

10001843 P. R. Krishnan

Employee Name : P. R. Krishnan Manager's Name : Kannan Sethuraman

Goalsheet Approval Date : 15-May-2017

KRA Category : People

KRA Weightage : 15 _

| Key Performance Indicator (KPI) description | Unit | KPI Weightage | Value | (1) Unsatisfactory Performance | (2) Needs Improvement | (3) Good Solid Performance | (4) Superior Performance | (5) Outstanding Performance | Actual achievement of year end | Appraisee comment on actual achievement |
|---|------|---------------|-------|--------------------------------|-----------------------|--|--|--|--|---|
| Delivering team goal for productivity improvements, automation of routine processes, better controls, more MIS etc. | Text | | | NA | NA | Monthly meetings : No of ideas impl . 10 new ideas / qtr | Monthly meetings : No of ideas impl . 20 new ideas / qtr | Monthly meetings : No of ideas impl 30 new ideas / qtr | Have encouraged members to do multi tasking, had automation of MIS done and made team members present also | Have held Bi-monthly meeting. Total 21 ideas came and about 11 implemented in full or part or agreed. |
| Team meeting for continuous improvements | Text | | | NA | NA | NA | NA | NA | Have been holding bi monthly team meetings | Have held bimonthly meetings on 29/8 26/10 15/2 |
| IDP for team members | Text | | | - | - | - | - | - | Have ensured team members have attended their IDP's | All have done their IDP except Poonam - EHS dueto sickness and Gomati -EHS. |

KRA Category : Process

KRA Weightage : 15 _

| Key Performance Indicator (KPI) description | Unit | KPI Weightage | Value | (1) Unsatisfactory Performance | (2) Needs Improvement | (3) Good Solid Performance | (4) Superior Performance | (5) Outstanding Performance | Actual achievement of year end | Appraisee comment on actual achievement |
|--|------|---------------|-------|---|---|---|---|---|--|---|
| 1. Readiness with basic data and its impact due to change - mapping vendors and providing for alternatives | Text | | | Beyond 31st August | By 31st August | By 15th August | By 1st August | By 20th July | Basic information given and progress happening as per Company requirement | Material / Vendor short list done. Partly Info from vendor received for GST details. Further sorting also done, blocking done. To now complete getting all information from all vendors |
| 2 Educating all vendors on need/implication and implementing with all suppliers | Text | | | Implemented for below 75% Vendors | Implemented for 75% Vendors | Implemented for 80% Vendors | Implemented for 85% Vendors | Implemnted for 90% Vendors | Here Madhavan was subsequently identified as Core Team and asked to inform and implement the scheme with Suppliers | Madhavan was projected as core team member. Sample of Invoice format already shared by Madhavan. Other Formats if any, not yet decided. |
| 3 Putting IT Infrastructure for GST Rollout | Text | | | Beyond 31st January 2017 | By January 31 2017 | December 31, 2016 | December 15 2016 | December 1 2016 | All required information as required by Madhavan has been given as required by IT | For Infrastructure necessary informations, sample forms etc given to Deloitte. Variaous transactions also explained including MGIPL, CNO etc |
| 4 Testing of the IT infrastructure for GST Rollout | Text | | | Within 2 months of IT infrastructure stated above | Within 2 months of IT infrastructure stated above | Within 2 months of IT infrastructure stated above | Within 2 months of IT infrastructure stated above | Within 2 months of IT infrastructure stated above | This is yet to start and we are ready | This is yet to start. Once IT is ready we can do the testing. |

KRA Category : Customer
KRA Weightage : 15 _

| Key Performance Indicator (KPI) description | Unit | KPI Weightage | Value | (1) Unsatisfactory Performance | (2) Needs Improvement | (3) Good Solid Performance | (4) Superior Performance | (5) Outstanding Performance | Actual achievement of year end | Appraisee comment on actual achievement |
|---|------|---------------|-------|--------------------------------|-----------------------|--------------------------------|--------------------------------|--------------------------------|---|---|
| 1.C form - Baddi / Talaja C form closure upto 2015-16 by March 2017. | Text | | | Beyond April 2017 | By April 30 2017 | By March 31, 2017 | By March 1, 2017 | By February 1 2017 | Oleo only 16-17 is pending due to server issues at Tax office. For Baddi for 15-16 there are 3 parties, Harkamdas, Depchand Arya, RBFAD, Raha Oils -vendors not yet confirmed the figures, hence pending. | Have regularly been following up with factory and vendor and mostly done. |
| 2. Supplier reconciliation and balance confirmations done upto date - | Text | | | NA | NA | 90% suppliers till Dec Listing | 95% suppliers till Dec Listing | 100% supplier till Dec Listing | June Listing almost cleared December listing came in February. Out of 31 already cleared 13 | Personally have been following with all suppliers and ensured to get the same and given to accounts |

KRA Category : Customer
KRA Weightage : 15 _

| Key Performance Indicator (KPI) description | Unit | KPI Weightage | Value | (1) Unsatisfactory Performance | (2) Needs Improvement | (3) Good Solid Performance | (4) Superior Performance | (5) Outstanding Performance | Actual achievement of year end | Appraisee comment on actual achievement |
|---|------|---------------|-------|---|---------------------------|----------------------------|---------------------------|-----------------------------|--|--|
| 1 Complete Reverse Auction and implement | Text | | | Beyond October 2016 | By October 31, 2016 | By September 30, 2016 | By September 15, 2016 | By September 1 2016 | This we looked with Venu, but not feasible for us | Looked at it but not feasible. Transporters not quoting due to Small volumes, viability etc. Service getting affected E.g. Naresh Roadlines after bidding not placing. Also at normal rates are only about 20-25 tankers for imports against 50 required. E.g. Did for CNF for 26 depots not working. Only Palanpur, Mumbai and Port operations possible but volumes too low, irregular. |
| 2 Managing Logistics cost through Direct despatch and not use Storage (Barge can be used) | Text | | | Below 40% movement from Port to Factory | 40% Port Factory Movement | 50% Port Factory Movement | 60% Port Factory Movement | 70% Port Factory Movement | Have liaised with EXIM Team when imports came and with Mr Vinoo Dias to ensure maximum times to move direct to factory. Of the 7 imports only 2 times we had to use storage due to not getting excise clearances | Only twice we had to use storage out of necessity once when spkofa and pfad came together and recently due to transport strike, necessitated storing at sewri. All other time it was direct on tankers or through barge |

KRA Category : Business
KRA Weightage : 40 _

| Key Performance Indicator (KPI) description | Unit | KPI Weightage | Value | (1) Unsatisfactory Performance | (2) Needs Improvement | (3) Good Solid Performance | (4) Superior Performance | (5) Outstanding Performance | Actual achievement of year end | Appraiser comment on actual achievement |
|--|------|---------------|-------|-------------------------------------|---|---|---|---|---|--|
| 1 Kotak - Ensuring SAP entry updated regularly, Reconciled with Kotak statement, Ensuring proper documentation and traceability. | Text | | | Beyond the dates specified in col 2 | SAP by 3rd working day, Reco by 5th working day | SAP by 3rd working day, Reco by 4th working day | SAP by 2nd working day, Reco by 4th working day | SAP by 1st working day, Reco by 3rd working day | 1st Half reco was done in September and then the next transactions was only in February | 1st Half reco was done and closed also. In Feb 17 further purchase-sale transaction was done and while reconciling diff of 7000 noticed, and being reconciled post accounts closure and to close in April. |
| 2 Ensuring Monthly Reconciliation with Edelweiss and Shakti. Ensuring proper documentation and traceability | Text | | | Beyond the dates specified in col 2 | Reco by 8th working day of next month from both | Reco by 7th working day of next month from both | Reco by 6th working day of next month from both | Reco by 5th working day of next month from both | Shakti I had personally done the entire reconciliation and closed but was taken in aggregate not every month due to the nature of the business | Shakti reconciled and account closed on 12.8.2016. Edelweiss RMO closed and on 24th Jan Audit review started and completed in Feb. |
| 3 Establishing controls for BG monitoring VAT credits for both Edelweiss and Shakti Transactions | Text | | | Both statement beyond this date | BG statement 9th VAT Credit by 20th of next month | BG statement 9th VAT Credit by 17th of next month | BG statement 7th VAT Credit by 17th of next month | BG statement 7th VAT Credit by 15th of next month | Have checked with Mr Rajeev Choubal post Edelweiss cooperation and he has confirmed taking VAT credit. | VAT Credits obtained and confirmed by Mr Rajeev Choubal. All BG for both Edelweiss and Shakti accounted for and accounts closed for RMO. |
| 4 Value addition through error free LC establishment | Text | | | Less than 92% | 92% Error LC Established | 95% Error LC established | 97% Error LC established | 100% Error free LC established | This was not fully feasible as amendments were asked for by vendors and due to mistake of banks also. But from our side we applied correct LC application | LC Monitoring established. Most amendments not on our control - shipment date extn, tolerance, adding addl product we take call on this, changing PO's nos, Qty, Value, LC expiry date, some import vendor insistence like full name of port or BL, bank charge adding, etc. |

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Rating Of Qualitative Goals

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| 1. I feel my goals were very challenging and stretched because: |
| Answer:- Edelweiss RMO reconciliation was a challenging task with too many interaction, touchpoints that needed close scrutiny and after correcting many mistakes of the supplier, managed to close it and also take the entire working with Auditors. Obtaining confirmation of balance from suppliers was another difficult task as they do not relent nor give. However by holding back their C forms managed to close June. For December listing managed many. |
| 2. I have gone the extra mile to help my colleagues/team/organization by: |
| Answer:- In absence of team members I have carried their work in imports and ensured nothing suffered. Worked in team spirit. Besides, have in every supported my team to resolve issues and show way forward whether in imports or local. My team members |
| 3. I have lived the VVF values (Openness, Integrity, Respect, Trust, Innovation, Agility) in an exemplary fashion in the following way: |
| Example1:- Openness - I have always exhibited openness both with my seniors and express to them. Similarly all my team members are very comfortable with me in expressing their views whether work related or others. |
| Example2:- I have always maintained fairness in dealings with outsiders as well as within my team. I trust my team and I stand by them. |
| 4. I have demonstrated the VVF leadership competencies (Teamwork, Customer Orientation, Result Orientation, Developing self and team, Strategic thinking, Ownership and accountability) in the following way: |
| Example1:- Often I have shared knowledge and also encourage team to engage in discussion on various topics that affect us e.g. anything on new ways of working like structured financing or imparting information that I have on GST for which I have had fixed meetings and presentations |
| Example2:- Towards team development, have successfully inter changed profiles thereby making almost all capable of managing any activity of the department. Today My team is capable of delivering any restructuring within the department as all knows each other work, except SAP indepth knowledge. |

Individual Development Plan (WI.CHR.03 F.NO. 1)

| | | | |
|----------------------|----------------|-----------------------|-------------------|
| Employee Name | P. R. Krishnan | Manager's name | Kannan Sethuraman |
| Employee Code | 10001843 | Year | 2016-2017 |

Please discuss your strengths and work related weaknesses with your manager and identify your training needs. Your development will happen through the following ways:

Part A: Development through Instructor led training in Classroom

| No | Name of program | Faculty | Days | Please explain why the training is needed | Program completed | Comments |
|----|--|------------------|------|--|-------------------|--|
| 1 | Interpersonal skills | Amit Sanas | 2 | | | |
| 2 | Advanced Communication skills(only AGM & above) | Charles Carvalho | 2 | | | |
| 3 | Effective time management and execution | Amit Sanas | 2 | | | |
| 4 | Inspirational Leadership (only AGM & above) | Charles Carvalho | 2 | | | |
| 5 | Advanced Excel (only AGM & above) | | 2 | | | |
| 6 | Environment Health and Safety * | EHS Team | 1 | This is some training I am keen to acquire to understand on Health and Safety aspects. | No | This was not on environment but on safety and I had done this safety programme in VVF before, hence checked with HR and was told that I need not do it again, cleared with Mr Kannan |
| 7 | Training on ISO 14001, OHSAS 18001 ** | EHS Team | 0.5 | | | |
| 8 | Training on ISO 9001 & 22000 | ASHOKR AO PATIL | 0.5 | | | |
| 9 | Good Ma | ASHOKR | 0.5 | | | |

| | | | | | | |
|----|---|---------------------|---|--|--|--|
| | nufacturin g Practices (GMP +) and cGMP ** | AO PATIL | | | | |
| 10 | Influencin g skills | Internal TBD | 2 | | | |
| 11 | Strengths based team building | Charles Carvalho | 1 | | | |
| 12 | The Super Manager | Amit Sanas | 1 | | | |

*Mandatory for all employees to attend this program

**Mandatory for employees working at locations covered by the certifications

If you need a program that is not mentioned above, please use the space below. Please note this program may be offered if at least 20 people request for it.

| No | Topics required | No. of Days | Internal faculty name | Program Completed | Reviews |
|----|-----------------|-------------|-----------------------|-------------------|-----------|
| 1 | | | | undefined | undefined |
| 2 | | | | | |

Note: Part B and Part C are to be filled by only AGM and above employees.

Part B: Development through developmental relationships

| No | Relationship | Name of leader | Number of Meetings planned | Target date | Program Completed | Reviews |
|----|---|----------------|----------------------------|-------------|-------------------|--|
| 1 | Coaching through leader in own function for functional inputs | Mr Sunil Singh | 5 | 31/Mar/2017 | No | Could not fix timings |
| 2 | Coaching through leader in own function for functional inputs | Mr. Charles | 3 | 31/Mar/2017 | No | This was not part of my original IDP. Hence not pursued. |

Part C: Development through action learning projects

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|----------------------|-------------|
| Project Title | GST Rollout |
|----------------------|-------------|

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|--|--|
| Review date | 30th November 2017 |
| Target end date | 31/Jan/2017 |
| Project scope | As outlined in KRA |
| Project exclusions | N/a |
| Project deliverables (Target at rating 3: good solid performance) | 1. Redesign Supply chain in revised GST scenario |
| What is the employee expected to learn from this project | Speed of change, Communication to external stakeholders |
| Reviewer(s) name | S Kannan |
| Project Status | Not Completed |
| Project Status Comments | This is being implemented with the help of IT and as per plan being given by Mr Shashibhushan Sharma. As required we are aligning with this team to meet up with the company objective as a whole. |