

NATIONAL DEVELOPMENT COMPANY (NDC)

| | | COMPONENT | | | | ANNUAL TARGET | AS OF DECEMBER 2021 | |
|-----------------|-----------|---|---|--------|---|-----------------------------|---------------------|--------|
| | | STRATEGIC OBJECTIVE (SO) / STRATEGIC MEASURE (SM) | FORMULA | WEIGHT | RATING SYSTEM | | ACTUAL | RATING |
| IMPACT | SO 1 | Strengthen Business Sustainability (Financial Impact) | | | | | | |
| | SM 1 | Return on Equity | Income before tax (net of extraordinary income) / Stockholder's equity adjusted (net of extraordinary income) | 25% | (Actual / Target) x Weight | 21.89% | 7.49% | 8.55% |
| | SO 2 | Support Local Development (Social Impact) | | | | | | |
| | SM 2 | Cumulative Number of Local Jobs Generated by the Projects / Investments | Number of local jobs generated per operational support | 5% | (Actual / Target) x Weight 0% = if less than the 2020 Actual | 2020 Actual + 50 new jobs | 64 new jobs | 5% |
| | Sub-total | | | 30% | | | | 13.55% |
| STRATEGIC FOCUS | SO 3 | Increase Investments in High Impact Priority Areas by Leveraging on NDC's Competitive Advantage | | | | | | |
| | SM 3 | 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 2020 Actual | 2020 Actual + ₱ 500 Million | ₱ 250 Million | 7.5% |
| | SO 4 | Enhance the Value of Portfolio Investments | | | | | | |
| | SM 4 | Return on Investments | Amount of dividends received ¹ / Total Investments excluding companies for dissolution and pre-operating companies | 10% | (Actual / Target) x Weight | 3.79% | 4.86% | 10% |
| | SO 5 | Improve Customer Satisfaction | | | | | | |
| | SM 5 | 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% | 91% | 4.55% |
| | Sub-total | | | 30% | | | | 22.05% |

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

| | | COMPONENT | | | | ANNUAL TARGETS | AS OF DECEMBER 2021 | |
|---------------------|-----------|--|--|--------|---|--|--|--------|
| | | STRATEGIC OBJECTIVE (SO) / STRATEGIC MEASURE (SM) | FORMULA | WEIGHT | RATING SYSTEM | | ACTUAL | RATING |
| CORE PROCESS | SO 6 | Optimize the Economic Value of NDC Land Assets | | | | | | |
| | SM 6 | Income from Asset Management | Amount of lease income and sales proceeds collected | 15% | (Actual / Target) x Weight | ₱ 3,041.71 Million | ₱ 219.57 Million | 1.08% |
| | SO 7 | Improve Budget Utilization to Support Operational Efficiency | | | | | | |
| | SM 7 | 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% | 93% | 10% |
| | Sub-total | | | 25% | | | | 11.08% |
| LEARNING AND GROWTH | SO 8 | Prioritize Competency Build-up of Project Teams | | | | | | |
| | SM 8 | Improvement in the Competency Level of the Organization | Competency baseline 2021 – Competency baseline 2020 | 5% | All or Nothing | Improvement in the Competency Baseline of the Organization | Improvement in the Competency Baseline of the Organization | 5% |
| | SO 9 | Build a Culture of Continual Improvement and Excellence | | | | | | |
| | SM 9 | ISO Certification | Actual Accomplishment | 5% | All or Nothing | ISO 9001:2015 Certification Maintained | ISO 9001:2015 Certification Maintained | 5% |
| | SO 10 | Automate Key Process | | | | | | |
| | SM 10 | Information Technology Systems Implemented | Number of projects completed based on the deliverables per ISSP / Total number of 2021 deliverables per 2020 – 2022 ISSP submitted to DICT | 5% | (Actual / Target) x Weight | 100% Completion of the 2021 ISSP Deliverables as submitted to DICT | 100% Completion of the 2021 ISSP Deliverables as submitted to DICT | 5% |
| Sub-total | | | 15% | | | | 15% | |
| TOTAL | | | 100% | | | | 61.68% | |

Certified Correct by:


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