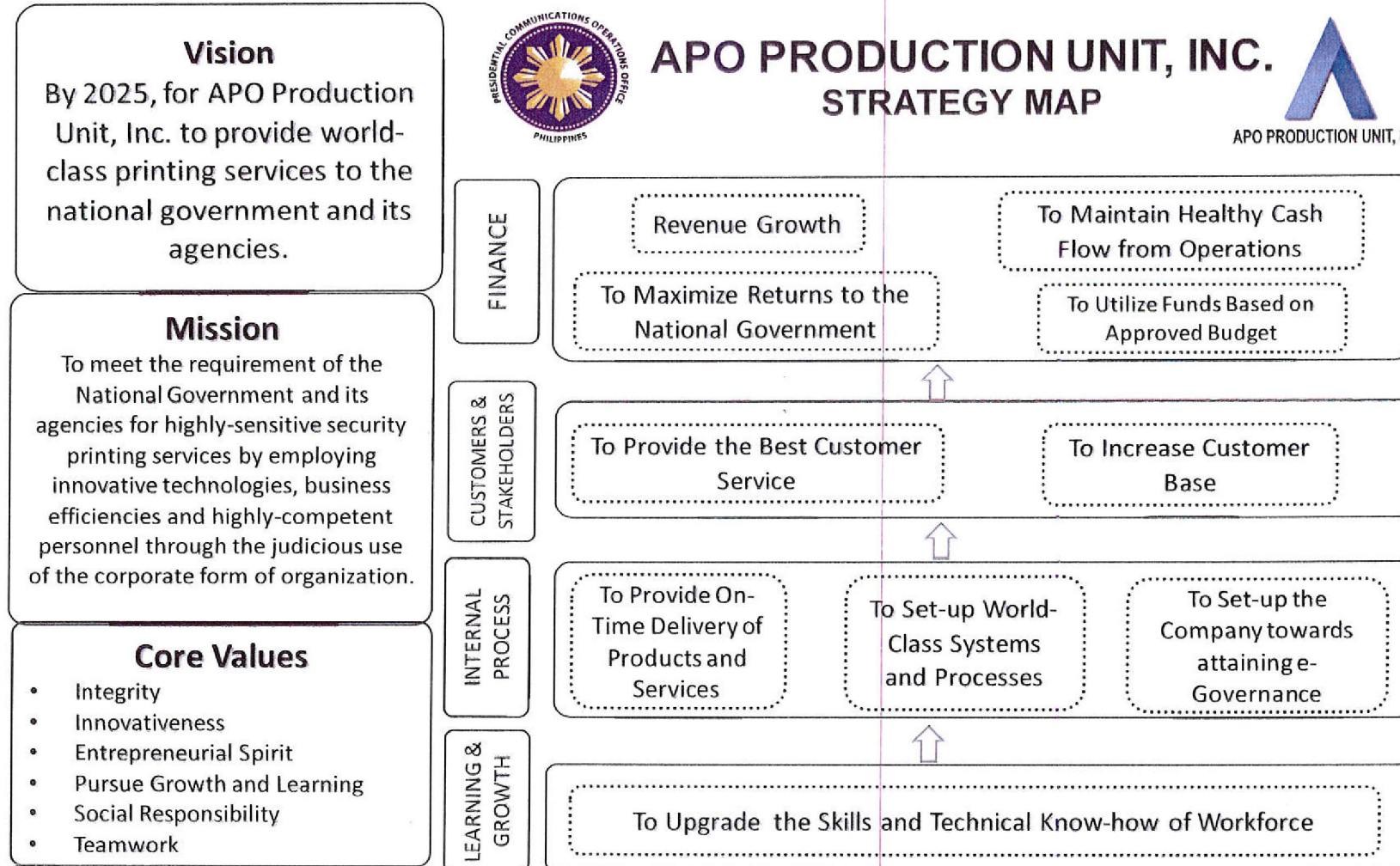




APO PRODUCTION UNIT, INC. STRATEGY MAP



APO PRODUCTION UNIT, INC.



APO PRODUCTION UNIT, INC. (APO-PUI)

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Weight	Rating System ^{af}	2019	2020	2021	2022	
FINANCE	SO 1	Revenue Growth							
	SM 1	Revenue Growth from Previous Year							
		a. QC Plant and Lima Plant	Actual Total Revenues	30%	Actual / Target	₱1,396.3 M	₱1,430.83 M	₱1,662.4 M	₱2,011.10 M
		b. Joint Venture Company		10%	Actual / Target	₱3,126.7 M	₱1,516.26 M	₱886.4 M	₱2,390.20 M
	SO 2	To Maintain Healthy Cash Flow from Operations							
	SM 2	EBITDA	Net Income + Interest + Taxes + Depreciation + Amortization	15%	Actual / Target	₱353.46 M	₱281.29 M	₱297.41 M	₱415.7 M
	SO 3	To Maximize Returns to the National Government							
	SM 3	Dividends Remittance to the National Government (NG)	Actual Remittance	15%	Actual / Target	₱63.776 M	₱111.69 M	₱144.605 M	₱103.25 M
	SO 4	To Utilize Funds Based on Approved Budget							
	SM 4	Budget Utilization Rate (BUR)	Actual Disbursement / Total Approved COB (Both Net of PS Cost)	5%	Actual / Target	N/A	N/A	N/A	90%
		Sub-total	75%						

		Component				Baseline Data		Targets	
		Objective/Measure	Formula	Weight	Rating System ^{af}	2019	2020	2021	2022
CUSTOMERS / STAKEHOLDERS	SO 5	To Provide the Best Customer Service							
	SM 5	Percentage of Satisfied Customers	Number of respondents who gave <i>at least</i> a Satisfactory rating / Total number of respondents	4%	Actual / Target <i>0% = If less than 80%</i>	-	Using the Enhanced Guidelines for the Conduct of the CSS by the GCG		
						96.67%	90%	90%	
	SO 6	To Increase Customer Base							
	SM 6	Increase in Government Agencies Served	No. of Agencies	4%	Actual / Target	177	95	139	122
		Sub-total	8%						
INTERNAL PROCESS	SO 7	To Provide On-Time Delivery of Products							
	SM 7	Reduction of Penalties Incurred	$\frac{\text{Total Penalties}}{\text{Total Sales}}$	2%	Actual / Target	0.008%	0.119%	0.030%	0.05%
	SO 8	To Set Up World-class Systems and Processes							
	SM 8	ISO Certification							
		a. QC Plant	Actual Accomplishment	4%	All or Nothing	Certified to ISO 9001:2015	Passed Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Weight	Rating System ^{a/}	2019	2020	2021	2022	
	b. Lima Plant		4%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	Passed Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	
	SO 9	To Set-up the Company Towards Attaining e-Governance							
	SM 9	Thrust Towards e-Governance	Actual Accomplishment	3%	All or Nothing	N/A	N/A	Installation of Central Correspondence System	Installation of Central Correspondence System
			Sub-total	13%					
LEARNING & GROWTH	SO 10	To Upgrade the Skills and Technical Know-how of Workforce							
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	2%	All or Nothing	No Accomplishment	No Accomplishment	a. Board-Approved Competency Model	a. Board-Approved Competency Model
				2%		No Accomplishment	No Accomplishment	b. Establish Baseline	b. Establish Baseline
			Sub-total	4%					
		TOTAL	100%						

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

APO PRODUCTION UNIT, INC. (APO-PUI)
Validated 2022 Performance Scorecard

Objective/ Measure	Component			APO-PUI Submission		GCG Validation		Supporting Documents	Remarks									
	Formula	Weight	Rating System*	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	2,011.10 M	2,148.09 M	-	2,015.83 M	30.00%	- COA-audited APO-PUI 2022 Financial Statements (FS) and Notes to FS - Schedule of Delivered Sales for the Calendar Year 2022 Ending 31 December 2022 <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Plant</th> <th>Revenue (P)</th> </tr> </thead> <tbody> <tr> <td>QC Plant</td> <td>1,478,843,970.57</td> </tr> <tr> <td>Lima Plant</td> <td>536,987,851.42</td> </tr> <tr> <td>Total</td> <td>2,015,831,821.99</td> </tr> </tbody> </table> The ₱2.148 Billion reported by APO-PUI includes the sales from both Cebu and Davao Plants amounting to ₱76.507 million and ₱55.755 million, respectively.	Plant	Revenue (P)	QC Plant	1,478,843,970.57	Lima Plant	536,987,851.42	Total	2,015,831,821.99
	Plant		Revenue (P)															
QC Plant	1,478,843,970.57																	
Lima Plant	536,987,851.42																	
Total	2,015,831,821.99																	
b. Joint Venture Company	10%	Actual / Target	2,390.20 M	3,055.70 M	-	3,055.70 M	10.00%	- Copy of APO-UGEC Security Printing JV's 2022 audited FS - Schedule of Delivered Sales for the Calendar Year 2022 Ending 31 December 2022 Total service revenue for 2022 from the APO-UGEC Joint Venture (JV) is ₱3,055,703,142.45. Consequently, APO-PUI's share in the profit/revenue of the JV in 2022 amounted to ₱87,229,800.										

Objective/ Measure	Component				APO-PUI Submission			GCG Validation		Supporting Documents	Remarks										
	Formula	Weight	Rating System*	Target	Actual	Rating	Score	Rating													
SO 2	To Maintain Healthy Cash Flow from Operations																				
SM 2	EBITDA	Net Income + Interest Expense + Taxes + Depreciation + Amortization	15%	Actual / Target	415.7 M	376.49 M	-	370.40 M	13.37%	- COA-audited APO-PUI 2022 Financial Statements (FS) and Notes to FS -APO-PUI EBITDA Computation with Details of Depreciation	<table border="1"> <thead> <tr> <th>Items</th> <th>Amount in P</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>291,514,479</td> </tr> <tr> <td>Income Taxes</td> <td>68,708,259</td> </tr> <tr> <td>Depreciation</td> <td>10,181,883</td> </tr> <tr> <td>EBITDA</td> <td>370,404,621</td> </tr> </tbody> </table>	Items	Amount in P	Net Income	291,514,479	Income Taxes	68,708,259	Depreciation	10,181,883	EBITDA	370,404,621
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SO 3	To Maximize Remittance to the National Government																				
SM 3	Dividends Remittance to National Government (NG)	Actual Remittance	15%	Actual / Target	103.25 M	81.72 M	-	33.515 M	4.87%	- Schedule of Dividends (CY 2019 and 2020) Remittances for the Year 2022 - Official Receipts issued by the Bureau of Treasury	APO-PUI remitted in 2022 a total of ₱81.716 Million in dividends, representing payment of 2019 and 2020 dividends due. However, the ₱103.25 Million target in APO-PUI's 2022 Performance Scorecard refers to the CY 2020 dividends due which was demanded by the Department of Finance (DOF) for APO-PUI to pay in full. Of this amount, APO-PUI remitted only ₱33.515 Million in 2022 for CY 2020 dividends, accounting for only 32.46% of the target amount.										

Component					APO-PUI Submission		GCG Validation		Supporting Documents	Remarks																					
Objective/ Measure	Formula	Weight	Rating System ^a	Target	Actual	Rating	Score	Rating																							
SO 4 To Utilize Funds Based on Approved Budget																															
SM 4	Budget Utilization Rate	Actual Disbursement / Total Approved COB (Both Net of PS Cost)	5%	Actual / Target	90%	39%	-	39.26%	2.18%	- Budget Utilization Report 2022 for the year ended 31 December 2022																					
										<table border="1"> <thead> <tr> <th>Item</th> <th>Budget</th> <th>Utilized</th> </tr> </thead> <tbody> <tr> <td>CO</td> <td>₱121.24 M</td> <td>₱35.08 M</td> </tr> <tr> <td>MOOE</td> <td>₱239.00 M</td> <td>₱106.36 M</td> </tr> <tr> <td>TOTAL</td> <td>₱360.23 M</td> <td>₱141.44 M</td> </tr> <tr> <td>BUR</td> <td colspan="2" style="text-align: center;">39.26%</td> </tr> </tbody> </table>	Item	Budget	Utilized	CO	₱121.24 M	₱35.08 M	MOOE	₱239.00 M	₱106.36 M	TOTAL	₱360.23 M	₱141.44 M	BUR	39.26%							
Item	Budget	Utilized																													
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TOTAL	₱360.23 M	₱141.44 M																													
BUR	39.26%																														
		Subtotal	75%						60.42%																						
SO 5 To Provide the Best Customer Service																															
SM 5	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating / Total Respondents	4%	Actual / Target <i>0% = If less than 80%</i>	90%	92.40%	-	92.38%	4.00%	- 2022 Customer Satisfaction Survey for APO-PUI by Carmelita N. Ericta - Copy of sample accomplished CSS questionnaires - Customer Satisfaction Survey Reply to GCG																					
										<table border="1"> <thead> <tr> <th>Rating</th> <th>No.</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied</td> <td>42</td> <td>40.00%</td> </tr> <tr> <td>Satisfied</td> <td>55</td> <td>52.38%</td> </tr> <tr> <td>Neither Satisfied Nor Dissatisfied</td> <td>6</td> <td>5.71%</td> </tr> <tr> <td>Dissatisfied</td> <td>2</td> <td>1.90%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>Total</td> <td>105</td> <td>100.00%</td> </tr> </tbody> </table> 97 out of 105 (92.38%) respondents gave APO-PUI at least a Satisfactory rating.	Rating	No.	Percentage	Very Satisfied	42	40.00%	Satisfied	55	52.38%	Neither Satisfied Nor Dissatisfied	6	5.71%	Dissatisfied	2	1.90%	Very Dissatisfied	0	0.00%	Total	105	100.00%
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Dissatisfied	2	1.90%																													
Very Dissatisfied	0	0.00%																													
Total	105	100.00%																													

Objective/ Measure	Component			APO-PUI Submission			GCG Validation		Supporting Documents	Remarks	
	Formula	Weight	Rating System SM	Target	Actual	Rating	Score	Rating			
SO 6	To Increase Customer Base										
SM 6	Increase in Government Agencies Served	No. of Agencies	4%	Actual / Target	122	113	-	113	3.70%	- List of Clients for the Year 2022	APO-PUI has a total of 113 clients as of 2022.
	Subtotal		8%				-		7.70%		
SO 7	To Provide On-Time Delivery of Products										
SM 7	Reduction of Penalties Incurred	Total Penalties / Total Sales	2%	Actual / Target	0.05%	0.086%	-	0.082%	0.72%	- Penalty for the Year Ending December 31, 2022	In 2022, the total penalties incurred were ₱4,283,271.06, as against the Sales Revenue of ₱5,203,796,520.
SO 8	To Set-up World Class Systems and Processes										
	ISO Certification										
SM 8	a. QC Plant	Actual Accomplishment	4%	All or Nothing	Pass Surveillance Audit (ISO 9001:2015)	Passed Surveillance Audit	-	Passed Surveillance Audit	5.00%	- Management Systems Audit Report for ISO 9001:2015 from QAS International.	ISO 9001:2015 Surveillance Audit was conducted on 15 December 2022 by QAS International. APO-PUI was recommended for continued certification subject to satisfactory corrective action. The scope of the certification is the design and development of systems and security printing documents, security printing, conversion, personalization, packaging, testing, storage, and distribution of the security printing needs of the Client.
	b. Lima Plant		4%	All or Nothing					5.00%		

Objective/ Measure	Component				APO-PUI Submission		GCG Validation		Supporting Documents	Remarks
	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating		
SO 9 To Set-up the Company Towards Attaining e-Governance										
SM 9	Thrust Towards e-Governance	Actual Accomplishment	3%	All or Nothing	Installation of Central Correspondence System	No Accomplishment	-	No Accomplishment	0.00%	APO-PUI indicated in the Revised Year-end Monitoring Report for CY 2022 that the Project is currently in progress.
		Subtotal	13%						10.72%	
SO 10 To Upgrade the Skills and Technical Know-how of Workforce										
SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	2%	All or Nothing	Board-Approved Competency Model	No Accomplishment	-	No Accomplishment	0.00%	APO-PUI indicated in the Revised Year-end Monitoring Report for CY 2022 that the projects are currently in progress.
			2%	All or Nothing	Establish Baseline	No Accomplishment	-	No Accomplishment	0.00%	
		Subtotal	4%						0.00%	
		TOTAL	100%						78.84%	

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