



NATIONAL POWER CORPORATION

PES FORM 4  
1<sup>st</sup> Quarter Monitoring Report

| PERS-PECTIVE            | PERFORMANCE MEASURES                              |   |   |               |  | 2019 Annual Target  | 1 <sup>st</sup> Quarter |                |
|-------------------------|---|---|---|---------------|--|---|-------------------------|----------------|
|                         | Strategic Objective (SO) / Strategic Measure (SM) | Formula   | Weight  | Rating System | Target                                     |   | Actual                  |                |
| CUSTOMERS/ STAKEHOLDERS | <b>SO 1</b>                                       | <b>Provided Adequate Power Supply in Missionary Areas</b>   |   |               |  |   |                         |                |
|                         | SM 1  | Supply  | $\Sigma$ Plant Dependable Capacity  | 10.00%        | Actual Over Target                         | 185.89 MW   | 185.89 MW               | 146.581 MW     |
|                         | <b>SO 2</b>                                       | <b>Contributed to the Power Supply in the Main Grids thru the Agus-Pulangi Plants</b>                         |   |               |  |   |                         |                |
|                         | SM 2  | Energy Generation   | Total Energy Generation   | 10.00%        | Actual Over Target                         | 2,872.11 GWH  | 707.27 GWH              | 607.61 GWH     |
|                         | <b>SO 3</b>                                       | <b>Ensured Customer/ Stakeholder Satisfaction</b>   |   |               |  |   |                         |                |
|                         | SM 3  | Percentage of Satisfied Customers   | $\Sigma$ No. of Satisfied Respondents + $\Sigma$ No. of Respondents   | 5.00%         | Actual Over Target (If less than 80% = 0%) | 90%<br><i>(Using the Standard Methodology and Questionnaire developed by GCG)</i> | N/A                     | N/A            |
|                         | <b>Subtotal:</b>                                  |   |   | <b>25.00%</b> |  |   |                         |                |
| INTERNAL PROCESS        | <b>SO 4</b>                                       | <b>Provided Efficient and Reliable Power Supply in Missionary Areas</b>                                       |   |               |  |   |                         |                |
|                         | SM4   | Percentage of Unexpected Power Interruption (Forced Outage Rate)  | $\Sigma$ (Forced Outage Hours) ÷ $\Sigma$ (Operating Hours + Forced Outage Hours)   | 5.00%         | Actual Over Target                         | 0.111%  | 0.111%                  | 0.020%         |
|                         | SM5   | Plant Operation Efficiency (Net Heat Rate)  | $\frac{[\Sigma(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \Sigma(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})]}{\Sigma(\text{Net Generation})}$ | 5.00%         | Actual Over Target                         | 10,771 BTU/kWh  | 10,771 BTU/kWh          | 10,565 BTU/kWh |
|                         | <b>SO 5</b>                                       | <b>Increased Power Generations in Missionary Areas pursuant to the Approved Budget</b>                        |   |               |  |   |                         |                |
|                         | SM6a  | Completed Transmission Line   | Actual Completed Transmission Lines   | 5.00%         | Actual Over Target                         | 157.00 Ckt. Kms.  | N/A                     | N/A            |
|                         | SM6b  | Completed Substation Facilities   | Actual Completed Substations  | 5.00%         | Actual Over Target                         | 30.0 MVA  | N/A                     | N/A            |
|                         | <b>SO 6</b>                                       | <b>Contributed to Efficient Operation of Generation Assets in the Main Grids thru the Agus-Pulangi Plants</b> |   |               |  |   |                         |                |
|                         | SM7   | Controlled Unexpected Power Interruption (Forced Outage Hour)   | Actual Forced Outage Hour   | 5.00%         | All or Nothing                             | 24 hrs.   | 6 hrs.                  | 4.758 hrs.     |



NATIONAL POWER CORPORATION

| PERS-PECTIVE     | PERFORMANCE MEASURES                              |   |  |               |                    | 2019 Annual Target   | 1 <sup>st</sup> Quarter                     |            |
|------------------|---|---|--|---------------|--------------------|--|---|------------|
|                  | Strategic Objective (SO) / Strategic Measure (SM) | Formula   | Weight   | Rating System | Target             |  | Actual                                      |            |
| INTERNAL PROCESS | SO 7  | <b>Contributed to Sustainable Hydro and Geothermal Plant Operations</b>   |  |               |                    |  |   |            |
|                  | SM8   | Hectares of Open Areas Reforested   | Actual Areas Reforested  | 5.00%         | Actual Over Target | 9,638.48 has.<br>(+1,245 has.)   | N/A   | N/A        |
|                  | SO 8  | <b>Ensured the Structural and Operational Safety of Dams to Mitigate Flooding in the Downstream Communities.</b>  |  |               |                    |  |   |            |
|                  | SM9   | Maintenance Requirements of Dams and Other Non-Power Components   | Actual No. Of Maintenance Activities Implemented + Target No. Of Maintenance Activities  | 5.00%         | Actual Over Target | 100%<br>[ based on the 17 planned maintenance activities (8 for Luzon, and 9 for Mindanao) identified for 2019 ] | 5.88%<br>(1 planned maintenance activities) | 0.00%      |
|                  | SO 9  | <b>SO 9: Consolidation of Ownership of NPC Assets/Property Boundaries/Tenurial Rights</b>   |  |               |                    |  |   |            |
|                  | SM10a   | 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 | Actual No. Of Lots with Transferred Certificates of Titles/Decrees/LRC Decisions under OMA to PSALM and Lots with Filed Applications for Titling/Issuance of Certificates of Titles/Decrees under OMA Properties | 2.50%         | Actual Over Target | 35 lots  | 9 lots                                      | 16 lots    |
|                  | SM10b   | Number of Filed Applications for Titling or Tenurial Rights/Issuance of Certificates of Titles of Unregistered/Untitled Non-OMA Lots, Reconstructed Deeds of Donations  | Actual No. of Lots with Filed Applications for Titling or Tenurial Rights/Issuance of Certificates of Titles and Reconstructed/Deeds of Donations  | 2.50%         | Actual Over Target | 10 lots  | 3 lots                                      | 3 lots     |
|                  |   |   | <b>Subtotal:</b>   | <b>40.00%</b> |                    |  |   |            |
| FINANCE          | SO10  | <b>Exercised Fiscal Prudence to Optimize Use of Resources</b>   |  |               |                    |  |   |            |
|                  | SM11a   | Fixed Cost Efficiency Ratio in the Missionary Areas   | $\frac{\sum[PS + MOOE]}{\sum(\text{Energy Sales})}$  | 5.00%         | Actual Over Target | 4.89 P/kWh   | 3.98 P/kWh                                  | 3.47 P/kWh |
|                  | SM11b   | Fixed Cost Efficiency Ratio in the Main Grids Hydro Plants (Agus- Pulangi)  | $\frac{\sum[PS + MOOE]}{\sum(\text{Energy Sales})}$  | 5.00%         | Actual Over Target | 0.32 P/kWh   | 0.24 P/kWh                                  | 0.18 P/kWh |
|                  | SM12  | OMA Budget Utilization Efficiency Ratio   | $\frac{\sum(\text{Miscellaneous OMA Budget})}{\sum(\text{Energy Sales})}$  | 5.00%         | Actual Over Target | 0.08 P/kWh   | 0.06 P/kWh                                  | 0.07 P/kWh |
|                  | SO11  | <b>Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity</b>   |  |               |                    |  |   |            |



NATIONAL POWER CORPORATION

PES FORM 4  
1<sup>st</sup> Quarter Monitoring Report

| PERS-<br>PECTIVE      | PERFORMANCE MEASURES                              |  |   |                |                    | 2019 Annual Target                      | 1 <sup>st</sup> Quarter |        |
|-----------------------|---|--|---|----------------|--------------------|---|-------------------------|--------|
|                       | Strategic Objective (SO) / Strategic Measure (SM) |  | Formula   | Weight         | Rating System      |   | Target                  | Actual |
| FINANCE               | SM13  | Improved Collection Efficiency                         | Total Collections ÷ Total Accounts Receivables                    | 5.00%          | Actual Over Target | 53.92%                                  | 15.19%                  | 21.13% |
|                       | SM14  | EBITDAS Margin with UCME                               | EBITDAS ÷ (Total Revenue/Income)                                  | 5.00%          | Actual Over Target | 8.55%                                   | 14.11%                  | 39.83% |
|                       | <b>Subtotal:</b>                                  |  |   | <b>25.00%</b>  |                    |   |                         |        |
| LEARNING AND GROWTH   | SO 12   | Ensured Employee Productivity and Competency           |   |                |                    |   |                         |        |
|                       | SM15  | Compliance to Quality Standards                        | Actual Accomplishment   | 5.00%          | All or Nothing     | Surveillance Audit Passed               | N/A                     | N/A    |
|                       | SM16  | Percentage of Employees with Required Competencies Met | No. Of Employees with Required Competencies Met ÷ Total Employees | 5.00%          | Actual Over Target | 10% Increase from 2018 Competency Level | N/A                     | N/A    |
|                       | <b>Subtotal:</b>                                  |  |   | <b>10.00%</b>  |                    |   |                         |        |
| <b>Overall Total:</b> |   |  |   | <b>100.00%</b> |                    |   |                         |        |