

**APO PRODUCTION UNIT, INC. (APO-PUI)**  
**Recalibrated 2020 Performance Scorecard**

Component					Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>al</sup>	2017	2018	2019	2020	
<b>FINANCE</b>	<b>SO 1</b>	<b>Revenue Growth</b>							
	SM 1	Revenue Growth from previous year							
		a. QC Plant and Lima Plant	Actual Total Revenue	30%	Actual / Target	₱762.91 M	₱970.29 M	₱948.32 M	₱1,628.6 M
	b. Joint Venture Company	10%		₱2,834.4 M		₱3,378.5 M	₱3,126.7 M	₱1,254.4 M	
	SM 2	EBITDA ( <i>in Millions</i> )	Net Income + Interest Expense + Taxes + Depreciation	15%	Actual / Target	₱169.8 M	₱290.56 M	₱353 M	₱328.79
	<b>SO 2</b>	<b>Maximize Return to Our Shareholders</b>							
	SM 3	Dividends Remittance to National Government (NG) ( <i>in Millions</i> )	Actual Remittance	15%	Actual / Target	₱38.69 M	₱27.082 M	₱63.78 M	₱ 111.689
		<b>Sub-total</b>	<b>70%</b>						
<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 who gave <i>at least</i> a Satisfactory rating/ Total Respondents	5%	Actual / Target  <i>0% = If less than 80%</i>	100%	90% (27 out of 30)	- *	90% **

\* The conducted 2019 CSS did not meet the requirement on Data Collection Quality Control under the Standard Methodology and Questionnaire prescribed by the GCG.

\*\* Using the Enhanced Guidelines for the Conduct of the CSS prescribed by the GCG.

Component					Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	2017	2018	2019	2020	
	<b>SO 4</b>	<b>To Increase Customer Base</b>							
	SM 5	Increase in Government Agencies Served	<i>No. of Agencies</i>	5%	Actual / Target	106	154	177	+2 (from 2019 baseline)
		<b>Sub-total</b>		<b>10%</b>					
<b>INTERNAL PROCESS</b>	<b>SO 5</b>	<b>To Provide On-time Delivery of Products</b>							
	SM 6	Reduction Penalties Incurred	Total Penalties / Total Sales	5%	Actual / Target	0.046%	0.023%	0.008%	0.047%
	<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	-	-	Certified to ISO 9001:2015	Pass Surveillance Audit (ISO 9001:2015)
b. LIMA Plant	5%	Pass Surveillance Audit (ISO 9001:2015)		Pass Surveillance Audit (ISO 9001:2015)		Passed Surveillance Audit (ISO 9001:2015)			
	<b>Sub-total</b>		<b>15%</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%	-	-	No Accomplishment	a. Board-Approved Competency Model b. Establish Baseline
		<b>Sub-total</b>		<b>5%</b>					
	<b>TOTAL</b>		<b>100%</b>						

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