



**APO PRODUCTION UNIT, INC.**  
PROPOSED PERFORMANCE SCORECARD 2021



		Weight		Formula	Previous Years					Target
		Original	Proposed		2017	2018	2019	2020 (Original)	2020 (Recalibrated)	2021
<b>SO1</b>	<b>Revenue Growth</b>									
	Revenue Growth from previous year									
<b>SM1</b>	a. QC and Lima Plants	30%	30%	Actual Total Revenues	762.9M	1,072.2M	1,154.0M	1,736.0 M	1,628.6M	1,662.4 M
	b. Joint Venture Company	10%	10%		2,862.7M	3,000.0M	3,200.0M	3,200.0M	1,254.4M	886.4 M
<b>SM2</b>	EBITDA (in Millions)	15%	15%	Net Income + Interest + Taxes + Depreciation	124.0M	155M	227.0M	289.7M	328.79M	235.2M
<b>SO2</b>	<b>Maximize return to our shareholders</b>									
<b>SM3</b>	Dividends Remittance to National Government (NG) in Millions	15%	15%	Actual Remittance	38.7M	27.1M	42.5M	111.7M	111.7M	144.6 M
<b>SO3</b>	<b>To provide the best customer service</b>									
<b>SM4</b>	Customer Satisfaction Rating	5%	5%	Average % Rating	100%	94%	90%	90%	90%	90%
<b>SO4</b>	<b>To increase customer base</b>									
<b>SM5</b>	Increase in government agencies served	5%	5%	plus 5% of actual agencies from previous year	93	101	105	40	42	100
<b>SO5</b>	<b>To provide on-time delivery of products</b>									
<b>SM6</b>	Reduction Penalties Incurred	5%	3%	Total Penalties / Total Sales	0.038%	0.050%	0.05%	0.05%	0.05%	0.05%
<b>SO6</b>	<b>To set up world class systems and processes</b>									
	ISO Certification									
<b>SM7</b>	a. QC Plant	5%	4%	% Accomplishment			Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)
	b. LIMA Plant	5%	4%				Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)
<b>SM8</b>	New Strategic Measure on APO-PUI's Thrust towards e-governance		3%	N/A	N/A	N/A	N/A	N/A	N/A	Installation of "Central Correspondence System"
<b>SO7</b>	<b>To develop Competency Framework</b>									
<b>SM9</b>	Percentage of Employees with Required Competencies Met	2.5%	3%	Actual Accomplishment	N/A	N/A	1. Board-approved Competency Model	1. Board-approved Competency Model	1. Board-approved Competency Model	1. Board-approved Competency Model
		2.5%	3%	Actual Accomplishment	N/A	N/A	2. Establish Baseline	2. Establish Baseline	2. Establish Baseline	2. Establish Baseline
<b>TOTAL</b>		<b>100%</b>	<b>100%</b>							

  
 MICHAEL J. DALUMPINES  
 Chairman and President