

# 2019 PERFORMANCE SCORECARD (ANNEX B)

## PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

	Component				Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	2016	2017	2018	2019	
CUSTOMERS/ STAKEHOLDERS	SO 1	Maximize Stakeholder Value							
	SM 1	Construction and Development of Real Properties							
		a. Porac	Actual Accomplishment	4%	All or Nothing	N/A	N/A	N/A	Signed Lease Contract for Porac Property
		b. FCA		4%		N/A	N/A	N/A	Signed Lease Contract for the 3 Areas in FCA Property
		c. Bicutan		4%		N/A	N/A	N/A	Disposition of Bicutan Property
	SM 2	Percentage of Satisfied Customers		8%	Actual / Target x Weight 0% = If less than 80%	N/A	N/A	N/A	90%*
		Sub-total		20%					
INTERNAL PROCESS	SO 2	Establish Sound Legal and Ethical Internal Investment Framework							
	SM 3	Expansion of Presidential Decree (P.D.) 1894	Actual Accomplishment	5%	All or Nothing	NA	NA	NA	Filing of Bill for the Amendment of P.D. 1894
	SO 3	Improve Internal Systems and Procedures							
	SM 4	ISO Certification	Actual Accomplishment	6%	All or Nothing	NA	NA	NA	ISO 9001:2015 Certification

\* Using the Standard Methodology and Questionnaire developed by GCG.

	Component				Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	2016	2017	2018	2019	
	SO 4	Enhance Mobility of People and Commerce							
INTERNAL PROCESS	SM 5	Construction and Development of Expressways							
		a. Pasig River Expressway Project (PAREX)	Actual Accomplishment	5%	All or Nothing	NA	NA	NA	Memorandum of Agreement on PAREX Submitted to the NEDA and GCG for Approval
		b. Lucena-Matnog Expressway/SLEX TR5	Actual Accomplishment	5%	All or Nothing	NA	NA	NA	Approval of Joint Investment Proposal
		c. Bulacan-Tuguegarao Expressway (BUTEX)	Actual Accomplishment	5%	All or Nothing	NA	NA	NA	Signed Memorandum of Agreement (MOA) on BUTEX
	SM 6	Increased Annual Daily Traffic							
		a. Buendia-Dilao	Actual Accomplishment	a. i. 1% ii. 1% iii. 1% iv. 1%  b. 5%	All or Nothing	NA	NA	NA	a. Completion of Segmental Works: i. San Juan River ii. Section 3 iii. Section 4 iv. Balintawak  b. Actual Toll Operation
		b. FTI-Bicutan	Actual Accomplishment	5%	All or Nothing	NA	NA	NA	5% of Segment 1 Completed
		Sub-total		40%					



FINANCE	Component					Baseline Data			Target
	Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	2016	2017	2018	2019
	SO 5	Reinforce Collection Systems							
	SM 7	Percentage of Receivables Collected	Actual Accomplishment	5%	(Actual / Target) x Weight	NA	NA	NA	Collection of at Least 10% of Judgment/ Monetary Award
	SO 6	Improve Equity and Debt Management Service Strategies							
	SM 8	Revenues	Service Income + Rental Lease Income + Share in JVs + Dividend Income + Interest Income	10%	(Actual / Target) x Weight	P308.87 M	P328.93 M	-	8% Increase from 2018 Revenues
	SM 9	Lease Income	Actual Amount	5%	(Actual / Target) x Weight	P107.74 M	P125.34 M	-	13% Increase from 2018 Lease Income
	SM 10	Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Net Income (before Other Comprehensive Income/Loss, Gains and Other Non-Operating Income) + Depreciation + Income Taxes + Interest Expense	10%	(Actual / Target) x Weight	(P43 M)	(P26.62 M)	-	Positive EBITDA
	SM 11	Conversion of Debt-to-Equity	Actual Accomplishment	3%	All or Nothing	NA	NA	NA	Negotiation of Terms of Debt Payment with PMO
	Sub-total			33%					

	Component					Baseline Data			Target
	Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	2016	2017	2018	2019
LEARNING & GROWTH	SO 7	Development of Manpower							
	SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	7%	All or Nothing	NA	NA	NA	Board-approved Competency Framework
		Sub-total		7%					
		TOTAL		100%					

<sup>a/</sup> But not to exceed the weight assigned per indicator.