



04 February 2020

**MR. HERCULANO C. CO, JR.**

*Chairman*

**MR. MIGUEL E. UMALI** (17 11 2) 10/2020

*President & CEO*

**PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)**

KM. 15 East Service Road, Bicutan,

Parañaque City

**RE: TRANSMITTAL OF 2020 PERFORMANCE SCORECARD**

Dear Chairman Co and PCEO Umali,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2020 Performance Scorecard (**Annex B**) of PNCC. The same is to be posted in PNCC's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The PNCC-proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter 29 August 2019<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 29 October 2019 and evaluation of revised documents submitted through its letter dated 18 November 2019.<sup>3</sup>

We take this opportunity to remind PNCC that Item 5 of GCG Memorandum Circular No. 2017-02<sup>4</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. PNCC is requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the 1<sup>st</sup> Quarter Monitoring Report for 2020.

**FOR YOUR COMPLIANCE.**

Very truly yours,

**SAMUEL G. DAGPIN JR.**

*Chairman*

**MICHAEL P. CLORIBEL**  
*Commissioner*

**MARITES C. DORAL**  
*Commissioner*

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.  
<sup>2</sup> Officially received by the Governance Commission on 29 August 2019.  
<sup>3</sup> Officially received by the Governance Commission on 18 November 2019.  
<sup>4</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

PNCC-Office of the President  
 Received by: *164*  
 Date & Time: *27/02/20 2:34*  
 Control No.:

**PNCC STRATEGY MAP**



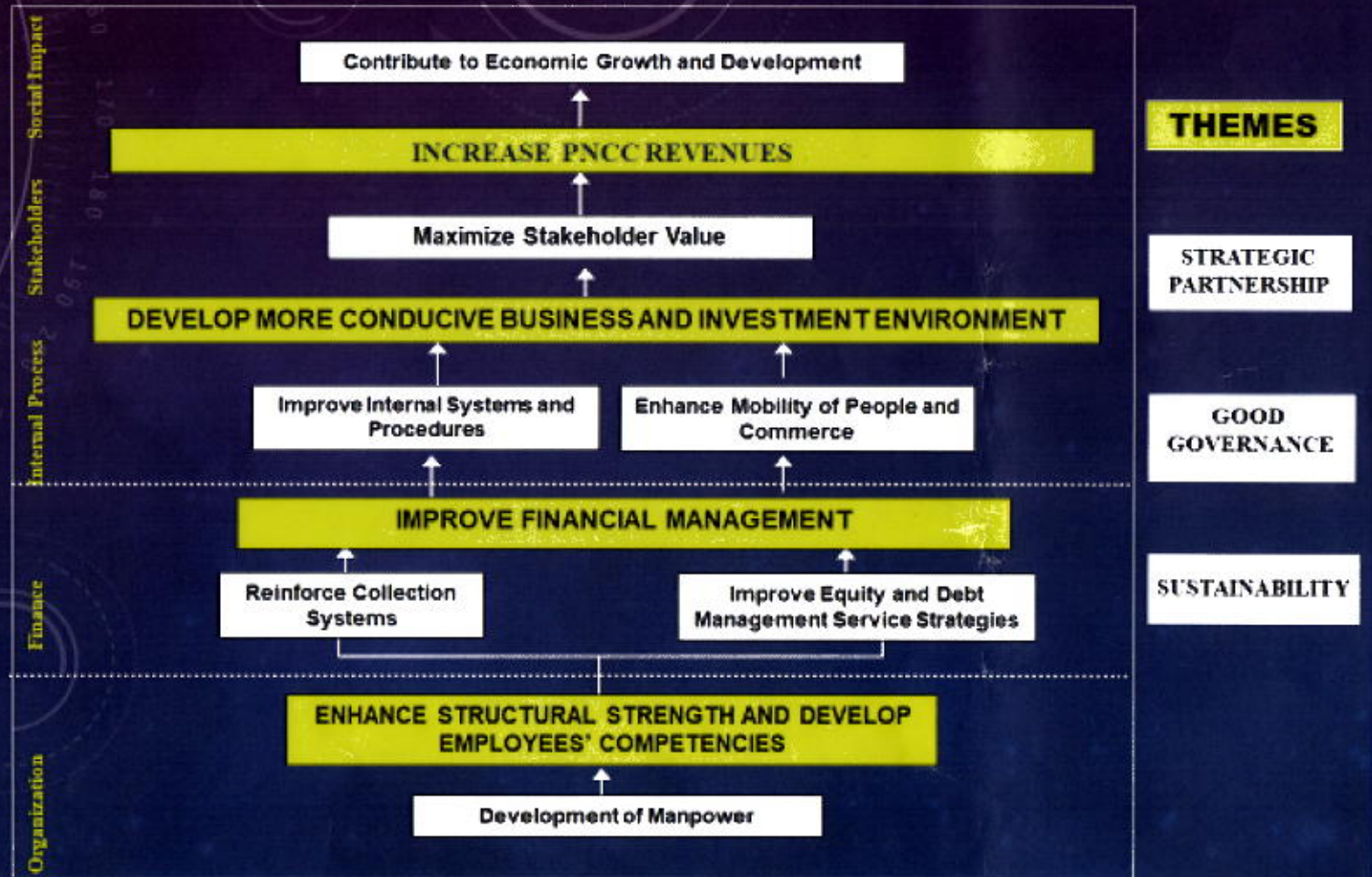
**MISSION:**

To enhance the capabilities of PNCC in the tollroad business and property investment to ensure financial recovery.

**CORE VALUES**

Professionalism  
Integrity  
Commitment  
Innovation  
Excellence  
Loyalty

**VISION:** By 2025, PNCC would have achieved financial viability as an effective and capable partner of the government in tollroad and other related infrastructure development.



## 2020 PERFORMANCE SCORECARD (ANNEX B)

## PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2017	2018	2019	2020	
CUSTOMERS / STAKEHOLDERS	<b>SO 1</b>	<b>Maximize Stakeholder Value</b>							
	SM 1	Construction and Development of Real Properties (FCA Properties)	Actual Accomplishment	1%	All or Nothing	N/A	N/A	(a) Signed Lease Contract for Porac Property; (b) Signed Lease Contract for the 3 Areas in FCA Property; (c) Disposition of Bicutan Property in 2019	Signed Lease Contract for FCA 2 Property
				9%					Signed Lease Contract for FCA 3 Property
	SM 2	Percentage of Satisfied Customers	Actual Accomplishment	10%	Actual / Target 0% if below 80% a) Partner Agencies – 5% b) Concessionaires – 5%	N/A	N/A	90% <sup>1</sup>	90% <sup>2</sup>
			<b>Sub-total</b>	<b>20%</b>					
INTERNAL PROCESS	<b>SO 2</b>	<b>Improve Internal Systems and Procedures</b>							
	SM 3	ISO Certification	Actual Accomplishment	5%	All or Nothing	NA	NA	ISO 9001:2015 Certification	ISO 9001:2015 Certification
	SM 4	<i>Construction and Development of Expressway Projects</i>							
a. Lucena-Matnog Expressway/SLEX TR5		Actual Accomplishment	7%	All or Nothing	NA	NA	Approval of Joint Investment Proposal	Signed STOA for Lucena-Matnog Expressway Project	

<sup>1</sup> Using the Standard Methodology and Questionnaire developed by GCG.<sup>2</sup> Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

	Component				Baseline Data		Targets	
	Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2017	2018	2019	2020
	b. Pasig River Expressway Project (PAREX)	Actual Accomplishment	5%	All or Nothing	NA	NA	Effective Memorandum of Agreement (BJVA) on PAREX after OGCC's comments	Signed STOA for PAREX Project
	c. Bulacan-Tuguegarao Expressway (BUTEX)	Actual Accomplishment	5%	All or Nothing	NA	NA	Signed Memorandum of Agreement (MOA) on BUTEX	Enter into a Joint Venture Agreement (JVA) for BUTEX Project
<b>SO 3</b>	<b>Enhance Mobility of People and Commerce</b>							
	<i>Increased Annual Daily Traffic</i>							
SM 5	a. Metro Manila Skyway Stage 3	Actual Accomplishment	20%	All or Nothing	NA	NA	a. Completion of Segmental Works: i. San Juan River ii. Section 3 iii. Section 4 iv. Balintawak  b. Segment 1 - Actual Toll Operation	Full Operation of Skyway Stage 3
	b. FTI-Bicutan	Actual Accomplishment	5%	All or Nothing	NA	NA	5% of Segment 1 Completed	% Completion Based on Project Gantt Chart
		<b>Sub-total</b>	<b>47%</b>					

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2017	2018	2019	2020	
FINANCE	SO 4	Reinforce Collection Systems							
	SM 6	Percentage of Receivables Collected	Actual Accomplishment	5%	Actual / Target	NA	NA	Collection of at Least 10% of Judgment/ Monetary Award	100% Collection of the ₱100.546 Million Receivables from PMMA
	SO 5	Improve Equity and Debt Management Service Strategies							
	SM 7	Revenues	Service Income + Share in JVs + Dividend Income + Interest Income	10%	Actual / Target	₱328.93 M	-	8% Increase from 2018 Revenues	10% Increase from 2019 Revenues
	SM 8	Lease Income	Actual Amount	10%	Actual / Target	₱125.34 M	-	13% Increase from 2018 Lease Income	₱33.255 Million
	SM 9	Conversion of Debt-to-Equity	Actual Accomplishment	3%	All or Nothing	NA	NA	Finalization of Debt Payment Scheme with PMO	Finalization of Debt Payment Scheme with PMO
			<b>Sub-total</b>	<b>28%</b>					
LEARNING & GROWTH	SO 7	Development of Manpower							
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	NA	NA	Board-approved Competency Model	Board-approved Competency Model
			<b>Sub-total</b>	<b>5%</b>					
		<b>TOTAL</b>	<b>100%</b>						

a/ But not to exceed the weight assigned per indicator.