

## Power Sector Assets and Liabilities Management (PSALM) Corporation

	Component			Rating System	GCG-approved	3rd Quarter Accomplishments		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight %		Annual Target	Target	Actual	
Perspective 1: Financial	SO 1	Reduced financial obligations (FO)						
	SM 1	Amount of Net Reduction in FO	$FO_{previous\ year} - FO_{current\ year}$	30.0	Actual over Target	<b>PHP45.37 billion</b>  1st Quarter: PHP10.70 billion 2nd Quarter: PHP3.20 billion 3rd Quarter: PHP13.26 billion 4th Quarter: PHP18.21 billion  (Reduction from PHP466.23 billion to PHP420.86 billion) Forex Used: 2017 Year-end rate (PHP49.923 = US\$1)	3rd Qtr: PHP13.26 billion  (Reduction from PHP466.23 billion to PHP433.22 billion) Forex Used: 2017 Year-end rate (PHP49.923 = US\$1)	PHP33.01 billion  (Reduction from PHP466.23 billion to PHP433.22 billion) Forex Used: 2017 Year-end rate (PHP49.923 = US\$1)
	SO 2	Ensured strong financial performance						
	SM 2	Collection Efficiency for Current Power Sales	$\frac{Collections\ from\ Current\ Power\ Sales}{Current\ Power\ Sales}$	10.0	Actual over Target	<b>93%</b>	93%	92.63%  PHP8.017 billion PHP8.654 billion
	SM 3	<u>Collection Efficiency for Non-Current/ Overdue Account*</u>	$\frac{Collections\ from\ Non - Current\ Accounts}{Projected\ Collections\ from\ Non - Current\ Accounts}$	5.0	Actual over Target	<b>95%</b>  PHP5.87 billion PHP6.18 billion	95%  PHP3.4960 billion PHP3.68 billion	90.36%  PHP4.31 billion PHP4.77 billion
	SM 4	<u>Percentage Share of Overhead Expenses to Total Income*</u>	$\frac{(PS + MOOE) - Bad\ Debts}{Total\ Income}$	5.0	Actual over Target	<b>3%</b>	3%	2.31%  PHP0.478 billion PHP20.670 billion
	SM 5	EBITDA Margin of Remaining Power Assets	$\frac{EBITDA\ of\ Remaining\ Power\ Assets}{Net\ Utility\ Revenue}$	5.0	Actual over Target	<b>4.04%</b>  Annual: PHP0.890 billion PHP22.022 billion  Quarter: PHP0.2225 billion PHP5.5055 billion	PHP0.2225 billion PHP5.5055 billion	18.41%  PHP4.906 billion PHP26.650 billion
		<b>Sub-total:</b>	<b>55.0</b>					

Power Sector Assets and Liabilities Management (PSALM) Corporation

	Component			GCG-approved		3rd Quarter Accomplishments		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight %	Rating System	Annual Target	Target	Actual	
Perspective 2: Customers/ Stakeholders	SO 3	Implemented fair and transparent privatization program						
	SM 6	No. of Power Assets Successfully Privatized		10.0	Graduated Scale	<b>650 MW Malaya TPP (Turnover)</b>	650 MW Malaya TPP (Turnover)	1. The Agency Appraisal Report was submitted to the Commission on Audit on 14 September 2018.
	SM 7	No. of Lots Disposed under Strategic Plan	$(\sum \text{lots disposed} \div \text{Total lots titled to PSALM}) \times 100\%$	5.0	Graduated Scale	<b>95 lots in 10 locations</b> <ul style="list-style-type: none"> <li>▪ Manila TPP (8)</li> <li>▪ Puerto Azul Guesthouse (2)</li> <li>▪ Naga Property (1)</li> <li>▪ Cebu DPP (21)</li> <li>▪ Aplaya DPP (49)</li> <li>▪ Laoag 'Defunct' DPP (1)</li> <li>▪ Malaya TPP (LLA) (5)</li> <li>▪ Pantabangan LLA Land (OEN) (1)</li> <li>▪ Bataan CCPP LLA Land (OEN) (4)</li> <li>▪ Gen. Santos DPP (Reconveyance) (3)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Manila TPP (8)</li> <li>▪ Puerto Azul Guesthouse (2)</li> <li>▪ Naga Property (1)</li> <li>▪ Cebu DPP (21)</li> <li>▪ Aplaya DPP (49)</li> <li>▪ Laoag 'Defunct' DPP (1)</li> <li>▪ Malaya TPP (LLA) (5)</li> <li>▪ Pantabangan LLA Land (OEN) (1)</li> <li>▪ Bataan CCPP LLA Land (OEN) (4)</li> <li>▪ Gen. Santos DPP (Reconveyance) (3)</li> </ul>	<ul style="list-style-type: none"> <li>1. Sale of Manila TPP Land was declared failure due to non-submission of bids on 15 August 2018.</li> <li>2. Presented to the Board the declaration of failure of bidding and commencement of second round of bidding on 19 Sept. 2018.</li> <li>1. The commencement of sale of Puerto Azul Guesthouse and Naga Property through public auction were approved by the PSALM Board on 30 August 2018.</li> <li>1. Final Appraisal Report was submitted by the Asian Appraisal on 17 Sept. 2018</li> <li>1. The procurement activity for the Third-Party Real Estate Appraisers for the Defunct Laoag DPP commenced on 7 September 2018.</li> <li>1. Real estate to be included in the sale of the plant.</li> <li>1. Deed of Absolute Sale (DOAS) was signed by the PSALM President and CEO on 13 September 2018.</li> <li>1. Deed of Absolute Sale (DOAS) was signed by the PSALM President and CEO on 13 September 2018 and forwarded to Panasia Energy Inc. (PEI) for signature.</li> <li>1. Draft Affidavit of Surviving Legal Heirs and Undertaking is subject for presentation to the ExeCom.</li> </ul>
	SO 4	Improved customers' relation and service delivery						
	SM 8	Percentage of Satisfied Customers	$\frac{\sum \text{Survey Rating}}{100 \text{ or above external service providers of PSALM surveyed}}$	5.0	All or Nothing	<b>90% Satisfied Customers</b>	90% Satisfied Customers	Finalized the following documentary requirements relative to the Procurement of Third Party Services for the Conduct of Customer Satisfaction Survey: <ol style="list-style-type: none"> <li>1. Request for Proposal;</li> <li>2. Terms of Reference; and</li> <li>3. Approved Budget for the Contract.</li> </ol>
		<b>Sub-total:</b>		<b>20.0</b>				

Power Sector Assets and Liabilities Management (PSALM) Corporation

	Component			GCG-approved		3rd Quarter Accomplishments		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight %	Rating System	Annual Target	Target	Actual	
Perspective 3: Internal Business Process	<b>SO 5</b>	<b>Adopted effective and efficient financial management system and operational standards</b>						
	<b>SM 9</b>	Universal Charge (UC) Remittance Efficiency of Collecting Entities (CEs)	$\frac{\Sigma UC Actual Remittance}{Total UC Collection}$	8.0	Actual over Target	<b>98%</b>	<b>98%</b>	98.06%  PhP30.210 Billion PhP30.808 Billion
	<b>SM 10</b>	Percentage of UC-ME disbursed to NPC and RE Developers	$\frac{\Sigma UC Actual Disbursement}{Total UC Remittance}$	7.0	Actual over Target	<b>100%</b>	<b>100%</b>	100%  NPC: <u>PHP3.256 Billion</u> PHP3.256 Billion  RE Developers: <u>PHP0.018 Billion</u> PHP0.18 Billion
	<b>SM 11</b>	No. of Business Process Enhancement Program/ Project Implemented	$\Sigma Actual no. of Business Process Implemented$	5.0	All or Nothing	2  (1) QMS Surveillance Audit - 2 <sup>nd</sup> Phase (2) System on WESM Billing	(1) QMS Surveillance Audit - 2 <sup>nd</sup> Phase  (2) System on WESM Billing	1. QMS Surveillance Audit - 2nd Phase: a. Conducted Training/ Workshop on IMS Continual Improvement per Office Order No. 2018-260 on (i) Enterprise Risk Management and Strategic Performance Management System Workshops (3 Sept. 2018); and (ii) Internal Audit Course on the Implementation of ISO 9001:2015 and ISO 19011:2018 (4-6 Sept. 2018). b. Processed and completed the IMS Customer Satisfaction Survey Report for the period July to September 2018; and c. Reviewed, updated and revised the IMS Mother Manual, General Procedures, Business Procedures, and Work Instructions. 2. System on WESM Billing: a. Test-Run of WESM billing with Findings conducted on 28 August 2018 by Power Accounts Management Division (PAMD); and b. Users manual for review by the PAMD
		<b>Sub-total:</b>	<b>20.0</b>					
Perspective 4: Learning and Growth	<b>SO 6</b>	<b>Enhanced competency and skills of employees</b>						
	<b>SM 12</b>	Percentage of Employees with Required Competencies Met	$\frac{\Sigma Employees with Required Competencies Met}{Total No. of Employees}$	5.0	All or Nothing	<b>10% Increase from 2017 Baseline</b>  <u>2017 Baseline: 78.40%</u> of Employees Who Have Met The Competencies Required for the Position	10% Increase from 2017 Baseline	1. Developed the Individual Development Plan for the 35 personnel with competency gaps indicating the appropriate learning and development intervention per competency gap; 2. Discussed with the Career Development Committee the learning and development interventions identified for the 35 personnel with competency gaps; and 3. Processed the attendance to formal trainings of the second batch of personnel with competency gaps, based on the schedules/ availability of training programs gathered from various training providers.
		<b>Sub-total</b>	<b>5.0</b>					
		<b>Total Weight</b>	<b>100.0</b>					

Note: \*Based on the PSALM Board-approved scorecard pending request for reconsideration of the modifications made by the GCG on CY 2018 Performance Scorecard.