PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

Component				Baseline Data				Targets	
Objective/Measure	Formula	Weight	Rating Scale	2019	2020	2021	2022	2023	2024
SO 1 **Contribute to Economic Growth and Development**									
SO 2 **Maximize Stakeholder Value**									
SM 1 Number of Signed Lease Agreements on PNCC Real Properties	Number of PNCC properties with signed lease effective as of year-end	10%	Actual / Target	Signed Lease Contracts for Porac and one (1) Area in FCA Property	Measure excluded	Measure excluded	Signed Lease Contract with SMHC for 2 hectares of Sta. Rita, Bulacan Property	Finalized Agreement with DOTr on Bicutan Property	Three (3)
SM 2 Annual Vehicle Traffic of Metro Manila Skyway Stage 3	Actual Annual Traffic Count	9%	Actual / Target	N/A	N/A	13.22 million	44.148 million	54.50 million	57.00 million
	Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG							*Based on the GCG-ARTA JMC No. 1, Series of 2023*	
SM 3 Percentage of Satisfied Customers	Number of Respondents who gave at least a Satisfactory Rating/ Total Number of Respondents	10%	Actual / Target 0% = if less than 80%	No CSS conducted	No CSS conducted	Partner Agencies - 100% Concessionaires - 100%	Partner Agencies - 100% Concessionaires - 100%	90%	90%
Subtotal		**29%**							
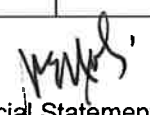
Component				Baseline Data				Targets	
Objective/Measure		Formula	Weight	Rating Scale	2019	2020	2021	2022	2023	2024

SO 3 — Improve Internal Systems and Procedures *(INTERNAL PROCESS)*

	Objective/Measure	Formula	Weight	Rating Scale	2019	2020	2021	2022	2023	2024
SM 4	ISO Certification	Actual Accomplishment	20%	All or Nothing	No ISO Certification	No ISO Certification	No ISO Certification	No ISO Certification	ISO 9001: 2015 Certification	ISO 9001: 2015 Certification
SM 5	Computerization of Accounting System	Actual Percentage Completion of Rollout	10%	Actual / Target	N/A	N/A	N/A	N/A	N/A	100% Implementation and Rollout

SO 4 — Enhance Mobility of People and Commerce

Subtotal	30%								

SO 5 — Reinforce Collection System *(FINANCIAL)*

	Objective/Measure	Formula	Weight	Rating Scale	2019	2020	2021	2022	2023	2024
SM 6	Percentage of Receivables Collected	Amount Collected ÷ (Beginning Balance of Total Current Receivables based on COA-Audited FS **Less:** PMMA receivables and Due from National Government Agencies)	5%	Actual / Target	Collection of 49.88% of the Judgment/ Monetary Award from MIAA	Measure Excluded	Measure Excluded	Not Accomplished	Collection of the Consigned amount of ₱18 Million by Ley Construction and Development Corporation (LCDC)	a.80% of Current Receivables
		Amount Collected ÷ (Beginning Balance of Total Non-current Receivables based on COA-Audited FS **Add:** PMMA receivables and Due from National Government Agencies)	2%							b. 5% of Impaired Receivables

Component				Baseline Data				Targets	
Objective/Measure		Formula	Weight	Rating Scale	2019	2020	2021	2022	2023	2024
SO 6	**Improve Equity and Debt Management Service Strategies**									
SM 7	Revenues[i]	Service Income + Lease Income + Share in JVAs +Dividend Income + Interest Income	10%	Actual / Target	₱282.69 Million	₱212.31 Million	₱287.24 Million	₱499.25 Million	₱686.61 Million	₱699.51 Million
SM 8	EBITDA[ii]	Income/Loss Before Tax (COA Line Item) Less Gains + Interest Expense + Depreciation + Amortization	14%	Actual / Target	₱514.21 Million	(₱163.74 Million)	(₱99.09 Million)	₱84.70 Million	N/A	₱343.69 million
SM 9	Budget Utilization Rate (BUR)	Actual Disbursement / Scheduled Disbursement (Total COB Operating Expenses net of PS Cost)	5%	Actual / Target	N/A	N/A	N/A	26.66%	90%	90%
		Subtotal	**36%**							

[i] Baseline figures for Revenues are computed based on the Commission on Audit (COA)'s Annual Audit Reports of PNCC's 2019-2022 Financial Statements.
[ii] EBITDA is only added back to PNCC's performance scorecard in 2024. The baseline figures provided are based on the COA's Annual Audit Reports of PNCC's 2019-2022 Financial Statements and are not GCG-validated.

| Component | | | | | Baseline Data | | | | Targets | |
	Objective/Measure	Formula	Weight	Rating Scale	2019	2020	2021	2022	2023	2024
SO 7	**Development of Manpower**									
SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual / Target	No Board-approved Competency Framework	No Board-approved Competency Framework	Board-approved Competency Framework	Failed to Establish Baseline	Establish Baseline	Improvement from the 2023 Baseline
		Subtotal	**5%**							
		TOTAL	**100%**							

LEARNING & GROWTH

For GCG:

ATTY. MARIUS P. CORPUS
Chairperson

For PNCC:

ATTY. MIGUEL E. UMALI
President & CEO