NATIONAL DEVELOPMENT COMPANY
Enabling the future.

BAGONG PILIPINAS

December 23, 2025

ATTY. MARIUS P. CORPUS
Chairperson
Governance Commission for GOCCs (GCG)
3rd Floor, BDO Towers
8741 Paseo de Roxas, Makati City

Dear Atty. Corpus:

The National Development Company respectfully submits its revised Third Quarter Performance Monitoring Report for CY 2025, including the supporting documents, to reflect additional accomplishments for the quarter ending September 30, 2025.

For your information and reference.

Thank you.

Very truly yours,

SATURNINO H. MEJIA
Acting General Manager

NATIONAL DEVELOPMENT COMPANY

	COMPONENT					ANNUAL TARGET	3RD 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	230 new jobs (cumulative)	413 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%	100%
	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	₱228 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	3	-
		Sub-total		**35%**				
	SO 4	**Increase Social and Economic Dividends**						
FINANCE	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	₱360.12 million (cumulative)	**₱321.99 million[2] (cumulative)**
	SM 7	Return on Equity	Total Comprehensive Income/Total Equity	5%	(Actual/Target) x Weight	0.52%	-	**0.51%[3]**

[1] NDC Board-approved Projects: New Clark City Investment (140M) and NGIE (230.1M)
[2] Adjusted based on the NDC Statements of Comprehensive Income for the month of September 30, 2025
[3] Adjusted based on the NDC Statement of Financial Position as of September 30, 2025

	COMPONENT					ANNUAL TARGET	3RD 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%	-	**46.90%**[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%	-	**23.48%**[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	-	-
	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	-	**99.93% (2024 Competency Level = 99.90%)**[6]
		Sub-total		**10%**				
	SO 7	**Upgrade ICT Infrastructure and Security**						

[4] Adjustment due to the increase in utilization based on Taxes, MOOE, and Capital Expenditures as of September 30, 2025
[5] Increase based on the procurement of services and collection of management fee
[6] Based on the 2025 Mid-year Competency Assessment

	COMPONENT					ANNUAL TARGET	3RD QUARTER	
	STRATEGIC OBJECTIVE (SO)/STRATEGIC MEASURE (SM)		FORMULA	WEIGHT	RATING SYSTEM		TARGET	ACTUAL
INTERNAL PROCESS	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 based on the timeline of Implementation	100% Accomplishment based on the timeline of Implementation
	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	3RD 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	-	-
	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)	-	-