

**APO PRODUCTION UNIT, INC. (APO-PUI)
Validated 2018 Performance Scorecard**

		Component			APO-PUI Submission		GCG Validation		Supporting Documents	Remarks											
Objective/ Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating													
FINANCE	SO 1	Revenue Growth																			
		<i>Revenue Growth from Previous Year</i>																			
	SM 1	a. QC Plant and Lima Plant		20%	Actual/ Target x Weight	1,072.2 M	970.0 M	18.1%	970.29 M	18.10%	<ul style="list-style-type: none"> - Certifications from Finance Manager - COA-audited 2018 APO-PUI Financial Statements <table border="1" style="margin-left: 20px;"> <tr> <td>QC</td> <td>₱359,059,852</td> </tr> <tr> <td>Lima</td> <td>₱611,234,708</td> </tr> <tr> <td>Total</td> <td>₱970,294,560</td> </tr> </table>	QC	₱359,059,852	Lima	₱611,234,708	Total	₱970,294,560				
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b. Joint Venture Company	Actual Total Revenues	20%	3,000 M	3,364.5 M	20%	3,378.5 M	20%	<ul style="list-style-type: none"> - APO-UGEC Security Printing Joint Venture Audited Financial Statements (Statement of Comprehensive Income) 	Total service revenue for 2018 from the APO-UGEC JV is at ₱3,378,496,567.												
SM 2	EBITDA (in Millions)	Net Income + Interest + Taxes + Depreciation	15%	155 M	289.72 M	15%	290.56 M	15%	<ul style="list-style-type: none"> - COA-audited 2018 APO-PUI Financial Statements - EBITDA Summary Computation <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Items</th> <th>Amount in ₱</th> </tr> </thead> <tbody> <tr> <td>Net Profit</td> <td>223,364,028</td> </tr> <tr> <td>Taxes</td> <td>51,656,111</td> </tr> <tr> <td>Interest</td> <td>1,115,928</td> </tr> <tr> <td>Depreciation</td> <td>14,421,777</td> </tr> <tr> <td>EBITDA</td> <td>290,557,845</td> </tr> </tbody> </table>	Items	Amount in ₱	Net Profit	223,364,028	Taxes	51,656,111	Interest	1,115,928	Depreciation	14,421,777	EBITDA	290,557,845
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SO 2	To Maximize Return to Our Shareholders																				
SM 3	Dividends Remittance to National Government (NG)	Actual Remittance	15%	Actual/ Target x Weight	27.082 M	27.1 M	15%	27.1 M	15%	<ul style="list-style-type: none"> - Official Receipts issued by BTr - Schedule of Dividend Payments 	In compliance with the renegotiated payment scheme with the DOF, total dividends remitted in 2018 was at ₱27,082,951.41.										
	Subtotal		70%				68.1%		68.10%												

		Component				APO-PUI Submission		GCG Validation		Supporting Documents	Remarks	
Objective/ Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating				
CUSTOMERS/ STAKEHOLDERS	SO 3	To Provide the Best Customer Service										
	SM 4	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	5%	Actual/ Target x Weight 0% = If less than 80%	94% (Using the Standard Methodology and Questionnaire developed by GCG)	90%	4.79%	-	0%	- Report on the Customer Satisfaction Survey for APO-PUI by Carmelita Nuguid Ericta	Out of the 30 respondents surveyed, 27 or 90% provided at least a satisfactory rating for APO-PUI. However, the conducted survey for APO-PUI did not fully comply with the prescribed guidelines on the GCG Standard Methodology for the GOCCs' Customer Satisfaction Survey (CSS), particularly on the required sample size, survey methodology, sampling procedure, and data collection quality control. As such, the result of the CSS is deemed not accepted.
	SO 4	To Increase Customer Base										
	SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual/ Target x Weight	97 (+4)	154	5%	154	5%	- Certified List of Clients Directory in 2018	Forty-eight (48) client agencies were added in 2018. The revised baseline of 106 is based on APO-PUI's 2017 validated accomplishment.
			Subtotal	10%				10%		5%		
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	0.050%	0.023%	5%	0.023%	5%	- Schedule of Penalties on Late Deliveries	In 2018, total penalties incurred was at ₱223,261, as against the total Sales Revenue of ₱970,294,560.

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Objective/ Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating				
INTERNAL PROCESS	SO 6	To Set-up World Class Systems and Processes										
	SM 7	ISO Certification										
		a. QC Plant	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	On-going	0%	Not Accomplished	0%	- Short Narrative	APO-PUI failed to procure a third-party consultant in 2018 for its ISO Certification.
		b. Lima Plant		5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2008)	Passed Surveillance Audit (ISO 9001:2008)	5%	Passed Surveillance Audit (ISO 9001:2015)	5%	- SGS Management System Certification: Audit Summary Report	Lima Plant was upgraded to the ISO 9001:2015 standard, per SGS Audit Report dated 04-05 June 2018 with zero (0) non-conformities identified.
	Subtotal		15%				10%		10%			
LEARNING AND GROWTH	SO 7	To Upgrade the Skills and Technical Know-How of Workforce										
	SM 8	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	a. 2.5% b. 2.5%	a. Board-Approved Competency Model b. Establish Baseline	On-going	-	Not accomplished	0%	- Short Narrative	No actions were undertaken towards the accomplishment of this measure in 2018.
	Subtotal		5%				0%		0%			
TOTAL		100%				88.10%		83.10%				

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