

**APO PRODUCTION UNIT, INC. (APO-PUI)**  
**Revalidated 2019 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														
FINANCE	SO 1	Revenue Growth																				
		Revenue Growth from Previous Year																				
	SM 1	a. QC Plant and Lima Plant	Actual Total Revenues	20%	Actual/ Target x Weight	1,154 M	1,352.9 M	30%	1,315 M	20%	- 2019 COA-audited Financial Statements (FS) - APO Schedule of 2019 Deliveries	<table border="1"> <tr> <td>2019 Sales Revenues per Audited FS</td> <td>4,075,852,523</td> </tr> <tr> <td>Less: Sales charged to JV (May-Dec 2019)</td> <td>(2,760,841,621)</td> </tr> <tr> <td><b>Adjusted 2019 Sales</b></td> <td><b>₱1,315,010,902</b></td> </tr> </table>	2019 Sales Revenues per Audited FS	4,075,852,523	Less: Sales charged to JV (May-Dec 2019)	(2,760,841,621)	<b>Adjusted 2019 Sales</b>	<b>₱1,315,010,902</b>				
	2019 Sales Revenues per Audited FS	4,075,852,523																				
	Less: Sales charged to JV (May-Dec 2019)	(2,760,841,621)																				
<b>Adjusted 2019 Sales</b>	<b>₱1,315,010,902</b>																					
	b. Joint Venture Company		20%	3,267 M	3,127.5 M	9.6%	3,126.7 M	19.14%	- Copy of APO-UGEC Security Printing JV's 2019 Unaudited FS	Total service revenue for 2019 from the APO-UGEC JV is at ₱3,126,746,964.												
SM 2	EBITDA	Net Income + Interest + Taxes + Depreciation	15%	227 M	387 M	15%	353 M	15%	- 2019 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 ₱</th> </tr> </thead> <tbody> <tr> <td>Net Profit</td> <td>268,907,200</td> </tr> <tr> <td>Taxes</td> <td>72,532,432</td> </tr> <tr> <td>Dep – Direct</td> <td>4,297,041</td> </tr> <tr> <td>Dep – Admin</td> <td>7,723,343</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>353,460,016</b></td> </tr> </tbody> </table>	Items	Amount in ₱	Net Profit	268,907,200	Taxes	72,532,432	Dep – Direct	4,297,041	Dep – Admin	7,723,343	<b>EBITDA</b>	<b>353,460,016</b>
Items	Amount in ₱																					
Net Profit	268,907,200																					
Taxes	72,532,432																					
Dep – Direct	4,297,041																					
Dep – Admin	7,723,343																					
<b>EBITDA</b>	<b>353,460,016</b>																					
SO 2	To Maximize Return to Our Shareholders																					
SM 3	Dividends Remittance to National Government (NG)	Actual Remittance	15%	Actual/ Target x Weight	51,545,028	63.8 Million	15%	63,776,073	15%	- Official Receipts issued by BTr - Schedule of 2019 Dividend Payments	In 2019, APO-PUI remitted a total of ₱63.78 Million in dividends, representing the full payment of its CY2017 dividends due.											
	<b>Subtotal</b>		<b>70%</b>				<b>69.60%</b>		<b>69.14%</b>													

Component					APO-PUI Submission		GCG Validation		Supporting Documents	Remarks																								
Objective/ Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating																										
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 3</b>	<b>To Provide the Best Customer Service</b>																																
	SM 4	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	5%	Actual/ Target x Weight  0% = If less than 80%	90%  (Using the Standard Methodology and Questionnaire developed by GCG)	100%	5%	-	0%	<ul style="list-style-type: none"> <li>- 2019 Customer Satisfaction Survey for APO-PUI by Carmelita N. Ericta</li> <li>- Copies of sample accomplished CSS questionnaires</li> <li>- Clarifications from the Consultant dated 22 Feb 2021 and 17 Mar 2021</li> </ul>																							
										<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>51</td> <td>50.00%</td> </tr> <tr> <td>S</td> <td>47</td> <td>46.08%</td> </tr> <tr> <td>N</td> <td>2</td> <td>1.96%</td> </tr> <tr> <td>DS</td> <td>1</td> <td>0.98%</td> </tr> <tr> <td>VDS</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>N/A</td> <td>1</td> <td>0.98%</td> </tr> <tr> <td><b>Total</b></td> <td><b>102</b></td> <td><b>100.00%</b></td> </tr> </tbody> </table>	Rating	No. of Agencies	% of Satisfied Customers	VS	51	50.00%	S	47	46.08%	N	2	1.96%	DS	1	0.98%	VDS	0	0.00%	N/A	1	0.98%	<b>Total</b>	<b>102</b>	<b>100.00%</b>
	Rating	No. of Agencies	% of Satisfied Customers																															
	VS	51	50.00%																															
	S	47	46.08%																															
	N	2	1.96%																															
	DS	1	0.98%																															
	VDS	0	0.00%																															
	N/A	1	0.98%																															
<b>Total</b>	<b>102</b>	<b>100.00%</b>																																
However, the CSS Report and clarifications thereto did not show spot-checking and/or back-checking was done in accordance with the Standard Methodology. Hence, the conducted 2019 CSS did not meet the requirement on Data Collection Quality Control.																																		
<b>SO 4</b>	<b>To Increase Customer Base</b>																																	
SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual/ Target x Weight	+1 (from 2018 baseline of 154)	177	5%	177	5%	<ul style="list-style-type: none"> <li>- List of APO Clients (Directory) in 2019</li> </ul>																								
APO-PUI had 154 clients in 2018. In 2019, thirty-four (34) client agencies were added, with a cumulative total of 177 agencies.																																		
		<b>Subtotal</b>	<b>10%</b>				<b>10%</b>		<b>5%</b>																									

Component					APO-PUI Submission		GCG Validation		Supporting Documents	Remarks		
Objective/ Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating				
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%	0.008%	5%	0.008%	5%	- Computation of 2019 Penalties - 2019 COA-audited FS	In 2019, total penalties incurred was at ₱343,753, as against the total Sales Revenue of ₱4,075,852,523.
	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)	ISO Certification of QC Plant	5%	Certified to ISO 9001:2015	5%	- Copy of ISO 9001:2015 Registration Certificate	QC Plant was awarded with the ISO 9001:2015 Certification by QAS International on 23 Dec 2019. The scope includes the design & development, manufacturing, printing, testing, storage and distribution of regular (Quezon City operation) and security (Lima Technology) printing products.
		b. Lima Plant		5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	5%	Passed Surveillance Audit (ISO 9001:2015)	5%	- SGS Management System Certification Audit Summary Report	Lima Plant passed the Surveillance Audit for the ISO 9001:2015, conducted on 03 June 2020 by SGS and was recommended for continued certification.
	<b>Subtotal</b>		<b>15%</b>				<b>15%</b>		<b>15%</b>			

Component						APO-PUI Submission		GCG Validation		Supporting Documents	Remarks	
Objective/ Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating				
<b>LEARNING &amp; GROWTH</b>	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	-	0%	Not Accomplished	0%	Not Accomplished	As of 2019, APO-PUI is in the process of procuring the services of a 3 <sup>rd</sup> party for the development of a Competency Model and has made a Draft Office Order on the creation of a Core Team/TWG on the matter.
	<b>Subtotal</b>		<b>5%</b>				<b>0%</b>		<b>0%</b>			
	<b>TOTAL</b>		<b>100%</b>				<b>94.60%</b>		<b>89.14%</b>			

a/ But not to exceed weight assigned per indicator.