

2023 PERFORMANCE SCORECARD (Annex B)

LAND BANK OF THE PHILIPPINES (LANDBANK)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2020	2021	2022	2023	
SOCIO-ECONOMIC IMPACT	SO 1	Accelerate financial inclusion by making the financial services accessible and responsive to all sectors of the society (through digitalization)							
	SM 1a	Expand Retail Customer Base – BDA Accounts	Actual Accomplishment	5%	(Actual / Target) x Weight	N/A	N/A	N/A	20,000 New BDA Accounts
	SM 1b	Increase in Number of New MSMEs	Actual Accomplishment	7.5%	(Actual / Target) x Weight	N/A	N/A	N/A	Additional 1,500
	SM 2a	Growth in Digital Banking Transactions – Fund Transfer	Actual Accomplishment	7.5%	(Actual / Target) x Weight	N/A	N/A	N/A	10% Increase from 2022 Baseline Figure
	SM 2b	Growth in Digital Banking Transactions – Bills Payment	Actual Accomplishment	7.5%	(Actual / Target) x Weight	N/A	N/A	N/A	10% Increase from 2022 Baseline Figure
	SO 2	Sustain support to the National Government’s socio-economic agenda including food security enhancement, better infrastructure, and transition to a green and blue economy							
	SM 3	Increase Outstanding Loan Portfolio - Regular Loan	Total Outstanding Loan Amount	10%	(Actual / Target) x Weight	N/A	N/A	N/A	₱1.0 trillion
			Sub-Total	37.5%					

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Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2020	2021	2022	2023	
FINANCIAL	SO 3	Improve profitability from more diversified income sources for strong capital and institutional sustainability							
	SM 4	Net Income After Tax (NIAT)	(Interest Income + Other Operating Income) – (Interest Expense + Provision for Losses + Other Operating Expenses + Provision for Income Tax)	10%	(Actual / Target) x Weight	₱21.394 Billion	₱24.956 Billion	₱25.705 Billion	₱35.0 Billion
	SO 4	Optimize bank resources for higher returns, while supporting green, national and local government programs							
	SM 5	Cost to Income Ratio	Annualized Non-Interest Expenses / Annualized Total Operating Income	2.5%	(Actual / Target) x Weight	N/A	N/A	N/A	50%
	SM 6	Efficient Utilization of Corporate Budget ¹	Total Disbursement / Board approved Corporate Operating Budget (both net of PS Cost)	2.5%	(Actual / Target) x Weight	N/A	N/A	90%	90%
			Sub-Total	15%					

¹Net of Interest Cost Budget. However, LANDBANK is hereby advised to properly document the factors averred to have affected the timely achievement of its respective targets




Component					Baseline Data		Target	
	Objective/Measure	Formula	Wt.	Rating System	2020	2021	2022	2023
	SO 5	Cultivate relationship with customers and their stakeholders through timely, appropriate, and accessible products and services on various customer touchpoints and platforms that will address the current and future requirements of our diverse customer base.						
STAKEHOLDERS	SM 7	Percentage of Satisfied Customers - Individual Customers	Number of respondents who gave a rating of at least Satisfactory / Total number of respondents	2.5%	(Actual / Target) x Weight Below 80% = 0%	89.75%	90%	90%
		Percentage of Satisfied Customers – Business Organizations		2.5%				90%
	SM 8	Percentage of Loan Application Processed within the Applicable Turn-Around Time (TAT)	Number of loan proposals processed within prescribed TAT / Number of loan proposals processed	10%	(Actual / Target) x Weight	99.81%	99.91%	100%

Component						Baseline Data		Target	
	Objective/Measure		Formula	Wt.	Rating System	2020	2021	2022	2023
	SM 9	Service Availability of the Internet Banking Services ²	Total service availability in days / 365 days	5%	(Actual / Target) x Weight	99% Average Service Availability of Internet Banking Services (iAccess, WeAccess, MBA)	98% Average Service Availability of Internet Banking Services (iAccess, WeAccess, MBA)	90% Average Service Availability of Internet Banking Services	90% Average Service Availability of Internet Banking Services
	SM 10a	Percentage of Service Availability of Automated Teller Machines (ATMs) ³	Total Number of Onsite ATMs with at least 80% availability / Total Number of Onsite ATMs	2.5%	(Actual / Target) x Weight	91.03% of Onsite ATMs have at least 80% availability	92.77%	90%	90% Onsite ATMs with at least 80% availability
	SM 10b		Total Number of Offsite ATMs with at least 75% availability / Total Number of Offsite ATMs	2.5%		81.72% of Onsite ATMs have at least 80% availability	83.59%	80%	Offsite ATMs ⁴ with at least 75% availability

² Based on Information Technology Infrastructure Library (ITIL) version 3 Availability Management. ITIL provides an internationally accepted set of standards on IT services

³ Additional ATM Monitoring Status equivalent for a downtime/unavailability of the machine: Offline/No Connection; Cash Dispenser Error; Card Reader Error; and No Cash Available.

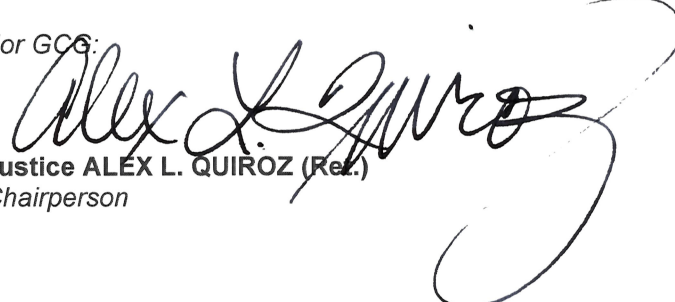
⁴ 80% for NCR and 70% for Countryside.

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Component						Baseline Data		Target	
	Objective/Measure		Formula	Wt.	Rating System	2020	2021	2022	2023
			Sub-Total	25%					
	SO 6	Adopt a seamless work experience in a unified digital platform							
INTERNAL PROCESS	SM 11	Workstreams established	Actual Accomplishment	7.5%	(Actual / Target) x Weight	N/A	N/A	N/A	2 digital workflows established
	SM 12	Maintain Quality Management System Certification	Actual Accomplishment	5.0%	All or Nothing	Maintain ISO Certification 9001:2015 and ISO 14001:2015	Passed the Surveillance Audit or IMS last September 2021 and was recommended for continued certification	Maintain ISO Certification 9001:2015 and ISO 14001:2015	Conduct 2023 Internal IMS Assessment based on IMS Assessment Plan
				2.5%	All or Nothing			Conduct of IMS Readiness Assessment on converted UCPB branches as of September 2022	Facilitate Certification of the Bank QMS

Component						Baseline Data		Target	
	Objective/Measure		Formula	Wt.	Rating System	2020	2021	2022	2023
			Sub-Total	15%					
	SO 7	Acquire, develop, engage talent critical for future-ready organizational capabilities							
LEARNING & GROWTH	SM 13	Improvement on the Competency Level of the Organization	Actual Accomplishment	5.0%	All or Nothing	Board-approved Enhanced Position Competency Profiles	103.64% (LANDBANK was able to improve its competency level by 5.34%)	Board-approved enhanced Competency Model (Competency-based Position Profiles)	Board-approved enhanced Competency Model (Position Competency Profiles of Critical Positions)
			Actual Accomplishment	2.5%		7,400 employees were assessed in 2020		Competency Assessment of all eligible employees ⁵	Competency Assessment using the enhanced PCPs (baseline data)
			Sub-Total	7.5%					
			TOTAL	100%					

For GCG:


Justice ALEX L. QUIROZ (Ret.)
Chairperson

For LANDBANK:


MS. CECILIA CAYOSA BORRAMEO
President and CEO (PCEO)

⁵ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A \left(\frac{\text{Actual Competency Level}}{\text{Required Competency Level}} \right)_a}{A} \right]_b}{B}$$
 where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

2023 CHARTER STATEMENT AND STRATEGY MAP (Annex A)



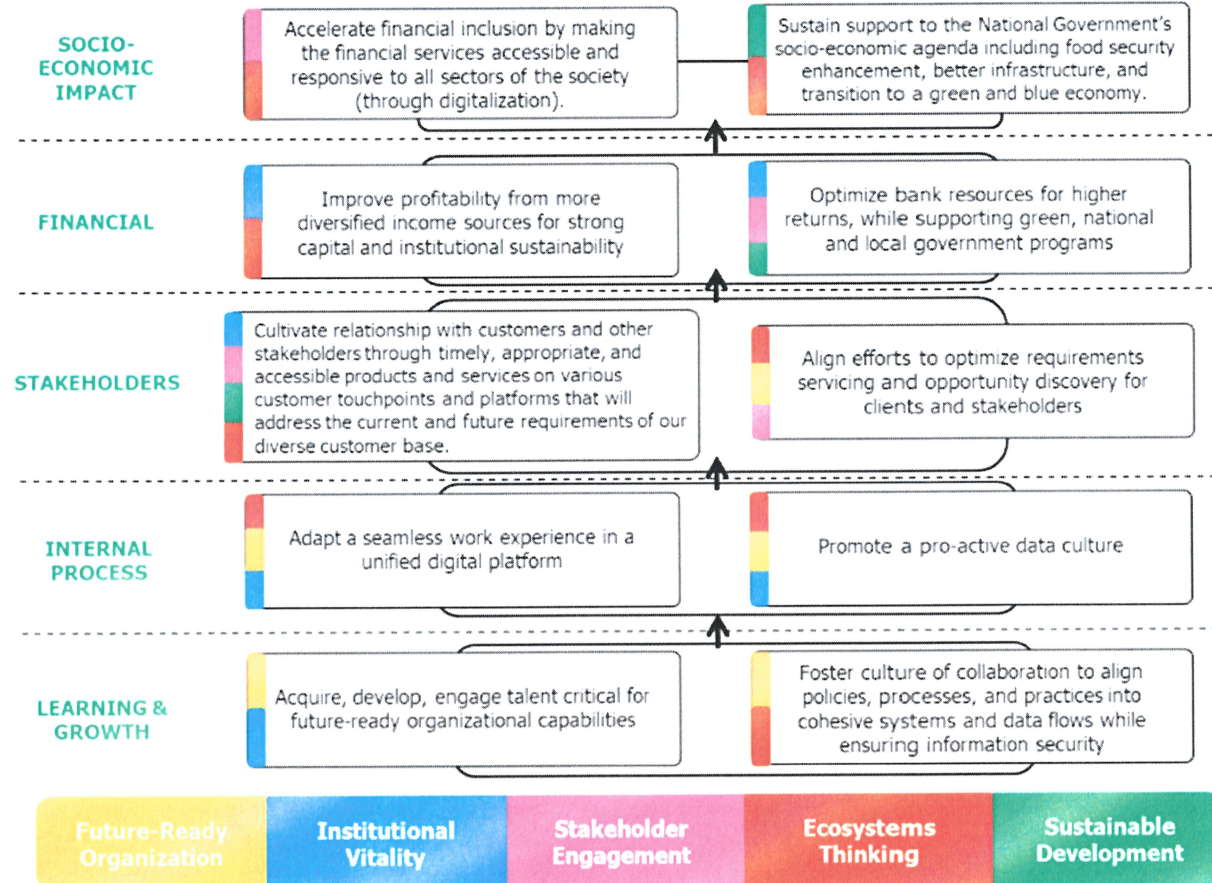
MISSION

We are the leading universal bank with a government mandate that provides responsive services beyond banking to all clients, publics and stakeholders.

CORE VALUES

- ✓ Integrity
- ✓ Citizen-Centricity
- ✓ Proactive service
- ✓ Collaboration
- ✓ Social Responsibility

VISION: By 2028, LANDBANK shall be at the forefront in nation building through the promotion of financial inclusion, digital transformation and sustainable development that benefits all Filipinos.



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