

NATIONAL POWER CORPORATION

	Component				Baseline Data (if applicable)			Target	
	Objective/Measure	Formula	Weight	Rating System	2013	2014	2015 ^{a/}	2016	
CUSTOMERS/STAKEHOLDERS	SO 1	Provided Adequate Power Supply in Missionary Areas							
	SM 1	Supply ^{b/}	Σ Plant Dependable Capacity	3%	Actual over target	N/A	N/A	143.37	157.47
	SO 2	Contributed to the Power Supply in the Main Grids							
	SM 2	Energy Generation	Total Energy Generation	3%	Actual over target	N/A	N/A	N/A	4,996.62
	SO 3	Ensured Customer/ Stakeholder Satisfaction							
	SM 3	Average IEC Post-Evaluation Feedback Rating for Dams	Σ Participants' Ratings + No. of Participants	1.5%	Actual over target	N/A	N/A	3.50	3.60
	SM 4	Customer/Stakeholder Satisfaction Rating	Σ Participants' Ratings + No. of Participants	2%	Actual over target	N/A	N/A	3.50	3.60
			Sub-total	9.50%					

	Objective/Measure	Component Formula	Weight	Rating System	Baseline Data (if applicable)			Target	
					2013	2014	2015 ^{a/}	2016	
INTERNAL PROCESS	SO 4	Provided Efficient and Reliable Power Supply in Missionary Areas							
	SM 5	Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	$\frac{\sum[\text{Dependable Cap} \times (\text{Period Hours} - \text{Outage Hours})] + \sum[\text{Rated Cap} \times (\text{Period Hours} - \text{Deactivated Shutdown Hours})]}{\text{Total Capacity}}$	4%	Actual over target	64.52%	66.32%	66.280%	69.275%
	SM 6	Percentage of Unexpected Power Interruption (Forced Outage Rate)	$\frac{\sum(\text{Forced Outage Hours})}{\sum(\text{Operating Hours} + \text{Forced Outage Hours})}$	4%	Actual over target	0.284%	0.197%	0.274%	0.200%
	SM 7	Plant Operation Efficiency (Net Heat Rate)	$\frac{[\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})] + \sum(\text{Net Generation})}{\text{Net Generation}}$	4%	Actual over target	10,813	10,628	10,937	10,776
	SM 8	Plant Maintenance Efficiency Ratio	$\frac{\sum \text{Planned Maintenance Days}}{\sum \text{Actual Maintenance Days}}$	2%	Actual over target	N/A	N/A	100%	100%

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INTERNAL PROCESS	SO 5	Increased Power Generations in Missionary Areas Pursuant to the Approved Budget							
	SM 9a	Completed Capacity Additions – Lease	$\Sigma(\text{Contract Capacity of Leased Generation Capacity})$	4%	Actual over target	51.9	49.48	29.90	40.90
	SM 9b	Completed Capacity Additions – Commissioned	Actual Completed Capacity Addition	4%	Actual over target	6.00	2.40	27.400	39.852
	SM10a	Completed Transmission Lines	Actual Completed Transmission Lines	3%	Actual over target	N/A	3.81	123.11 ^{c/}	154.70
	SM10b	Completed Substation Facilities	Actual Completed Substations	2%	Actual over target	N/A	0	0 ^{c/}	15
	SO 6	Provided Efficient Operation of Generation Assets in the Main Grids							
	SM 11	Percentage of Readiness of Existing Plants (Availability Factor)	$\frac{\Sigma(\text{Available Hours})}{\Sigma(\text{Period Hours})}$	3%	Actual over Target	92.92%	92.01%	89.50%	85.92% ^{d/}

		Component				Baseline Data (if applicable)			Target
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INTERNAL PROCESS	SM 12	Number of Hours of Unexpected Power Interruption (Forced Outage Hour)	Actual Forced Outage Hour	3%	Actual over target	22.04	0.014%	24	24
	SM 13	Plant Maintenance Efficiency Ratio	Σ Planned Maintenance Days + Σ Actual Maintenance Days	3%	Actual over target	N/A	N/A	100%	100%
	SO 7	Provided Sustainable Hydro and Geothermal Plant Operations Through Effective Watershed Management							
	SM 14	Reforestation of Open Areas	Actual Areas Reforested	3%	Actual over target	498	1,045	670	762
	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%	Actual over target	1 – Report (Eco-Tourism Concept Framework for Angat Watershed Reservation)	Business Plan for Caliraya/Implementation of Eco-Tourism Program for Angat	Plan Development: San Roque, Upper Agno River Implementation/Execution: Caliraya-Lumot Operation: Angat	100%

	Component				Baseline Data (if applicable)			Target	
	Objective/Measure	Formula	Weight	Rating System	2013	2014	2015 ^{a/}	2016	
INTERNAL PROCESS	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%	Actual over target	10	15	10	24
	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%	Actual over target	N/A	Implementation of IEC Program @ Angat, Ambuklao-Binga, San Roque, Caliraya-Lumot	100%	100%
	SO 9	Secured Quality Management System (QMS) Certification							
	SM 18	Secured ISO 9001-2008 Certificate	ISO 9001-2008 Certificate awarded	1%	Actual over target	N/A	N/A	N/A	Certification
	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 number of lots with Filed Applications for Titling/ Issuance of Decrees/Titles						
	SM19a	OMA		1%	Actual over target	N/A	N/A	20	125
	SM19b	Non- OMA		1%	Actual over target	N/A	N/A	20	20
			Sub-total	48.50%					

	Component				Baseline Data (if applicable)			Target	
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FINANCIAL	SO 12	Exercise Fiscal Prudence to Optimize Use of Resources							
	SM 20	Missionary Areas:							
	SM20a	Fixed Cost Efficiency Ratio ^{e/}	$\frac{\sum[PS + MOOE] + \sum(\text{Gross Generation})}{\sum(\text{Gross Generation})}$	3%	Actual over target	4.620	4.87	4.25	4.21
	SM 21	Main Grids: (Hydro Plants: Agus-Pulangi)							
	SM21a	Fixed Cost Efficiency Ratio ^{e/}	$\frac{\sum[PS + MOOE] + \sum(\text{Energy Sales})}{\sum(\text{Energy Sales})}$	6%	Actual over target	N/A	0.21	0.23	0.24
	SM21b	OMA Budget Utilization Efficiency Ratio ^{e/}	$\frac{\sum(\text{Miscellaneous OMA Budget}) + \sum(\text{Energy Sales})}{\sum(\text{Energy Sales})}$	4%	Actual over target	N/A	0.07	0.08	0.10
	SO 13	Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity							
	SM 22	Collection Efficiency							
	SM22a	With BASULTA Customers	Total Collections + Total Accounts Receivable	5%	Actual over target	49.16%	49.48%	49.65%	49.90%
	SM22b	Without BASULTA Customers	Total Collections (excluding BASULTA) + Total Accounts Receivable (excluding BASULTA)	5%	Actual over target	96.52%	96.81%	96.52%	96.67%

Component					Baseline Data (if applicable)			Target	
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FINANCIAL	SM 23	EBITDAS Margin with UCME	EBITDAS ÷ (Total Revenue/Income)	18%	Actual over target	9%	17%	8% ^{c/}	15.23%
	Sub-total			41.00%					
LEARNING AND GROWTH	SO 14	Ensured Employee Productivity and Competency							
	SM 24	Percentage of Average Required Competencies Met	Board Approval of Competency Model	1%	Actual over target	N/A	N/A	N/A	Submission of Board-approved Competency Model
	Sub-total			1%					
TOTAL			100%						

^{a/} Subject to GCG validation

^{b/} Addresses demand and reserve requirement; Considers privatization of Tablas in 2016 and Catanduanes in 2017

^{c/} Renegotiated with GCG

^{d/} Revised based on NP Board Resolution 2015-45 dated 03 December 2015 as submitted to GCG through letter dated 01 February 2016.

^{e/} Based on the proposed 2016 budget submitted to DBM/PSALM

