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	Number of Local Jobs Generated	Number of Local Jobs Based on Submitted Reports of Companies/Projects During the Rating Period	5%	(Actual/Target) x Weight	285 New Jobs	285 new jobs (cumulative)	632 New Jobs (cumulative)
	SO 2	**Improve Stakeholder Satisfaction**						
	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%*	90%	90%	98.65%
	SO 3	**Prioritize Investments in Health, Food Supply Chain, Climate Change Mitigation, Water, Construction, Education, Connectivity, and Technology Innovation**						
	SM 3	Value of Investment	Board-Approved Value of Investments During the Rating Period	15%	(Actual/Target) x Weight	₱540.50 million	₱540.50 million (cumulative)	₱370.1 million[1] (cumulative)
	SM 4	Startup Venture Funding	Number of Startups Approved by the Investment Committee	5%	(Actual/Target) x Weight	4	4	3
		Sub-total		**35%**				
FINANCE	**SO 4**	**Increase Social and Economic Dividends**						
	SM 5	Return on Investment	Total Amount of Dividends Received in 2025 from CY 2024 Earnings/Total Investments	15%	(Actual/Target) x Weight)	4.82%	4.82%	8.21%
	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	₱422.33 million	₱422.33 million (cumulative)	₱424.17 million (cumulative)[2]
	SM 7	Return on Equity	Total Comprehensive Income/Total Equity	5%	(Actual/Target) x Weight	0.52%	0.52%	0.57%[3]

[1] NDC Board-approved Projects: New Clark City Investment (140M) and NGIE (230.1M)
[2] Based on the tentative NDC Statement of Comprehensive Income as of December 31, 2025. Awaiting finalization
[3] Based on the tentative NDC Statement of Financial Position as of December 31, 2025. Awaiting finalization

	COMPONENT					ANNUAL TARGET	4TH QUARTER	
	STRATEGIC OBJECTIVE (SO) / STRATEGIC MEASURE (SM)		FORMULA	WEIGHT	RATING SYSTEM		TARGET	ACTUAL
	SM 8	Disbursements Budget Utilization Rate	Total Disbursement/DBM-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual/Target) x Weight	90%	90%	86.54%[4]
	SM 9	Disbursement Budget Utilization Rate – Philippine Innovation Hub – Marikina Enterprise Scale Up Hub (MESH) Fund	Total Disbursement/Approved Budget for the Philippine Innovation Hub-MESH	2.5%	(Actual/Target) x Weight	90%	90%	90.39%[5]
		Sub-total		**45%**				
LEARNING AND GROWTH	**SO 6**	**Restructure and Retool the Organization While Strengthening the HR System**						
	SM 10	Development and Implementation of Disaster Risk Reduction and Management Plan	Actual Accomplishment	5%	All or Nothing	Board-Approved Public Service Continuity Plan	Board-Approved Public Service Continuity Plan	Board-Approved Public Service Continuity Plan
	SM 11	Percentage of Employees Meeting Required Competencies	Competency Level 2025 – Competency Level 2024 (where Competency Level = Total Number of Employees with Required Competencies Met/Total Number of Employees)	5%	All or Nothing	Increase from 2024 Actual Competency Level	Increase from 2024 Actual Competency Level	Increase from 2024 Actual Competency Level 2025 = 100% 2024 = 96.97%
		Sub-total		**10%**				

[4] Tentative rate based on the total actual disbursement and 2025 ongoing and awarded projects.
[5] Tentative rate based on the total actual disbursement and 2025 ongoing and awarded projects.

	COMPONENT					ANNUAL TARGET	4TH QUARTER	
	STRATEGIC OBJECTIVE (SO) / STRATEGIC MEASURE (SM)		FORMULA	TARGET	ACTUAL		TARGET	ACTUAL
INTERNAL PROCESS	SO 7	**Upgrade ICT Infrastructure and Security**						
	SM 12	Implementation of the Information Systems Strategic Plan (ISSP)	Total Number of Deliverables Due for 2025 Attained/Total Number of Deliverables Due for 2025	5%	(Actual/Target) x Weight	100% Accomplishment of the 2025 Deliverables under the 2023-2025 DICT-Approved ISSP	100% Accomplishment of the 2025 Deliverables under the 2023-2025 DICT-Approved ISSP	100% Accomplishment of the 2025 Deliverables under the 2023-2025 DICT-Approved ISSP
	SO 8	**Adopt Global Best Practices for Transparency and Accountability**						
	SM 13	Maintenance of ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained (2nd Surveillance Audit)	ISO 9001:2015 Certification Maintained (2nd Surveillance Audit)	ISO 9001:2015 Certification Maintained (2nd Surveillance Audit)
		Sub-total		**10%**				
		TOTAL		**100%**				

	COMPONENT				ANNUAL TARGET	4th QUARTER	
	STRATEGIC OBJECTIVE (SO)/STRATEGIC MEASURE (SM)	FORMULA	WEIGHT	RATING SYSTEM		TARGET	ACTUAL
	BONUS STRATEGIC MEASURES						
	GAD Budget Utilization Rate		1%	All or Nothing	5% of Total COB	5% of Total COB	
	ISO Certification on any of the following Standards Environmental Management System (EMS) Certification Business Continuity Management Systems (BCMS) Certification		1%	All or Nothing	Certification on EMS (ISO 14001:205) or BCMS (ISO 22301:2019)	-	-