

**APO PRODUCTION UNIT, INC. (APO-PUI)**  
**Validated 2020 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</b>																					
		<i>Revenue Growth from Previous Year</i>																					
	SM 1	a. QC Plant and Lima Plant	Actual Total Revenues	30%	Actual/Target x Weight	1,628.6 M	1,430.83 M	–	1,430.83 M	26.36%	- 2020 COA-audited Financial Statements (FS) - APO Schedule of 2020 Deliveries	<table border="1"> <tr> <td>2020 Sales per FS</td> <td>2,780,051,733.00</td> </tr> <tr> <td>Less: Sales charged to JV</td> <td>1,349,226,473.50</td> </tr> <tr> <td><b>Adjusted 2020 Sales</b></td> <td><b>₱1,430,825,259.50</b></td> </tr> </table>	2020 Sales per FS	2,780,051,733.00	Less: Sales charged to JV	1,349,226,473.50	<b>Adjusted 2020 Sales</b>	<b>₱1,430,825,259.50</b>					
		2020 Sales per FS		2,780,051,733.00																			
	Less: Sales charged to JV	1,349,226,473.50																					
	<b>Adjusted 2020 Sales</b>	<b>₱1,430,825,259.50</b>																					
b. Joint Venture Company	10%	1,254.4 M	1,349.22 M	–	1,516.26 M	10.00%	- Copy of APO-UGEC Security Printing JV's 2020 Unaudited FS	Total service revenue for 2020 from the APO-UGEC JV is at ₱1,516,259,255.															
SM 2	EBITDA	Net Income + Interest Expense + Taxes + Depreciation	15%		328.79 M	268.58 M	–	281.29 M	12.83%	- 2020 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>201,076,029</td> </tr> <tr> <td>Taxes</td> <td>64,806,353</td> </tr> <tr> <td>Dep – Direct</td> <td>7,501,781.49</td> </tr> <tr> <td>Dep – Admin</td> <td>7,908,294.30</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>281,292,457.79</b></td> </tr> </tbody> </table>	Items	Amount in ₱	Net Profit	201,076,029	Taxes	64,806,353	Dep – Direct	7,501,781.49	Dep – Admin	7,908,294.30	<b>EBITDA</b>	<b>281,292,457.79</b>
Items	Amount in ₱																						
Net Profit	201,076,029																						
Taxes	64,806,353																						
Dep – Direct	7,501,781.49																						
Dep – Admin	7,908,294.30																						
<b>EBITDA</b>	<b>281,292,457.79</b>																						
<b>SO 2</b>	<b>To Maximize Return to Our Shareholders</b>																						
SM 3	Dividends Remittance to National Government (NG)	Actual Remittance	15%	Actual/Target x Weight	111.69 M	111.69 M	–	111.69 M	15.00%	- Official Receipts issued by BTr - Schedule of 2020 Dividend Payments	In 2020, APO-PUI duly remitted a total of ₱111.69 Million in dividends, representing the full payment of its CY2018 dividends due.												
	<b>Subtotal</b>		<b>70%</b>				–		<b>64.19%</b>														

Component					APO-PUI Submission		GCG Validation		Supporting Documents	Remarks																										
Objective/ Measure	Formula	Weight	Rating System <sup>al</sup>	Target	Actual	Rating	Score	Rating																												
CUSTOMERS / STAKEHOLDERS	SO 3	To Provide the Best Customer Service																																		
	SM 4	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory Rating / Total Respondents	5%	Actual/ Target x Weight  0% = If less than 80%	90%  (Using the Standard Methodology and Questionnaire developed by GCG)	100%	-	96.67%	5%	- 2020 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>Very Satisfied</td> <td>37</td> <td>61.67%</td> </tr> <tr> <td>Satisfied</td> <td>21</td> <td>35.00%</td> </tr> <tr> <td>Neutral</td> <td>1</td> <td>1.67%</td> </tr> <tr> <td>Dissatisfied</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>N/A</td> <td>1</td> <td>1.66%</td> </tr> <tr> <td><b>Total</b></td> <td><b>60</b></td> <td><b>100.00%</b></td> </tr> </tbody> </table>	Rating	No. of Agencies	% of Satisfied Customers	Very Satisfied	37	61.67%	Satisfied	21	35.00%	Neutral	1	1.67%	Dissatisfied	0	0.00%	Very Dissatisfied	0	0.00%	N/A	1	1.66%	<b>Total</b>	<b>60</b>	<b>100.00%</b>
	Rating	No. of Agencies	% of Satisfied Customers																																	
	Very Satisfied	37	61.67%																																	
Satisfied	21	35.00%																																		
Neutral	1	1.67%																																		
Dissatisfied	0	0.00%																																		
Very Dissatisfied	0	0.00%																																		
N/A	1	1.66%																																		
<b>Total</b>	<b>60</b>	<b>100.00%</b>																																		
SO 4	To Increase Customer Base																																			
SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual/ Target x Weight	+2 (from 2019 baseline)	96	-	95	2.65%	- Updated List of APO Clients and Directory in 2020	APO-PUI has 177 clients as of 2019. Due to the pandemic, this number had dwindled to 95 clients in 2020.																									
		<b>Subtotal</b>	<b>10%</b>				<b>-</b>		<b>7.65%</b>																											
INTERNAL PROCESS	SO 5	To Provide On-Time Delivery of Products																																		
	SM 6	Reduction of Penalties Incurred	Total Penalties / Total Sales	5%	Actual / Target	0.047%	0.119%	-	0.119%	0%	- Computation of 2020 Penalties  - 2020 COA-audited FS	In 2020, total penalties incurred was at ₱3,317,881.51, as against the total Sales Revenue of ₱2,780,051,733.																								

	Component				APO-PUI Submission		GCG Validation		Supporting Documents	Remarks		
	Objective/ Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score			Rating	
	<b>SO 6</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)	Pass Surveillance Audit (ISO 9001:2015)	-	Passed Surveillance Audit (ISO 9001:2015)	5.00%	- Copy of Executive Summary Report from QAS Int'l. - Copy of ISO 9001:2015 Registration Certificate	In the report dated 12 December 2020, the QC Plant's management system was recommended for continued certification to the ISO 9001:2015 standard.
		b. Lima Plant		5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	-	Passed Surveillance Audit (ISO 9001:2015)	5.00%	- SGS Management System Certification Audit Summary Report	Lima Plant passed the Surveillance Audit for the ISO 9001:2015, conducted on 30 January 2020 by SGS and was granted management certification.
	<b>Subtotal</b>		<b>15%</b>					<b>-</b>		<b>10%</b>		
<b>LEARNING &amp; GROWTH</b>	<b>SO 7</b>	<b>To Develop Competency Framework</b>										
	SM 8	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing a. 2.5% b. 2.5%	a. Board-Approved Competency Framework b. Establish Baseline	-	-	Not accomplished	0%	Not accomplished	No accomplishment was reported for this measure. Moreover, no supporting document and/or update was provided by APO-PUI for 2020.
	<b>Subtotal</b>		<b>5%</b>					<b>-</b>		<b>0%</b>		
<b>TOTAL</b>		<b>100%</b>					<b>-</b>		<b>81.84%</b>			

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