

**PHILIPPINE NATIONAL OIL COMPANY  
ANNUAL SCORECARD MONITORING REPORT OF CY 2020**

Strategic Perspective	Strategic Objective	Formula	Weight	Rating System	Target	GCG Approved Targets	Accomplishments	
					2019	2020		
SOCIAL IMPACT	SO 1	Contribute to Energy Security Targets						
	SM 1	Petroleum Products Sourcing, Storage and Distribution Project	Actual Accomplishment	10%	All or Nothing	N/A	Board Approved Detailed Feasibility Study (DFS) on Petroleum Products Distribution  <b>Recalibrated Target</b>  <b>Board-Approved Targeted Fuel Relief Program Study</b>	Study on the Targeted Fuel Relief Program was completed and submitted to the PNOC Board on Dec. 16, 2020.  The same was also presented to the PNOC Board Risk Management Committee on December 21, 2020.
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 (Lessees, PAFC Locators & ESB Customers)	90% Satisfied Customers (Lessees, PNOC Industrial Park Locators & ESB Customers)	Results of PNOC CSS for 2020 showed <b>89.60%</b> rate of satisfied customers
FINANCE	SO 3	Maintain a Sound Financial Condition						
	SM 3	Net Income	Income from Operations  <b>Add/deduct:</b> Forex Gains/Loss, Other Income, Income Tax & Unrealized Gain/Loss	30%	Actual over Target	P 405.67 Million	P514.30 Million  <b>Recalibrated Target</b>  <b>P317 Million</b>	P 555.24 Million
	SO 4	Develop Energy Infrastructure						

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<b>INTERNAL BUSINESS PROCESS</b>	SO 5	Maintain Efficient Management of PNOG Energy Facilities						
	SM 4	Compliance to Integrated Management System (IMS) Standards (Industrial Park)	Actual Accomplishment	5%	All or Nothing	Pass Re-Certification Audit of PNOG Industrial Park	Pass PNOG Industrial Park 1st Surveillance Audit	Passed 1st Surveillance Audit for ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018
	SM 5	Compliance to Quality Management Systems (QMS) Standards for ESB Operations (Systems and Procedures)	Actual Accomplishment	10%	All or Nothing	N/A	Pass Certification - ISO 9001:2015	Passed Certification for ISO 9001:2015 and ISO 45001:2018
	SO 6	Optimize Asset Productivity						
	SM 6	Operation of Energy Supply Base (ESB)	Actual Accomplishment	5%	All or Nothing	Board-approved Detailed Feasibility Study on the ESB Masterplan	Board-Approved Detailed Engineering Design (DED) for ESB Master Plan	Completed Conduct of DFS, EIA and DED for ESB Master Development Plan
	SM 7	ESB Warehouse Occupancy Rate	Actual Accomplishment	5%	Actual over Target	Board-approved Detailed Feasibility Study on the ESB Masterplan	90% occupancy of the total 23,600 sqm.	<b>100 %</b> occupancy of the total 23,600 sqm.
<b>INTERNAL BUSINESS PROCESS</b>	SM 8	Number of PDMC Assets Utilized/Disposed at a Gain	Number of PDMC Assets Utilized/Disposed at a Gain	5%	Actual over Target	Disposal through sale of 5 Costa Verde Properties	Disposal through sale 5 additional Costa Verde Properties	Disposed through sale 12 additional Costa Verde Properties

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INTERNAL BUSINESS PROCESS	SM 9	Disposal of Banked Gas	Actual Accomplishment	10%	All or Nothing	Board-approved Term Sheet	Signed Gas Sales Purchase Agreement (GSPA)  <b>Recalibrated Target</b>  <b>Board-Approved MOU/NDA with Potential Buyer of Banked Gas</b>	Signing of MOU and NDA with potential buyer approved by the PNOC Board on November 9, 2020
LEARNING & GROWTH	SO 7	Develop, Implement and Maintain Efficient and Effective Systems						
	SM 10	Compliance to Quality Standards	Actual Accomplishment	5%	All or Nothing	Passed PNOC QMS 2nd Surveillance Audit	Pass ISO 9001:2015 Re-Certification Audit	Passed ISO 9001:2015 Re-Certification Audit
	SO 8	Acquire, Develop, Retain and Motivate Talents for Peak Performance						
	SM 11	Percentage of employees with required competencies met	Number of Employees with Required Competencies Met over Total Number of Employees	5%	Actual over target	Increased from Established baseline	80% of total number of employees with required competencies met	76 out of 111 target employees or <b>68%</b> have met their required competencies vis-à-vis position held
		<b>Total Weight</b>		<b>100%</b>				