


Power Sector Assets and Liabilities Management (PSALM) Corporation

		Component				GCG-approved	Accomplishments (as of 31 December 2019)												
		Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight %	Rating System	Annual 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	PHP11.48 Billion (Reduction from PHP435.860 Billion to PHP424.376 Billion) Forex Used: 2017 Year-end rate (PHP49.923 = US\$1)	<u>PHP15.23 Billion</u> (Reduction from PHH449.19 Billion to PHP433.96 Billion) Forex Used: 2018 Year-end rate (PHP52.724 = US\$1) Note: Net of bond discount, premium, and issue cost												
						PHP15.21 Billion (Restated)^{1/} (Reduction from PHP449.189 Billion to PHP433.978 Billion) Forex Used: 2018 Year-end rate (PHP52.724 = 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	93%	93.56% <u>PHP11.758 Billion</u> PHP12.568 Billion												
	SM 3	Amount of Delinquent/ Overdue Accounts Collected	$\frac{\Sigma Actual\ Collection}{\Sigma Target\ Collection}$	5.0	Actual over Target	PHP4.12 billion	PHP4.32 Billion <table border="1"> <thead> <tr> <th>Delinquent Accounts</th> <th>(in Bln)</th> </tr> </thead> <tbody> <tr> <td>Restructured Power Accounts</td> <td>2.35</td> </tr> <tr> <td>Vivant Sta. Clara Northern Renewables Corporation Generation Corporation</td> <td>0.8</td> </tr> <tr> <td>National Grid Corp. of the Phils.</td> <td>0.48</td> </tr> <tr> <td>Independent Electricity Market Operator of the Phils. (EMOP)</td> <td>0.69</td> </tr> <tr> <td>TOTAL</td> <td>4.32</td> </tr> </tbody> </table>	Delinquent Accounts	(in Bln)	Restructured Power Accounts	2.35	Vivant Sta. Clara Northern Renewables Corporation Generation Corporation	0.8	National Grid Corp. of the Phils.	0.48	Independent Electricity Market Operator of the Phils. (EMOP)	0.69	TOTAL	4.32
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SM 4	Percentage Share of Overhead Expenses to Total Income	$\frac{(PS + MOOE) - Bad\ Debts}{Total\ Income}$	5.0	Actual over Target	8.92% <u>PHP0.778 Billion</u> PHP8.729 Billion	4.71% <u>PHP 1.266 Billion</u> <u>PHP26.882 Billion</u>													
SM 5	EBITDA Margin of Operating Power Assets	$\frac{EBITDA\ of\ Operating\ Power\ Assets}{Net\ Utility\ Revenue}$	5.0	Actual over Target	4.88% <u>PHP1.479 Billion</u> PHP30.327 Billion	14.07% <u>PHP5.124 Billion</u> <u>PHP36.414 Billion</u>													
SM 6	Universal Charge (UC) Remittance Efficiency of Collecting Entities (CEs)	$\frac{\Sigma UC\ Actual\ Remittance}{Total\ UC\ Collection + Maintaining\ balance}$	7.0	Actual over Target	98%	98.08% <u>PHP20.115 Billion</u> PHP20.509 Billion													
SM 7	Percentage of UC-ME disbursed to NPC	$\frac{\Sigma UC\ Actual\ Disbursement}{Total\ UC\ Remittance + Maintaining\ balance}$	8.0	Actual over Target	100%	100% NPC: <u>PHP3.432 Billion</u> PHP3.432 Billion													
	Percentage of UC-ME-REDCI disbursed to RE Developers	$\frac{Total\ Cash\ Incentive\ Disbursed}{Where: \sum_{i=1}^n G_i r_i}$ <small>n = the number of REDS G_i = Net Generation in KWH of the ith RED r_i = ERC - approved Cash Incentive Rate for the ith</small>				100% RE Developers : <u>PHP5.037 Million</u> PHP5.037 Million													
		Sub-total:	70.0																

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SO 3: Implemented fair and transparent privatization program						
Perspective 2: Customers/ Stakeholders	SM 8	No. of Power Assets Successfully Privatized	Actual accomplishments	10.0	All or Nothing	797.92 MW Caliraya- Botocan- Kalayaan HEPPs^{2/}
						1. PSALM conducted two (2) public biddings for the Procurement of Consulting Services for the Conduct of Study on the Privatization Options and Structures for PSALM's IPP Contracts in early part of 2019, both of which resulted to failure in bidding. 2. On 03 May 2019, Department of Finance (DOF) Secretary and PSALM Board Chairman Carlos G. Dominguez gave instruction to engage Asian Development Bank (ADB) for the study. 3. PSALM sent a letter to DOF requesting its assistance in engaging ADB for the consulting services or alternatively, its permission to allow PSALM to coordinate directly with ADB on 03 June 2019. 4. PSALM presented to ADB and DOF the Terms of Reference for the proposed technical assistance by ADB for the study on the privatization options for PSALM's remaining IPP contracts on 05 July 2019. 5. Submitted to ADB the proposed TOR for PSALM's request for technical assistance from ADB for the conduct of study on the privatization options and structures for PSALM IPP contracts (12 July 2019). 6. On 25 September 2019, the PSALM Board approved the revision of the privatization target for CBK from 2019 to 2020/2021 (Board Resolution No. 2019-0925-09).
	SM 9	No. of Lots Disposed under Strategic Plan	$\frac{\Sigma \text{ Number of lots disposed}}{\Sigma \text{ Target Number of lots for disposal}}$	5.0	Actual over Target	160 lots 166 lots
						1. Land underlying the Bauang DPP was transferred to the Provincial Government of La Union through the Deed of Transfer and Conveyance dated 14 August 2019 with 92 lots. 2. Land located at Aplaya, Jasaan, Misamis Oriental was transferred to Panasia Energy, Inc. through the Deed of Absolute Sale notarized on 02 December 2019 with 49 lots. 3. Land located at Toledo City, Cebu was transferred to Panasia Energy, Inc. through the Deed of Absolute Sale notarized on 02 December 2019 with 21 lots. 4. Land underlying the Masinloc CFTPP was transferred to Alpha Water and Realty Services Corp. through the Deed of Absolute Sale notarized on 09 October 2019 with 2 lots. 5. Land located at Laoag City, Ilocos Norte was transferred to Panasia Energy, Inc. through the Deed of Absolute Sale notarized on 02 December 2019 with 1 lot. 6. Land located at Villa Concepcion Subdivision, Concepcion Pequeña, Naga City was transferred to Eric Alfred Yu Chang Cabral through the Deed of Absolute Sale notarized on 20 January 2020 with 1 lot.

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Perspective 2: Customers/ Stakeholders						
SO 4: Improved customers' relation and service delivery						
SM 10	Percentage of Satisfied Customers	$\frac{\text{Total number of Satisfied Respondents}}{\text{Total number of Respondents}}$	5.0	Actual over Target 0% = if < 80%	90% Satisfied Customers	1. Conducted opening and preliminary examination of bids for the 2019 Customer Satisfaction Survey on 29 November 2019; 2. On 9 December 2019, PSALM held initial discussions with the winning bidder, Philippine Survey and Research Center, Inc. (PSRC), on the following, among others: a. Terms of Reference; b. GCG-prescribed survey methodology and questionnaires; c. Timeline of survey; d. Payment scheme; 3. PSALM issued Notice of Award to PSRC on 23 December 2019; and 4. PSALM expects to meet the 90% Satisfactory Rating from its Customers using the standard Methodology and Questionnaire developed by the GCG. (Final report will be available by end of March 2020)
Sub-total:			20.0			
Perspective 3: Internal Business Process						
SO 5: Adopted effective and efficient financial management system and operational standards						
SM 11	Compliance to Quality Standards	Actual accomplishments	5.0	All or Nothing	ISO 9001:2015 Recertification	1. Found adherent to international standards for its Quality Management System after the corporate-wide audit conducted by SOCOTEC Certification Philippines, Inc. on 28 November 2019; and 2. Obtained ISO 9001: 2015 Recertification on 04 December 2019 with Certificate No. SCP000512Q valid until 03 December 2022.
Sub-total:			5.0			
Perspective 4: Learning and Growth						
SO 6: Enhanced competency and skills of employees						
SM 12	Percentage of Employees with Required Competencies Met	$\frac{\Sigma \text{ Employees with Required Competencies Met}}{\text{Total No. of Employees}}$	5.0	Actual over Target	93.40%	94.52% Out of the 146 personnel re-assessed, 138 personnel met the competencies required for their positions equivalent to 94.52% competency rating for 2019.
Sub-total			5.0			
Total Weight			100.0			

Note: ^{1/} Pursuant to the GCG-approved 2019 Performance Scorecard, the target should be updated once the 2018 yearend FOREX Rate is available

^{2/} Attached as Annex A are the following: 1) PSALM Board-Approved Revisions on 2019 Performance Scorecard and 2) PES Report for the Replacement Target