NDC
NATIONAL DEVELOPMENT COMPANY
Enabling the future

VISION NDC is the PH's leading state-owned enterprise investing in diverse industries, serving as an effective catalyst for inclusive growth.

CHARTER STATEMENT AND STRATEGY MAP
National Development Company

Social Impact

- Ensure Inclusive Growth and Development
- Improve Stakeholder Satisfaction
- Prioritize Investments in Health, Food Supply Chain, Climate Change Mitigation, Water, Construction, Education, Connectivity and Technology Innovation

Finance

- Increase Social and Economic Dividends
- Strengthen Business Sustainability and Resiliency

Learning and Growth

- Restructure and Retool the Organization while Strengthening the HR System

Internal Process

- Upgrade ICT Infrastructure and Security
- Adopt Global Best Practices for Transparency and Accountability

MISSION Enabling industry development, spurring local economies

CORE VALUES
Passion | Integrity | Commitment
Excellence | Financial Prudence

NATIONAL DEVELOPMENT COMPANY (NDC)

	Component					Baseline Data	Reported	Target	
	Objective/Measure		Formula	Weight	Rating System	2022	2023	2024	2025
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	945	3,249 New Jobs	150 New Jobs	285 New Jobs
	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%*	86.21%[1]	97.32%	90%	90%[2]
	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	No Investment for the Year	2022 Actual + ₱2.185 Billion	₱1.92 Billion	₱540.50 Million
	SM 4	Startup Venture Funding	Number of Startups Approved by the Investment Committee	5%	(Actual / Target) x Weight	Not Applicable	Not Applicable	4	4
		Sub-total		***35%***					

[1] The baseline data provided is based on the survey results using the methodology of the Governance Commission
[2] Based on GCG-ARTA Joint Memorandum Circular No. 1, Series of 2023. External Customers only.

	Component					Baseline Data	Reported	Target	
	Objective/Measure		Formula	Weight	Rating System	2022	2023	2024	2025
FINANCE	**SO 4**	**Increase Social and Economic Dividends**							
	SM 5	Return on Investment[3]	Total Amount of Dividends Received in 2025 from CY 2024 Earnings / Total Investments	15%	(Actual / Target) x Weight	6.15%	4.31%	4.26%	4.82%
	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	Not Applicable	₱ 422.33 Million
	SM 7	Return on Equity[4]	Total Comprehensive Income / Total Equity	5%	(Actual / Target) x Weight	16.67%	19.62%	10%	0.52%
	SM 8	Disbursement Budget Utilization Rate	Total Disbursement/ DBM-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	37.84%	92%	90%	90%
	SM 9	Disbursement Budget Utilization Rate - Philippine Innovation Hub-Marikina Enterprise Scale Hub (MESH) Fund	Total Disbursement/ Approved Budget for the Philippine Innovation Hub-MESH[5]	2.5%	(Actual / Target) x Weight	Not Applicable	Not Applicable	Not Applicable	90%
		Sub-total		***45%***					

[3] 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).
[4] For 2025, Gains from property appraisals or other sources will not be included in the computation.
[5] The approved budget for the Philippine Innovation Hub-Marikina Enterprise Scale Hub (MESH) is ₱ 95 Million.

	Component					Baseline Data	Reported	Target	
		Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025
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 (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	Not Applicable	Not Applicable	Not Applicable	Board-Approved Public Service Continuity Plan (PSCP)
	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	Improvement in the Competency of the Organization	Improvement in the Competency of the Organization	Establish Competency Baseline	Increase from 2024 Actual Competency Level
		Sub-Total		**10%**					
INTERNAL PROCESS	**SO 7**	**Upgrade ICT Infrastructure and Security**							
	SM 12	Implementation of the Information System Strategic Plan (ISSP)	Total Number of Deliverables Due for 2025 Attained / Total Number of Deliverables Due for 2025	5%	(Actual / Target) x Weight	Implemented 0 out of 9 2022 ISSP Deliverables	100% Completion of the 2023 ISSP Deliverables as Submitted to DICT	100% Accomplishment of the 2024 Deliverables under the 2023-2025 DICT Approved ISSP	100% Implementation of the 2025 Deliverables under the 2023-2025 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	ISO 9001: 2015 Certification Maintained	ISO 9001: 2015 Certification Maintained	ISO 9001:2015 Certification Maintained (2nd Surveillance Audit)
		Sub-Total		***10%***					
		TOTAL		**100%**					

Component					Baseline Data	Reported	Target	
	Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025
	BONUS STRATEGIC MEASURES							
	GAD Budget Utilization Rate		1%	All or Nothing	N/A			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		1%	All or Nothing	N/A			Certification on Environmental Management System (ISO 14001:2015) or Business Continuity Management System (ISO 22301:2019)