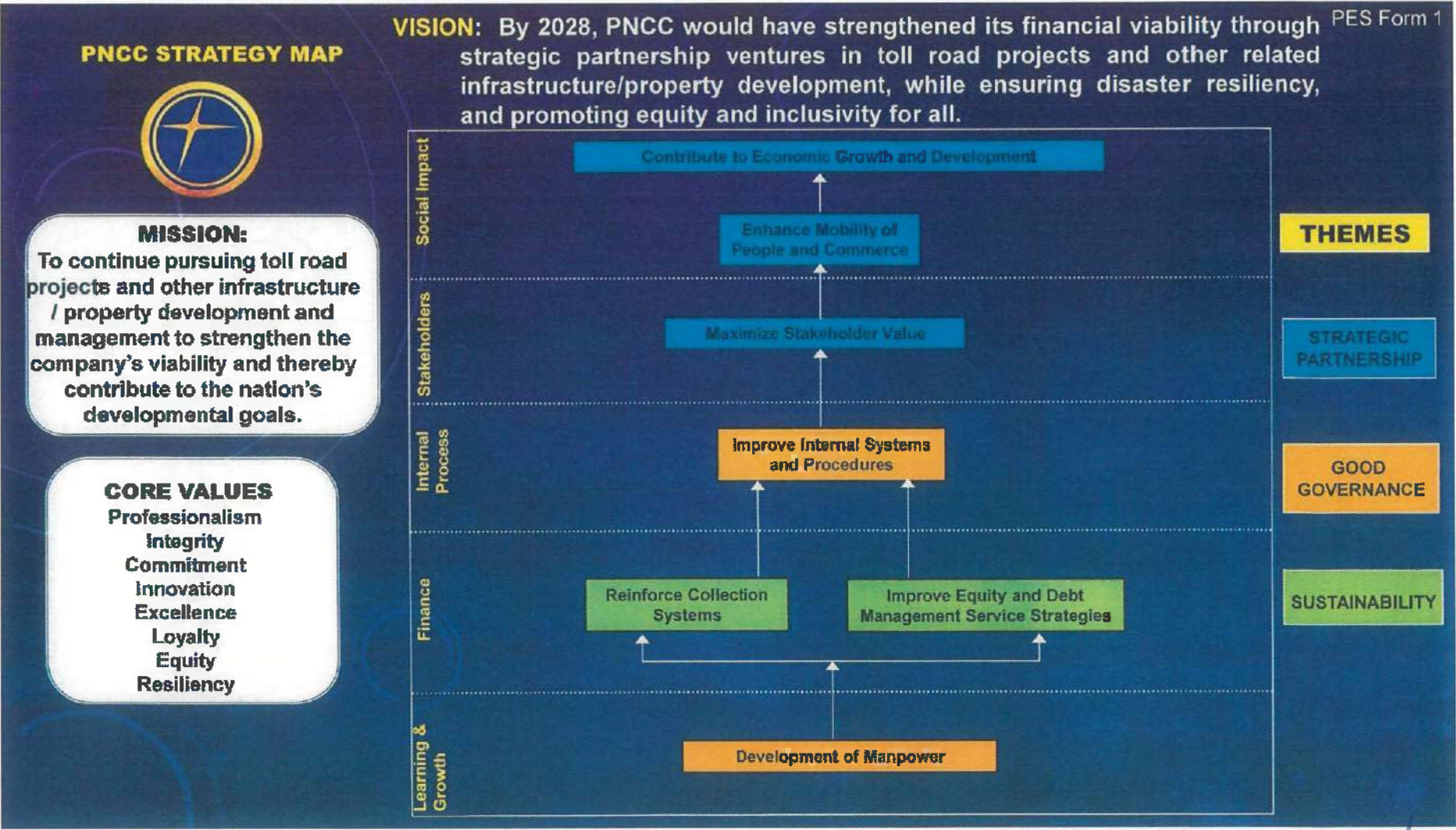


PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)



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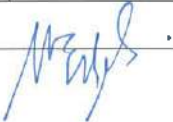
Component					Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025	
SOCIAL IMPACT	SO 1	Contribute to Economic Growth and Development							
	SM 1	Construction and Development of Expressway Projects							
		a. Lucena to Matnog (Toll Road [TR] 5)	Actual Accomplishment	2.5%	All or Nothing	STOA Negotiation Completed	98.50% Detailed Engineering Design (DED) completed	N/A	100% Completed DED Drawings (Segment 1) and Approved by Independent Consultant (IC)
		b. Pasig River Expressway (PAREX)	Actual Accomplishment	2.5%	All or Nothing	STOA Approved by the President of the Philippines	88.89% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)
		c. Greater Capital Region Integrated Expressways Network (GCRIEN)							
		i. Northern Access Link (NALEX)	Actual Accomplishment	2.5%	All or Nothing	STOA Negotiation Completed	29.41% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)
		ii. Southern Access Link (SALEX)	Actual Accomplishment	2.5%	All or Nothing	STOA Negotiation Completed	86.37% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)
		d. C-6 Project (FTI-Bicutan)	Actual Accomplishment	2.5%	All or Nothing	3.33% of Section 1 Completed	97% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)
	SM 2	Annual Vehicle Traffic of Metro Manila Skyway (in millions)	Actual Annual Traffic Count	12.5%	Actual / Target	44.148	56.48	57	164.26*
	SO 2	Enhance Mobility of People and Commerce							
Subtotal			25%	100%					

* Includes all stages (Stages 1-3) of the MMS.

Component					Baseline		Targets		
Objective/Measure			Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025
STAKEHOLDERS	SO 3	Maximize Shareholder Value							
	SM 3	Disposal/Development of Real Properties	Actual Accomplishment	7%	All or Nothing	Signed Lease Contract with SMHC for 2 ha of Sta. Rita Bulacan Property	Measure Excluded	Three Lease Agreements	Turn-over of the Affected Portion of the Bicutan Property to the DOTR
	SM 4	Percentage of Satisfied Customers	Number of Respondents which gave at least a Satisfactory rating / Total number of respondents	10%	Actual / Target 0% if less than 80%	100%	100%	90%	90%
						100%			
	Subtotal				17%				
INTERNAL PROCESS	SO 4	Improve Internal Systems and Procedures							
	SM 5	ISO Certification 9001:2015	Actual Accomplishment	7%	All or Nothing	Not Accomplished	1 st Stage Audit	ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification (Pass 1 st Surveillance Audit)
	SM 6	Computerization of Systems	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	100% Implementation and Roll Out (Accounting System)	100% Implementation and Roll Out (Human Resources Information System [HRIS])
	Subtotal				9.5%				



Component					Baseline		Targets		
Objective/Measure			Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025
FINANCIAL	SO 5	Reinforce Collection System							
	SM 7	Percentage of Receivables Collected	Amount Collected/ Total (Beginning Balance of Total Current Receivables based on COA-Audited FS Less: PMMA receivables and Due from National Government Agencies)	6%	Actual / Target	Not Accomplished	Not Accomplished	a. 80% of Current Receivables	80% of Total Current Receivables
								b. 5% of Impaired Receivables	
	SO 6	Improve Equity and Debt Management Services Strategies							
	SM 8	EBITDA (in million ₱)	Income/Loss Before Tax (COA Line Item) Less Gains + Interest Expense + Depreciation + Amortization	20%	Actual / Target	N/A	N/A	343.69	725.55
	SM 9	Revenues (in million ₱)	Service Income + Lease Income + Share in JVAs + Dividend Income + Interest Income	7.5%	Actual / Target	499.25	779.86	699.51	855.85
	SM 10	Budget Utilization Rate (BUR)	Actual Disbursement / Scheduled Disbursement (Net of PS Cost)	5%	Actual / Target	26.66%	25.64%	90%	90%
	Subtotal			37.5%					



Component					Baseline		Targets		
Objective/Measure			Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025
LEARNING AND GROWTH	SO 7	Development of Manpower							
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual / Target	Not Accomplished	Not Accomplished	Improvement from 2023 Baseline	5% improvement from the 2024 or 2023 baseline, whichever is higher
	SM 12	Development and Implementation of Disaster Risk Reduction Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	Board-approved Public Service Continuity Plan (PSCP)
	Subtotal			10%					
	TOTAL			100%					
BONUS STRATEGIC MEASURE:									
		GAD Budget Utilization	Actual Disbursement for GAD-related Activities / Total COB	1%	All or Nothing	N/A		5% of Total COB	

a/ But not to exceed the weight assigned per indicator

For GCG:


ATTY. BRIAN KEITH F. HOSAKA
Commissioner

For PNCC:


HON. MIGUEL E. UMALI
President and Chief Executive Officer