



29 May 2019

MR. ALFONSO G. CUSI
DOE Secretary and Chairperson
MR. REUBEN S. LISTA
President and CEO (PCEO)
PHILIPPINE NATIONAL OIL COMPANY (PNOC)
 Building 6, Energy Center, Rizal Drive
 Bonifacio Global City, Taguig

RECEIVED BY:
 PNOC - OFFICE OF THE PRESIDENT

ON: JUN 13 2019

TIME: 10:18 AM NAME: *[Signature]*

RE : VALIDATION RESULT OF THE CY 2018
 PERFORMANCE SCORECARD OF PNOC

Dear Sec. Cusi and PCEO Lista,

This is to formally transmit the validation result of PNOC's 2018 Performance Scorecard. Based on the Governance Commission's validation of documentary submissions and conduct of on-site validation on 19 February 2019 (PNOC Industrial Park), 21 March 2019 (PNOC Energy Supply Base), and 02 May 2019 (PNOC Head Office), PNOC gained an over-all score of **98.37%** (See **Annex A**). The same is to be posted in PNOC's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.

In relation to its application for the grant of CY 2018 PBB to eligible officers and employees, PNOC can grant such incentive only upon receipt of confirmation letter from the Governance Commission. In this regard, the Board is reminded that any unilateral action to release the PBB before the confirmation will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.¹

FOR YOUR INFORMATION AND GUIDANCE.

Very truly yours,

SAMUEL G. DAGPIN, JR.
Chairman

[Signature]
MICHAEL P. CLORIBEL
Commissioner

[Signature]
MARITES C. DORAL
Commissioner

cc: COA Chairman MICHAEL G. AGUINALDO
 COA Resident Auditor – PNOC

¹ GOCC Governance Act of 2011.

PHILIPPINE NATIONAL OIL COMPANY (PNOC)
Validated 2018 Performance Scorecard

Component		Rating System	Target 2018	Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula			Wt.	Actual	Rating	Score			Rating
SO 1 Contribute to Energy Security Targets										
SM 1	Establishment of PNOC LNG Project	Board-Approved Evaluation Criteria	15%	All or Nothing	Board-Approved Evaluation Criteria for Evaluating the Eligibility Requirements of the Proponents	Board-Approved Evaluation Criteria for Evaluating the Eligibility Requirements of the Proponents	15%	Board-Approved Evaluation Criteria for Evaluating the Eligibility Requirements of the Proponents	15%	<ul style="list-style-type: none"> Secretary's Certificate certifying the Board Approval of the Criteria for the Evaluation of the Eligibility of the Offeror/ Proponent PNOC Board of approved the Evaluation Criteria through Board Resolution No. 2502-B, s.2018.
Sub-total		15%				15%		15%		
SO 2 Establish a Comprehensive Relationship Management for Mutually Beneficial Linkages with Key Stakeholders										
SM 2	Percentage of Satisfied Customers	Satisfaction rating	15%	Actual over Target If less than 70% = 0%	90% Satisfied Customers (Using the Standard Methodology and Questionnaire developed by GCG)	84.10%	12.62%	84.09%	14.02%	<ul style="list-style-type: none"> 2018 PNOC Customer Satisfaction Survey Final Report Final Report Annexes 5 accomplished questionnaires Variance in weight between the submitted and validated is due to treatment on the rating system (84.09/90 weight)
Sub-total		15%				12.62%		14.02%		

Component			Rating System	Target	Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Wt.		2018	Actual	Rating	Score	Rating		
SO 3 Maintain a Sound Financial Condition										
SM 3	Net Income (excluding all income or dividends received from operating subsidiaries)	<i>Based on profitability formula on Item 4.2.2 in the GCG MC 2018-01</i>	10%	Actual over Target	₱ 269 M	₱ 615.67 M	10%	₱ 613.32 M	10%	<ul style="list-style-type: none"> Statement of Comprehensive Income for the period ended December 2018 (Pre-closing) Increase in PNOC's actual net income is attributable to decreased spending in its MOOE. Bulk of the unutilized MOOE pertains to the tie-in cost for the banked gas project amounting to ₱26 million.
Sub-total			10%				10%		10%	
SO 4 Develop a Liquefied Natural Gas (LNG) Energy Hub										
SO 5 Maintain Efficient Management of PNOC Industrial Park										
SM 4	Compliance to Integrated Management System Standards	ISO Certificates Awarded	10%	All or Nothing	Pass PNOC Industrial Park Surveillance Audit	Passed the 2 nd Year Surveillance Audit	10%	Passed PNOC Industrial Park Surveillance Audit	10%	<ul style="list-style-type: none"> Attestation Certificate issued by AJA Registrars Inc. dated 04 October 2018. The Certification covers the requirements of ISO 9001:2015, 14001:2015 and 18001:2007.
SM 5	Percentage of water and jetty services provided to locators without complaints	No. of water and jetty services provided to locators without complaints Total no. of water and jetty services provided	10%	Actual over Target	100%	Supplied 100% of locators' requirements for water and jetty services for the year with no complaint received	10%	100%	10%	<ul style="list-style-type: none"> Certifications dated 9 October 2018 and 15 January 2019 issued by Mr. Carlito B. Pena, Park OIC. PNOC Industrial Park did not receive any complaints from its locators regarding provision of the said services.

Component			Rating System	Target	Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Wt.		2018	Actual	Rating	Score	Rating		
Maintain a Sound Financial Condition										
Net Income (excluding all income or dividends received from operating subsidiaries)	Based on profitability formula on Item 4.2.2 in the GCG MC 2018-01)	10%	Actual over Target	₱ 269 M	₱ 615.67 M	10%	₱ 613.32 M	10%	<ul style="list-style-type: none"> Statement of Comprehensive Income for the period ended December 2018 (Pre-closing) 	Increase in PNOC's actual net income is attributable to decreased spending in its MOOE. Bulk of the unutilized MOOE pertains to the tie-in cost for the banked gas project amounting to ₱265 million.
Sub-total		10%				10%		10%		
Develop a Liquefied Natural Gas (LNG) Energy Hub										
Maintain Efficient Management of PNOC Industrial Park										
Compliance to Integrated Management System Standards	ISO Certificates Awarded	10%	All or Nothing	Pass PNOC Industrial Park Surveillance Audit	Passed the 2 nd Year Surveillance Audit	10%	Passed PNOC Industrial Park Surveillance Audit	10%	<ul style="list-style-type: none"> Attestation Certificate issued by AJA Registrars Inc. dated 04 October 2018. 	The Certification covers the requirements of ISOs 9001:2015, 14001:2015 and 18001:2007.
Percentage of water and jetty services provided to locators without complaints	No. of water and jetty services provided to locators without complaints Total no. of water and jetty services provided	10%	Actual over Target	100%	Supplied 100% of locators' requirements for water and jetty services for the year with no complaint received	10%	100%	10%	<ul style="list-style-type: none"> Certifications dated 9 October 2018 and 15 January 2019 issued by Mr. Carlito B. Pena, Park OIC. 	PNOC Industrial Park did not receive any complaint from its locators regarding provision of the said services.

Component		Rating System	Target	Submission	GCG Validation	Supporting Documents	Remarks				
Objective/Measure	Formula	Wt.	2018	Actual	Rating	Score	Rating				
M 6	Re-development of Energy Center	Board Approved Minimum Performance Specifications Standards	5%	Board Approved Minimum Performance Specifications Standards	5%	Board Approved Minimum Performance Specifications Standards	5%	<ul style="list-style-type: none"> Secretary's Certificate dated 9 October 2018. 	PNOC Board, Resolution No. 2519, s.2018, approved the Minimum Performance Standards Specifications for the Iconic Tower Project.		
D 6 Optimize Asset Productivity											
M 7	No. of Real Properties Leased Out	Σ No. of properties leased out with rental rate higher than the appraised rental value	5%	All or Nothing	Expansion of Leased Area: PRII (6,000 sqm) Long Term Lease: SMC Consolidated (6.6 has)	Expansion of Leased Area: PRII (5.6 hectares) Long Term Lease: SMC Consolidated (6.6 has)	5%	Expansion of Leased Area: PRII (6,000 sqm) Long Term Lease: SMC Consolidated (6.6 has)	5%	<ul style="list-style-type: none"> Supplemental Memorandum of Agreement dated 24 April 2018 Land Lease Agreement between SMC dated 15 May 2018. 	Difference in leased area on PRII is due to a second supplemental memorandum of agreement covering 50,003.87 sqm which is not included in the GCG-approved target.
M 8a	Collection Efficiency from PNOC-DMC Assets	Σ Lease payments collected Total Receivables from CEPZA and Antonio Luna	5%	Actual over Target	100%	86.96%	4.35%	86.95%	4.35%	<ul style="list-style-type: none"> 2018 Collection Efficiency Report Official Receipts of Lease Payments 	Failure to achieve the target is due to failure to collect ₱2.68 Million lease payments from Mr. Antonio Luna.
M 8b		Σ Lease payments collected Total Receivables PNOC-DMC Socialized Housing Projects	5%		50%	75%	5%	75%	5%	<ul style="list-style-type: none"> 2018 Collection Efficiency Report Official Receipts of Lease Payments 	PNOC collected ₱18 Million out of the ₱24 Million total receivables due from LGU Rosario in 2018.
Sub-total		40%				39.35%		39.35%			

Component			Rating System	Target	Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.		2018	Actual	Rating	Score	Rating			
7 Develop, Implement and Maintain Efficient and Effective Systems											
9	Compliance to Quality Standards	ISO 9001 Certificate Awarded	10%	All or Nothing	Pass Surveillance Audit	Passed 1 st Surveillance Audit	10%	Passed Surveillance Audit	10%	<ul style="list-style-type: none"> Attestation Certificate dated 26 June 2018. 	Validated with supporting documents.
8 Acquire, Develop, Retain and Motivate Talents for Peak Performance											
10	Percentage of employees with required competencies met	No. of Employees with required competencies met over Total employees	10%	All or Nothing	Establish Baseline	72.73%	10%	73.21%	10%	<ul style="list-style-type: none"> PNOC Competency Framework PNOC Summary Baseline Person Profile 2018 Individual Competency Assessment 	Variance from the submitted due to inclusion of one (1) employee with required competencies met.
9 Restructure the Organization to an Operating Energy Company that is Responsive to the Attainment of the Vision											
		Sub-total	20%				20%		20%		
		TOTAL	100%				96.97%		98.37%		