

**NATIONAL DEVELOPMENT COMPANY (NDC)
AS MODIFIED BY GCG**

COMPONENT					ANNUAL TARGET	AS OF SEPTEMBER 2020		
	STRATEGIC OBJECTIVE (SO) / STRATEGIC MEASURE (SM)	FORMULA	WEIGHT	RATING SYSTEM		ACTUAL	RATING	
IMPACT	SO1	Strengthen Business Sustainability (Financial Impact)						
	SM1	Return on Equity	Net Income / Stockholder's equity adjusted	25%	(Actual / Target) x Weight	4.19%	4.32%	25%
	SO 2	Support Local Development (Social Impact)						
	SM2	Cumulative Number of Local Jobs Generated by the Projects / Investment	Number of local jobs generated per operational support	5%	(Actual / Target) x Weight 0% = if less than the 2019 Actual	2019 Actual + 50 new jobs	1243 new jobs	5%
	Sub-total			30%				30%
STRATEGIC FOCUS	SO3	Increase Investments in High Impact Priority Areas by Leveraging on NDC's Competitive Advantage						
	SM3	Cumulative value of Investments	Amount of investments in high impact priority areas as approved by the NDC Board	15%	(Actual / Target) x Weight 0% = if less than the 2019 Actual	2019 Actual + ₱ 500 Million	0	0%
	SO4	Enhance the Value of Investments Portfolio						
	SM4	Return on Investments	Amount of dividends received ¹ / Total Investments excluding companies for dissolution and pre-operating companies	10%	(Actual / Target) x Weight	6.78%	6.74%	9.94%
	SO5	Improve Customer Satisfaction						
	SM5	Percentage of Satisfied Customers	Number of respondents who rated at least Satisfactory / Total number of survey respondents	5%	(Actual / Target) x Weight 0% = if below 80%	100%	0	0%
	Sub-total			30%				9.94%


¹ Including dividend remittance of NDC's subsidiaries to the National Government.

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CORE PROCESS	SO6	Optimize the Economic Value of NDC Land Assets						
	SM6	Income from Asset Management	Amount of Lease Income and Sales Proceeds Collected	15%	(Actual / Target) x Weight	₱ 208.5 Million	₱ 147.99 Million	10.65%
	SO7	Improve Budget Utilization to Support Operational Efficiency						
	SM7	Budget Utilization Rate	Total amount of cash disbursements / Total budget for the year	10%	92% - 100% = 10% 80% - 91% = 5% Less than 80% = 0% More than 100% = 0%	>91%	61%	0%
	Sub-total			25 %				10.65%
LEARNING AND GROWTH	SO8	Prioritize Competency Build-up of Project Teams						
	SM8	Improvement in the Competency Level of the Organization	Actual Accomplishment	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	Improved	5%
	SO9	Build a Culture of Continual Improvement and Excellence						
	SM9	ISO Certification	Actual Accomplishment	5%	All or Nothing	Recertification to ISO 9001:2015 Standards	Recertified	5%
	SO10	Automate Key Process						
	SM10	Information Technology Systems Implemented	Number of projects completed based on the deliverables per ISSP / Total number of 2020 deliverables per 2019 – 2021 ISSP submitted to DICT	5%	(Actual / Target) x Weight	100% Completion of the 2020 ISSP Deliverables as submitted to DICT	0	0%
Sub-total			15 %				10%	
TOTAL			100 %				60.59%	

Certified Correct by:


JOYCE ANNE N. ALIMON
 Department Manager III

Approved by:


MA. LOURDES F. REBUENA
 General Manager