

PHILIPPINE NATIONAL RAILWAYS
Validated 2021 Performance Scorecard

Component					PNR Submission		GCG Validation		Supporting Documents	Remarks												
Objective/Measure	Formula	Wt.	Rating System ^{a/}	Target	Actual	Rating	Actual	Rating														
SOCIAL IMPACT	SO 1	Improved Mobility of Passengers																				
	SM 1	Ridership Volume																				
		a. Metro South Commuter	Actual Ridership	10%	Actual / Target	11,611,234	3,087,913	2.66%	3,081,424	2.65%	- Monthly Result of Operations for 2021 - COA-audited Notes to FS of PNR for FY 2021	The continuing adverse effect of the pandemic is still manifested in the train operations of PNR, with the ridership targets for the MSC, MNC, and BCS train lines substantially not met in 2021.										
		b. Metro North Commuter		3%		2,421,039	491,835	0.61%	492,417	0.61%												
		c. Bicol Commuter Service		7%		1,241,345	212,308	1.20%	224,242	1.26%												
	SM 2	Space-Kilometer Offerings (in thousands)																				
		a. Metro South Commuter	Space Capacity x No. of Cars x km Travelled	10%	Actual / Target	190,804	130,861	6.86%	130,861	6.86%	- Monthly Result of Operations for 2021	<table><tr><td>Q1</td><td>33,209</td></tr><tr><td>Q2</td><td>20,272</td></tr><tr><td>Q3</td><td>27,468</td></tr><tr><td>Q4</td><td>49,911</td></tr><tr><td>Total</td><td>130,861</td></tr></table>	Q1	33,209	Q2	20,272	Q3	27,468	Q4	49,911	Total	130,861
		Q1		33,209																		
		Q2		20,272																		
		Q3	27,468																			
Q4	49,911																					
Total	130,861																					
b. Metro North Commuter	3%	29,780	20,214	2.04%	20,214	2.04%	<table><tr><td>Q1</td><td>5,720</td></tr><tr><td>Q2</td><td>3,938</td></tr><tr><td>Q3</td><td>2,765</td></tr><tr><td>Q4</td><td>7,792</td></tr><tr><td>Total</td><td>20,214</td></tr></table>	Q1	5,720	Q2	3,938	Q3	2,765	Q4	7,792	Total	20,214					
Q1	5,720																					
Q2	3,938																					
Q3	2,765																					
Q4	7,792																					
Total	20,214																					
b. Bicol Commuter Service	7%	25,820	7,576	2.05%	7,698	2.09%	<table><tr><td>Q1</td><td>1,972</td></tr><tr><td>Q2</td><td>1,200</td></tr><tr><td>Q3</td><td>2,145</td></tr><tr><td>Q4</td><td>2,381</td></tr><tr><td>Total</td><td>7,698</td></tr></table>	Q1	1,972	Q2	1,200	Q3	2,145	Q4	2,381	Total	7,698					
Q1	1,972																					
Q2	1,200																					
Q3	2,145																					
Q4	2,381																					
Total	7,698																					
	Subtotal		40%			15.42%		15.51%														

"Upholding a Transparent and Responsive GOCC Sector for the Filipino People"

Component					PNR Submission		GCG Validation		Supporting Documents	Remarks			
Objective/Measure	Formula	Wt.	Rating System ^{a/}	Target	Actual	Rating	Actual	Rating					
CUSTOMERS / STAKEHOLDERS	SO 2	Enhanced Customer Satisfaction											
	SM 3	Percentage of Satisfied Customers	Actual Accomplishment	5%	Actual / Target 0% = If less than 80%	80% Satisfied Customers*	Not yet conducted	0%	Not Compliant	0%	- PNR 2021 CSS Report	PNR failed to utilize the 2021 CSS standard survey questionnaires prescribed by the GCG.	
	SO 3	Reliable and Efficient Railway Service Provided											
	SM 4	Punctuality Rating (Departure at Terminal Station)											
		a. Metro South Commuter	Train trips on-time/ Total train trips	5%	Actual / Target	98.75%	92.75%	4.69%	92.94%	4.71%	- Monthly Result of Operations in 2021 - COA-Audited Notes to FS of PNR of PNR for FY 2021	Train Trips	11,706
										Trips on Time		10,880	
										Punctuality Rate		92.94%	
	a. Metro North Commuter	5%	98.75%	90.25%	4.57%	87.05%	4.41%	Train Trips	5,268				
									Trips on Time	4,586			
									Punctuality Rate	87.05%			
c. Bicol Commuter Service	5%	98.75%	97.50%	4.94%	97.66%	4.94%	Train Trips	1,797					
								Trips on Time	1,755				
								Punctuality Rate	97.66%				
SM 5	Reduction of Train Shutdowns	Train Shutdowns/ Total train trips	5%	< 0.21% = 5% > 0.21% to <0.22% = 4% > 0.22% to <0.23% = 3% > 0.23% to <0.24% = 2% > 0.24% to <0.25% = 1% > 0.25% = 0%	≤ 0.21%	≤ 0.21%	5.00%	0.93%	0%	- Monthly Result of Operations for 2021 - COA-Audited Notes to FS for FY 2021	Total Train Trips	18,586	
											En-route Failures	173	
											% Train Shutdown	0.93%	

* Using the Enhanced Guideline on the Conduct of the Customer Satisfaction Survey by GCG.

Component						PNR Submission		GCG Validation		Supporting Documents	Remarks													
Objective/Measure		Formula	Wt.	Rating System ^{a/}	Target	Actual	Rating	Actual	Rating															
	SM 6	Reduction of Derailment Incidents	Actual Accomplish-ment	5%	All or Nothing	No Derailment Incident	6 Non-Speeding related Derailment Incidents	2.00%	13 Derailment Incidents	0%	– Monthly Result of Operations for 2021	A total of thirteen (13) derailment incidents occurred in 2021.												
		Subtotal		30%				21.20%		14.06%														
FINANCE	SO 4	Achieved Revenue Targets																						
	SM 7	Train Ticket Sales ('000)	Actual Revenue	10%	Actual / Target	102,856	68,457	6.66%	68,457	6.66%	– COA-audited Financial Statements (FS) of PNR for FY 2021 – Notes to 2021 FS	The train ticket sales have substantially declined during the onset of the pandemic in 2020, and have seen a further dip in 2021, mainly as a direct effect of the drop in ridership for the year. <table><tr><td>2020</td><td>2021</td><td>% (Dec.)</td></tr><tr><td>88,704</td><td>68,457</td><td>(22.82%)</td></tr></table>	2020	2021	% (Dec.)	88,704	68,457	(22.82%)						
	2020	2021	% (Dec.)																					
	88,704	68,457	(22.82%)																					
	SM 8	Non-Rail Revenue ('000)	Actual Non-Rail revenue	5%	Actual / Target	203,211**	364,465	5%	369,602	5.00%	<table><tr><td>Non-Rail Revenues</td><td>in '000</td></tr><tr><td>Rent/Lease</td><td>364,465.06</td></tr><tr><td>Interest</td><td>1,942.89</td></tr><tr><td>Fines & Penalties</td><td>932.65</td></tr><tr><td>Other Gains</td><td>-</td></tr><tr><td>Misc. Income</td><td>2,261.10</td></tr><tr><td>Total</td><td>369,601.70</td></tr></table>	Non-Rail Revenues	in '000	Rent/Lease	364,465.06	Interest	1,942.89	Fines & Penalties	932.65	Other Gains	-	Misc. Income	2,261.10	Total
Non-Rail Revenues	in '000																							
Rent/Lease	364,465.06																							
Interest	1,942.89																							
Fines & Penalties	932.65																							
Other Gains	-																							
Misc. Income	2,261.10																							
Total	369,601.70																							
	Subtotal		15%				11.66%		11.66%															

** Excluding gains on sale of property.

Component						PNR Submission		GCG Validation		Supporting Documents	Remarks							
Objective/Measure	Formula	Wt.	Rating System ^{a/}	Target	Actual	Rating	Actual	Rating										
INTERNAL PROCESS	SO 5	Improved PNR's Absorptive Capacity																
	SM 9	Budget Utilization Rate	Amount Obligated/ Total GAA subsidy (2020 and 2021 Railway Systems Maintenance Program)	7.5%	Actual/ Target	100%	94.78%	7.11%	32.45%	2.43%	– Statement of Allotment, Obligations, Utilization and Balances (SAOUB) as of 31 Dec. 2021 – PNR 2021 COB – COA-audited 2021 FS	<table><tr><th colspan="2">Amount (in '000)</th></tr><tr><td>Budget</td><td>Obligated</td></tr><tr><td>₱803,700</td><td>₱260,768</td></tr></table>	Amount (in '000)		Budget	Obligated	₱803,700	₱260,768
	Amount (in '000)																	
	Budget	Obligated																
	₱803,700	₱260,768																
SO 6	Development of Quality Management System																	
SM 10	ISO Certification	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit	Passed Surveillance Audit	5%	Passed Surveillance Audit	5%	– Audit Report from Certification International Philippines, Inc. (CIPI)	Audit Conclusion: Certification continuation, subject to implementation of action plan related to AR's raised (within 30 days). In case of Major NC on site follow-up within 60 days.							
	Subtotal			12.5%			12.11%		7.43%									
LEARNING & GROWTH	SO 7	Enhance Employee Competency and Motivation																
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	2.5%	All or Nothing	a. Board-Approved Competency Model	No Accomplishment	0%	No Accomplishment	0%	– Memorandum from the Administrative and Finance Department	The identification of competencies per required position and personnel profiling have not been conducted in 2021 because there is no established competency framework design and dictionary at the time.						
						b. Establish Baseline	No Accomplishment	0%	No Accomplishment	0%								
	Subtotal			2.5%			0%		0%									
	VALIDATED TOTAL			100%			60.39%		48.66%									

a/ But not to exceed the weight assigned per indicator