

**APO PRODUCTION UNIT, INC. (APO-PUI)**

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Weight	Rating System <sup>u/</sup>	2020	2021	2022	2023	
<b>FINANCE</b>	<b>SO 1</b>	<b>Revenue Growth</b>							
		Revenue Growth from Previous Year							
	SM 1	a. <i>QC Plant and Lima Plant</i>	Actual Total Revenues	30%	Actual / Target	₱1,430.83 M	₱2,323.27 M	₱2,011.10 M	₱2,286.59 M
		b. <i>Joint Venture Company</i>		10%	Actual / Target	₱1,516.26 M	₱1,965.20 M	₱2,390.20 M	₱3,839.21 M
	<b>SO 2</b>	<b>To Maintain Healthy Cash Flow from Operations</b>							
	SM 2	EBITDA	Net Income + Interest + Taxes + Depreciation + Amortization	15%	Actual / Target	₱281.29 M	₱223.99 M	₱415.7 M	₱376.49 M
	<b>SO 3</b>	<b>To Maximize Returns to the National Government</b>							
	SM 3	Dividends Remittance to the National Government (NG)	Actual Remittance	15%	Actual / Target	₱111.69 M	₱104.13 M	₱103.25 M	₱91.40 M
	<b>SO 4</b>	<b>To Utilize Funds Based on Approved Budget</b>							
	SM 4	Budget Utilization Rate (BUR)	Actual Disbursement / Total Approved COB (Both Net of PS Cost)	3%	Actual / Target	N/A	N/A	90%	90%
		<b>Sub-total</b>	<b>73%</b>						


	Component				Baseline Data		Targets		
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CUSTOMERS / STAKEHOLDERS	SO 5	<b>To Provide the Best Customer Service</b>							
	SM 5	Percentage of Satisfied Customers	Number of respondents who gave <i>at least</i> a Satisfactory rating / Total number of respondents	4%	Actual / Target <i>0% = If less than 80%</i>	96.67%	93.51%	90%	90%
	SO 6	<b>To Increase Customer Base</b>							
	SM 6	Increase in Government Agencies Served	No. of Agencies	4%	Actual / Target	95	115	122	119
			<b>Sub-total</b>	<b>8%</b>					
INTERNAL PROCESS	SO 7	<b>To Provide On-Time Delivery of Products</b>							
	SM 7	Reduction of Penalties Incurred	$\frac{\text{Total Penalties}}{\text{Total Sales}}$	2%	Actual / Target	0.119%	0.238%	0.050%	0.050%
	SO 8	<b>To Set Up World-class Systems and Processes</b>							
	SM 8	ISO Certification							
	a. QC Plant	Actual Accomplishment	4%	All or Nothing	Passed Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	ISO 9001:2015 Certification	



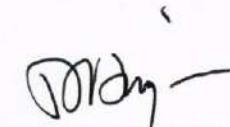
	Component				Baseline Data		Targets	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	2020	2021	2022	2023
	b. Lima Plant		4%	All or Nothing	Passed Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	ISO 9001:2015 Certification
	<b>SO 9 To Set-up the Company Towards Attaining e-Governance</b>							
	SM 9 Thrust Towards e-Governance	Actual Accomplishment	5%	All or Nothing	N/A	No Accomplishment	Installation of Central Correspondence System	Installation of Central Correspondence System
		<b>Sub-total</b>	<b>15%</b>					
<b>LEARNING &amp; GROWTH</b>	<b>SO 10 To Upgrade the Skills and Technical Know-how of Workforce</b>							
	SM 10 Percentage of Employees Meeting Required Competencies	Actual Accomplishment	2%	All or Nothing	No Accomplishment	No Accomplishment	a. Board-Approved Competency Model	a. Board-Approved Competency Model
			2%		No Accomplishment	No Accomplishment	b. Establish Baseline	b. Establish Baseline
		<b>Sub-total</b>	<b>4%</b>					
	<b>TOTAL</b>	<b>100%</b>						

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

For GCG:

  
**JUSTICE ALEX L. QUIROZ (RET.)**  
 Chairperson

For APO-PUI:

  
**DANILO V. SINGSON**  
 President