

PHILIPPINE NATIONAL OIL COMPANY

Component					Baseline		Targets		
	Objective/Measure	Formula	Wt.	Rating System	2022	2023	2024	2025	
CUSTOMERS/ STAKEHOLDERS	SO 1	Act as a Strategic Catalyst to the Energy Sector in partnership with the private sector							
	SM 1	Batangas Offshore Wind Power Integration Port	Actual Accomplishment	7.5%	All or Nothing	N/A	N/A	N/A	Board-Approved Project Memorandum
	SM 2	Self-Generating Industrial Park (SGIP)	Actual Accomplishment	10%	All or Nothing	N/A	N/A	N/A	Board-Approved Project Memorandum
	SO 2	Provide Energy-Related Services to Government Entities							
	SM 3	Rooftop Solar PV System for Government Agencies	Actual Accomplishment	10%	(Actual / Target) x Weight	PNOC President Approved Concept Proposal entitled Development of Decentralized Energy System/s (DES) Project-approved on 16 March 2022	Board-Approved Detailed Feasibility Study (DFS) on Decentralized Energy Systems (DES) using Renewable Energy (Solar PV Technology)	Signed MOA with Government Agencies for an aggregate capacity of 5 MW	Commercial Operations of 500 kWp
	SM 4	Ground-Mounted Solar Project with the National Irrigation Administration (NIA)	Actual Accomplishment	7.5%	All or Nothing	N/A	N/A	Secured Retail Electricity Supply License	Board-Approved Detailed Feasibility Study (DFS) for the proposed 7 MW Solar PV Project
	SO 3	Provide Responsive Services to PNOC Stakeholders							
	SM 5	Customer Satisfaction Survey (CSS)	Number of Satisfied Clients over Total Number of Clients	10%	(Actual / Target) x Weight (If less than 80% = 0%)	96.23% Satisfied Customers	98.77% Satisfied Customers	90% Satisfied Customers	90% ¹ Satisfied Customers
	SO 4	Create Awareness about the complexities of the Energy Sector through Innovative Communication Activities							
	Sub-total			45%					

¹ Based on GCG – ARTA Joint Memorandum Circular No. 1, s. 2023. Covers external customers only.

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INTERNAL PROCESS	SO 5	Create Organizational Efficiency in all Aspects						
	SM 6	Percentage of Implementation Information System Strategic Plan (ISSP)	Number of Deliverables Due for 2025 Completed over Total Number of Deliverables Due for 2025 ²	5%	(Actual / Target) x Weight	N/A	N/A	Awarded contract for the development and implementation of 2 Systems (PIMS and CAS) 100% attainment of Deliverables based on the Amended 2025 ISSP
	SO 6	Establish an Enterprise Risk Management Program across the organization						
	SO 7	Institutionalize a Partner Engagement Program (Private & Government)						
	SO 8	Implement a Principle-Based Quality Management System						
	SM 7	Compliance to Quality Standards (ISO QMS)	Actual Accomplishment	5%	All or Nothing	Passed 2 nd Surveillance Audit	Pass Re-Certification	Pass 1 st Surveillance Audit ISO 9001:2015 Certification ³
Sub-total			10%					
LEARNING AND GROWTH	SO 9	Create a Robust Knowledge Management Framework						
	SO 10	Create a PNOC Talent and Resource Pool (Internal and External)						
	SM 8	Percentage of Employees with Required Competencies Met	Increase number of Employees with matched competencies from 2024 baseline	5%	All or Nothing	84.38%	86.54% (Increase of 2.16% from 2022 Baseline)	Increase from 2023 Baseline Increase from 2024 Competency Level
	SO 11	Institutionalize a Responsive Performance Management System						
	SM 9	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A Board-Approved Public Service Continuity Plan (PSCP)
	SO 12	Strengthen the ARMILY Culture						
Sub-total			10%					

² Deliverables refer to system/applications.
³ Covers PNOC Head Office only.



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FINANCIALS	SO 13	Optimize Assets for Improved Income Streams						
	SM 10	Disposal of Banked Gas	Actual Accomplishment	15%	(Actual / Target) x Weight	11.08 PJ	11.485 PJ	Delivery of 1.30 PJ of Banked Gas Delivery of 9 PJ of Banked Gas
	SO 14	Mobilize Partner Resources to Achieve PNOC's Goals						
	SO 15	Establish an Effective COB Planning and Approval Process that is aligned to PNOC's Strategic Objectives						
	SM 11	Budget Utilization Rate	Actual Disbursement over Approved Budget for CO and MOOE	5%	(Actual / Target) x Weight	26.31%	27.52%	90% 90%
	SM 12	Net Profit Margin	Total Revenues less Total Expenses over Total Revenue	15%	(Actual / Target) x Weight	N/A	N/A	10% 53%
	Sub-total			35%				
TOTAL			100%					



BONUS STRATEGIC MEASURES AND TARGETS								
Component					Baseline		Targets	
	Objective/Measure	Formula	Wt.	Rating System	2022	2023	2024	2025
FINANCIAL	GAD Budget Utilization Rate	Actual Accomplishment	1%	All or Nothing	N/A	N/A	N/A	5% of Total Budget
INTERNAL PROCESS	ISO Certification on any of the following standards:							
	Environmental Management System Certification	Actual Accomplishment	1%	All or Nothing	N/A	N/A	N/A	ISO 14001:2015 Certification
	Business Continuity Management System (BCMS)	Actual Accomplishment		All or Nothing	N/A	N/A	N/A	ISO 22301:2019 Certification

For GCG:


ATTY. BRIAN KEITH F. HOSAKA
Commissioner

For PNOC:


MR. OLIVER B. BUTALID
President and CEO