

| COMPONENT |     |  |                         |  |        |  |  |             |        |
|-----------|-----|--|-------------------------|--|--------|--|--|-------------|--------|
|           | No. | Objective / Measure                                    | Data Provider           | Formula  | Weight | Rating System  | Target   | 4th Quarter |        |
|           |     |  |                         |  |        |  | 2019   | Target      | Actual |
| Finance   | SO2 | Increase Revenue Sources to Achieve Sustainable Income |                         |  |        |  |  |             |        |
|           | SM3 | EBITDA (in million peso)                               | FSD and Operating units | EBITDA   | 5%     | Actual / Target  | 85   | 20          | 8.80   |
|           | SM4 | Collection efficiency (current)                        |                         | Total collections of current accounts / Total billings                   | 5%     | Actual / Target  | 95%  | 95%         | 92%    |
|           | SM5 | Collection efficiency (arrears)                        |                         | Total collection of arrears / Net arrear receivables balance (2009-2017) | 2%     | Actual / Target  | 35%  | 9%          | 5%     |
|           | SM6 | Budget Utilization Ratio                               |                         | Utilized (2019 GAA and PY carry-over) / (2019 GAA + PY carry-over)       | 5%     | 100% - 5%<br>81-99% - 4%<br>66-80% - 3%<br>51-65% - 2%<br>50% & below - 1% | 100% of projected work accomplishment per contract | 25%         | 15.35% |
|           |     |  |                         | <b>Subtotal:</b>   |        | 17%  |  |             |        |