





**PHILIPPINE NATIONAL  
CONSTRUCTION CORPORATION**

28 February 2022

Ref. No.: OP-MEU-018-2022L

**MR. SAMUEL G. DAGPIN, JR.**

*Chairman*

**MR. MICHAEL P. CLORIBEL**

*Commissioner*

**MS. MARITES C. DORAL**

*Commissioner*

**GOVERNANCE COMMISSION FOR GOCCs**

3<sup>rd</sup> Floor BDO Towers Paseo, 8741 Paseo De Roxas,  
Makati City, Philippines

**SUBJECT: PERFORMANCE EVALUATION SYSTEM (PES) FOR CY 2021  
MONITORING REPORT  
(MODIFIED 2021 PERFORMANCE SCORECARD)**

**Gentlemen:**

In compliance with your letter dated 17 January 2022 regarding the above-stated subject, we transmit herewith the Performance Evaluation System (PES) Monitoring Report for the fourth quarter of the Calendar Year 2021.

We trust that you will find the foregoing submission to be in order.

Thank you.

Very truly yours,

  
**MIGUEL E. UMALI**

*President and CEO*

w/att.



**PHILIPPINE NATIONAL CONSTRUCTION CORPORATION**

|                                   | OBJECTIVE / MEASURES | FORMULA  | WEIGHT  | RATING SCALE | Target                                | 4th QUARTER ACCOMPLISHMENT                             |   |
|-----------------------------------|----------------------|--|---|--------------|---------------------------------------|--|---|
| <b>CACUSTOMERS / STAKEHOLDERS</b> | <b>SO 1</b>          | <b>Maximize Stakeholder Value</b>                                |   |              |                                       |  |   |
|                                   | SM1                  | Construction and Development of Real Properties (FCA Properties) | Actual Accomplishment                             | 12%          | All or Nothing                        | Signed Lease Contract for 9.9 hectares of FCA Property | Awaiting approval Office of the President of the Philippines on proposed leased and development of 9.9 hectare FCA property.  |
|                                   | SM2                  | Percentage of Satisfied Customers                                |   | 2.5%         | Actual / Target<br>0% if below<br>80% | 90%  | <ul style="list-style-type: none"> <li>CSS was conducted on 19 January 2022.</li> <li>On-going sourcing of third party to conduct the analysis of the survey.</li> </ul>  |
|                                   |                      | a. Partner Agencies  | Number OF respondents which gave at least a       |              |                                       |  |   |
|                                   |                      | b. Concessionaires   | Satisfactory rating / Total number of respondents |              |                                       |  |   |
| <b>SUBTOTAL</b>                   |                      |  | <b>17%</b>  |              |                                       |  |   |
| <b>INTERNAL PROCESS</b>           | <b>SO 2</b>          | <b>Improve Internal Systems and Procedures</b>                   |   |              |                                       |  |   |
|                                   | SM 3                 | ISO Certification  | Actual Accomplishment                             | 5%           | All or Nothing                        | ISO 9001:2015 Certification                            | <ul style="list-style-type: none"> <li>The PNCC Board in its meeting dated 22 October 2021 adopted the QMS and acknowledged its support and commitment to QMS. Refer to Annex "A".</li> <li>Refresher Course for Internal Quality Auditors and Planning sessions was held on November 18 and 19, 2021 in preparation for the conduct of internal audit. Refer to Annex "B".</li> <li>Internal Audit scheduled on 2<sup>nd</sup> of December 2021 was moved to last week of February 2022 in view of intervening activities needing attention of the concerned IQAs and auditees.</li> </ul> |

| INTERNAL PROCESS   |  | OBJECTIVE / MEASURES                           | FORMULA   | WEIGHT          | RATING SCALE               | Target   | 4th QUARTER ACCOMPLISHMENT   |
|--------------------|--|--|---|-----------------|----------------------------|--|--|
|                    | <i>Construction and Development of Expressway Projects</i> |  |   |                 |                            |  |  |
|                    | SM 4   | a. Lucena-Matnog Expressway / SLEX TR5         | Actual Accomplishment   | 7%              | All or Nothing             | Commencement/Continuation of STOA Negotiation                                      | <ul style="list-style-type: none"> <li>On-going discussion on review and completion of other documents required to continue the STOA negotiation.</li> </ul>   |
|                    |  |  |   | 3%              |                            | Project Groundbreaking   | No update yet.   |
|                    |  | b. Pasig River Expressway Project (PAREX)      | Actual Accomplishment   | 12%             | All or Nothing             | Completion of STOA Negotiation   | <ul style="list-style-type: none"> <li>The STOA was signed by TRB, SMC, O&amp;M Corp. and PNCC on September 21, 2021.</li> <li>Awaiting the approval of the STOA by the President of the Philippines.</li> </ul> |
|                    |  |  |   | 1%              |                            | Project groundbreaking   | Project Groundbreaking was held on September 24, 2021.   |
|                    |  | c. Integrated Airport Toll Expressways Network | Actual Accomplishment   | 7%              | All or Nothing             | TRB Declaration as Tollroad Project  | The TRB in its letter dated June 11, 2021, their Board in its meeting dated June 9, 2021, declared the IATEN Project as a Toll Road.   |
|                    |  |  |   | 3%              |                            | On-going Discussions of Legal, Technical and Financial Aspects in the Negotiations | On-going discussion on review and completion of other documents required to continue the STOA negotiation. Refer to Annex "C".   |
|                    | SM5  | Payroll Transition from Manual to ATM          | Actual number of employees enrolled for ATM payroll divided by Total Number of Employees x Weight | 5%              | Actual / Target x Weight   | 100% Implementation (All regular employees enrolled to Atm payroll)                | All regular employees have been enrolled for ATM payroll. 1 <sup>st</sup> ATM payroll commenced on January 15, 2021.   |
|                    | <b>SO 3</b>  | <b>Enhance Mobility of People and Commerce</b> |   |                 |                            |  |  |
|                    | SM 6   | a. Metro Manila Skyway Stage 3                 | Actual Annual Traffic count divided by Projected Annual Traffic Count                             | 12%             | Actual / Target            | 43 Million Annual Vehicle Traffic  | Total traffic count from its actual operation in July 2021 up to December 31, 2021 is <b>13,576,852</b> . Refer to Annex "D".  |
| b. (FTI-Bicutan)   |  | Actual Accomplishment                          | 5%  | Actual / Target | 15% of Segment 1 Completed | Refer to Annex "E"   |  |
| <b>Sub – total</b> |  |  | <b>60%</b>  |                 |                            |  |  |

|                              |                              |   |  |                |  |   |   |
|------------------------------|------------------------------|---|--|----------------|--|---|---|
| <b>FINANCE</b>               | <b>SO 4</b>                  | <b>Reinforce Collection System</b>  |  |                |  |   |   |
|                              | SM 7                         | Percentage of Receivables Collected   | Actual collection / Target Collection                                      | 7%             | Actual / Target                              | 100 % Collection of Judgment / Monetary Award of PMMA (P100.55M)                            | The MR of PNCC is now submitted for resolution of the COA.  |
|                              | <b>SO 5</b>                  | <b>Improved Equity and Debt Management Service Strategies</b>   |  |                |  |   |   |
|                              | SM 8                         | Revenues  | Service Income + Share in JVs + Dividend Income + Interest Income + Rental | 7%             | Actual / Target                              | P402.09M  | Q3 2021:<br>Service Income – 38,250,751.00<br>Share in JVs – 109,539,549<br>Dividend Income – 24,033,527<br>Interest Income – 12,888,609<br>Rental – <u>25,779,351</u><br><u>210,491,787</u><br><br>The revenues for 3 <sup>rd</sup> Quarter of 2021 translates to 52.34% of the total target based on COB. |
| 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 | Finalization of Debt Payment Scheme with PMO | The Office of the President of the Philippines has yet to resolve the appeal filed by PNCC. |   |
|                              |                              | <b>Sub – total</b>  | <b>18%</b>   |                |  |   |   |
| <b>LEARNING &amp; GROWTH</b> | <b>SO 6</b>                  | <b>Development of Manpower</b>  |  |                |  |   |   |
|                              | SM 10                        | Develop Competency Framework  | Actual Accomplishment  | 5%             | All or Nothing                               | Board-approved Competency Framework   | The ISO Subcommittee for Competency Framework has submitted to the Board the Competency Framework on 29 April 2021 and it was approved by the Board on May 19, 2021.  |
|                              |                              |   | <b>Sub – total</b>   | <b>5%</b>      |  |   |   |
|                              |                              | <b>TOTAL</b>  | <b>100%</b>  |                |  |   |   |