

**NATIONAL POWER CORPORATION (NPC)
Revalidated 2018 Performance Scorecard**

| CUSTOMERS / STAKEHOLDERS | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | | | | | | | | | | | | | | | | | | | |
|--------------------------|-------------------------|---|------------------------------------|---------------|--------------------|-----------------|--------------|----------------|--------------|----------------------|--|---|-----------|-------------------------|--------|--------|---------|--------|----------|--------|--------------|----------------|--------|--------|--------|--------|-----------|--------|--------------|-----------------|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | | | | | | | | | | | | | | | | | | | |
| | SO 1 | Provided Adequate Power Supply in Missionary Areas | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SM1 | Supply | Σ Plant Dependable Capacity | 10.00% | Actual over Target | 186.486 MW | 158.838 MW | 8.52% | 158.838 MW | 8.52% | <ul style="list-style-type: none"> Revised Performance Evaluation System (PES) Quarterly and Yearly Report for CY 2018, dated 5 March 2019, signed by Atty. R.T. Teves with attached Summary of 2018 Dependable Capacity, EAF, FOR and NHR per SPUG Onsite validation of NPC database/ system of Monthly Operations Report | Breakdown of dependable capacity in the Missionary Areas is as follows: <table border="1"> <thead> <tr> <th>SPUG Area</th> <th>Dependable Capacity</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>89.142</td> </tr> <tr> <td>Visayas</td> <td>17.534</td> </tr> <tr> <td>Mindanao</td> <td>52.162</td> </tr> <tr> <td>Total</td> <td>158.838</td> </tr> </tbody> </table> | SPUG Area | Dependable Capacity | Luzon | 89.142 | Visayas | 17.534 | Mindanao | 52.162 | Total | 158.838 | | | | | | | | |
| SPUG Area | Dependable Capacity | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Luzon | 89.142 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Visayas | 17.534 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mindanao | 52.162 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 158.838 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SO 2 | Contributed to the Power Supply in the Main Grids thru the Agus-Pulangi Plants | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SM2 | Energy Generation | Total Energy Generation | 10.00% | Actual over Target | 2,711.72 GWh | 2,898.84 GWh | 10.00% | 2,898.84 GWh | 10.00% | <ul style="list-style-type: none"> NPC CY 2018 Monitoring Report for MinGen Performance Targets reviewed by MinGen Vice President Veloso with attached Summary of 2018 EAF, and FOH per HEPPs Onsite validation of NPC MinGen Monthly Operations Report | 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>324.75</td> </tr> <tr> <td>Agus 2</td> <td>556.86</td> </tr> <tr> <td>Agus 4</td> <td>602.24</td> </tr> <tr> <td>Agus 5</td> <td>242.88</td> </tr> <tr> <td>Agus 6</td> <td>435.86</td> </tr> <tr> <td>Agus 7</td> <td>171.39</td> </tr> <tr> <td>Pulangi 4</td> <td>564.87</td> </tr> <tr> <td>Total</td> <td>2,898.84</td> </tr> </tbody> </table> | HEPP | Total Actual Generation | Agus 1 | 324.75 | Agus 2 | 556.86 | Agus 4 | 602.24 | Agus 5 | 242.88 | Agus 6 | 435.86 | Agus 7 | 171.39 | Pulangi 4 | 564.87 | Total | 2,898.84 |
| HEPP | Total Actual Generation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 1 | 324.75 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 2 | 556.86 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 4 | 602.24 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 5 | 242.88 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 6 | 435.86 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 7 | 171.39 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pulangi 4 | 564.87 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 2,898.84 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | | | | | | | | | | | | | | | | | | | | | |
|--------------------------|--|--|--|--------------------|--|---|---------|----------------|--------|--|--|--|--|---------|---------|-----------------|-------|--------|-------|--------|---------|--------|-------|--------|----------|--------|-------|--------|--|---------------|--------------|---------------|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | | | | | | | | | | | | | | | | | | | | | |
| CUSTOMERS / STAKEHOLDERS | SO 3 | Ensured Customer/Stakeholder Satisfaction | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SM3 | Customer/ Stakeholder Satisfaction Rating | \sum Participants' Ratings ÷ No. of Participants | 5.00% | (Actual/ Target) <i>If less than 80% = 0%</i> | 90% <i>(Using the Standard Methodology and Questionnaire developed by GCG)</i> | 86.51% | 4.81% | 86.51% | 4.81% | <ul style="list-style-type: none"> Customer Satisfaction Survey Report prepared by the Associated Resources for Management and Development, Inc. (ARMDEV) | Based on the reported survey results, NPC was provided with "satisfied" and "very satisfied" ratings by 86.51% of its respondents. | | | | | | | | | | | | | | | | | | | | |
| | Subtotal | | | 25.00% | | | | 23.32% | | 23.33% | | | | | | | | | | | | | | | | | | | | | | |
| | SO 4 | Provided Efficient and Reliable Power Supply in Missionary Areas | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INTERNAL PROCESS | SM4 | Percentage of Readiness of Existing Plants (Equivalent Availability Factor) | $\frac{\sum[\text{Dependable Cap} \times (\text{Period Hours} - \text{Outage Hours})]}{\sum[\text{Rated Cap} \times (\text{Period Hours} - \text{Deactivated Shutdown Hours})]}$ | 4.00% | All or Nothing | 73.13% | 73.146% | 4.00% | 73.15% | 4.00% | <ul style="list-style-type: none"> Revised Performance Evaluation System (PES) Quarterly and Yearly Report for CY 2018, dated 5 March 2019, signed by Atty. R.T. Teves with attached Summary of 2018 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>73.164</td> <td>0.023</td> <td>10,717</td> </tr> <tr> <td>Visayas</td> <td>72.773</td> <td>0.003</td> <td>11,606</td> </tr> <tr> <td>Mindanao</td> <td>73.234</td> <td>0.007</td> <td>10,330</td> </tr> <tr> <td></td> <td>73.146</td> <td>0.016</td> <td>10,622</td> </tr> </tbody> </table> | | EAF (%) | FOR (%) | NHR (BTU / kWh) | Luzon | 73.164 | 0.023 | 10,717 | Visayas | 72.773 | 0.003 | 11,606 | Mindanao | 73.234 | 0.007 | 10,330 | | 73.146 | 0.016 | 10,622 |
| | | EAF (%) | FOR (%) | NHR (BTU / kWh) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Luzon | 73.164 | 0.023 | 10,717 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Visayas | 72.773 | 0.003 | 11,606 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mindanao | 73.234 | 0.007 | 10,330 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 73.146 | 0.016 | 10,622 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SM5 | Percentage of Unexpected Power Interruption (Forced Outage Rate) | $\frac{\sum(\text{Forced Outage Hours})}{\sum(\text{Operating Hours} + \text{Forced Outage Hours})}$ | 4.00% | Actual over Target | 0.111% | 0.016% | 4.00% | 0.016% | 4.00% | <ul style="list-style-type: none"> Onsite validation of NPC database/ system of Monthly Operations Report | | | | | | | | | | | | | | | | | | | | | | |

| INTERNAL PROCESS | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | |
|------------------|-------------------|--|---|---------------|--------------------|-------------------|-------------------|----------------|-------------------|----------------------|--|---|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | |
| | SM6 | Plant Operation Efficiency (Net Heat Rate) | $\frac{[\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})]}{\sum(\text{Net Generation})}$ | 4.00% | Actual over Target | 10,612.67 BTU/kWh | 10,621.5 OBTU/kWh | 3.997% | 10,622.0 OBTU/kWh | 4.00% | Rounded-off. | |
| | 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 | 296.35 ckt-kms | 46.79 ckt-kms | 0.39% | 46.79 ckt-kms | 0.39% | <ul style="list-style-type: none"> Certificate of Final Completion (Provisional Acceptance) issued to S.L. Development Construction Corporation (SLDCC) dated 4 May 2018 Certificate of Turn-over of the Rehabilitation of Calapan-Puerto Galera 69 KV T/L Project | Validated with internal documents. |
| | SM 7b | Completed Substation Facilities | Actual Completed Substations (in MVA) | 2.50% | Actual over Target | 25 MVA | 5 MVA | 0.50% | 0.00 | 0.00% | <p>Certificate of Project Completion (Provisional Acceptance) issued to S.L. Development Construction Corporation (SLDCC) dated 8 February 2019</p> <p>Project status as of 31 December 2018</p> | The supply, delivery, construction/installation, test and commissioning of 5 MVA Codon Load-end S/S Project was completed on 24 January 2019. |

| INTERNAL PROCESS | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | | | | | | | | | | | | | | | | | | |
|--|---|--|-------|--------------------|---|--|--------|--|--------|---|--|----------------|---------------------|--------------|-------|--------------|-------|--------------|-------|-------------------------|-------|---------------------|--------------|---------|-----|-------|----|--------------|--------------|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | | | | | | | | | | | | | | | | | | |
| SO 6 Contributed to Efficient Operation of Generation Assets in the Main Grids | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SM8 | Maintained Percentage of Readiness of Existing Plants (Availability Factor) | $\frac{\sum(\text{Available Hours})}{\sum(\text{Period Hours})}$ | 4.00% | Actual over Target | 84.75% | 86.22% | 4.00% | 86.22% | 4.00% | <ul style="list-style-type: none"> NPC CY 2018 Monitoring Report for MinGen Performance Targets reviewed by MinGen Vice President Veloso with attached Summary of 2018 EAF, and FOH per HEPPs Onsite validation of NPC MinGen Monthly Operations Report | Breakdown 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>90.05</td> </tr> <tr> <td>Agus 4 and 5</td> <td>87.48</td> </tr> <tr> <td>Agus 6 and 7</td> <td>77.32</td> </tr> <tr> <td>Pulangi 4</td> <td>88.38</td> </tr> <tr> <td>Availability Factor</td> <td>86.22</td> </tr> </tbody> </table> | HEPP | Availability Factor | Agus 1 and 2 | 90.05 | Agus 4 and 5 | 87.48 | Agus 6 and 7 | 77.32 | Pulangi 4 | 88.38 | Availability Factor | 86.22 | | | | | | |
| HEPP | Availability Factor | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 1 and 2 | 90.05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 4 and 5 | 87.48 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agus 6 and 7 | 77.32 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pulangi 4 | 88.38 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Availability Factor | 86.22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SM9 | Controlled Unexpected Power Interruption (Forced Outage Hour) | Actual Forced Outage Hour | 4.00% | All or Nothing | 24 hours | 7.374 hrs | 4.00% | 7.374 hrs | 4.00% | Validated with internal documents. | | | | | | | | | | | | | | | | | | | |
| SO 7 Contributed to Sustainable Hydro and Geothermal Plant Operations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SM 10 | Hectares of Open Areas Reforested | Actual Areas Reforested | 5.00% | All or Nothing | 8,393.48 has. (995 has. reforested for 2018) | 8,433.48 has. (1,035 has. reforested for 2018) | 5.00% | 8,433.48 has. (1,035 has. reforested for 2018) | 5.00% | <ul style="list-style-type: none"> 2018 Rehabilitation Accomplishments as of 31 December 2018 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>265</td> </tr> <tr> <td>San Roque</td> <td>10</td> </tr> <tr> <td>Magat</td> <td>300</td> </tr> <tr> <td>Lake Lanao – Agus River</td> <td>140</td> </tr> <tr> <td>Tiwi</td> <td>10</td> </tr> <tr> <td>Pulangi</td> <td>260</td> </tr> <tr> <td>Angat</td> <td>50</td> </tr> <tr> <td>TOTAL</td> <td>1,035</td> </tr> </tbody> </table> | Watershed Area | Total (Has.) | Upper Agno | 265 | San Roque | 10 | Magat | 300 | Lake Lanao – Agus River | 140 | Tiwi | 10 | Pulangi | 260 | Angat | 50 | TOTAL | 1,035 |
| Watershed Area | Total (Has.) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Upper Agno | 265 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| San Roque | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Magat | 300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lake Lanao – Agus River | 140 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tiwi | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pulangi | 260 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Angat | 50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | 1,035 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SO 8 Ensured the Structural and Operational Safety of Dams to Mitigate Flooding in the Downstream Communities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SM 11 | Maintenance Requirements of Dams and Other Non-Power Components | Actual No. of Maintained Activities <u>Implemented</u> Target No. of Maintenance Activities | 5.00% | Actual Over Target | 50% | 83% (19 of 23 maintenance activities implemented) | 5.00% | 83% (19 of 23 maintenance activities implemented) | 5.00% | <ul style="list-style-type: none"> Certificates of Final Completion of Works (Provisional Acceptance) On-site visit in Agus 6 and 7 HEPPs | Validated with internal documents. | | | | | | | | | | | | | | | | | | |

| | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | |
|------------------|-------------------|--|--|---------------|--------------------|-----------------|---------------|----------------|---------------|----------------------|--|------------------------------------|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | |
| INTERNAL PROCESS | SO 9 | 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 | | | | | | | | | | |
| | 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 | 2.50% | All or Nothing | 35 lots | 52 | 2.50% | 52 | 2.50% | <ul style="list-style-type: none"> • Photocopies of Certificates of Titles/Decrees and Land Registration Case Decisions and Acknowledgement Receipts from PSALM | Validated with internal documents. |
| | SM 12b | Number of Filed Applications for Titling or Tenorial Rights/ Issuance of Certificates of Titles/ 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 Tenorial Rights/Issuance of Certificates of Titles, Reconstructed Deeds of Donations and Lots Surveyed under Non- OMA Properties | 2.50% | Actual over Target | 25 lots | 57 | 2.50% | 57 | 2.50% | <ul style="list-style-type: none"> • Filed Applications • Original Certificates of Title • Transfer Certificates of Title • Deeds of Donations | |
| Subtotal | | | 40.00% | | | | 35.89% | | 35.39% | | | |

| | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | | | | | | | | | | | | | |
|-----------------------------------|--|---|---|--------------------|--------------------|-----------------|------------|----------------|------------|---|--|---|---------------------------|-----------------------------------|-----------------------|-------------------|-------------------|--------|--------|-------------------------|-----------------------------|-------------------------------|-------------------------------|-------------|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | | | | | | | | | | | | | |
| FINANCE | SO 10 | Exercised Fiscal Prudence to Optimize Use of Resources | | | | | | | | | | | | | | | | | | | | | | |
| | SM 13a | Fixed Cost Efficiency Ratio in the Missionary Areas | $\frac{\sum[PS + MOOE] \div \sum(\text{Energy Sales})}{}$ | 5.00% | Actual over Target | 4.73 ₱/kWh | 5.40 ₱/kWh | 4.29% | 5.40 ₱/kWh | 4.29% | <ul style="list-style-type: none"> Summary Computation on Fixed Cost Efficiency Ratio Detailed Fixed Cost for Missionary Areas Other Operating Expenses per Account | NPC failed to maintain its fixed cost efficiency ratio to 4.73 ₱/kWh. Detailed Computation: <table border="1"> <tr><td colspan="2"><i>(In Million Pesos)</i></td></tr> <tr><td>Fixed Cost (A)</td><td>2,231.10</td></tr> <tr><td>Personal Services</td><td>874.61</td></tr> <tr><td>MOOE</td><td>1,356.49</td></tr> <tr><td>Gross Generation (B)</td><td>412.90</td></tr> <tr><td>Efficiency Ratio (A/B)</td><td>5.40</td></tr> </table> | <i>(In Million Pesos)</i> | | Fixed Cost (A) | 2,231.10 | Personal Services | 874.61 | MOOE | 1,356.49 | Gross Generation (B) | 412.90 | Efficiency Ratio (A/B) | 5.40 |
| | <i>(In Million Pesos)</i> | | | | | | | | | | | | | | | | | | | | | | | |
| Fixed Cost (A) | 2,231.10 | | | | | | | | | | | | | | | | | | | | | | | |
| Personal Services | 874.61 | | | | | | | | | | | | | | | | | | | | | | | |
| MOOE | 1,356.49 | | | | | | | | | | | | | | | | | | | | | | | |
| Gross Generation (B) | 412.90 | | | | | | | | | | | | | | | | | | | | | | | |
| Efficiency Ratio (A/B) | 5.40 | | | | | | | | | | | | | | | | | | | | | | | |
| SM 13b | Fixed Cost Efficiency Ratio in the Main Grids (Agus-Pulangi) | $\frac{\sum[PS + MOOE] \div \sum(\text{Energy Sales})}{}$ | 5.00% | Actual over Target | 0.26 ₱/kWh | 0.27 ₱/kWh | 4.81% | 0.27 ₱/kWh | 4.81% | <ul style="list-style-type: none"> Summary Computation on Fixed Cost Efficiency Ratio Production Cost for the period ending 31 Dec 2018 | Detailed Computation: <table border="1"> <tr><td colspan="2"><i>(In Million Pesos)</i></td></tr> <tr><td>Fixed Cost (A)</td><td>752.32</td></tr> <tr><td>Personal Services</td><td>406.66</td></tr> <tr><td>MOOE</td><td>345.65</td></tr> <tr><td>Energy Sales (B)</td><td>2,744.16</td></tr> <tr><td>Efficiency Ratio (A/B)</td><td>0.27</td></tr> </table> | <i>(In Million Pesos)</i> | | Fixed Cost (A) | 752.32 | Personal Services | 406.66 | MOOE | 345.65 | Energy Sales (B) | 2,744.16 | Efficiency Ratio (A/B) | 0.27 | |
| <i>(In Million Pesos)</i> | | | | | | | | | | | | | | | | | | | | | | | | |
| Fixed Cost (A) | 752.32 | | | | | | | | | | | | | | | | | | | | | | | |
| Personal Services | 406.66 | | | | | | | | | | | | | | | | | | | | | | | |
| MOOE | 345.65 | | | | | | | | | | | | | | | | | | | | | | | |
| Energy Sales (B) | 2,744.16 | | | | | | | | | | | | | | | | | | | | | | | |
| Efficiency Ratio (A/B) | 0.27 | | | | | | | | | | | | | | | | | | | | | | | |
| SM 14 | OMA Budget Utilization Efficiency Ratio | $\frac{\sum(\text{Miscellaneous OMA Budget}) \div \sum(\text{Energy Sales})}{}$ | 5.00% | Actual over Target | 0.06 ₱/kWh | 0.06 ₱/kWh | 5.00% | 0.06 ₱/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 Production Cost for the period ending 31 Dec 2018 | Detailed Computation: <table border="1"> <tr><td colspan="2"><i>(In Million Pesos)</i></td></tr> <tr><td>OMA Budget Utilization (A)</td><td>173.65</td></tr> <tr><td>Personal Services</td><td>92.52</td></tr> <tr><td>MOOE</td><td>81.13</td></tr> <tr><td>Energy Sales (B)</td><td>2,744.16</td></tr> <tr><td>Efficiency Ratio (A/B)</td><td>0.06</td></tr> </table> | <i>(In Million Pesos)</i> | | OMA Budget Utilization (A) | 173.65 | Personal Services | 92.52 | MOOE | 81.13 | Energy Sales (B) | 2,744.16 | Efficiency Ratio (A/B) | 0.06 | |
| <i>(In Million Pesos)</i> | | | | | | | | | | | | | | | | | | | | | | | | |
| OMA Budget Utilization (A) | 173.65 | | | | | | | | | | | | | | | | | | | | | | | |
| Personal Services | 92.52 | | | | | | | | | | | | | | | | | | | | | | | |
| MOOE | 81.13 | | | | | | | | | | | | | | | | | | | | | | | |
| Energy Sales (B) | 2,744.16 | | | | | | | | | | | | | | | | | | | | | | | |
| Efficiency Ratio (A/B) | 0.06 | | | | | | | | | | | | | | | | | | | | | | | |

| | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | | | | | | | | |
|-------------------------------|--|---|---------------|--------------------|--------|-----------------|---------------|----------------|---------------|--|--|---------------------------|--|-------------------|----------|---------------------------|----------|-------------------------------|---------------|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | | | | | | | | |
| SO 11 | Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity | | | | | | | | | | | | | | | | | | |
| SM 15 | Improve Collection Efficiency | Total Collections ÷ Total Accounts Receivable | 5.00% | Actual over Target | 53.92% | 53.03% | 4.92% | 53.03% | 4.92% | <ul style="list-style-type: none"> NPC SPUG Report on Power Receivables and Efficiency as of 31 December 2018 Statement of Accounts as of 31 December 2018 | <p>Detailed Computation:</p> <table border="1"> <tr> <td colspan="2"><i>(In Billion Pesos)</i></td> </tr> <tr> <td>Total Collections</td> <td>1,715.55</td> </tr> <tr> <td>Total Accounts Receivable</td> <td>3,234.77</td> </tr> <tr> <td>Efficiency Ratio (A/B)</td> <td>53.03%</td> </tr> </table> <p>Failure to achieve the target is due to the following:</p> <ol style="list-style-type: none"> Continued deterioration of BASULTA power accounts; Poor payment performance by residential/household customers especially in Masbate PRES, Catbalogan and Sto. Nino mini grid areas; and Unrealized targets on the restructuring of overdue accounts of BASULTA and Siasi Electric Cooperative (SIASELCO). | <i>(In Billion Pesos)</i> | | Total Collections | 1,715.55 | Total Accounts Receivable | 3,234.77 | Efficiency Ratio (A/B) | 53.03% |
| <i>(In Billion Pesos)</i> | | | | | | | | | | | | | | | | | | | |
| Total Collections | 1,715.55 | | | | | | | | | | | | | | | | | | |
| Total Accounts Receivable | 3,234.77 | | | | | | | | | | | | | | | | | | |
| Efficiency Ratio (A/B) | 53.03% | | | | | | | | | | | | | | | | | | |
| SM 16 | EBITDAS Margin with UCME | EBITDAS ÷ (Total Revenue/Income) | 5.00% | Actual over Target | 15.52% | 14.64% | 4.72% | 14.64% | 4.72% | <ul style="list-style-type: none"> FY 2018 EBITDAS Margin with UC-ME General Ledger for Revenue and Expense Accounts | Validated with internal documents. | | | | | | | | |
| Subtotal | | | 25.00% | | | | 23.74% | | 23.74% | | | | | | | | | | |

| | Component | | | Rating System | Target | GOCC Submission | | GCG Validation | | Supporting Documents | Remarks | |
|-------------------|-------------------|--|-----------------------------------|---------------|--------------------|--------------------------------------|-------------------------|----------------|-------------------------|----------------------|--|---|
| | Objective/Measure | Formula | Wt. | | 2018 | Actual | Rating | Actual | Rating | | | |
| LEARNING & GROWTH | SO 12 | Ensured Employee Productivity and Competency | | | | | | | | | | |
| | SM 17 | Compliance with Quality Standards | ISO 9001 Certificate awarded | 5.00% | All or Nothing | ISO 9001:2015 Certified | ISO 9001:2015 Certified | 5.00% | ISO 9001:2015 Certified | 5.00% | <ul style="list-style-type: none"> ISO Certificates issued by AJA Registrars and SOCOTEC Certification International | <ul style="list-style-type: none"> Certificate issued by SOCOTEC dated 05 April 2018 covering Missionary Electrification, Operation and Maintenance of Undisposed Assets, and Watershed and Dams Management. Certificate issued by AJA Registrars dated 09 December 2018 for the NPC SPUG Mindanao Operations Department. |
| | SM 18 | Percentage of Employees with Required Competencies Met | ISO 9001-2008 Certificate awarded | 5.00% | Actual over Target | 8% increase from Baseline Competency | 7.79% increase | 4.87% | 7.97% increase | 4.98% | <ul style="list-style-type: none"> Report entitled "List of Employees Meeting all the Required Competencies of their Positions" for 2018 Competency Reassessment Sheets of NPC personnel | GCG validated that there were 146 additional NPC employees who met the required competencies of their positions, equivalent to a 7.97% increase from the 2017 competency level of 22.89% (421 out of 1,832 employees). |
| | Subtotal | | | 5.00% | | | | 9.87% | | 9.98% | | |
| TOTAL | | | 100.00% | | | | 92.82% | | 92.44% | | | |