

APO PRODUCTION UNIT, INC.
Validated 2017 Performance Scorecard

	Component				GOCC Submission		GCG Validation		Supporting Documents	Remarks													
	Objective/ Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score			Rating												
FINANCE	SO 1 Revenue Growth																						
	Revenue Growth from Previous Year																						
	SM 1	a. QC Plant and Lima Plant	[[Current FY Sales/ Last FY Sales) - 1] x100%	20%	Actual/ Target x Weight	715.70 M	762.9 M	20%	762.91	20%	- Certifications from Finance Manager - COA Audited Financial Statements	Target exceeded. <table border="1"> <tr> <td>QC</td> <td>₱334,734,520</td> </tr> <tr> <td>Lima</td> <td>₱428,177,679</td> </tr> <tr> <td>Total</td> <td>₱762,912,199</td> </tr> </table>	QC	₱334,734,520	Lima	₱428,177,679	Total	₱762,912,199					
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b. Joint Venture Company	20%	2,000 M	2,862.7 M	20%	2,834.4 M	20%	- APO-UGEC Security Printing Joint Venture Audited Financial Statements (Statement of Comprehensive Income)	Total service revenue for 2017 from the APO-UGEC JV is at ₱2,834,447,469.															
SM 2	Increase in EBITDA (in Millions)	[[Current FY EBITDA/ Last FY EBITDA) - 1] x100%	15%		89.4 M	169.75 M	15%	169.75 M	15%	- COA Audited 2017 APO-PUI Financial Statements	<table border="1"> <thead> <tr> <th></th> <th>Amount in ₱</th> </tr> </thead> <tbody> <tr> <td>Net Profit</td> <td>143,569,790</td> </tr> <tr> <td>Taxes</td> <td>7,407,045</td> </tr> <tr> <td>Interest</td> <td>282,922</td> </tr> <tr> <td>Depreciation</td> <td>18,487,355</td> </tr> <tr> <td>EBITDA</td> <td>169,747,112</td> </tr> </tbody> </table>		Amount in ₱	Net Profit	143,569,790	Taxes	7,407,045	Interest	282,922	Depreciation	18,487,355	EBITDA	169,747,112
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SO 2 Maximize Return to Our Shareholders																							
SM 3	Dividends Remittance to National Government (NG)	Actual Remittance	20%	Actual/ Target x Weight	38.68 M	38.7 M	20%	38.687 M	20%	- Official Receipts issued by BTr - Accounts Payable, Disbursement Vouchers - Schedule of Dividend Payments	In compliance with the renegotiated payment scheme with the DOF, total dividends remitted was at ₱38,686,831.56 in equal monthly payments of ₱3,223,902.63.												

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	Subtotal		75%				75%		75%			
CUSTOMERS/ STAKEHOLDERS	SO 3	To Provide the Best Customer Service										
	SM 4	Customer Satisfaction Rating	Average % Rating	5%	94 & above- 5% 93 - 4% 92 - 3% 91 - 2% 90 - 1% 89 & below - 0%	94%	100%	5%	100%	5%	- Report on the Customer Satisfaction Survey for APO-PUI by Carmelita Ericta	From the 100% overall satisfaction rating, about 64.3% of the clients were very satisfied, while no one expressed dissatisfaction with APO-PUI's performance.
	SO 4	To Increase Customer Base										
	SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual/ Target x Weight	4 Additional Client Agencies	106	5%	106	5%	- Certified List of Clients Directory in 2017	Seventeen (17) clients were added in 2017.
		Subtotal		10%				10%		10%		
INTERNAL PROCESS	SO 5	To Provide On-Time Delivery of Products										
	SM 6	Reduction of Penalties Incurred	Total Penalties/ Total Sales	5%	Actual/ Target x Weight	0.038%	0.046%	4%	0.046%	3.95%	- Certified List of Invoices of Penalties Incurred	Total penalties incurred was at ₱353,072, as against the total sales of ₱762,912,199.
	SO 6	To Set-up World Class Systems and Processes										
	SM 7	ISO Certification										
	a. QC Plant	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	0%	0%	Not Accomplished	0%	-	No fund was secured for this purpose which needed Board approval. Since the Board of Directors were still on hold-over capacity, no Board meetings were held in 2017.	
	b. Lima Plant		5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2008)	Passed Surveillance Audit (ISO 9001:2008)	5%	Passed Surveillance Audit (ISO 9001:2008)	5%	- SGS Management System Certification: Audit Summary Report	Target met. SGS Audit Report was released on 15 November 2017 with zero (0) non-conformities identified.	

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		Subtotal		15%				9%		8.95%		
	SO 7	To Upgrade the Skills and Technical Know-How of Workforce										
	SM 8	Competency Framework	Actual Accomplishment	0%	All or Nothing	Board-Approved Competency Framework	Not accomplished	0%	Not accomplished	0%	—	This was not achieved since its Board of Directors were on hold-over capacity and no Board meetings were held in 2017.
		Subtotal		0%				0%		0%		
		TOTAL		100%				94.00%		93.95%		