

**PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)
Validated 2022 Performance Scorecard**

Objective/Measure	Formula	Rating Scale ^{1/}	Wt.	Target	PNCC Submission		GCG Validation		Supporting Documents	Remarks	
					Actual	Rating	Score	Rating			
SO 1	Maximize Stakeholder Value										
SM 1	Construction and Development of Real Properties (FCA Properties)	Actual Accomplishment	All or Nothing	10%	Signed Lease Contract for 2 hectares of Sta. Rita, Bulacan Property	Lease Contract with San Miguel Holdings Corporation (SMHC) was signed on 16 May 2022	-	Signed Lease Contract with SMHC for 2 hectares of Sta. Rita, Bulacan Property.	10%	- Copy of Signed Lease Contract with SMHC	The Lease Contract with SMHC was signed on 16 May 2022. The term of the lease shall be for a period of five (5) years.
SM 2	a. Partner Agencies	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	Actual / Target	5%	90%	100%	-	100%	5%	- 2022 CSS Final Report	PNCC engaged the services of Teavia Management Resources, Inc. to interpret its CSS for 2022. The respondents identified are the current customers of PNCC: (1) Concessionaire (Lessee) & (1) Joint Venture Partner on various Tollway Development Projects.
				5%	90%	100%	-	100%	5%	- Comprehensive Report on the Administration of the Survey	
Sub-total				20%			-		20%		
SO 2	Improve Internal Systems and Procedures										
SM 3	ISO Certification	Actual Accomplishment	All or Nothing	10%	ISO 9001:2015 Certification	Waiting for the audit of the Certifying Body	-	Not Accomplished	0%	N/A	PNCC has completed all the activities of the PDCA cycle required to continue with the Certifying Body (CB) audit. CB Selection and evaluation are ongoing via an alternative method in view of two (2) failed biddings conducted on 26 October 2022, and 17 November 17, 2022. ISO certification was not achieved in 2022.

Objective/Measure	Formula	Rating Scale ^{a/}	Wt.	Target	PNCC Submission		GCG Validation		Supporting Documents	Remarks
					Actual	Rating	Score	Rating		
SO 3 Enhance Mobility of People and Commerce										
<i>Construction and Development of Expressway Projects</i>										
a. Lucena-Matnog Expressway/ SLEX TR5	Actual Accomplishment	All or Nothing	5%	Completion of STOA Negotiation.	<ul style="list-style-type: none"> The STOA was signed by TRB, SMC, O&M Corp. and PNCC on 03 June 2022 In a letter dated 27 June 2022, Executive Secretary Salvador Medialdea informed TRB Executive Director Alvin A. Carullo that STOA covering the proposed SLEX TR5 Project has been approved by the President 	-	STOA negotiation completed	5%	<ul style="list-style-type: none"> Copy of the Memorandum from the Executive Secretary dated 27 June 2022 with the subject 'Supplemental Toll Operation (STOA) Covering the Southern Luzon Expressway Toll Road 5 (SLEX TR5)' 	<p>Through a Memorandum dated 14 March 2022, TRB was informed that the STOA covering the proposed PAREX Project had been approved by the President.</p> <p>Based on information posted on the DPWH website,^a below is the project status:</p> <ul style="list-style-type: none"> The STOA was approved by President on June 27, 2022.
b. Pasig River Expressway Project (PAREX)	Actual Accomplishment	All or Nothing	5%	Approval of the STOA by the President of the Philippines	<ul style="list-style-type: none"> In a letter dated 14 March 2022, Executive Secretary Salvador Medialdea informed TRB Executive Director Alvin A. Carullo that the STOA covering the proposed PAREX Project has been approved by the President 	-	STOA Approved by the President of the Philippines	5%	<ul style="list-style-type: none"> Copy of the Memorandum from the Executive Secretary dated 14 March 2022 with the subject 'Supplemental Toll Operation Agreement (STOA) Covering the Pasig River Expressway (PAREX)' 	<ul style="list-style-type: none"> Ongoing Procurement of an Independent Consultant by the Investor Ongoing Preparation of the Detailed Engineering Design (DED) by the Investor.
SM 4			1%	Approval of Final Engineering Design by TRB	On-going preparation of Final Engineering Design	-	Not Accomplished	0%	N/A	

^a <https://www.dpwh.gov.ph/dpwh/PPP/projstr5>.

Objective/Measure	Component			PNCC Submission		GCG Validation		Supporting Documents	Remarks		
	Formula	Rating Scale ^{a/}	Wt.	Target	Actual	Rating	Score			Rating	
c. Greater Capital Region Integrated Expressways Network Project [formerly Integrated Airport Toll Expressways Network (IATEN)]											
1. Northern Access Link				3%	Completion of STOA Negotiation	<ul style="list-style-type: none"> The STOA was signed by TRB, SMC, O&M Corp. and PNCC on 21 March 2022 In a letter dated 06 May 2022, Executive Secretary Salvador Medialdea informed TRB Executive Director Alvin A. Carullo that that STOA covering the proposed Northern Access Link (NALEX) Project has been approved by the President. 	-	STOA Negotiation Completed	3%	<ul style="list-style-type: none"> Copy of the Memorandum from the Executive Secretary dated 6 May 2022 with the subject 'Supplemental Toll Operation Agreement (STOA) Covering the Northern Access Link Expressway (NALEX)' 	Through a Memorandum dated 06 May 2022, TRB Executive Director Carullo was informed that the STOA covering the proposed Northern Access Link Expressway (NALEX) Project had been approved by the President.
		Actual Accomplishment	All or Nothing			<ul style="list-style-type: none"> The STOA was signed by TRB, SMC, O&M Corp. and PNCC on 20 June 2022 In a letter dated 27 June 2022, Executive Secretary Salvador Medialdea informed TRB Executive Director Alvin A. Carullo that that STOA covering the proposed Southern Access Link Expressway (SALEX) Project has been approved by the President. 	-	STOA Negotiation Completed	1%	<ul style="list-style-type: none"> Copy of the Memorandum from the Executive Secretary dated 27 June 2022 with the subject 'Supplemental Toll Operation Agreement (STOA) Covering the Southern Access Link Expressway (SALEX)' 	Through a Memorandum dated 27 June 2022, TRB Executive Director Carullo was informed that the STOA covering the proposed Southern Access Link Expressway (SALEX) Project had been approved by the President.
2. Southern Access Link				1%	Completion of STOA Negotiation			STOA Negotiation Completed	1%		
3. Central Access Link				1%	Completion of STOA Negotiation	Awaiting notice from TRB in regard to the negotiation of the STOA.	-	Not Accomplished	0%	<ul style="list-style-type: none"> Copy of PNCC Letter to OP dated 25 January 2022 with the subject 'Approval of Usufructuary Rights over its Franchise' 	Through letters dated 25 and 26 January 2022, PNCC advised both the OP and TRB that the toll road project has been renamed. The STOA negotiation has not been completed.

Objective/Measure	Component			Wt.	Target	PNCC Submission		GCG Validation		Supporting Documents	Remarks																												
	Formula	Rating Scale	Rating			Actual	Rating	Score	Rating																														
Increase Annual Average Daily Traffic																																							
a. Metro Manila Skyway Stage 3	Actual Annual Traffic Count	Actual / Target	10%	51 million Annual Vehicle Traffic	Total Annual Vehicle Traffic as of 31 December 2022 is 44,147,829.	-	44,148 million Annual Vehicle Traffic	8.66%	-	Skyway Stage 3 2022 Monthly Traffic Count and Average Daily Traffic	<table border="1"> <thead> <tr> <th>Month</th> <th>Traffic</th> </tr> </thead> <tbody> <tr><td>January</td><td>2,069,667</td></tr> <tr><td>February</td><td>2,724,124</td></tr> <tr><td>March</td><td>3,321,644</td></tr> <tr><td>April</td><td>3,492,364</td></tr> <tr><td>May</td><td>3,752,028</td></tr> <tr><td>June</td><td>3,825,564</td></tr> <tr><td>July</td><td>3,843,557</td></tr> <tr><td>August</td><td>3,947,553</td></tr> <tr><td>September</td><td>3,854,382</td></tr> <tr><td>October</td><td>4,202,359</td></tr> <tr><td>November</td><td>4,313,214</td></tr> <tr><td>December</td><td>4,801,684</td></tr> <tr><td>TOTAL</td><td>44,148,140</td></tr> </tbody> </table>	Month	Traffic	January	2,069,667	February	2,724,124	March	3,321,644	April	3,492,364	May	3,752,028	June	3,825,564	July	3,843,557	August	3,947,553	September	3,854,382	October	4,202,359	November	4,313,214	December	4,801,684	TOTAL	44,148,140
Month	Traffic																																						
January	2,069,667																																						
February	2,724,124																																						
March	3,321,644																																						
April	3,492,364																																						
May	3,752,028																																						
June	3,825,564																																						
July	3,843,557																																						
August	3,947,553																																						
September	3,854,382																																						
October	4,202,359																																						
November	4,313,214																																						
December	4,801,684																																						
TOTAL	44,148,140																																						
b. C6 Project (FTI-Bicutan)	Actual Accomplishment	Actual / Target	2%	15% of Segment 1 Completed	As of 31 December 2022, the overall percent completion is 3.33%.	-	3.33% of Section 1 Completed	0%	-	Status Report from SMHC as of 31 Dec. 2022	The Project Status Report by SMHC only supplied the % accomplishment on the construction of Section 1 and details of ongoing activities but without the actual accomplishment for Segment 1.																												
Sub-total			38%					22.66%																															

Objective/Measure	Formula	Rating at Scale of	Wt.	Target	PNCC Submission		GCG Validation		Supporting Documents	Remarks															
					Actual	Rating	Score	Rating																	
FINANCE																									
SO 4 Reinforce Collection Systems																									
SM 6	Percentage of Receivables Collected	Actual Collection divided by Target Collection	Actual / Target	6%	Collection of at least 50% of Guaranty Deposits from Investors Assurance Corporation (IAC)	<ul style="list-style-type: none"> On 08 April 2021, the Insurance Commission (IC) has issued a clearance to release the ₱90M Collateral held by LBP. Out of the ₱90M, only ₱86.156M was cleared for release in favor of PNCC and the remaining ₱3.44M is withheld pending resolution between all concerned parties. On 28 April 2021, PNCC requested LBP for the immediate release of the ₱86.156M. On 05 May 2021, the requested amount was released to PNCC by LBP. The ₱83M out of ₱86.156M was placed in a High Yield Savings Account with LBP. 	-	Not Accomplished	0%	<ul style="list-style-type: none"> - IC Clearance dated April 2021 - Insurance Commissioner Letter of Authority for Atty. Apatan - PNCC Head Treasury's Letter to LBP Orambo Pasig Branch for the Release of Collateral - Check Voucher for the Transfer of Funds from Landbank Pasig to Landbank Bictan Branch - LBP's Authority for Fund Transfer with Bank's Posting as Proof of the Release of Fund 	<p>Accomplishments submitted by PNCC for this measure all transpired in 2021.</p> <p>The target Guaranty Deposits from the IAC refers to the 34 million that are yet to be released by the IAC to PNCC.</p> <p>PNCC also conveyed that during the virtual mediation conference with IAC in July 2022, PNCC was informed that IAC will not be able to release the money as they are under conservatorship.</p>														
SO 5 Improve Equity and Debt Management Service Strategies																									
SM 7	Revenues (in Millions)	Service Income + Share in JVAs + Dividend Income + Interest Income	Actual / Target	15%	₱521.02	₱579.05	-	₱499.25	14.37%	COA-audited PNCC 2022 Financial Statements (FS) and Notes to FS	<table border="1"> <thead> <tr> <th>Revenues</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Service Income</td> <td>88,760,527</td> </tr> <tr> <td>Share in Profit of JVAs</td> <td>284,272,202</td> </tr> <tr> <td>Dividend Income</td> <td>41,964,567</td> </tr> <tr> <td>Interest Income</td> <td>24,787,688</td> </tr> <tr> <td>Lease/ Rental Income</td> <td>59,467,663</td> </tr> <tr> <td>Total</td> <td>499,252,647</td> </tr> </tbody> </table> <p>While PNCC's 2022 revenue is higher than its 2021 figure, this is only 95.82% of the target.</p>	Revenues	2022	Service Income	88,760,527	Share in Profit of JVAs	284,272,202	Dividend Income	41,964,567	Interest Income	24,787,688	Lease/ Rental Income	59,467,663	Total	499,252,647
Revenues	2022																								
Service Income	88,760,527																								
Share in Profit of JVAs	284,272,202																								
Dividend Income	41,964,567																								
Interest Income	24,787,688																								
Lease/ Rental Income	59,467,663																								
Total	499,252,647																								

Objective/Measure	Formula	Rating Scale at	Wt.	Target	PNCC Submission		GCG Validation		Supporting Documents	Remarks																			
					Actual	Rating	Score	Rating																					
SM 8	Conversion of Debt-to-Equity	Actual Amount of debt-to-equity / Actual Amount of debt to be converted to equity	All or Nothing	1%	Finalization of Debt Payment Scheme with PMO	<ul style="list-style-type: none"> On 07 July 2022, PNCC received the OP decision on its appeal. On 22 July 2022, PNCC submitted to OP its Motion for Reconsideration on the decision dated 07 July 2022. 	-	Not Accomplished	0%	- Status Report as of 31 December 2022	PNCC is currently awaiting the verdict of the Office of the President on the Motion for Reconsideration submitted on 22 July 2022.																		
SM 9	Budget Utilization Rate (BUR)	Actual Disbursement over Total Approved COB (Both Net of PS Cost)	Actual / Target	10%	90%	69.83%	-	26.66%	2.96%	- PNCC Budget Utilization Report as of 31 December 2022	<table border="1"> <thead> <tr> <th>Items</th> <th>Budget</th> <th>Utilized</th> </tr> </thead> <tbody> <tr> <td>MOOE</td> <td>144.58</td> <td>105.29</td> </tr> <tr> <td>FINEX</td> <td>258.02</td> <td>0.02</td> </tr> <tr> <td>CO</td> <td>4.82</td> <td>3.29</td> </tr> <tr> <td>Total</td> <td>407.42</td> <td>108.60</td> </tr> <tr> <td>BUR</td> <td></td> <td>26.66%</td> </tr> </tbody> </table>	Items	Budget	Utilized	MOOE	144.58	105.29	FINEX	258.02	0.02	CO	4.82	3.29	Total	407.42	108.60	BUR		26.66%
Items	Budget	Utilized																											
MOOE	144.58	105.29																											
FINEX	258.02	0.02																											
CO	4.82	3.29																											
Total	407.42	108.60																											
BUR		26.66%																											
Sub-total					32%		-		17.33%																				
SO 6 Development of Manpower																													
SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	Actual / Target	10%	Establish Baseline	<ul style="list-style-type: none"> The review of job description of the incumbent employees is on-going. Determination of competency level for each position is on-going at departmental level. 	-	Not Accomplished	0%	- Summary of Employees Competencies - Status Of Competencies of Incumbents as of 31 December 2022	As of 31 December 2022, the ISO Subcommittee for Competency Framework had reviewed the job description of the Treasury and Realty departments. There are 56 employees and 41 positions for profiling. Assessment shall commence upon finalization of the job description for each position.																		
Sub-total				10%			-		0%																				
VALIDATED TOTAL				100%					59.99%																				