

Performance Review Results



For Mr. Anand Nidamanuru
Status Completed
On 13 February 2009

Field Services Global Units
CustDev Exec. BLR T 7

Manager Mr. Chandrasekhar KG

SAP Goals

Validity period 01/01/08 - 31/12/08

For information and details on the SAP corporate strategy, please view the information located on the SAP Strategy page.

Team Objectives

My Manager's Team Objectives

SAP Custom Development Goals 2008 Header

Our Vision

To be the most sought after organization that brings SAP customers' unique business needs to life.

Our Mission

To be the most agile, innovative and flexible organization to provide high quality, supportable solutions for the unique requirements of our customers. To accelerate adoption of enterprise SOA while contributing significant profitable software and software-related revenue to SAP.

Our Strategy

Grow Core Business

We will continue to grow our core business by expanding our service offering in our most active countries (US and Germany) and develop our business across the three regions. It is also necessary that we expand our abilities to execute across targeted industries in each of our regional markets. And ultimately, we must ensure that we do this profitably.

Expand Through Innovation

Enterprise Service Architecture (Enterprise SOA) is here to stay. We have to expand our custom development offering into new platform-based applications. This means that we must be the first in building service-enabled custom applications on the SAP business process platform.

Operational Excellence

To be successful and scale our business to our expected profitable growth levels, we must also look internally. We must continue to strengthen our internal skill sets and career paths. We will continue to optimize the global use of our skills for better operational efficiency and profitability. We will strengthen our quality and risk management planning and extend the reach of our SAP Custom Development marketing efforts.

SAP CUSTOM DEVELOPMENT 2008 GLOBAL OBJECTIVES

Revenue and Portfolio Mix

Our 2008 global revenue target has been set at €145.9 million. This represents a 30% increase

over 2007 for the portfolio of offerings that we are taking to market in 2008. We expect the Americas region to grow most significantly over last year. While we have made some small adjustments to our portfolio mix and have removed the conversion and migration offering from our portfolio, in general, the overall proportions also remain similar to last year. It should be noted that our goal for adaptable custom solutions reflects both the actual value of the individual solutions and any additional development done to deliver a complete solution to the customer.

Net Profitability

Our net profitability goal for 2008 is 29.9%. This target represents the impact of both making a slight change in how we measure our net profitability and taking into account the impact of our conversion and migration business no longer being a part of our portfolio. We continue to strive for above SAP average net profitability. It continues to be critical for us to provide a positive, above-average contribution to the overall growth of SAP in order to ensure a strong basis for our longer-term future growth.

Ensuring the right portfolio mix continues to be important to our achieving our profitability targets. While the sale of adaptable custom solutions and support only make up 30% of our total budget, they are delivered with a level of profitability that is significantly higher than that of our traditional development services. We must be aggressive in how we position these elements of our portfolio to ensure that we achieve and exceed our goal.

Customer Satisfaction

Once again, in 2007 we worked very hard to ensure that each and every customer was satisfied with their solutions and with our performance. We were free of major escalations and our high customer satisfaction ratings reflected our efforts. For 2008, we have raised our global target to 7.8 and I am confident that our customers will continue to enjoy tremendous value from the services that we offer.

Global Custom Development Execution

The Global Custom Development Execution team within SAP Custom Development is chartered with creating globally best-in-class custom business solutions to support SAP's position as a leader in business software.

Key Objectives for Custom Development Execution team in India

- Deliver projects on time, on budget and with zero defects achieving target profitability leveraging the distributed development model to achieve superior customer value
- Maximize maintenance profitability by delivering on high quality solutions within the agreed SLA's
- Provide state-of-the-art software solutions to meet customer's unique business processes. Compliment SAP standard offerings with enhanced functionality to address 100% customer requirements. Establish and extend offerings to help customers reduce their TCO and master complexity and change
- Achieve target utilization as a team to enable the organization to achieve the revenue and profitability goals.
- Increase the delivery capacity by expanding domain expertise and technical capability to expand the market penetration resulting in higher business for the organization
- Increase credibility and establish healthy working relationship with all Custom development locations with Global Custom Development Execution, Regional Custom Development & Operations teams to deliver as one "Global Team"
- To make SAP CD India the preferred employer of choice by creating an outstanding employee environment that enables employees to enhance skills by increased emphasis on employee development.
- Increase knowledge in the areas of BPP and ESOA which will help us in growing from the

core and providing innovative custom applications to reduce total cost of ownership to the customer.

- Strategic enablement of partners to create a strong network with partners to collectively deliver complete solutions to our customers
- Collaborate with Market Engagement and deliver high quality evaluations to increase overall customer business and increase footprint in the Asia Pacific Japan region
- Expand Offerings through identification and development of Adaptable Custom Solutions

Individual Objectives

Validity period 01/01/08 - 31/12/08

Operational Excellence

Timesheet

Complete Time recording weekly with correct Project IOs by the last working day of the week

Complete up to date time recording before proceeding for vacations and trainings

Information Update

Update the skills database to reflect the correct capability – Quarterly or any of the following triggers

Acquiring or change of proficiency at the end of the project

Acquiring or change of proficiency after training

Update CD Profile to reflect the correct capability – Quarterly

Acquiring or change of proficiency at the end of the project

Acquiring or change of proficiency after training

Communication

Adhere to SAP Custom development branding guidelines for email signature and voicemail, out of office

Activate out of office email reply and voicemail before proceeding for vacations and trainings

Keep the managers informed of vacations and training plans in advance

Employee Self-Assessment

- Executed all mandatory reporting and operational tasks without failure.
- Obtained prior Email Approval for vacations and trainings from the project manager
- Updated Skills database to reflect correct capability
- Followed all Branding Guide lines like Voice mail, Out of Office Auto reply, Mail Signature etc.

Manager Assessment

Performance rating Fully meets expectations

Anand has completed all operational tasks per expectation.

Employee Development

Employee Development Plan

Enhance skills and competencies by adhering to the employee development plan through the 10:20:70 principles

Acquire knowledge in the new technology & functional areas from the following sources
Portal

SDN

Self study

This will be in line with the Employee development plan attached to the employee as per the guidelines in the employee development plan template
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Soft Skills

Acquire soft skills in the following areas by end of the year – choose as relevant depending upon current skills

Oral & Written communication

Inter-cultural sensitivity

Business etiquettes

Art of Mentoring

Interpersonal skills

Virtual communication

Presentation skills

Customer Orientation

Planning & Prioritization skills

Employee Self-Assessment

- Enhanced knowledge in WebDynpro for ABAP while working in the project
- Acquired knowledge of MRSS. Currently concentrating on completely learning MRSS Architecture especially for Skills
- Improved Oral, written, presentation skills
- Currently trying to improve Mentor skills

Manager Assessment

Performance rating Exceeds expectations

Anand has:

- Enhanced his skills from being developer in Webdynpro/ABAP to that of a solution designer.
- He has been the primary person responsible for Webdynpro design topics in the RM@FS project
- Has carried out multiple functional and technical training sessions for colleagues (within CD and IT)
- Is a very fast learner and capable developer
- Carried out demos for our customers from multiple locations

Additional Appraisals

Validity period 01/01/08 - 31/12/08

Management Competencies

Validity period 01/01/08 - 31/12/08

To build a culture of Management Excellence within SAP, it is critical we measure not only what we accomplish, but also how we meet our goals. The SAP Management Competencies are the behaviors that differentiate the best managers and leaders in our company. Managers should identify the critical few competencies from this list that will drive their objectives for the year. Those competencies should be integrated with the manager's objectives and development plan and discussed throughout the year. During the year-end review, all managers should be assessed

against the SAP Management Competencies. For managers who have completed the Management Excellence Evaluation (ME²), the results of ME² can be used, in addition to other observations, to guide the discussion and select a rating. For managers who have not completed ME², the rating should be reached by discussing the manager's successes and development needs relative to those competencies identified as critical at the beginning of the year. Customer Focus: Constantly works towards long-term success and satisfaction of both internal and external customers.

Innovation & Change Management: Creates an environment where new ideas that benefit the customer and SAP are generated and implemented.

Strategic Thinking: Focuses the organization on efforts that align with SAP's strategic direction.

Drive for Execution: Achieves results by taking initiative, setting challenging goals and holding people accountable.

Decision Making: Demonstrates accountability and commitment to making effective decisions in the best interest of SAP.

Team Building: Builds an engaged, productive team, sharing knowledge and collaborating internally across roles, departments and locations.

Talent Development: Provides constructive performance feedback and coaches people in the development of their skills for current or future roles. Works quickly to resolve performance issues.

Motivation & Engagement: Energizes and inspires people through empowerment, recognition and passion.

Communication: Promotes and provides open, clear and direct communication.

Trust Building: Earns trust by acting consistently and in the best interest of SAP, treating people with fairness and respect.

Succession Management

Validity period 01/01/08 - 31/12/08

Succession Management allows all people managers to identify successors for their management roles as well as for any key non-managerial positions within their organization. Succession Planning is a critical part of a manager's responsibility as it allows SAP to minimize risk to the business by ensuring that there are identified internal candidates to potentially fill vacant positions.

You should discuss and complete your succession plan with your manager as a part of the Performance Management planning discussion. You can access the on-line Succession Management tool by selecting the link below:

Development Plan

Validity period 01/01/08 - 31/12/08

Short Term Development Plan

as per edp

as per edp

Development Activities

Validity period 01/01/08 - 31/12/08

Method

Year-End Self-Assessment

Year-End Manager Assessment

Anand accomplished all his goals per EDP

Long Term Development Plan

as per edp

As part of my long term professional goal, I am interested in pursuing

Managerial Position	Not assessed
Functional Expertise	Not assessed
Project Management	Not assessed

Overall Assessment

Validity period 01/01/08 - 31/12/08

Interim Review

Employee Self-Assessment

Manager Assessment

Manager Assessment

Performance rating Exceeds expectations

Manager's comments

Anand was responsible for multiple refactoring and new developments in the RM@FS project. Some of these developments were necessary for the RM Web solution to be integrated into MRS. Others were changes required in order to meet performance criteria for the customer landscape.

Anand was responsible for handling multiple topics for which he was the primary contact:

1. Reporting
2. Authorization
3. UI design

The customer is also aware of Anand's contribution and Anand has helped the customer in steering their requirements on multiple occasions

His deliverables have always been on time and have adhered to the quality expectations too.

He has enhanced his skills consistently and has uptaken increasingly challenging assignments

Mr. Anand Nidamanuru

The full terms and conditions of this Bonus plan are described in the current version of the incentive framework and/or Bonus Plan for your subsidiary/board area.

Contact your HR Business Partner for details. Management reserves the right to change, adjust or discontinue this incentive plan at any time.

Wishing you every success.

Sincerely Yours,

SAP Labs India Pvt. Ltd.

Custom Development Bonus Plan 2008

Custom Development Bonus Plan 2008

Mr. Anand Nidamanuru

24-Feb-09

Dear Anand,

This document is to confirm your targets for the 2008 fiscal year.

Time Period 01/01/08 - 31/12/08

The current bonus will be determined on the basis of your performance using the following performance measures and the payout method: V2

Time Period Target Bonus 101,826 INR

Target Description	Weight	Method of Target Assessment	Target Value	Actual Value	Target Achievement	Weighted Target Achievement
CD Revenue	15.00 %	Actual/Target * 100%	100	0 % Target Achiev	87.19 %	13.08 %
			% Target Achiev			
CD Profitability	20.00 %	Budget + 5% => Target Ach = 200% Budget => Target Ach = 100% Budget -5% => Target Ach =0%	100	0 % Target Achiev	200.00 %	40.00 %
			% Target Achiev			
CD Customer Satisfaction	10.00 %	According to separate Target Achievement Scale	100	0 % Target Achiev	104.50 %	10.45 %
			% Target Achiev			
Area KPI - program success	15.00 %	metrics of specific regional, product and program initiatives with KPIs driving execution excellence	0	0	114.25 %	17.14 %
Area KPI - project quality	10.00 %	Quality metrics, Process compliance	0	0	100.00 %	10.00 %

Custom Development Bonus Plan 2008

Individual Objective- Service Fulfillment	20.00 %	Feedback from Project Manager	100	0	130.00 %	26.00 %
Individual Objective-activity list	10.00 %	Method of Target Assessment	0	0	130.00 %	13.00 %
Total	100 %					129.67 %

Manager Signature & Date (if required)

Employee Signature & Date (if required)
