

**PHILIPPINE NATIONAL OIL COMPANY (PNOC)
Validated 2020 Performance Scorecard**

	Component			Rating System	Target	Submission		GCG Validation		Supporting Documents	Remarks																						
	Objective/Measure	Formula	Wt.		2020	Actual	Rating	Score	Rating																								
SOCIAL IMPACT	SO 1	Contribute to Energy Security Targets																															
	SM 1	Petroleum Products Sourcing, Storage and Distribution Project	Actual Accomplishment	5%	All or Nothing	Board-Approved Targeted Fuel Relief Program Study	Board-Approved Targeted Fuel Relief Program Study	5%	Board-Approved Targeted Fuel Relief Program Study	5%	<ul style="list-style-type: none"> • Concept Study: PNOC's Study on Emergency Targeted Fuel Relief Program • Secretary's Certificate dated 04 July 2020 signed by Atty. Jannefer Pelayo 	By the yearend, PNOC reported completing the study on Targeted Fuel Relief Program which was approved by the PNOC Board on 27 May 2020.																					
	Sub-total			5%				5%		5%																							
STAKEHOLDERS	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 Number of Respondents	10%	Actual over Target If less than 80% = 0%	90% Satisfied Customers	89.60%	4.80%	89.60%	9.96%	<ul style="list-style-type: none"> • 2020 CSS Final Report • 10 Sample Accomplished Questionnaires • PNOC CSS 2020 Interview Log Sheet 	Below is the breakdown: <table border="1"> <thead> <tr> <th>Satisfaction</th> <th>No. of Respondent</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied</td> <td>15</td> <td>31.3%</td> </tr> <tr> <td>Satisfied</td> <td>28</td> <td>58.3%</td> </tr> <tr> <td>Neither</td> <td>5</td> <td>10.4%</td> </tr> <tr> <td>Dissatisfied</td> <td>0</td> <td>0.0%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0</td> <td>0.0%</td> </tr> <tr> <td>TOTAL</td> <td>48</td> <td>100%</td> </tr> </tbody> </table> PNOC respondents composed of eleven (11) Lessees, thirteen (13) PNOC Industrial Park Locators, and twenty-four (24) Energy Supply Base Customers.	Satisfaction	No. of Respondent	%	Very Satisfied	15	31.3%	Satisfied	28	58.3%	Neither	5	10.4%	Dissatisfied	0	0.0%	Very Dissatisfied	0	0.0%	TOTAL	48	100%
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FINANCE	SO 3 Maintain a Sound Financial Condition																															
	SM 3	Net Income	Income from Operations Add/deduct: Forex Gains/Loss, Other Income, Income Tax and Unrealized Gain/Loss	30%	Actual over Target	₱ 317 M	₱ 555.24 M	-	₱ 522.54 M	30%	<ul style="list-style-type: none"> Net Income (NI) 2020 Actual Accomplishment Report 2020 COA Audited Financial Statements 	<table border="1"> <tr><td colspan="2">In Millions</td></tr> <tr><td>Total Revenues</td><td>1,192.26</td></tr> <tr><td>Total Operating Expense</td><td>510.85</td></tr> <tr><td>Net Income Before Tax</td><td>681.41</td></tr> <tr><td>- Income Tax Expense</td><td>156.95</td></tr> <tr><td>- Other Comprehensive Loss</td><td>0.53</td></tr> <tr><td>Comprehensive Income</td><td>₱523.94</td></tr> <tr><td>+(-): Unrealized Losses (Gains)</td><td>-0.53</td></tr> <tr><td>Less: Dividends from operating subsidiaries</td><td>1.93</td></tr> <tr><td>NI before dividends from operating subsidiaries</td><td>₱522.54</td></tr> </table>	In Millions		Total Revenues	1,192.26	Total Operating Expense	510.85	Net Income Before Tax	681.41	- Income Tax Expense	156.95	- Other Comprehensive Loss	0.53	Comprehensive Income	₱523.94	+(-): Unrealized Losses (Gains)	-0.53	Less: Dividends from operating subsidiaries	1.93	NI before dividends from operating subsidiaries	₱522.54
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INTERNAL BUSINESS PROCESS	SO 4 Develop Liquefied Natural Gas (LNG) Projects																															
	SO 5 Maintain Efficient Management of PNOG Industrial Park																															
SM 4	Compliance to Integrated Management System (IMS) Standards	Actual Accomplishment	10%	All or Nothing	Pass PNOG Industrial Park Surveillance Audit	Passed 1 st Surveillance Audit for ISO 9001:2015, ISO 14001:2015 and ISO 450001:2018	10%	Passed 1 st Surveillance Audit for ISO 9001:2015, ISO 14001:2015 and ISO 450001:2018	10%	<ul style="list-style-type: none"> Attestation dated 29 December 2020 issued by SOCOTEC Certification Philippines, Inc. 	Annual Surveillance audit was conducted on 15 December 2020. The Attestation provides that the audit covers the requirements for ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018.																					

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INTERNAL BUSINESS PROCESS	SM 5	Compliance to Quality Management Systems (QMS) Standards for ESB Operations (Systems and Procedures)	Actual Accomplishment	10%	All or Nothing	Pass Certification for ISO 9001:2015	Passed Certification for ISO 9001:2015 and ISO 45001:2018	10%	Passed Certification for ISO 9001:2015 and ISO 45001:2018	10%	<ul style="list-style-type: none"> Attestation dated 29 December 2020 issued by SOCOTEC Certification Philippines, Inc. 	The Certificate states that PNO C ESB "has been assessed by SOCOTEC Certification Philippines in accordance with the requirements of ISO 9001:2015 and ISO 45001:2018 and has been recommended for certification."
	Sub-total			20%				20%		20%		
	SO 6	Optimize Asset Productivity										
	SM 6	Operation of Energy Supply Base (ESB)- Warehouse Occupancy Rate	Total of No. of sqm occupied over 23,600 sqm available space	5%	Actual over Target	90% occupancy of the total 23,600 sqm	99.99%	5%	99.99%	5%	<ul style="list-style-type: none"> Warehouse Occupancy Report (January to December 2020) Sample Billing Statements for the 4th of 2020 Billing statement of Philodrill Corp (1st Quarter and 4th Quarter) 	Validated accomplishment for the subject measure is 99.99%. It is noted that all warehouses were occupied in all months except for December where PNO C reported 99% occupancy for Warehouse No. 1.

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INTERNAL BUSINESS PROCESS	SM 7	Operation of Energy Supply Base (ESB) – Terms of Reference (TOR) for the use of PNOC ESB Facilities signed 30 Minutes after Pre-Operational Meeting	Total number of TORs signed within 30 mins. From pre-operational meeting over all signed TORs for the use of the ESB	5%	Actual over Target	100%	100%	5%	100%	5%	<ul style="list-style-type: none"> 12 sample of TORs Summary of TORs signed (Jan-Dec 2020) 	All 302 TORS in 2020 were signed within 30 minutes from the pre-operational meeting.																				
	SM 8	No. of PDMC Assets Utilized/ Disposed at a Gain	No. of PDMC Assets Utilized/ Disposed at a Gain over Target Number of PDMC Assets Utilized/ Disposed at a Gain	5%	Actual over Target	Disposal through sale of 5 additional Costa Verde Properties	4 Costa Verde Properties	5%	4 Costa Verde Properties	4%	<ul style="list-style-type: none"> Deeds of Absolute Sale for four (4) Costa Verde properties 	Total sale price for the four (4) sold properties amounted to ₱14,186,048.8, breakdown is as follows: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Name of Buyer</th> <th>Date of Execution</th> <th>Price (₱)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Evangeline C. Meriado; Roldan P. Asma and Rodelyn M. Asma</td> <td>05 Nov 2020</td> <td>P4.96 M</td> </tr> <tr> <td>2</td> <td>Armela M. Aziz and Sallani B. Hadji Aziz Jr.</td> <td>05 Nov 2020</td> <td>P4.26 M</td> </tr> <tr> <td>3</td> <td>Roldan P. Asma and Rodelyn M. Asma</td> <td>05 Nov 2020</td> <td>P4.26 M</td> </tr> <tr> <td>4</td> <td>Maria Socorro V. Au</td> <td>15 Dec 2020</td> <td>P0.70 M</td> </tr> </tbody> </table>		Name of Buyer	Date of Execution	Price (₱)	1	Evangeline C. Meriado; Roldan P. Asma and Rodelyn M. Asma	05 Nov 2020	P4.96 M	2	Armela M. Aziz and Sallani B. Hadji Aziz Jr.	05 Nov 2020	P4.26 M	3	Roldan P. Asma and Rodelyn M. Asma	05 Nov 2020	P4.26 M	4	Maria Socorro V. Au	15 Dec 2020	P0.70 M
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SM 9	Disposal of Banked Gas	Actual Accomplishment	5%	All or Nothing	Board-Approved MOU/NDA with Potential Buyer of Banked Gas	Board-Approved MOU/NDA with Potential Buyer of Banked Gas	5%	Board-Approved MOU/NDA with Potential Buyer of Banked Gas	5%	<ul style="list-style-type: none"> Board-Approved MOU/NDA with Potential Buyer of Banked Gas 	As validated, the PNOC Board authorized the signing of the MOU and NDA between PNOC and PSALM on 9 November 2020.																					
Sub-total			20%				20%		19%																							

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LEARNING AND GROWTH	SO 7 Acquire, Develop, Retain and Motivate Talents for Peak Performance											
	SM 10	Percentage of employees with required competencies met	Number of Employees with Required Competencies over Total Number of Employees	5%	Actual over Target	80% of total number employees with required competencies met	68.47% (76 out of 111)	5%	71.20% (79 out of 111)	4.45%	<ul style="list-style-type: none"> Summary of Baseline Competency Profile as of December 2020 Person Profiling Report as of 31 December 2020 	PNOC initially reported 68.47% or 76 out of 111 employees met the required competencies. However, upon validation of the subsequent submission, PNOC achieved 71.20% or 79 out of 111 employees. The variance was due to three employees who were initially marked as "no rating sheet" but were found in the subsequent submission.
	SO 8 Develop, Implement and Maintain Efficient and Effective Systems											
	SM 11	Compliance to Quality Standards	Actual Accomplishment	10%	All or Nothing	Pass ISO 9001:2015 Recertification Audit	Passed ISO 9001:2015 Recertification Audit	10%	Pass ISO 9001:2015 Recertification Audit	10%	<ul style="list-style-type: none"> Attestation dated 29 December 2020 issued by SOCOTEC Certification Philippines, Inc. Certificate dated 04 January 2021 issued by SOCOTEC Certification International 	The ISO Certification is valid until 09 October 2023.
	Sub-total			15%				15%		14.45%		
	TOTAL			100%				-		98.41%		