

NATIONAL DEVELOPMENT COMPANY

	Objective/Measure	Formula	Weight	Rating System	Data Provider	Baseline		Target
						2013	2014	2015
SOCIAL IMPACT / STAKEHOLDERS	SO 1: Increase Value of Strategic Investments							
	SM 1: Cumulative total value of projects preferably in agriculture and power	Actual Cumulative Total Value of Projects	15%	Actual Increase / Target Increase x Weight		₱500 M	₱1,237 M	₱2,737 M
	SO 2: Enhance Investment Opportunities of Stakeholders							
	SM 2: % of JV partners/proponents who rated NDC good or better as partner	No. of JV partners who rated NDC good or better as a partner / total no. of JV partners	5%	Actual / Target x Weight		100%	100%	100%
	SM 3: % of Investment funds in agriculture and power	Amount of Investments in Agriculture and Power / Total Amount of Investments	15%	Actual / Target x Weight		18%	65%	70%
	SO 3: Sustain Profitability							
SM 4: Net Profit Margin	Net Income / Total Revenues	10%	Actual / Target x Weight		57.18%	28.15%	24.81% (65.44% if net of impairment loss)	
FINANCIAL	SO 4: Generate Funds from Asset Management							
	SM 5: Sales proceeds for the year	Actual amount of sales proceeds	5%	Actual / Target x Weight		₱56 M	₱5 M	₱160 M
	SM 6: Lease Income	Actual amount of lease income	5%	Actual / Target x Weight		₱115 M	₱131 M	₱176 M
	SO 5: Optimize the Economic Value of Portfolio Investments							
	SM 7: Return on Investments	Amount of returns / total investment infused net of allowance for impairment	10%	Actual / Target x Weight		22.67%	20.95%	32.34%

Performance Scorecard 2015 (Annex A)

	Objective/Measure	Formula	Weight	Rating System	Data Provider	Baseline		Target
						2013	2014	2015
		and excluding companies for dissolution and pre-operating companies						
INTERNAL PROCESS	SO 6: Strengthen Investment Management Capability							
	SM 8: % of funds released (internal or external source) for investment / financing activities within TAT of not more than 2 weeks after completion of documentation	Funds released within the TAT / Total number of requested fund releases.	10%	Actual / Target x Weight		14	14	12 calendar days
	SO 7: Forge Partnerships with Foreign and Local Groups for Identified Investment Areas							
	SM 9: Average TAT for JV or partnership agreements to be signed after Board approval	Average no. days for JV or partnership agreements to be signed after Board approval	10%	Actual / Target x Weight		90 calendar days	60 calendar days	50 calendar days
LEARNING AND GROWTH	SO 8: Build a High-Performing Team Culture							
	SM 10: PGS Certification	Conferment of Certificate	5%	Actual / Target x Weight		Initiation	Compliance	Passing the Pre-Audit Assessment for Proficiency
	SO 9: Integrate Support Process Through Automation							
	SM 11: No. of functional automated systems	Absolute Number	5%	All or nothing		2	2	1
SO 10: Institutionalize the Quality Management System								
	SM 12: ISO Certification for all process	Certification	5%	All or nothing		Re-certified	Re-certified	Re-certification for the 4 core processes; Certification for 2 processes

Note: Actual rating not to exceed with the allotted weight.