




Objective/Measure	Formula	Weight	Rating Scale	Target	1st Quarter 2022		2nd Quarter 2022		3rd Quarter 2022		4th Quarter 2022		
				2022	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
FINANCE	S01	Revenue Growth											
	SM1	Revenue Growth from previous year											
		a. QC and Lima Plants	Actual Total Revenues	30%	Actual / Target	2,011.10 M	502.78 M	384.27M	1,005.56 M	627.63 M	1,508.34 M		2,011.12 M
	b. Joint Venture Company	10%		Actual / Target	2,390.20 M	597.55 M	591.82M	1,195.10 M	1,528.15 M	1,792.65 M		2,390.20 M	
	S02	To Maintain Healthy Cash Flow from Operations											
	SM2	EBITDA (in Millions)	Net Income + Interest + Taxes + Depreciation + Amortization	15%	Actual / Target	415.70 M	na	na	na	na	na		415.70 M
	S03	To Maximize Returns to the National Government											
	SM3	Dividends Remittance to National Government (NG)	Actual Remittance	15%	Actual / Target	103.25 M	25.81 M	24.10 M	51.62 M	48.10 M	77.44 M		103.25 M
S04	To Utilize Funds Based on Approved Budget												
SM4	Budget Utilization Rate (BUR)	Actual Disbursement / Total Approved COB (Both Net of PS Cost)	5%	Actual / Target	90%	na	na	na	na	na		284.16 M	
		Sub-total	75%										
CUSTOMERS/STAKEHOLDERS	S05	To Provide the Best Customer Service											
	SM5	Customer Satisfaction Rating	Number of respondents who gave at least a Satisfactory Rating / Total number of respondents	4%	Actual / Target 0%-if less than 80%	90%	na	na	na	na	na		90%
	S06	To Increase Customer Base											
	SM6	Increase in Government Agencies Served	No. of Agencies	4%	Actual / Target	122	na	na	na	na	na		122
		Sub-total	8%										
INTERNAL PROCESS	S07	To Provide On-time Delivery of Products											
	SM7	Reduction Penalties Incurred	Total Penalties / Total Sales	2%	Actual / Target	0.05%	na	na	na	na	na		0.050%
	S08	To Set-up World-class Systems and Processes											
	SM8	ISO Certification	Actual Accomplishment	4%	All or Nothing	Passed Surveillance Audit (ISO 9001:2015)	na	na	na	na	na		Pass Surveillance Audit (ISO 9001:2015)
		a. QC Plant		4%	All or Nothing	Passed Surveillance Audit (ISO 9001:2015)	na	na	na	na	na		Pass Surveillance Audit (ISO 9001:2015)
		b. LIMA Plant	4%	All or Nothing	Passed Surveillance Audit (ISO 9001:2015)	na	na	na	na	na		Pass Surveillance Audit (ISO 9001:2015)	
S09	To Set-up the Company Towards Attaining e-Governance												
SM9	Thrust Towards e-Governance	Actual Accomplishment	3%	All or Nothing	Installation of "Central Correspondence System"	na	na	na	na	na		Installation of "Central Correspondence System"	
		Sub-total	13%										
LEARNING GROWTH	S10	To Upgrade the Skills and Technical Know-How of Workforce											
	SM10	Percentage of Employees with Required Competencies Met	Actual Accomplishment	2%	All or Nothing	1. Board-approved Competency Model	na	na	na	na	na		1. Board-approved Competency Model
				2%		2. Establish Baseline	na	na	na	na	na		2. Establish Baseline
		Sub-total	4%										
		TOTAL	100%										


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