



NATIONAL POWER CORPORATION
CY 2021 PERFORMANCE SCORECARD

PES FORM 4

Revised 4th Quarter Monitoring Report (2021)

| PERSPECTIVE | PERFORMANCE MEASURES | | | | 2021 Annual Target | 4th Quarter | |
|-------------------------|---|--|--|----------------|---|-------------------------------|---|
| | Strategic Objective (SO) / Strategic Measure (SM) | Formula | Weight | Rating System | | Target | Actual |
| CUSTOMERS/ STAKEHOLDERS | SO 1 | Provided Adequate Power Supply in Missionary Areas | | | | | |
| | SM 1 | Supply | Σ Plant Dependable Capacity | 10.00% | Actual Over Target | 189.274 MW | 189.274 MW 163.570 MW |
| | SO 2 | Contributed to the Power Supply in the Main Grids thru the Agus-Pulangi Plants | | | | | |
| | SM 2 | Energy Generation | Total Energy Generation | 10.00% | Actual Over Target | 2,013.73 GWH | 583.22 GWH 878.67 GWH |
| | SO 3 | Ensured Customer/ Stakeholder Satisfaction | | | | | |
| | SM 3 | Percentage of Satisfied Customers | Σ No. of Satisfied Respondents \div Σ No. of Respondents | 5.00% | Actual Over Target (If less than 80% = 0%) | 90.00% | 90.00% 90.00%* |
| | Subtotal: | | | 25.00% | | | |
| INTERNAL PROCESS | SO 4 | Provided Efficient and Reliable Power Supply in Missionary Areas | | | | | |
| | SM4 | Percentage of Unexpected Power Interruption (Forced Outage Rate) | Σ (Forced Outage Hours) \div Σ (Operating Hours + Forced Outage Hours) | 5.00% | Actual Over Target | 0.111% | 0.111% 0.0055% |
| | SM5 | Plant Operation Efficiency (Net Heat Rate) | $[\Sigma$ (Diesel Fuel Consumption x Ave Diesel Fuel Heating Value) + Σ (Bunker Fuel Consumption x Ave Bunker Fuel Heating Value)] \div Σ (Net Generation) | 5.00% | Actual Over Target | 10,712 BTU/kWh | 10,712 BTU/kWh 10,673 BTU/kWh |
| | SO 5 | Sustained System Reliability and Power Quality and Supported Load Growth | | | | | |
| | SM6a | Completed Transmission Line | Actual Completed Transmission Lines | 5.00% | Actual Over Target | 71.30 Ckt. Kms. | - Ckt. Kms. 4.78 Ckt. Kms. |
| | SM6b | Completed Substation Facilities | Actual Completed Substations | 5.00% | Actual Over Target | 45.00 MVA | - MVA 20.00 MVA |
| | SO 6 | Contributed to the Efficiency and Stability of the Main Grid Operation thru the Agus-Pulangi Plants | | | | | |
| SM7 | Controlled Unexpected Power Interruption (Forced Outage Hour) | Actual Forced Outage Hour | 5.00% | All or Nothing | 24 hrs. | 24 hrs. 15.660 hrs. | |



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| | Strategic Objective (SO) / Strategic Measure (SM) | Formula | Weight | Rating System | | Target | Actual | |
| | SM8 | Agus-Pulangi HEPPs Compliance on Ancillary Services (AS) Provision to the Main Grid, % | Actual Available Capacity ÷ Scheduled Capacity | 3.00% | Actual Over Target | 90.00% | 90.00% | 99.91% |
| | SO 8 | Ensured the Structural and Operational Safety of Dams to Mitigate Flooding in the Downstream Communities. | | | | | | |
| | 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% Based on the 12 planned maintenance activities (8 in Luzon and 4 in MinGen) | 66.70% 8 Planned maintenance activity implemented | 50.00% 6 Planned maintenance activity implemented |
| | SO 9 | SO 9: Consolidation of Ownership of NPC Assets/Property Boundaries/Tenurial Rights | | | | | | |
| | 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 | 8 lots | 14 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 | 2 lots | 1 |
| | | | Subtotal: | 38.00% | | | | |
| FINANCE | SO10 | Exercised Fiscal Prudence to Optimize Use of Resources | | | | | | |
| | SM11a | Fixed Cost Efficiency Ratio in the Missionary Areas | $\frac{\sum[PS + MOOE]}{\sum(\text{Energy Sales})}$ | 5.00% | Actual Over Target | 7.49 P/kWh | 7.49 P/kWh | 6.42 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 | 0.58 P/kWh | 0.58 P/kWh | 0.29 P/kWh |
| | SM12 | OMA Budget Utilization Efficiency Ratio | $\frac{\sum(\text{Miscellaneous OMA Budget})}{\sum(\text{Energy Sales})}$ | 5.00% | Actual Over Target | 0.14 P/kWh | 0.14 P/kWh | 0.08 P/kWh |



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| | Strategic Objective (SO) / Strategic Measure (SM) | Formula | Weight | Rating System | | Target | Actual | |
| FINANCE | SO11 | Ensured Adequate Fund Sources for Sustainability and Improve Corporate Liquidity | | | | | | |
| | SM13 | Improved Collection Efficiency | Total Collections ÷ Total Accounts Receivables | 5.00% | Actual Over Target | 52.42% | 52.42% | 53.39% |
| | SM14 | EBITDAS Margin with UCME | EBITDAS ÷ (Total Revenue/Income) | 5.00% | Actual Over Target | 9.50% | 9.50% | 10.13% |
| | Subtotal: | | | 25.00% | | | | |
| LEARNING AND GROWTH | SO 12 | Ensured Employee Productivity and Competency | | | | | | |
| | SM15 | Compliance to Quality Standards | Actual Accomplishment | 5.00% | All or Nothing | Maintained Certification | Maintained Certification | Maintained Certification |
| | SM16 | Percentage of Employees with Required Competencies Met | No. Of Employees with Required Competencies Met ÷ Total Employees | 5.00% | Actual Over Target | 8.00% <i>Increase from 2020 Competency Level</i> | 2.0% <i>Increase from 2020 Competency Level</i> | 1.64%** <i>Increase from 2020 Competency Level</i> |
| | SM17 | Operation of Human Resource Information System (HRIS) | No. of employees on-boarded ÷ Total no of employees | 2.00% | All or Nothing | 100% on boarding of employees | 25.00% | 37.31% |
| | Subtotal: | | | 12.00% | | | | |
| Overall Total: | | | | 100.00% | | | | |

* Indicative rating based on First Report Submitted by 3rd Party.

** Subject for further Assessment/Reassessment of Competency Ratings of newly hired/promoted employees and those who have attended Training Programs in 4th Quarter of 2021.