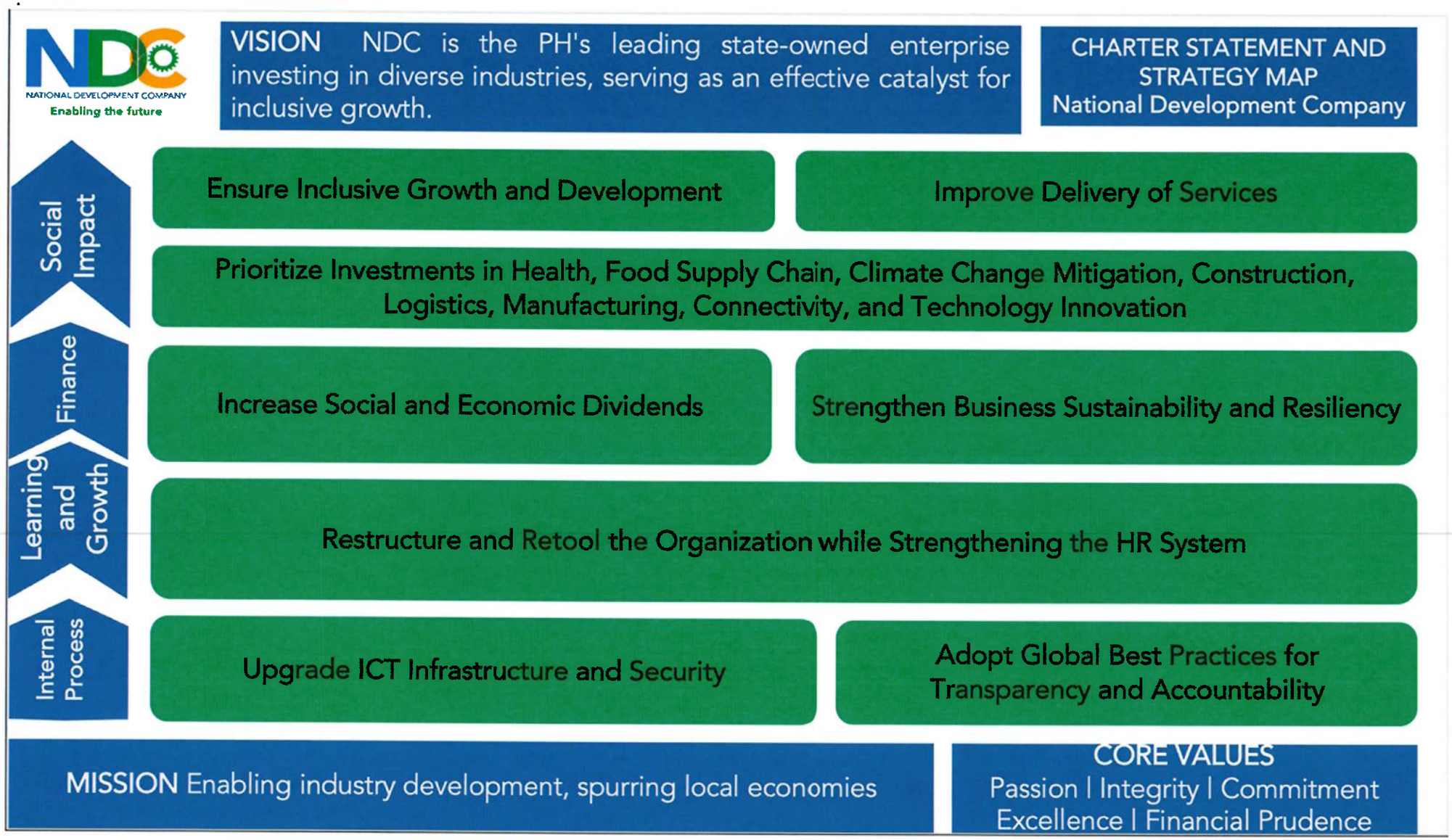
2026 CHARTER STATEMENT AND STRATEGY MAP *(Annex A)*



NATIONAL DEVELOPMENT COMPANY (NDC)

	Component					Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2023	2024	2025	2026
SOCIAL IMPACT	**SO 1**	**Ensure Inclusive Growth and Development**							
	SM 1	Number of Local Jobs Generated	Number of Local Jobs Generated Based on Submitted Reports of Companies/Projects During the Rating Period	5%	(Actual / Target) x Weight	3,249 New Jobs	1,899 New Jobs	285 New Jobs	380 New Jobs
	SO 2	**Improve Delivery of Services**							
	SM 2	Percentage of Satisfied Customers	Total Number of Respondents Who Gave a Rating of At Least Satisfactory / Total Number of Survey Respondents	10%	(Actual / Target) x Weight *If Less Than 80% = 0%*	98.82%	100%	90%	90%[1]
	SO 3	**Prioritize Investments in Health, Food Supply Chain, Climate Change Mitigation, Construction, Logistics, Manufacturing, Connectivity, and Technology Innovation**							
	SM 3	Value of Investment	Board-Approved Value of Investments During the Rating Period	12.5%	(Actual / Target) x Weight	₱2 Billion	₱126.70 Million	₱540.50 Million	₱125 Million
	SM 4	Startup Venture Funding (SVF)	Number of Startups Approved by the Investment Committee	10%	(Actual / Target) x Weight	Not Applicable	3	4	4
		Sub-total		***37.5%***					

[1] Based on GCG-ARTA Joint Memorandum Circular No. 1, Series of 2023. External Customers only.

	Component				Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026
FINANCE	**SO 4**	**Increase Social and Economic Dividends**						
	SM 5 Return on Investment[2]	Total Amount of Dividends Received in 2026 from CY 2025 Earnings / Total Investments	15%	(Actual / Target) x Weight	4.34%	8.20%	4.82%	37.12%
	SO 5	**Strengthen Business Sustainability and Resiliency**						
	SM 6 Increase in Business Income	Lease Income, Interest Income, Share in Profit of Associates/Affiliates, Dividend Income, and Management Fees	17.5%	(Actual / Target) x Weight	Not Applicable	Not Applicable	₱ 422.33 Million	₱ 407.48 Million
	SM 7 Return on Equity[3]	Total Comprehensive Income / Total Equity	5%	(Actual / Target) x Weight	12.52%	5.05%	0.52%	2.37%
	SM 8 Disbursement Budget Utilization Rate	Total Disbursement / DBM-Approved Corporate Operating Budget *(both net of Personnel Services Cost)*	5%	(Actual / Target) x Weight	45.89%	71.84%	90%	90%
		Sub-total		***42.5%***				

[2] Based on the dividends remitted to NDC of the following subsidiaries/affiliates: Batangas Land Company, Inc. (BLCI), Kamayan Realty Corporation (KRC), NDC-Philippine Infrastructure Corporation (NPIC), and Science Park of the Philippines (SPPI).
[3] For 2026, gains from property appraisals or other sources will not be included in the computation.

	Component				Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026
LEARNING AND GROWTH	**SO 6**	**Restructure and Retool the Organization while Strengthening the HR System**						
	SM 9	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Total Number of Exercise/Drills/Tests Conducted in 2026 over Total Number of Exercise/Drills/Tests Scheduled in 2026[4]	5%	(Actual / Target) x Weight	Not Applicable	Not Applicable	Board-Approved Public Service Continuity Plan (PSCP)	Implementation of Public Service Continuity Plan (PSCP)
	SM 10	Percentage of Employees Meeting Required Competencies	Competency Level 2026 – Competency Level 2025 (where Competency Level = Total Number of Employees with Required Competencies Met / Total Number of Employees)	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	Competency Baseline Established	Increase from 2024 Actual Competency Level	Increase from 2025 Actual Competency Level
		Sub-Total		**10%**					
	SO 7	**Upgrade ICT Infrastructure and Security**						
INTERNAL PROCESS	SM 11	Implementation of the Information System Strategic Plan (ISSP)	Total Number of Deliverables Due for 2026 Attained / Total Number of Deliverables Due for 2026	5%	(Actual / Target) x Weight	100%	100%	100% Accomplishment of the 2025 Deliverables under the 2023-2025 DICT Approved ISSP	100%

[4] As enumerated under the Testing and Maintenance Section of NDC's PSCP.

Component					Baseline Data		Target	
Objective/Measure		Formula	Weight	Rating System	2023	2024	2025	2026
SO 8	**Adopt Global Best Practices for Transparency and Accountability**							
SM 12	Compliance to Quality Standards (ISO QMS)	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	ISO 9001: 2015 Certification Maintained	ISO 9001: 2015 Certification Maintained	ISO 9001:2015 Certification (Re-Certification)
	Sub-Total		***10%***					
	TOTAL		**100%**					
BONUS STRATEGIC MEASURES								
GAD Budget Utilization Rate		Total Disbursements for GAD-related Activities / Total COB	1%	All or Nothing	Not Applicable	Not Applicable	5% of Total COB	5% of Total COB
ISO Certification on any of the following Standards i. Environmental Management System (EMS) Certification ii. Business Continuity Management Systems (BCMS) Certification		Actual Accomplishment	1%	All or Nothing	Not Applicable	Not Applicable	Certification on Environmental Management System (ISO 14001:2015) or Business Continuity Management System (ISO 22301:2019)	Certification on Environmental Management System (ISO 14001:2015) or Business Continuity Management System (ISO 22301:2019)