



		OBJECTIVE / MEASURE	FORMULA	WEIGHT	RATING SCALE	TARGET	2025 ACCOMPLISHMENT
		SO 1 Contribute to Economic Growth and Development					
CUSTOMERS / STAKEHOLDERS	Construction and Development of Expressway Projects						
	SM 1	a. Lucena to Matnog (Toll Road [TR] 5)	Actual Accomplishment	2.5%	All or Nothing	100% Completed DED Drawings (Segment 1) and Approved by Independent Consultant (IC)	Awaiting final report from SMHC
		b. Pasig River Expressway (PAREX)	Actual Accomplishment	2.5%	All or Nothing	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
		c.i. Northern Access Link (NALEX)	Actual Accomplishment	2.5%	All or Nothing	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
		c.ii. Southern Access Link (SALEX)	Actual Accomplishment	2.5%	All or Nothing	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
		d. C-6 Project (FTI-Bicutan)	Actual Accomplishment	2.5%	All or Nothing	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
SM 2	Annual Vehicle Traffic of Metro Manila Skyway Stage (in millions)	Actual Annual Traffic Count	12.5%	Actual / Target	164.26 Million	Total traffic count as of December 31, 2025: The total annual traffic count as of December 31, 2025 is 169,443,509 translates to 103% of the target or 5.18M higher than target. Refer to Annex "SM2"	
		SUBTOTAL		25%			
		SO 3 Maximize Shareholder Value					
INTERNAL RPOCESS	SM 3	Disposal/Development of Real Properties	Actual Accomplishment	7%	All or Nothing	Turn-over of the Affected Portion of the Bicutan Property to the DOTr	<ul style="list-style-type: none"> On February 10, 2025, PNCC submitted to the DOTr the certified true copies of Declaration of Real Property of PNCC's Bicutan property declared under the name of the PNCC and a certified true copy of TCT with annotation of Affidavit of Loss PNCC also transmitted to the DOTr on February 24, 2025 copies of Tax

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INTERNAL PROCESS						<p>Clearance Certificates issued by the Office of the City Treasurer of the City of Office of the City Treasurer of the City of Paranaque certifying that realty taxes were paid by the PNCC for the Bicutan property</p> <ul style="list-style-type: none"> • On March 26, the DOTr – DENR Environment Team together with the representatives from the Assessor’s Office of Paranaque City conducted an ocular inspection and tree appraisal for the affected portion of the Bicutan Property • BIR has issued certification that the zonal value of Bicutan property classified as “Commercial” lot is ₱113,000 per square meter • On August 9, 2023, PNCC officially took possession over the portion of FCA property occupied by Seaside Dampa. The locators on the subject area started to remit their payment to PNCC for their use and occupation of the property on the basis of their actual rental being PAID. • For purposes of securing the necessary business permits for these locators, PNCC issued Certifications to these business locators for -purposes of applying their business permits. • The DOTr, in its letter dated October 17, 2025 has requested to allow DOTr and its contractor to conduct survey works and inspections in preparation for the permanent works, including but not limited to soil investigations, tree tagging, site markings, fencing, enabling works (i.e. tree cutting and clearing) demolition of existing structures and other related activities that may be requested from time to

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						<p>time.</p> <ul style="list-style-type: none"> • PNCC, in its reply dated October 21, 2025, informed the DOTr that PNCC should be given prior notice/advice of the schedule when the survey work and inspections will be conducted in connection with the implementation of the North-South Commuter Railway Extension (NSCR Ex) Project. On October 21, 2025, PNCC transmitted to the DOTr the certified true electronic copies of Transfer Certificate of Title (TCT Nos 2025002703 and 2025002704) issued by the Registry of Deeds of Paranaque City, which contain the annotation of the new name of the company, Philippine National Construction Corporation (PNCC) formerly: Construction and Development Corporation of the Philippines, under Entry No. 2025009212 dated September 5, 2025. • In its letter to the DOTr dated October 28, 2025, PNCC confirmed the acceptance of the DOTr offer for the affected crops and trees within the PROW of the (NSCR Ex) Project on the portion of PNCC Property. • As requested, PNCC transmitted to the DOTr the quotations from the three (3) trucking services for the hauling of various furniture, fixtures and other office materials from Bicutan to FC, Pasay City.

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SM 4	Percentage of Satisfied Customers	Number OF respondents who gave at least a Satisfactory rating / Total number of respondents	10%	Actual / Target 0% = if less than 80%	90%	Satisfaction Overall Rating for 2025 is 98.37% For 2025, out of 10,616 transactions, there are 10,260 responses for internal and external services provided by PNCC, breakdown as follows: Internal Respondents = 6,598 External Respondents = 3,662 Response rate is 96.64% meeting ARTA's requirement of 90%. Refer to Annex "SM4"
SUBTOTAL			17%			
SO 4 Improve Internal Systems and Procedures						
SM 5	ISO Certification	Actual Accomplishment	7%	All or Nothing	ISO 9001:2015 Certification (Pass 1 st Surveillance Audit)	PNCC passed the 1 st Surveillance Audit conducted on April 28, 2025 Refer to Annex "SM5"
SM 6	Computerization of Systems	Actual Accomplishment	2.5%	All or Nothing	100% Implementation and Rollout (<i>Human Resources Information System [HRIS]</i>)	The project has been put on hold. Refer to Annex "SM6"
Sub-total			9.5%			
SO 5 Improved Equity and Debt Management Service Strategies						
Sub – total			36%			
SO 6 Reinforce Collection System						
SM 7	Percentage of Receivables Collected	Amount Collected + (Beginning Balance of Total Current Receivables based on COA-Audited FS Less: PMMA receivables and Due from National Government Agencies	6%		a. 80% of Current Receivables	<u>Actual Collection</u> <u>26,312,023</u> <u>Current Receivables</u> <u>438,596,950</u> The actual collection translates to 6% of the current receivables. The non-achievement of target is due to deferment of check payment by PCPI amounted to ₱376.78M as of December 31, 2025. Refer to Annex "SM7"

FINANCE

OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SCALE	TARGET	2025 ACCOMPLISHMENT		
FINANCE	SM 8	EBITDA	Income/Loss Before Tax (COA Line Item) Less Gains + Interest Expense + Depreciation + Amortization	20%	Actual / Target	₱725.55 Million	Net Income/Loss Before Tax	585,439,413
							Less: Gains	-
							Add:	
							Interest Expense (Penalty Charges)	258,002,200
							Depreciation	6,407,491
							Amortization	-
								829,849,104
							EBITDA	829,849,104
							Approved NET INCOME	725,550,000
							=	114.38%
						The EBITDA for 2025 is 14.38% higher than target. The achievement of target is attributable to increase in Interest Income and Share in Revenue of JV Partner.		
SM 9	Revenues	Service Income + Lease Income + Share in JVs + Dividend Income + Interest Income	10%	Actual / Target	₱855.85 Million	Rent/Lease Income	316,679,826	
						Dividend Income	18,761,685	
						Interest Income	174,725,596	
						Share in Profit / Revenue of JV	<u>454,827,334</u>	
							964,994,441	
						The total revenue for the year ended 2025 translates to 112.75% of annual target.		
SM 10	Budget Utilization Rate (BUR)	Actual Disbursement / Schedules Disbursement (Total Approved COB Operating Expenses Net of PS Cost)	5%	Actual / Budget	90%	Actual Disbursement	<u>137,347,977</u>	
						Total Approved COB	143,284,010	
						(Both Net of PS)	= 95.86%	
						Refer to Annex "SM10"		
		Sub – total	37.5%					

SO 7 Development of Manpower						
LEARNING & GROWTH	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Improvement from the 2023 Baseline In December 2025, the competency assessment was conducted for 54 positions. All 54 employees met the competencies required as their overall rating is above 3.0. The baseline for 2025 is 100%. Refer to Annex "SM11"
	SM 12	Development and Implementation of Disaster Risk Reduction Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	Board Approved Public Service Continuity Plan (PSCP) In December 2025, the Disaster Risk Reduction Plan of PNCC was approved by the Board. Refer to Annex "SM12".
			Sub – total	10%		
			TOTAL	100%		
BONUS STRATEGIC MEASURE						
		GAD Budget Utilization		1%	All or Nothing	5% of Total COB 5% of COB – 7,479,196 Total Expenses GAD related activities – 178,974 The total expenditures for GAD related activities translates to 2.39% of the target.