

**APO PRODUCTION UNIT, INC. (APO-PUI)  
Validated 2021 Performance Scorecard**

		Component			APO-PUI Submission		GCG Validation		Supporting Documents	Remarks													
Objective/ Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating															
<b>FINANCE</b>	<b>SO 1</b>	<b>Revenue Growth (Traditional Printing and Security Printing)</b>																					
		<i>Revenue Growth from Previous Year</i>																					
	SM 1	a. QC Plant and Lima Plant	Actual Total Revenues	30%	Actual / Target	1,662.4 M	2,323.24 M	-	2,323.27 M	30.00%	- APO-PUI's 2021 COA-audited Financial Statements (FS) and Notes to FS - Schedule of Delivered Sales for the Year 2021	<table border="1"> <thead> <tr> <th>Plant</th> <th>Amount (P)</th> </tr> </thead> <tbody> <tr> <td>QC</td> <td>1,807,994,893</td> </tr> <tr> <td>Lima</td> <td>515,273,713</td> </tr> <tr> <td><b>Total</b></td> <td><b>2,323,268,606</b></td> </tr> </tbody> </table>	Plant	Amount (P)	QC	1,807,994,893	Lima	515,273,713	<b>Total</b>	<b>2,323,268,606</b>			
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		b. Joint Venture Company	10%	Actual / Target	886.4 M	1,851.40 M	-	1,965.20 M	10.00%	- Copy of APO-UGEC Security Printing JV's 2021 audited FS	Total service revenue for 2021 from the APO-UGEC JV is at <b>P1,965,198,705.</b>												
	<b>SO 2</b>	<b>To Maintain Healthy Cash Flow from Operations</b>																					
	SM 2	EBITDA	Net Income + Interest Expense + Taxes + Depreciation	15%	Actual / Target	297.41 M	272.44 M	-	223.99 M	11.30%	- 2021 COA-audited FS and its Notes - APO-PUI EBITDA Computation with Details of Depreciation	<table border="1"> <thead> <tr> <th>Items</th> <th>Amount in P</th> </tr> </thead> <tbody> <tr> <td>Net Profit</td> <td>163,875,246</td> </tr> <tr> <td>Taxes</td> <td>44,412,952</td> </tr> <tr> <td>Dep – Direct</td> <td>7,037,993</td> </tr> <tr> <td>Dep – Admin</td> <td>8,661,336</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>223,987,527</b></td> </tr> </tbody> </table>	Items	Amount in P	Net Profit	163,875,246	Taxes	44,412,952	Dep – Direct	7,037,993	Dep – Admin	8,661,336	<b>EBITDA</b>
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<b>SO 3</b>	<b>To Maximize Remittance to the National Government</b>																						
SM 3	Dividends Remittance to National Government (NG)	Actual Remittance	15%	Actual / Target	144.605 M	104.13 M	-	104.13 M	10.80%	- Schedule of Dividends (CY 2019) Remittances for Year 2021 - Official Receipts issued by Bureau of Treasury	APO-PUI remitted in 2021 a total of P104,134,071.55 in dividends, representing partial payment of its CY2019 dividends due and adjustments from CY2016 and CY2017.												
	<b>Subtotal</b>		<b>70%</b>				-		<b>62.10%</b>														

“Upholding a Transparent and Responsive GOCC Sector for the Filipino People”

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CUSTOMERS / STAKEHOLDERS	<b>SO 4</b>	<b>To Provide the Best Customer Service</b>																															
	SM 4	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating / Total Respondents	3%	Actual / Target  0% = If less than 80%	90%  (Using the Standard Methodology and Questionnaire developed by GCG)	93.51%	-	93.51%	3.00%	- 2021 Customer Satisfaction Survey for APO-PUI by Carmelita N. Ericta  - Copy of sample accomplished CSS questionnaires  - Additional Clarifications	<table border="1"> <thead> <tr> <th>Rating</th> <th>No. of Agencies</th> <th>% of Satisfied Customers</th> </tr> </thead> <tbody> <tr> <td>VS</td> <td>30</td> <td>38.96%</td> </tr> <tr> <td>S</td> <td>42</td> <td>54.55%</td> </tr> <tr> <td>N</td> <td>5</td> <td>6.49%</td> </tr> <tr> <td>D</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>VD</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td><b>Total</b></td> <td><b>77</b></td> <td><b>100.00%</b></td> </tr> </tbody> </table>	Rating	No. of Agencies	% of Satisfied Customers	VS	30	38.96%	S	42	54.55%	N	5	6.49%	D	0	0.00%	VD	0	0.00%	<b>Total</b>	<b>77</b>	<b>100.00%</b>
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<b>SO 5</b>	<b>To Increase Customer Base</b>																																
SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual / Target	139	116	-	115	4.14%	- List of Clients for 2021 Revenue  - APO Clients Directory 2021	APO-PUI has a total of 115 clients as of 2021.																						
	<b>Subtotal</b>		<b>8%</b>				-		<b>7.14%</b>																								
INTERNAL PROCESS	<b>SO 6</b>	<b>To Provide On-Time Delivery of Products</b>																															
	SM 6	Reduction of Penalties Incurred	Total Penalties / Total Sales	5%	Actual / Target	0.030%	0.2381%	-	0.2381%	0.00%	- Summary of Penalties Incurred for the Calendar Year 2021  - 2021 COA-audited Notes to FS	In 2021, total penalties incurred was at ₱9,941,496.02, as against the audited Sales Revenue of ₱4,174,647,280.																					

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<b>SO 7</b>	<b>To Set-up World Class Systems and Processes</b>										
SM 7	ISO Certification										
	a. QC Plant	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	Passed Surveillance Audit	-	Passed Surveillance Audit	5.00%	- Management Systems Audit Report for ISO 9001:2015 - Audit Report Executive Summary	Both QC and Lima Plants passed the Surveillance Audit for the ISO 9001:2015, conducted on 13 & 14 December 2021 by QAS International.
	b. Lima Plant		5%	All or Nothing					5.00%		
<b>SO 8 To Set-up the Company Towards Attaining e-Governance</b>											
SM 8	Thrust Towards e-Governance		3%	All or Nothing	Installation of Central Correspondence System	No Accomplishment	-	No Accomplishment	0.00%	- Memorandum from the MIS Department	Due to the sudden demise of its proponent, the project is yet to be accomplished as of December 2021.
		<b>Subtotal</b>	<b>18%</b>				-		<b>10.00%</b>		
<b>SO 9</b>	<b>To Upgrade the Skills and Technical Know-how of Workforce</b>										
SM 9	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	2%	All or Nothing	a. Board-Approved Competency Model	No Accomplishment	-	No Accomplishment	0.00%	- Memorandum from the Human Resources and Administrative Services Department	Per APO-PUI's latest update, the contract has been awarded to Mr. Roslino Villamil, the consultant for the development of APO-PUI's Competency Framework.
			2%	All or Nothing	b. Establish Baseline	No Accomplishment	-	No Accomplishment	0.00%		The Competency team set-up, establishment of baseline data, including training, FGDs and interviews are on-going as of year-end.
					<b>Subtotal</b>	<b>4%</b>					
		<b>TOTAL</b>	<b>100%</b>				-		<b>79.24%</b>		

a/ But not to exceed the weight assigned per indicator.