



KPI	Weight	Formula	Baseline Recalibrated 2020	2021		1st Quarter 2021		2nd Quarter 2021		3rd Quarter 2021		4th Quarter 2021	
				Original	Proposed	Target	Actual	Target	Actual	Target	Actual	Target	Actual
S01													
SM1		Revenue Growth from previous year											
	30%	a. QC and LIMA Plant	1,628.60 M	30%	Actual Total Revenues	1,662.40 M	415.60 M	500.04 M	831.20 M	1,347.39 M	1,246.80 M	1,562.40 M	
	10%	b. Joint Venture Company	1,254.40 M	10%	Actual Revenue	886.40 M	221.60 M	421.65 M	443.20 M	764.52 M	664.80 M	886.40 M	
SM2	15%	EBITDA (in Millions)	328.79 M	15%	Net Income + Interest + Taxes + Depreciation	235.20 M	n/a	n/a	n/a	n/a	n/a	235.20 M	
S02		Maximize return to our shareholders											
SM3	15%	Dividends Remittance to National Government (NG) - in Millions	111.70 M	15%	Actual Remittance	144.60 M	36.15 M	24.10 M	72.3 M	48.20 M	108.45 M	144.6 M	
S03		To provide the best customer service											
SM4	5%	Customer Satisfaction Rating	90%	5%	Average % Rating	90%	n/a	n/a	n/a	n/a	n/a	90%	
S04		To increase customer base											
SM5	5%	Increase in government agencies served	42	5%	No. of Agencies	100	n/a	n/a	n/a	n/a	n/a	42	
S05		To provide on-time delivery of products											
SM6	5%	Reduction Penalties Incurred	0.05%	3%	Total Penalties / Total Sales	0.05%	n/a	n/a	n/a	n/a	n/a	0.050%	
S06		To set up world class systems and processes											
		ISO Certification											
SM7	5%	a. QC Plant	Pass Surveillance Audit (ISO 9001:2015)	4%	% of Accomplishment	Pass Surveillance Audit (ISO 9001:2015)	n/a	n/a	n/a	n/a	n/a	Pass Surveillance Audit (ISO 9001:2015)	
	5%	b. LIMA Plant	Pass Surveillance Audit (ISO 9001:2015)	4%	% of Accomplishment	Pass Surveillance Audit (ISO 9001:2015)	n/a	n/a	n/a	n/a	n/a	Pass Surveillance Audit (ISO 9001:2015)	
SM8	3%	New Strategic Measure on APO-PUI's Thrust towards e-governance	na	3%	% of Accomplishment	Installation of "Central Correspondence System"	n/a	n/a	n/a	n/a	n/a	Installation of Document Digitization Equipment	
S07		To develop Competency Framework											
SM9	2.5%	Percentage of Employees with Required Competencies Met	a. Board-approved Competency Framework	3%	Actual Accomplishment	a. Board-approved Competency Framework	n/a	n/a	n/a	n/a	n/a	a. Board-approved Competency Framework	
	2.5%		b. Establish Baseline	3%		b. Establish Baseline	n/a	n/a	n/a	n/a	n/a	b. Establish Baseline	

Approved:

Michael Dalumpines
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Chairman and President