

PHILIPPINE NATIONAL OIL COMPANY (PNOC)

Component					Baseline			Targets		
Objective/Measure	Formula	Wt.	Rating System	2020	2021	2022	2023	2024		
CUSTOMERS/ STAKEHOLDERS	<b>SO 1</b>	<b>Provide Strategic Support to the Energy Sector</b>								
	SM 1	Retail Electricity Supplier	Actual Accomplishment	5.00%	All or Nothing	N/A	N/A	N/A	N/A	Secure Renewable Energy Supply License
			Actual Accomplishment	10.00%	All or Nothing	N/A	N/A	N/A	N/A	MOU with Identified Government Agencies for an Aggregate 10 MW Electricity Demand
	<b>SO 2</b>	<b>Develop Sustainable Business Models for the Undeserved Renewable Energy Market</b>								
SM 2	Electric Vehicle Fast Charging Station	Actual Accomplishment	10.00%	All or Nothing	N/A	N/A	N/A	N/A	Business Plan that covers at least 10 tourist destinations as approved by the Board.	

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SM 3	Rooftop Solar PV System for Government Entities	Actual Accomplishment	25.00%	Actual over Target	N/A	N/A	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
SO 3	<b>Broaden Public Support for the Renewable Energy Agenda</b>								
SO 4	<b>Provide Quality Service to PNOC's Customers</b>								
SM 4	Percentage of Satisfied Customers/ Clients  Based on the Results of the PNOC ARTA Client Satisfaction Measurement Surveys	Number of Satisfied Clients over Total Number of Clients  [No. of Strongly Agree plus Agree Answers over Total Number of Respondents minus No. of "NA" answers]	10.00%	Actual over Target  If less than 80% = 0%	89.60% Satisfied Customers	96% Satisfied Customers	96.23% Satisfied Customers	90% Satisfied Customers	90% <sup>1</sup> Satisfied Customers
		<b>Sub-total</b>	<b>60.00%</b>						

CUSTOMERS/ STAKEHOLDERS

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



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<b>SO 5</b>	<b>Streamline Key Business Processes While Strengthening Internal Controls</b>								
SM 5	Pass Certification - ISO 9001:2015 Quality Management Systems for PNOC Head Office	Actual Accomplishment	5.00%	All or Nothing	Passed ISO 9001:2015 Recertification Audit	Passed 1st Surveillance Audit	Passed 2nd Surveillance Audit	Pass Re-Certification	Pass 1st Surveillance Audit
SM 6	Implementation of PNOC Information Systems Strategic Plan (ISSP)	Actual Accomplishment	5.00%	Actual over Target	N/A	N/A	N/A	N/A	Awarded contract for the development and implementation of 2 Systems (PIMS and CAS)
<i>Sub-total</i>		<i>10.00%</i>							
<b>SO 6</b>	<b>Launch a Focused Productivity Improvement Program</b>								
<b>SO 7</b>	<b>Institutionalize Digital Transformation in all Key Business Processes</b>								
<b>SO 8</b>	<b>Attract and Retain the Best Talent Suited for PNOC's Mission</b>								
SM 7	Percentage of Employees with Required Competencies Met	Number of Employees with Required Competencies Met over Total Number of Employees	5.00%	All or Nothing	71.20%	76%	84.38%	Increase from 2022 Baseline	Increase from 2023 Baseline

INTERNAL PROCESSES

LEARNING AND GROWTH

Component		Baseline			Targets					
		Objective/Measure	Formula	Wt.	Rating System	2020	2021	2022	2023	2024
LEARNING AND GROWTH	SO 9	Encourage a Continuous Learning Culture Among PNOC Employees								
	SO 10	Establish a Fair and Transparent Performance Targeting and Reward System								
		<i>Sub-total</i>	<i>5.00%</i>							
FINANCIALS	SO 11	Optimize Strategic Assets to Improve Income Stream								
	SM 8	Disposal of Banked Gas	Actual Accomplishment	10.00%	Actual over Target	Board-approved MOU/NDA with a Potential Buyer of Banked Gas	Board-approved Term Sheet	11.08 PJ	Delivery of 3 Petajoules (PJ) of Banked Gas	Delivery of 1.30 PJ of Banked Gas
	SO 12	Mobilize the Resources of Like-Minded Entities in Attaining our Goals								
	SO 13	Exercise Prudence in Public Fund Expenditure								
	SM 9	Budget Utilization Rate	Actual Disbursement over Approved Budget for CO and MOOE	5.00%	Actual over Target	N/A	N/A	26.31%	90%	90%



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Component			Baseline				Targets		
Objective/Measure		Formula	Wt.	Rating System	2020	2021	2022	2023	2024
FINANCIALS	SM 10	Operating Profit Margin  <i>Total Revenues less Operating Expenses (PS and MOOE) over Total Revenues</i>  <i>(Note: Total Revenue excludes Petron Lease, Sale of Banked Gas, Interest Income, FOREX Gain, Dividend Income, and Non-cash Items)</i>	10.00%	Actual over Target	N/A	N/A	N/A	N/A	10%
	<b>Sub-total</b>		<b>25.00%</b>						
	<b>TOTAL</b>		<b>100%</b>						

For GCG:



**ATTY. MARIUS P. CORPUS**  
Chairperson

For PNOG:



**MR. OLIVER MARIO B. BUTALID**  
President and CEO (PCEO)