

## PacifiCorp Performance Management Scorecard

Commercial & Trading						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Align portfolio management strategy with risk/return tolerance	No. of material breaches of risk limits as set out in the Divisional Risk Policy and Procedures									
	Manage operating costs by optimizing process, system, and employee efficiency	Actual OMAG vs. plan (w/out assessments or depreciation - US GAAP)	X	10%	Scaled						
	Optimize System Balancing performance	Net Unit Balancing Margin	X	20%	Scaled						
	Improve accuracy of load forecasting & reporting	Retail Margin vs. Plan (\$M)									
Stakeholder/ Customer	Manage potential loss due to counterparty default	Number of violations of daily "ok to trade" list									
	Ensure all requests for data are returned on time	Percentage of on-time responses to all data requests (Rate Case, WECC, FERC, 10-Q etc.) and complete other key Regulatory milestones.	X	15%	Scaled						
	Delivery of the IRP/RFP	IRP/RFP project milestones completed (20 total)	X	10%	Scaled						
	Ensure adequate resources are available to supply PacifiCorp's load requirements	Number of WECC Operating Reserve violations									
	Ensure customer satisfaction and meet contractual obligations	TQS Customer Satisfaction rating of industrial customers									
Employee	Improve Employee satisfaction and effectiveness	Final metric to be determined	X	10%	Scaled						
	Build experienced workforce	No. of hours training vs. budgeted hours									
	Attract and retain seasoned professionals	Retention of top performers									
Process	Ensure all processes are adequately documented and controlled	Completion of Controls (inc. SOX404) milestones (4 total)	X	15%	Scaled						
	Improve executive decision-making abilities by ensuring high quality and reliable information	Weather adjusted year ahead annual MAPE for energy actual vs. budget									
	Improve executive decision-making abilities by ensuring high quality and reliable information	Weather adjusted within year average monthly MAPE for revenue actual vs. budget	X	20%	Scaled						
		Completion of retail forecasting audit and financial forecasting modeling milestones (16 total)									
<b>Total:</b>				<b>100%</b>							

## PacifiCorp Performance Management Scorecard

Generation						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Increase the value delivered to all stakeholders	YTD Actual vs. budget net margin	X	30%	Scaled						
	Optimize OMAG	YTD Actual vs. budget OMAG w/o assessments									
	Optimize capital expenditures	YTD Actual vs. budget CAPEX									
Stakeholder/ Customer	Increase the availability at the best market point	YTD Actual vs. budget market achievement	X	20%	Scaled						
	Maximize equivalent availability	YTD Actual vs. budget equivalent availability	X	10%	Scaled						
	Deliver the most cost-effective solutions to meet the requirements of the IRP	Currant Creek 1 Phase II project is on schedule and budget to meet a 01 Mar 06 commercial date	X	10%	Scaled						
	Be good environmental stewards	Environmental Action Plans milestones completed by agreed schedule dates									
Employee	Improve Employee satisfaction and effectiveness	Achieve workforce / climate improvement plan milestones	X	10%	Scaled						
	Provide a safe and healthy environment for all workers	YTD Actual vs. budget lost time incident rate									
	Provide a safe and healthy environment for all workers	YTD Actual vs. budget recordable incident rate	X	5%	Scaled						
	To Improve Health and Safety Performance	Improve on Group Health and Safety Standards Assessment Overall Score. ~Focusing on Leadership, Emp. Involvement, Training & Competence and Occ. Health ~Measured as an improvement over 2004/05 assessment	X	5%	Scaled						
Process	Capture maximum value of generation	YTD Actual vs. budget Heat Rate									
	Improve unit production cost of generation	Critical Business processes' KPI's met	X	10%	Scaled						
	Meet rate case process performance goals	Percentage achievement of CEC approved GRC process milestones									
				<b>Total:</b>	<b>100%</b>						

## PacifiCorp Performance Management Scorecard

Fuel Resources						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize delivered fuel costs	Delivered coal \$/mmbtu actual vs. budget US GAAP	X	15%	Scaled						
	Optimize OMAG costs	NET US OMAG \$ actual vs. budget	X	10%	Scaled						
	Optimize Capital Investment	CAPEX \$ actual vs. budget with BCC at 100%									
Stakeholder/ Customer	Provide a consistent and continuous supply of coal to power stations	Percent of predicted plant specific quality and continuity parameters achieved	X	15%	Scaled						
	Provide a consistent and continuous supply of coal to power stations	Complete coal handling facilities projects per OP									
	Manage environmental responsibilities	Reclamation topsoil acres completed	X	10%	Scaled						
Employee	Improve workforce / climate and capability	Achieve workforce / climate improvement plan milestones	X	10%	Scaled						
	Manage health & safety processes	Improve on Group Health & Safety Standards Assessment overall score - Focusing on leadership, Emp. Involvement, Training & Competence and Occ. Health	X	5%	Scaled						
	Manage health & safety processes	Implement health & safety milestones	X	5%	Scaled						
	Improve safety	Lost-Time incident rate									
	Improve safety	Reportable incident rate	X	5%	Scaled						
Process	Implement Bridger development plans	Completion of milestones	X	15%	Scaled						
	Implement Deer Creek expansion plans	Completion of milestones	X	10%	Scaled						
	Attain positive attestation in relation to the effectiveness of controls over financial reporting as required by SOX 404	Completion of documentation, remediation, and operational testing milestones									
	Meet rate case process performance goals	Percentage achievement of CEC approved GRC process milestones									
				<b>Total:</b>	<b>100%</b>						

PacifiCorp Performance Management Scorecard											
Power Delivery						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize Revenues	Wheeling Revenues	X	5%	Scaled						
	Optimize OMAG	OMAG vs. plan (without Joint Use net OMAG and adjusted for reimbursable work revenue) Note: Net OMAG before assessments (US GAAP)	X	10%	Scaled						
	Optimize Joint Use Profitability	Joint Use EBIT (Total revenue and costs)									
	Optimize CAPEX	Net CAPEX (US GAAP) (excluding IRP, Generation interconnects and customer driven projects)									
	Efficiency Initiatives	Achieve Efficiency Incremental Benefits									
	Achieve write-off target	Bad Debt Write-off	X	5%	Scaled						
Stakeholder/ Customer	Achieve aspired image and reputation among stakeholders	Number of Complaints upheld by State PUC									
		TQS - Overall Satisfaction	X	10%	Scaled						
	Guaranteed Standards Failures CG1 - CG7	X	15%	Scaled							
Meet requirements for availability and reliability	Reliability of Supply, SAIDI (Excludes Major Events)	X	15%	Scaled							
Employee	Improve Employee satisfaction and effectiveness	Final metric to be confirmed (e.g. improvement vs. plan or score on next A & A survey)									
	Increase employee satisfaction	Power Delivery Climate and Workforce Action Plan	X	10%	Scaled						
	Meet OSHA requirements	Recordable Incident Rates vs. Target	X	10%	Scaled						
	To Improve Health and Safety Performance	Improve on Group Health and Safety Standards Assessment Overall Score. - Focusing on Leadership, Employee Involvement, Training & Competence and Occupational Health - Measured as an improvement over 2004/05 assessment	X	5%	Scaled						
Process	Maximize efficiency and effectiveness of Transmission processes: RMS standards compliance	Zero RMS Violations									
	Maximize efficiency and effectiveness of Grid Ops processes	Number of Grid Ops Control Errors									
	Maximize efficiency and effectiveness of Regional Dispatch processes	Number of Dispatch Control Errors									
	Maximize efficiency and effectiveness of T&D Engineering and Asset Management Maintenance Plan	System Operations and Field Ops Maintenance Program Compliance Level (Preventative and Corrective)	X	15%	Scaled						
	Meter reading accuracy (error rate)	Meter reading accuracy (error rate)									
	Corporate Governance	Achieve Corporate Governance Milestones									
	Delivery of Key Regulatory Milestones	Support regulation department in completing pre-filing analysis on time and meeting discovery standards of performance									
<b>Total:</b>				<b>100%</b>							

# US Performance Management Scorecard

Total PacifiCorp						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize profitability	IAS EBIT excluding IAS 39 (before exceptionals and goodwill) pre cross charge									
	Optimize profitability	IAS EBIT including IAS 39 (before exceptionals and goodwill) pre cross charge									
	Optimize availability at the best market point	YTD actual vs. budget market achievement	X	100%	Scaled						
	Optimize Net Earnings	Net Earnings (US GAAP)									
	Optimize Working Capital	IAS Operating cashflow / EBITDA (Excluding IAS39)									
	Achieve maximum allowable rate of return	Return on Equity (ROE)									
	Optimize capital spend	Percentage of capital spend not captured in rates									
	Optimize cashflow position	Total IAS Cashflow									
Stakeholder/ Customer	Meet requirements for availability and reliability	Compliance with guaranteed service standards SAIDI									
	Achieve & Maintain positive company image & reputation with customers, regulators & opinion leaders	No. of Complaints Upheld by State PUC									
		TQS Survey									
	Opinion Leader survey										
Employee	Achieve a harm free working environment for employees	No of LTA's per 100 employees									
	To Improve Health and Safety Performance	Improve on Group Health and Safety Standards Assessment Overall Score. - Focusing on Leadership, Emp. Involvement, Training & Competence and Occ. Health - Measured as an improvement over 2004/05 assessment									
	Improve Employee satisfaction and effectiveness	Performance culture compared to baseline									
Process	Align portfolio management strategy with risk/return tolerance	No. of material breaches of risk limits as set out in the Divisional Risk Policy and Procedures									
	Ensure that PacifiCorp costs can be recovered through the regulatory process	e.g. Percentage of rate case increases awarded vs. budget (as adjusted for changes in revenue requirement)									
	Timely rate case preparation and processing	Delivery of Key Regulation Milestones									
	Attain positive attestation in relation to the effectiveness of control over financial reporting as required by SOX Section 404	Adopt the Entity Level Assessment through acknowledgment of the Guide to Business Conduct, implementation of the training program and awareness of the fraud reporting process									
<b>Total:</b>				100%							