Details**

Name & Last of Employee	Doug Boothe
Position	CEO, Actavis Inc.
Identification Number	
Division & Location	Actavis Inc - Morristown NJ
Name & Position of Appraiser	Siggi Olafsson, CEO Actavis Group
Period Covered by Appraisal	2008

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Actavis is a company that creates values in pharmaceuticals for all its stakeholders and you as managers play a pivotal 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. Actavis PER4MA was created to achieve these two aims.

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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.

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Form A- Management and Specialist

Highly Confidential



Acquired\_Actavis\_01541043

P-03778 \_ 00001

## Objectives


When filling this section be **SMART** and write objectives which are Specific, Measurable, Achievable, Relevant and Time related.

Use this section to write all objectives (performance as well as developmental objectives) this employee should meet over the next 12 months. If you have more than 5 objectives please use an additional objectives form.

Focus 2009- US Goal Categories: Compliance / Financial / Growth / Customer Service / Building the Future			
Assessment Key -  Not Attained;  Partially Attained;  Fully Attained			
<b>Objective 1</b> Deliver 2009 Actavis Inc. recovery by achieving budget number for Revenue, EBITDA, and Cash Flow. US Budget - \$551M Revenues, \$171.8M EBITDA (excluding exceptional items), \$36.3M Cash Flow (Source Nov 20 MB final)  Achieve the financial objectives for Kadian®, acquired after the finalization of 2009 US Budget. Kadian® - \$148M Revenues, \$137M EBITDA, \$42M Cash Flow (Source - Kadian® Board presentation)			
Focus 2009- US Goal(s) Challenger Mindset – Financial Results			Critical Objective
Mid-year Comments		End of year comments -	
<b>Objective 2</b> Quality and Compliance: - Pass all GMP Inspections. No Regulatory Action beyond a 483 Observation. - Successful removal of 'GMP hold' for Actavis Totowa for Oxy IR and select portfolio products (bucket 2/3) - Pass all PAls - no delays in ANDA approvals due to GMP quality issues - Compliance with applicable site, corporate, national and/or international regulations. Adherence to all SOPs - Ensure Quality/Compliance GMP status for 3 <sup>rd</sup> party suppliers New Products/Product Supply - \$67M in New Product revenues on 16+ launches - 90% Product availability (1H 2009), 95% PPA (2H 2009) - <2% monthly average backlog (excluding product on customer service allocation)			
Focus 2009- US Goal(s) Right Products, Reliable and Fast			Critical Objective
Mid-year Comments		End of year comments -	
<b>Objective 3</b> Deliver 24 ANDA filings (target is 39 active projects) with 11 potential FTF/FTM opportunities Successful transfer, scale-up and launch of ASA products (into Elizabeth, 3 <sup>rd</sup> party, Alathur): Doxy Tabs, Methylphenidate Achieve >\$4M in value from ANDA sales/transfers Realize 2009 production goals for Alathur transfer products (Alathur site primary goal, secondary for US Supply Chain)			
Focus 2009- US Goal(s) Building for the Future			Critical Objective
Mid-year Comments		End of year comments -	
<b>Objective 4</b> Proactive employee communications via Town Hall Meeting, "in the Pipeline" and other local initiatives - Minimum of 3 Town Halls in 2009 at each site - Minimum of 12 "In the Pipeline" US ET Staffing and Leadership - Ensure appropriate management in place for all key positions (Director and Above) throughout 2009 - Active performance review, talent management and targeted employee development and retention programs to maintain/expand capabilities of Actavis Inc. organization and management in support of future growth			

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Focus 2009- US Goal(s) Be Connected			Critical Objective
Mid-year Comments	End of year comments -		

Objective 5 Finalize Oxy ER Settlement Agreement, resulting in 2009/2010 realized value for Actavis Inc.			
Focus 2009- US Goal(s) Challenger Mindset – Financial Results			Critical Objective
Mid-year Comments	End of year comments -		

Additional accomplishments to be addressed via the behavioral indicators

Signed and Agreed Date:	Employee	Assessor
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## Behavioral Indicators & Performance

Use this section to discuss the behavior of this employee as well as his or her job description.

Assessment Key       Needs Improvement    Doing as Expected    Exceeding Expectations

<b>Ambition</b> (Drives achievement; Expresses energy; Thinks in solutions; Shows accountability; Is ready to go the extra mile; Demonstrates self-motivation; Shows eagerness to achieve; Sets stretching goals; Does not take 'no' for an answer.)				
Mid-year comments	End of year comments -			
<b>Teamwork</b> (Builds high performance teams; Motivates others; Shares knowledge; Develops others; Establishes and maintains good interpersonal relationships; Shows respect towards others; Gives constructive feedback; Recognises team and individual contributions.)				
Mid-year comments	End of year comments			
<b>Customer Care</b> (Fulfills customer expectations; Establishes sustainable client relationships; Adopts a client centered approach; Understands client needs; Acts on promises made to clients; Adopts open communication with clients.)				
Mid-year comments	End of year comments -			
<b>Pro-Activity</b> (Shows initiative; Thinks strategically and generates vision; Makes things happen; Focuses on results; Challenges unwritten rules and assumptions; Is persistent; Resilient; Seizes opportunities; Acts quickly.)				
Mid-year comments	End of year comments -			
<b>Efficiency</b> (Uses resources efficiently; Seeks to reduce costs and smoothen processes; Delegates effectively; Seeks to optimise resources utilisation; Plans well; Self-discipline; Acts pragmatically)				
Mid-year comments	End of year comments -			
<b>Flexibility</b> (Thrives on complexity; Seeks continuous improvement; Leverages diversity; Change oriented; Positive attitude towards change; Seeks new opportunities; Adapts quickly to change)				
Mid-year comments	End of year comments -			
<b>Position Related Performance</b> (Discuss with the employee the extent to which the duties listed in the position description are carried out appropriately and the work delivered is of the required standard and quality. Make an overall assessment of the employee against these duties. This is also an opportunity to go through the job description and assess its relevance to the actual work carried out by the employee.)				
Mid-year comments	End of year comments			

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P-03778 \_ 00004

## Overall Performance Evaluation & Comments

Use this section to assess the overall performance of this employee. When doing so you should take into consideration the following:

- The overall behaviour of the employee and its alignment with the Corporate values
- The attainment of objectives if any have been agreed upon, especially any objectives marked as critical
- The level of engagement of the employee
- The overall performance of the employee
- The skill level of the employee
- The overall circumstances surrounding the employee and any factors affecting performance which were beyond his or her control.

Use the space provided to write any comments related to this employee's overall performance in his or her job.

<input type="radio"/>	<b>Fails to meet Expectations</b>	Does not achieve goals; Does not meet job requirements; Does not display behaviour in line with values; Unacceptable attitude; Shows no or very low commitment to development
<input type="radio"/>	<b>Needs Improvement</b>	Achieves some but not all goals; Does not meet job requirements in some areas; Behaviour is sometimes not in line with values; Attitude needs to be improved; Employee can show both commitment to development and potential but needs to work harder on both aspects
<input type="radio"/>	<b>As Expected</b>	Achieves goals as required and meets critical goals; Meets job requirements set for someone in this position; Behaviour is normally in line with values; Demonstrates positive attitude; Given the opportunity further development beyond the immediate role would be beneficial; Overall performance is good, basically doing what is expected of someone in this position
XX <input type="radio"/>	<b>Exceeds Expectations</b>	Achieves most goals and exceeds some; Meets most job requirements and exceeds some; Lives and promotes the values; Demonstrates and promotes a positive attitude; Shows a high commitment to development and given the opportunity has potential to grow further within the Company
<input type="radio"/>	<b>Exceptional</b>	Meets all objectives especially critical ones if any and exceeds most; Meets all job requirements and exceeds most; A champion for the values constantly promoting value driven behaviours; Demonstrates a highly positive attitude; Made a significant contribution in achieving the Company business objectives outside his or her direct responsibilities; Shows very high commitment to development and given the opportunity has high potential to develop grow further within the Company

Assessor Comments -	Employee Comments
Signature Date	Signature Date

Form A- Management and Specialist



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Name & Position of Appraiser	Siggi Olafsson, CEO Actavis Group
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Signed and Agreed Date:	Employee	Assessor
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Note: If you have more than 5 objectives use an additional objectives form. If you need more space for comments use other side of form

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Form A- Management and Specialist



## Behavioral Indicators & Performance

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Assessment Key



Needs Improvement

Doing as Expected

Exceeding Expectations

<div style="display: flex; justify-content: space-between; width: 100%;"> <span>Assessment Key</span> <span>Needs Improvement</span> <span>Doing as Expected</span> <span>Exceeding Expectations</span> </div>	
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## FORM A



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













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Focus 2009- US Goal(s) Be Connected			Critical Objective
Mid-year Comments	End of year comments -		

Objective 5 Finalize Oxy ER Settlement Agreement, resulting in 2009/2010 realized value for Actavis Inc.			
Focus 2009- US Goal(s) Challenger Mindset – Financial Results			Critical Objective
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Additional accomplishments to be addressed via the behavioral indicators

Signed and Agreed Date:	Employee	Assessor
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## Behavioral Indicators & Performance

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Assessment Key     Needs Improvement    Doing as Expected    Exceeding Expectations

<b>Ambition</b> (Drives achievement; Expresses energy; Thinks in solutions; Shows accountability; Is ready to go the extra mile; Demonstrates self-motivation; Shows eagerness to achieve; Sets stretching goals; Does not take 'no' for an answer.)				
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P-03778 \_ 00013

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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 has brought us all together under one corporate identity. The dedication and hard work of all of us has made Actavis what it is today. Actavis 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.

Form A- Management and Specialist



## Objectives

When filling this section be **SMART** and write objectives which are Specific, Measurable, Achievable, Relevant and Time related.


Use this section to write all objectives (performance as well as developmental objectives) this employee should meet over the next 12 months. If you have more than 5 objectives please use an additional objectives form.

Focus 2009- US Goal Categories:			
Compliance / Financial / Growth / Customer Service / Building the Future			
Assessment Key -  Not Attained;  Partially Attained;  Fully Attained			
<b>Objective 1</b> Deliver 2009 Actavis Inc. recovery by achieving budget number for Revenue, EBITDA, and Cash Flow. US Budget - \$551M Revenues, \$171.8M EBITDA (excluding exceptional items), \$36.3M Cash Flow (Source Nov 20 MB final)  Achieve the financial objectives for Kadian®, acquired after the finalization of 2009 US Budget. Kadian® - \$148M Revenues, \$137M EBITDA, \$42M Cash Flow (Source - Kadian® Board presentation)			
Focus 2009- US Goal(s) Challenger Mindset – Financial Results		Critical Objective	
Mid-year Comments	End of year comments -		
<b>Objective 2</b> Quality and Compliance: <ul style="list-style-type: none"> <li>- Pass all GMP Inspections. No Regulatory Action beyond a 483 Observation.</li> <li>- Successful removal of 'GMP hold' for Actavis Totowa for Oxy IR and select portfolio products (bucket 2/3)</li> <li>- Pass all PAIs - no delays in ANDA approvals due to GMP quality issues</li> <li>- Compliance with applicable site, corporate, national and/or international regulations. Adherence to all SOPs</li> <li>- Ensure Quality/Compliance GMP status for 3<sup>rd</sup> party suppliers</li> </ul> New Products/Product Supply <ul style="list-style-type: none"> <li>- \$67M in New Product revenues on 16+ launches</li> <li>- 90% Product availability (1H 2009), 95% PPA (2H 2009)</li> <li>- &lt;2% monthly average backlog (excluding product on customer service allocation)</li> </ul>			
Focus 2009- US Goal(s) Right Products, Reliable and Fast		Critical Objective	
Mid-year Comments	End of year comments -		
<b>Objective 3</b> Deliver 24 ANDA filings (target is 39 active projects) with 11 potential FTF/FTM opportunities Successful transfer, scale-up and launch of ASA products (into Elizabeth, 3 <sup>rd</sup> party, Alathur): Doxy Tabs, Methylphenidate Achieve >\$4M in value from ANDA sales/transfers Realize 2009 production goals for Alathur transfer products (Alathur site primary goal, secondary for US Supply Chain)			
Focus 2009- US Goal(s) Building for the Future		Critical Objective	
Mid-year Comments	End of year comments -		
<b>Objective 4</b> Proactive employee communications via Town Hall Meeting, "in the Pipeline" and other local initiatives <ul style="list-style-type: none"> <li>- Minimum of 3 Town Halls in 2009 at each site</li> <li>- Minimum of 12 "In the Pipeline"</li> </ul> US ET Staffing and Leadership <ul style="list-style-type: none"> <li>- Ensure appropriate management in place for all key positions (Director and Above) throughout 2009</li> <li>- Active performance review, talent management and targeted employee development and retention programs to maintain/expand capabilities of Actavis Inc. organization and management in support of future growth</li> </ul>			

Form A- Management and Specialist



Focus 2009- US Goal(s) Be Connected			Critical Objective
Mid-year Comments	End of year comments -		

Objective 5 Finalize Oxy ER Settlement Agreement, resulting in 2009/2010 realized value for Actavis Inc.			
Focus 2009- US Goal(s) Challenger Mindset – Financial Results			Critical Objective
Mid-year Comments	End of year comments -		

Additional accomplishments to be addressed via the behavioral indicators

Signed and Agreed Date:	Employee	Assessor
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## Behavioral Indicators & Performance

Use this section to discuss the behavior of this employee as well as his or her job description.

Assessment Key    ☒ Needs Improvement    ☐ Doing as Expected    ☐ Exceeding Expectations

<b>Ambition</b> (Drives achievement; Expresses energy; Thinks in solutions; Shows accountability; Is ready to go the extra mile; Demonstrates self-motivation; Shows eagerness to achieve; Sets stretching goals; Does not take 'no' for an answer.)				
Mid-year comments	End of year comments -			
<b>Teamwork</b> (Builds high performance teams; Motivates others; Shares knowledge; Develops others; Establishes and maintains good interpersonal relationships; Shows respect towards others; Gives constructive feedback; Recognises team and individual contributions.)				
Mid-year comments	End of year comments			
<b>Customer Care</b> (Fulfills customer expectations; Establishes sustainable client relationships; Adopts a client centered approach; Understands client needs; Acts on promises made to clients; Adopts open communication with clients.)				
Mid-year comments	End of year comments -			
<b>Pro-Activity</b> (Shows initiative; Thinks strategically and generates vision; Makes things happen; Focuses on results; Challenges unwritten rules and assumptions; Is persistent; Resilient; Seizes opportunities; Acts quickly.)				
Mid-year comments	End of year comments -			
<b>Efficiency</b> (Uses resources efficiently; Seeks to reduce costs and smoothen processes; Delegates effectively; Seeks to optimise resources utilisation; Plans well; Self-discipline; Acts pragmatically)				
Mid-year comments	End of year comments -			
<b>Flexibility</b> (Thrives on complexity; Seeks continuous improvement; Leverages diversity; Change oriented; Positive attitude towards change; Seeks new opportunities; Adapts quickly to change)				
Mid-year comments	End of year comments -			
<b>Position Related Performance</b> (Discuss with the employee the extent to which the duties listed in the position description are carried out appropriately and the work delivered is of the required standard and quality. Make an overall assessment of the employee against these duties. This is also an opportunity to go through the job description and assess its relevance to the actual work carried out by the employee.)				
Mid-year comments	End of year comments			

Form A- Management and Specialist

## Overall Performance Evaluation & Comments

Use this section to assess the overall performance of this employee. When doing so you should take into consideration the following:

- The overall behaviour of the employee and its alignment with the Corporate values
- The attainment of objectives if any have been agreed upon, especially any objectives marked as critical
- The level of engagement of the employee
- The overall performance of the employee
- The skill level of the employee
- The overall circumstances surrounding the employee and any factors affecting performance which were beyond his or her control.

Use the space provided to write any comments related to this employee's overall performance in his or her job.

<input type="radio"/>	<b>Fails to meet Expectations</b>	Does not achieve goals; Does not meet job requirements; Does not display behaviour in line with values; Unacceptable attitude; Shows no or very low commitment to development
<input type="radio"/>	<b>Needs Improvement</b>	Achieves some but not all goals; Does not meet job requirements in some areas; Behaviour is sometimes not in line with values; Attitude needs to be improved; Employee can show both commitment to development and potential but needs to work harder on both aspects
<input type="radio"/>	<b>As Expected</b>	Achieves goals as required and meets critical goals; Meets job requirements set for someone in this position; Behaviour is normally in line with values; Demonstrates positive attitude; Given the opportunity further development beyond the immediate role would be beneficial; Overall performance is good, basically doing what is expected of someone in this position
XX <input type="radio"/>	<b>Exceeds Expectations</b>	Achieves most goals and exceeds some; Meets most job requirements and exceeds some; Lives and promotes the values; Demonstrates and promotes a positive attitude; Shows a high commitment to development and given the opportunity has potential to grow further within the Company
<input type="radio"/>	<b>Exceptional</b>	Meets all objectives especially critical ones if any and exceeds most; Meets all job requirements and exceeds most; A champion for the values constantly promoting value driven behaviours; Demonstrates a highly positive attitude; Made a significant contribution in achieving the Company business objectives outside his or her direct responsibilities; Shows very high commitment to development and given the opportunity has high potential to develop grow further within the Company

Assessor Comments -	Employee Comments
Signature Date	Signature Date

Form A- Management and Specialist



## FORM A

# Actavis per4ma

### Personal Details

Name & Surname of Employee	Douglas Boothe
Position	CEO, Actavis Inc.
Identification Number	
Division & Location	EVP, Morristown
Name & Position of Appraiser	
Period Covered by Appraisal	2009

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 you as managers play a pivotal 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. Actavis PER4MA was created to achieve these two aims.

All Actavis employees have to be challengers who are continuously seeking new ways of creating value. You as managers are the catalysts of such behaviour, you are expected to embody our corporate values, to deliver on your targets and to develop and help your employees excel in their jobs. Actavis PER4MA is a system which will assist 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 has brought us all together under one corporate identity. The dedication and hard work of all of us has made Actavis what it is today. Actavis 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.









## Objectives

When filling this section be **SMART** and write objectives which are Specific, Measurable, Achievable, Relevant and Time related.

Use this section to write all objectives (performance as well as developmental objectives) this employee should meet over the next 12 months. If you have more than 5 objectives please use an additional objectives form.

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

<b>Objective 1 - Business Results</b> Deliver 2009 Actavis Inc. recovery by achieving budget number for Revenue, EBITDA, and Cash Flow. US Budget - \$551M Revenues, \$171.8M EBITDA (excluding exceptional items), \$36.3M Cash Flow (Source Nov 20 MB final)  Achieve the financial objectives for Kadian®, acquired after the finalization of 2009 US Budget. Kadian® - \$148M Revenues, \$137M EBITDA, \$42M Cash Flow (Source - Kadian® Board presentation)		 	
Mid-year comments	End of year comments - EXCEEDED 2009 5+7 replan. Combined US revenues > \$656M (vs. \$626M), EBITDA > \$275M (vs. \$241M). Recovery was led by successful management of Kadian®, launch of Oxy CR, and outstanding pricing/contracting work by GRx Sales & Marketing team (eg. Acetasol®). Team overcame lack of meaningful ANDA approvals in 2009.	Critical objective	
<b>Objective 2 Quality and Compliance:</b> <ul style="list-style-type: none"> <li>Pass all GMP Inspections. No Regulatory Action beyond a 483 Observation.</li> <li>Successful removal of 'GMP hold' for Actavis Totowa for Oxy IR and select portfolio products (bucket 2/3)</li> <li>Pass all PAIs - no delays in ANDA approvals due to GMP quality issues</li> <li>Compliance with applicable site, corporate, national and/or international regulations. Adherence to all SOPs</li> <li>Ensure Quality/Compliance GMP status for 3<sup>rd</sup> party suppliers</li> </ul> <b>New Products/Product Supply</b> <ul style="list-style-type: none"> <li>\$67M in New Product revenues on 16+ launches</li> <li>90% Product availability (1H 2009), 95% PPA (2H 2009)</li> <li>&lt;2% monthly average backlog (excluding product on customer service allocation)</li> </ul>		 	
Mid-year comments	End of year comments - MOSTLY ATTAINED (Critical items exceeded) - LF site wave 1 completed in April (Oxy IR review/release). Follow-on products slower to get into FDA queue. Other compliance items on track, largely due to efforts of VP Q/C/TS (Nasrat) who joined in Jan 2009.  New product results exceeded - but based primarily on Oxy CR launch late November (\$58M for CR). Frustrating delays for key 09 launches due to FDA and internal challenges (Doxo, Amphet Combo, Methyl, Zolpidem)	Critical objective	
<b>Objective 3 - Portfolio Growth</b> Deliver 24 ANDA filings (target is 39 active projects) with 11 potential FTF/FTM opportunities Successful transfer, scale-up and launch of ASA products (into Elizabeth, 3 <sup>rd</sup> party, Alathur): Doxy Tabs, Methylphenidate Achieve >\$4M in value from ANDA sales/transfers Realize 2009 production goals for Alathur transfer products (Alathur site primary goal, secondary for US Supply Chain)		 	
Mid-year comments	End of year comments - MOSTLY ATTAINED (Critical items achieved) - filed 24 ANDAs and supplements, including several confirmed or potential FTF items. Portfolio focused on higher value, ER/DTF products. Tremendous progress demonstrated by new R&D leadership (thank you again for Hafun!) and management changes at ASA implemented. Critical site transfers/validations completed (Doxo, Zolpidem, Bupro, Amphet Combo) Alathur site accountability transferred to US (3Q 2009), US	Critical objective	

<b>Objective 4 - Employee Communications and US Business Recovery</b> Proactive employee communications via Town Hall Meeting, "in the Pipeline" and other local initiatives <ul style="list-style-type: none"> <li>- Minimum of 3 Town Halls in 2009 at each site</li> <li>- Minimum of 12 "In the Pipeline"</li> </ul> US ET Staffing and Leadership <ul style="list-style-type: none"> <li>- Ensure appropriate management in place for all key positions (Director and Above) throughout 2009</li> <li>• Active performance review, talent management and targeted employee development and retention programs to maintain/expand capabilities of Actavis Inc. organization and management in support of future growth</li> </ul>			
Mid-year comments	End of year comments - <b>FULLY ATTAINED.</b> Proactive employee communications program in place with town halls and bi-weekly 'In The Pipeline' US employee moral up significantly since YE 2008 - largely due to improved US (and Global) results, R&D effectiveness, and very busy production sites.  All critical US VP and Director positions filled and with per4ma, succession planning and talent development programs in place.		<b>Critical objective</b>
<b>Objective 5 - Business Results</b> Finalize Oxy ER Settlement Agreement, resulting in 2009/2010 realized value for Actavis Inc.			
Mid-year comments	End of year comments - <b>FULLY ATTAINED</b> Settlement agreement with Purdue completed in April 2009, with three paths for market commercialization. Actavis called in the AG option, and completed all necessary pre-launch activities (SC/Regulatory, Sales/Mktg) to maximize the business opportunity - significantly exceeding internal targets.		<b>Critical objective</b>  Oh Yeah!
<b>Objective 6 -</b>			
Mid-year comments			<b>Critical objective</b>  Objective no longer applicable
• <b>Objective 7 -</b>			
Mid-year comments			<b>Critical objective</b>  Objective no longer applicable

Signed and Agreed  
Date:

Employee

Assessor

## Behavioural Indicators & Performance

Use this section to discuss the behaviour of this employee as well as his or her job description.

Assessment Key     Needs Improvement    Doing as Expected    Exceeding Expectations

<b>Ambition</b> (Drives achievement; Expresses energy; Thinks in solutions; Shows accountability; Is ready to go the extra mile; Demonstrates self-motivation; Shows eagerness to achieve; Sets stretching goals; Does not take 'no' for an answer.)				X
Mid-year comments	End of year comments: In 2009 the US team delivered an outstanding turnaround - in terms of financial results and improved mindset. We are no longer looking to survive - now we are focused on taking the next great step in our business growth.			
<b>Teamwork</b> (Builds high performance teams; Motivates others; Shares knowledge; Develops others; Establishes and maintains good interpersonal relationships; Shows respect towards others; Gives constructive feedback; Recognises team and individual contributions.)				X
Mid-year comments	Our key to success in the US (and with the Actavis MB) has been effective teamwork - especially to achieve the business results in light of the many new product and validation delays.			
<b>Customer Care</b> (Fulfils customer expectations; Establishes sustainable client relationships; Adopts a client centered approach; Understands client needs; Acts on promises made to clients; Adopts open communication with clients.)				X
Mid-year comments	2009 was a major turnaround for Actavis Inc. in the eyes of our customers. The Fentanyl and Bupro 150 launches in late 2008 started it, and the Oxy IR release in April 2009 established the platform for recovery. Tough negotiations were had with many customers (eg, CVS) which paved the way for successful pricing and other commercial actions throughout the year.			
<b>Pro-Activity</b> (Shows initiative; Thinks strategically and generates vision; Makes things happen; Focuses on results; Challenges unwritten rules and assumptions; Is persistent; Resilient; Seizes opportunities; Acts quickly.)				X
Mid-year comments	End of year comments: I had the team ruthlessly focus on key recovery items (and portfolio development priorities). This did come at the expense of several milestones (Alathur units, off-shore partnering with Medis) - but I recognize the importance here - and will improve in 2010.			
<b>Efficiency</b> (Uses resources efficiently; Seeks to reduce costs and smoothen processes; Delegates effectively; Seeks to optimise resources utilisation; Plans well; Self-discipline; Acts pragmatically)				X
Mid-year comments	End of year comments: I have great confidence in my executive team (and other business leads). We are closely aligned with Global on key items, and then via our bi-weekly US ET meetings with aggressively align and tackle the critical issues and opportunities as a team.			
<b>Flexibility</b> (Thrives on complexity; Seeks continuous improvement; Leverages diversity; Change oriented; Positive attitude towards change; Seeks new opportunities; Adapts quickly to change)				X
Mid-year comments	End of year comments I believe that we (US) and the Group made major strides in returning to the promising and exciting work location for all associates. We needed to make many 'in process' priority changes throughout the year - but we also remained focused on key results drivers, growth investments, and employee development opportunities in a very challenging business environment.			
<b>Position Related Performance</b> (Discuss with the employee the extent to which the duties listed in the position description are carried out appropriately and the work delivered is of the required standard and quality. Make an overall assessment of the employee against these duties. This is also an opportunity to go through the job description and assess its relevance to the actual work carried out by the employee.)				
Mid-year comments	End of year comments: Siggie - I personally want to thank you for your support and leadership of me (and the US ET) in 2009. You challenged us appropriately while also making it clear throughout the organization that you fully supported our activities. This was a critical component of our success. Personally - I can easily say that 2009 was an extremely fulfilling personal and professional accomplishment year. Thank you			

again for the opportunity:



## Overall Performance Evaluation & Comments

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- The attainment of objectives if any have been agreed upon, especially any objectives marked as critical
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<input type="radio"/>	<b>Fails to meet Expectations</b>	Does not achieve goals; Does not meet job requirements; Does not display behaviour in line with values; Unacceptable attitude; Shows no or very low commitment to development
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<input type="radio"/>	<b>As Expected</b>	Achieves goals as required and meets critical goals; Meets job requirements set for someone in this position; Behaviour is normally in line with values; Demonstrates positive attitude; Given the opportunity further development beyond the immediate role would be beneficial; Overall performance is good, basically doing what is expected of someone in this position
<input type="radio"/>	<b>Exceeds Expectations</b>	Achieves most goals and exceeds some; Meets most job requirements and exceeds some; Lives and promotes the values; Demonstrates and promotes a positive attitude; Shows a high commitment to development and given the opportunity has potential to grow further within the Company
<input type="radio"/>	<b>Exceptional</b>	Meets all objectives especially critical ones if any and exceeds most; Meets all job requirements and exceeds most; A champion for the values constantly promoting value driven behaviours; Demonstrates a highly positive attitude; Made a significant contribution in achieving the Company business objectives outside his or her direct responsibilities; Shows very high commitment to development and given the opportunity has high potential to develop grow further within the Company

Assessor Comments	Employee Comments
Signature Date	Signature Date

# Actavis per4ma

## Personal Details

Name & Surname of Employee	Douglas Boothe
Position	CEO, Actavis Inc.
Identification Number	
Division & Location	EVP, Morristown
Name & Position of Appraiser	
Period Covered by Appraisal	2009

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Assessment Key -  Not Attained;  Partially Attained;  Fully Attained

<p>Objective 1 - Business Results</p> <p>Deliver 2009 Actavis Inc. recovery by achieving budget number for Revenue, EBITDA, and Cash Flow. US Budget - \$551M Revenues, \$171.8M EBITDA (excluding exceptional items), \$36.3M Cash Flow (Source Nov 20 MB final)</p> <p>Achieve the financial objectives for Kadian®, acquired after the finalization of 2009 US Budget. Kadian® - \$148M Revenues, \$137M EBITDA, \$42M Cash Flow (Source - Kadian® Board presentation)</p>		 	
Mid-year comments	End of year comments - EXCEEDED 2009 5+7 replan. Combined US revenues > \$656M (vs. \$626M), EBITDA > \$275M (vs. \$241M). Recovery was led by successful management of Kadian®, launch of Oxy CR, and outstanding pricing/contracting work by GRx Sales & Marketing team (eg. Acetasol®). Team overcame lack of meaningful ANDA approvals in 2009.	Critical objective	
<p>Objective 2 Quality and Compliance:</p> <ul style="list-style-type: none"> <li>• Pass all GMP Inspections. No Regulatory Action beyond a 483 Observation.</li> <li>• Successful removal of 'GMP hold' for Actavis Totowa for Oxy IR and select portfolio products (bucket 2/3)</li> <li>• Pass all PAls - no delays in ANDA approvals due to GMP quality issues</li> <li>• Compliance with applicable site, corporate, national and/or international regulations. Adherence to all SOPs</li> <li>• Ensure Quality/Compliance GMP status for 3<sup>rd</sup> party suppliers</li> </ul> <p>New Products/Product Supply</p> <ul style="list-style-type: none"> <li>• \$67M in New Product revenues on 16+ launches</li> <li>• 90% Product availability (1H 2009), 95% PPA (2H 2009)</li> <li>• &lt;2% monthly average backlog (excluding product on customer service allocation)</li> </ul>		  	
Mid-year comments	<p>End of year comments - MOSTLY ATTAINED (Critical items exceeded) - LF site wave 1 completed in April (Oxy IR review/release). Follow-on products slower to get into FDA queue. Other compliance items on track, largely due to efforts of VP Q/C/TS (Nasrat) who joined in Jan 2009.</p> <p>New product results exceeded - but based primarily on Oxy CR launch late November (\$58M for CR). Frustrating delays for key 09 launches due to FDA and internal challenges (Doxy, Amphet Combo, Methyl, Zolpidem)</p>	Critical objective	
<p>Objective 3 - Portfolio Growth</p> <p>Deliver 24 ANDA filings (target is 39 active projects) with 11 potential FTF/FTM opportunities</p> <p>Successful transfer, scale-up and launch of ASA products (into Elizabeth, 3<sup>rd</sup> party, Alathur): Doxy Tabs, Methylphenidate</p> <p>Achieve &gt;\$4M in value from ANDA sales/transfers</p> <p>Realize 2009 production goals for Alathur transfer products (Alathur site primary goal, secondary for US Supply Chain)</p>		  	
Mid-year comments	<p>End of year comments - MOSTLY ATTAINED (Critical items achieved) - filed 24 ANDAs and supplements, including several confirmed or potential FTF items. Portfolio focused on higher value, ER/DTF products. Tremendous progress demonstrated by new R&amp;D leadership (thank you again for Hafun!) and management changes at ASA implemented.</p> <p>Critical site transfers/validations completed (Doxy, Zolpidem, Bupro, Amphet Combo)</p> <p>Alathur site accountability transferred to US (3Q 2009), US</p>	Critical objective	

<b>Objective 4 - Employee Communications and US Business Recovery</b> Proactive employee communications via Town Hall Meeting, "in the Pipeline" and other local initiatives <ul style="list-style-type: none"> <li>- Minimum of 3 Town Halls in 2009 at each site</li> <li>- Minimum of 12 "In the Pipeline"</li> </ul> US ET Staffing and Leadership <ul style="list-style-type: none"> <li>- Ensure appropriate management in place for all key positions (Director and Above) throughout 2009</li> <li>• Active performance review, talent management and targeted employee development and retention programs to maintain/expand capabilities of Actavis Inc. organization and management in support of future growth</li> </ul>			
Mid-year comments	End of year comments - <b>FULLY ATTAINED.</b> Proactive employee communications program in place with town halls and bi-weekly 'In The Pipeline' US employee moral up significantly since YE 2008 - largely due to improved US (and Global) results, R&D effectiveness, and very busy production sites.  All critical US VP and Director positions filled and with per4ma, succession planning and talent development programs in place.	<b>Critical objective</b>	
<b>Objective 5 - Business Results</b> Finalize Oxy ER Settlement Agreement, resulting in 2009/2010 realized value for Actavis Inc.			
Mid-year comments	End of year comments - <b>FULLY ATTAINED</b> Settlement agreement with Purdue completed in April 2009, with three paths for market commercialization. Actavis called in the AG option, and completed all necessary pre-launch activities (SC/Regulatory, Sales/Mktg) to maximize the business opportunity - significantly exceeding internal targets.	<b>Critical objective</b>	Oh Yeah!
<b>Objective 6 -</b>			
Mid-year comments		<b>Critical objective</b>	Objective no longer applicable
• <b>Objective 7 -</b>			
Mid-year comments		<b>Critical objective</b>	Objective no longer applicable

Signed and Agreed  
Date:


Employee

Assessor



## Behavioural Indicators & Performance

Use this section to discuss the behaviour of this employee as well as his or her job description.

Assessment Key     Needs Improvement    Doing as Expected    Exceeding Expectations

<b>Ambition</b> (Drives achievement; Expresses energy; Thinks in solutions; Shows accountability; Is ready to go the extra mile; Demonstrates self-motivation; Shows eagerness to achieve; Sets stretching goals; Does not take 'no' for an answer.)				X
Mid-year comments	End of year comments: In 2009 the US team delivered an outstanding turnaround - in terms of financial results and improved mindset. We are no longer looking to survive - now we are focused on taking the next great step in our business growth.			
<b>Teamwork</b> (Builds high performance teams; Motivates others; Shares knowledge; Develops others; Establishes and maintains good interpersonal relationships; Shows respect towards others; Gives constructive feedback; Recognises team and individual contributions.)				X
Mid-year comments	Our key to success in the US (and with the Actavis MB) has been effective teamwork - especially to achieve the business results in light of the many new product and validation delays.			
<b>Customer Care</b> (Fulfils customer expectations; Establishes sustainable client relationships; Adopts a client centered approach; Understands client needs; Acts on promises made to clients; Adopts open communication with clients.)				X
Mid-year comments	2009 was a major turnaround for Actavis Inc. in the eyes of our customers. The Fentanyl and Bupro 150 launches in late 2008 started it, and the Oxy IR release in April 2009 established the platform for recovery. Tough negotiations were had with many customers (eg. CVS) which paved the way for successful pricing and other commercial actions throughout the year.			
<b>Pro-Activity</b> (Shows initiative; Thinks strategically and generates vision; Makes things happen; Focuses on results; Challenges unwritten rules and assumptions; Is persistent; Resilient; Seizes opportunities; Acts quickly.)			X	
Mid-year comments	End of year comments: I had the team ruthlessly focus on key recovery items (and portfolio development priorities). This did come at the expense of several milestones (Alathur units, off-shore partnering with Medis) - but I recognize the importance here - and will improve in 2010.			
<b>Efficiency</b> (Uses resources efficiently; Seeks to reduce costs and smoothen processes; Delegates effectively; Seeks to optimise resources utilisation; Plans well; Self-discipline; Acts pragmatically)				X
Mid-year comments	End of year comments: I have great confidence in my executive team (and other business leads). We are closely aligned with Global on key items, and then via our bi-weekly US ET meetings with aggressively align and tackle the critical issues and opportunities as a team.			
<b>Flexibility</b> (Thrives on complexity; Seeks continuous improvement; Leverages diversity; Change oriented; Positive attitude towards change; Seeks new opportunities; Adapts quickly to change)				X
Mid-year comments	End of year comments I believe that we (US) and the Group made major strides in returning to the promising and exciting work location for all associates. We needed to make many 'in process' priority changes throughout the year - but we also remained focused on key results drivers, growth investments, and employee development opportunities in a very challenging business environment.			
<b>Position Related Performance</b> (Discuss with the employee the extent to which the duties listed in the position description are carried out appropriately and the work delivered is of the required standard and quality. Make an overall assessment of the employee against these duties. This is also an opportunity to go through the job description and assess its relevance to the actual work carried out by the employee.)				
Mid-year comments	End of year comments: Siggi - I personally want to thank you for your support and leadership of me (and the US ET) in 2009. You challenged us appropriately while also making it clear throughout the organization that you fully supported our activities. This was a critical component of our success. Personally - I can easily say that 2009 was an extremely fulfilling personal and professional accomplishment year. Thank you			

again for the opportunity.

## Overall Performance Evaluation & Comments

Use this section to assess the overall performance of this employee. When doing so you should take into consideration the following:

- The overall behaviour of the employee and its alignment with the Corporate values
- The attainment of objectives if any have been agreed upon, especially any objectives marked as critical
- The level of engagement of the employee
- The overall performance of the employee
- The skill level of the employee
- The overall circumstances surrounding the employee and any factors affecting performance which were beyond his or her control.

Use the space provided to write any comments related to this employee's overall performance in his or her job.

<input type="radio"/>	<b>Fails to meet Expectations</b>	Does not achieve goals; Does not meet job requirements; Does not display behaviour in line with values; Unacceptable attitude; Shows no or very low commitment to development
<input type="radio"/>	<b>Needs Improvement</b>	Achieves some but not all goals; Does not meet job requirements in some areas; Behaviour is sometimes not in line with values; Attitude needs to be improved; Employee can show both commitment to development and potential but needs to work harder on both aspects
<input type="radio"/>	<b>As Expected</b>	Achieves goals as required and meets critical goals; Meets job requirements set for someone in this position; Behaviour is normally in line with values; Demonstrates positive attitude; Given the opportunity further development beyond the immediate role would be beneficial; Overall performance is good, basically doing what is expected of someone in this position
<input type="radio"/>	<b>Exceeds Expectations</b>	Achieves most goals and exceeds some; Meets most job requirements and exceeds some; Lives and promotes the values; Demonstrates and promotes a positive attitude; Shows a high commitment to development and given the opportunity has potential to grow further within the Company
<input type="radio"/>	<b>Exceptional</b>	Meets all objectives especially critical ones if any and exceeds most; Meets all job requirements and exceeds most; A champion for the values constantly promoting value driven behaviours; Demonstrates a highly positive attitude; Made a significant contribution in achieving the Company business objectives outside his or her direct responsibilities; Shows very high commitment to development and given the opportunity has high potential to develop grow further within the Company

Assessor Comments	Employee Comments
Signature Date	Signature Date



# Actavis per4ma

## Personal Details

Name & Last of Employee	Doug Boothe
Position	CEO, Actavis Inc.
Identification Number	
Division & Location	Actavis Inc - Morristown NJ
Name & Position of Appraiser	Sigurdur Olafsson, CEO Actavis Group
Period Covered by Appraisal	2009

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 you as managers play a pivotal 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. Actavis PER4MA was created to achieve these two aims.

All Actavis employees have to be challengers who are continuously seeking new ways of creating value. You as managers are the catalysts of such behaviour, you are expected to embody our corporate values, to deliver on your targets and to develop and help your employees excel in their jobs. Actavis PER4MA is a system which will assist 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 has brought us all together under one corporate identity. The dedication and hard work of all of us has made Actavis what it is today. Actavis 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.



## Objectives

When filling this section be **SMART** and write objectives which are Specific, Measurable, Achievable, Relevant and Time related.

Use this section to write all objectives (performance as well as developmental objectives) this employee should meet over the next 12 months. If you have more than 5 objectives please use an additional objectives form.

Focus 2009- US Goal Categories:


Compliance / Financial / Growth / Customer Service / Building the Future

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

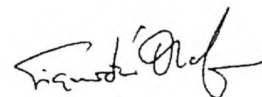
<b>Objective 1</b> Deliver 2009 Actavis Inc. recovery by achieving budget number for Revenue, EBITDA, and Cash Flow. US Budget - \$551M Revenues, \$171.8M EBITDA (excluding exceptional items), \$36.3M Cash Flow (Source Nov 20 MB final)  Achieve the financial objectives for Kadian®, acquired after the finalization of 2009 US Budget. Kadian® - \$148M Revenues, \$137M EBITDA, \$42M Cash Flow (Source - Kadian® Board presentation)			
Focus 2009- US Goal(s) Challenger Mindset – Financial Results		Critical Objective	
Mid-year Comments	End of year comments - Partly achieved. The 2009 budget number not achieved (neither revenue nor EBITDA) but 5+7 forecast achieved. Kadian achieved. Important turnaround 2H of 2010. Important settlement with Purdue achieved to secure the results.		
<b>Objective 2</b> Quality and Compliance: - Pass all GMP Inspections. No Regulatory Action beyond a 483 Observation. - Successful removal of 'GMP hold' for Actavis Totowa for Oxy IR and select portfolio products (bucket 2/3) - Pass all PAIs - no delays in ANDA approvals due to GMP quality issues - Compliance with applicable site, corporate, national and/or international regulations. Adherence to all SOPs - Ensure Quality/Compliance GMP status for 3 <sup>rd</sup> party suppliers New Products/Product Supply - \$67M in New Product revenues on 16+ launches - 90% Product availability (1H 2009), 95% PPA (2H 2009) - <2% monthly average backlog (excluding product on customer service allocation)			
Focus 2009- US Goal(s) Right Products, Reliable and Fast		Critical Objective	
Mid-year Comments	End of year comments - Quality goal achieved. Revenue of new launches was achieved through launch of Oxycodone CR but number of new launches not achieved. Product availability not achieved and backorders were more in Lincolnton than the goal was.		
<b>Objective 3</b> Deliver 24 ANDA filings (target is 39 active projects) with 11 potential FTF/FTM opportunities Successful transfer, scale-up and launch of ASA products (into Elizabeth, 3 <sup>rd</sup> party, Alathur): Doxy Tabs, Methylphenidate Achieve >\$4M in value from ANDA sales/transfers Realize 2009 production goals for Alathur transfer products (Alathur site primary goal, secondary for US Supply Chain)			
Focus 2009- US Goal(s) Building for the Future		Critical Objective	
Mid-year Comments	End of year comments Partly achieved. Filed 24 ANDA (and supplemental ANDAs) with some FTF opportunities. Huge effort made to transfer ASA products to Elizabeth site.		
<b>Objective 4</b> Proactive employee communications via Town Hall Meeting, "in the Pipeline" and other local initiatives - Minimum of 3 Town Halls in 2009 at each site - Minimum of 12 "In the Pipeline" US ET Staffing and Leadership - Ensure appropriate management in place for all key positions (Director and Above) throughout 2009 - Active performance review, talent management and targeted employee development and retention programs to maintain/expand capabilities of Actavis Inc. organization and management in support of future growth			

Form A- Management and Specialist

Focus 2009- US Goal(s) Be Connected			Critical Objective
Mid-year Comments	End of year comments This goal was achieved. Very important due to the circumstances 2008.		

Objective 5 Finalize Oxy ER Settlement Agreement, resulting in 2009/2010 realized value for Actavis Inc.			
Focus 2009- US Goal(s) Challenger Mindset – Financial Results			Critical Objective
Mid-year Comments	End of year comments - Achieved.		

Additional accomplishments to be addressed via the behavioral indicators



Signed and Agreed Date: 160410	Employee	Assessor
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## Behavioral Indicators & Performance

Use this section to discuss the behavior of this employee as well as his or her job description.

Assessment Key    ● Needs Improvement    ● Doing as Expected    ● Exceeding Expectations

<b>Ambition</b> (Drives achievement; Expresses energy; Thinks in solutions; Shows accountability; Is ready to go the extra mile; Demonstrates self-motivation; Shows eagerness to achieve; Sets stretching goals; Does not take 'no' for an answer.)		-	-	X
Mid-year comments	End of year comments -			
<b>Teamwork</b> (Builds high performance teams; Motivates others; Shares knowledge; Develops others; Establishes and maintains good interpersonal relationships; Shows respect towards others; Gives constructive feedback; Recognises team and individual contributions.)		-	-	X
Mid-year comments	End of year comments			
<b>Customer Care</b> (Fulfills customer expectations; Establishes sustainable client relationships; Adopts a client centered approach; Understands client needs; Acts on promises made to clients; Adopts open communication with clients.)		-	-	X
Mid-year comments	End of year comments -			
<b>Pro-Activity</b> (Shows initiative; Thinks strategically and generates vision; Makes things happen; Focuses on results; Challenges unwritten rules and assumptions; Is persistent; Resilient; Seizes opportunities; Acts quickly.)		-	-	X
Mid-year comments	End of year comments -			
<b>Efficiency</b> (Uses resources efficiently; Seeks to reduce costs and smoothen processes; Delegates effectively; Seeks to optimise resources utilisation; Plans well; Self-discipline; Acts pragmatically)		-	-	X
Mid-year comments	End of year comments -			
<b>Flexibility</b> (Thrives on complexity; Seeks continuous improvement; Leverages diversity; Change oriented; Positive attitude towards change; Seeks new opportunities; Adapts quickly to change)		-	-	X
Mid-year comments	End of year comments -			
<b>Position Related Performance</b> (Discuss with the employee the extent to which the duties listed in the position description are carried out appropriately and the work delivered is of the required standard and quality. Make an overall assessment of the employee against these duties. This is also an opportunity to go through the job description and assess its relevance to the actual work carried out by the employee.)				
Mid-year comments	End of year comments			

Form A- Management and Specialist

## Overall Performance Evaluation & Comments

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Assessor Comments -	Employee Comments
Signature  Date 160410	Signature Date