

**PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)**  
**Recalibrated 2020 Performance Scorecard**

	Components					Baseline Data			Targets
	Objective/Measure		Formula	Wt.	Rating System <sup>al</sup>	2017	2018	2019	2020
CUSTOMERS / STAKEHOLDERS	SO 1	Maximize Stakeholder Value							
	SM 1	Construction and Development of Real Properties (FCA Properties)	Actual Accomplishment	10%	All or Nothing	N/A	N/A	(a) Signed Lease Contract for Porac Property;	OP Approval of TOR for FCA Property (9.9 has.)
				5%				(b) Signed Lease Contract for the 3 Areas in FCA Property; (c) Disposition of Bicutan Property in 2019	
	SM 2	Percentage of Satisfied Customers	Actual Accomplishment		Actual / Target  0% if below 80%	N/A	N/A	90% <sup>i</sup>	
		a. Partner Agencies		5%					90% <sup>ii</sup>
		b. Concessionaires		5%					90%
		Sub-total			25%				
	INTERNAL PROCESS	SO 2	Improve Internal Systems and Procedures						
SM 3		ISO Certification	Actual Accomplishment	5%	All or Nothing	NA	NA	ISO 9001:2015 Certification	ISO 9001:2015 Certification

<sup>i</sup> Using the Standard Methodology and Questionnaire developed by GCG.

<sup>ii</sup> Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

Components					Baseline Data			Targets
	Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2017	2018	2019	2020
	<i>Construction and Development of Expressway Projects</i>							
	a. Lucena-Matnog Expressway/SLEX TR5	Actual Accomplishment	2%	All or Nothing	NA	NA	Approval of Joint Investment Proposal	<i>Start of STOA Negotiation</i>
			2%					<i>Completion of STOA Negotiation</i>
	b. Pasig River Expressway Project (PAREX)	Actual Accomplishment	7%	All or Nothing	NA	NA	Effective Memorandum of Agreement (BJVA) on PAREX after OGCC's comments	<i>Signed BJVA with Selected Proponent</i>
								<i>OP Approval of Assignment of Usufruct</i>
								<i>Start of STOA Negotiation</i>
	c. Integrated Airport Toll Expressway Network (IATEN)	Actual Accomplishment	3%	All or Nothing	NA	NA	Signed Memorandum of Agreement (MOA) on BUTEX	<i>Enter into a Joint Venture Agreement (JVA) for IATEN Project</i>
								<i>Approval of Assignment of Usufruct by OP on IATEN Project</i>

	Components					Baseline Data			Targets
	Objective/Measure	Formula	Wt.	Rating System <sup>al</sup>	2017	2018	2019	2020	
	SO 3	Enhance Mobility of People and Commerce							
	SM 5	Increased Annual Daily Traffic							
		a. Metro Manila Skyway Stage 3	Actual Accomplishment	6%	All or Nothing	NA	NA	a. Completion of Segmental Works: i. San Juan River ii. Section 3 iii. Section 4 iv. Balintawak  b. Segment 1 - Actual Toll Operation	Full Operation of Skyway Stage 3
		b. FTI-Bicutan	Actual Accomplishment	1%	All or Nothing	NA	NA	5% of Segment 1 Completed	% Completion Based on Project Gantt Chart
		Sub-total		26%					
FINANCE	SO 4	Reinforce Collection Systems							
	SM 6	Percentage of Receivables Collected	Actual Accomplishment	3%	Actual / Target	NA	NA	Collection of at Least 10% of Judgment/ Monetary Award	Collection of at least 10% or ₱7.8 Million of Judgment / Monetary Award of PMMA (₱78M)

	Components					Baseline Data			Targets
	Objective/Measure		Formula	Wt.	Rating System <sup>al</sup>	2017	2018	2019	2020
	SO 5	Improve Equity and Debt Management Service Strategies							
	SM 7	Revenues	Service Income + Share in JVAs + Dividend Income + Interest Income	7%	Actual / Target	₱328.93 M	-	8% Increase from 2018 Revenues	10% Increase from 2019 Revenues
	SM 8	Lease Income	Actual Amount	6%	Actual / Target	₱125.34 M	-	13% Increase from 2018 Lease Income	10% Increase from 2019 Lease Income
	SM 9	Conversion of Debt-to-Equity	Actual Accomplishment	1%	All or Nothing	NA	NA	Finalization of Debt Payment Scheme with PMO	Negotiation of Debt Payment Scheme with PMO
		Sub-total		17%					
LEARNING & GROWTH	SO 7	Development of Manpower							
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	NA	NA	Board-approved Competency Model	Board-approved Competency Model
		Sub-total		5%					
		TOTAL		73%					