



Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



28 JULY 2025

OLIVER B. BUTALID

President and Chief Executive Officer

PHILIPPINE NATIONAL OIL COMPANY (PNOC)

PNOC Building 6, Energy Center, Rizal Drive, Bonifacio Global City Taguig City

ACKNOWLEDGEMENT RECEIPT

LETTER 25 JULY 2025

DATE:

RE: **[E] LETTER FROM PNOC TO GCG SUBMITTING PNOC's 2ND
QUARTER MONITORING REPORT OF PERFORMANCE TARGETS FOR
CY 2025**

The said document was officially received by the Governance Commission on 28 July 2025 and has been forwarded to the responsible GCG Officer for appropriate action.

To follow-up for further action on the document, you may contact us through telephone numbers (02) 5328-2030 or (02) 5318-1000. Please cite the GCG Document Management System (DMS) Barcode Number: **0-0202-28-07-2025-020663**.

THIS RECEIPT IS COMPUTER GENERATED AND DOES NOT REQUIRE SIGNATURE.

Received by:

Signature over Printed Name

Date and Time

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July 25, 2025

ATTY. MARIUS P. CORPUS

Chairperson

Governance Commission for GOCCs

3/F BDO Paseo Towers (Formerly Citibank Centre),
Paseo de Roxas Avenue, Makati City

Subject: **PNOC's 2nd Quarter Monitoring Report of Performance Targets for CY 2025**

Dear **Chairperson Corpus,**

We are pleased to submit PNOC's 2nd Quarter Monitoring Report of Performance Targets for CY 2025.

We trust that the submitted documents are in order. Should you have any questions, clarifications, or require additional information, please coordinate with our focal person, Ms. Helen M. Alfonso, Officer-in-Charge, Department Manager A of the Strategy Management Office. She may be reached via email at hmalfonso@pnoc.com.ph.

Thank you.

Very truly yours,



OLIVER B. BUTALID

President and Chief Executive Officer

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PHILIPPINE NATIONAL OIL COMPANY
MONITORING REPORT OF CY 2025 PERFORMANCE TARGETS
SECOND QUARTER REPORT

Strategic Perspective	Strategic Objective		Formula	Weight	Rating System	Proposed	1st Quarter		2nd Quarter		3rd Quarter	4th Quarter
						2025	Target	Actual	Target	Actual	Target	Target
CUSTOMERS/STAKEHOLDERS	SO 1	Act as Strategic Catalyst to the Energy Sector in partnership with the private sector										
	SM 1	Batangas Offshore Wind Power Integration Port	Actual Accomplishment	7.5%	All or Nothing	Board-Approved Project Memorandum	Board-Approved Lease Contract Template	Ongoing preparation of the Project Memorandum	Signed Lease Contract	Completed technical scoping of the property, indicating vital features of the land. Completed bid opening and technical evaluation for the consultancy agreement for the preparation of the Pre-feasibility Study.	Secure board approval of the Project Memorandum	Start of development activities
	SM 2	Self-Generating Industrial Park (SGIP)	Actual Accomplishment	10%	All or Nothing	Board-Approved Project Memorandum	Preparation of Terms of Reference (TOR) for Pre-FS Consultancy Investor Engagement Activities: Site Visit to Tawi-Tawi	Prepared TOR for the Pre-FS Consultancy, ongoing procurement of the consultancy contract Conducted Site Visit to Tawi-Tawi	Preparation of Project Memoradum	Started preparation of the Project Memorandum based on the results of the Tawi-Tawi LGU meeting	Preparation of Project Memorandum based on the preparatory study	Secure board approval of the Project Memorandum
	SO 2	Provide Energy-Related Services to Government Entities										
	SM 3	Rooftop Solar PV System for Government Agencies	Actual Accomplishment	10%	Actual over Target	Commercial Operations of 500 kWp	Awarding of EPCC contracts	Ongoing EPCC activities for the aggregate 385 kWp capacity; Ongoing procurement process for the EPCC contractor for the aggregate 153 kWp	Commencement of EPCC activities	Commercial operation of the 50kWp PNOC Building 6 installation Ongoing EPCC activities for the aggregate 335kWp capacity Awarding of EPCC contracts for the aggregate 153kWp See Annex A	Completion of installation, testing and commissioning	Commencement of commercial operations

CUSTOMERS/ STAKEHOLDERS	SM 4	Ground-Mounted Solar Project with the National Irrigation Administration (NIA)	Actual Accomplishment	7.5%	All or Nothing	Board-Approved Detailed Feasibility Study (DFS) for the proposed 7 MW Solar PV Project	Awarding of Consultancy Contract	Ongoing procurement process of the third-party consultant for the conduct of the DFS	Preparation of Detailed Feasibility Study	Ongoing procurement process of the third-party consultant for the conduct of DFS See Annex B	Preparation of Detailed Feasibility Study	Board-approved Detailed Feasibility Study (DFS) for the proposed 7 MW Solar PV Project
	SO 3	Provide Responsive Services to PNOC Stakeholders										
	SM 5	Customer Satisfaction Survey (CSS)	Number of satisfied clients over Total number of clients	10%	Actual over Target If less than 80% = 0%	90% Satisfied Customers (External Customers Only)	Consolidation of CSM Surveys for 1st Quarter	Consolidated CSM Surveys for 1st Quarter The Overall Rating for PNOC ARTA CSM Surveys is 97.83%	Consolidation of CSM Surveys for 2nd Quarter	Consolidated CSM Surveys for 2nd Quarter The Overall Rating for PNOC ARTA CSM Surveys is 99.06% See Annex C	Consolidation of CSM Surveys for 3rd Quarter	Consolidation of CSM Surveys for 4th Quarter Conduct of Analysis of the Results of CSM Surveys CSM Report Preparation, Approval and Submission to ARTA
	SO 5	Create Organizational Efficiency in all Aspects										
	SM 6	Percentage of Implementation of Information Systems Strategic Plan (ISSP)	Number of Deliverables Due for 2025 Completed over Total Number of Deliverables Due for 2025	5%	Actual over Target	100% attainment of Deliverables based on the Amended 2025 ISSP	3 ISs TOR are completed (BI Dashboard, REAMS, HRIS)	TORs for BI Dashboard, REAMS, and HRIS were completed	1. Accepted / Completed AIMS 2. Awarded CAS 3. Awarded BI Dashboard See Annex D	1. AIMS was awarded on July 19, 2024 2. CAS was awarded on June 3, 2025 See Annex D	Signing of Project Contract with 3rd-Party Solution Provider	Kick-off/Start of contract implementation
INTERNAL PROCESSES	SO 8	Implement a Principle-Based Quality Management System										
	SM 7	Compliance to Quality Standards (ISO QMS)	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	Procurement of new Certifying Body	20 new Quality Process Flows were approved by PCEO Oliver B. Butalid. A Process Excellence (PREX) Workshop was conducted on April 2-3, 2025 as part of PNOC's ongoing ISO initiatives to enhance and standardize internal processes.	Conduct of Document Review Conduct of Internal Quality Audit	Ongoing Internal Quality Audit See Annex E	Conduct of Management Review Conduct of Audit	Issuance of new Certification by Certifying Body

LEARNING & GROWTH	SO 10	Create a PNOG Talent and Resources Pool (Internal and External)										
	SM 8	Percentage of Employees with Required Competencies Met	Increase number of Employees with matched competencies from 2024 baseline	5%	All or Nothing	Increase from 2024 Competency Level	Submit the 1st Quarter Summary of Employee Competency Gap Monitoring Report (ECGMR)	Submitted Summary Competency Monitoring Report for Q1 2025. According to the report, based on the original baseline figures, 9 employees have one or more identified competency gaps. Of these, 2 are classified as resigned, separated, or retired; 4 are in pending status; and 3 are currently categorized as work in progress.	Submit the 2nd Quarter Summary of Employee Competency Gap Monitoring Report (ECGMR)	Submitted Summary Competency Monitoring Report for Q2 2025. Based on the report, nine employees have one or more identified competency gaps. Of these, four are in pending status, while five are undergoing development and are classified as work in progress. See Annex F	Submit the 3rd Quarter Summary of Employee Competency Gap Monitoring Report (ECGMR)	Submit to SMO the 4th Quarter ECGMR in January 2026
	SO 11	Institutionalize a Responsive Performance Management System										
	SM 9	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	Board-Approved Public Service Continuity Plan (PSCP)	Establishment of a Continuity Core Team (CCT)	Proposed Members of Public Service Continuity Plan (PSCP) Continuity Core Team (CCT) was approved by PCEO on April 15, 2025	Undergo the necessary training, clearances and other requirements from oversight agencies	Sent Request Letter to Office of Civil Defense (OCD) for the conduct of PSCP Training for PNOG Continuity Core Team (CCT) Members See Annex G	Formulation of the PSCP	Board Approval of the PSCP
5	SO 13	Optimize Assets for Improved Income Streams										
	SM 10	Disposal of Banked Gas	Actual Accomplishment	15%	Actual over Target	Delivery of 9 PJ of Banked Gas	Continuation of GSPA Administration/Delivery of Contracted Banked Gas Submission of Delivery Reportorial Requirement to DOE	Submitted Delivery reports to DOE (January to March 2025) Delivered a total of 1.412 PJ (covering a period of 1 January 2025 to 25 March 2025)	Continuation of GSPA Administration/Delivery of Contracted Banked Gas Submission of Delivery Reportorial Requirement to DOE	Submitted Delivery reports to DOE (April to June 2025) Delivered a total of 1.995 PJ (covering a period of 26 March 2025 to 25 June 2025) See Annex H	Continuation of GSPA Administration/Delivery of Contracted Banked Gas Submission of Delivery Reportorial Requirement to DOE	Continuation of GSPA Administration/Delivery of Contracted Banked Gas Submission of Delivery Reportorial Requirement to DOE

FINANCIAL	SO 15	Establish an Effective COB Planning and Approval Process that is aligned to PNOC's Strategic Objectives									3.407	
	SM 11	Budget Utilization Rate (BUR)	Actual Disbursement over Approved Budget for CO and MOOE	5%	Actual over Target	90%		CO = 5.99% MOOE = 2.44% Total: 3.04%		CO = 4.57% MOOE = 8.12% Total: 7.52% See Annex I		
	SM 12	Net Profit Margin	Total Revenues less Total Expenses over Total Revenue	15%	Actual over Target	53%		PNOC has achieved a net profit margin of 56.85% as of March 31, 2025		PNOC has achieved a net profit margin of 55.07% as of May 31, 2025 See Annex J		53%
		Total Weight		100%								

BONUS STRATEGIC MEASURES AND TARGETS

FINANCIAL		GAD Budget Utilization Rate	Actual Accomplishment	1%	All or Nothing	5% of Total Budget						5% of total budget
INTERNAL PROCESS		ISO Certification on Environmental Management System Certification (PIP)	Actual Accomplishment	1%	All or Nothing	ISO 14001:2015 Certification	Review and Updating of IMS Manual Close-out of 2024 IMS Internal Audit Finding		Close-out of 2024 IMS Internal Audit Finding Conduct of 2nd Surveillance Audit Issuance of Attestation by Certifying Body			ISO 14001:2015 Certification