

PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

	Component				Baseline Data		Targets			
	Objective/Measure		Formula	Wt.	Rating System ^{a/}	2019	2020	2021	2022	
STAKEHOLDERS	SO 1	Maximize Stakeholder Value								
	SM 1	Construction and Development of Real Properties (FCA Properties)	Actual Accomplishment	10%	All or Nothing	Signed Lease Contract for Porac Property	Measure Excluded	Signed Lease Contract for 9.9 hectares of FCA Property	Signed Lease Contract for 2 hectares of Sta. Rita, Bulacan Property	
						Signed Lease Contract for only one (1) Area in FCA Property				
						Bicutan Property is to be encompassed by the Metro Manila Subway Project (MMSP) Phase 1				
	SM 2	Percentage of Satisfied Customers				Actual / Target 0% if less than 80%	No Survey Conducted	No CSS Conducted	Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG	
		a. Partner Agencies	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	5%	90%				90%	
		b. Concessionaires		5%	90%				90%	
		Sub-total			20%					

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Wt.	Rating System ^{a/}	2019	2020	2021	2022	
INTERNAL PROCESS	SO 2	Improve Internal Systems and Procedures							
	SM 3	ISO Certification	Actual Accomplishment	10%	All or Nothing	No ISO Certification	No ISO Certification	ISO 9001:2015 Certification	ISO 9001:2015 Certification
	SO 3	Enhance Mobility of People and Commerce							
	SM 4	Construction and Development of Expressway Projects							
		a. Lucena-Matnog Expressway/SLEX TR5	Actual Accomplishment	5%	All or Nothing	Undergoing Negotiations with TRB	Start of STOA Negotiation	Commencement/ Continuation of STOA Negotiation	Completion of STOA Negotiation
							STOA Negotiation not completed	Project Groundbreaking	
		b. Pasig River Expressway Project (PAREX)	Actual Accomplishment	5%	All or Nothing	Signed Business Joint Venture Agreement with San Miguel Holdings Corporation (SHMC)	Signed BJVA with Selected Proponent	Completion of STOA Negotiation	Approval of the STOA by the President of the Philippines
				1%			OP Approval of Assignment of Usufruct	Project Groundbreaking	Approval of Final Engineering Design by TRB
							Start of STOA Negotiation		
		c. Greater Capital Region Integrated Expressways Network Project [formerly Integrated Airport Toll Expressways Network (IATEN)]				All or Nothing	N/A	Entered into a Joint Venture Agreement (JVA) for IATEN Project	TRB Declaration as Toll Road Project
	1. Northern Access Link	Actual Accomplishment	3%	Completion of STOA Negotiation					

	Component				Baseline Data		Targets		
	Objective/Measure		Formula	Wt.	Rating System ^{a/}	2019	2020	2021	2022
		2. Southern Access Link		1%			Approval of Assignment of Usufruct by OP on IATEN Project	On-going Discussions of Legal, Technical and Financial Aspects in the Negotiations	Completion of STOA Negotiation
		3. Central Access Link		1%					Completion of STOA Negotiation
	SM 5	Increase Annual Average Daily Traffic							
		a. Metro Manila Skyway Stage 3	Actual Annual Traffic Count	10%	Actual / Target	a. Completion Rates: i. San Juan River = 90.94% ii. Section 3 = 89.47% iii. Section 4 = 75.18% iv. Balintawak = 52.28%	Partial Opening of MMSS 3	43 Million Annual Vehicle Traffic	51 Million Annual Vehicle Traffic
						b. No actual toll operations			
		b. C6 Project (FTI-Bicutan)	Actual Accomplishment	2%	Actual / Target	1.74% of Section 1 Completed	Section 1 Workable Area along C5 Section: Piers 61 to 66 at 75.69% accomplishment ; ongoing works at Sections 2	15% of Segment 1 Completed	15% of Segment 1 Completed
	Sub-total			38%					

	Component				Baseline Data		Targets		
	Objective/Measure		Formula	Wt.	Rating System ^{a/}	2019	2020	2021	2022
FINANCE	SO 4	Reinforce Collection Systems							
	SM 6	Percentage of Receivables Collected	Actual collection divided by Target collection	6%	Actual / Target	Collection of 49.88% of the Judgment/ Monetary Award from MIAA	Measure Excluded	100% Collection of the ₱100.55 million Receivables from PMMA	Collection of at least 50% of Guaranty Deposits from Investors Assurance Corporation (IAC)
	SO 5	Improve Equity and Debt Management Service Strategies							
	SM 7	Revenues (in Millions)	Service Income + Lease Income + Share in JVAs + Dividend Income + Interest Income	15%	Actual / Target	13.35% increase from 2018 (₱248.45 M)	₱182.95 (excluding Lease Income)	₱402.09	₱521.02
	SM 8	Conversion of Debt-to-Equity	Actual amount of debt-converted-to-equity divided by Actual amount-of-debt to be converted to equity	1%	All or Nothing	Still subject to negotiation	No development on the target	Finalization of Debt Payment Scheme with PMO	Finalization of Debt Payment Scheme with PMO
	SM 9	Budget Utilization Rate (BUR)	<u>Actual Disbursement</u> Total Approved COB (Both Net of PS Cost)	10%	Actual / Target	N/A	N/A	N/A	90%
		Sub-total			32%				

	Component					Baseline Data		Targets	
	Objective/Measure		Formula	Wt.	Rating System ^{a/}	2019	2020	2021	2022
LEARNING AND GROWTH	SO 6	Development of Manpower							
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	10%	Actual / Target	No Board-approved Competency Framework	No Board-approved Competency Framework	Board-approved Competency Model	Establish Baseline
		Sub-total		10%					
		TOTAL		100%					

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