

**NATIONAL DEVELOPMENT COMPANY (NDC)  
RECALIBRATED**

COMPONENT					ANNUAL TARGET	AS OF DECEMBER 2020		
STRATEGIC OBJECTIVE (SO) / STRATEGIC MEASURE (SM)	FORMULA	WEIGHT	RATING SYSTEM	ACTUAL		RATING		
<b>IMPACT</b>	<b>SO 1</b>	<b>Strengthen Business Sustainability (Financial Impact)</b>						
	SM 1	Return on Equity	Net Income / Stockholder's Equity Adjusted	25%	(Actual / Target) x Weight	4.19%	5.15%	25%
	<b>SO 2</b>	<b>Support Local Development (Social Impact)</b>						
	SM 2	Cumulative Number of Local Jobs Generated by the Projects / Investment	Number of Local Jobs Generated Per Operational Report	5%	(Actual / Target) x Weight  0% = if less than the 2019 Actual	2019 Actual + 50 new jobs	1,243 new jobs	5%
	<b>Sub-total</b>			<b>30%</b>				<b>30%</b>
<b>STRATEGIC FOCUS</b>	<b>SO 3</b>	<b>Increase Investments in High Impact Priority Areas by Leveraging on NDC's Competitive Advantage</b>						
	SM 3	Cumulative value of Investments	Value of projects at the Pre-FS Stage Approved by MANCOM	15%	(Actual / Target) x Weight	₱ 1.5 Billion	₱ 1.489 Billion	14.89%
	<b>SO 4</b>	<b>Enhance the Value of Investments Portfolio</b>						
	SM 4	Return on Investments	Amount of Dividends Received / Total Investments Excluding Companies for Dissolution and Pre-Operating Companies	10%	(Actual / Target) x Weight	6.78%	42.72%	10%
	<b>SO 5</b>	<b>Improve Customer Satisfaction</b>						
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%	95%	4.75%	
<b>Sub-total</b>			<b>30%</b>				<b>29.64%</b>	

COMPONENT						ANNUAL TARGETS	AS OF DECEMBER 2020	
STRATEGIC OBJECTIVE (SO) / STRATEGIC MEASURE (SM)	FORMULA	WEIGHT	RATING SYSTEM	ACTUAL	RATING			
CORE PROCESS	<b>SO 6</b>	<b>Optimize the Economic Value of NDC Land Assets</b>						
	SM 6	Income from Asset Management	Amount of Lease Income and Sales Proceeds Collected	15%	(Actual / Target) x Weight	₱ 190.16 Million	₱ 204 Million	15%
	<b>SO 7</b>	<b>Improve Budget Utilization to Support Operational Efficiency</b>						
	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%	97%	10%
	<b>Sub-total</b>			<b>25%</b>				<b>25%</b>
LEARNING AND GROWTH	<b>SO 8</b>	<b>Prioritize Competency Build-up of Project Teams</b>						
	SM 8	Improvement in the Competency Level of the Organization	Actual Accomplishment	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	Improved	5%
	<b>SO 9</b>	<b>Build a Culture of Continual Improvement and Excellence</b>						
	SM 9	ISO Certification	Actual Accomplishment	5%	All or Nothing	Recertification to ISO 9001:2015 Standards	Recertified	5%
	<b>SO 10</b>	<b>Automate Key Process</b>						
	SM 10	Information Technology Systems Implemented	Number of Projects Completed Based on the Deliverables Per ISSP / Total Number Of 2020 Deliverables Per 2020 – 2022 ISSP Submitted to DICT	5%	(Actual / Target) x Weight	100% Completion of the 2020 ISSP Deliverables as submitted to DICT	100%	5%
<b>Sub-total</b>			<b>15%</b>				<b>15%</b>	
<b>TOTAL</b>			<b>100%</b>				<b>99.64%</b>	

  
 JOYCE ANNE N. ALIMON  
 Head of Planning

  
 JOYCE ANNE N. ALIMON  
 Head of Finance

APPROVED BY:   
 MA. LOURDES F. REBUENO  
 General Manager