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

		Com	nponent	¥	Rating	Target	GOCC Su	ıbmission	GCG Va				
	Obje	ctive/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents		Remarks
	SO 1	Provided Adeq	uate Power Supply in I	Missionary A	Areas								
KEHOLDERS	SM 1	Supply	∑Plant Dependable Capacity	10.00%	Actual over Target	201.532 MW	162.093	8.04%	162.094	8.04%	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	supply) in the Mission  SPUG Area  Luzon  Visayas  Mindanao  Total  Dependable Capac submission of Mont	Dependable Capacity (power nary areas:  Dependable Capacity  87.242  15.721  59.131  162.094  ity was validated through the hly Operation Reports of Diesel NPC database system.
STA	SO 2	Contributed to	the Power Supply in th	e Main Grid	   <b>s</b>								
CUSTOMERS / STAKEHOLDERS	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%	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 as follows:  HEPP  Agus 1  Agus 2  Agus 4  Agus 5  Agus 6  Agus 7  Pulangi 4  Total	Total Actual Generation 276.05 664.08 661.19 305.46 489.07 234.86 714.72 3,345.43

		Com	ponent		Rating	Target	GOCC Su	bmission	GCG Va	lidation					4
	Obje	ective/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents		Rema	rks	
	SO 3	Ensured Custon	mer/Stakeholder Satisf	action											
CUSTOMERS/STAKEHOLDERS	SM 3	Customer/ Stakeholder Satisfaction Rating	∑Participants' Ratings ÷ No. of Participants	2.50%	All or Nothing	3.870	4.38	0.00	4.38	2.50%	Customer Satisfaction Survey Report prepared by Kantar Philippines, Inc. (KPI)	Based on the s satisfaction ra stakeholders.			
0			Subtotal	22.50%				18.04%		20.54%					
	SO 4	Provided Efficie	ent and Reliable Power	Supply in I	Missionary /	Areas						<del>†</del>			
INTERNAL PROCESS	SM 4	Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	∑[Dependable Cap x (Period Hours - Outage Hours)] ÷ ∑[Rated Cap x (Period Hours - Deactivated Shutdown Hours)]	5.00%	Actual over Target	72.503%	74.034%	5.00%	74.034%	5.00%	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 su  Luzon  Visayas  Mindanao	mmary of SEAF (%) 75.588 70.014 72.597 74.034	SPUG op FOR (%) 0.068 0.246 0.007 0.063	nerations:  NHR (BTU / kWh)  10,571  11,714  10,370  10,561

		Com	ponent		Rating	Target	GOCC Su	bmission	GCG Va	lidation		
	Obje	ctive/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents	Remarks
	SM 5	Percentage of Unexpected Power Interruption (Forced Outage Rate)	∑(Forced Outage Hours) ÷ ∑(Operating Hours + Forced Outage Hours)	5.00%	Actual over Target	0.128%	.063%	5.00%	.063%	5.00%	Onsite validation of NPC database/ system of Monthly Operations	EAF (%)         FOR (%)         NHR (BTU / kWh)           Luzon         75.588         0.068         10,571           Visayas         70.014         0.246         11,714
INTERNAL PROCESS	SM 6	Plant Operation Efficiency (Net Heat Rate)	[∑(Diesel Fuel Consumption x Ave Diesel Fuel Heating Value) + ∑(Bunker Fuel Consumption x Ave Bunker Fuel Heating Value)] ÷ ∑(Net Generation)	5.00%	All or Nothing	10,578 BTU/kWh	10,561 BTU/kWh	5.00%	10,561 BTU/kWh	5.00%	Report	Mindanao         72.597         0.007         10,370           74.034         0.063         10,561
INT	SO 5	Increased Power	er Generation in Missio	nary Areas	Pursuant to	the Approv	ed 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%	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.: 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.

		Com	ponent		Rating	Target	GOCC Su	bmission	GCG Va	lidation			
	Obje	ctive/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents	Rem	arks
	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 cerem 10 MVA S/S in Virac-M July 2017.	onial energization of the arinawa was held on 21
	SO 6	Contributed to	Efficient Operation of	Generation	Assets in th	e Main Grid	s						
INTERNAL PROCESS	SM 8	Maintain Percentage of Readiness of Existing Plants (Availability Factor)	∑(Available Hours) ÷ ∑(Period Hours)	5.00%	All or Nothing	83.67%	90.52%	5.00%	90.17%	5.00%	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 Avai Pulangi HEPPs is as foll  HEPP  Agus 1 and 2  Agus 4 and 5  Agus 6 and 7  Pulangi 4  Availability Factor	
INTE	SM 9	Controlled Unexpected Power Interruption (Forced Outage Hour)	Actual Forced Outage Hour considering the graduated scale below:  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 0% up	5.00%	Graduated Scale	24 hours	23.85	5.00%	23.85	5.00%	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 d	ocuments.

	Com	ponent		Rating	Target	GOCC St	ıbmission	GCG Va	alidation	Communication Description		
Obje	ctive/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents	Kei	marks
SO 7	Contributed to	Sustainable Hydro and	d Geotherm	al Plant Ope	rations							
SM 10	Hectares of Open Areas Reforested	Actual Areas Reforested	5.00%	Actual over Target	7,268.48 has.	1,503 (2017 accompli shment)	5.00%	7,398.48 has. (accumu lated accompli shment)	5.00%	2017 Rehabilitation     Accomplishments as of     31 December 2017     prepared by the     Watershed     Management     Department      Certifications from     LGUs.	Breakdown of the area  Watershed Area  Upper Agno San Roque  Magat Caliraya Makban Tiwi Buhi Pulangi Lake Lanao TOTAL	Total (Has.)  270  230  90  40  87  111  475  100  1,503
SO 8	Ensured the Inte	egrity and Safety of D	ams									
SM 11	Number of Dam Integrity Inspections	Actual Dams Inspections	5.00%	Actual Over Target	32	24	3.75%	30	5.00%	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	target composed of 2 and 8 PSALM-initiated Based on evaluation, t 2017 should be 33 i twenty-four (24) manda (9) actual PSALM-initia	he final target for NPC in nspections consisting of atory inspections and nine ated inspections.  y 21 out of 24 mandatory

	Com	ponent		Rating	Target	GOCC Su	bmission	GCG Va	lidation					
Obj	ective/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents		Rema	ırks	
											Dams	1st Sem Inspections	2 <sup>nd</sup> Sem Inspections	Total No. of Inspectio n
											Caliraya- Lumot Dam & Dykes	Mar 20-24	Sept 4-8	2
	Z=130 Z55										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 Marawi Siege)		0
											Agus 2 HEP	Not complied (affected by Marawi Siege)	Oct 3-6	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
											The three u the failure t inspections inspection ir impossible started in Ma	o conduct so on Agus Agus 2. Sa due to the	emi-annual 1 and 1 <sup>st</sup> id inspectior Marawi sie	mandator semestens becam
											As regards to provided te inspections.	o PSALM-init chnical ass	iated inspec istance to	tions, NP0 nine (9
											NPC's accordited with of 3 inspection	full score co	nsidering the	e exclusio

		Com	ponent		Rating	Target	GOCC Su	bmission	GCG Va	lidation		
	Obje	ctive/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents	Remarks
	SO 9	Secured Qualit	y Management System	(QMS) Cert	tification		Γ					
	SM 12	Compliance with Quality Standards	ISO 9001-2008 Certificate awarded	2.50%	All or Nothing	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 Ce	rtificates of Titles/Decr	rees/LRC De	ecisions und	der OMA to I	PSALM and	Filed Appli	ications/Sec	cured Certi	ificate of Titles of Unregiste	red/Untitled Lots for Both OMA and Non-OMA
INTERNAL PROCESS	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%	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> <li>Filed Applications</li> <li>Original Certificates of Title</li> <li>Transfer Certificates of Title</li> </ul>	Validated with supporting documents.
			Subtotal	47.50%				44.92%		46.17%		

	3!	Component		Rating	Target	GOCC St	ıbmission	GCG Va	alidation		a .
C	bjective/Measur	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents	Remarks
1		iscal Prudence to Optimi	ze Use of Re	sources							
SI 14		Σ[PS + MOOE] ÷ Σ(Gross Generation)	5.00%	All or Nothing	4.46 ₽/kWh	5.62 <del>₽</del> /kWh	3.70%	5.62 ₽/kWh	0.00%	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 4.46 P/kWh.  Detailed Computation:  (In Million Pesos)  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
EINANCE SI 14		Σ[PS + MOOE] ÷ Σ(Energy Sales)	5.00%	All or Nothing	0.29 ₽/kWh	0.21 <del>₽</del> /kWh	5.00%	0.21 <del>₽</del> /kWh	5.00%	Summary Computation on Fixed Cost Efficiency Ratio     Production Cost	Detailed Computation:  (In Million Pesos)  Fixed Cost (A) 660.41  Personal Services 384.16  MOOE 276.25  Energy Sales (B) 3,154.76  Efficiency Ratio (A/B) 0.21
SN 18		∑(Miscellaneous OMA Budget) ÷ ∑(Energy Sales)	5.00%	Actual over Target	0.07 <del>₽</del> /kWh	0.07 <del>₽</del> /kWh	5.00%	0.07 <del>₽</del> /kWh	5.00%	Summary Computation on OMA Budget Utilization Efficiency Ratio     Budget Utilization Report as of 31 December 2017	Detailed Computation:  (In Million Pesos)  OMA Budget Utilization (A)  Personal Services 98.13  MOOE 109.47  Energy Sales (B) 3,154.76  Efficiency Ratio (A/B) 0.07

		Con	nponent		Rating	Target	GOCC St	ıbmission	GCG Va	alidation		,
	Obje	ective/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents	Remarks
	SO 12	Ensured Adequ	uate Fund Sources for	Sustainabil	ity and Impr	ove Corpor	ate Liquidity	,				
FINANCE	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%	Collection Efficiency Report as of 31 December 2017	[P Total Collections] [P Total Accounts Receivable]  According to NPC, failure to achieve the target is due to the following:  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%	Condensed Statement of Financial Performance for the year ended 31 December 2017  Detailed Computation of EBITDAS Margin.	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.
			Subtotal	25.00%				23.39%		19.63%		

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		Com	ponent		Rating	Target	GOCC Su	bmission	GCG Va	llidation	6	
	Obje	ctive/Measure	Formula	Wt.	System	2017	Actual	Rating	Actual	Rating	Supporting Documents	Remarks
	SO 13	Ensured Emplo	yee Productivity and C	Competency								
LEARNING & GROWTH	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%		