

**PHILIPPINE NATIONAL OIL COMPANY
ANNUAL SCORECARD MONITORING REPORT OF CY 2019**

Strategic Perspective	Strategic Objective		Formula	Weight	Formula	Baseline	GCG-Approved Performance Targets CY 2019	Accomplishments	Rating
						2018			
SOCIAL IMPACT	SO 1	Contribute to Energy Security Targets							
	SM 1	Establishment of the PNOC Batangas Liquefied Natural Gas (LNG) Project	Actual Accomplishment	10%	All or Nothing	Board-Approved Evaluation Criteria for Evaluating the Eligibility Requirements of the Proponents	Submission of the Preliminary Feasibility Study to the PNOC Board	Submitted the Results of the Pre-Feasibility Study for the PNOC LNG Hub Project to the PNOC Board on November 26, 2019	10%
STAKEHOLDERS	SO 2	Establish a Comprehensive Relationship Management for Mutually Beneficial Linkages with Key Stakeholders							
	SM 2	Percentage of Satisfied Customers	Number of satisfied customers / Total number of customers	10%	Actual over Target If less than 80% = 0%	90% Satisfied Customers (Using the Standard Methodology and Questionnaire developed by GCG)	90% Satisfied Customers (Lessees, PAFC Locators & ESB Customers)	Result of the PNOC 2019 Customer Satisfaction Survey elicited a 94.44% satisfied customers	10%
FINANCE	SO 3	Maintain a Sound Financial Condition							
	SM 3	Net Income	Income from Operations Add/deduct: Forex Gains/Loss, Other Income, Income Tax & Unrealized Gain/Loss	30%	Actual over Target	P 269.0 Million	P 405.67 Million	P714.24 Million	30%

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INTERNAL BUSINESS PROCESS	SO 5	Maintain Efficient Management of PNOC Industrial Park							
	SM 4	Compliance to Integrated Management System (IMS) Standards	Actual Accomplishment	10%	All or Nothing	Passed PNOC Industrial Park 2nd Year Surveillance Audit	Pass Re-Certification Audit of PNOC Industrial Park	Passed Re-Certification Audit of PNOC Industrial Park on December 20, 2019	10%
	SO 6	Optimize Asset Productivity							
	SM 5	Operation of Energy Supply Base	Actual Accomplishment	10%	All or Nothing	Board Approved Minimum Performance Specifications Standards	Board-Approved Detailed Feasibility Study (DFS) on the ESB Masterplan	Completed 31.45% of the target conduct of Detailed Feasibility Study (DFS) on the ESB Masterplan	-
	SM 6	Contracting Out of PAFC Industrial Park Assets	Actual Accomplishment	5%	All or Nothing	Expansion of Leased Area: PRII (6,000 sqm) Long Term Lease: SMC Consolidated (6.6 has)	Board-Approved Evaluation Report for the Issuance of the Certificate of Conformance (CoC) for PRII/MVC based on the criteria set in the PNOC-AFC Industrial Park Guidebook	The PNOC Board approved the Evaluation Report for the Issuance of the CoC for Mabuhay Vinyl Corporation (MVC)/Philippine Resins Industries, Inc. (PRII) based on the Criteria set in the PNOC-AFC Industrial Park Guidebook on May 27 and June 28, 2019.	5%
	SM 7	Number of PDMC Assets Utilized/Disposed at a Gain	Number of PDMC Assets Utilized/Disposed at a Gain over Target Number of PDMC Assets Utilized/Disposed at a Gain	5%	Actual over Target	a) 100% Collection Efficiency from Lease of CEPZA & Antonio Luna b) 50% Collection Efficiency from Socialized Housing Project in Cavite	Disposal through sale of 5 Costa Verde Properties	Executed Deed of Absolute Sale between PDMC and Buyers for the Disposal of Ten (10) Costa Verde Properties	5%

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LEARNING AND GROWTH	SO 7	Develop, Implement and Maintain Efficient and Effective Systems							
	SM 8	Compliance to Quality Standards (PNOC ISO Certification)	Actual Accomplishment	10%	All or Nothing	Passed PNOC QMS 1st Surveillance Audit	Pass PNOC QMS 2nd Surveillance Audit	Passed PNOC QMS 2nd Surveillance Audit on June 18, 2019	10%
	SO 8	Acquire, Develop, Retain and Motivate Talents for Peak Performance							
	SM 9	Percentage of employees with required competencies met	Number of Employees with Required Competencies over Total Number of Employees	10%	Actual over target	Baseline Established in CY 2018 was 73.21% <i>(as validated by GCG)</i>	Increase from Established Baseline	Posted a Competency Rate of 92% based on the Final Assessment and Validation on the Competency Acquired by the PNOC Employees for CY 2019	10%
		Total Weight		100%				Total Weight	90%