



**PHILIPPINE NATIONAL CONSTRUCTION CORPORATION**

		OBJECTIVE / MEASURES	FORMULA	WEIGHT	RATING SCALE	Target	1 <sup>st</sup> QUARTER ACCOMPLISHMENT	
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 1 Contribute to Economic Growth and Development</b>							
	SM 1	Construction and Development of Expressway Projects						
		a. Lucena to Matnog (Toll Road [TR] 5)	Actual Accomplishment	0.5%	All or Nothing	Approval of DED for Segment 1 by TRB	Awaiting update from SMHC	
		c. Greater Capital Region Integrated Expressways Network (GCRIEN)						
		i. Northern Access Link (NALEX)	Actual Accomplishment	0.5%	All or Nothing	Approval of DED by TRB		
		ii. Southern Access Link (SALEX)	Actual Accomplishment	0.5%	All or Nothing	Approval of DED by TRB	Awaiting update from SMHC	
	d. C-6 Project (FTI-Bicutan)	Actual Accomplishment	0.5%	All or Nothing	Approval of DED for Sec 1A Realignment, Sec 2A, 2B, 2D	Awaiting update from SMHC		
SM 2	Annual Vehicle Traffic of Metro Manila Skyway (in millions)	Actual Annual traffic Count	13%	Actual / Target	172.473M	Awaiting update from SMHC		
<b>SO 2 Enhance Mobility of People and Commerce</b>								
			<b>SUBTOTAL</b>	<b>15%</b>				
<b>INTERNAL PROCESS</b>	<b>SO 3 Maximize Shareholder Value</b>							
	SM 3	Disposal/Development of Real Properties	Actual Accomplishment	5%	All or Nothing	a. One (1) Property leased	Conducted meetings with the prospective lessee of PNCC's property in Barangay Manibaug-Pasig, Porac, Pampanga	
				5%		b. Upgrade of Sewage Treatment Plant (STP) located in Hobbies of Asia portion of FCA Property	<ul style="list-style-type: none"> <li>Conducted ocular/site inspection of the existing STP at New Hobbies of Asia in the Financial Center Area (FCA), Pasay City</li> <li>Preparation of Terms of Reference and Detailed Unit Price Analysis</li> </ul>	
				5%		c. Development / Renovation of 1,214.55 m <sup>2</sup> of FCA Property for commercial use	<ul style="list-style-type: none"> <li>On-going repair/renovation of the portion of New Hobbies of Asia</li> <li><u>Completed works</u> <ul style="list-style-type: none"> <li>Dismantling/removal of G.I. ducting for exhaust and blowers</li> <li>Repainting of steel trusses and purlins</li> <li>Installation of new sanitary and plumbing lines</li> </ul> </li> </ul>	

						<ul style="list-style-type: none"> <li>Removal of existing CHB wall to combine two existing rooms</li> <li>Repair of existing floor tiles</li> <li>Construction of common wash area (partially completed)</li> </ul> <p><u>On-going works</u></p> <ul style="list-style-type: none"> <li>Installation of GI studs and framing for dry wall partition</li> <li>Comfort rooms of different rooms</li> <li>Removal of damaged existing ceiling</li> </ul>						
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%	90%	On-going conduct of CSM on external and internal services						
<b>SUBTOTAL</b>			<b>25%</b>									
<b>SO 4 Improve Internal Systems and Procedures</b>												
SM 5	ISO Certification 9001:2015	Actual Accomplishment	5%	All or Nothing	Maintain ISO 9001:2015 Certification (Pass 2 <sup>ND</sup> Surveillance Audit)	Surveillance Audit is scheduled on April 27, 2026. Refer to Audit Plan (Annex "SM 5")						
SM 6	Computerization of Systems	Actual Accomplishment	5%	All or Nothing	100% Implementation and Roll Out ( <i>Warehouse Management System [WMS]</i> )	On-going customization and data buildup						
<b>SUBTOTAL</b>			<b>10%</b>									
<b>SO 6 Improved Equity and Debt Management Service Strategies Rece</b>												
<b>Sub – total</b>			<b>36%</b>									
<b>SO 5 Reinforce Collection System</b>												
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%	Actual / Target	a. 80% of Current Receivables	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Actual collection</td> <td style="text-align: right;">24,458,229</td> </tr> <tr> <td>Current receivables</td> <td style="text-align: right;">650,827,284</td> </tr> <tr> <td style="text-align: right;">=</td> <td style="text-align: right; background-color: yellow;"><b>3.76%</b></td> </tr> </table> <p>The actual collection as of 1<sup>st</sup> quarter of 2026 is short by 16.24% of the 20% target. The collection should have been <b>₱130,165,456</b>.</p> <p>Refer to Annex "SM7"</p>	Actual collection	24,458,229	Current receivables	650,827,284	=	<b>3.76%</b>
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FINANCIAL

SM 8	EBITDA (in million ₱)	Income/Loss Before Tax (COA Line Item) Less Gains + Interest Expense + Depreciation + Amortization	20%	Actual / Target	798.11	Net Income/Loss	110,100,952
						Add:	
						Penalty charges	63,617,000
						Taxes	1,747,040
						Depreciation	1,418,732
						Amortization	-
						<b>EBITDA</b>	<b>175,464,992</b>
						<b>Approved NET INCOME</b>	<b>483,444,575</b>
						=	<b>36.29%</b>
						EBITDA as of 1 <sup>st</sup> quarter of 2026 is 11.29% higher than target attributable to	
						Refer to Annex "SM7"	
SM 9	Revenues (in million ₱)	Service Income + Lease Income + Share in JVAS + Dividend Income + Interest Income	12%	Actual / Target	1,043.09	Other Service Income	-
						Rent/Lease Income	84,929,702
						Dividend Income	-
						Interest Income	40,478,784
						Share in Profit/Revenue of Joint Venture	127,429,538
							<b>252,838,024</b>
						<b>Actual Revenue</b>	<b>252,838,024</b>
						<b>Total Projected Revenue</b>	<b>1,043,091,206</b>
						(Approved COB 2026)	= <b>24.24%</b>
						The revenues for the 1 <sup>st</sup> quarter of 2026 is short by .76% of target equivalent to ₱7,934,777.50, as we had not received dividend income from JV company.	
						Refer to Annex "SM7"	
SM 10	Budget Utilization Rate (BUR)	Actual Disbursement / Scheduled Disbursement (Net of PS Cost)	5%	Actual / Target	90%	<b>Actual Disbursement</b>	17,483,240
						<b>Scheduled Disbursement</b>	79,073,377
						(Both Net of PS Cost)	= <b>22.11%</b>
						The BUR as of 1 <sup>st</sup> Quarter of 2026 is short by .39% of target or equivalent to ₱17,791,509.82 as it should have been 22.5% of the scheduled disbursement.	
						Refer to Annex "SM10"	

		<b>Sub – total</b>	<b>37.5%</b>				
<b>LEARNING AND GROWTH</b>	<b>SO 7 Development of Manpower</b>						
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual / Target	100%	Competency Assessment will be conducted in December 2026
	SM 12	Development and Implementation of Disaster Risk Reduction Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	Implementation of Activities in the PSCP	Activities in the DRRM plan is scheduled on the 2 <sup>nd</sup> quarter of 2026.
			<b>Sub – total</b>	<b>10%</b>			
		<b>TOTAL</b>	<b>100%</b>				
<b>BONUS STRATEGIC MEASURE:</b>							
	GAD Budget Utilization		1%	All or Nothing	5% of Total COB	GAD utilization for 1 <sup>st</sup> quarter of 2026 is ₱189,380 which is equivalent to 2.26 of the total GAD budget (₱8,392,358).	