

APO PRODUCTION UNIT, INC. (APO-PUI)
Recalibrated 2020 Performance Scorecard

	Component				Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System ^{a/}	2017	2018	2019	2020	
	FINANCE	SO 1	Revenue Growth						
		Revenue Growth from previous year							
	SM 1	a. QC Plant and Lima Plant	30%	Actual / Target	₱762.91 M	₱970.29 M	₱948.32 M	₱1,628.6 M	
		b. Joint Venture Company	10%		₱2,834.4 M	₱3,378.5 M	₱3,126.7 M	₱1,254.4 M	
	SM 2	EBITDA (in Millions)	Net Income + Interest Expense + Taxes + Depreciation	15%	Actual / Target	₱169.8 M	₱290.56 M	₱353 M	₱328.79
	SO 2	Maximize Return to Our Shareholders							
	SM 3	Dividends Remittance to National Government (NG) (in Millions)	Actual Remittance	15%	Actual / Target	₱38.69 M	₱27.082 M	₱63.78 M	₱ 111.689
			Sub-total	70%					
	SO 3	To Provide the Best Customer Service							
CUSTOMERS / STAKEHOLDERS	SM 4	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating/ Total Respondents	5%	Actual / Target 0% = If less than 80%	100%	90% (27 out of 30)	- [*]	90%**

^{*} The conducted 2019 CSS did not meet the requirement on Data Collection Quality Control under the Standard Methodology and Questionnaire prescribed by the GCG.

^{**} Using the Enhanced Guidelines for the Conduct of the CSS prescribed by the GCG.

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	Objective/Measure	Formula	Weight	Rating System ^{a/}	2017	2018	2019	2020	
INTERNAL PROCESS	SO 4	To Increase Customer Base							
	SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual / Target	106	154	177	+2 (from 2019 baseline)
		Sub-total		10%					
	SO 5	To Provide On-time Delivery of Products							
	SM 6	Reduction Penalties Incurred	Total Penalties / Total Sales	5%	Actual / Target	0.046%	0.023%	0.008%	0.047%
	SO 6	To Set Up World Class Systems and Processes							
		ISO Certification							
	SM 7	a. QC Plant	Actual Accomplishment	5%	All or Nothing	-	-	Certified to ISO 9001:2015	Pass Surveillance Audit (ISO 9001:2015)
		b. LIMA Plant		5%		Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Passed Surveillance Audit (ISO 9001:2015)	
		Sub-total		15%					
SO 7	To Develop Competency Framework								
SM 8	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing a. 2.5% b. 2.5%	-	-	No Accomplishment	a. Board-Approved Competency Model b. Establish Baseline	
	Sub-total		5%						
	TOTAL		100%						

a/ But not to exceed the weight assigned per indicator.