



	Weight	Proposed Weight	Rating Scale	Formula	Baseline	Target	1st Quarter 202		2nd Quarter 202		3rd Quarter 202		4th Quarter 202		
					2021	2022	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
<b>SO1</b>	<b>Revenue Growth</b>														
	Revenue Growth from previous year														
<b>SM1</b>	a. QC and Lima Plants	30%	30%	Actual / Target	Actual Total Revenues	1,662.4 M	2,011.1 M	502.78 M	384.27M	1,005.56 M		1,508.34 M		2,011.12 M	
	b. Joint Venture Company	10%	10%			886.40 M	2,390.2 M	597.55 M	591.82M	1,195.10 M		1,792.65 M		2,390.20 M	
<b>SM2</b>	EBITDA (in Millions)	15%	15%	Actual / Target	Net Income + Interest + Taxes + Depreciation + Amortization	297.41 M	415.7 M	na		na		na		415.70 M	
<b>SO2</b>	<b>Maximize return to our shareholders</b>														
<b>SM3</b>	Dividends Remittance to National Government (NG) - in Millions	15%	15%	Actual / Target	Actual Remittance	144.6 M (Dividends due for CY 2019)	81.7 M	24.10 M	24.10M	48.20 M		64.95 M		81.70 M	
<b>SM4</b>	Budget Utilization Rate (BUR)	na	3%	Actual / Budget 1 = 0 - 60% BUR 2 = 61- 75% BUR 3 = 76-100% BUR	Actual Disbursement / Budget* *(MOOE and CAPEX)	na	3	na		na		na		3 = 76% Budget Utilization Rate	
<b>SO3</b>	<b>provide the best customer service</b>														
<b>SM5</b>	Customer Satisfaction Rating	5%	4%	Actual / Target 0%=if less than 80%	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	90%	90%	na		na		na		90%	
<b>SO4</b>	<b>To increase customer base</b>														
<b>SM6</b>	Increase in government agencies served	5%	4%	Actual / Target	plus 5% of actual agencies from previous year	139	122	na		na		na		122	
<b>SO5</b>	<b>provide on-time delivery of products</b>														
<b>SM7</b>	Reduction Penalties Incurred	3%	2%		Total Penalties / Total Sales	0.05%	0.05%	na		na		na		0.050%	
<b>SO6</b>	<b>up world class systems and processes</b>														
<b>SM8</b>	ISO Certification														
	a. QC Plant	4%	4%	All or Nothing	Actual Accomplishment	Passed Surveillance Audit (ISO 9001:2015)	Passed Surveillance Audit (ISO 9001:2015)	na		na		na		Pass Surveillance Audit (ISO 9001:2015)	
b. LIMA Plant	4%	4%	All or Nothing	Passed Surveillance Audit (ISO 9001:2015)		Passed Surveillance Audit (ISO 9001:2015)	na		na		na		Pass Surveillance Audit (ISO 9001:2015)		
<b>SM9</b>	New Strategic Measure on APO PUI's Thrust towards e-governance	3%	3%	All or Nothing	n/a	Installation of "Central Correspondence System"	Installation of "Central Correspondence System"	na		na		na		Installation of "Central Correspondence System"	
<b>SO7</b>	<b>develop Competency Framework</b>														
<b>SM10</b>	Percentage of Employees with Required Competencies Met	3%	4%	All or Nothing	Actual Accomplishment	1. Board-approved Competency Model	1. Board-approved Competency Model	na		na		na		1. Board-approved Competency Model	
		3%	2%			2. Establish Baseline	2. Establish Baseline	na		na		2. Establish Baseline			
<b>TOTAL</b>		<b>100%</b>	<b>100%</b>												

MICHAEL J. DALUMPINES  
Chairman and President