

2019 CHARTER STATEMENT AND STRATEGY MAP (Annex A)

LAND BANK OF THE PHILIPPINES



VISION: *By 2023, LANDBANK shall be the leading universal bank that promotes inclusive growth, especially in the unbanked and underserved areas, through the delivery of innovative financial products and services powered by digital banking platforms.*

MISSION:

To our Clients and Publics:

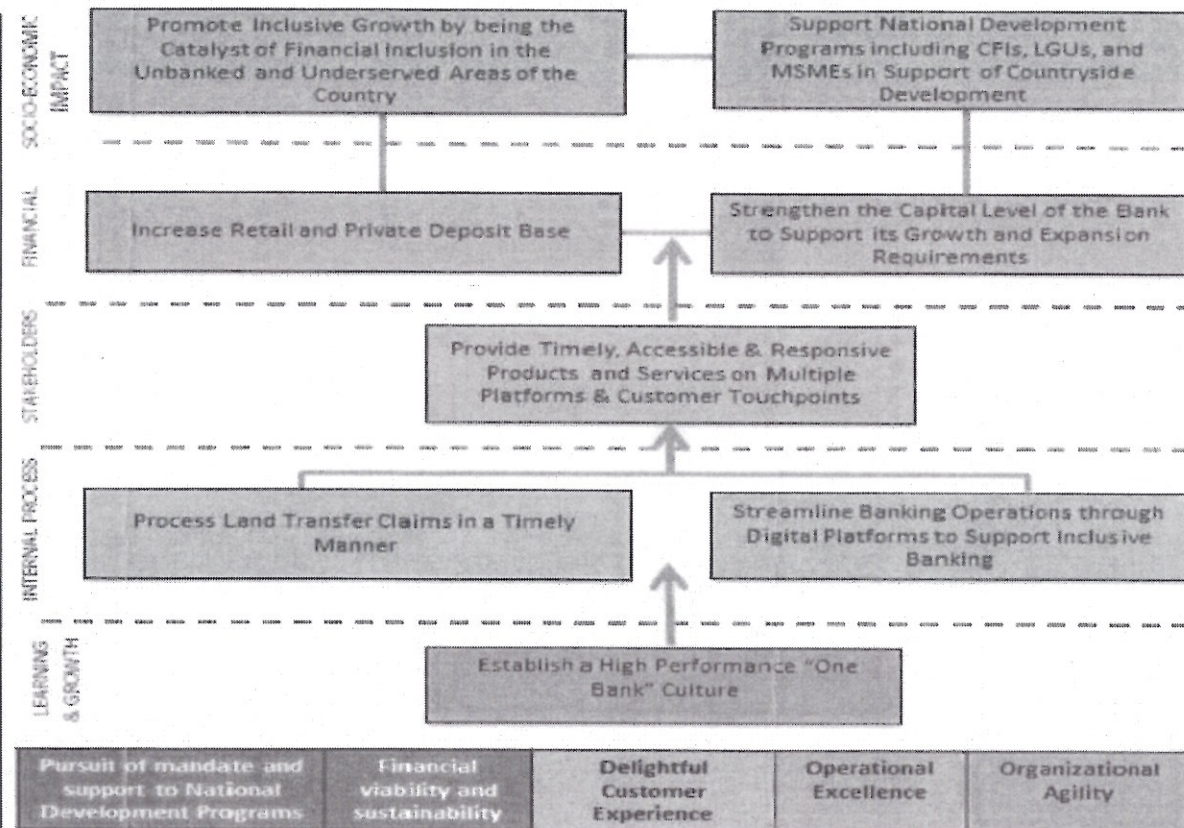
We provide accessible and best technology solutions to deliver timely and responsive financial and support services to meet the needs of our clients, especially Small Farmers and Fishers (SFFs), Micro, Small and Medium Enterprises (MSMEs), Countryside Financial Institutions (CFIs), Local Government Units (LGUs) and government agencies, while promoting sustainable development anchored on good governance.

To our Employees:

We are the employer of choice. We develop and nurture talents who exemplify the highest standards of ethics, social responsibility and service excellence. We support diversity and cultivate a healthy work environment with equal opportunity for professional growth and advancement.

CORE VALUES:

- ☐ Innovation
- ☐ Accountability
- ☐ Customer Focus
- ☐ Collaboration
- ☐ Excellence
- ☐ Social Responsibility



2019 PERFORMANCE SCORECARD (Annex B)

LAND BANK OF THE PHILIPPINES

		Component			Baseline Data		Target		
		Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019
SOCIO-ECONOMIC IMPACT	SO 1	Promote Inclusive Growth by being the Catalyst of Financial Inclusion in the Unbanked and Underserved Areas of the Country							
	SM 1	Amount of Outstanding Loans under the following sectors/programs:							
		a. 20 Poorest Provinces ¹ as identified by the PSA	Total Outstanding Loan Amount	10%	Actual/Target x Weight 0% = If lower than ₱42.002 Billion	₱25.99 Billion	₱33.26 Billion	₱40 Billion	₱44.50 Billion
		b. HARVEST ² Programs		10%	Actual/Target x Weight 0% = If lower than ₱0.68 Billion	Not Applicable	Not Applicable	Not Applicable	₱0.75 Billion
		c. Agriculture and Fisheries Sector (including the Small Farmers and Fishers)		15%	Actual/Target x Weight 0% = If lower than ₱201.83 Billion	₱151.80 Billion	₱183.17 Billion	₱202.34 Billion	₱231.25 Billion

¹ Based on the Philippine Statistics Authority List of 20 Poorest Provinces (2017): 1. Mt. Province, 2. Catanduanes, 3. Sorsogon, 4. Negros Oriental, 5. Siquijor, 6. Leyte, 7. Eastern Samar, 8. Northern Samar, 9. Western Samar, 10. Zamboanga Del Norte, 11. Sulu, 12. Zamboanga Sibugay, 13. Agusan Del Sur, 14. Bukidnon, 15. Lanao Del Norte, 16. Lanao Del Sur, 17. Sarangani, 18. North Cotabato, 19. Maguindanao, 20. Sultan Kudarat.

² Harnessing Agribusiness Opportunities Through Robust and Vibrant Entrepreneurship Supportive of Peaceful Transformation (HARVEST) Program.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
	SO 2	Support National Development Programs ³ including CFIs, LGUs, and MSMEs in Support of Countryside Development							
	SM 2	Amount of Outstanding Loans Supporting Other Government Programs	Total Outstanding Loan Amount	10%	(Actual / Target) x Weight 0% = if lower than ₱460 Billion	₱288.6 Billion	₱360.485 Billion	₱460 Billion	₱508.87 Billion
	Sub-total			45%					
FINANCIAL	SO 3	Increase Retail and Private Deposit Base							
	SM 3	Growth in Stable Deposits (Personal, Individual, and Single Proprietorship)	(Total Amount of Current Year's Deposits – Total Amount of Previous Year's Deposits) / Total Amount of Current Year's Deposits	5%	(Actual / Target) x Weight	No Data	No Data	No Data	14%

³ MSMEs, Communications, Transportation, Housing, Education, Health Care, Environment-related projects, Tourism, Utilities, and Others

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
	SO 4	Strengthen the Capital Level of the Bank to Support Its Growth and Expansion Requirements							
	SM 4	Increase Net Income	(Interest Income + Other Operating Income) - (Interest Expense + Provision for Credit Losses + Other Operating Expenses + Provision for Income Tax)	10%	(Actual / Target) x Weight 0% = if less than ₱13.66 Billion	₱14.11 Billion	₱ 15.505 Billion	₱ 15.125 Billion	₱16.638 Billion
	Sub-total			15%					
	SO 5	Provide Timely, Accessible & Responsive Products and Services on Multiple Platforms & Customer Touchpoints							
STAKEHOLDERS	SM 5	Percentage of Loan Application Processed within the Applicable Turnaround Time (TAT)	Number of loan proposals processed within prescribed TAT/ Number of loan proposals processed	5%	(Actual/Target) x Weight 0% = If less than 90%	Average of 98.5% loan applications process within TAT	99.30% of loans applications processed within TAT	95% of loan applications processed within the applicable time	100% ⁴

⁴ Applicable processing time based on compliance with Republic Act No. 1132 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
	SM 6	Percentage of Service Availability of Automated Telling Machines and Internet Banking Services ⁵	Total service availability in days / 365 days	5%	(Actual / Target) x Weight	No Data	No Data	90%	90% ⁶
	SM 7	Percentage of Satisfied Customers	Number of respondents who gave a rating of at least Satisfactory and Very Satisfactory / Total number of respondents	5%	(Actual / Target) x Weight Below 90% = 0%	98% of respondents giving "Satisfactory Rating"	96% of respondents giving "Satisfactory Rating"	95%	95%

⁵ Based on Information Technology Infrastructure Library (ITIL) version 3 Availability Management. ITIL provides an internationally accepted set of standards on IT services.

⁶ Downtime per year = 36.5 days; Downtime per month = 72 hours; Downtime per week = 16.8 hours

		Component				Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
	SM 8	Number of New Products and Channels Developed	Actual Accomplishment	5%	(Actual / Target) x Weight	Five (5) New Products ⁷	Six (6) New Products ⁸	Three (3) New Products ⁹	Introduce and Implement the following programs: 1. Rice Competitiveness Enhancement Lending Program 2. Greenhouse Financing Program
		Sub-total		20%					
INTERNAL PROCESS	SO 6	Process Land Transfer Claims in a Timely Manner							
	SM 9	Percentage of Claim Folders processed within the Applicable turn-around time	Number of claims processed within prescribed TAT/ Total number of claims received	5%	All or Nothing	100% processed at a 21-working day average TAT	100% at 21 working days average turnaround time	100%	100% ¹⁰

⁷ 1. Agri-Mechanization Program; 2. Oil Palm Financing Program; 3. Climate Resilience Agriculture Program; 4. Personal Equity Retirement Account; and 5. LBP Mastercard Credit Card System.

⁸ 1. HARVEST; 2. Lending to Young Entrepreneurs; 3. Franchising Lending; 4. LandBank-Sugar Regulatory Administration (SRA) Socialized Credit Facility for small sugarcane farmers under the Sugarcane Industry Development Act (SIDA); 5. LandBank-Charoen Pokphand Foods Philippines Livestock Contract Growing Farmers Financing Program; and 6. LandBank SPEED Jeepneys.

⁹ 1. Behavioral Credit Scoring Model (BCSM) for Corporates; 2. BCSM for LGUs; 3. BCSM for Livelihood Loans; 4. BCSM for Easy Home Loan; and 5. BCSM for SME

¹⁰ Applicable processing time based on compliance to Republic Act No. 1132 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
	SO 7	Streamline Banking Operations through Digital Platforms to Support Inclusive Banking							
	SM 10	Number of Agent Banks in Unbanked Areas	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	1. Approval of Model 2. Award to Partner 3. Roadmap
	Sub-total			10%					
LEARNING & GROWTH	SO 8	Establish a High Performance “One Bank” Culture							
	SM 11	Percentage of Employees Meeting Competency	Number of Employees meeting the required level / Total number of employees	5%	(Actual/Target) x Weight	28.91% or 1,597 out of 5,524 assessed employees have a rating of below 80% on the required competencies for their positions	No assessment conducted	Forty percent (40%) of employees with competency gaps addressed ¹¹	100% of the employees with competency gaps (based on 2016 competency assessment) are addressed

¹¹ Improvement of employees shall be determined through the result of competency assessment

Component						Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2016	2017	2018	2019
	SM 12	Implement Quality Management System	Actual Accomplishment	5%	All or Nothing	Bid for Third-Party Consultant	1. Training-Workshop on IMS Internal Assessment 2. Conduct of IMS Internal Assessment (Quality and Environment) of selected Bank units 3. Compliance to GQMC 2017-01 requirements: Posting of IMS Manual Minutes of Management Review Conducted ISO 9001 and 14001 audit/ assessment	Integrated Management System Certification (Integration of Quality Management System and Environmental Management System)	Integrated Management System Certification (Integration of Quality Management System and Environmental Management System)
	Sub-total			10%					
	TOTAL			100%					