



11 January 2021

MR. HERCULANO C. CO, JR

Chairman

MR. MIGUEL E. UMALI

President & CEO

PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

KM. 15 East Service Road, Bicutan,
Parañaque City

**RE: VALIDATION RESULT OF PNCC'S
2019 PERFORMANCE SCORECARD**

Dear Chairman Co and PCEO Umali,

This is to formally transmit the validation result of PNCC's 2019 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, PNCC gained an overall score of **26.09%** (See **Annex A**). The same is to be posted in PNCC's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

In relation to the grant of 2019 PBB to eligible officers and employees, PNCC fails to satisfy the requirements of GCG M.C. No. 2019-02,² particularly the achievement of a weighted-average score of at least 90% in its 2019 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.³

Consequently, pursuant to GCG M.C. No. 2018-04,⁴ failure to qualify for the PBB means that the Appointive Members of the Governing Board of PNCC shall not be qualified to receive the Performance-Based Incentive (PBI).

FOR PNCC'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: COA Resident Auditor – PNCC

¹ Code of Corporate Governance for GOCCS, dated 28 November 2012.

² Interim Performance-Based Bonus (PBB).

³ GOCC Governance Act of 2011.

⁴ Interim Performance-Based Incentive (PBI) System for Appointive Directors of GOCCs covered by GCG for 2016 and for the Years Thereafter.

PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)
Validated 2019 Performance Scorecard

		Component				PNCC Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Score	Rating				
CUSTOMERS/ STAKEHOLDERS	SO 1	Maximize Stakeholder Value										
	SM 1	<i>Construction and Development of Real Properties</i>										
		a. Porac		All or Nothing	4%	Signed Lease Contract for Porac Property	Signed Lease Contract for Porac Property	4%	Signed Lease Contract for Porac Property	4%	Copy of Lease Contract signed on 30 January 2019.	The Lease Contract was signed between PNCC and Tokogawa Global Corp. (TGC) as the lessee.
		b. FCA	Actual Accomplishment	All or Nothing	4%	Signed Lease Contract for the 3 Areas in FCA Property	Signed Lease Contract with Tokogawa Global Corp. (TGC) on January 30, 2019	2%	Signed Lease Contract for only one (1) Area in FCA Property	-	- Letter Request for Consideration of Target dated 30 Jan 2020 - Justifications for non-attainment of Lease Contracts for FCA 2 and 3 Properties.	Out of the 3 areas, only the FCA 1 property was leased out by PNCC, the contract of which was awarded to PCPI on 08 Oct 2019. The two remaining areas were not leased out mainly due to former lessees' refusal to vacate the premises which led to the subject property to currently undergo litigation. Measure Excluded.
c. Bicutan	All or Nothing	4%		Disposition of Bicutan Property	Awaiting instruction from the Board	-	Bicutan Property is to be encompassed by the Metro Manila Subway Project (MMSP) Phase 1	-	Correspondence Letter from the Department of Transportation (DOTr)	On July 2019, the DOTr informed PNCC to coordinate with the project consultants on permits and approval of the survey works for the Metro Manila Subway Project (MMSP) Phase 1, which encompasses the Bicutan Property. As such, the disposition of said property is no longer applicable on account of the priorities of the Build, Build, Build Project. Measure Excluded.		

PNCC Validated 2019 Performance Scorecard

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Objective/Measure		Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Score	Rating			
SM 2	Percentage of Satisfied Customers	Actual Accomplishment	Actual / Target <i>0% = If less than 80%</i>	8%	90%*	No survey conducted	-	No survey conducted	0%	- Timeline of Activities - Memorandum from the Deputy Quality Management Representative	The Terms of Reference (TOR) for the procurement of a third-party survey provider was only approved in November 2019 and there was not enough time for the actual conduct of the survey in 2019.	
		Sub-total			20%		6%		4%			
INTERNAL PROCESS	SO 2	Establish Sound Legal and Ethical Internal Investment Framework										
	SM 3	Expansion of Presidential Decree (P.D.) 1894	Actual Accomplishment	All or Nothing	5%	Filing of Bill for the Amendment of P.D. 1894	No update	-	Draft Bill not taken up during the 17 th Congress	0%	-	A draft Bill for the expansion of P.D. 1894 was submitted and sponsored by Cong. Romualdo during the 17 th Congress. However, instead of expanding the franchise of PNCC, the draft Bill filed introduces several Franchise limitations. The said Bill, however, was not taken-up during the 17 th Congress.
	SO 3	Improve Internal Systems and Procedures										
	SM 4	ISO Certification	Actual Accomplishment	All or Nothing	6%	ISO 9001:2015 Certification	No ISO Certification	-	No ISO Certification	0%	Detailed Timeline of ISO Activities that transpired from 2018-2019.	PNCC's Internal Quality Audit Team has finished reviewing the documentary manuals of several PNCC processes and conducted several planning and trainings for employees regarding ISO. However, the timeline for the actual ISO certification for PNCC has been extended to 2020.

* Using the Standard Methodology and Questionnaire developed by GCG.

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SO 4	Enhance Mobility of People and Commerce										
	<i>Construction and Development of Expressways</i>										
	a. Pasig River Expressway Project (PAREX)	Actual Accomplishment	All or Nothing	5%	Memorandum of Agreement (MOA) on PAREX Submitted to the NEDA and GCG for Approval	Signed Business Joint Venture Agreement	5%	Signed Business Joint Venture Agreement with San Miguel Holdings Corporation (SHMC)	5%	Copy of the Signed Business Joint Venture Agreement dated 26 November 2019.	On 11 Nov 2019, the O.P. approved the Assignment of Usufruct for the PAREX project in favor of the joint venture company to be formed between PNCC and SMHC. To this effect, a Business Joint Venture Agreement was entered into by PNCC and SMHC on 26 Nov 2019, instead of an originally intended MOA.
SM 5	b. Lucena-Matnog Expressway/SL EX TR5	Actual Accomplishment	All or Nothing	5%	Approval of Joint Investment Proposal	Designated PNCC representatives who shall discuss and negotiate with TRB regarding the STOA for the Project	–	Undergoing Negotiations with TRB	0%	Letters of correspondence from the Toll Regulatory Board (TRB)	The Joint Investment Proposal for the Project was not approved as of end of 2019 since PNCC was still in negotiations with the representatives of the TRB on the matter.
	c. Bulacan-Tuguegarao Expressway (BUTEX)	Actual Accomplishment	All or Nothing	5%	Signed Memorandum of Agreement (MOA) on BUTEX	No update yet	–	Not accomplished	0%	–	The nonbinding, non-commitment Memorandum of Understanding (MOU) between PNCC and China First Highway Engineering Co. Limited (Intl) expired in 2019 and no new MOA was signed during the year.

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Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Score	Rating				
SM 6	<i>Increased Annual Daily Traffic</i>											
	a. Buendia-Dilao	Actual Accomplishment	All or Nothing	a. i. 1% ii. 1% iii. 1% iv. 1%	a. Completion of Segmental Works: i. San Juan River ii. Section 3 iii. Section 4 iv. Balintawak	No update yet, awaiting the updated Gantt Chart from JV partner	-	a. Completion Rates: i. San Juan River = 90.94% ii. Section 3 = 89.47% iii. Section 4 = 75.18% iv. Balintawak = 52.28%	0%	Copy of Updates as of December 2019 prepared by SMC Infrastructure	The indicated general accomplishment for the progress works for the MMS Stage 3 was at 80.59% as of Dec 2019.	
				b. 5%	b. Actual Toll Operation		-	b. No actual toll operations	0%	Email from Ms. Delivios, Head of MIS Dept.	There were no actual toll operations yet in 2019 due to the delay in the completion of segmental works.	
	b. FTI-Bicutan	Actual Accomplishment	All or Nothing	5%	5% of Segment 1 Completed	No update yet	-	1.74% of Section 1 Completed	0%	Copy of Updates as of December 2019 prepared by SMC Infrastructure	The status of Section 1 has around 1.74% completion rate, with an equivalent delay of 2 years. Currently, there are on-going ROW acquisition and utilities relocation activities.	
	Sub-total			40%			5%		5%			
SO 5	Reinforce Collection Systems											
FINANCIAL	SM 7	Percentage of Receivables Collected	Actual Accomplishment	Actual / Target	5%	Collection of at Least 10% of Judgment/ Monetary Award	Collected Php 100,058,945.34 from Manila International Airport Authority (MIAA)	5%	Collection of 49.88% of the Judgment/ Monetary Award from MIAA	5%	- Official Receipt for the Payment from MIAA in the amount of ₱100,058,945.34 - PNCC's 2019 Notes to FS	The total Judgment/ Monetary Award expected by PNCC from Philippine Merchant Marine Academy (PMMA) and the MIAA amounted to a total of ₱200.608 Million. PNCC's collection from MIAA in 2019 represents 49.88% of the total amount.

PNCC Validated 2019 Performance Scorecard

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Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Score	Rating																	
SO 6	Improve Equity and Debt Management Service Strategies																								
SM 8	Revenues	Service Income + Share in JVs + Dividend Income + Interest Income	Actual / Target	10%	8% Increase from 2018 Revenues	Data not available yet	–	13.35% increase from 2018	10%	COA-audited 2019 Financial Statements (FS) and Notes to FS	<table border="1"> <thead> <tr> <th>Revenue</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>219,198,632</td> </tr> <tr> <td>2019</td> <td>248,451,859</td> </tr> <tr> <td>% Inc.</td> <td>13.35%</td> </tr> </tbody> </table>	Revenue	Amount	2018	219,198,632	2019	248,451,859	% Inc.	13.35%						
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2019	248,451,859																								
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SM 9	Lease Income	Actual Amount	Actual / Target	5%	13% Increase from 2018 Lease Income	Data not available yet	–	60.03% decrease from 2018	0%	COA-audited 2019 FS and Notes to FS	<table border="1"> <thead> <tr> <th>Lease Income</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>72,797,545</td> </tr> <tr> <td>2019</td> <td>29,097,086</td> </tr> <tr> <td>% Dec.</td> <td>(60.03%)</td> </tr> </tbody> </table>	Lease Income	Amount	2018	72,797,545	2019	29,097,086	% Dec.	(60.03%)						
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SM 10	Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Net Income (before Other Comprehensive Income/Loss, Gains and Other Non-Operating Income) + Depreciation + Income Taxes + Interest Expense	Actual / Target	10%	Positive EBITDA	Data not available yet	–	(₱117,504,927)	0%	COA-audited 2019 FS and Notes to FS	<table border="1"> <thead> <tr> <th>Items (₱)</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>13,252,655,813</td> </tr> <tr> <td>Less: Gains</td> <td>(19,107,253,869)</td> </tr> <tr> <td>Other Non-Operating Income</td> <td>(1,578,929)</td> </tr> <tr> <td>Add: Dep'n.</td> <td>6,654,858</td> </tr> <tr> <td>Taxes</td> <td>5,732,017,200</td> </tr> <tr> <td>EBITDA</td> <td>(117,504,927)</td> </tr> </tbody> </table>	Items (₱)	Amount	Net Income	13,252,655,813	Less: Gains	(19,107,253,869)	Other Non-Operating Income	(1,578,929)	Add: Dep'n.	6,654,858	Taxes	5,732,017,200	EBITDA	(117,504,927)
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SM 11	Conversion of Debt-to-Equity	Actual Accomplishment	All or Nothing	3%	Negotiation of Terms of Debt Payment with PMO	Still subject to negotiation	–	Still subject to negotiation	0%	–	Although there were initial meetings held between PNCC and the Privatization Management Office (PMO), the terms of Debt Payment were still not finalized as of end of 2019.														
	Sub-total			33%			5%		15%																

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LEARNING & GROWTH	SO 7	Development of Manpower										
	SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	7%	Board-approved Competency Framework	No update yet	-	No Board-approved Competency Framework	0%	Certification from Mr. Felix M. Erece, Head of PNCC's Human Resource Division	PNCC was not able to submit a Board-approved Competency Framework as the drafting of the said framework was subsumed under its ISO Certification endeavors, which is currently in the works.
			Sub-total		7%			-		0%		
			TOTAL WEIGHTS EXCLUDED WEIGHTS		100% (8%)			16%		24%		
		VALIDATED TOTAL		92%			16 / 92 = 17.39%		24 / 92 = 26.09%			

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