2025 CHARTER STATEMENT & STRATEGY MAP (ANNEX A)

STRATEGY MAP



By 2028, the PREMIERE NATIONAL RAILWAY company in the Philippines aims to:

- >Build the North South Commuter Railway Project,
- >Operate freight services.
- >Build and operate the South Long Haul Service,
- Manage unsolicited project proposals,
- >Further accumulate additional assets.
- Increase the productivity of PNR assets,
- >Become the prime Transit-Oriented Development provider for the National Government.

MISSION

To contribute in the country's socioeconomic development,

To provide affordability, sustainability, safety, efficiency, and reliability in railway services to the Filipino commuters,

To ease bottlenecks of the Philippine transportation networks.

To constantly strive for consistency and improvement in providing passenger mobility and adhere to social safeguards through the improvement and modernization of construction and operations,

To continuously innovate and update the railway system in the aspect of technology advancement and be updated with rail standards, and

To contribute to the enhancement of the quality of life of Filipino commuters.

CORE VALUES

Integrity
Firm adherence to the highest ethical and professional standards.

Accountability

Open and transparent business dealings with stakeholders National Government, Passengers, Clients, Employees, Contractor, Community.

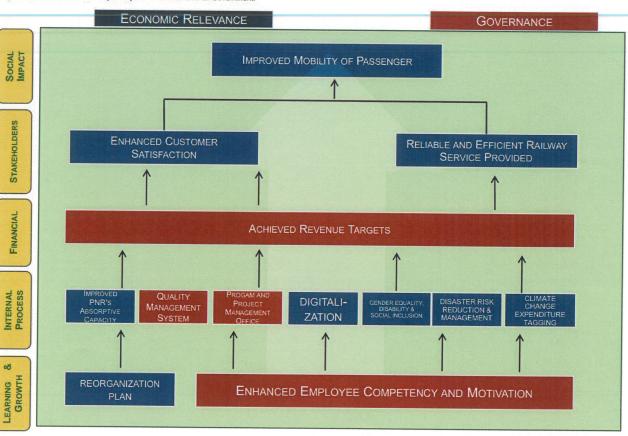
Social Responsibility

Giving back for nation-building. Our vital role in the Economy. Our vital role in Commerce.

Excellence in Railway Industry Competent, Best practices, Leading Edge Skills.

Teamwork

We carry our own burden, we contribute. We do not impose constraints.







PHILIPPINE NATIONAL RAILWAYS (PNR)

		Co	mponents			Baselir	ie Data	Та	rgets			
		Objective/Measure	Formula	Rating Scale	Weight	2022	2023	2024	2025			
	SO 1	Improved Mobility of Passer	gers									
		Ridership Volume										
	SM 1	a. Inter-Provincial Commuter (IPC)			5%	N/A	48,025	82,524	129,656			
IPACT		b. Bicol Commuter Service (BCS)	Actual Ridership	Actual / Target	5%	486,956	845,044	1,141,877	1,433,397			
SOCIAL IMPACT		Space-Kilometer Offerings (in	000)									
S 00	SM 2	a. Inter-Provincial Commuter (IPC)	Space Capacity x No. of Cars x Km. Travelled	Actual / Target	6%	N/A	24,739	45,959	99,213			
		b. Bicol Commuter Service (BCS)			6%	11,716	51,754	154,740	165,951			
			Subtotal		22%							
	SO 2	Enhanced Customer Satisfac	etion									
STAKEHOLDERS	SM 3	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory Rating / Total number of respondents	Actual / Target	5%	No Accomplishment	82.82%	90%	90%			

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	Com	nponents			Baseli	ne Data	Та	rgets		
	Objective/Measure	Formula	Rating Scale	Weight	2022	2023	2024	2025		
SO 3	Reliable and Efficient Railway	Service Provided								
	Punctuality Rating (Departure from Terminal Station)									
SM 4	a. Inter-Provincial Commuter (IPC)	Total Train Departures on Time / Total Train Trips		3%	N/A	98.45%	98.75%	98.75%		
	b. Bicol Commuter Service (BCS)		Actual / Target	3%	95.64%	83.68%	98.75%	98.75%		
SIVI 4	Punctuality Rating (Arrival at Terminal Station)									
	a. Inter-Provincial Commuter (IPC)	Total Train Arrivals on Time / Total	A-41/T	1%	N/A	N/A	N/A	74.55%		
	b. Bicol Commuter Service (BCS)	Train Trips	Actual / Target	3%	81.33%					
SM 5	Reduction of Train Shutdowns	Train Shutdowns / Total Train Trips	< 0.21% = 3% > 0.21% to < 0.22% = 2% > 0.22% to < 0.25% = 1% > 0.25% = 0%	3%	1.37%	0.65%	≤ 0.21%	≤ 0.21%		
	Reduction of Operations-related	Derailment Incidents								
SM 6	a. Derailment-free Operations	Actual Accomplishment	All or Nothing	4%	6 Derailment Incidents	4 Derailment Incidents	No Derailment Incident	No Derailme Incident		

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		Con	nponents			Baselir	ne Data	Та	rgets
		Objective/Measure	Formula	Rating Scale	Weight	2022	2023	2024	2025
		b. Percentage of Train Trips/Operations Restored after Derailment	Number of train opera tions restored within p rescribed time / Total Disruptions from Derailment Incidents	Actual/Target	1%	N/A	N/A	N/A	100%
			Subtotal		21%				
	SO 4	Achieved Revenue Targets							
	SM 7	Train Ticket Sales (in million pesos)	Transportation System Fees Line Item in COA- Audited FS	Actual / Target	5%	153.527	184.729	81.455	64.241
FINANCIAL	SM 8	Non-Rail Revenue (in million pesos)	Rent/Lease Income + Interest Income + Fines and Penalties + Other Gains + Miscellaneous Income (excluding Gains on Sale of Property and Gain on Foreign Exchange)	Actual / Target	7%	452.720	413.784	353.267	392.707
			Subtotal		12%				

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		Con	nponents			Baseli	ne Data	Та	rgets
		Objective/Measure	Formula	Rating Scale	Weight	2022	2023	2024	2025
	SO 5	Improve PNR's Absorptive Ca	apacity						
		Budget Utilization Rate (BUR)							
		a. GAA Subsidy – Obligation Rate	Amount Obligated / Total GAA Subsidy (Both Current and Continuing)		5%	79.35%	82.87%	90%	90%
SS	SM 9	b. GAA Subsidy – Disbursement Rate	Amount Disbursed / Amount Obligated (Both Current and Continuing)	Actual / Target	5%	95.45%	75.23%	90%	90%
INTERNAL PROCESS		c. Internally Generated Funds (IGF)	Actual Disbursement from IGF / COB from IGF (Both Net of PS Cost)		5%	38.76%	12.90%	90%	90%
INTER	SO 6	Development of Quality Mana	gement System						
	SM 10	Compliance with Quality Standards	Actual Accomplishment	All or Nothing	5%	Continued Certification on ISO 9001:2015	Passed Surveillance Audit	Pass Surveillance Audit	ISO 9001:2015 Re-Certification
	SO 7	Program and Project Manager	ment Office						1
	SM 11	North South Commuter Railway (NSCR) Project	Actual Accomplishment	All or Nothing	0%	N/A	Establishment of PMO	2024 NSCR Deliverable of PNR as Confirmed by DOTr	2025 NSCR Deliverable of PNR as Confirmed by DOTr

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	Com	ponents			Baseli	ne Data	Targets		
	Objective/Measure	Formula	Rating Scale	Weight	2022	2023	2024	2025	
	South Long-Haul Project								
SM 12	Appraisal Reports for the 45 lots in Pagbilao, Quezon	Actual Number of Completed Appraisal Reports	Actual / Target	5%	N/A	0	N/A	3	
	b. Relocation of affected Informal Settler Families (ISF) within Priority Section (San Pablo- Pagbilao)	Actual Number of Relocated ISFs	Actual / Target	5%	N/A	N/A	N/A	150 ISFs	
SO 8	Digitalization								
SM 13	Number of Information Systems Strategic Plan (ISSP) Deliverables Implemented	Actual Number of ISSP Project Implemented	Actual / Target	5%	N/A	N/A	N/A	3	
		Subtotal		35%	-				
SO 9	Gender Equality, Disability, &	Social Inclusion							
SO 10	Disaster Risk Reduction and Management (DRRM)								
SM 14	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	All or Nothing	5%	N/A	N/A	N/A	Board-Approv Public Servic Continuity PI (PSCP)	
SO 11	Climate Change Expenditure	Fagging Tagging							

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	Co	mponents			Baselir	ne Data	Targets	
	Objective/Measure	Formula	Rating Scale	Weight	2022	2023	2024	2025
SO 12	Enhanced Employee Compe	etency and Motivation						
SM 15	Percentage of Employees Meeting Required Competencies	Number of Employees Meeting Required Competencies / Total Number of Plantilla Subtotal	All or Nothing	5% 10 %	No Accomplishment	No Accomplishment	a. Board- approved Competency Model b. Establish Baseline	Establish Baseline
Bonus M	TOTAL			100%				
GAD Bud	lget Utilization	Actual Disbursement for GAD-related Activities / Total COB	All or Nothing	1%	N/A	N/A	N/A	5% of Tota COB
		Total		1%				

For GCG:

For PNR:

ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ

Commissioner

HON. DEOYANNI S. MIRANDA

General Manager