

PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

	Component				Baseline Data		Recalibrated	Target	
	Objective/Measure	Formula	Wt.	Rating System ^{a/}	2018	2019	2020	2021	
STAKEHOLDERS	SO 1	Maximize Stakeholder Value							
	SM 1	Construction and Development of Real Properties (FCA Properties)	Actual Accomplishment	12%	All or Nothing	N/A	Signed Lease Contract for Porac Property	OP Approval of TOR for FCA Property (9.9 has.)	Signed Lease Contract for 9.9 hectares of FCA 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	Signed Lease Contract for FCA Property	
	SM 2	Percentage of Satisfied Customers			Actual / Target 0% if less than 80%	N/A	No survey conducted	Using the Enhanced Standard Guideline on the Conduct of CSS by the GCG	
		a. Partner Agencies	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	2.5%				90%	90%
		b. Concessionaires		2.5%				90%	90%
		Sub-total		17%					
INTERNAL PROCESS	SO 2	Improve Internal Systems and Procedures							
	SM 3	ISO Certification	Actual Accomplishment	5%	All or Nothing	N/A	No ISO Certification	ISO 9001:2015 Certification	ISO 9001:2015 Certification

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	SM 4	Construction and Development of Expressway Projects							
		a. Lucena-Matnog Expressway/SLEX TR5	Actual Accomplishment	7%	All or Nothing	N/A	Signed Business Joint Venture Agreement with San Miguel Holdings Corporation (SHMC)	Start of STOA Negotiation	Commencement/ Continuation of STOA Negotiation
				3%				Completion of STOA Negotiation	Project Groundbreaking
		b. Pasig River Expressway Project (PAREX)	Actual Accomplishment	12%	All or Nothing	N/A	Undergoing Negotiations with TRB	Signed BJVA with Selected Proponent	Completion of STOA Negotiation
				1%				OP Approval of Assignment of Usufruct	Project Groundbreaking
								Start of STOA Negotiation	
		c. Integrated Airport Toll Expressways Network (IATEN)	Actual Accomplishment	7%	All or Nothing	N/A	N/A	Enter into a Joint Venture Agreement (JVA) for IATEN Project	TRB Declaration as Toll Road Project
				3%				Approval of Assignment of Usufruct by OP on IATEN Project	On-going Discussions of Legal, Technical and Financial Aspects in the Negotiations

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	SM 5	Payroll Transition from Manual (Face-to-Face) to ATM	Actual Accomplishment	5%	Actual / Target	N/A	N/A	N/A	100% Implementation ⁱ
	SO 3	Enhance Mobility of People and Commerce							
	SM 6	Increase Annual Average Daily Traffic							
		a. Metro Manila Skyway Stage 3	Actual Annual Traffic Count divided by Projected Annual Traffic Count	12%	Actual / Target	N/A	a. Completion Rates: i. San Juan River = 90.94% ii. Section 3 = 89.47% iii. Section 4 = 75.18% iv. Balintawak = 52.28%	Full Operation of Skyway Stage 3	43 Million Annual Vehicle Traffic
		b. FTI-Bicutan	Actual Accomplishment	5%	Actual / Target	N/A	b. No actual toll operations		
			Sub-total	60%					
FINANCE	SO 4	Reinforce Collection Systems							
	SM 7	Percentage of Receivables Collected	Actual collection divided by Target collection	7%	Actual / Target	N/A	Collection of 49.88% of the Judgment/ Monetary Award from MIAA	Collection of at least 10% or ₱7.8 Million of Judgment / Monetary Award of PMMA (₱78M)	100% Collection of the ₱100.55 Million Receivables from PMMA

ⁱ All regular employees enrolled to ATM payroll.

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	SO 5	Improve Equity and Debt Management Service Strategies							
	SM 8	Revenues	Service Income + Lease Income + Share in JVAs + Dividend Income + Interest Income	10%	Actual / Target	N/A	13.35% increase from 2018 (P248.45 M)	10% Increase from 2019 Revenues	P402.09 M
	SM 9	Conversion of Debt-to-Equity	Actual amount of debt-to-converted-to-equity divided by Actual amount-of-debt to be converted to equity	1%	All or Nothing	N/A	Still subject to negotiation	Negotiation of Debt Payment Scheme with PMO	Finalization of Debt Payment Scheme with PMO
		Sub-total		18%					
LEARNING AND GROWTH	SO 6	Development of Manpower							
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	N/A	No Board-approved Competency Framework	Board-approved Competency Model	Board-approved Competency Framework
		Sub-total		5%					
		TOTAL		100%					

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