

2022 PERFORMANCE SCORECARD

PHILIPPINE NATIONAL OIL COMPANY (PNOC)

Component					Baseline			Targets		
	Objective/Measure	Formula	Wt.	Rating System	2018	2019	2020	2021	2022	
SOCIAL IMPACT	SO 1	Contribute to Energy Security Targets								
	SM 1	Petroleum Products Sourcing, Storage, and Distribution Project	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	Board-approved Targeted Fuel Relief Program Study	Hiring of Detailed Feasibility Study (DFS) Consultant for the SPR Project	PNOC President-approved Inception Report, and Work & Financial Plans on Strategic Petroleum Reserve (SPR) Program
	SM 2	Development of Decentralized Energy System through the Use of Waste to Energy Technology (DES-WTE Project)	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	N/A	N/A	PNOC President-approved Concept Study/Paper on Decentralized Energy Systems (DES) Using Waste to Energy Technologies
	Sub-total			5%						
STAKEHOLDER	SO 2	Establish a Comprehensive Relationship Management for Mutually Beneficial Linkages with Key Stakeholders								
	SM 3	Percentage of Satisfied Customers	No. of Satisfied Respondents over Total No. of Respondents	10%	Actual over Target If less than 80% = 0%	84.09%	94.44%	89.60% Satisfied Customers	90% Satisfied Customers*	90% Satisfied Customers†
	Sub-total			10%						

* Customers to include PNOC lessees from its real estate properties, locators from the PNOC Industrial Park, and customers from the Energy Supply Base.

† Using the Enhanced Standard Methodology and Questionnaire developed by GCG. Customers to include PNOC lessees from its real estate properties, locators from the PNOC Industrial Park, and customers from the Energy Supply Base.

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FINANCE	SO 3	Maintain a Sound Financial Condition								
	SM 4	Net Income	Income from Operations Add/Deduct: ForEx Gains/Losses, Other Income, Income Tax and Unrealized Gains/Losses	25%	Actual over Target	₱ 613.32 M	₱ 714.14 M	₱ 522.54 M	₱ 231.21 M	₱ 104.50 M
	SM 5	Budget Utilization Rate (BUR)	Actual Disbursement over Total Approved Budget for CO and MOOE	5%	Actual over Target	N/A	N/A	N/A	N/A	90%
	Sub-total			30%						
INTERNAL BUSINESS PROCESS	SO 4	Develop Energy Infrastructure								
	SO 5	Maintain Efficient Management of PNOC's Energy Facilities								
	SM 6	PNOC Industrial Park Compliance to Integrated Management System (IMS) Standards	Actual Accomplishment	5%	All or Nothing	Passed PNOC Industrial Park Surveillance Audit	Passed Re-Certification of PNOC Industrial Park	Passed 1 st Surveillance Audit for ISO 9001-2015, ISO 450001:2018	Pass 2 nd Surveillance Audit	Pass Re-Certification

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SM 7	PNOC Energy Supply Base (ESB) Compliance to Quality Management Systems (QMS) Standards and ISO 45001:2018 Occupational Health and Safety Management Systems	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	Passed Certification for ISO 9001:2015 and ISO 45001:2018	Pass 1 st Surveillance Audit	(a) Pass ISO 9001:2015 QMS 2 nd Surveillance Audit
			2.5%						(b) ISO 45001:2018 Occupational Health and Safety Management System Certification
SO 6	Optimize Asset Productivity								
SM 8	Operation of Energy Supply Base (ESB)	Total No. of DOS conducted over Total No. of Berthed Foreign Vessels	5%	Actual over Target	N/A	N/A	N/A	100% Conduct of the Declaration of Security (DOS) within 24 hours upon berth of foreign vessel at ESB Pier	100% Conduct of the Declaration of Security (DOS) within 18 hours upon berth of foreign vessel at ESB Pier
SM 9	Improvement/ Upgrade of ESB's Facility	Actual Accomplishment	5%	All or nothing	N/A	N/A	N/A	N/A	(a) Completion of repair of damaged RIP-RAP
			5%	All or nothing	N/A	Completed 31.45% of the target conduct of DFS on the ESB Masterplan	N/A	Completion of Construction of New Fence at ESB Main Gate	(b) Completion of Construction of Ingress/Egress Ramp at ESB Main Gate

INTERNAL BUSINESS PROCESS

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	Objective/Measure	Formula	Wt.	Rating System	2018	2019	2020	2021	2022	
INTERNAL BUSINESS PROCESS	SM 10	Number of PDMC Assets Utilized / Disposed at a Gain	No. of PDMC Assets Utilized/ Disposed at a Gain	4%	Actual over Target	N/A	10 Costa Verde Properties	4 Costa Verde Properties	Disposal through sale of 5 additional Costa Verde and/or El Pueblo Properties	(a) Disposal through sale of 5 additional Costa Verde and/or El Pueblo Properties
				4%	Actual over Target	N/A	N/A	N/A	N/A	(b) Disposal through sale of 10 Socialized Housing Program Lots
	SM 11	PNOC / PAFC / PSTC Property Utilized / Leased / Disposed	Actual Accomplishment	2%	Actual over Target	N/A	N/A	N/A	N/A	Utilization / Lease / Disposal of any one (1) PNOC / PAFC / PSTC Property
	SM 12	Disposal of Banked Gas	Actual accomplishment	5%	"5% - 3 Petajoules (PJ) or more of banked gas delivered 3% - more than 1PJ up to less than 3PJ of banked gas delivered 1% - more than 0.5 PJ of banked gas delivered"	N/A	N/A	Board-approved MOU/NDA with a Potential Buyer of Banked Gas	Board-approved Term Sheet	Delivery of 3 Petajoules (PJ) of Banked Gas [‡]
Sub-total			40%							

[‡] Will be covered by a new contract.

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LEARNING AND GROWTH	SO 7	Acquire, Develop, Retain and Motivate Talents for Peak Performance								
	SM 13	Percentage of Employees with Required Competencies Met	Number of Employees with Required Competencies Met over Total Number of Employees	5%	All or Nothing	73.21%	97.87%	71.20%	Increase from 2020 Baseline	Increase from 2021 Baseline
	SO 8	Develop, Implement and Maintain Efficient and Effective Systems								
	SM 14	Compliance to Quality Standards	Actual Accomplishment	10%	All or Nothing	Passed 1 st Surveillance Audit	Passed 2 nd Surveillance Audit	Passed ISO 9001:2015 Recertification Audit	Pass 1 st Surveillance Audit	Pass 2 nd Surveillance Audit
	Sub-total			15%						
	TOTAL			100%						