

PERFORMANCE SCORECARD 2015 (Annex A)

NATIONAL POWER CORPORATION

	Component					Baseline Data (if applicable)		Target
	Objective/Measure	Formula	Weight	Rating System	2013	2014	2015	
	<b>CUSTOMER/STAKEHOLDER</b>	<b>SO 1</b>	<b>Provided Efficient Operation of Generation Assets in Missionary Areas</b>					
	SM 1	Quality 1: Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	$\Sigma[\text{Dependable Cap} \times (\text{Period Hours} - \text{Outage Hours})] + \Sigma[\text{Rated Cap} \times (\text{Period Hours} - \text{Deactivated Shutdown Hours})]$	4%	Actual over target	64.52%	66.32%	66.280%
	SM 2	Quality 2: Percentage of Unexpected Power Interruption (Forced Outage Rate)	$\frac{\Sigma(\text{Forced Outage Hours})}{\Sigma(\text{Operating Hours} + \text{Forced Outage Hours})}$	4%	Actual over target	0.284%	0.197%	0.274%
	SM 3	Quality 3: Plant Operation Efficiency (Net Heat Rate)	$\frac{\Sigma(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \Sigma(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})}{\Sigma(\text{Net Generation})}$	4%	Actual over target	10,813	10,628	10,937

Component					Baseline Data (if applicable)		Target
Objective/Measure	Formula	Weight	Rating System	2013	2014	2015	
SM 4	Quality 4: Plant Maintenance Efficiency	$\frac{\sum \text{Planned Maintenance Days} + \sum \text{Actual Maintenance Days}}{\sum \text{Planned Maintenance Days} + \sum \text{Actual Maintenance Days}}$	2%	Actual over target	N/A	N/A	100%
<b>SO 2</b>	<b>Increased Power Generations in Missionary Areas Pursuant to the Approved Budget</b>						
SM 5a	Quality 1a: Completed Capacity Additions – Lease	$\frac{\sum (\text{Nameplate Ratings of Leased Generation Capacity})}{\sum (\text{Nameplate Ratings of Leased Generation Capacity})}$	5%	Actual over target	51.9	48.20	29.90
SM 5b	Quantity 1b: Completed Capacity Additions – Commissioned <sup>1</sup>	Actual Completed Capacity Addition	5%	Actual over target	6.00	2.40	27.40
SM 6	Quantity 2: Transmission Line	Actual Completed Transmission Lines	5%	Actual over target	N/A	3.81	123.11
SM 7	Quantity 3: Substation Facilities	Actual Completed Substations	0%	Actual over target	N/A	0	0

Objective/Measure	Component	Formula	Weight	Rating System	Baseline Data (if applicable)		Target
					2013	2014	2015
SO 3	Contributed to Efficient Operation of Generation Assets in the Main Grids						
SM 8	Quality 5: Percentage of Readiness of Existing Power Plants (Availability Factor) <sup>2</sup>	$\frac{\sum(\text{Available Hours})}{\sum(\text{Period Hours})}$	3%	Actual over Target	92.92%	92.01%	89.50%
SM 9	Quality 6: Unexpected Power Interruption (Forced Outage Rate) <sup>2</sup>	Actual Forced Outage Hour	4%	Actual over target	22.04	0.014	24
SM 10	Quality 7: Plant Operation Efficiency (Net Heat Rate) <sup>2</sup>	$\frac{\sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})}{\sum(\text{Net Generation})}$	2%	Actual over target	9,290	9,212.47	9,220
SM 11	Quality 8: Plant Maintenance Efficiency	$\frac{\sum \text{Planned Maintenance Days}}{\sum \text{Actual Maintenance Days}}$	2%	Actual over target	N/A	N/A	100%

Component					Baseline Data (if applicable)		Target
Objective/Measure	Formula	Weight	Rating System	2013	2014	2015	
<b>SO 4</b>	<b>To Contribute to Sustainable Hydro and Geothermal Plant Operations and Support Climate Change Mitigation</b>						
SM 12	Quantity 4: Reforestation of Open Areas	Actual Areas Reforested	5%	Actual over target	498	1,045	670
SM 13	Timeliness 1: Eco-Tourism Development for NPC-Managed Watersheds	Based on ManCom/President's approval	2.5%	All or nothing	1 – Report (Eco-Tourism Concept Framework for Angat Watershed Reservation)	Business Plan for Caliraya/Implementation of Eco-Tourism Program for Angat	<u>Plan Development:</u> San Roque, Upper Agno River <u>Implementation/Execution:</u> Caliraya-Lumot <u>Operation:</u> Angat
<b>SO 5</b>	<b>Ensure the integrity and Safety of Dams and Mitigate the Effects of Flooding Through the Conduct of IEC with the LGUs at the Target Areas Downstream</b>						
SM 14	Quantity 5: Number of Dam Integrity Inspections	Actual Dam Inspections	2%	Actual over target	10	15	10
SM 15a	Quantity 6: Percentage of target IECLHU at Angat, Ambuklao-Binga, San Roque, and Caliraya-Lumot dams <sup>3</sup>	(No. of actual IEC/LGU sessions) + (Target No. of IEC/LGU sessions)	2.5%	Actual over target	N/A	Conduct of IEC @ Angat, Ambuklao-Binga, San Roque, Caliraya-Lumot	100%



Component		Objective/Measure	Formula	Weight	Rating System	Baseline Data (if applicable)		Target
						2013	2014	2015
	SM 15b	Quality 9: IEC Post-Evaluation Feedback for dams	$\sum$ Participants' Ratings + No. of Participants	1%	Actual over target	N/A	N/A	3.50
	<b>SO 6</b>	<b>Ensure Customer/Stakeholder Satisfaction</b>						
	SM 16	Quality 10: Customer/Stakeholder Satisfaction	$\sum$ Respondents' Ratings + No. of Respondents	2%	All or nothing	N/A	N/A	Satisfactory level
		<b>Sub-total</b>			<b>55%</b>			
FINANCIAL	<b>SO 7</b>	<b>Exercise Fiscal Prudence to Optimize Use of Resources</b>						
	SM 17	Quality 1: Fixed Cost Efficiency in the Missionary Areas	$\sum$ [PS + MOOE] + $\sum$ (Gross Generation)	3%	Actual over target	4.620	3.49	4.25
	SM 18	Quality 2: Fixed Cost Efficiency in the Main Grids: <sup>2</sup> Hydro Plants (Agus-Pulangi) Power Barges (PB 101, 102 and 104) <sup>4</sup>	$\sum$ [PS + MOOE] + $\sum$ (Energy Sales)	6%	Actual over target	N/A N/A	0.21 8.45	0.23 10.12

Component					Baseline Data (if applicable)		Target
Objective/Measure	Formula	Weight	Rating System	2013	2014	2015	
SM 19	Quality 3: OMA Budget Utilization Efficiency <sup>5 &amp; 6</sup>	$\frac{\sum(\text{Miscellaneous OMA Budget}) + \sum(\text{Energy Sales})}{\text{Total OMA Budget}}$	4%	Actual over target	N/A	0.07	0.08
<b>SO 8</b>	<b>Ensure adequate fund sources for sustainability and improve corporate liquidity</b>						
SM 20a	Quality 4a: Collection Efficiency with BASULTA Customers	$\frac{\text{Total Collections} + \text{Total Accounts Receivable}}{\text{Total Accounts Receivable}}$	5%	Actual over target	49.16%	49.41%	49.65%
SM 20b	Quality 4b: Collection Efficiency without BASULTA Customers	$\frac{\text{Total Collections (excluding BASULTA)} + \text{Total Accounts Receivable (excluding BASULTA)}}{\text{Total Accounts Receivable (excluding BASULTA)}}$	5%	Actual over target	96.52%	96.52%	96.52%
SM 21	Financial 2: EBITDAS Margin with UCME <sup>7</sup>	$\frac{\text{EBITDAS}}{\text{Total Revenue/Income}}$	18%	Actual over target	9%	6%	8%
<b>SO 9</b>	<b>Secure the Unregistered Lots Under OMA in Support of the Disposal of Assets</b>						
SM 22	Quantity 1: Filed Applications for Titling/Issuance of Decrees/Titles of Unregistered Lots under OMA	No. of Lots with Filed Applications for Titling/Issuances of Decrees/Titles	1%	Actual over target	N/A	N/A	20

Component					Baseline Data (if applicable)		Target	
Objective/Measure	Formula	Weight	Rating System	2013	2014	2015		
<b>SO 10</b>	<b>Secure the Unregistered Lots Under Non-OMA in Support of Operations</b>							
SM 23	Quantity 2: Filed Applications for Titling/Issuance of Decrees/Titles of Unregistered Lots under Non-OMA	No. of Lots with Filed Applications for Titling/ Issuance of Decrees/Titles	1%	Actual over target	N/A	N/A	20	
	<b>Sub-total</b>		<b>43%</b>					
<b>LEARNING AND GROWTH</b>	<b>SO 11</b>	<b>Ensure Employee Productivity and Competency</b>						
	SM 24	Quantity 3: No. of officials/staff trained per relevant programs Managerial Supervisory Rank and File	$\frac{\sum(\text{Actual No. of Personnel Trained} \times \text{Actual No. of Programs Implemented}) + \sum(\text{Target No. of Personnel} \times \text{Target No. of Programs})}{\text{Total}}$	2%	Actual over target	200.00% 106.59% 109.66%	120.47% 90.74% 154.46%	90% 90% 90%
		<b>Sub-total</b>		<b>2%</b>				
		<b>TOTAL</b>		<b>100%</b>				

<sup>1</sup> The targets were revised because the large capacity gensets' contract schedule will spill-over to another year.

<sup>2</sup> The targets are as per agreement between NPC and PSALM. Targets shall be validated using the Australian Energy Market Operator (AEMO) Guidebook for Forced Outage Data Recording.

<sup>3</sup> Change in targets per agreement with GCG.

<sup>4</sup> Fixed Cost Efficiency for PB 104 only:

P/kwh	5.64	5.93	5.09	5.06	5.06
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<sup>5</sup> For OMA Budget Utilization Efficiency

Energy Sales adopted:	GWh	4,785.98	4,332.59	4,332.59	4,332.59	4332.59
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<sup>6</sup> OMA Budget Utilization Efficiency pertains to Total Head Office Support Subject to final agreement with PSALM.

<sup>7</sup> EBITDA Margin without UCME was removed and the Relative Weight was added to EBITDA with UCME.