

## POWER SECTOR ASSETS AND LIABILITIES MANAGEMENT CORPORATION (PSALM)

	Component				Baseline		Targets		
	Objective/Measure	Formula	Wt.	Rating System	2018	2019	2020	2021	
FINANCE	<b>SO 1</b>	<b>Reduced Financial Obligations (FO)</b>							
	SM 1	Amount of Net Reduction in FO	Previous Year's FO – Current Year's FO	30.00%	Actual over Target	₱36.17 Billion <sup>1</sup>	₱15.23 Billion <sup>2</sup>	₱11.943 Billion <sup>3</sup>	₱24.630 Billion <sup>4</sup>
	SM 2	Refund of Dividend Income from Transco for Remittance of Dividends to NG/BTr	Σ Actual Collection	5.00%	Actual over Target	-	-	-	₱1.8 Billion <sup>5</sup>
	<b>SO 2</b>	<b>Ensured Strong Financial Performance</b>							
	SM 3	Collection Efficiency for Current Power Sales	$\frac{\text{Collections from Current Power Sales}}{\text{Current Power Sales}}$	10.00%	Actual over Target	92.70% ₱10.472 B ₱11.296 B	93.56%	93%	90%
	SM 4	Amount of Delinquent/Overdue Accounts Collected							
	SM 4a	Problematic Accounts	Σ Actual Collection	3.00%	Actual over Target	-	-	-	Submission of Status Report on initiatives to reconcile and collected on problematic accounts
	SM 4b	Non-problematic / Clean Accounts	Σ Actual Collection	5.00%	Actual over Target	₱8.24 Billion	₱4.32 Billion	₱0.945 Billion	₱0.737 Billion

<sup>1</sup> Using 2017 yearend FOREX Rate (Php49.923 = US\$1).

<sup>2</sup> Using 2018 yearend FOREX Rate (Php52.724 = US\$1).

<sup>3</sup> Using 2019 yearend FOREX Rate (Php50.744 = US\$1). To be updated using 2020 yearend FOREX Rate.

<sup>4</sup> Subject to restatement using 2020 yearend FOREX Rate.

<sup>5</sup> Estimated amount.

	Component				Baseline		Targets		
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FINANCE	SM 5	Percentage Share of Overhead Expenses to Total Income	$\frac{(PS+MOOE) - \text{Bad Debts}}{\text{Total Income}}$	5.00%	Actual over Target	2.78% ₱0.745 B ₱26.81 B	5.21% ₱1.27 B ₱24.32 B	14.00% ₱1.268 B ₱9.054 B	11.10% ₱1.307 B ₱11.783.22 B
	SM 6	EBITDA Margin of Remaining Power Assets	$\frac{\text{EBITDA of Remaining Power Assets}}{\text{Net Utility Revenue}}$	5.00%	Actual over Target	17.31% ₱6.103 B ₱35.254 B	24.60% ₱8.959 B ₱36.414 B	- <i>(Deleted on recalibration)</i>	-2.24% <i>(₱0.6449 B)</i> ₱28.725 B
	SM 7	Universal Charge (UC) Remittance Efficiency of Collecting Entities	$\frac{\sum \text{UC Actual Remittance}}{\sum \text{Total UC Collection}}$	7.00%	Actual over Target	98.09%	98.08%	98%	98%
	SM 8	Percentage of UC-ME Disbursed to NPC and RE Developers	$\frac{\sum \text{UC Actual Disbursement}}{\sum \text{Total UC Remittance}}$	5.00%	Actual over Target	100%	100%	100%	100%
	<b>Sub-total</b>			<b>75.00%</b>					
STAKEHOLDER	<b>SO 3</b>	<b>Implemented Fair and Transparent Privatization Program</b>							
	SM 9	No. of Power Assets Successfully Privatized	Actual accomplishment	5.00%	All or Nothing	0	797.92 MW Caliraya- Botocan- Kalayaan HEPP	797.92 MW Caliraya- Botocan- Kalayaan HEPPs <i>(For monitoring)</i>	650 MW Malaya Thermal Power Plant
	SM 10	No. of Lots Disposed under Strategic Plan	$\frac{\sum \text{Number of lots disposed}}{\sum \text{Target Number of Lots for Disposal}}$	5.00%	Actual over Target	5	160	22 lots	18 + Lots Not Disposed in 2020

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STAKEHOLDER	SO 4	Improved Customers' Relation and Service Delivery							
	SM 11	Percentage of Satisfied Customers	Total number of <u>Satisfied Respondents</u> Total number of Respondents	5.00%	Actual / Target 0% = If less than 80%	N/A	90% Satisfied Customers <sup>6</sup>	90% Satisfied Customers <sup>7</sup>	90% Satisfied Customers <sup>8</sup>
	<b>Sub-total</b>			<b>15.00%</b>					
INTERNAL PROCESS	SO 5	Adopted Effective and Efficient Financial Management System and Operational Standards							
	SM 12	Compliance to Quality Standards	Actual accomplishment	5.00%	All or Nothing	QMS Surveillance Audit – 2 <sup>nd</sup> Phase; and System on WESM Billing	ISO 9001:2015 Recertification	Surveillance Audit Passed	Surveillance Audit Passed
	<b>Sub-total</b>			<b>5.00%</b>					
LEARNING AND GROWTH	SO 6	Enhanced Competency and Skills of Employees							
	SM 13	Percentage of Employees with Required Competencies Met	$\Sigma$ Employees with required <u>competencies met</u> $\Sigma$ Total No. of Employees	5.00%	Actual over target	13.55% increase from 2017 baseline	93.40%	Increase from 2019 actual competency level	Increase from 2020 actual competency level
	<b>Sub-total</b>			<b>5.00%</b>					
<b>TOTAL</b>			<b>100%</b>						

<sup>6</sup> Using the Standard Methodology and Questionnaire prescribed by the GCG.

<sup>7</sup> Using the Enhanced Standard Methodology and Questionnaire prescribed by the GCG.

<sup>8</sup> Using the Enhanced Standard Methodology and Questionnaire prescribed by the GCG.