NATIONAL DEVELOPMENT COMPANY

	Component					Annual Target	4th Quarter	
	Strategic Objective (SO)/ Strategic Measure (SM)		**Formula**	**Weight**	**Rating System**		**Target**	**Actual**
SOCIAL IMPACT	**SO 1**	**Ensure Inclusive Growth and Development**						
	SM 1	Cumulative Number of Local Jobs Generated	Number of Local Jobs Generated per Operational Report	15%	(Actual / Target) x Weight *If Less Than the 2023 Actual = 0%*	2023 Actual + 150 New Jobs	2023 actual + 150 new jobs (cumulative)	2023 actual + 1,837 new jobs (cumulative)
	SO 2	**Improve Stakeholder Satisfaction**						
	SM 2	Percentage of Satisfied Customers	Number of Respondents Who gave a Rating of At least Satisfactory / Total Number of Survey Respondents	5%	(Actual / Target) x Weight *If Less Than 80% = 0%*	90%	90%	99.81%[1]
		Sub-total		**20%**				
	SO 3	**Increase Social and Economic Dividends**						

[1] Pre-final CSM percentage from January – December 2024

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FINANCE	SM 3	Return on Investment	Total Amount of Dividends Received in 2024 from CY 2023 Earnings / Total Investments Excluding Companies from Dissolution and Pre-Operating Companies	15%	(Actual / Target) x Weight)	4.26%	4.26%	9.68%
FINANCE	**SO 4**	**Strengthen Business Sustainability**						
	SM 4	Return on Equity	Total Comprehensive Income / Total Equity	15%	(Actual / Target) x Weight	10%	10%	6.35%[2]
	SM 5	Disbursements Budget Utilization Rate	Total Disbursement / DBM-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90%	90%	93%
	SO 5	**Prioritize Investments in Health, Food Supply Chain, Climate Change Mitigation, Water, Construction, Education, Connectivity, and Technology Innovation**						
	SM 6	Cumulative Value of Investment[3]	Actual Amount	10%	(Actual / Target) x Weight	P 1.92 Billion (501.7M)	P 501.7 M[4]	P 129.96 M

[2] ROE as of September 2024 due to pending results of the property appraisals.
[3] Note: Projected Quarterly Targets for the Cumulative Value of Investment is based on the projected amount that will be disbursed to finance NDC projects and investments. The NDC initially disclosed with GCG that the annual target of P1.92 billion, which is the total amount reflected in the NDC Corporate Operating Budget for 2024, includes those that are for budgeting or procurement purposes only.
[4] Adjusted amount of investment to be released – P 137 Million (SolX, Humble, Pulse63, MTek, DTBC)

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	SM 7	Startup Venture Funding	Number of Startups Approved by the Investment Committee	5%	(Actual / Target) x Weight	4	4 startups approved by IC (cumulative)	3 startups approved by IC (cumulative)
		Sub-total		**50%**				
	SO 6	**Leverage Assets of NDC and its Subsidiaries to Further Optimize Their Economic Value**						
	SM 8	Lease Income	Total Amount of Lease Income (as Reflected in Statement of Comprehensive Income)	15%	(Actual / Target) x Weight	P245 Million	P245 million (cumulative)	P 255.61 million (cumulative)
		Sub-total		**15%**				
LEARNING AND GROWTH	**SO 7**	**Restructure and Retool the Organization While Strengthening the HR System**						
	SM 9	Percentage of Employees Meeting Required Competencies	Total Number of Employees with Required Competencies Met / Total Number of Employees	5%	All or Nothing	Establish Competency Baseline	Establish Competency Baseline	61.29%[5]
		Sub-total		**5%**				

[5] Ongoing finalization of 2024 Year-end Competency Assessment

INTERNAL PROCESS	**SO 8**	**Upgrade ICT Infrastructure and Security**						
	SM 10	Implement the Information Systems Strategic Plan	Total Number of Deliverables Due for 2024 Attained / Total Number of Deliverables Due for 2024[4]	5%	(Actual / Target) x Weight	100% Accomplishment of the 2024 Deliverables under the 2023-2025 DICT-Approved ISSP	100%	100%
	SO 9	**Adopt Global Best Practices for Transparency and Accountability**						
	SM 11	Maintain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Certification Maintained
		Sub-total		**10%**				
		TOTAL		**100%**				