

NATIONAL POWER CORPORATION (NPC) Performance Scorecard

	Component			Target	Submission		CGO-B Validation		Supporting Documents	Remarks																				
	Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																						
CUSTOMERS/STAKEHOLDERS	SO 1	Provided Adequate Power Supply in Missionary Areas																												
	SM 1	Supply	$\frac{\sum \text{Plant Dependable Capacity}}{\text{Target}}$	3.0%	157.47	151.240	2.88%	151.240	2.88%	<ul style="list-style-type: none"> Rated and Dependability Capacity for CY 2016, prepared by NPC Small Power Utilities Group 	Validated with internal documents																			
	SO 2	Contributed to the Power Supply in the Main Grids																												
	SM 2	Energy Generation	Total Energy Generation	-	4,996.62	2,715.09	1.63%	(Excluded)	(Excluded)	<ul style="list-style-type: none"> Updated Generation By Plant, Mindanao (As of Feb. 10, 2017) prepared by NPC Mindanao Generation 	Measure excluded.																			
	SO 3	Ensured Customer/Stakeholder Satisfaction																												
	SM 3	Average IEC Post-Evaluation Feedback Rating for Dams	$\frac{\sum \text{Participants' Rating} \times \text{No. of Participants}}{\text{No. of Participants}}$	1.5%	3.60	4.43	1.50%	4.47	1.50%	<ul style="list-style-type: none"> IEC Survey Report IEC Survey Questionnaire 	NPC received a post IEC evaluation rating of 4.47.																			
	SM 4	Customer/Stakeholder Satisfaction Rating	$\frac{\sum \text{Respondents' Ratings} \times \text{No. of Respondents}}{\text{No. of Respondents}}$	2.0%	3.60	3.87	2.00%	3.87	2.00%	<ul style="list-style-type: none"> Report entitled: "Customer Satisfaction Rating Survey 2016" prepared and submitted by Associated Resources for Management & Development, Inc. 																				
			Sub-total	6.50%			8.01%		6.38%																					
	SO 4	Provided Efficient and Reliable Power Supply in Missionary Areas																												
	INTERNAL PROCESS	SM 5	Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	$\frac{\sum [\text{Dependable Cap} \times (\text{Period Hours} - \text{Outage Hours})] + \sum [\text{Rated Cap} \times (\text{Period Hours} - \text{Deactivated Shutdown Hours})]}{\text{Target}}$	4.0%	69.275%	72.503%	4.00%	72.503%	4.00%	<ul style="list-style-type: none"> NPC SPUG Performance Evaluation System (PES) Quarterly and Annual Monitoring Report for CY2016 signed by VP E.A.Veloso, Jr., SPUG dated 24 Feb 2017 Onsite validation of NPC database/ system 	Below is the summary of SPUG operations:																		
SM 6		Percentage of Unexpected Power Interruption (Forced Outage Rate)	$\frac{\sum (\text{Forced Outage Hours}) + \sum (\text{Operating Hours} + \text{Forced Outage Hours})}{\text{Target}}$	4.0%	0.200%	0.128%	4.00%	0.128%	4.00%		<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>74.012</td> <td>0.204</td> <td>10,338</td> </tr> <tr> <td>Visayas</td> <td>70.748</td> <td>0.041</td> <td>11,872</td> </tr> <tr> <td>Mindanao</td> <td>70.282</td> <td>0.017</td> <td>10,762</td> </tr> <tr> <td>Total</td> <td>72.503</td> <td>0.128</td> <td>10,578</td> </tr> </tbody> </table>		EAF (%)	FOR (%)	NHR (BTU / kWh)	Luzon	74.012	0.204	10,338	Visayas	70.748	0.041	11,872	Mindanao	70.282	0.017	10,762	Total	72.503	0.128
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	Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																							
	SM 7	Plant Operation Efficiency (Net Heat Rate)	$\frac{[\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})]}{\sum(\text{Net Generation})}$	4.0%	10,776	10,578	4.00%	10,578	4.00%																						
	SM 8	Plant Maintenance Efficiency Ratio	$\frac{\sum \text{Planned Maintenance Days} + \sum \text{Actual Maintenance Days}}{\sum \text{Actual Maintenance Days}}$	2.0%	100%	118.36%	2.00%	118.36%	2.00%	<ul style="list-style-type: none"> NPC SPUG Performance Evaluation System (PES) Quarterly and Annual Monitoring Report for CY2016 signed by VP E.A.Veloso, Jr., SPUG dated 24 Feb 2017 	The summary per quarter of the Maintenance Efficiency Ratio is as follows: <table border="1" style="margin-left: 20px;"> <tr> <td>Planned Maintenance Days</td> <td style="text-align: right;">606</td> </tr> <tr> <td>Actual Maintenance Days</td> <td style="text-align: right;">512</td> </tr> <tr> <td>Maintenance Efficiency Ratio</td> <td style="text-align: right;">118.36</td> </tr> </table>	Planned Maintenance Days	606	Actual Maintenance Days	512	Maintenance Efficiency Ratio	118.36														
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Maintenance Efficiency Ratio	118.36																														
	SO 5	Increased Power Generation in Missionary Areas Pursuant to the Approved Budget																													
	SM 9a	Completed Capacity Additions - Lease	$\frac{\sum(\text{Contract Capacity of Leased Generation Capacity})}{\dots}$	4.0%	40.90	55.65	2.56%	55.65	-	<ul style="list-style-type: none"> NPC SPUG Performance Evaluation System (PES) Quarterly and Annual Monitoring Report for CY2016 signed by VP E.A.Veloso, Jr., SPUG dated 24 Feb 2017 	Request for revision of targets denied. However, targets and weights for SMs 9a and 9b will be combined. As such, validated score and weight for SM 9 will be as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>No.</th> <th>Target Weight</th> <th>Target</th> <th>Score</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>9a</td> <td>4.00%</td> <td>40.90</td> <td>55.65</td> <td>-</td> </tr> <tr> <td>9b</td> <td>4.00%</td> <td>39.85</td> <td>13.66</td> <td>-</td> </tr> <tr> <td></td> <td>8.00%</td> <td>80.75</td> <td>69.31</td> <td>6.87%</td> </tr> </tbody> </table>	No.	Target Weight	Target	Score	Rate	9a	4.00%	40.90	55.65	-	9b	4.00%	39.85	13.66	-		8.00%	80.75	69.31	6.87%
No.	Target Weight	Target	Score	Rate																											
9a	4.00%	40.90	55.65	-																											
9b	4.00%	39.85	13.66	-																											
	8.00%	80.75	69.31	6.87%																											
	SM 9b	Completed Capacity Additions - Commissioned	Actual Completed Capacity Addition	4.0%	39.852	13.66	1.37%	13.660	-	<ul style="list-style-type: none"> NPC SPUG Performance Evaluation System (PES) Quarterly and Annual Monitoring Report for CY2016 signed by VP E.A.Veloso, Jr., SPUG dated 24 Feb 2017 																					
				8.0%	80.75	69.31	6.87%	69.31	6.87%																						

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INTERNAL PROCESS	Component			Target 2016	Submission		CGO-B Validation		Supporting Documents	Remarks										
	Objective/Measure	Formula	Weight		Actual	Rating	Score	Rating												
SM 10a	Completed Transmission Lines	Actual Completed Transmission Lines	3.0%	154.70	150.38	2.92%	150.38	2.92%	<ul style="list-style-type: none"> As-Built Structure List submitted by D.M. Consunji, Inc. for the Rehabilitation of Mamburao-Sablayan-ligaya 69 kV T/L Progress Report for Supply & Erection/ Installation of Bansud-Mansalay 69kV T/L prepared by Project-in-Charge R.A. Jaro, approved by PMD Dept. Mgr. C.G. Sison, Jr. Progress Report for Supply, Delivery, Erection/ Installation, Test & Commissioning of Mobo-Arroy 69kV, 3.17 km., T/L prepared by Project Engr. J.A. Pionilla, approved by PMD Dept. Mgr. C.G. Sison, Jr. 	Summary of completed transmission lined in 2016 is as follows: <table border="1" style="margin-left: 20px; width: 100%;"> <thead> <tr> <th>Project/ Activity</th> <th>in Ckt. Km.</th> </tr> </thead> <tbody> <tr> <td>Rehabilitation of Mamburao-Sablayan-ligaya 69 kV T/L</td> <td>87.00</td> </tr> <tr> <td>Supply & Erection/ Installation of Bansud-Mansalay 69kV T/L</td> <td>61.23</td> </tr> <tr> <td>Progress Report for Supply, Delivery, Erection/ Installation, Test & Commissioning of Mobo-Arroy 69kV, 3.17 km., T/L</td> <td>2.15</td> </tr> <tr> <td>Total</td> <td>150.38</td> </tr> </tbody> </table>	Project/ Activity	in Ckt. Km.	Rehabilitation of Mamburao-Sablayan-ligaya 69 kV T/L	87.00	Supply & Erection/ Installation of Bansud-Mansalay 69kV T/L	61.23	Progress Report for Supply, Delivery, Erection/ Installation, Test & Commissioning of Mobo-Arroy 69kV, 3.17 km., T/L	2.15	Total	150.38
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Progress Report for Supply, Delivery, Erection/ Installation, Test & Commissioning of Mobo-Arroy 69kV, 3.17 km., T/L	2.15																			
Total	150.38																			
SM 10b	Completed Substation Facilities	Actual Completed Substations	2.0%	15	0	0.00%	0	0.00%	<ul style="list-style-type: none"> NPC Power Engineering Services Project Mgt. Dept. Monitoring 	NPC requested revision of target to 10 MVA, excluding the originally committed 5 MVA Codon substation. However, NPC still failed to complete the remaining 10 MVA Virac-Marinawa S/S project pending the conduct of testing for outdoor protection relays.										
SO 6	Provided Efficient Operation of Generation Assets in the Main Grids																			
SM 11	Percentage of Readiness of Existing Power Plants (Availability Factor)	$\frac{\sum(\text{Available Hours})}{\sum(\text{Period Hours})}$	3.0%	85.92%	89.82%	3.0%	89.82%	3.00%	<ul style="list-style-type: none"> Summary of Availability Factor (Agus- Pulanggi HEPPs) covering December 25, 2015 to December 25, 2016 prepared by NPC Mindanao Generations 	Validated with internal documents.										
SM 12	Number of Hours of Unexpected Power Interruption (Forced Outage Hour)	Actual Forced Outage Hour	3.0%	24	4.05	3.00%	4.05	3.00%	<ul style="list-style-type: none"> Summary of Forced Outage Hour (Agus-Pulangi) covering December 25, 2015 to December 25, 2016) prepared by NPC Mindanao Generations 	Validated with internal documents.										

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Component	Objective/Measure	Formula	Weight	Target 2016	Submission		CGO-B Validation		Supporting Documents	Remarks						
					Actual	Rating	Score	Rating								
SM 13	Plant Maintenance Efficiency Ratio	$\frac{\sum \text{Planned Maintenance Days} + \sum \text{Actual Maintenance Days}}{\sum \text{Actual Maintenance Days}}$	3.0%	100%	118.30%	3.00%	118.30%	3.00%	<ul style="list-style-type: none"> Summary of Plant Maintenance Efficiency (Agus-Pulangi HPPs) covering December 25, 2015 to December 25, 2016) prepared by NPC Mindanao Generations 	The summary of the MinGen maintenance efficiency ratio is as follows: <table border="1" style="margin-left: 20px;"> <tr> <td>Planned Maintenance Days</td> <td>821.98</td> </tr> <tr> <td>Actual Maintenance Days</td> <td>694.86</td> </tr> <tr> <td>Maintenance Efficiency</td> <td>118.30%</td> </tr> </table>	Planned Maintenance Days	821.98	Actual Maintenance Days	694.86	Maintenance Efficiency	118.30%
Planned Maintenance Days	821.98															
Actual Maintenance Days	694.86															
Maintenance Efficiency	118.30%															
SO 7 Provided Sustainable Hydro and Geothermal Plant Operations Through Effective Watershed Management																
SM 14	Reforestation of Open Areas	Actual Areas Reforested	3.0%	762	1,881	3.00%	1,816	3.00%	<ul style="list-style-type: none"> Final Inspection Reports Certificate of Compliance Survey Maps LGU Certifications 	The 65 has. difference between NPC's submitted accomplishment and GCG's validation accounts for the reforestation/ agroforestry projects in Tiwi which were completed in January 2017 but were included in the 2016 accomplishment report.						
SM 15	Eco-Tourism Development for NPC-Managed Watersheds	Plan Development: 20% (Makiling-Banahaw, Buhi-Barit, Tiwi) Implementation/Execution: 40% (San Roque, Angat, Caliraya) Operation: 40% (Angat, Caliraya)	2.5%	100%	<ul style="list-style-type: none"> Plan Dev't: Completed Makiling-Banahaw, Buhi-Barit & Tiwi Ecotourism Plan; Implementation: Launched ecotourism project of Upper Agno & San Roque; Angat: establishment of museum of Flora & Fauna, trdg. post, souvenir shop, indigenous heritage site; Caliraya: Finalized lake tour guidelines Operation: Angat: Maintained trails and bambusetum; 19,067 visitors w/ Php 465,680.00; revenue from entrance Fees; Caliraya: 62,464 visitors 	2.48%	<ul style="list-style-type: none"> Plan Dev't: Completed Makiling-Banahaw, Buhi-Barit & Tiwi Ecotourism Plan; Implementation: Launched ecotourism project of Upper Agno & San Roque; Angat: establishment of museum of Flora & Fauna, trdg. post, souvenir shop, indigenous heritage site; Caliraya: Finalized lake tour guidelines Operation: Angat: Maintained trails and bambusetum; 19,067 visitors w/ Php 465,680.00; revenue from entrance Fees; Caliraya: 62,464 visitors 	2.48%	<ul style="list-style-type: none"> Proposed Ecotourism Management Plan for Makiling Banahaw (Mak-Ban) and Tiwi Reservation Ecotourism Development Plan for Buhi Watershed NPC Circular No. 2017-004, re: Guidelines on Lake Tour in Caliraya and Lumot Lakes Report, re: Launching of Ecotourism Programs for Upper Agno Watershed with attached Attendance Sheet Report, re: Ecotourism Project Soft Launching of San Roque Watershed with attached Attendance Sheet Project Profile (indicating Physical Accomplishment) for Angat Rainforest and Ecological Park Angat Watershed Monthly Reports from February to December 2016 	Validated with internal documents						

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SO 8 Ensured 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																															
SM 16	Number of Dam Integrity Inspections	12 Dams x 2 inspections per year	2.0%	24	24	2.00%	31	2.00%	<ul style="list-style-type: none"> • Semi-Annual Inspection / Assessment Reports for: <ul style="list-style-type: none"> - Ambuklao HPP - Binga HPP - San Roque HPP - Angat HPP - Caliraya and Lumot Dams / Dykes • Oversight Committee Inspection Reports, prepared by NPC and PSALM for: <ul style="list-style-type: none"> - Amlan HPP - Buh-Barit HPP - Cawayan HPP - Loboc HPP • Dam Safety Inspection Report prepared by NPC Mindanao Generations for Agus 1-2, 4-7 and Pulangi 4 HEPS 																						
SM 17	Percentage of target IEC/LGU at Angat, Ambuklao-Binga, San Roque, and Caliraya-Lumot dams	(No. of actual IEC/LGU sessions) + (Target No. of IEC/LGU sessions)	2.0%	100%	183.33% (22+12)	2.00%	183.33%	2.00%	<ul style="list-style-type: none"> • Summary of conducted IEC Post-Evaluation Feedback for Dams • Reports on the Conduct of Information and Education Campaign in the communities near the following Dams: <ul style="list-style-type: none"> - Angat, - Ambuklao-Binga, - San Roque, and - Caliraya 	For 2016, NPC conducted 22 IEC/LGU sessions, viz: <table border="1" style="margin-left: 20px; border-collapse: collapse; width: 100%;"> <thead> <tr> <th>Area</th> <th>Inclusive Dates</th> <th>No. of sessions</th> </tr> </thead> <tbody> <tr> <td>Angat, Bulacan</td> <td>19 February</td> <td>1</td> </tr> <tr> <td>Ambuklao-Binga, Benguet</td> <td>14-16 June</td> <td>3</td> </tr> <tr> <td>San Roque, Pangasinan</td> <td>21-28 July</td> <td>5</td> </tr> <tr> <td>Caliraya, Laguna</td> <td>9-11 August</td> <td>3</td> </tr> <tr> <td>Angat, Bulacan</td> <td>2-17 August</td> <td>10</td> </tr> <tr> <td colspan="2" style="text-align: center;">Total</td> <td>22</td> </tr> </tbody> </table>	Area	Inclusive Dates	No. of sessions	Angat, Bulacan	19 February	1	Ambuklao-Binga, Benguet	14-16 June	3	San Roque, Pangasinan	21-28 July	5	Caliraya, Laguna	9-11 August	3	Angat, Bulacan	2-17 August	10	Total		22
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Total		22																													
SO 9 Secured Quality Management System (QMS) Certification																															
SM 18	Secured ISO 9001-2008 Certificate	ISO 9001-2008 Certificate	1.0%	Certification	100%	1.00%	ISO 9001: 2008 Certified	1.00%	<ul style="list-style-type: none"> • Certificate of Registration (No. CIP/5178/16/01/963) to ISO 9001: 2008 dated 28 March 2016 	NPC passed the ISO 9001:2008 audit conducted by the Certification International Philippines, Inc.																					

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	Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating									
INTERNAL PROCESS	SO 10	Filed Applications/Secured Titles of the Unregistered Lots Under OMA and Non-OMA															
	SM 19	No. of Lots with Filed Applications for Titling/ Issuance of Decrees/ Titles	Actual No. of Lots with Filed Applications for Titling/ Issuance of Decrees/ Titles														
	SM 19a	OMA	1.0%	125	128	1.00%	128	1.00%	<ul style="list-style-type: none"> Secured Titles/ Decrees and Filed Applications/ Petitions for CY 2016 	Validated with internal documents.							
	SM 19b	Non-OMA	-	20	16	0.80%	(Excluded)	(Excluded)		Measure excluded.							
			Sub-total	47.50%			45.06%		44.27%								
SO 11	Exercised Fiscal Prudence to Optimize Use of Resources																
FINANCIAL	SM 20	Missionary Areas:															
	SM 20a	Fixed Cost Efficiency Ratio	$\frac{\sum[PS + MOOE] + \sum(\text{Gross Generation})}{\sum(\text{Gross Generation})}$	3.0%	4.21	5.14	2.34%	5.14	2.34%	<ul style="list-style-type: none"> Fixed Cost Efficiency in the Missionary Areas CY 2016 SPUG Generation Mix CY 2015 and 2016 Detailed computation of Fixed Cost in the Missionary Areas CY 2016 Other Operating Expense CY 2016 	By year end, fixed cost efficiency of SPUG is as follows: <table border="1" style="margin-left: 20px;"> <tr> <td>Fixed Costs (in millions)</td> <td>2,281</td> </tr> <tr> <td>Gross Generation, GWH (in millions)</td> <td>444</td> </tr> <tr> <td>Fixed Costs, P/kWh</td> <td>5.14</td> </tr> </table>	Fixed Costs (in millions)	2,281	Gross Generation, GWH (in millions)	444	Fixed Costs, P/kWh	5.14
	Fixed Costs (in millions)	2,281															
	Gross Generation, GWH (in millions)	444															
Fixed Costs, P/kWh	5.14																
SM 21	Main Grids: (Hydro Plants: Agus-Pulangi)																
SM 21a	Fixed Cost Efficiency Ratio	$\frac{\sum[PS + MOOE] + \sum(\text{Energy Sales})}{\sum(\text{Energy Sales})}$	-	0.24	0.33	3.75%	(Excluded)	(Excluded)	<ul style="list-style-type: none"> Fixed Cost Efficiency in the Main Grids CY 2016 Mindanao Generation Production Cost CY 2016 	Measure excluded.							
SM 21b	OMA Budget Utilization Efficiency Ratio	$\frac{\sum(\text{Miscellaneous OMA Budget}) + \sum(\text{Energy Sales})}{\sum(\text{Energy Sales})}$	4.0%	0.10	0.07	4.00%	0.07	4.00%	<ul style="list-style-type: none"> OMA Budget Utilization Efficiency Rate CY 2016 Budget Utilization Report – OMA Support CY 2016 Mindanao Generation Production Cost CY 2016 	Actual OMA budget utilization efficiency is as follows: <table border="1" style="margin-left: 20px;"> <tr> <td>Miscellaneous OMA Budget</td> <td>163,317</td> </tr> <tr> <td>Energy Sales</td> <td>2,489,090</td> </tr> <tr> <td>OMA Budget Utilization Efficiency, P/kWh</td> <td>0.07</td> </tr> </table>	Miscellaneous OMA Budget	163,317	Energy Sales	2,489,090	OMA Budget Utilization Efficiency, P/kWh	0.07	
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FINANCIAL	SO 12	Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity																										
	SM 22	Collection Efficiency																										
	SM 22a	With BASULTA Customers	Total Collections + Total Accounts Receivable	5.0%	49.90%	56.07%	5.00%	56.07%	5.00%	<ul style="list-style-type: none"> SPUG Power Receivables and Collection Efficiency as of December 2016 <table border="1"> <tr><td colspan="2">Computation of collection efficiency (in Millions):</td></tr> <tr><td colspan="2">Coll. % excluding BASULTA</td></tr> <tr><td>Total Coll.</td><td>1,856.07</td></tr> <tr><td>Total AR</td><td>1,886.66</td></tr> <tr><td>Collection %</td><td>98.38%</td></tr> <tr><td colspan="2">Coll. % including BASULTA</td></tr> <tr><td>Total Coll.</td><td>1,891.25</td></tr> <tr><td>Total AR</td><td>3,373.08</td></tr> <tr><td>Collection %</td><td>56.07%</td></tr> </table>	Computation of collection efficiency (in Millions):		Coll. % excluding BASULTA		Total Coll.	1,856.07	Total AR	1,886.66	Collection %	98.38%	Coll. % including BASULTA		Total Coll.	1,891.25	Total AR	3,373.08	Collection %	56.07%
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SM 22b	Without BASULTA Customers	Total Collections (excluding BASULTA) + Total Accounts Receivable (excluding BASULTA)	5.0%	96.67%	98.38%	5.00%	98.38%	5.00%																				
SM 23	EBITDAS Margin with UCME	EBITDAS + (Total Revenue/Income)	18.0%	15.23%	17.47%	18.00%	17.47%	18.00%	<ul style="list-style-type: none"> EBITDAS Margin with UCME – Actual CY 2016 SPUG Generation Mix CY 2015 and 2016 SPUG Energy Sales CY 2015 and 2016 Other Operating Expense CY 2016 Results of Operation – General Ledger Accounts CY 2016 Statement of Comprehensive Income CY 2016 <table border="1"> <tr><td colspan="2">Earnings before Interest, Tax, Depreciation and Amortization for 2016 is computed below:</td></tr> <tr><td colspan="2"><i>(in Millions)</i></td></tr> <tr><td>EBITDAS</td><td>1,784.24</td></tr> <tr><td>Total Revenue/Income</td><td>10,215.41</td></tr> <tr><td>EBITDAS Margin w/ UCME</td><td>17.47%</td></tr> </table>	Earnings before Interest, Tax, Depreciation and Amortization for 2016 is computed below:		<i>(in Millions)</i>		EBITDAS	1,784.24	Total Revenue/Income	10,215.41	EBITDAS Margin w/ UCME	17.47%									
Earnings before Interest, Tax, Depreciation and Amortization for 2016 is computed below:																												
<i>(in Millions)</i>																												
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		Sub-total	35.0%				38.09%		34.34%																			
LEARNING AND GROWTH	SO 13	Ensured Employee Productivity and Competency																										
	SM 24	Percentage of Average Required Competencies Met	Board Approval of Competency Model	1.0%	Personnel Competency Model	Board Approved Competency Model	1.00%	Board Approved Competency Model	1.00%	<ul style="list-style-type: none"> Board Resolution No. 2016-45 NPC Competency Framework Development Final Report prepared by Willis Towers Watson 	The NPC Competency Framework developed by Willis Towers Watson was approved by NP Board through Resolution No. 2016-45 on 20 December 2016																	
			Sub-total	1.0%				1.00%		1.00%																		
		TOTAL	90%				92.16%		85.99%																			

NPC Validated Score: 85.99% = 95.54%
90.00%