Annex A

NATIONAL DEVELOPMENT COMPANY (NDC)
Revalidation Result of the 2023 Performance Scorecard

	Component				Rating Scale	Target	NDC Submission		GCG Validation		Supporting Documents	Remarks
	Objective/Measure		Formula	Weight			Actual	Rating	Actual	Rating		
IMPACT	**SO 1**	**Ensure Inclusive Growth and Development**										
	SM 1	Cumulative Number of Local Jobs Generated by the Projects/Investments	Number of Local Jobs Generated per Operational Report	10%	(Actual / Target) x Weight *If Less Than the 2022 Actual = 0%*	2022 Actual + 80 New Jobs	2022 Actual + 3,249 New Jobs	10%	4,194	10%	Certifications from Philippine Mining Development Corporation, San Carlos Bioenergy, Inc, WERR Corporation International, and Science Park of the Philippines 2023 Commission on Audit (COA) Annual Audit Report	**Target exceeded.** Review of supporting documents showed that the NDC generated 3,249 new jobs in 2023. The GCG-validated cumulative number of jobs generated in 2022 is 945.
	SO 2	**Increase Social and Economic Dividends**										
	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 Lower Than 80% = 0%*	90%	97.32%	5%	98.82%	0%	Harmonized Client Satisfaction Measurement Results of GOCCs Covered by R.A No. 10149 as Endorsed by Anti- Red Tape Authority (ARTA)	*The request for reconsideration is* ***DENIED.*** *In a letter dated 02 July 2025, the Anti Red-Tape Authority (ARTA) denied NDC's request for reconsideration and reaffirmed its original assessment that NDC remains non-compliant due to late submission.*

Component				Rating Scale	Target	NDC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight			Actual	Rating	Actual	Rating		
SM 3	Return on Investments	*<u>Total Amount of Dividends Received in 2023 from CY 2022 Earnings</u>*[1] / Total Investments Excluding Companies for Dissolution and Pre-Operating Companies	20%	(Actual / Target) x Weight	3.34%	4.31%	20%	*<u>4.34%</u>*	*<u>20%</u>*	NDC Computation of the Return on Investments Cash Receipts Entries and Official Receipts from NDC List of Investment and Total Dividends 2023 COA Annual Audit Report	*<u>The request for reconsideration is</u>* ***<u>GRANTED</u>***. *<u>The recomputed total dividends amounted to ₱ 6,978,303 and the recomputed total investments amounted to ₱ 160,611,257.</u>*
		Sub-total	***35%***				***35%***		***<u>30%</u>***		
SO 3	**Strengthen Business Sustainability**										
SM 4	Return on Equity	Total Comprehensive Income / Total Equity	20%	(Actual / Target) x Weight	10%[2]	19.62%	20%	12.52%	20%	2023 COA Annual Audit Report	**Target exceeded.** Total Comprehensive Income amounted to ₱3,507,385,323. Total Equity amounted to ₱28,024,073,740.

[1] Based on the 2022 income of the following subsidiaries/affiliates: Batangas Land Company, Inc., NDC-Infrastructure Inc., and Science Park of the Philippines.
[2] The target shall be subject to review for factors beyond the control of the NDC (e.g., decrease in appraisal value of properties).

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	SM 5	Disbursements Budget Utilization Rate	Total Disbursement/ DBM-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90%	92%	5%	45.89%	2.55%	2023 COA Annual Audit Report Budget Utilization Report Disbursement Vouchers General Ledger Copies of Check Vouchers	*The request for reconsideration is **DENIED**.* *No new supporting documents were submitted. The previous submissions have already been thoroughly evaluated during the initial validation.* The total budget (net of PS Cost) of the NDC was adjusted from ₱1,459,970,000 to ₱954,769,216 to exclude the unutilized budget of the corporation due to factors beyond its control. The total disbursements for 2023 was ₱438,150,717.26 (also net of PS Cost).
			Sub-total	***25%***				***25%***		***22.55%***		
	SO 4	**Prioritize Investments in Health, Food Supply Chain, Climate Change Mitigation and Technology Innovation**										
CORE PROCESS	SM 6	Cumulative Value of Investments	Actual Amount	10%	(Actual / Target) x Weight If Less Than the 2022 Actual = 0%	2022 Actual + ₱954 Million	2022 Actual + ₱2.185 Billion	10%	₱2 Billion	10%	Timeline of Events Secretary's Certificate Disbursement Vouchers	**Target exceeded.** There were no recorded/validated investments in 2022.

Component				Rating Scale	Target	NDC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight			Actual	Rating	Actual	Rating		
SO 5	Leverage Assets of NDC and its Subsidiaries to Further Optimize Their Economic Value										
SM 7	Lease Income	Total Amount of Lease Income (As Reflected in Statement of Comprehensive Income)	15%	(Actual / Target) x Weight	₱210.10 Million	₱223.70 Million	15%	₱223.70 Million	15%	2023 COA Annual Audit Report	**Target exceeded.**
		Sub-total	***25%***				***25%***		***25%***		
SO 6	Restructure and Retool the Organization while Strengthening the HR System										
SM 8	Improvement in the Competency Level of the Organization	Competency Baseline[3] 2023 – Competency Baseline 2022	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization	5%	Improvement in the Competency Baseline of the Organization	5%	Summary of Employees Competency Standards Competency Assessment Report Comparison of the 2022 and 2023 Employee Competencies Summary of Employees Competency Standards Individual Competency Assessment	The competency baseline improved by 0.04% with the 2023 baseline of 99.80% and 2022 baseline of 99.76%.

LEARNING AND GROWTH

[3] The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the formula:

$$\frac{\sum_{b=1}^{B}\left[\frac{\sum_{a=1}^{A}\left(\frac{Actual\ Competency\ Level}{Required\ Competency\ Level}\right)_a}{A}\right]_b}{B}$$

where a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled.

Component				Rating Scale	Target	NDC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight			Actual	Rating	Actual	Rating		
SO 7	**Upgrade ICT Infrastructure and Security**										
SM 9	Implement the Information Systems Strategic Plan	Total Number of Deliverables Due for 2023 Delivered / Total Number of Deliverables Due for 2023[4]	5%	(Actual / Target) x Weight	100% Completion of the 2023 ISSP Deliverables as Submitted to DICT	100%	5%	100%	5%	Screenshots of the System Minutes of the Meeting	The Governance Commission was able to establish that there is progress in six (6) out six (6) programs due for implementation from 2023 to 2025.
SO 8	**Adopt Global Best Practices for Transparency and Accountability**										
SM 10	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Certification Maintained	5%	ISO 9001:2015 Certification Maintained	5%	Third Party Audit Report ISO 9001:2015 Certificate	The certificate has a scope "Provision of Equity Investment, Project Financing, Asset Management, Fund Management and Support Services."
		Sub-total	***15%***				***15%***		***15%***		
		TOTAL	**100%**				**100%**		**<u>92.55%</u>**		

Annex A Reviewed and Certified Correct by:

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[4] Deliverables refer to systems/applications.