

2026 CHARTER STATEMENT AND STRATEGY MAP
 PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

PES Form 1

PNCC STRATEGY MAP



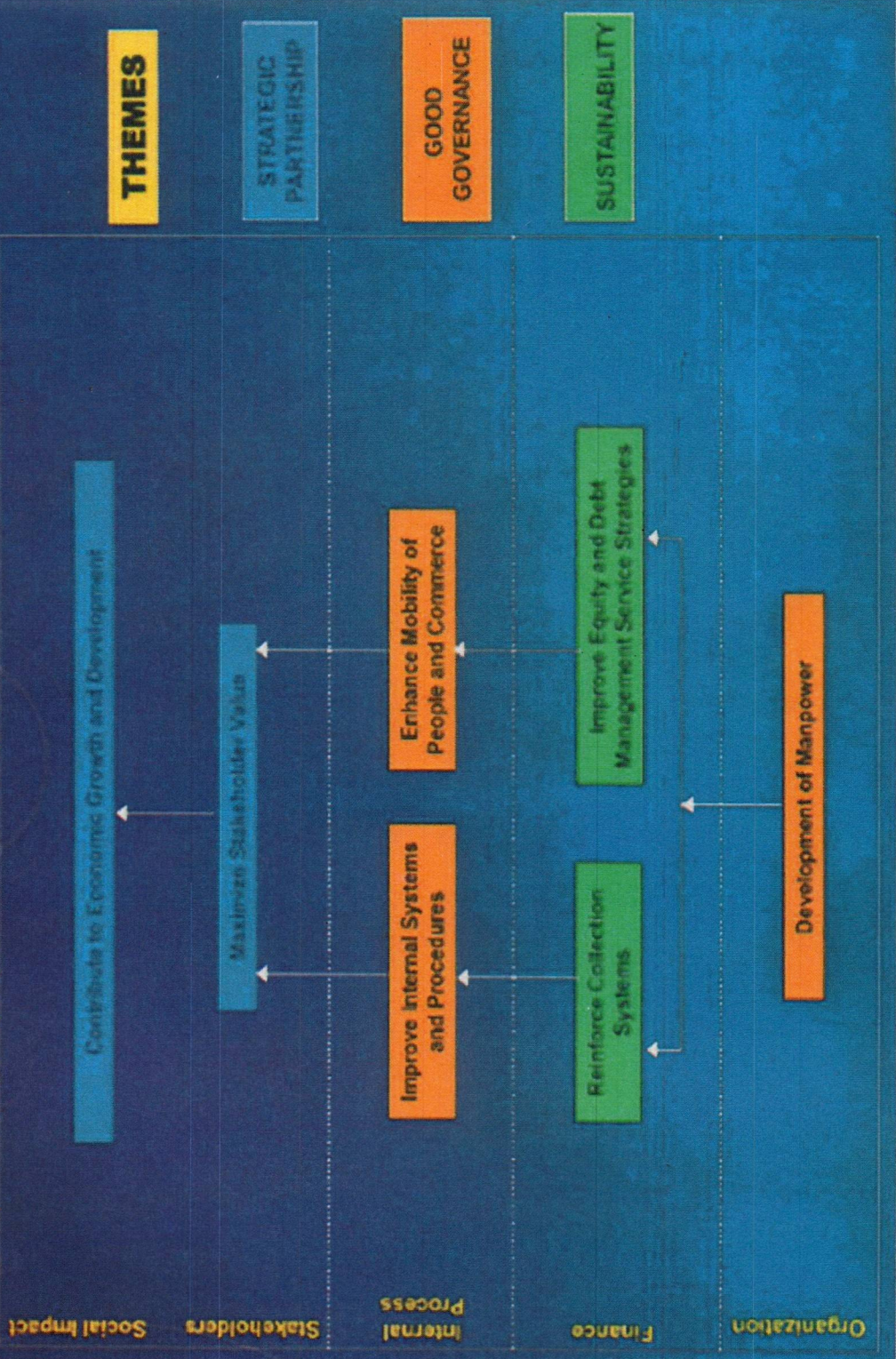
MISSION:

To continue pursuing toll road projects and other infrastructure / property development and management to strengthen the company's viability and thereby contribute to the nation's developmental goals.

CORE VALUES

- Professionalism
- Integrity
- Commitment
- Innovation
- Excellence
- Loyalty
- Equity
- Resiliency

VISION: By 2028, PNCC would have strengthened its financial viability through strategic partnership ventures in toll road projects and other related infrastructure/property development, while ensuring disaster resiliency, and promoting equity and inclusivity for all.



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**2026 PERFORMANCE SCORECARD
PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)**

		Component			Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System	2023	2024	2025	2026	
SO 1	Contribute to Economic Growth and Development								
	Construction and Development of Expressway Projects								
	a. Lucena to Matnog (Toll Road [TR] 5)	Actual Accomplishment	0.50%	All or Nothing	98.50% Detailed Engineering Design (DED) completed	N/A	100% Completed DED Drawings (Segment 1) and Approved by Independent Consultant	Approval of DED for Segment 1 by TRB	
	b. Greater Capital Region Integrated Expressways Network (GCRIEN)								
	i. Northern Access Link (NALEX)	Actual Accomplishment	0.50%	All or Nothing	29.41% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant	Approval of DED by TRB	
	ii. Southern Access Link (SALEX)	Actual Accomplishment	0.50%	All or Nothing	86.37% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant	Approval of DED by TRB	
	c. C-6 Project	Actual Accomplishment	0.50%	All or Nothing	97% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant	Approval of DED for Sec 1A Realignment, Sec 2A, 2B, 2D	
SM 2	Annual Vehicle Traffic of Metro Manila Skyway (in millions)	Actual Annual Traffic Count	13.00%	Actual/Target	56.48 (Stage 3)	57.00 (Stage 3)	164.26 (Stages 1, 2 & 3)	172.473 (Stages 1, 2 & 3)	
SO 2	Enhance Mobility of People and Commerce							Sub-total	15.00%

SOCIAL IMPACT

Component		Baseline	Targets				
Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026
SO 3	Maximize Shareholder Value						
SM 3	Disposal / Development of Real Properties	Actual Accomplishment	All or Nothing	Measure Excluded	Three (3) Lease Agreements	Turn-over of the Affected Portion of the Bicutan Property to the DOTr	a. One (1) Property leased b. Upgrade of Sewage Treatment Plant (STP) located in Hobbies of Asia portion of Financial Center Area (FCA) Property c. Development / Renovation of 1,214.55 m ² of FCA Property for commercial use
SM 4	Customer Satisfaction Survey (CSS)	Number of Respondents which gave at least a Satisfactory rating / Total number of respondents	Actual / Target 0% if less than 80%	100%	90%	90%	90%
		Sub-total					
SO 4	Improve Internal Systems and Procedures						
SM 5	Compliance with Quality Standards – ISO 9001:2015 Quality Management System (QMS)	Actual Accomplishment	All or Nothing	Not Accomplished	ISO Certification 9001:2015	Maintain ISO 9001:2015 Certification (Pass 1 st Surveillance Audit)	Maintain ISO 9001:2015 Certification (Pass 2 nd Surveillance Audit)
SM 6	Computerization of Systems	Actual Accomplishment	All or Nothing	N/A	100% Implementation and Rollout of the Accounting System	100% Implementation and Rollout of the Human Resources Information System (HRIS)	100% Implementation and Rollout of the Warehouse Management System (WMS)
		Sub-total					

AMMS

CUSTOMERS/STAKEHOLDERS

INTERNAL PROCESS

Component		Baseline		Targets			
Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026
SO 5	Improved Equity and Debt Management Strategies						
SO 6	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)	3.00%	Actual / Target	Not Accomplished	80% of Current Receivables 5% of impaired Receivables	80% of Current Receivables
SM 8	EBITDA (in million ₱)	Income/Loss Before Tax (COA Line Item) Less Gains + Interest Expense + Depreciation + Amortization	20.00%	Actual / Target	N/A	343.69	798.11
SM 9	Revenues (in million ₱)	Share in JVs + Lease Income + Interest Income + Dividend Income	12.00%	Actual / Target	779.86	699.51	1,043.09
SM 10	Budget Utilization Rate (BUR)	Actual Disbursement / Total COB (Net of PS Cost)	5.00%	Actual / Target	25.64%	90%	90%
		Sub-total	40.00%				

MS

Objective/Measure		Component			Baseline		Targets	
		Formula	Wt.	Rating System	2023	2024	2025	2026
SO 7 Development of Manpower								
SM 11	Percentage of Employees with Required Competencies Met	Number of employees meeting required competencies / total number of employees	5.00%	Actual / Target	Not Accomplished	Improvement from 2023 Baseline	5% improvement from the 2024 or 2023 baseline, whichever is higher	100%
SM 12	Development and Implementation of Disaster Risk Reduction Management (DRRM) Plan	Total Number of Activities Completed over Total Number of Activities Scheduled	5.00%	Actual / Target	N/A	N/A	Board-approved Public Service Continuity Plan (PSCP)	Implementation of Activities in the PSCP
			Sub-total					
			TOTAL					

LEARNING AND GROWTH

Objective/Measure		Component			Baseline		Targets	
		Formula	Wt.	Rating System	2023	2024	2025	2026
BONUS STRATEGIC MEASURE AND TARGET								
FINANCIAL								
GAD Budget Utilization Rate		Actual Accomplishment	1%	All or Nothing	N/A	N/A	5% of Total Budget	5% of Total Budget

For GCG:



ATTY. MARIUS P. CORPUS
Chairperson

For PNCC:



HON. MIGUEL E. UMALI
President and Chief Executive Officer