

## NATIONAL POWER CORPORATION (NPC)

		Component				Baseline			Target
Objective/Measure		Formula	Wt.	Rating System	2014	2015	2016	2017	
CUSTOMERS / STAKEHOLDERS	SO 1	Provided Adequate Power Supply in Missionary Areas							
	SM 1	Supply	$\Sigma$ Plant Dependable Capacity	10.00%	Actual over Target	N/A	125.780 MW	151.240 MW	201.532 MW
	SO 2	Contributed to the Power Supply in the Main Grids							
	SM 2	Energy Generation	Total Energy Generation	10.00%	Actual over Target	N/A	N/A	2,715.09 MW	3,324.03 GWh
	SO 3	Ensured Customer/ Stakeholder Satisfaction							
	SM 3	Customer/ Stakeholder Satisfaction Rating	$\Sigma$ Participants' Ratings $\div$ No. of Participants	2.50%	All or Nothing	N/A	3.980	3.870	3.870
	<b>Subtotal</b>			<b>22.50%</b>					
INTERNAL PROCESS	SO 4	Provided Efficient and Reliable Power Supply in Missionary Areas							
	SM 4	Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	$\Sigma$ [Dependable Cap x (Period Hours - Outage Hours)] $\div$ $\Sigma$ [Rated Cap x (Period Hours - Deactivated Shutdown Hours)]	5.00%	Actual over Target	66.37%	67.567%	72.503%	72.503%
	SM 5	Percentage of Unexpected Power Interruption (Forced Outage Rate)	$\Sigma$ (Forced Outage Hours) $\div$ $\Sigma$ (Operating Hours + Forced Outage Hours)	5.00%	Actual over Target	0.197%	0.142%	0.128%	0.128%

INTERNAL PROCESS	SM 6	Plant Operation Efficiency (Net Heat Rate)	$[\Sigma (\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \Sigma (\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})] \div \Sigma (\text{Net Generation})$	5.00%	All or Nothing	10,628	10,699	10,578	10,578 BTU/kWh
	<b>Sub-total</b>			<b>15%</b>					
	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	3.81	86.91	150.38	48.32 ckt-kms
	SM 7b	Completed Substation Facilities	Actual Completed Substations (in MVA)	2.50%	Actual over Target	N/A	0	5	10 MVA
	<b>Sub-total</b>			<b>5.00%</b>					
	SO 6	<b>Contributed to Efficient Operation of Generation Assets in the Main Grids</b>							
	SM 8	Maintain Percentage of Readiness of Existing Plants (Availability Factor)	$\Sigma (\text{Available Hours}) \div \Sigma (\text{Period Hours})$	5.00%	All or nothing	92.79%	88.81%	89.82%	83.67%

INTERNAL PROCESS	SM 9	Control Unexpected Power Interruption (Forced Outage Hour)	<p>Actual Forced Outage Hour considering the graduated scale below:</p> <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>100.00%</td> </tr> <tr> <td>24.01</td> <td>35.00</td> <td>96.00%</td> </tr> <tr> <td>35.01</td> <td>47.99</td> <td>92.00%</td> </tr> <tr> <td>48.00</td> <td>59.99</td> <td>88.00%</td> </tr> <tr> <td>60.00</td> <td>71.99</td> <td>84.00%</td> </tr> <tr> <td>72.00</td> <td>83.99</td> <td>80.00%</td> </tr> <tr> <td>84.00</td> <td>And up</td> <td>0.00%</td> </tr> </tbody> </table>	From	To	Score	0.00	24.00	100.00%	24.01	35.00	96.00%	35.01	47.99	92.00%	48.00	59.99	88.00%	60.00	71.99	84.00%	72.00	83.99	80.00%	84.00	And up	0.00%	5.00%	Graduated Scale	.016	14.53	4.05	24 hours
	From	To	Score																														
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	<b>Sub-total</b>			<b>10.00%</b>																													
<b>SO 7</b>	<b>Contributed to Sustainable Hydro and Geothermal Plant Operations</b>																																
SM 10	Hectares of Open Areas Reforested	Actual Areas Reforested	5.00%	Actual over Target	2,988.42 <sup>1</sup>	4,014.48	5,895.48	7,268.48 has.																									
<b>SO 8</b>	<b>Ensured the Integrity and Safety of Dams</b>																																
SM 11	Number of Dam Integrity Inspections	Actual Dam Inspections	5.00%	Actual over Target	15	18	31	32																									
<b>SO 9</b>	<b>Secured Quality Management System (QMS) Certification</b>																																
SM 12	Compliance with Quality Standards	ISO 9001-2008 Certificate awarded	2.50%	All or Nothing	N/A	N/A	ISO 9001:2008 Certified	Maintained Certification																									

<sup>1</sup> Based on Rehabilitation Accomplishment (in hectares) Report of Watershed Management Department from 2011 to 2015

INTERNAL PROCESS		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							
		SO 10	Actual No. Of Lots with Transferred Certificates of Titles/Decrees/LRC Decisions under OMA to PSALM	2.50%	All or Nothing	N/A	N/A	128	2,037 lots with titles
SM 13a	Transferred Certificates of Titles/Decrees and Land Registration Case Decisions under OMA to PSALM								
SM 13b	Filed Applications for Titling/ Issuance of Certificate of Titles of 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	N/A	N/A	16	50 titles	
<b>Subtotal</b>			<b>17.50%</b>						
FINANCE		Exercised Fiscal Prudence to Optimize Use of Resources							
		SO 11	$\Sigma [PS + MOOE] \div \Sigma (\text{Gross Generation})$	5.00%	All or Nothing	N/A	5.42	5.14	4.46 ₱/kWh
SM 14a	Fixed Cost Efficiency Ratio in the Missionary Areas								
SM 14b	Fixed Cost Efficiency Ratio in the Main Grids (Agus-Pulangi)	$\Sigma [PS + MOOE] \div \Sigma (\text{Energy Sales})$	5.00%	All or Nothing	N/A	0.24	0.33	0.29 ₱/kWh	
SM 15	OMA Budget Utilization Efficiency Ratio	$\Sigma (\text{Miscellaneous OMA Budget}) \div \Sigma (\text{Energy Sales})$	5.00%	Actual over Target	N/A	0.08	0.07	0.07 ₱/kWh	
<b>Subtotal</b>			<b>15.00%</b>						

		SO 12 Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity							
FINANCE	SM 16	Improve Collection Efficiency	Total Collections ÷ Total Accounts Receivable	5.00%	Actual over Target	49.47%	49.45%	56.07%	56.07%
	SM 17	EBITDAS Margin with UCME	EBITDAS ÷ (Total Revenue/Income)	5.00%	Actual over Target	N/A	32.00%	17.47%	19.22%
				<b>Subtotal</b>	<b>10.00%</b>				
		SO 13 Ensured Employee Productivity and Competency							
LEARNING AND GROWTH	SM 18	Percentage of Average Required Competencies Met	Establishment of Baseline Data	5.00%	All or Nothing	N/A	N/A	Board Approved Competency Model	Established Baseline
				<b>Subtotal</b>	<b>5.00%</b>				
				<b>TOTAL</b>	<b>100.00%</b>				