

PHILIPPINE NATIONAL RAILWAYS
Validated 2020 Recalibrated 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 Passenger																						
	SM 1	Ridership Volume																						
		a. Metro South Commuter	Actual Ridership	10%	Actual / Target	5,221,818	3,879,923	7.43%	3,879,923	7.43%	- Monthly Result of Operations for 2020 - COA-audited Notes to FS of PNR for FY 2020	<table><tr><th>Period</th><th>Volume</th></tr><tr><td>Quarter 1</td><td>1,805,952</td></tr><tr><td>Quarter 2</td><td>241,432</td></tr><tr><td>Quarter 3</td><td>819,784</td></tr><tr><td>Quarter 4</td><td>1,012,755</td></tr><tr><td>TOTAL</td><td>3,879,923</td></tr></table>	Period	Volume	Quarter 1	1,805,952	Quarter 2	241,432	Quarter 3	819,784	Quarter 4	1,012,755	TOTAL	3,879,923
		Period		Volume																				
		Quarter 1	1,805,952																					
	Quarter 2	241,432																						
	Quarter 3	819,784																						
	Quarter 4	1,012,755																						
	TOTAL	3,879,923																						
	b. Bicol Commuter Service	10%	289,179	284,066	9.82%	284,066	9.82%	<table><tr><th>Period</th><th>Volume</th></tr><tr><td>Quarter 1</td><td>152,116</td></tr><tr><td>Quarter 2</td><td>21,054</td></tr><tr><td>Quarter 3</td><td>46,098</td></tr><tr><td>Quarter 4</td><td>64,798</td></tr><tr><td>TOTAL</td><td>284,066</td></tr></table>	Period	Volume	Quarter 1	152,116	Quarter 2	21,054	Quarter 3	46,098	Quarter 4	64,798	TOTAL	284,066				
Period	Volume																							
Quarter 1	152,116																							
Quarter 2	21,054																							
Quarter 3	46,098																							
Quarter 4	64,798																							
TOTAL	284,066																							
Space-Kilometer Offerings ('000)																								
SM 2	a. Metro South Commuter	Space Capacity x No. of Cars x km Travelled	10%	Actual / Target	185,126	133,331	7.20%	133,331	7.20%	- Monthly Result of Operations for 2020	<table><tr><th>Period</th><th>Space-km Offerings</th></tr><tr><td>Quarter 1</td><td>70,475,859</td></tr><tr><td>Quarter 2</td><td>8,892,468</td></tr><tr><td>Quarter 3</td><td>25,285,873</td></tr><tr><td>Quarter 4</td><td>28,676,341</td></tr><tr><td>TOTAL</td><td>133,330,541</td></tr></table>	Period	Space-km Offerings	Quarter 1	70,475,859	Quarter 2	8,892,468	Quarter 3	25,285,873	Quarter 4	28,676,341	TOTAL	133,330,541	
	Period		Space-km Offerings																					
	Quarter 1	70,475,859																						
	Quarter 2	8,892,468																						
Quarter 3	25,285,873																							
Quarter 4	28,676,341																							
TOTAL	133,330,541																							
b. Bicol Commuter Service	10%	13,343	8,838	6.62%	8,838	6.62%	<table><tr><th>Period</th><th>Space-km Offerings</th></tr><tr><td>Quarter 1</td><td>3,313,164</td></tr><tr><td>Quarter 2</td><td>1,225,648</td></tr><tr><td>Quarter 3</td><td>2,265,107</td></tr><tr><td>Quarter 4</td><td>2,034,118</td></tr><tr><td>TOTAL</td><td>8,838,037</td></tr></table>	Period	Space-km Offerings	Quarter 1	3,313,164	Quarter 2	1,225,648	Quarter 3	2,265,107	Quarter 4	2,034,118	TOTAL	8,838,037					
Period	Space-km Offerings																							
Quarter 1	3,313,164																							
Quarter 2	1,225,648																							
Quarter 3	2,265,107																							
Quarter 4	2,034,118																							
TOTAL	8,838,037																							

Component						PNR Submission		GCG Validation		Supporting Documents	Remarks							
Objective/Measure		Formula	Wt.	Rating System ^{al}	Target	Actual	Rating	Actual	Rating									
CUSTOMERS / STAKEHOLDERS		Subtotal		40%			31%		31.07%									
	SO 2	Enhanced Customer Satisfaction																
	SM 3	Percentage of Satisfied Customers	Actual Accomplishment	5%	Actual / Target <i>0% = If less than 80%</i>	80% Satisfied Customers**	Not yet conducted	0%	No Accomplishment	0%	— PNR was not able to conduct a Customer Satisfaction Survey (CSS) in 2020.							
	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	92%	89.90%	4.07%	90.11%	4.90%	- Monthly Result of Operations in 2020 - COA-Audited Notes to FS of PNR of PNR for FY 2020	<table><tr><td>Train Trips</td><td>10,551</td></tr><tr><td>Trips on Time</td><td>9,507</td></tr><tr><td>Punctuality Rate</td><td>90.11%</td></tr></table>	Train Trips	10,551	Trips on Time	9,507	Punctuality Rate	90.11%
		Train Trips		10,551														
	Trips on Time	9,507																
Punctuality Rate	90.11%																	
c. Bicol Commuter Service	5%	92%	93.82%	5.00%	93.59%	5.00%	<table><tr><td>Train Trips</td><td>1,793</td></tr><tr><td>Trips on Time</td><td>1,678</td></tr><tr><td>Punctuality Rate</td><td>93.59%</td></tr></table>	Train Trips	1,793	Trips on Time	1,678	Punctuality Rate	93.59%					
Train Trips	1,793																	
Trips on Time	1,678																	
Punctuality Rate	93.59%																	
SM 5	Reliability, Availability, Maintainability																	

** 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 ^{af}	Target	Actual	Rating	Actual			Rating								
SM 5	a. Reliability	Mean Time Before Failure / Mean Time Before Failure + Mean Time To Repair	5%	Actual / Target	1 / 1000 (99.90%)	93.76%	4.69%	90.09%	4.51%	- Clarification or Additional Submissions on 2020 Performance Scorecard - Report on Reliability Calculations of Rolling Stocks and Tracks for 2020	Derived by multiplying the individual average monthly reliability ratings of identified sub-systems, overall reliability rating in 2020 is as follows: <table><tr><th>Subsystem</th><th>Rating</th></tr><tr><td>Rolling Stock</td><td>92.77%</td></tr><tr><td>Tracks</td><td>97.12%</td></tr><tr><td>2020 Overall Reliability</td><td>90.09%</td></tr></table>	Subsystem	Rating	Rolling Stock	92.77%	Tracks	97.12%	2020 Overall Reliability	90.09%
	Subsystem	Rating																	
	Rolling Stock	92.77%																	
	Tracks	97.12%																	
2020 Overall Reliability	90.09%																		
b. Availability	Actual Trips / Target Trips	5%	Actual / Target	100%	99.59%	4.98%	99.57%	4.98%	- Clarification or Additional Submissions on 2020 Performance Scorecard - Report on Availability Calculations for 2020	<table><tr><th>Metric</th><th>Total</th></tr><tr><td>Actual Trips</td><td>18,455</td></tr><tr><td>Target Trips</td><td>18,535</td></tr><tr><td>2020 Availability</td><td>99.57%</td></tr></table>	Metric	Total	Actual Trips	18,455	Target Trips	18,535	2020 Availability	99.57%	
Metric	Total																		
Actual Trips	18,455																		
Target Trips	18,535																		
2020 Availability	99.57%																		
c. Maintainability																			
c.1. Time-Before-Failure (TBF)	Total Operation Time / Total Number of Failures	2.5%	Actual / Target	150 operating hours (100%)	90.54%	2.72%	135.81 hrs (90.54%)	2.26%	- Clarification or Additional Submissions on 2020 Performance Scorecard - Report on Maintainability Calculations for 2020	The target of 150 operating hours is the monthly minimum aimed to be maintained or at least exceeded before system failure. In excess of the minimum 150 hours for a given month, the achievement will still be capped at 150 (100%). In 2020, actual TBF was computed at an average of 90.54% or equivalent to a monthly average TBF of 135.81 hours.									

Component						PNR Submission		GCG Validation		Supporting Documents	Remarks							
Objective/Measure		Formula	Wt.	Rating System ^{al}	Target	Actual	Rating	Actual	Rating									
FINANCE	SM 5	c.2. Time-To-Repair (TTR)	Total Maintenance Time / Total Number of Repair	2.5%	Actual / Target	8 non-operating hours (100%)	62.66%	1.88%	13.98 hrs (62.66%)	1.57%		As a gauge of maintainability, the [monthly] target for this measure is to not exceed a total of eight (8) non-operational time or TTR. In 2020, PNR's monthly TTR averaged at 13.98 hours, which is beyond the maximum 8 hours, and translates to 62.66% of the target rating.						
	SM 6	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%	5%	5.00%	0.34%	0%	- Monthly Result of Operations for 2020 - COA-Audited Notes to FS for FY 2020	<table><tr><td>Total Train Trips</td><td>18,678</td></tr><tr><td>En-route Failures</td><td>64</td></tr><tr><td>% Train Shutdown</td><td>0.34%</td></tr></table> Actual rating is beyond the maximum threshold of 0.25%.	Total Train Trips	18,678	En-route Failures	64	% Train Shutdown	0.34%
	Total Train Trips	18,678																
	En-route Failures	64																
% Train Shutdown	0.34%																	
SM 7	Reduction of Derailment Incidents	Actual Accomplishment	2%	All or Nothing	No Derailment Incident	No Derailment Incident	2.00%	21 Derailment Incidents	0%	- Monthly Result of Operations for 2020	In 2020, PNR encountered a total of 21 derailment incidents. However, details of such incidents were not provided.							
	Subtotal			37%			30%		23.22%									
FINANCE	SO 4	Achieved Revenue Targets																
	SM 8	Train Ticket Sales ('000 PHP)	Actual Revenue	5%	Actual/ Target	87,958	88,702	5.00%	88,704	5.00%	- COA-audited Financial Statements (FS) of PNR for FY 2020 and Notes to FS	Train ticket sales decreased significantly as an adverse effect of the pandemic to the train operations of PNR. <table><tr><td>2019</td><td>2020</td><td>% (Dec.)</td></tr><tr><td>228,552</td><td>88,704</td><td>(61.19%)</td></tr></table>	2019	2020	% (Dec.)	228,552	88,704	(61.19%)
	2019	2020	% (Dec.)															
228,552	88,704	(61.19%)																

Component					PNR Submission		GCG Validation		Supporting Documents	Remarks															
Objective/Measure		Formula	Wt.	Rating System ^{a/}	Target	Actual	Rating	Actual			Rating														
SM 9	Non-Rail Revenue ('000 PHP)	Actual Non-Rail revenue	3%	Actual/Target	1,500,306***	242,548	0.86%	242,547	0.48%		<table><tr><th>Income Items</th><th>in '000</th></tr><tr><td>Rent/Lease</td><td>239,737.54</td></tr><tr><td>Interest</td><td>2,442.28</td></tr><tr><td>Fines and Penalties</td><td>308.53</td></tr><tr><td>Other Gains</td><td>3.55</td></tr><tr><td>Miscellaneous</td><td>55.55</td></tr><tr><td>Total</td><td>242,547.44</td></tr></table>	Income Items	in '000	Rent/Lease	239,737.54	Interest	2,442.28	Fines and Penalties	308.53	Other Gains	3.55	Miscellaneous	55.55	Total	242,547.44
											Income Items	in '000													
Rent/Lease	239,737.54																								
Interest	2,442.28																								
Fines and Penalties	308.53																								
Other Gains	3.55																								
Miscellaneous	55.55																								
Total	242,547.44																								
											There was no gain on sale of assets in 2020.														
	Subtotal		8%				6%		5.48%																
SO 5 Improved PNR's Absorptive Capacity																									
SM 10	Budget Utilization Rate (BUR)	Amount Obligated/ Total Amount of subsidy (Locally funded projects under GAA)	2.5%	Actual/Target	a. Unobligated funds from previous year (80%)	95%	4.67%	26.19%	0.82%	- Statement of Allotment, Obligations, Utilization and Balances (SAOUB) as of 31 Dec. 2019 & 2020 - DBM-approved 2020 COB of PNR - COA-audited FS – Statement of Comparison of Budget and Actual Amounts (SCBAA) for the year ended 31 Dec. 2020	<table><tr><th colspan="2">Amount (in billions)</th></tr><tr><td>Budget</td><td>Utilized</td></tr><tr><td>₱1.47</td><td>₱.38</td></tr></table>	Amount (in billions)		Budget	Utilized	₱1.47	₱.38								
					Amount (in billions)																				
Budget	Utilized																								
₱1.47	₱.38																								
											Only the unutilized funds in 2015 was fully utilized in 2020.														
			2.5%		b. 2020 Budget (100%)			94.77%	2.37%		<table><tr><th colspan="2">Amount (in billions)</th></tr><tr><td>Budget</td><td>Utilized</td></tr><tr><td>₱2.78</td><td>₱2.63</td></tr></table>	Amount (in billions)		Budget	Utilized	₱2.78	₱2.63								
Amount (in billions)																									
Budget	Utilized																								
₱2.78	₱2.63																								
											Actual 2020 (current) BUR is a marked improvement vis-à-vis the 2019 BUR (current funds) at only 42.02%.														

*** Includes gain on sale of capital assets.

Component						PNR Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.	Rating System ^{a/}	Target	Actual	Rating	Actual	Rating				
LEARNING & GROWTH	SO 6	Development of Quality Management System										
	SM 11	ISO Certification	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit	Preparation for ISO Certification after 3 rd Stage Audit	5.00%	Passed Surveillance Audit	5.00%	- Copy of Letter by Certification International to PNR dated 12 January 2021	PNR was recommended for Continued Certification to its ISO 9001:2015 after passing the Second and Third Surveillance Audits conducted on 29-30 October 2020 by the Certification International Philippines, Inc. (CIPI).
		Subtotal		10%				10%		8.19%		
	SO 7	Enhance Employee Competency and Motivation										
	SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	2.5%	All or nothing	a. Board-approved Competency Model	Nothing	0%	No Accomplishment	0%	- No supporting documents submitted	No justifications on the non-accomplishment of the targets were provided nor any supporting documents were submitted detailing the milestones for 2020, if any.
			2.5%	All or nothing	b. Establish Baseline	No Accomplishment			0%			
	Subtotal		5%				0%		0%			
	TOTAL		100%				76.9%		67.96%			

a/ But not to exceed the weight assigned per indicator