



19 February 2025

HON. MIGUEL E. UMALI
 President and Chief Executive Officer (PCEO)
PHILIPPINE NATIONAL CONSTRUCTION CORPORATION
 KM. 15 East Service Road, Bicutan
 Parañaque City

RSD - A 2/26/25
pls. do the needful.
2/26/2025
File - GCG/PE

RE: TRANSMITTAL OF 2025 CHARTER STATEMENT AND STRATEGY MAP AND 2025 PERFORMANCE SCORECARD

Dear PCEO Umali,

This is to formally transmit the 2025 Charter Statement and Strategy Map (**Annex A**) and the 2025 Performance Scorecard (**Annex B**) of the **PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)**, to be posted on the PNCC's website in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The PNCC's proposed Charter Statement, Strategy Map and Performance Scorecard submitted through a letter dated 29 October 2025² were **MODIFIED** based on: (i) discussions made during the Technical Panel Meeting (TPM) held on 10 December 2024; (ii) evaluation of revised documents submitted through email, the last of which was submitted on 04 February 2025;³ and (iii) the finalization during the Performance Target Conference held on 19 February 2025.

Item 9 of GCG M.C. No. 2024-01⁴ mandates GOCCs to accomplish the requisite Quarterly Monitoring Reports (*i.e.*, PES Form 4) for the calendar year, detailing its progress in accomplishing its performance targets. The Quarterly Monitoring Reports should also disclose substantial changes in circumstances, if any, that were unforeseen during the TPM that may affect the timely achievement of the GOCC's targets.

FOR THE PNCC'S INFORMATION AND COMPLIANCE.

Very truly yours,


ATTY. MARIUS P. CORPUS
 Chairperson


ATTY. BRIAN KEITH F. HOSAKA
 Commissioner


ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ
 Commissioner

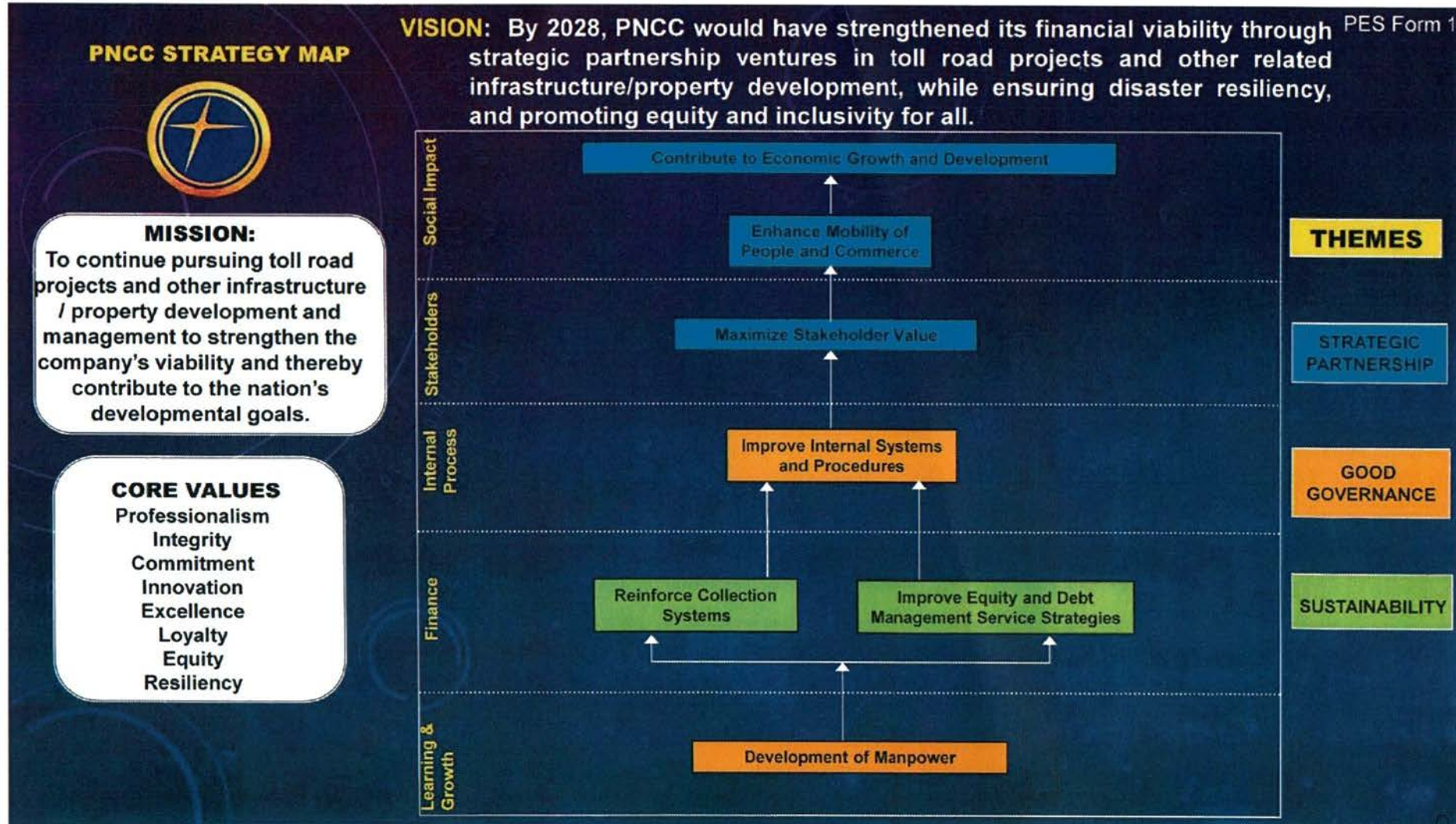
¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.
² Officially received by the Governance Commission on 29 October 2024.
³ Officially received by the Governance Commission on 04 February 2025.
⁴ ENHANCED PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 28 June 2024.

PHILIPPINE NATIONAL CONSTRUCTION CORPORATION
 Office of the President
 Received by: Joy Binan
 Control No. 128-078
 Date 26 FEB 2025 Time 3:15 P.M.



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PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)



PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

Component		Baseline			Targets				
Objective/Measure	Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025		
SOCIAL IMPACT	SO 1	Contribute to Economic Growth and Development							
		Construction and Development of Expressway Projects							
	a. Lucena to Matnog (Toll Road [TR] 5)	Actual Accomplishment	2.5%	All or Nothing	STOA Negotiation Completed	98.50% Detailed Engineering Design (DED) completed	N/A	100% Completed DED Drawings (Segment 1) and Approved by Independent Consultant (IC)	
	b. Pasig River Expressway (PAREX)	Actual Accomplishment	2.5%	All or Nothing	STOA Approved by the President of the Philippines	88.89% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
	c. Greater Capital Region Integrated Expressways Network (GCRIEN)								
	i. Northern Access Link (NALEX)	Actual Accomplishment	2.5%	All or Nothing	STOA Negotiation Completed	29.41% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
	ii. Southern Access Link (SALEX)	Actual Accomplishment	2.5%	All or Nothing	STOA Negotiation Completed	86.37% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
	d. C-6 Project (FTI-Bicutan)	Actual Accomplishment	2.5%	All or Nothing	3.33% of Section 1 Completed	97% DED completed	N/A	100% Completed DED Drawings and Approved by Independent Consultant (IC)	
	SM 2	Annual Vehicle Traffic of Metro Manila Skyway (in millions)	Actual Annual Traffic Count	12.5%	Actual / Target	44.148	56.48	57	164.26*
	SO 2	Enhance Mobility of People and Commerce							
		<i>Subtotal</i>	25%						

* Includes all stages (Stages 1-3) of the MMS.




		Component			Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025	
STAKEHOLDERS	SO 3	Maximize Shareholder Value							
	SM 3	Disposal/Development of Real Properties	Actual Accomplishment	7%	All or Nothing	Signed Lease Contract with SMHC for 2 ha of Sta. Rita Bulacan Property	Measure Excluded	Three Lease Agreements	Turn-over of the Affected Portion of the Bicutan Property to the DOTr
	SM 4	Percentage of Satisfied Customers	Number of Respondents which gave at least a Satisfactory rating / Total number of respondents	10%	Actual / Target 0% if less than 80%	100%	100%	90%	90%
						100%			
			Subtotal	17%					
INTERNAL PROCESS	SO 4	Improve Internal Systems and Procedures							
	SM 5	ISO Certification 9001:2015	Actual Accomplishment	7%	All or Nothing	Not Accomplished	1 st Stage Audit	ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification (Pass 1 st Surveillance Audit)
	SM 6	Computerization of Systems	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	100% Implementation and Roll Out (Accounting System)	100% Implementation and Roll Out (Human Resources Information System [HRIS])
			Subtotal	9.5%					

Component					Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025	
FINANCIAL	SO 5 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)	6%	Actual / Target	Not Accomplished	Not Accomplished	a. 80% of Current Receivables b. 5% of Impaired Receivables	80% of Total Current Receivables
	SO 6 Improve Equity and Debt Management Services Strategies								
	SM 8	EBITDA (in million ₱)	Income/Loss Before Tax (COA Line Item) Less Gains + Interest Expense + Depreciation + Amortization	20%	Actual / Target	N/A	N/A	343.69	725.55
	SM 9	Revenues (in million ₱)	Service Income + Lease Income + Share in JVs + Dividend Income + Interest Income	7.5%	Actual / Target	499.25	779.86	699.51	855.85
	SM 10	Budget Utilization Rate (BUR)	Actual Disbursement / Scheduled Disbursement (Net of PS Cost)	5%	Actual / Target	26.66%	25.64%	90%	90%
				<i>Subtotal</i>	37.5%				

Component					Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System ^{a/}	2022	2023	2024	2025	
LEARNING AND GROWTH	SO 7	Development of Manpower							
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual / Target	Not Accomplished	Not Accomplished	Improvement from 2023 Baseline	5% improvement from the 2024 or 2023 baseline, whichever is higher
	SM 12	Development and Implementation of Disaster Risk Reduction Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	Board-approved Public Service Continuity Plan (PSCP)
	<i>Subtotal</i>			10%					
TOTAL			100%						
BONUS STRATEGIC MEASURE:									
	GAD Budget Utilization	Actual Disbursement for GAD-related Activities / Total COB		1%	All or Nothing	N/A		5% of Total COB	

a/ But not to exceed the weight assigned per indicator

For GCG:


ATTY. BRIAN KEITH F. HOSAKA

Commissioner

For PNCC:


HON. MIGUEL E. UMALI

President and Chief Executive Officer