

## NATIONAL POWER CORPORATION (NPC)

		Component			Baseline			Target	
Objective/Measure		Formula	Wt.	Rating System	2015	2016	2017	2018	
CUSTOMERS / STAKEHOLDERS	<b>SO 1</b>	<b>Provided Adequate Power Supply in Missionary Areas</b>							
	SM 1	Supply	$\Sigma$ Plant Dependable Capacity	10.00%	Actual over Target	125.780 MW	151.240 MW	201.532 MW	186.486 MW
	<b>SO 2</b>	<b>Contributed to the Power Supply in the Main Grids thru the Agus-Pulangi Plants</b>							
	SM 2	Energy Generation	Total Energy Generation	10.00%	Actual over Target	N/A	2,715.09 GWh	3,324.03 GWh	2,711.72 GWh
	<b>SO 3</b>	<b>Ensured Customer/ Stakeholder Satisfaction</b>							
	SM 3	Customer/ Stakeholder Satisfaction Rating	$\Sigma$ Participants' Ratings + No. of Participants	5.00%	(Actual/Target) If less than 80%= 0%	3.980	3.870	3.870	90% (Using the Standard Methodology and Questionnaire developed by GCG)
	<b>Subtotal</b>			<b>25.00%</b>					
INTERNAL PROCESS	<b>SO 4</b>	<b>Provided Efficient and Reliable Power Supply in Missionary Areas</b>							
	SM 4	Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	$\Sigma$ [Dependable Cap x (Period Hours - Outage Hours)] + $\Sigma$ [Rated Cap x (Period Hours - Deactivated Shutdown Hours)]	4.00%	All or Nothing	67.567%	72.503%	72.503%	73.13%

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INTERNAL PROCESS	SM 5	Percentage of Unexpected Power Interruption (Forced Outage Rate)	$\frac{\sum(\text{Forced Outage Hours}) + \sum(\text{Operating Hours} + \text{Forced Outage Hours})}{\text{Total}}$	4.00%	Actual over Target	0.142%	0.128%	0.128%	0.111%
	SM 6	Plant Operation Efficiency (Net Heat Rate)	$\frac{[\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})] + \sum(\text{Net Generation})}{\text{Total}}$	4.00%	Actual over Target	10,699 BTU/kWh	10,578 BTU/kWh	10,578 BTU/kWh	10,612.67 BTU/kWh
	SO 5	<b>Increased Power Generations in Missionary Areas Pursuant to the Approved Budget</b>							
	SM 7a	Completed Transmission Lines	Actual Completed Transmission Lines	2.50%	Actual over Target	86.91 ckt-kms	150.38 ckt-kms	22.55 ckt-kms	296.35 ckt-kms
	SM 7b	Completed Substation Facilities	Actual Completed Substations (in MVA)	2.50%	Actual over Target	0	0	10 MVA	25 MVA
	SO 6	<b>Contributed to Efficient Operation of Generation Assets in the Main Grids thru the Agus-Pulangi Plants</b>							
	SM 8	Maintained Percentage of Readiness of Existing Plants (Availability Factor)	$\frac{\sum(\text{Available Hours})}{\sum(\text{Period Hours})}$	4.00%	Actual over Target	88.81%	89.82%	83.67%	84.75%

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INTERNAL PROCESS	SM 9	Controlled Unexpected Power Interruption (Forced Outage Hour)	Actual Forced Outage Hour	4.00%	All or Nothing	14.53	4.05	24 hours	24 hours
	SO 7	<b>Contributed to Sustainable Hydro and Geothermal Plant Operations</b>							
	SM 10	Hectares of Open Areas Reforested	Actual Areas Reforested	5.00%	All or Nothing	4,014.48 has.	5,895.48 has.	7,268.48 has.	8,393.48 has. (995 has. reforested for 2018)
	SO 8	<b>Ensured the Structural and Operational Safety of Dams to Mitigate Flooding in the Downstream Communities</b>							
	SM 11	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	N/A	50%
	SO 9	<b>Transferred Certificates of Titles/Decrees/LRC Decisions under OMA to PSALM and Filed Applications/Secured Certificate of Titles of Unregistered/Untitled Lots for both OMA and Non-OMA and Reconstructed Deeds of Donations of Non-OMA lots</b>							
	SM 12a	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, and Surveyed Lots for OMA Properties	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%	All or Nothing	N/A	128	2,037 lots with titles	35 lots

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INTERNAL PROCESS	SM 12b	Number of Filed Applications for Titling or Tenurial Rights/ Issuance of Certificates of Titles of Unregistered/Untitled Non-OMA Lots, Reconstructed Deeds of Donation and Surveyed Lots for Non-OMA Properties	Actual No. of Lots with Filed Applications for Titling or Tenurial Rights/ Issuance of Certificates of Titles, Reconstructed Deeds of Donations and Lot Surveyed under Non-OMA Properties	2.50%	Actual over Target	16 lots	16 lots	16 lots	25 lots
	<b>Subtotal</b>			<b>40.00%</b>					
FINANCE	SO 10	<b>Exercised Fiscal Prudence to Optimize Use of Resources</b>							
	SM 13a	Fixed Cost Efficiency Ratio in the Missionary Areas	$\Sigma[PS + MOOE] + \Sigma(\text{Energy Sales})$	5.00%	Actual over Target	5.42 ₱/kWh	5.14 ₱/kWh	4.46 ₱/kWh	4.73 ₱/kWh
	SM 13b	Fixed Cost Efficiency Ratio in the Main Grids (Agus-Pulangi)	$\Sigma[PS + MOOE] + \Sigma(\text{Energy Sales})$	5.00%	Actual over Target	0.24 ₱/kWh	0.33 ₱/kWh	0.29 ₱/kWh	0.26 ₱/kWh
	SM 14	OMA Budget Utilization Efficiency Ratio	$\Sigma(\text{Miscellaneous OMA Budget}) + \Sigma(\text{Energy Sales})$	5.00%	Actual over Target	0.08 ₱/kWh	0.07 ₱/kWh	0.07 ₱/kWh	0.06 ₱/kWh



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FINANCE	SO 11	Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity							
	SM 15	Improved Collection Efficiency	Total Collections + Total Accounts Receivable	5.00%	Actual over Target	49.45%	56.07%	56.07%	53.92%
	SM 16	EBITDAS Margin with UCME	EBITDAS + (Total Revenue/Income)	5.00%	Actual over Target	32.00%	17.47%	19.22%	15.52%
	<b>Subtotal</b>			<b>25.00%</b>					
LEARNING AND GROWTH	SO 12	Ensured Employee Productivity and Competency							
	SM 17	Compliance with Quality Standards	ISO 9001 Certificate awarded	5.00%	All or Nothing	N/A	ISO 9001:2008 Certified	Maintained Certification	ISO 9001:2015 Certified
	SM 18	Percentage of Employees with Required Competencies Met	No. of Employees with Required Competencies Met Total Employees	5.00%	Actual over Target	N/A	Board Approved Competency Model	Established Baseline	8% increase from Baseline Competency
	<b>Subtotal</b>			<b>10.00%</b>					
<b>TOTAL</b>			<b>100.00%</b>						