

**NATIONAL DEVELOPMENT COMPANY (NDC)
2021 Adjusted Performance Scorecard**

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	7.12%	7.49%	25%
	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%				30%
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.

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	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	₱ 179.24 Million	₱ 219.57 Million	15%
	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%				25%
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%				92.05%	

Certified Correct by:

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