

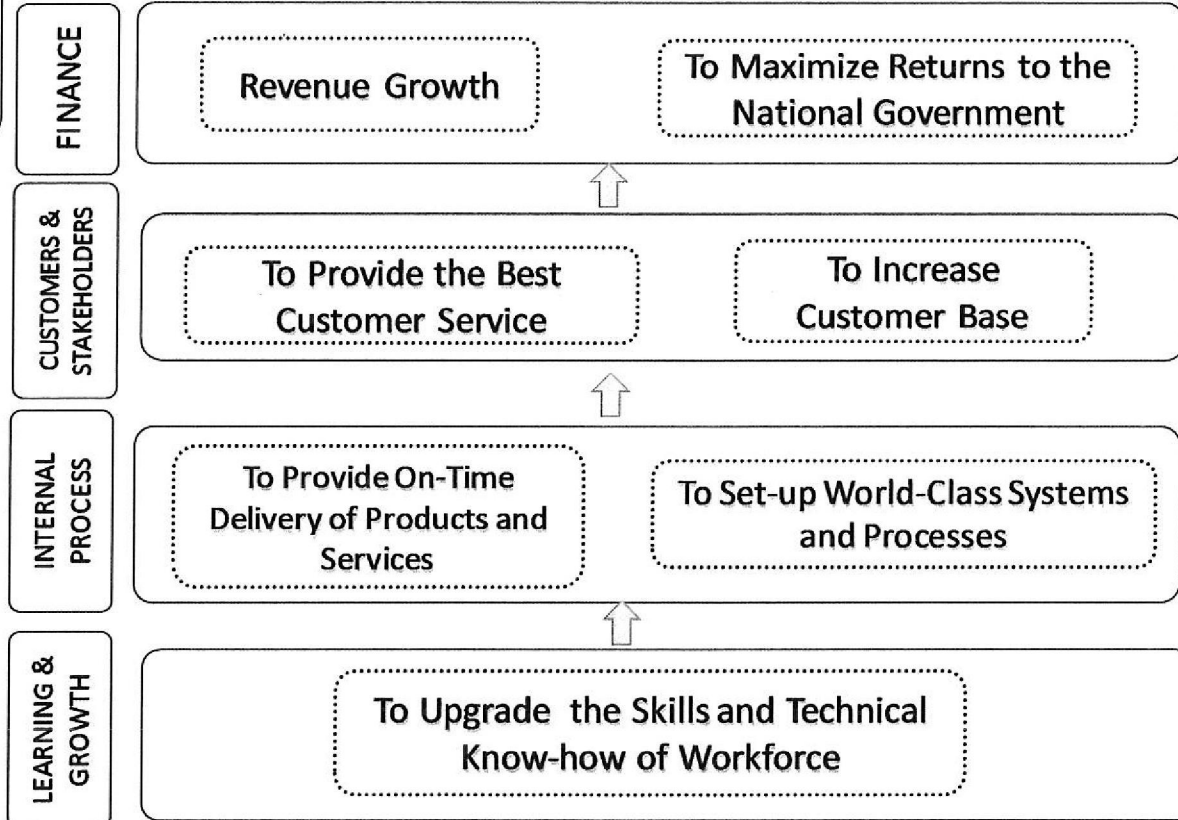
Vision
 By 2020, for APO to provide cutting-edge printing services to foreign governments and international organizations.

Mission
 To meet the requirements of the National Government and its agencies for highly-sensitive security printing services by employing innovative technologies, business efficiencies and highly-competent personnel through the judicious use of the corporate form of organization.

- Core Values**
- Integrity
 - Innovativeness
 - Entrepreneurial Spirit
 - Pursue Growth and Learning
 - Social Responsibility
 - Teamwork



**APO PRODUCTION UNIT, INC.
 STRATEGY MAP**



2020 PERFORMANCE SCORECARD (ANNEX B)

APO PRODUCTION UNIT, INC. (APO-PUI)

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Weight	Rating System ^{a/}	2017	2018	2019	2020	
FINANCE	SO 1	Revenue Growth							
	SM 1	Revenue Growth from Previous Year							
		a. QC Plant and Lima Plant	Actual Total Revenues	20%	Actual / Target	₱762.9 M	₱970.29 M	₱1,154 M	₱1,838 M
		b. Joint Venture Company		20%	Actual / Target	₱2,834.4 M	₱3,378.5 M	₱3,267 M	₱3,433 M
	SM 2	EBITDA	Net Income + Interest + Taxes + Depreciation	15%	Actual / Target	₱169.8 M	₱290.56 M	₱227 M	₱328.79 M
SO 2	To Maximize Return to Our Shareholders								
SM 3	Dividends Remittance to the National Government (NG)	Actual Remittance	15%	Actual / Target	₱38.69 M	₱27.082 M	₱51,545,028	₱111.689 M	
		Sub-total	70%						
CUSTOMERS / STAKEHOLDERS	SO 3	To Provide the Best Customer Service							
	SM 4	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating / Total respondents	5%	Actual / Target <i>0% = If less than 80%</i>	100%	90% <i>(27 out of 30)</i>	90%*	90%**
	SO 4	To Increase Customer Base							

* Using the Standard Methodology and Questionnaire prescribed by the GCG.

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

		Component			Baseline Data		Targets		
Objective/Measure		Formula	Weight	Rating System ^{a/}	2017	2018	2019	2020	
	SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual / Target	106	154	+1 (from 2018 baseline)	+2 (from 2019 baseline)
			Sub-total	10%					
INTERNAL PROCESS	SO 5	To Provide On-Time Delivery of Products							
	SM 6	Reduction of Penalties Incurred	$\frac{\text{Total Penalties}}{\text{Total Sales}}$	5%	Actual / Target	0.046%	0.023%	0.050%	0.047%
	SO 6	To Set Up World Class Systems and Processes							
	SM 7	ISO Certification							
		a. QC Plant	Actual Accomplishment	5%	All or Nothing	-	-	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)
	b. Lima Plant	5%		All or Nothing	Pass Surveillance Audit (ISO 9001:2008)	Pass Surveillance Audit (ISO 9001:2015)			
		Sub-total	15%						
LEARNING & GROWTH	SO 7	To Upgrade the Skills and Technical Know-How of Workforce							
	SM 8	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing a. 2.5% b. 2.5%	-	-	a. Board-Approved Competency Model b. Establish Baseline	a. Board-Approved Competency Model b. Establish Baseline
			Sub-total	5%					
		TOTAL	100%						

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

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

Objective/ Measure	Component			APO-PUI Submission			GCG Validation		Supporting Documents	Remarks													
	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating															
SO 1	Revenue Growth																						
	<i>Revenue Growth from Previous Year</i>																						
SM 1	a. QC Plant and Lima Plant	Actual Total Revenues	30%	Actual/Target x Weight	1,628.6 M	1,430.83 M	-	1,430.83 M	26.36%	- 2020 COA-audited Financial Statements (FS) - APO Schedule of 2020 Deliveries	<table border="1"> <tr> <td>2020 Sales per FS</td> <td>2,780,051,733.00</td> </tr> <tr> <td>Less: Sales charged to JV</td> <td>1,349,226,473.50</td> </tr> <tr> <td>Adjusted 2020 Sales</td> <td>₱1,430,825,259.50</td> </tr> </table>	2020 Sales per FS	2,780,051,733.00	Less: Sales charged to JV	1,349,226,473.50	Adjusted 2020 Sales	₱1,430,825,259.50						
	2020 Sales per FS		2,780,051,733.00																				
Less: Sales charged to JV	1,349,226,473.50																						
Adjusted 2020 Sales	₱1,430,825,259.50																						
b. Joint Venture Company	10%	1,254.4 M	1,349.22 M	-	1,516.26 M	10.00%	- Copy of APO-UGEC Security Printing JV's 2020 Unaudited FS	Total service revenue for 2020 from the APO-UGEC JV is at ₱1,516,259,255.															
SM 2	EBITDA	Net Income + Interest Expense + Taxes + Depreciation	15%		328.79 M	268.58 M	-	281.29 M	12.83%	- 2020 COA-audited FS and its Notes - APO-PUI EBITDA Computation with Details of Depreciation	<table border="1"> <thead> <tr> <th>Items</th> <th>Amount in ₱</th> </tr> </thead> <tbody> <tr> <td>Net Profit</td> <td>201,076,029</td> </tr> <tr> <td>Taxes</td> <td>64,806,353</td> </tr> <tr> <td>Dep – Direct</td> <td>7,501,781.49</td> </tr> <tr> <td>Dep – Admin</td> <td>7,908,294.30</td> </tr> <tr> <td>EBITDA</td> <td>281,292,457.79</td> </tr> </tbody> </table>	Items	Amount in ₱	Net Profit	201,076,029	Taxes	64,806,353	Dep – Direct	7,501,781.49	Dep – Admin	7,908,294.30	EBITDA	281,292,457.79
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EBITDA	281,292,457.79																						
SO 2	To Maximize Return to Our Shareholders																						
SM 3	Dividends Remittance to National Government (NG)	Actual Remittance	15%	Actual/Target x Weight	111.69 M	111.69 M	-	111.69 M	15.00%	- Official Receipts issued by BTr - Schedule of 2020 Dividend Payments	In 2020, APO-PUI duly remitted a total of ₱111.69 Million in dividends, representing the full payment of its CY2018 dividends due.												
	Subtotal		70%				-		64.19%														

FINANCE

	Component				APO-PUI Submission		GCG Validation		Supporting Documents	Remarks																										
	Objective/ Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score			Rating																									
CUSTOMERS / STAKEHOLDERS	SO 3	To Provide the Best Customer Service																																		
	SM 4	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory Rating / Total Respondents	5%	Actual/Target x Weight 0% = If less than 80%	90% (Using the Standard Methodology and Questionnaire developed by GCG)	100%	-	96.67%	5%	- 2020 Customer Satisfaction Survey for APO-PUI by Carmelita N. Ericta - Copy of sample accomplished CSS questionnaires - Additional Clarifications	<table border="1"> <thead> <tr> <th>Rating</th> <th>No. of Agencies</th> <th>% of Satisfied Customers</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied</td> <td>37</td> <td>61.67%</td> </tr> <tr> <td>Satisfied</td> <td>21</td> <td>35.00%</td> </tr> <tr> <td>Neutral</td> <td>1</td> <td>1.67%</td> </tr> <tr> <td>Dissatisfied</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>N/A</td> <td>1</td> <td>1.66%</td> </tr> <tr> <td>Total</td> <td>60</td> <td>100.00%</td> </tr> </tbody> </table>	Rating	No. of Agencies	% of Satisfied Customers	Very Satisfied	37	61.67%	Satisfied	21	35.00%	Neutral	1	1.67%	Dissatisfied	0	0.00%	Very Dissatisfied	0	0.00%	N/A	1	1.66%	Total	60	100.00%
	Rating	No. of Agencies	% of Satisfied Customers																																	
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N/A	1	1.66%																																		
Total	60	100.00%																																		
SO 4	To Increase Customer Base																																			
SM 5	Increase in Government Agencies Served	No. of Agencies	5%	Actual/Target x Weight	+2 (from 2019 baseline)	96	-	95	2.65%	- Updated List of APO Clients and Directory in 2020	APO-PUI has 177 clients as of 2019. Due to the pandemic, this number had dwindled to 95 clients in 2020.																									
	Subtotal		10%				-		7.65%																											
INTERNAL PROCESS	SO 5	To Provide On-Time Delivery of Products																																		
	SM 6	Reduction of Penalties Incurred	Total Penalties / Total Sales	5%	Actual / Target	0.047%	0.119%	-	0.119%	0%	- Computation of 2020 Penalties - 2020 COA-audited FS	In 2020, total penalties incurred was at ₱3,317,881.51, as against the total Sales Revenue of ₱2,780,051,733.																								

Objective/ Measure	Component			APO-PUI Submission		GCG Validation		Supporting Documents	Remarks		
	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score			Rating	
SO 6	To Set-up World Class Systems and Processes										
SM 7	ISO Certification										
	a. QC Plant	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	-	Passed Surveillance Audit (ISO 9001:2015)	5.00%	- Copy of Executive Summary Report from QAS Int'l. - Copy of ISO 9001:2015 Registration Certificate	In the report dated 12 December 2020, the QC Plant's management system was recommended for continued certification to the ISO 9001:2015 standard.
	b. Lima Plant		5%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	-	Passed Surveillance Audit (ISO 9001:2015)	5.00%	- SGS Management System Certification Audit Summary Report	Lima Plant passed the Surveillance Audit for the ISO 9001:2015, conducted on 30 January 2020 by SGS and was granted management certification.
Subtotal		15%				-		10%			
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%	a. Board-Approved Competency Framework b. Establish Baseline	-	-	Not accomplished	0%	Not accomplished	No accomplishment was reported for this measure. Moreover, no supporting document and/or update was provided by APO-PUI for 2020.
Subtotal		5%				-		0%			
TOTAL		100%				-		81.84%			

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