

NATIONAL POWER CORPORATION (NPC)

	Component				Baseline		Target		
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
CUSTOMERS / STAKEHOLDERS	SO 1	Provided Adequate Power Supply in Missionary Areas							
	SM 1	Supply	\sum Plant Dependable Capacity	10.00%	Actual over Target	151.240 MW	162.093 MW	186.486 MW	185.89 MW
	SO 2	Contributed to the Power Supply in the Main Grids thru the Agus-Pulangi Plants							
	SM 2	Energy Generation	Total Energy Generation	10.00%	Actual over Target	2,715.09 GWh	3,345.43 GWh	2,711.72 GWh	2,872.11 GWh
	SO 3	Ensured Customer/ Stakeholder Satisfaction							
	SM 3	Percentage of Satisfied Customers	$\frac{\sum \text{No. of Satisfied Respondents} + \sum \text{No. of Respondents}}{\sum \text{No. of Respondents}}$	5.00%	(Actual/Target) <i>If less than 80%= 0%</i>	3.870	4.380	90%	90%*
			Subtotal	25.00%					
INTERNAL PROCESS	SO 4	Provided Efficient and Reliable Power Supply in Missionary Areas							
	SM 4	Percentage of Unexpected Power Interruption (Forced Outage Rate)	$\frac{\sum(\text{Forced Outage Hours}) + \sum(\text{Operating Hours} + \text{Forced Outage Hours})}{\sum(\text{Operating Hours} + \text{Forced Outage Hours})}$	5.00%	Actual over Target	0.128%	0.063%	0.111%	0.111%

* Using the Standard Methodology and Questionnaire developed by GCG.

INTERNAL PROCESS	Component				Baseline		Target	
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019
SM 5	Plant Operation Efficiency (Net Heat Rate)	$\frac{[\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})] \div \sum(\text{Net Generation})}{}$	5.00%	Actual over Target	10,578 BTU/kWh	10,561 BTU/kWh	10,612.67 BTU/kWh	10,771 BTU/kWh
SO 5	Increased Power Generations in Missionary Areas Pursuant to the Approved Budget							
SM 6a	Completed Transmission Lines	Actual Completed Transmission Lines	5.00%	Actual over Target	150.38 ckt-kms	22.55 ckt-kms	296.35 ckt-kms	157.00 ckt-kms
SM 6b	Completed Substation Facilities	Actual Completed Substations	5.00%	Actual over Target	0	10 MVA	25 MVA	30 MVA
SO 6	Contributed to Efficient Operation of Generation Assets in the Main Grids thru the Agus-Pulangi Plants							
SM 7	Controlled Unexpected Power Interruption (Forced Outage Hour)	Actual Forced Outage Hour	5.00%	All or Nothing	4.05 hours	23.85 hours	24 hours	24 hours
SO 7	Contributed to Sustainable Hydro and Geothermal Plant Operations							
SM 8	Hectares of Open Areas Reforested	Actual Areas Reforested	5.00%	Actual over Target	5,895.48 has.	7,398.48 has. (+1,503 has.)	8,393.48 has. (+995 has.)	9,638.48 has. (+1,245 has.)

INTERNAL PROCESS	Component				Baseline		Target	
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	SO 8	Ensured the Structural and Operational Safety of Dams to Mitigate Flooding in the Downstream Communities						
SM 9	Maintenance Requirements of Dams and Other Non-Power Components	Actual No. of Maintenance Activities <u>Implemented</u> Target No. of Maintenance Activities	5.00%	Actual over Target	N/A	N/A	50%	100% [based on the 17 planned maintenance activities (8 for Luzon, and 9 for Mindanao) identified for 2019]
SO 9	Consolidation of Ownership of NPC Assets/ Property Boundaries/ Tenurial Rights							
SM 10a	Number of Transferred Certificates of Titles/Decrees and Land Registration Case Decisions under OMA to PSALM, Filed Applications for Titling/Issuance of Certificates of Titles/Decrees of Unregistered/Untitled Lots	Actual No. Of Lots with Transferred Certificates of Titles/Decrees/LRC Decisions under OMA to PSALM and Lots with Filed Applications for Titling/Issuance of Certificates of Titles/Decrees under OMA Properties	2.50%	Actual over Target	128 lots	2,051 lots with titles	35 lots	35 lots

	Objective/Measure	Component	Weight	Rating System	Baseline		Target		
		Formula			2016	2017	2018	2019	
INTERNAL PROCESS	SM 10b	Number of Filed Applications for Titling or Tenurial Rights/ Issuance of Certificates of Titles of Unregistered/Untitled Non-OMA Lots, Reconstructed Deeds of Donation	Actual No. of Lots with Filed Applications for Titling or Tenurial Rights/ Issuance of Certificates of Titles, Reconstructed Deeds of Donations	2.50%	Actual over Target	16 lots	17 lots	25 lots	10 lots
	Subtotal			40.00%					
	SO 10	Exercised Fiscal Prudence to Optimize Use of Resources							
FINANCE	SM 11a	Fixed Cost Efficiency Ratio in the Missionary Areas	$\Sigma[\text{PS} + \text{MOOE}] \div \Sigma(\text{Energy Sales})$	5.00%	Actual over Target	5.28 ₱/kWh	5.79 ₱/kWh	4.73 ₱/kWh	4.89 ₱/kWh
	SM 11b	Fixed Cost Efficiency Ratio in the Main Grids Hydro Plants (Agus-Pulangi)	$\Sigma[\text{PS} + \text{MOOE}] \div \Sigma(\text{Energy Sales})$	5.00%	Actual over Target	0.33 ₱/kWh	0.21 ₱/kWh	0.26 ₱/kWh	0.32 ₱/kWh
	SM 12	OMA Budget Utilization Efficiency Ratio	$\Sigma(\text{Miscellaneous OMA Budget}) \div \Sigma(\text{Energy Sales})$	5.00%	Actual over Target	0.07 ₱/kWh	0.07 ₱/kWh	0.06 ₱/kWh	0.08 ₱/kWh

	Component				Baseline		Target		
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FINANCE	SO 11 Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity								
	SM 13	Improved Collection Efficiency	Total Collections ÷ Total Accounts Receivable	5.00%	Actual over Target	56.07%	53.92%	53.92%	53.92%
	SM 14	EBITDAS Margin with UCME	EBITDAS ÷ (Total Revenue/Income)	5.00%	Actual over Target	17.47%	18.52%	15.52%	8.55%
	Subtotal			25.00%					
LEARNING AND GROWTH	SO 12 Ensured Employee Productivity and Competency								
	SM 15	Compliance to Quality Standards	Actual Accomplishment	5.00%	All or Nothing	ISO 9001:2008 Certified	Maintained Certification	ISO 9001:2015 Certified	Surveillance Audit Passed
	SM 16	Percentage of Employees with Required Competencies Met	No. of Employees with Required <u>Competencies Met</u> / Total Employees	5.00%	Actual over Target	Board Approved Competency Model	Established Baseline	8% increase from Baseline Competency	10% increase from 2018 Competency Level
	Subtotal			10.00%					
TOTAL			100.00%						