

**NATIONAL POWER CORPORATION (NPC)
2017 Validated Performance Scorecard**

Objective/Measure	Component		Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																			
	Formula	Wt.		2017	Actual	Rating	Actual	Rating																					
SO 1	Provided Adequate Power Supply in Missionary Areas																												
SM 1	Supply	Σ Plant Dependable Capacity	10.00%	Actual over Target	201.532 MW	162.093	8.04%	162.094	8.04%	<ul style="list-style-type: none"> NPC CY 2017 Monitoring Report for SPUG Performance Targets approved by SPUG Vice President Edmund A. Veloso, Jr. with attached Summary of 2017 Dependable Capacity, EAF, FOR and NHR per SPUG Onsite validation of NPC database/ system of Monthly Operations Report 	Below is the summary of Dependable Capacity (power supply) in the Missionary areas: <table border="1"> <thead> <tr> <th>SPUG Area</th> <th>Dependable Capacity</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>87.242</td> </tr> <tr> <td>Visayas</td> <td>15.721</td> </tr> <tr> <td>Mindanao</td> <td>59.131</td> </tr> <tr> <td>Total</td> <td>162.094</td> </tr> </tbody> </table> Dependable Capacity was validated through the submission of Monthly Operation Reports of Diesel Power Plants in the NPC database system.	SPUG Area	Dependable Capacity	Luzon	87.242	Visayas	15.721	Mindanao	59.131	Total	162.094								
SPUG Area	Dependable Capacity																												
Luzon	87.242																												
Visayas	15.721																												
Mindanao	59.131																												
Total	162.094																												
SO 2	Contributed to the Power Supply in the Main Grids																												
SM 2	Energy Generation	Total Energy Generation	10.00%	Actual over Target	3,324.03 GWh	3,345.43 GWh	10.00%	3,345.43 GWh	10.00%	<ul style="list-style-type: none"> NPC CY 2017 Monitoring Report for MinGen Performance Targets reviewed by MinGen Vice President Corpuz with attached Summary of 2017 EAF, and FOH per HEPPs 	Energy Generation per Agus-Pulangi HEPPs is as follows: <table border="1"> <thead> <tr> <th>HEPP</th> <th>Total Actual Generation</th> </tr> </thead> <tbody> <tr> <td>Agus 1</td> <td>276.05</td> </tr> <tr> <td>Agus 2</td> <td>664.08</td> </tr> <tr> <td>Agus 4</td> <td>661.19</td> </tr> <tr> <td>Agus 5</td> <td>305.46</td> </tr> <tr> <td>Agus 6</td> <td>489.07</td> </tr> <tr> <td>Agus 7</td> <td>234.86</td> </tr> <tr> <td>Pulangi 4</td> <td>714.72</td> </tr> <tr> <td>Total</td> <td>3,345.43</td> </tr> </tbody> </table>	HEPP	Total Actual Generation	Agus 1	276.05	Agus 2	664.08	Agus 4	661.19	Agus 5	305.46	Agus 6	489.07	Agus 7	234.86	Pulangi 4	714.72	Total	3,345.43
HEPP	Total Actual Generation																												
Agus 1	276.05																												
Agus 2	664.08																												
Agus 4	661.19																												
Agus 5	305.46																												
Agus 6	489.07																												
Agus 7	234.86																												
Pulangi 4	714.72																												
Total	3,345.43																												

CUSTOMERS / STAKEHOLDERS

	Component			Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																				
	Objective/Measure	Formula	Wt.		2017	Actual	Rating	Actual	Rating																						
CUSTOMERS / STAKEHOLDERS	SO 3 Ensured Customer/Stakeholder Satisfaction																														
	SM 3	Customer/ Stakeholder Satisfaction Rating	Σ Participants' Ratings ÷ No. of Participants	2.50%	All or Nothing	3.870	4.38	0.00	4.38	2.50%	<ul style="list-style-type: none"> Customer Satisfaction Survey Report prepared by Kantar Philippines, Inc. (KPI) 	Based on the survey result, NPC achieved 4.38 satisfaction rating among its customers and stakeholders.																			
	Subtotal			22.50%				18.04%		20.54%																					
INTERNAL PROCESS	SO 4 Provided Efficient and Reliable Power Supply in Missionary Areas																														
	SM 4	Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	Σ [Dependable Cap x (Period Hours - Outage Hours)] ÷ Σ [Rated Cap x (Period Hours - Deactivated Shutdown Hours)]	5.00%	Actual over Target	72.503%	74.034%	5.00%	74.034%	5.00%	<ul style="list-style-type: none"> NPC CY 2017 Monitoring Report for SPUG Performance Targets approved by SPUG Vice President Edmund A. Veloso, Jr. with attached Summary of 2017 Dependable Capacity, EAF, FOR and NHR per SPUG 	Below is the summary of SPUG operations: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>EAF (%)</th> <th>FOR (%)</th> <th>NHR (BTU / kWh)</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>75.588</td> <td>0.068</td> <td>10,571</td> </tr> <tr> <td>Visayas</td> <td>70.014</td> <td>0.246</td> <td>11,714</td> </tr> <tr> <td>Mindanao</td> <td>72.597</td> <td>0.007</td> <td>10,370</td> </tr> <tr> <td></td> <td>74.034</td> <td>0.063</td> <td>10,561</td> </tr> </tbody> </table>		EAF (%)	FOR (%)	NHR (BTU / kWh)	Luzon	75.588	0.068	10,571	Visayas	70.014	0.246	11,714	Mindanao	72.597	0.007	10,370		74.034	0.063
	EAF (%)	FOR (%)	NHR (BTU / kWh)																												
Luzon	75.588	0.068	10,571																												
Visayas	70.014	0.246	11,714																												
Mindanao	72.597	0.007	10,370																												
	74.034	0.063	10,561																												

INTERNAL PROCESS	Component			Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																				
	Objective/Measure	Formula	Wt.		2017	Actual	Rating	Actual	Rating																						
SM 5	Percentage of Unexpected Power Interruption (Forced Outage Rate)	$\frac{\sum(\text{Forced Outage Hours}) + \sum(\text{Operating Hours} + \text{Forced Outage Hours})}{\text{Total Hours}}$	5.00%	Actual over Target	0.128%	.063%	5.00%	.063%	5.00%	<ul style="list-style-type: none"> Onsite validation of NPC database/ system of Monthly Operations Report 	<table border="1"> <thead> <tr> <th></th> <th>EAF (%)</th> <th>FOR (%)</th> <th>NHR (BTU / kWh)</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>75.588</td> <td>0.068</td> <td>10,571</td> </tr> <tr> <td>Visayas</td> <td>70.014</td> <td>0.246</td> <td>11,714</td> </tr> <tr> <td>Mindanao</td> <td>72.597</td> <td>0.007</td> <td>10,370</td> </tr> <tr> <td></td> <td>74.034</td> <td>0.063</td> <td>10,561</td> </tr> </tbody> </table>		EAF (%)	FOR (%)	NHR (BTU / kWh)	Luzon	75.588	0.068	10,571	Visayas	70.014	0.246	11,714	Mindanao	72.597	0.007	10,370		74.034	0.063	10,561
	EAF (%)	FOR (%)	NHR (BTU / kWh)																												
Luzon	75.588	0.068	10,571																												
Visayas	70.014	0.246	11,714																												
Mindanao	72.597	0.007	10,370																												
	74.034	0.063	10,561																												
SM 6	Plant Operation Efficiency (Net Heat Rate)	$\frac{\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})}{\sum(\text{Net Generation})}$	5.00%	All or Nothing	10,578 BTU/kWh	10,561 BTU/kWh	5.00%	10,561 BTU/kWh	5.00%																						
SO 5	Increased Power Generation in Missionary Areas Pursuant to the Approved Budget																														
SM 7a	Completed Transmission Lines	Actual Completed Transmission Lines	2.50%	Actual over Target	48.32 ckt-kms	22.55 ckt-kms	1.17%	22.55 ckt-kms	1.17%	<ul style="list-style-type: none"> Certificate of Final Completion (Provisional Acceptance) issued to S.L. Development Construction Corporation (SLDCC) dated 8 Nov 2017, Progress Reports (as of 31 Dec 2017) for the ff.: <ul style="list-style-type: none"> - Rehabilitation of Calapan-Bansud 69 kV t/L Project (Sched 1), and - Supply & Erection/ Installation of Bansud-Mansalay 69 kV T/L 	Validated with supporting documents.																				

Objective/Measure	Component		Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																									
	Formula	Wt.		2017	Actual	Rating	Actual	Rating																											
SM 7b	Completed Substation Facilities	Actual Completed Substations (in MVA)	2.50%	Actual over Target	10 MVA	10 MVA	2.50%	10 MVA	2.50%	Supply, Delivery, Construction/ Installation, Test and Commissioning of 69 kV Virac (Marinawa) Substation Project Progress Report (as of 31 Dec 2017)	The blessing and ceremonial energization of the 10 MVA S/S in Virac-Marinawa was held on 21 July 2017.																								
SO 6 Contributed to Efficient Operation of Generation Assets in the Main Grids																																			
SM 8	Maintain Percentage of Readiness of Existing Plants (Availability Factor)	$\frac{\sum(\text{Available Hours})}{\sum(\text{Period Hours})}$	5.00%	All or Nothing	83.67%	90.52%	5.00%	90.17%	5.00%	<ul style="list-style-type: none"> NPC CY 2017 Monitoring Report for MinGen Performance Targets reviewed by MinGen Vice President Corpuz with attached Summary of 2017 EAF, and FOH per HEPPs 	Breakdown of the Availability Factor for Agus-Pulangi HEPPs is as follows: <table border="1"> <thead> <tr> <th>HEPP</th> <th>Availability Factor</th> </tr> </thead> <tbody> <tr> <td>Agus 1 and 2</td> <td>91.71</td> </tr> <tr> <td>Agus 4 and 5</td> <td>94.19</td> </tr> <tr> <td>Agus 6 and 7</td> <td>85.31</td> </tr> <tr> <td>Pulangi 4</td> <td>89.11</td> </tr> <tr> <td>Availability Factor</td> <td>90.17</td> </tr> </tbody> </table>	HEPP	Availability Factor	Agus 1 and 2	91.71	Agus 4 and 5	94.19	Agus 6 and 7	85.31	Pulangi 4	89.11	Availability Factor	90.17												
HEPP	Availability Factor																																		
Agus 1 and 2	91.71																																		
Agus 4 and 5	94.19																																		
Agus 6 and 7	85.31																																		
Pulangi 4	89.11																																		
Availability Factor	90.17																																		
SM 9	Controlled Unexpected Power Interruption (Forced Outage Hour)	Actual Forced Outage Hour considering the graduated scale below: <table border="1"> <thead> <tr> <th>From</th> <th>To</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>0.00</td> <td>24.00</td> <td>100%</td> </tr> <tr> <td>24.01</td> <td>35.00</td> <td>96%</td> </tr> <tr> <td>35.01</td> <td>47.99</td> <td>92%</td> </tr> <tr> <td>48.00</td> <td>59.99</td> <td>88%</td> </tr> <tr> <td>60.00</td> <td>71.99</td> <td>84%</td> </tr> <tr> <td>72.00</td> <td>83.99</td> <td>80%</td> </tr> <tr> <td>84.00</td> <td>And up</td> <td>0%</td> </tr> </tbody> </table>	From	To	Score	0.00	24.00	100%	24.01	35.00	96%	35.01	47.99	92%	48.00	59.99	88%	60.00	71.99	84%	72.00	83.99	80%	84.00	And up	0%	5.00%	Graduated Scale	24 hours	23.85	5.00%	23.85	5.00%	<ul style="list-style-type: none"> NPC CY 2017 Monitoring Report for MinGen Performance Targets reviewed by MinGen Vice President Corpuz with attached Summary of 2017 EAF and FOH per HEPPs 	Validated with internal documents.
From	To	Score																																	
0.00	24.00	100%																																	
24.01	35.00	96%																																	
35.01	47.99	92%																																	
48.00	59.99	88%																																	
60.00	71.99	84%																																	
72.00	83.99	80%																																	
84.00	And up	0%																																	

INTERNAL PROCESS

Objective/Measure	Component		Rating System	Target		GOCC Submission		GCG Validation		Supporting Documents	Remarks																						
	Formula	Wt.		2017	Actual	Rating	Actual	Rating																									
SO 7 Contributed to Sustainable Hydro and Geothermal Plant Operations																																	
SM 10	Hectares of Open Areas Reforested	Actual Areas Reforested	5.00%	Actual over Target	7,268.48 has.	1,503 (2017 accomplishment)	5.00%	7,398.48 has. (accumulated accomplishment)	5.00%	<ul style="list-style-type: none"> 2017 Rehabilitation Accomplishments as of 31 December 2017 prepared by the Watershed Management Department Certifications from LGUs. 	Breakdown of the areas reforested is as follows: <table border="1"> <thead> <tr> <th>Watershed Area</th> <th>Total (Has.)</th> </tr> </thead> <tbody> <tr> <td>Upper Agno</td> <td>270</td> </tr> <tr> <td>San Roque</td> <td>230</td> </tr> <tr> <td>Magat</td> <td>90</td> </tr> <tr> <td>Caliraya</td> <td>40</td> </tr> <tr> <td>Makban</td> <td>87</td> </tr> <tr> <td>Tiwi</td> <td>111</td> </tr> <tr> <td>Buhi</td> <td>475</td> </tr> <tr> <td>Pulangi</td> <td>100</td> </tr> <tr> <td>Lake Lanao</td> <td>100</td> </tr> <tr> <td>TOTAL</td> <td>1,503</td> </tr> </tbody> </table>	Watershed Area	Total (Has.)	Upper Agno	270	San Roque	230	Magat	90	Caliraya	40	Makban	87	Tiwi	111	Buhi	475	Pulangi	100	Lake Lanao	100	TOTAL	1,503
Watershed Area	Total (Has.)																																
Upper Agno	270																																
San Roque	230																																
Magat	90																																
Caliraya	40																																
Makban	87																																
Tiwi	111																																
Buhi	475																																
Pulangi	100																																
Lake Lanao	100																																
TOTAL	1,503																																
SO 8 Ensured the Integrity and Safety of Dams																																	
SM 11	Number of Dam Integrity Inspections	Actual Dams Inspections	5.00%	Actual Over Target	32	24	3.75%	30	5.00%	<ul style="list-style-type: none"> Hydroelectric Power Plant 1st and 2nd Semester Inspection/Assessment Reports Reports on the Inspection/ Assessment of Dams and other Non-Power Components prepared by NPC and PSALM for the following: Agusan, Ambuklao, Amlan, Angat, Binga and Talomo 	The target of 32 inspections is an indicative target composed of 24 mandatory inspections and 8 PSALM-initiated inspections. Based on evaluation, the final target for NPC in 2017 should be 33 inspections consisting of twenty-four (24) mandatory inspections and nine (9) actual PSALM-initiated inspections. NPC reported that only 21 out of 24 mandatory inspections were conducted:																						

INTERNAL PROCESS

Component		Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																																																								
Objective/Measure	Formula		Wt.	2017	Actual	Rating	Actual			Rating																																																							
									<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Dams</th> <th>1st Sem Inspections</th> <th>2nd Sem Inspections</th> <th>Total No. of Inspection</th> </tr> </thead> <tbody> <tr> <td>Caliraya-Lumot Dam & Dykes</td> <td>Mar 20-24</td> <td>Sept 4-8</td> <td>2</td> </tr> <tr> <td>Angat Dam & Dykes</td> <td>Apr 10-11</td> <td>Nov 28-29</td> <td>2</td> </tr> <tr> <td>Binga Dam</td> <td>May 24</td> <td>Oct 24</td> <td>2</td> </tr> <tr> <td>Ambuklao Dam</td> <td>May 23</td> <td>Oct 25</td> <td>2</td> </tr> <tr> <td>San Roque Dam</td> <td>Jun 20-23</td> <td>Dec 4-8</td> <td>2</td> </tr> <tr> <td>Agus 1 HEP</td> <td colspan="2">Not complied (affected by Marawi Siege)</td> <td>0</td> </tr> <tr> <td>Agus 2 HEP</td> <td colspan="2">Not complied (affected by Marawi Siege)</td> <td>1</td> </tr> <tr> <td>Agus 4 HEP</td> <td>Apr 4-28</td> <td>Nov 20-21/ Dec 11-12</td> <td>2</td> </tr> <tr> <td>Agus 5 HEP</td> <td>Apr 10- 14</td> <td>Nov 13-14/ Nov 16-17</td> <td>2</td> </tr> <tr> <td>Agus 6 HEP</td> <td>Jun 5- 9</td> <td>Nov 7-10</td> <td>2</td> </tr> <tr> <td>Agus 7 HEP</td> <td>Jun 19-23</td> <td>Oct 17-20</td> <td>2</td> </tr> <tr> <td>Pulangi 4 HEP</td> <td>May 2-5/ May 16-19, 2017</td> <td>December 21-22/ December 27-28, 2017</td> <td>2</td> </tr> <tr> <td colspan="3" style="text-align: right;">TOTAL</td> <td>21</td> </tr> </tbody> </table> <p>The three unaccomplished inspections refer to the failure to conduct semi-annual mandatory inspections on Agus 1 and 1st semester inspection in Agus 2. Said inspections became impossible due to the Marawi siege which started in May up to October 2017.</p> <p>As regards to PSALM-initiated inspections, NPC provided technical assistance to nine (9) inspections.</p> <p>NPC's accomplishment of 30 inspections is credited with full score considering the exclusion of 3 inspections affected by Marawi Siege.</p>	Dams	1st Sem Inspections	2nd Sem Inspections	Total No. of Inspection	Caliraya-Lumot Dam & Dykes	Mar 20-24	Sept 4-8	2	Angat Dam & Dykes	Apr 10-11	Nov 28-29	2	Binga Dam	May 24	Oct 24	2	Ambuklao Dam	May 23	Oct 25	2	San Roque Dam	Jun 20-23	Dec 4-8	2	Agus 1 HEP	Not complied (affected by Marawi Siege)		0	Agus 2 HEP	Not complied (affected by Marawi Siege)		1	Agus 4 HEP	Apr 4-28	Nov 20-21/ Dec 11-12	2	Agus 5 HEP	Apr 10- 14	Nov 13-14/ Nov 16-17	2	Agus 6 HEP	Jun 5- 9	Nov 7-10	2	Agus 7 HEP	Jun 19-23	Oct 17-20	2	Pulangi 4 HEP	May 2-5/ May 16-19, 2017	December 21-22/ December 27-28, 2017	2	TOTAL			21
Dams	1st Sem Inspections	2nd Sem Inspections	Total No. of Inspection																																																														
Caliraya-Lumot Dam & Dykes	Mar 20-24	Sept 4-8	2																																																														
Angat Dam & Dykes	Apr 10-11	Nov 28-29	2																																																														
Binga Dam	May 24	Oct 24	2																																																														
Ambuklao Dam	May 23	Oct 25	2																																																														
San Roque Dam	Jun 20-23	Dec 4-8	2																																																														
Agus 1 HEP	Not complied (affected by Marawi Siege)		0																																																														
Agus 2 HEP	Not complied (affected by Marawi Siege)		1																																																														
Agus 4 HEP	Apr 4-28	Nov 20-21/ Dec 11-12	2																																																														
Agus 5 HEP	Apr 10- 14	Nov 13-14/ Nov 16-17	2																																																														
Agus 6 HEP	Jun 5- 9	Nov 7-10	2																																																														
Agus 7 HEP	Jun 19-23	Oct 17-20	2																																																														
Pulangi 4 HEP	May 2-5/ May 16-19, 2017	December 21-22/ December 27-28, 2017	2																																																														
TOTAL			21																																																														

Objective/Measure	Component		Wt.	Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks
	Formula	2017			Actual	Rating	Actual	Rating			
SO 9	Secured Quality Management System (QMS) Certification										
SM 12	Compliance with Quality Standards	ISO 9001-2008 Certificate awarded	2.50%	All or Nothing	Maintained Certification	Maintained Certification	2.50%	Maintained Certification	2.50%	Certification from Socotec Certification International dated 26 September 2017.	NPC was awarded with ISO 9001:2008 Quality Management System certification by Socotec Certification International, third party auditor, on 26 September 2017.
SO 10	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										
SM 13a	Transferred Certificates of Titles/Decrees and Land Registration Case Decisions under OMA to PSALM	Actual No. of Lots with Transferred Certificates of for Titles/Decrees/LRC Decisions under OMA to PSALM	2.50%	All or Nothing	2,037 lots with titles	2,051	2.50%	2,051 lots with titles	2.50%	<ul style="list-style-type: none"> • Transmittal Letter from NPC to PSALM dated 28 June 2017 • Photocopies of Certificates of Titles/Decrees and Land Registration Case Decisions and Acknowledgement Receipts from PSALM 	Validated with supporting documents.
SM 13b	Filed Applications for Titling/ Issuance of Certificates of Titles Unregistered/Untitled Lots for both OMA and Non-OMA	Actual No. of Lots with Filed Applications for Titling/ Issuance of Certificates of Titles for both OMA and Non-OMA	2.50%	Actual over Target	50 titles	54 (OMA-37, Non-OMA-17)	2.50%	54 titles	2.50%	<ul style="list-style-type: none"> • Filed Applications • Original Certificates of Title • Transfer Certificates of Title 	Validated with supporting documents.
Subtotal			47.50%				44.92%		46.17%		

INTERNAL PROCESS

Objective/Measure	Component		Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks													
	Formula	Wt.		2017	Actual	Rating	Actual	Rating															
SO 11	Exercised Fiscal Prudence to Optimize Use of Resources																						
SM 14a	Fixed Cost Efficiency Ratio in the Missionary Areas	$\frac{\sum[PS + MOOE] + \sum(\text{Gross Generation})}{\sum(\text{Gross Generation})}$	5.00%	All or Nothing	4.46 ₱/kWh	5.62 ₱/kWh	3.70%	5.62 ₱/kWh	0.00%	<ul style="list-style-type: none"> Summary Computation on Fixed Cost Efficiency Ratio Detailed Fixed Cost for Missionary Areas Other Operating Expenses per Account 	<p>NPC failed to maintain its fixed cost efficiency ratio to 4.46 ₱/kWh.</p> <p>Detailed Computation:</p> <table border="1"> <thead> <tr> <th colspan="2"><i>(In Million Pesos)</i></th> </tr> </thead> <tbody> <tr> <td>Fixed Cost (A)</td> <td>2,308.81</td> </tr> <tr> <td>Personal Services</td> <td>834.68</td> </tr> <tr> <td>MOOE</td> <td>1,474.13</td> </tr> <tr> <td>Gross Generation (B)</td> <td>410.76</td> </tr> <tr> <td>Efficiency Ratio (A/B)</td> <td>5.62</td> </tr> </tbody> </table>	<i>(In Million Pesos)</i>		Fixed Cost (A)	2,308.81	Personal Services	834.68	MOOE	1,474.13	Gross Generation (B)	410.76	Efficiency Ratio (A/B)	5.62
<i>(In Million Pesos)</i>																							
Fixed Cost (A)	2,308.81																						
Personal Services	834.68																						
MOOE	1,474.13																						
Gross Generation (B)	410.76																						
Efficiency Ratio (A/B)	5.62																						
SM 14b	Fixed Cost Efficiency Ratio in the Main Grids (Agus-Pulangi)	$\frac{\sum[PS + MOOE] + \sum(\text{Energy Sales})}{\sum(\text{Energy Sales})}$	5.00%	All or Nothing	0.29 ₱/kWh	0.21 ₱/kWh	5.00%	0.21 ₱/kWh	5.00%	<ul style="list-style-type: none"> Summary Computation on Fixed Cost Efficiency Ratio Production Cost 	<p>Detailed Computation:</p> <table border="1"> <thead> <tr> <th colspan="2"><i>(In Million Pesos)</i></th> </tr> </thead> <tbody> <tr> <td>Fixed Cost (A)</td> <td>660.41</td> </tr> <tr> <td>Personal Services</td> <td>384.16</td> </tr> <tr> <td>MOOE</td> <td>276.25</td> </tr> <tr> <td>Energy Sales (B)</td> <td>3,154.76</td> </tr> <tr> <td>Efficiency Ratio (A/B)</td> <td>0.21</td> </tr> </tbody> </table>	<i>(In Million Pesos)</i>		Fixed Cost (A)	660.41	Personal Services	384.16	MOOE	276.25	Energy Sales (B)	3,154.76	Efficiency Ratio (A/B)	0.21
<i>(In Million Pesos)</i>																							
Fixed Cost (A)	660.41																						
Personal Services	384.16																						
MOOE	276.25																						
Energy Sales (B)	3,154.76																						
Efficiency Ratio (A/B)	0.21																						
SM 15	OMA Budget Utilization Efficiency Ratio	$\frac{\sum(\text{Miscellaneous OMA Budget}) + \sum(\text{Energy Sales})}{\sum(\text{Energy Sales})}$	5.00%	Actual over Target	0.07 ₱/kWh	0.07 ₱/kWh	5.00%	0.07 ₱/kWh	5.00%	<ul style="list-style-type: none"> Summary Computation on OMA Budget Utilization Efficiency Ratio Budget Utilization Report as of 31 December 2017 	<p>Detailed Computation:</p> <table border="1"> <thead> <tr> <th colspan="2"><i>(In Million Pesos)</i></th> </tr> </thead> <tbody> <tr> <td>OMA Budget Utilization (A)</td> <td>207.60</td> </tr> <tr> <td>Personal Services</td> <td>98.13</td> </tr> <tr> <td>MOOE</td> <td>109.47</td> </tr> <tr> <td>Energy Sales (B)</td> <td>3,154.76</td> </tr> <tr> <td>Efficiency Ratio (A/B)</td> <td>0.07</td> </tr> </tbody> </table>	<i>(In Million Pesos)</i>		OMA Budget Utilization (A)	207.60	Personal Services	98.13	MOOE	109.47	Energy Sales (B)	3,154.76	Efficiency Ratio (A/B)	0.07
<i>(In Million Pesos)</i>																							
OMA Budget Utilization (A)	207.60																						
Personal Services	98.13																						
MOOE	109.47																						
Energy Sales (B)	3,154.76																						
Efficiency Ratio (A/B)	0.07																						

FINANCE

Objective/Measure	Component		Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks	
	Formula	Wt.		2017	Actual	Rating	Actual	Rating			
SO 12	Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity										
SM 16	Improve Collection Efficiency	Total Collections + Total Accounts Receivable	5.00%	Actual over Target	56.07%	53.92%	4.81%	53.92%	4.81%	<ul style="list-style-type: none"> Collection Efficiency Report as of 31 December 2017 	<p style="text-align: center;">[P Total Collections] [P Total Accounts Receivable]</p> <p>According to NPC, failure to achieve the target is due to the following:</p> <ul style="list-style-type: none"> a) Continued deterioration of BASULTA power accounts; b) Poor payment performance by residential/household customers especially in Masbate PRES, Catbalogan and Sto. Nino mini grid areas; and c) Unrealized targets on the restructuring of overdue accounts of BASULTA and Siasi Electric Cooperative (SIASELCO).
SM 17	EBITDAS Margin with UCME	EBITDAS + (Total Revenue/Income)	5.00%	Actual over Target	19.22%	18.76%	4.88%	18.52%	4.82%	<ul style="list-style-type: none"> Condensed Statement of Financial Performance for the year ended 31 December 2017 Detailed Computation of EBITDAS Margin. 	<p>EBITDAS margin adjusted to 18.52% due to removal/derecognition of the accumulated Revaluation Surplus in compliance with the Philippine Application Guidance 2 of Philippine Public Sector Accounting Standards (PPSAS) for 2017.</p>
Subtotal			25.00%				23.39%		19.63%		

FINANCE

	Component			Rating System	Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Wt.		2017	Actual	Rating	Actual	Rating			
LEARNING & GROWTH	SO 13	Ensured Employee Productivity and Competency										
	SM 18	Percentage of Employees with Required Competencies Met	Establishment of Baseline Data	5.00%	All or Nothing	Established Baseline	Established baseline	4.62%	Established baseline	5.00%	• NPC Baseline Data	Based on the report, NPC established baseline data of its employees with required competencies. There are 421 out of 1,832 employees who have met the required competencies.
			Subtotal	5.00%				4.62%		5.00%		
			TOTAL	100.00%				90.97%		91.34%		