

**APO PRODUCTION UNIT, INC.
2016 Performance Scorecard**

	Component				APO-PUI Submission		GCG Evaluation		Supporting Documents	Remarks		
	Objective/ Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score			Rating	
SO 1	Revenue Growth											
FINANCE SM 1	Increase in Revenue Growth from Previous Year											
	a. QC Plant	[(Current FY Sales/ Last FY Sales) - 1] x100%	15%	Actual/ Target x Weight	600 M	448.4 M	11.21%	448.4 M	11.21%	- Certification from Finance Manager on Revenue from QC Plant - COA Audited Financial Statements	Delivered Sales - QC	₱335,334,949
	b. Lima Plant		20%		1,400 M	1,788.2 M	20%	1,788.2 M	20.00%		- COA Audited Financial Statements - APO-UGEC Joint Venture Annual Report	QC-booked sales, processed in Lima
SM 2	Increase in EBITDA (in Millions)	[(Current FY EBITDA/ Last FY EBITDA) - 1] x100%	15%		110 M	113 M	15%	69.29 M	9.45%	- COA Audited Financial Statements	EBITDA	In Millions ₱
											Net Profit	58.047
											Taxes	3.14
											Interest	1.15
											Depreciation	6.95
											Total	69.29
SO 2	Maximize Return to Our Shareholders											
SM 3	Dividends Remittance to National Government (NG) - in Millions	Actual Remittance	15%	Actual/ Target x Weight	40 M	32.7 M	12.26%	23.887 M	8.96%	- Letter from DOF on APO's Dividends Remittance - COA Audited Financial Statements	APO made partial remittance of dividends amounting to ₱23.887 Million as of December 31, 2016 covering CYs 2011-2015. The remaining balance of ₱38.687 Million was allowed by the Bureau of Treasury to be settled in staggered basis for 18 months, and will cease in December 2017.	

	Subtotal		65%				58.47%		49.62%			
CUSTOMERS	SO 3	To Provide the Best Customer Service										
	SM 4	Customer Satisfaction Rating	Average % Rating	7%	Actual/Target x Weight	83%	95.8%	7%	95.8%	7%	- Report on the Customer Satisfaction Survey for APO-PUI	The 95.8% overall customer satisfaction suggests that 23 out of 24 top clients of APO were either satisfied or very satisfied with the overall performance of APO.
	SO 4	To Increase Customer Base										
	SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual/Target x Weight	+5% of actual number in 2015	89	5%	89	5%	- Certified List of Clients in 2015 and 2016	Target exceeded. Fifteen (15) clients were added in 2016, or a total of 89 government agencies served.
		Subtotal		12%				12%		12%		
INTERNAL PROCESS	SO 5	To Provide On-Time Delivery of Products										
	SM 6	Penalties Incurred	Total Penalties/ Total Sales	5%	Actual/Target x Weight	0.06%	0.047%	5%	0.047%	5%	- Certified List of Invoices of Penalties Incurred	Total penalties incurred: ₱382,709.40 as against total revenue of ₱816,206,063.34.
	SO 6	To Continuously Improve Printing Efficiency and Effectiveness										
	SM 7	Upgrade of Press Printing Facilities	Ratio of New Press Machines to Old Press Machines	4%	Actual/Target x Weight	30% (new); 70% (old)	31.2% New	4%	45.45%	4%	- Official receipts of purchased machines	Five (5) additional machines were acquired after November 2010. Total press printing machines of APO as of December 2016 is 16.
	SO 7	To Maximize Press Machine Utilization										
	Utilization of Press Machines											
SM 8	a. QC Plant	No. of operating hours/ 2 shifts operating hours	0%	Actual/Target x Weight	75%	75.70%	0%	75.70%	0%	- Press Machine Utilization Report for CY2016	For monitoring purposes.	
	b. Lima Plant		0%		100%	-	0%	-	0%			Utilization Report has yet to be consolidated.

		Subtotal		9%				9%		9%			
LEARNING AND GROWTH	SO 8	To Upgrade the Skills/Technical Know-How of Workforce											
	SM 9	Implementation of Approved Rationalization Plan	% Accomplishment	7%	Actual/Target x Weight	100% Implementation	-	0%	-	0%	- Timeline of Events on APO's taken actions towards RP - Request for Renegotiation	APO encountered issues with the constitution of its change management team (CMT) pertinent in proceeding with the process of its rationalization plan. Such issues, however, were not completely beyond the control of APO nor something that could not have been foreseen at the time this target was agreed upon. Hence, this target was not met.	
	SM 10	Enhanced Public Relations and Reputation	Actual Creation	0%	Actual/Target x Weight	Creation of a Public Relations and Reputation Management Committee	-	0%	-	0%		For further review and study.	
	SO 9	To Set-up World Class Systems and Processes											
	SM 11	ISO Manual	% accomplishment										
		a. QC Plant		3%	Actual/Target x Weight	100% ISO Manualization of QC Plant	100%	3%	100% ISO Manualization of QC Plant	3%	- Quality Manual on Government Security Printing	Target met.	
		b. Lima Plant		4%	Actual/Target x Weight	Passing of Surveillance Audit	100%	4%	Passed surveillance audit	4%	- SGS Management System Certification: Audit Summary Report	Target met. SGS Audit Report was released on 18 November 2016.	
		Subtotal		14%				7%		7%			
		TOTAL		100%				86.47%		77.62%			