

**NATIONAL DEVELOPMENT COMPANY (NDC)  
Recalibrated 2020 Performance Scorecard**

Component					Baseline Data		Target		
Objective/Measure	Formula	Weight	Rating Scale	2017	2018	2019	2020		
<b>IMPACT</b>	<b>SO 1</b>	<b>Strengthen Business Sustainability (Financial Impact)</b>							
	SM 1	Return on Equity (ROE)	Net Income / Stockholder's Equity Adjusted	25%	(Actual/Target) x Weight	N/A	19.23%	3.00%	4.19%
	<b>SO 2</b>	<b>Support Local Development (Social Impact)</b>							
	SM 2	Cumulative Number of Local Jobs Generated by the Projects/Investments	Number of Local Jobs Generated per Operational Report	5%	(Actual/Target) x Weight <i>0% = if less than the 2019 Actual</i>	373	523	2018 Actual + 127 new jobs	2019 Actual + 50 new jobs
	<b>Sub-total</b>			<b>30%</b>					
<b>STRATEGIC FOCUS</b>	<b>SO 3</b>	<b>Increase Investments in High Impact Priority Areas by Leveraging on NDC's Competitive Advantage</b>							
	SM 3	Cumulative Value of Investments	<u>Value of projects at the Pre-FS Stage approved by Mancom</u>	15%	<u>(Actual/Target) x Weight</u>	₱2.71 Billion	₱3.80 Billion	2018 Actual + ₱1.5 Billion	<u>₱1.5 Billion</u>
	<b>SO 4</b>	<b>Enhance the Value of Portfolio Investments</b>							
	SM 4	Return on Investments	Amount of Dividends Received <sup>1</sup> / Total Investments Excluding Companies for Dissolution and Pre-Operating Companies	10%	(Actual/Target) x Weight	N/A	4.21%	2.22%	6.78%

<sup>1</sup> Including dividend remittance of NDC's subsidiaries to the National Government.

Component					Baseline Data		Target		
Objective/Measure	Formula	Weight	Rating Scale	2017	2018	2019	2020		
	<b>SO 5</b>	<b>Improve Customer Satisfaction</b>							
	SM 5	Percentage of Satisfied Customers	Number of Respondents who rated at least Satisfactory / Total Number of Survey Respondents	5%	(Actual/Target) x Weight 0% = if below 80%	100%	100%	100%	100%
	<b>Sub-total</b>			<b>30%</b>					
<b>CORE PROCESS</b>	<b>SO 6</b>	<b>Optimize the Economic Value of NDC Land Assets</b>							
	SM 6	Income from Asset Management	Amount of Lease Income and Sales Proceeds Collected	15%	(Actual/Target) x Weight	N/A	N/A	₱505 Million	<u>₱190.16 Million</u>
	<b>SO 7</b>	<b>Improve Budget Utilization to Support Operational Efficiency</b>							
	SM 7	Budget Utilization Rate	Total Amount of Cash Disbursements / Total Budget for the Year	10%	92% - 100% = 10% 80% - 91% = 5% Less than 80% = 0% More than 100% = 0%	N/A	91%	> 91%	> 91%
<b>Sub-total</b>				<b>25%</b>					
<b>LEARNING AND GROWTH</b>	<b>SO 8</b>	<b>Prioritize Competency Build-Up of Project Teams</b>							
	SM 8	Improvement in the Competency Level of the Organization	Actual Accomplishment	5%	All or Nothing	N/A	100% increase from baseline (38% of employees met the required competencies)	Competency Baseline Improved	Improvement in the Competency

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating Scale	2017	2018	2019	2020	
							Baseline of the Organization <sup>2</sup>	
<b>SO 9</b>	<b>Build a Culture of Continual Improvement and Excellence</b>							
SM 9	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certified	Maintained ISO 9001:2015 Certification	ISO 9001:2015 Certification Maintained	Recertification to ISO 9001:2015 Standards
<b>SO 10</b>	<b>Automate Key Process</b>							
SM 10	Information Technology Systems Implemented	Number of projects completed based on the deliverables per <u>ISSP / Total number of 2020 deliverables per 2020 – 2022 ISSP submitted to DICT</u>	5%	(Actual/Target) x Weight	N/A	N/A	Cash Accounting System Submitted for BIR's Accreditation and Board-Approved ISSP 2020-2022 as Submitted to DICT	100% Completion of the 2020 ISSP Deliverables as submitted to DICT
	<b>Sub-total</b>		<b>15%</b>					
	<b>TOTAL</b>		<b>100%</b>					

<sup>2</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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