

RENEGOTIATED PERFORMANCE SCORECARD 2015 (Annex B)

POWER SECTOR ASSETS AND LIABILITIES MANAGEMENT CORPORATION

	Component	Objective/Measure	Formula	Weight	Rating System	Baseline Data (if applicable)			Target
						2012	2013	2014	2015
FINANCIAL	SO 1	Reduced Financial Obligation (FO)							
	SM 1	Amount of net reduction in FO	Previous Year's FO - Current Year's FO	30%	Linear	PhP34.3 Billion	PhP44.04 Billion	PhP60.91 Billion (Reduction from PhP643.11 Billion to PhP 582.20 Billion) Forex Used: 2014 Year-end rate (PhP 44.617 = US\$1)	PhP55.89 Billion (Reduction from PhP582.20 Billion to PhP 526.31 Billion) Forex Used: 2014 Year-end rate (PhP 44.617 = US\$1)
	SO 2	Ensured Strong Financial Performance							
	SM 2	Collection efficiency (CE) for current power sales	$\frac{\text{Collections from Current Power Sales}}{\text{Current Power Sales}}$	10%	Based on a graduated scale	94.95%	94.87%	95%	95%
SM 3	Percentage share of overhead expenses on total income	$\frac{[(PS+MOOE) - \text{Bad Debts}]}{\text{Total Income}}$	7.5%	Based on a graduated scale (below 8% is 0)	4.43%	1.53%	4%	3%	

	Component				Baseline Data (if applicable)			Target	
	Objective/Measure	Formula	Weight	Rating System	2012	2013	2014	2015	
	SM 4	EBITDA margin of remaining power assets	EBITDA of Remaining <u>Power Assets</u> Net Utility Revenue	7.5%	Linear	11.68%	16.71%	(0.41%)	3.97% PhP1.31 billion PhP33.01 billion
		Sub-total		55.0%					
CUSTOMERS/STAKEHOLDERS	SO 3	Implemented Fair and Transparent Privatization Program							
	SM 5	Successfully privatized capacity (in MW)	Σ Capacity of <u>power plant</u> IPP contract successfully bid out	20%	Based on a graduated scale	N/A	N/A	663.62 MW	256 MW (160 MW: Unified Leyte Bulk Energy, 96 MW: PB 101- 103)
	SM 6	Percent of excluded assets disposed	Σ Excluded <u>assets disposed</u> Target excluded assets for disposal	3%	Based on a graduated scale	100% (Sucat TPP and Tiwi GPP)	100% (Iligan DPP and Navotas GTPP)	N/A	100% (Cebu, Panay, Aplaya, GenSan, Palinpinon, and Bohol)
	SM 7	No. of strategic plan for real estate assets formulated	N/A	3%	Pass/Fail	N/A	N/A	N/A	1 (Board-approved Strategic Plan for Real Estate Assets)
	SO 4	Provided Reliable Power Supply							
	SM 8	Forced Outage Hours (FOH) of plants under OMA with NPC	FOH per unit per year (FOH as defined under OMA Performance Standards for Operating Plants)	4%	Based on a graduated scale (above 84 hours is 0)	N/A	N/A	N/A	24 hours per unit per year

Component					Baseline Data (if applicable)			Target	
Objective/Measure	Formula	Weight	Rating System	2012	2013	2014	2015		
	SO 5	Improved Customer's Relation and Service Delivery							
	SM 9	Average satisfaction rating on frontline services	$\frac{\Sigma \text{ Survey Rating}}{\text{Total no. of customers surveyed}}$	2%	Pass/Fail	N/A	N/A	N/A	≥Satisfactory Rating
		Sub-total		32.0%					
INTERNAL PROCESS	SO 6	Adopted Effective and Efficient Financial Management System and Operational Standards							
	SM 10	Universal Charge (UC) remittance efficiency of collecting entities	$\frac{\Sigma \text{ UC Actual Remittance}}{\text{Total UC Collection}}$	4%	Linear	96%	97%	98%	97%
	SM 11	No. of business process enhancement program/project implemented	$\frac{\Sigma \text{ Actual no. of Business Process Implemented}}{\text{Total UC Collection}}$	3%	Linear	1	1	1	2 (Expanded CAS CSC-approved SPMS)
		Sub-total		7.0%					
LEARNING AND GROWTH	SO 7	Enhanced Competency and Skills of Employees							
	SM 12	Development of a Competency Framework	N/A	4%	Pass/Fail	N/A	N/A	N/A	Board-approved Competency Framework

Component					Baseline Data (if applicable)			Target
Objective/Measure	Formula	Weight	Rating System	2012	2013	2014	2015	
SO 8	Ensured Employee Welfare							
SM 13	Percentage of authorized leave entitlement availed by PSALM employees	$\frac{\text{Actual leave availment}}{\text{No. of employees} \times 8 \text{ days}}$	2%	Linear	71%	71%	74.8%	90%
	Sub-total		6.0%					
	Total Weight		100%					


