



NATIONAL POWER CORPORATION
CY 2015 PERFORMANCE REPORT

PERS-PECTIVE	OBJECTIVE	PERFORMANCE MEASURES			Baseline 2014	2015 Full Year Target	CY 2015 ACTUAL	Individual Rating	2015 Rating	
		DESCRIPTION	FORMULA	REL. WEIGHT						
CUSTOMERS/ STAKEHOLDERS	Provided efficient and reliable power supply in Missionary Areas	1	Quality 1: Percentage of Readiness of Existing Plants (Equivalent Availability Factor), %	$\frac{\sum[\text{Dependable Cap} \times (\text{Period Hours} - \text{Outage Hours})] \div \sum[\text{Rated Cap} \times (\text{Period Hours} - \text{Deactivated Shutdown Hours})]}{\sum[\text{Dependable Cap} \times (\text{Period Hours} - \text{Outage Hours})] \div \sum[\text{Rated Cap} \times (\text{Period Hours} - \text{Deactivated Shutdown Hours})]}$	4%	66.32%	66.280%	67.567%	100%	4.00%
		2	Quality 2: Percentage of Unexpected Power Interruption (Forced Outage Rate), %	$\frac{\sum(\text{Forced Outage Hours}) + \sum(\text{Operating Hours} + \text{Forced Outage Hours})}{\sum(\text{Forced Outage Hours}) + \sum(\text{Operating Hours} + \text{Forced Outage Hours})}$	4%	0.197%	0.274%	0.142%	100%	4.00%
		3	Quality 3: Plant Operation Efficiency (Net Heat Rate), BTU/KWH	$\frac{[\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})] \div \sum(\text{Net Generation})}{[\sum(\text{Diesel Fuel Consumption} \times \text{Ave Diesel Fuel Heating Value}) + \sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value})] \div \sum(\text{Net Generation})}$	4%	10,628	10,937	10,699	100%	4.00%
		4	Quality 4: Plant Maintenance Efficiency, %	$\frac{\sum \text{Planned Maintenance Days} \div \sum \text{Actual Maintenance Days}}{\sum \text{Planned Maintenance Days} \div \sum \text{Actual Maintenance Days}}$	2%	N/A	100%	109.06%	100%	2.00%
	Increased power generations in missionary areas pursuant to the approved budget	5a	Quantity 1a: Completed Capacity Additions- Lease, MW	$\frac{\sum(\text{Nameplate Ratings of Leased Generation Capacity})}{\sum(\text{Nameplate Ratings of Leased Generation Capacity})}$	5%		29.90	37.50 d/	74.58%	3.73%
		5b	Quantity 1b: Completed Capacity Additions- Commissioned, MW	Actual Completed Capacity Addition	5%	2.40	27.40	0.90	3.28%	0.16%
		6	Quantity 2: Transmission Line, ckt. KM	Actual Completed Transmission Lines	5%	3.81	123.1 a/	86.91 d/	70.60%	3.53%
		7	Quantity 3: Substation Facilities, MVA	Actual Completed Substations	0%	0	0 a/	N/A	N/A	N/A
	Contributed to efficient operation of generation assets in the Main Grids	8	Quality 5: Percentage of Readiness of Existing Plants (Availability Factor), %	$\frac{\sum(\text{Available Hours}) + \sum(\text{Period Hours})}{\sum(\text{Available Hours}) + \sum(\text{Period Hours})}$	3%	92.01%	89.50%	88.81%	99%	2.98%
		9	Quality 6: Percentage of Unexpected Power Interruption (Forced Outage Rate), Hour	Actual Forced Outage Hour	4%	0.014%	24	14.53 c/	100%	4.00%
		10	Quality 7: Plant Operational Efficiency (Net Heat Rate), BTU/KWH	$\frac{\sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value}) \div \sum(\text{Net Generation})}{\sum(\text{Bunker Fuel Consumption} \times \text{Ave Bunker Fuel Heating Value}) \div \sum(\text{Net Generation})}$	2%	9,212.47	9,220	8,967.23	100%	2.00%
11		Quality 8: Plant Maintenance Efficiency, %	$\frac{\sum \text{Planned Maintenance Days} \div \sum \text{Actual Maintenance Days}}{\sum \text{Planned Maintenance Days} \div \sum \text{Actual Maintenance Days}}$	2%	N/A	100%	125.80%	100%	2.00%	

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CUSTOMERS/ STAKEHOLDERS	Contributed to sustainable hydro and geothermal plant operations and support climate change mitigation	12	Quantity 4: Reforestation of Open Areas, Hectares	Actual Areas Reforested	5%	1,045	670	1,026.06	100%	5.00%
		13	Timeliness 1: Eco-Tourism Development for NPC-Managed Watersheds, Plan	Based on ManCom/President's approval	2.5%		Plan Development: San Roque, Upper Agno River Implementation/ Execution: Caliraya-Lumot Operation: Angat	Completed Caliraya-Lumot Watershed Eco-Park was launched and CLW Eco-Center was established and inaugurated last December 4, 2015. Completed landscaping of AREP viewdeck, installed signages at Manalo & Tariktik Trails and established bambuselum and nursery genebank. Registered at least 3,000 visitors.	100%	2.50%
	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	14	Quantity 5: Number of Dam Integrity Inspections, Number	Actual Dam Inspections	2%	15	10	18	100%	2.00%
		15a	Quantity 6: 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)	2.5%	Conduct of IEC Program @ Angat, Ambuklao-Binga, San Roque, Caliraya-Lumot	100%	244%	100%	2.50%
		15b	Quality 9: IEC Post-Evaluation Feedback for dams, Satisfaction Point	Σ Participants' Ratings ÷ No. of Participants	1%	N/A	3.50	4.79	100%	1.00%
	Ensured Customer/Stakeholder Satisfaction	16	Quality 10: Customer/Stakeholder Satisfaction, Satisfaction Point	$OCSR = (R_{ME} + R_{WM} + R_{DM} + R_{MG} + R_{CORP.}) \div 5$	2%	N/A	3.50	3.98	100%	2.00%
	Subtotal of Weights				55%					47.40%

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FINANCIAL	Exercised fiscal prudence to optimize use of resources	17	Quality 1: Fixed Cost Efficiency in the Missionary Areas, P/kWh	$\frac{\sum[PS + MOOE] + \sum(\text{Gross Generation})}{\sum(\text{Energy Sales})}$	3%	4.87	4.25	5.42	72%	2.17%
		18	Quality 2: Fixed Cost Efficiency in the Main Grids: P/kWh	$\frac{\sum[PS + MOOE] + \sum(\text{Energy Sales})}{\sum(\text{Energy Sales})}$	6%	N/A	0.23	0.24	96%	2.87%
			Hydro Plants (Agus-Pulangi) Power Barge 104			N/A	10.12	7.26	100%	3.00%
		19	Quality 3: OMA Budget Utilization Efficiency, P/kWh	$\frac{\sum(\text{Miscellaneous OMA Budget})}{\sum(\text{Energy Sales})}$	4%	N/A	0.08	0.08	100%	4.00%
FINANCIAL	Ensured adequate fund sources for sustainability and improve corporate liquidity	20a	Quality 4a: Collection Efficiency with BASULTA Customers, %	$\frac{\text{Total Collections} \div \text{Total Accounts Receivable}}{\text{Total Collections (excluding BASULTA)} \div \text{Total Accounts Receivable (excluding BASULTA)}}$	5%	49.48%	49.65%	49.45%	99.60%	4.98%
		20b	Quality 4b: Collection Efficiency without BASULTA Customers, %	$\frac{\text{Total Collections (excluding BASULTA)} \div \text{Total Accounts Receivable (excluding BASULTA)}}{\text{EBITDAS} \div (\text{Total Revenue/Income})}$	5%	96.81%	96.52%	98.47%	100%	5.00%
		21	Financial 2: EBITDAS Margin with UCME, %	$\frac{\text{EBITDAS}}{\text{Total Revenue/Income}}$	18%	N/A	8% b/	32%	100%	18.00%
Subtotal of Weights				41%					40.02%	
INTERNAL PROCESS	Secured the unregistered lots under OMA in support of asset disposal	22	Quantity 1: Filed Applications for Titling/ Issuance of Decrees/Titles of Unregistered Lots under OMA, No.	$\frac{\text{No. of Lots with Filed Applications for Titling/ Issuance of Decrees/Titles}}{\text{No. of Lots with Filed Applications for Titling/ Issuance of Decrees/Titles}}$	1%	N/A	20	36	100%	1.00%
	Secured the unregistered lots under Non-OMA in support of operations	23	Quantity 2: Filed Applications for Titling/ Issuance of Decrees/Titles of Unregistered Lots under Non-OMA, No.	$\frac{\text{No. of Lots with Filed Applications for Titling/ Issuance of Decrees/Titles}}{\text{No. of Lots with Filed Applications for Titling/ Issuance of Decrees/Titles}}$	1%	N/A	20	16	80%	0.80%
LEARNING AND GROWTH	Ensured employee productivity and competency	24	Quantity 3: No. of officials/staff trained per relevant programs, %	$\frac{\sum(\text{Actual No. of Personnel Trained} \times \text{Actual No. of Programs Implemented})}{\sum(\text{Target No. of Personnel} \times \text{Target No. of Programs})}$	2%					
			Managerial			120.47%	90%	100%	100%	2.00%
			Supervisory			90.74%	90%	100%	100%	
			Rank and File			154.46%	90%	100%	100%	
Subtotal of Weights				4%					3.80%	
Overall Total				100%					91.22%	

Note: a/ Formal request for renegotiation on 03/26/15; Discussed with GCG on 22 October 2015.

b/ Formal request for renegotiation on 07/02/15; Discussed with GCG on 22 October 2015.

c/ Pursuant to NPC letter to GCG dated 9/24/2015 on the adoption of the Australian Market Operator (AEMO) standard for Foced Outage Data Recording.

d/ Pursuant to NPC letter to GCG dated 1/20/2016 and 2/26/2016 on the manner of recognizing NPC accomplishments and the basis of computing the Performance Scorecard Rating; for discussion