

## NATIONAL DEVELOPMENT CORPORATION

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022	
IMPACT	<b>SO 1</b>	<b>Inclusive Growth and Development</b>							
	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 <i>0% = If less than the 2021 Actual</i>	701	807	2020 Actual + 50 new jobs	2021 Actual + 50 new jobs
		<b>Sub-total</b>		<b>10%</b>					
	<b>SO 2</b>	<b>Increase Social and Economic Dividends</b>							
	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 <i>0% = If lower than 80%</i>	<i>Report not acceptable</i>	95%	100%	100%
	SM 3	Return of Investments	Total Amount of Dividends Received <sup>1</sup> / Total Investments Excluding Companies for Dissolution and Pre-Operating Companies	15%	(Actual / Target) x Weight	2.44%	42.52%	3.79%	2.41%
		<b>Sub-total</b>		<b>20%</b>					

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

		Component			Baseline Data		Target		
		Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022
STRATEGIC FOCUS	SO 3	<b>Strengthened Business Sustainability</b>							
	SM 4	Return of Equity	Net Income after Tax / Total Equity	20%	(Actual / Target) x Weight	6.99% <sup>2</sup>	9.38% <sup>3</sup>	N/A	3.95%
		<i>Sub-total</i>		<b>20%</b>					
	SO 4	<b>Prioritize Investments in Health, Food Supply Chain, Climate Change Mitigation, and Technology Innovation</b>							
CORE PROCESS	SM 5	Cumulative Value of Investments	Amount of investments in high impact priority areas as approved by the NDC Board	10%	(Actual / Target) x Weight  <i>0% = If less than the 2021 Actual</i>	₱8.42 Billion	No data	2020 Actual + ₱500 Million	2020 Actual + ₱500 Million
		<i>Sub-total</i>		<b>10%</b>					
	SO 5	<b>Leverage Assets of NDC and its Subsidiaries to Further Optimize their Economic Value</b>							
	SM 6	Lease Income	Total Amount of Lease Income (as reflected in Statement of Comprehensive Income)	10%	(Actual / Target) x Weight	₱191.42 Million <sup>4</sup>	₱177.157 Million <sup>5</sup>	₱3,041.71 <sup>6</sup> Million	₱199.56 Million

<sup>2</sup> Data based on COA Audited Financial Statements.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid

<sup>5</sup> Ibid

<sup>6</sup> Based on the Secretary's Certificate issued for the approval of 2021 PES documents of NDC.

Component					Baseline Data		Target			
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022		
	SM 7	Proceeds from Sale of Assets	Total amount of Proceeds from Sale of Assets (as reflected in Cash Flow Statement)	10%	(Actual / Target) x Weight	₱92,929 <sup>7</sup>	₱1,575 <sup>8</sup>		₱577.83 Million	
		<b>Sub-total</b>		<b>20%</b>						
	<b>SO 7</b>	<b>Restructure and Retool the Organization while Strengthening the HR System</b>								
	SM 8	Improvement in the Competency Baseline of the Organization	Competency Baseline <sup>9</sup> 2022 – Competency Baseline 2021	5%	All or Nothing	<i>Unverifiable</i>	Competency Baseline improved by 0.93%	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization	
		<b>Sub-total</b>		<b>5%</b>						
<b>LEARNING AND GROWTH</b>	<b>SO 8</b>	<b>Upgrade ICT Infrastructure and Security</b>								
	SM 9	Implement the Information Systems Strategic Plan	Total Number of Deliverables Due for 2022 delivered / Total Number of	2.5%	(Actual / Target) x Weight	Financial Management System submitted	Completed 100% of 2020 ISSP Deliverables	100% Completion of the 2021 ISSP	100% Completion of the 2021 ISSP Deliverables as submitted to DICT	

<sup>7</sup> Ibid

<sup>8</sup> Ibid

<sup>9</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:

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

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

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022	
	Deliverables Due for 2022 <sup>10</sup>			for BIR's accreditation	as submitted to DICT	Deliverables as submitted to DICT		
	Actual Accomplishment	2.5%	All or Nothing				Submission of Board-Approved ISSP 2023-2025	
	<b>Sub-total</b>							
<b>SO 9</b>	<b>Adopt Global Best Practices for Transparency and Accountability</b>							
SM 10	Disbursements Budget Utilization Rate	Total Disbursement / DBM-approved Corporate Operating Budget (both net of PS Cost)	5%	(Actual / Target) x Weight	95%	97.28%	>91%	90%
SM 11	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	Recertification to ISO 9001:2015 Standards	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Certification Maintained
	<b>Sub-total</b>		<b>10%</b>					
	<b>TOTAL</b>		<b>100%</b>					

<sup>10</sup> Deliverables refer to systems/applications.