

# 2025 YEAR-END PERFORMANCE REVIEW

Line Manager Session

Presented by	BU/FU
Chheng Chanlyly	FHRF
Time & Date	Location
25 <sup>th</sup> November 2025	Conference Room

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GROUP

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# 1) PERFORMANCE MANAGEMENT PROCESS

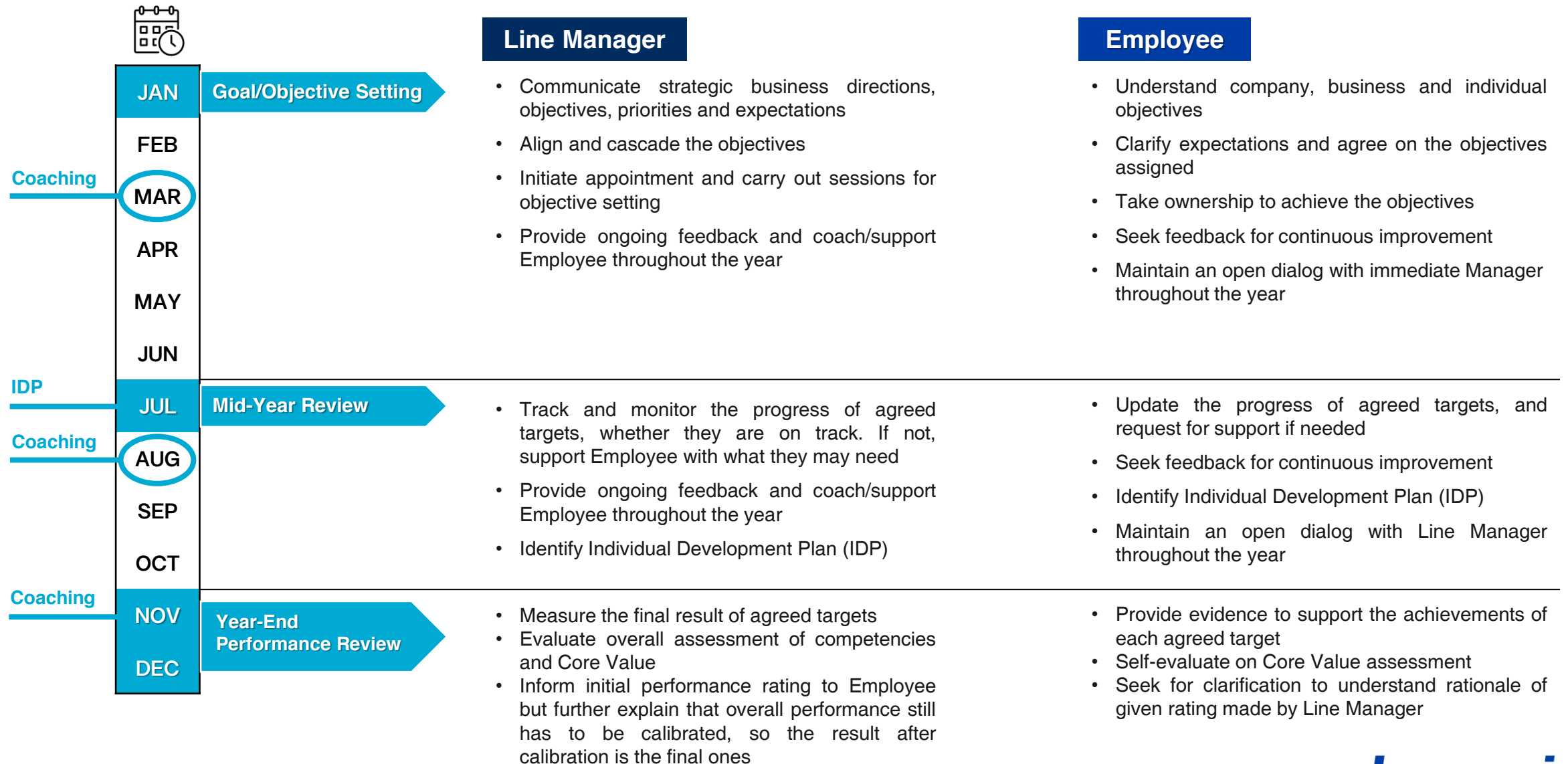
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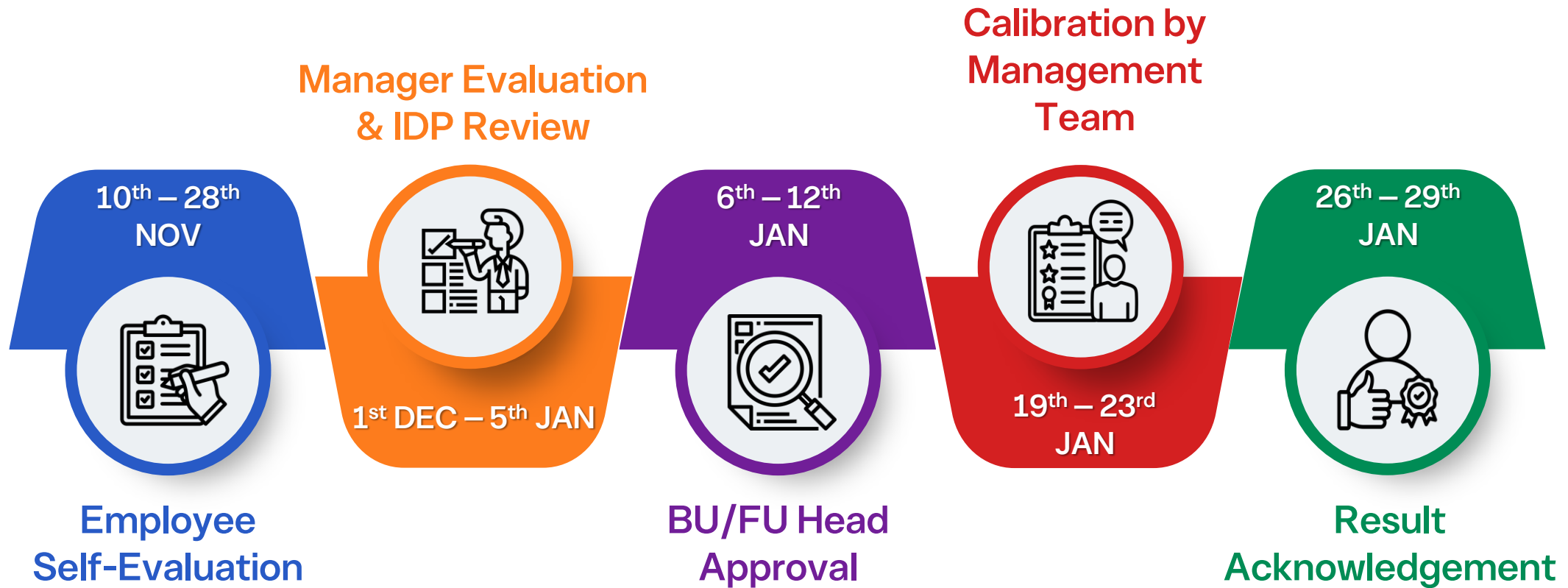
**HOW MANY STAGES?  
WHAT HAPPEN AT EACH  
STAGE?**

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# 1) PERFORMANCE MANAGEMENT PROCESS (Cont.)



## 2) 2025 YEAR-END PERFORMANCE REVIEW PROCESS & TIMELINE



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### 3) KEY STAKEHOLDER RESPONSIBILITIES



- 1 Assess and complete the self-evaluation on the form provided (KPI, core value and overall comment). Also, draft the new goals setting for the upcoming year.
- 2 Prepare supporting documents or references of KPI achievements.
- 3 Send the evaluation form and supporting documents via email to Line Manager and CC HROP.

\*Remark:

- HROP gets this notification to track the progress of the Employee's self-evaluation, also check and verify the Employee's KPI results with the supporting documents.

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### 3) KEY STAKEHOLDER RESPONSIBILITIES (Cont.)



MANAGER

1

Review the Employee self-evaluation form and take note the Employee's achievement, challenges, improvement areas, etc.

2

Arrange and conduct one-on-one meeting with Employee to:

1. Discuss, evaluate, and align on Employee's performance.
2. Check the progress of Employee's IDP and develop action plans for identified improvement areas.
3. Set new goals for the year ahead.

3

After aligning on the performance evaluation with Employee, sign on the evaluation form.

5

Submit the evaluation form to BU/FU Head for approval.



EMPLOYEE

4

After aligning on the performance evaluation with Manager, sign on the evaluation form for acknowledgement on the agreed results.

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### 3) KEY STAKEHOLDER RESPONSIBILITIES (Cont.)



BU/FU HEAD



1 Review the Employee's performance evaluation result.

2 Comment and sign to approve the Employee's performance evaluation result.

MANAGER



3 Submit the approved Performance Review form to HROP.

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### 3) KEY STAKEHOLDER RESPONSIBILITIES BY STEP (Cont.)



#### MANAGEMENT



Review the evaluation result and make final decisions on the Employee's performance rating.

#### HROP



Record the employee's final performance rating.

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### 3) KEY STAKEHOLDER RESPONSIBILITIES (Cont.)



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4)

# GUIDELINE FOR EVALUATION

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# WHAT SHOULD EMPLOYEE AND MANAGER PREPARE DURING SELF-EVALUATION?

## EMPLOYEE



### 1. Reflect on Performance

Review and evaluate your goals, achievements, and areas for improvement.



### 2. Provide Evidence

Gather data or feedback to support your self-assessment.



### 3. Identify Strengths and Weaknesses

Highlight your key strengths and areas for development.



### 4. Set Future Goals

Propose and draft new goals for the next period.



### 5. Prepare Questions and Feedback

Prepare questions for your Manager and provide feedback on your role, team, or the organization.

## MANAGER



### 1. Review Employee's Evaluation

Review the Employee self-evaluation. Also, note their achievements, challenges, and goals.



### 2. Gather Additional Data

Collect feedback and metrics for a comprehensive view of the Employee's performance if any.



### 3. Prepare for Discussion

Plan the evaluation meeting and outline key discussion points; agreement and discrepancy areas.



### 4. Provide Constructive Feedback

Prepare balanced feedback by recognizing strengths and guiding improvement/development areas.



### 5. Support Goal Setting

Refine the Employee's goals to align with team and organizational objectives, offering support and resources.

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# WHAT SHOULD EMPLOYEE AND MANAGER DO DURING YEAR END EVALUATION?

## MANAGER



### 1. Conduct the Evaluation Meeting

Lead the meeting; make sure the Employee feels valued and heard during the discussion.



### 2. Provide Balanced Feedback

Give specific and constructive feedback on the Employee's strengths and improvement areas.



### 3. Facilitate Goal Setting

Help the Employee set achievable goals that align with team and organizational needs.



### 4. Offer Support and Resources

Identify training needs, development opportunities, or resources, and providing the Employee support.



### 5. Document the Evaluation

Record key points; agreed goals and action items. Ensure clear mutual understanding of the next steps.

## EMPLOYEE



### 1. Receive Feedback

Actively listen to Manager feedback; take notes and ask clarifying questions.



### 2. Engage in Discussion

Engage constructively, share your views, and be open to feedback.



### 3. Agree on Goal Setting

Work with Manager to set final goals and confirm expectations and resources.



### 4. Plan for Development

Discuss necessary training, development, or support, and create a professional growth plan.



### 5. Follow-up

Review feedback and goals. Create an action plan to address any areas for improvement and track your progress.

## SECTION 1: KPI Achievement Result.

## SECTION 2: Company Core Value Assessment.

### SECTION 3: Overall Comment; Employee's Strengths & Development Areas

## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

**Company Goals:** Targets relating to the entire company to be defined by Management Team.

**BU/FU Goals:** Targets relating to specific BU/FU which directly align with and support the main Company Goals.

**Individual Goals:** Targets relating to personal development goals or specific objectives derived from and contributing directly to the BU/FU Goals.

[illegible]



# 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

**Metrics:** Measurement used to demonstrate how each goal is resulted.  
E.g. Total Revenue, Employee Retention Rate, Number of Training Hours, etc.

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales

Unsatisfactory	Below Target	Meets Expectation	Exceeds Expectation	Outstanding
<80%	80-94%	95%-105%	106%-120%	121%-140% (Cap)
E	D	C	B	A

	Measurement	Category	Unit	Target	Below Target	Meets Expectation	Exceeds Expectation	Outstanding	Target Weight	Actual Results	% of Achievement	Weight Achievement	Rating Scales	Employee's Comments	Manager's Comments
Company Goals															
1									10%			0%			
2									10%			0%			
3									10%			0%			
Achievement (%)									30%			0%			
BU / FU Goals															
1									15%			0%			
2									15%			0%			
3									10%			0%			
4									10%			0%			
Achievement (%)									50%			0%			
Individual Goals															
1									10%			0%			
2									5%			0%			
3									5%			0%			
Achievement (%)									20%			0%			
TOTAL WEIGHT									100%			0%		TOTAL ACHIEVEMENT	

Proposed by Employee:

Reviewed by Line Manager:

Approved by BU/FU Head:

Endorsed by FHRF:

Endorsed by FCFA:

Approved by CEO/MD/OD:

Name:

Position:

Date:

Name:

Position:

Date:

Name:

Position:

Date:

Name:

Position:

Date:

Name:

Position:

Date:

Name:

Position:

Date:

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## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

E.g. Percentage (%), Unit, Amount or Number (USD/Days/Hours), etc.

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales

Unsatisfactory	Below Target	Meets Expectation	Exceeds Expectation	Outstanding
<80%	80-94%	95%-100%	100%-120%	125%-140% (Cap)
E	D	C	B	A

	Measurement	Category	Unit	Target	Below Target	Meets Expectation	Exceeds Expectation	Outstanding	Target Weight	Actual Results	% of Achievement	Weight Achievement	Rating Series	Employee's Comments	Manager's Comments
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1									10%			0%			
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3									10%			0%			
	Achievement (%)								30%			0%			
	BU / FU Goals														
1									15%			0%			
2									15%			0%			
3									10%			0%			
4									10%			0%			
	Achievement (%)								50%			0%			
	Individual Goals														
1									10%			0%			
2									5%			0%			
3									5%			0%			
	Achievement (%)								20%			0%			
									TOTAL WEIGHT	100%			0%	TOTAL ACHIEVEMENT	

Proposed by Employee:

Reviewed by Line Manager:

Approved by BU/FU Head:

Endorsed by FHRE:

Endorsed by FGFA:

Approved by CEO/MD/OD:

Name:

Position:

Date:

Name:

Position:

Date:

Name:

Position:

Date:

Name:

Position:

Date:

Name:

Position:

Date:

## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

E.g. 95%, USD 1.5M, 4 projects/year.

[illegible]

## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

**Threshold:** Levels or ranges that determine the status of performance.

E.g.

- Below Target: <94%
- Meets Expectation: 95%-105%
- Exceeds Expectation: 106%-120%

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales				
Unsatisfactory	Below Target	Meets Expectation	Exceeds Expectation	Outstanding
<80%	80-94%	95%-100%	100%-120%	121% -140% (Cap)
E	D	C	B	A

	Measurement	Category	Unit	Target	Threshold				Target Weight	Actual Results	% of Achievement	Weight Achievement	Rating Scores	Employee's Comments	Manager's Comments
					Below Target	Meets Expectation	Exceeds Expectation	Outstanding							
Company Goals															
1									10%			0%			
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3									10%			0%			
Achievement (%)									30%			0%			
BU / FU Goals															
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4									10%			0%			
Achievement (%)									50%			0%			
Individual Goals															
1									10%			0%			
2									5%			0%			
3									5%			0%			
Achievement (%)									20%			0%			
									TOTAL WEIGHT	100%		0%	TOTAL ACHIEVEMENT		

Proposed by Employee:

Reviewed by Line Manager:

Approved by BU/FU Head:

Endorsed by FHRE:

Endorsed by FCFA:

Approved by CEO/MD/OD:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

**Weight:** A value assigned to the goals, usually expressed as a percentage. This weight reflects which goals are more significant than all others.

**\*Ensuring total weight of all goal equals 100%**

- Total Company Goals = 30%
- Total BU/FU Goals = 50%
- Total Individual Goals = 20%

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales

Unsatisfactory	Below Target	Meets Expectation	Exceeds Expectation	Outstanding
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1.									10%			0%				
2.									10%			0%				
3.									10%			0%				
Achievement (%)										30%		0%				
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1.									15%			0%				
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4.									10%			0%				
Achievement (%)										50%		0%				
Individual Goals																
1.									10%			0%				
2.									5%			0%				
3.									5%			0%				
Achievement (%)										20%		0%				
TOTAL WEIGHT									100%	0% TOTAL ACHIEVEMENT						

Proposed by Employee:

Name:  
Position:  
Date:

Reviewed By Line Manager:

Name:  
Position:  
Date:

Approved by BU/FU Head:

Name:  
Position:  
Date:

Endorsed by FHRR:

Name:  
Position:  
Date:

Endorsed by FGFA:

Name:  
Position:  
Date:

Approved by CEO/MD/OD:

Name:  
Position:  
Date:

# 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales

Unsatisfactory	Below Target	Meets Expectation	Exceeds Expectation	Outstanding
<80%	80-94%	95%-105%	106%-120%	121%-140% (Cap)
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	Measurement	Category	Unit	Target	Threshold	Below Target	Meets Expectation	Exceeds Expectation	Outstanding	Target Weight	Actual Results	% of Achievement	Weight Achievement	Rating Series	Employee's Comments	Manager's Comments
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Individual Goals																
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3										5%			0%			
Achievement (%)											20%		0%			
TOTAL WEIGHT											100%		0%		TOTAL ACHIEVEMENT	

Proposed by Employee:

Reviewed by Line Manager:

Approved by BU/FU Head:

Endorsed by FHRF:

Endorsed by FCFA:

Approved by CEO/MD/OD:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

- All the data including goals, metrics, category, unit, target, threshold, and weight is derived from your KPI setting.
- Make sure to key in the data accurately before inputting the results for all KPIs.

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# 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales

Unsatisfactory	Below Target	Meets Expectation	Exceeds Expectation	Outstanding
<80%	80-84%	85% -105%	106%-120%	121%-140% (Cap)
E	D	C	B	A

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	Measurement	Category	Unit	Target	Below Target	Meets Expectation	Exceeds Expectation	Outstanding	Target Weight	Actual Results	% of Achievement	Weight Achievement	Rating Scales	Employee's Comments	Manager's Comments	
Company Goals																
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Individual Goals																
1									10%			0%				
2									5%			0%				
3									5%			0%				
Achievement (%)									20%			0%				
TOTAL WEIGHT									100%	0% TOTAL ACHIEVEMENT						

Proposed by Employee:

Reviewed by Line Manager:

Approved by BU/FU Head:

Endorsed by HRFP:

Endorsed by FCFA:

Approved by CEO/MD/OD:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

Name:  
Position:  
Date:

- Actual Results
- Company Goals: Employee may keep it blank as the result will be provided by FCFA.
  - BU/FU and Individual Goals: Employee inputs the results for the achieved goals. Any goals that are incomplete, Employee may estimate the results and documents its status.

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# 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales				
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2.									5%			0%			
3.									5%			0%			
Achievement (%)									20%			0%			
TOTAL WEIGHT									100%			0%			
												TOTAL ACHIEVEMENT			

Proposed by Employee:

Reviewed by Line Manager:

Approved by BU/FU Head:

Endorsed by HR/F:

Endorsed by FCFA:

Approved by CEO/MD/OD:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

% of Achievement: is calculated based on the target of the KPI and result.

1. "Higher is better" KPI: when the result is higher than the target, the Percentage of Achievement will be greater. E.g. Sales revenue, learning hour, % project completion (plan vs. actual).

$$\text{Achievement (\%)} = (\text{Actual} / \text{Target}) * 100$$

2. "Lower is better" KPI: when the result is smaller than the target, the Percentage of Achievement will be greater. E.g. Cost, error rate, turnover.

$$\text{Achievement (\%)} = (\text{Target} / \text{Actual}) * 100$$

\*Remark: Maximum Achievement is 100% unless pre-defined in the Threshold.

Each Weight Achievement and Total Achievement will be automatically calculated.



## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

Example: KPIs of Sales, Finance, Engineering, Warehouse, IT

						Threshold							
		Measurement	Category	Unit	Target	Below Target	Meets Expectation	Exceeds Expectation	Outstanding	Target Weight	Actual Results	% of Achievement	Weight Achievement
	BU / FU Goals												
1	Net Profit of Division	Budget v Actual	Financial	\$	200,000	<200,000	200,000	250,000	>250,000	10%	210,000	105%	11%
2	Issue invoices by 25th of the month for TPS	30mn after receiving request from BU (average)	Non-Financial	#	30	>30	30	<30	N/A	10%	15	120%	12%
3	Planned Maintenance Execution • Preventive Manintance	Planned v Actual Execution • TMS System	Non-Financial	%	90	<90	90	95	100	10%	100	111%	11%
4	Inventory Accuracy	Daily stock count accuracy error ≤5%/month	Non-Financial	%	5%	>5%	≤5%	N/A	N/A	10%	1%	100%	10%
5	Service Level: - Incident Management - Service Request Management	Ticket SLA (Achieved SLA vs Total Ticket)	Non-Financial	%	95%	<95%	95%	100%	N/A	5%	85%	89%	4%
6	Ensure compliance to ISO standard	Zero Finding from the annual ISO audit	Non-Financial	#	0	1	0	N/A	N/A	5%	1	0%	0%
	Achievement (%)									50%			48%

- KPI #1: Higher is better KPI => Achievement % =  $(210,000/200,000)*100 = 105\%$
- KPI #2: Lower is better KPI => Achievement % =  $(30/15)*100 = 200\%$ . However, the Cap of Achievement (%) is 120%, so the right Achievement % is 120%.
- KPI #3: Higher is better KPI => Achievement % =  $(100/90)*100 = 111\%$ .
- KPI #4: Lower is better KPI => Achievement % =  $(5/1)*100 = 500\%$ . However, the Cap of Achievement (%) is 100%, so the right Achievement % is 100%.
- KPI #5: Higher is better KPI => Achievement % =  $(85/95)*100 = 89\%$
- KPI #6: This KPI is pass/fail => 1 finding = Fail (0%), 0 finding = Pass (100%).

## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

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2025 ANNUAL PERFORMANCE EVALUATION

Business /Function Unit

Employee Name

Position

Join Date

Evaluator's Name

Evaluator's Position

Rating Scales				
Unsatisfactory	Below Target	Meets Expectation	Exceeds Expectation	Outstanding
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E	D	C	B	A

		Threshold													
	Measurement	Category	Unit	Target	Below Target	Meets Expectation	Exceeds Expectation	Outstanding	Target Weight	Actual Results	% of Achievement	Weight Achievement	Rating Series	Employee's Comments	Manager's Comments
	Company Goals														
1									10%			0%			
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	Achievement (%)									30%			0%		
	BU / FU Goals														
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2									15%			0%			
3									10%			0%			
4									10%			0%			
	Achievement (%)									50%			0%		
	Individual Goals														
1									10%			0%			
2									5%			0%			
3									5%			0%			
	Achievement (%)									20%			0%		
									TOTAL WEIGHT	100%					
											0%	TOTAL ACHIEVEMENT			

Proposed by Employee:

Reviewed by Line Manager:

Approved by BU/FU Head:

Endorsed by FHRE:

Endorsed by FCA:

Approved by CEO/MD/OD:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

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Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

### Employee & Manager's Comments

- Employee may assess and share their perspectives on their performance for each specific KPI.
- Manager evaluates, validates, and feedbacks on the Employee's performance for each specific KPI.

- After completion, Employee, Manager, and BU/FU Head sign on the evaluation form.

## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

2025 ANNUAL PERFORMANCE EVALUATION					
SECTION 2: CORE VALUE ASSESSMENT					
NO.	CORE VALUES	Employee's Rating	Employee's Comments	Manager's Rating	Manager's Comments
1	Discipline and Diligence				
2	Enquiring				
3	Perseverance				
4	Integrity				
5	Accountability				
TOTAL SCORE				0	
TOTAL RATING				0%	

SECTION 3: OVERALL COMMENT		
	Strengths	Development Areas
Employee's Comment		
Evaluator's Comment		
BU/FU Head Overall Comment		

Prepared by:	Reviewed by Line Manager:	Reviewed by BU/FU Head:
Name:	Name:	Name:
Position:	Position:	Position:
Date:	Date:	Date:

Reviewed by HR:	Approved by CEO/MD/OD:
Name:	Name:
Position:	Position:
Date:	Date:

### Employee's Rating & Comments

- Employee assesses a numerical score rating (1-5) against the definition of each core value.
- Employee elaborates to justify their self-rating for each value.

\*An example of 'Accountability' core value

→ I always delivers good results in a timely manner and do self-reflection of my mistakes.

### Manager's Rating & Comments

- Manager evaluates the Employee on each core value by giving score rating (1-5), based on their observation of the employee's performance over the year.
- Manager elaborates to justify their rating.

\*An example of 'Accountability' core value

→ Employee is committed to completed the assigned tasks in timely manner and she is willing to resolve conflict arise quickly ensuring completion as plan.

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## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

2025 ANNUAL PERFORMANCE EVALUATION					
SECTION 2: CORE VALUE ASSESSMENT					
NO.	CORE VALUES	Employee's Rating	Employee's Comments	Manager's Rating	Manager's Comments
1	Discipline and Diligence				
2	Enquiring				
3	Perseverance				
4	Integrity				
5	Accountability				
TOTAL SCORE				n	
TOTAL RATING				0%	

SECTION 3: OVERALL COMMENT		
	Strengths	Development Areas
Employee's Comment		
Evaluator's Comment		
BU/FU Head Overall Comment		

Prepared by:	Reviewed by Line Manager:	Reviewed by BU/FU Head:
Name:	Name:	Name:
Position:	Position:	Position:
Date:	Date:	Date:

Reviewed by HR:	Approved by CEO/MD/OD:
Name:	Name:
Position:	Position:
Date:	Date:

### Employee's Comments on Strengths & Development Areas

- Employee identifies personal strengths and areas for future development.

### Manager's Comments on Strengths & Development Areas

- Manager pinpoints the Employee's key areas of excellence and needing development.

### BU/FU Head Overall Comment

- BU/FU Head reviews the entire evaluation and may add comments on Employee's performance, contribution outcome, career path, or resource needs for Employee's development if any.

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## 5) YEAR-END PERFORMANCE REVIEW FORM (Cont.)

2025 ANNUAL PERFORMANCE EVALUATION					
SECTION 2: CORE VALUE ASSESSMENT					
NO.	CORE VALUES	Employee's Rating	Employee's Comments	Manager's Rating	Manager's Comments
1	Discipline and Diligence				
2	Enquiring				
3	Perseverance				
4	Integrity				
5	Accountability				
TOTAL SCORE				0	
TOTAL RATING				0%	

SECTION 3: OVERALL COMMENT		
	Strengths	Development Areas
Employee's Comment		
Evaluator's Comment		
BU/FU Head Overall Comment		

Prepared by:	Reviewed by Line Manager:	Reviewed by BU/FU Head:
Name:	Name:	Name:
Position:	Position:	Position:
Date:	Date:	Date:

Reviewed by HR:	Approved by CEO/MD/OD:
Name:	Name:
Position:	Position:
Date:	Date:

After completing the evaluation, Employee, Manager, and BU/FU Head sign on the form. Then, submit this Performance Evaluation Form to HROP.

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# QUESTION & ANSWER



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