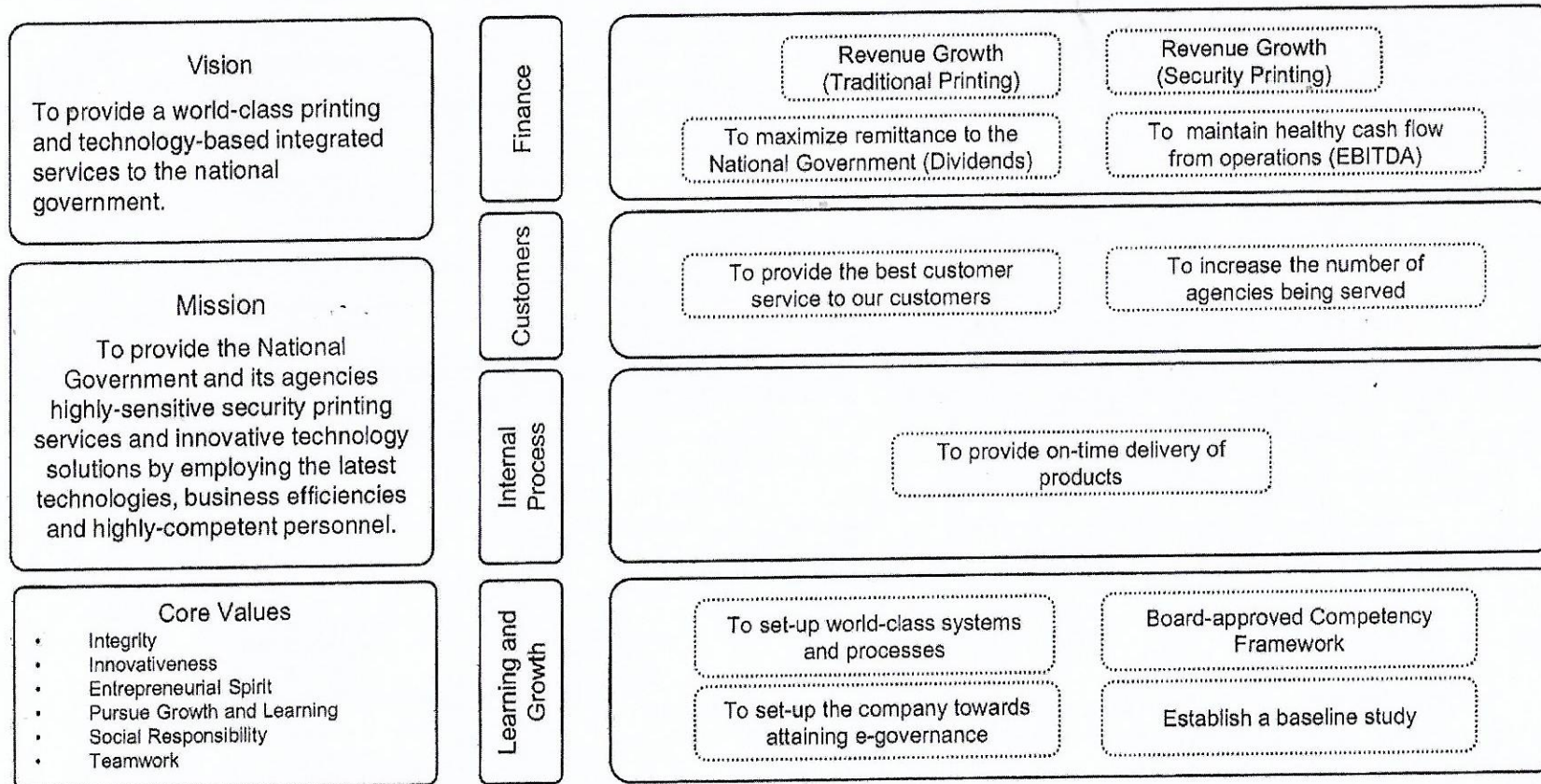



## APO Production Unit, Inc Strategy Map



  
 MICHAEL J. DALUMPINES  
 Chairman and President



APO PRODUCTION UNIT, INC.  
PERFORMANCE SCORECARD 2021



		Weight		Formula	Previous Years					Target
		Original	Proposed		2017	2018	2019	2020 (Original)	2020 (Recalibrated)	2021
SO1	<b>Revenue Growth</b>									
	Revenue Growth from previous year									
SM1	a. QC and Lima Plants	30%	30%	Actual Total Revenues	762.9M	1,072.2M	1,154.0M	1,736.0M	1,628.6M	1,662.4M
	b. Joint Venture Company	10%	10%		2,862.7M	3,000.0M	3,200.0M	3,200.0M	1,254.4M	886.4M
SM2	EBITDA (in Millions)	15%	15%	Net Income + Interest + Taxes + Depreciation	124.0M	155M	227.0M	289.7M	328.79M	235.2M
SO2	<b>Maximize return to our shareholders</b>									
SM3	Dividends Remittance to National Government (NG) in Millions	15%	15%	Actual Remittance	38.7M	27.1M	42.5M	111.7M	111.7M	144.6M
SO3	<b>To provide the best customer service</b>									
SM4	Customer Satisfaction Rating	5%	5%	Average % Rating	100%	94%	90%	90%	90%	90%
SO4	<b>To increase customer base</b>									
SM5	Increase in government agencies served	5%	5%	plus 5% of actual agencies with 1M & above revenue in 2019	93	101	105	40	42	91
SO5	<b>To provide on-time delivery of products</b>									
SM6	Reduction Penalties Incurred	5%	3%	Total Penalties / Total Sales	0.038%	0.050%	0.05%	0.05%	0.05%	0.05%
SO6	<b>To set up world class systems and processes</b>									
	ISO Certification									
SM7	a. QC Plant	5%	4%	% Accomplishment			Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)
	b. LIMA Plant	5%	4%				Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)	Pass Surveillance Audit (ISO 9001:2015)
SM8	New Strategic Measure on APO-PU's Thurst towards e-governance		3%	N/A	N/A	N/A	N/A	N/A	N/A	Installation of Document Digitization Equipment
SO7	<b>To develop Competency Framework</b>									
SM9	Percentage of Employees with Required Competencies Met	2.5%	3%	Actual Accomplishment	N/A	N/A	1. Board-approved Competency Model	1. Board-approved Competency Model	1. Board-approved Competency Model	1. Board-approved Competency Model
		2.5%	3%	Actual Accomplishment	N/A	N/A	2. Establish Baseline	2. Establish Baseline	2. Establish Baseline	2. Establish Baseline
<b>TOTAL</b>		<b>100%</b>	<b>100%</b>							

MICHAEL J. DALUMBINES  
Chairman and President