

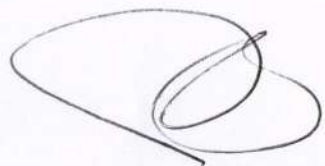
PHILIPPINE NATIONAL OIL COMPANY (PNOC)

Component					Baseline			Targets		
	Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	2023	
SOCIAL IMPACT	SO 1	Contribute to Energy Security Targets								
	SM 1	Development of Decentralized Energy System through the Use of Renewable Energy (Solar PV Technology)	Actual Accomplishment	10%	All or Nothing	N/A	N/A	N/A	President-Approved Concept Study/Paper on Decentralized Energy Systems (DES) Using Waste to Energy Technologies	Board-Approved Detailed Feasibility Study (DFS) on Decentralized Energy Systems (DES) Using Renewable Energy (Solar PV Technology)
	<b>Sub-total</b>			<b>10%</b>						
STAKEHOLDER	SO 2	Establish a Comprehensive Relationship Management for Mutually Beneficial Linkages with Key Stakeholders								
	SM 2	Percentage of Satisfied Customers	No. of Satisfied Respondents over Total No. of Respondents	10%	Actual over Target  <i>If less than 80% = 0%</i>	94.44%	89.60% Satisfied Customers	96%	90% Satisfied Customers <sup>1</sup>	90% Satisfied Customers
	<b>Sub-total</b>			<b>10%</b>						

<sup>1</sup> 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.

**“Upholding a Transparent and Responsive GOCC Sector for the Filipino People”**

Component					Baseline			Targets		
	Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	2023	
FINANCE	<b>SO 3</b>	<b>Maintain a Sound Financial Condition</b>								
	SM 3	Net Income	Income from Operations Add/Deduct: ForEx Gains/Losses, Other Income, Income Tax and Unrealized Gains/Losses	25%	Actual over Target	₱ 714.14 M	₱ 522.54 M	₱ 810.25 M	₱ 104.50 M	₱1.987 Billion
	SM 4	Budget Utilization Rate (BUR)	Actual Disbursement over Total Approved Budget for CO and MOOE	5%	Actual over Target	N/A	N/A	N/A	90%	90%
	<b>Sub-total</b>			<b>30%</b>						
INTERNAL PROCESS	<b>SO 4</b>	<b>Develop Energy Infrastructure</b>								
	<b>SO 5</b>	<b>Maintain Efficient Management of PNOC's Energy Facilities</b>								
	SM 5	Compliance to Integrated Management System (IMS) Standards for PNOC Industrial Park	Actual Accomplishment	5%	All or Nothing	Passed Re-Certification of PNOC Industrial Park	Passed 1 <sup>st</sup> Surveillance Audit for ISO 9001-2015, ISO 45001:2018	Passed 2 <sup>nd</sup> Surveillance Audit	Pass Re-Certification	Pass 1 <sup>st</sup> Surveillance Audit





Component					Baseline			Targets		
	Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	2023	
INTERNAL PROCESS	SM 6	Pass Certification- ISO 9001:2015 Quality Management Systems for ESB Operations and ISO 45001:2018 Occupational Health and Safety Management Systems	Actual Accomplishment	5%	All or Nothing	N/A	Passed Certification for ISO 9001:2015 and ISO 45001:2018	Passed 1 <sup>st</sup> Surveillance Audit	Pass 2 <sup>nd</sup> Surveillance Audit and ISO 45001:2018 Occupational Health and Safety Management System Certification	Pass Re-Certification
	SO 6	<b>Optimize Asset Productivity</b>								
	SM 7	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	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	100% Conduct of the Declaration of Security (DOS) within 14 hours upon berth of foreign vessel at ESB Pier
	SM 8	Number of PDMC Assets Utilized / Disposed at a Gain	No. of PDMC Assets Utilized/ Disposed at a Gain	5%	Actual over Target	10 Costa Verde Properties	4 Costa Verde Properties	Disposed six (6) Costa Verde Properties and one (1) El Pueblo Property	(a) Disposal through sale of 5 additional Costa Verde and/or El Pueblo Properties	Disposal through sale of 5 additional Costa Verde and/or El Pueblo
				5%	Actual over Target	N/A	N/A	N/A	(b) Disposal through sale of 10 Socialized Housing Program Lots	Disposal through sale of 10 Socialized Housing Program Lots
	SM 9	PNOC / PAFC / PSTC Property Utilized / Leased / Disposed	Actual Accomplishment	5%	Actual over Target	N/A	N/A	N/A	Utilization / Lease / Disposal of any one (1) PNOC / PAFC / PSTC Property	Utilization/Lease/Disposal of any one (1) PNOC/PAFC/PSTC Property
SM 10	Disposal of Banked Gas	Actual accomplishment	10%	Actual over Target	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 <sup>2</sup>	Delivery of 5 Petajoules (PJ) of Banked Gas	

<sup>2</sup> Will be covered by a new contract.

Component					Baseline			Targets	
Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	2023	
<b>Sub-total</b>		<b>40%</b>							
<b>SO 7</b>	<b>Acquire, Develop, Retain and Motivate Talents for Peak Performance</b>								
SM 11	Percentage of Employees with Required Competencies Met	Number of Employees with Required Competencies Met over Total Number of Employees	5%	All or Nothing	97.87%	71.20%	76% (76 out of 100)	Increase from 2021 Baseline	Increase from 2022 Baseline
<b>SO 8</b>	<b>Develop, Implement and Maintain Efficient and Effective Systems</b>								
SM 12	Compliance to Quality Standards	Actual Accomplishment	5%	All or Nothing	Passed 2 <sup>nd</sup> Surveillance Audit	Passed ISO 9001:2015 Recertification Audit	Passed 1 <sup>st</sup> Surveillance Audit	Pass 2 <sup>nd</sup> Surveillance Audit	Pass Re-Certification
<b>Sub-total</b>		<b>10%</b>							
<b>TOTAL</b>		<b>100%</b>							

LEARNING AND GROWTH

For GCG:

  
JUSTICE ALEX L. QUIROZ (RET.)  
Chairperson

For PNOC:

  
MR. JESUS CRISTINO P. POSADAS  
President and Chief Executive Officer