

1st Quarter

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
SOCIO-ECONOMIC IMPACT	SO 1	Expand Financial And Other Services In All Provinces, Cities And Municipalities		
	SM 1	Amount of outstanding loans in the 20 poorest provinces as identified under the RSBSA of the DA	₱13.0 Bn	₱ 12.8 Bn
	SM 2	Percentage of loans to priority sectors	80%	86.4 %
	SM 3	Amount of outstanding loans to small farmers and fishers ^{1/}	₱36.0 Bn	₱26.0 Bn ^{1/}
	SM 4	Amount of outstanding loans supporting Agriculture and Fisheries	₱80.0 Bn	₱ 83.2 Bn
	SO 2	Support National Development Programs (micro, small and medium enterprises, communications, transportation, housing (socialized, low cost and medium cost), education, health care, environment-related projects, tourism and utilities)		
	SM 5	Amount of loans supporting other government programs	₱180.0 Bn	₱ 220.5 Bn

^{1/} Excludes salary/livelihood loans to rural banks

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
FINANCE	SO 3	Maintain Competitive ROE		
	SM 6	ROE higher than the industry rate	ROE equal or higher than the industry rate	LBP - 18.25% Latest Available Industry Average: as of Dec 31, 2014 - 10.96%
	SO 4	Grow Private Deposit Base		
	SM 7	Percentage increase in outstanding balance of private deposits	₱248.2 Bn	₱ 249.9 Bn

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
STAKEHOLDERS	SO 5	Provide The Funding & Assistance In A Timely Manner		
	SM 8a	No. of banking days to process accounts with loan amounts of ≤ ₱15 M – 15 banking days (from receipt of complete documents)	75% of loan accounts with amount of ≤ ₱15M are processed within 15 banking days	50% of loan proposals are processed within the 15 banking days period. This will significantly improve when the connection/technical issues are resolved.
	SM 8b	No. of banking days to process accounts with loan amounts of > ₱15 M – 45 banking days (from receipt of complete documents)	75% of loan accounts with amount of > ₱15M are processed within 45 banking days	50% of loan accounts are being processed within 45 banking days. Internal processes should be improved to attain the target.

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner		
	SM 9	Percentage of LANDBANK Mobile Loan Saver (LMLS) (livelihood) loan applications processed and released (if approved) in 3 banking days	95%	<p>84% of loan applications processed and released in 3 banking days</p> <p>Reasons for not attaining the target of 95% loan approval within 3 days from the date of application to the date of approval:</p> <p>1. Some of the branches' clients (institution) are requiring co-maker, meaning the bank cannot approve the loan applied thru online without the submission to the bank the hard copy of the PN with co-maker. This requirement is specified by the MOA required by the institution and not by the bank. Therefore, even if its already in the LMLS system for approval by the bank approver he cannot proceed until the submission of the hard copy.</p>

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner		
	SM 9	Percentage of LANDBANK Mobile Loan Saver (LMLS) (livelihood) loan applications processed and released (if approved) in 3 banking days		<p>(Continuation)</p> <p>2. Some approvers when they are outside of the bank for marketing during the end of the day, failed to return to the office and approve the loan application in the system due for the day and others prioritize the other pressing concerns in the branch when they come back to the office from marketing outside of the bank and failed to approve loans due for the day.</p> <p>Catch-up plan:</p> <p>BBS issued a memo to all branches reminding them of the GCG commitment and that they should approve loan applications within three days from the date of online application to the date of approval.</p>

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner		
	SM 10	Customer Satisfaction	75% of respondents giving satisfactory rating	<ul style="list-style-type: none"> Approved/awarded a research firm to conduct the third party nationwide customer satisfaction survey in January 2015 Survey Questionnaire was presented to and approved by ManCom on March 18, 2015 subject to comments of BBS and ADLS and legal clearance in providing the clients' information to the research firm

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
SHAREHOLDERS	SO 7	Process Land Transfer In A Timely Manner		
	SM 11	Percentage of claim folders processed within the average turn-around time (30 working days) from receipt of complete documents (targets sustained)	100%	100% 406 claim folders received were processed and approved within the average turn around time (30-working days).

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions		
	SM 12	No. of new IT projects implemented	6	<p>One (1) out of six (6) IT projects implemented for the 1st quarter of 2015:</p> <p>Modified Disbursement Scheme – Unified Accounts Code Structure</p> <p>Implemented Phase I – January 2015</p> <p>A government-wide harmonized/standardized budgetary, treasury and accounting code classification framework to facilitate reporting of all financial transactions of agencies including revenue reporting</p>

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services		
	SM 13	<p>No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)</p> <p>Alliance with a provider to allow for a fast, efficient, specific and meaningful credit information</p> <p>Alliance with a provider to establish an LBP Credit Bureau for micro-borrowers</p>	4	<p>1) Formal signing of the Subscriber Agreement between LANDBANK and TransUnion Philippines (world-class credit bureau) on March 03, 2015. Target date to Go Live is July 31, 2015 (ahead of schedule).</p> <p>2) HOBAC approved the award of contract to Bankers' Association of the Philippines Credit Bureau on 16 April 2015.</p>

Component		Target	Target	Performance/ Accomplishments
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INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services		
	SM 13	<p>No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)</p>	<p>Alliance with a provider for asset verification and collection for past due card transaction to help reduce past due credit card balance and improve credit card portfolio.</p> <p>Alliance with a provider to allow LBP to immediately issue branded prepaid cards that can be used internationally and for online purchases at no cost to the Bank.</p>	<p>3) Engaged the services of a new set of collection agencies for mishandled/past due credit card accounts which will undergo the procurement process as provided for by the Procurement Act (R.A. 9184). Completion date is targeted by the Q3 of 2015.</p> <p>4) Entered into a partnership agreement with a major payment brand for LANDBANK's prospects of venturing into its own credit card issuing business as Principal Issuer. The venture was conceptualized in March 2015 and is scheduled for presentation to ManCom by Q2 2015.</p>

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INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services		
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)		(Continuation) <ul style="list-style-type: none"> • Partnership with OmniPay, Inc. for the issuance of prepaid cards powered by China Union Pay (CUP) and Japan Credit Bureau (JCB). Awaiting BSP's approval: <ul style="list-style-type: none"> ○ Documents were already submitted to BSP on March 12, 2015 for their evaluation/approval. ○ Pilot implementation: DSWD-CCT headed by CCT-PMO ○ Target date of implementation - May 2015 or upon receipt of the BSP Approval

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development		
	SM 14	<p>No. of new products and channels developed</p> <p><u>New Products = 5</u></p> <ol style="list-style-type: none"> 1. Coffee Financing Program 2. Coconut Financing Program 3. E-vehicle Financing Program 4. Climate SAFE (Special Adaptation Facility for the Ecosystem) 5. Franchising Financing Program 		<p><u>New Products</u></p> <ol style="list-style-type: none"> 1. EO 22 s. 2015 – Implementing Guidelines for Coffee – 100 Financing Program approved on 13 March 2015 2. EO 21 s.2015 – Implementing Guidelines for Coconut Production and Processing Financing Program approved on 13 March 2015 3. The proposal will be presented to the CRECOM for approval within May 2015. 4. Concept proposal was initially approved by ADLS on November 20, 2014. Implementing guidelines were drafted and set for stakeholders' consultation by May 8, 2015. Target date of approval by June 30, 2015. 5. The proposal is scheduled to be presented to the CRECOM for approval within May 2015.

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development		
	SM 14	No. of new products and channels developed • E-Payment Portal System • Investment Hubs	<u>New Channels = 2</u>	<u>New Channels</u> • E-Payment Portal System • LANDBANK Mobile Banking Application (MBA) • Treasury Hubs = 7 4 NCR Hubs: - Manila Hub – 1 - Manila Hub - 2 - Makati JP Rizal Hub - Quezon City Hub 3 Regional Hubs: - Batangas Hub - Cebu Hub - San Fernando La Union

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System		
	SM 15	No. of internal models developed to quantify risk	Develop 5 out of 9 credit rating models and 2 risk measurement models for investment portfolio	<p>2 models completed and in production:</p> <ul style="list-style-type: none"> • LGU Behavioral model undergoing calibration due to BSP observations • Livelihood Application Scorecard undergoing calibration due to new program parameters. <p>1 model approved for implementation</p> <ul style="list-style-type: none"> • Corporate Behavioral model for implementation 3rd Quarter 2015, pending completion of Implementing Guidelines.

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System		
	SM 15			(Continuation) 2 Application scoring Models for Individual Housing Loan availers and Credit Card applicants <ul style="list-style-type: none"> • Undergoing data gathering/modeling but with challenges • Considering contracting external consultant to build expert-based models due to above challenges These challenges include: <ol style="list-style-type: none"> 1. Data quality/ availability; 2. Data input/ collection; 3. Building/recalibration of statistical models.

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
LEARNING AND GROWTH	SO 12	Establish High Performance Culture		
	SM 16	Development of the Bank's Competency Framework	Refer to LBP timetable for 2015 deliverables	<p style="text-align: center;"><u>Jan.-Feb.</u></p> <ol style="list-style-type: none"> 1. Procurement of services 2. Finalization of Competency Roadmap 3. Identification of Core Competencies from the ManCom <p style="text-align: center;"><u>Mar.-Apr.</u></p> <ol style="list-style-type: none"> 4. Conduct of competency/development workshops for BBS, ADLS, and TIBS for their identification of functional competencies
				<ol style="list-style-type: none"> 1. Procurement of Services <p>On 9 January 2015, Management approved LBP's participation to the external trainings of Towers Watson Inc. (TW) for its Competency Framework Development.</p> <ol style="list-style-type: none"> 2. Finalization of Competency Roadmap <p>On 30 January 2015, the EVP, CSS cleared the final roadmap.</p>

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
LEARNING AND GROWTH	SO 12	Establish High Performance Culture		
	SM 16	Development of the Bank's Competency Framework	Refer to LBP timetable for 2015 deliverables	<p>3. Identification of Core Competencies</p> <p>The TW and the ODD facilitated a series of interviews and focused group discussions to gather and/or validate inputs on the proposed core competencies, as participated in by the following:</p> <ul style="list-style-type: none"> ○ Senior Management (President and CEO and 4 Sector Heads) from 5 February 2015 to 3 March 2015 ○ Sectoral Representatives (separate half day session for officers and rank-and-file) on 10 March 2015 <p>The TW will present to the CSS and HRMG the final core competencies in May 2015.</p>

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Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
LEARNING AND GROWTH	SO 12	Establish High Performance Culture		
				<p>(Continuation)</p> <p>4. Identification of Functional Competencies for ADLS, BBS and TIBS</p> <p>The TW and ODD facilitated a series of 5 Functional Competency Development Workshops for the following Sectors, as participated in by their respective subject matter experts and writers:</p> <ul style="list-style-type: none"> ○ BBS on 19-20 March 2015, with 25 participants ○ TIBS on 13 April 2015, with 20 participants ○ ADLS on 15-16 April 2015, with 44 participants <p>While not included in the roadmap, ODD conducted a series of writeshops for the designated writers prior to the scheduled Sectoral workshops to ensure support and timely delivery of outputs.</p> <p>The TW and ODD will meet the said Sectoral writers in June 2015 to finalize the functional competencies.</p>

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
SO 13	Develop World-Class Operations			
SM 17	Establishment of Quality Management System	Refer to LBP timetable	<ol style="list-style-type: none"> 1. Establishment of quality objectives 2. Formation of QMS Working Teams per Sector/Groups 	<ol style="list-style-type: none"> 1. In the March State of the Bank address, the President and CEO laid down three quality objectives for all the employees: (1) to establish, measure and monitor turn around time for key processes, (2) to achieve an acceptable level of customer satisfaction, (3) to strictly comply with bank policies on personnel decorum. All Sectors were asked to establish quality related targets in their key result areas 2. This will be established after the work plan is drawn up with a technical consultant. QMO has solicited proposals and is awaiting submission for technical assistance by a consultant.

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan.-Mar. 2015	Jan.-Mar. 2015
SO 13	Develop World-Class Operations			
			<p>3. Basic QMS Orientation (ISO 9001:2008) per Sector level</p> <p><u>For April 2015</u></p> <p>Integration of 5S/quality workplace concepts and audit criteria to Environmental Management System (EMS) audit checklist and EMS Good Practices guidelines</p>	<p>(Continuation)</p> <p>3. Basic QMS orientation was completed for BBS; orientations for ADLS, OS, CSS, OP and TIBS will be during the 2nd quarter</p> <p>Unified 5S/EMS Audit Checklist completed in February 2015; to be used by the EMS Audit Team during the 2015 EMS Audit Cycle</p>
SM 18	Realignment of structures in the organization to make the Bank responsive to emerging trends in the financial sector	Bank's structure realigned		

2nd Quarter

Component		Weight	Target	Target	Performance/ Accomplishments	
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015	
SOCIO-ECONOMIC IMPACT	SO 1	Expand Financial And Other Services In All Provinces, Cities And Municipalities				
	SM 1	Amount of outstanding loans in the 20 poorest provinces as identified under the RSBSA of the DA	5%	₱13.0 Bn		₱ 11.7 Bn
	SM 2	Percentage of loans to priority sectors	na	80%		87.1 %
	SM 3	Amount of outstanding loans to small farmers and fishers ^{1/}	5%	₱36.0 Bn		₱29.4 Bn ^{1/}
	SM 4	Amount of outstanding loans supporting Agriculture and Fisheries	10%	₱80.0 Bn		₱ 85.4 Bn
	SO 2	Support National Development Programs (micro, small and medium enterprises, communications, transportation, housing (socialized, low cost and medium cost), education, health care, environment-related projects, tourism and utilities)				
	SM 5	Amount of loans supporting other government programs	10%	₱180.0 Bn		₱ 228.1 Bn

^{1/} Excludes salary/livelihood loans to rural banks

Component		Weight	Target	Target	Performance/ Accomplishments	
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015	
FINANCE	SO 3	Maintain Competitive ROE				
	SM 6	ROE higher than the industry rate	5%	ROE equal or higher than the industry rate		LBP - 18.26% Latest Available Industry Average: as of March 31, 2015 – 11.07%
	SO 4	Grow Private Deposit Base				
	SM 7	Outstanding balance of private deposits	7.5%	₱248.2 Bn		₱ 275.9 Bn

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
STAKEHOLDERS	SO 5	Provide The Funding & Assistance In A Timely Manner			
	SM 8a	No. of banking days to process accounts with loan amounts of ≤ ₱15 M – 15 banking days (from receipt of complete documents)	5%	75% of loan accounts with amount of ≤ ₱15M are processed within 15 banking days	77% of loan proposals are processed within the 15 banking days period.
	SM 8b	No. of banking days to process accounts with loan amounts of > ₱15 M – 45 banking days (from receipt of complete documents)	5%	75% of loan accounts with amount of > ₱15M are processed within 45 banking days	98% of loan proposals are processed within the 45 banking days period.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 9	Percentage of LANDBANK Mobile Loan Saver (LMLS) (livelihood) loan applications processed and released (if approved) in 3 banking days	5%	95%	95%

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 10	Customer Satisfaction	2.5%	<ul style="list-style-type: none"> 75% of respondents giving satisfactory rating 	<ul style="list-style-type: none"> Approval of an outsourced/ third party research firm to conduct the nationwide customer satisfaction survey for the Bank Approval of Survey Questionnaire Pilot run of face-to-face interview

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Jun. 2015	Jan.-Jun. 2015
SHAREHOLDERS	SO 7	Process Land Transfer In A Timely Manner			
	SM 11	Percentage of claim folders processed within the average turn-around time (30 working days) from receipt of complete documents (targets sustained)	5%	100%	100% @ 29 working days average turn around time

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions			
	SM 12	No. of new IT projects implemented	10%	6	Three (3)

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	4	<ul style="list-style-type: none"> • Alliance with a provider to allow for a fast, efficient, specific and meaningful credit information • Alliance with a provider to establish an LBP Credit Bureau for micro-borrowers

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	<ul style="list-style-type: none"> Alliance with a provider for asset verification and collection for past due card transaction to help reduce past due credit card balance and improve credit card portfolio. 	<ul style="list-style-type: none"> Alliance with a service provider for skiptracing services and collection of past due credit card accounts pursuant to The Government Procurement Law or R.A. 9184 	Submitted to Procurement Dept. PRF No. 242454 dated May 18, 2015 re: Collection and skiptracing services for delinquent credit card accounts.

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Objective/Measure		2015	Jan .-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services		
	SM 13	<p>No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)</p> <ul style="list-style-type: none"> Alliance with a provider to allow LBP to immediately issue branded prepaid cards that can be used internationally and for online purchases at no cost to the Bank. 		<ul style="list-style-type: none"> Conducted pilot testing/ implementation of LBP Prepaid Cards powered by Union Pay on June 19, 2015 in Talaingod, Davao del Norte. 317 prepaid cards for DSWD Modified Conditional Cash Transfer (MCCT) beneficiaries were issued/released.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	5%	<u>New Products = 5</u> 1. Coffee Financing Program 2. Coconut Financing Program 3. E-vehicle Financing Program	<u>New Products</u> 1. EO 22 s. 2015 – Implementing Guidelines for Coffee – 100 Financing Program approved on March 13, 2015 2. EO 21 s.2015 – Implementing Guidelines for Coconut Production and Processing Financing Program approved on March 13, 2015 3. With request to change E-vehicle Financing Program to Renewable Energy Lending Program The Credit Committee deferred the approval of the lending program proposal for E-Vehicles last June 23 2015. The Committee expressed its hesitation that the market for E-vehicles may not yet be that strong. Likewise, the Senate Bill 2151: Electric, Hybrid and Alternative Fuel Vehicle Act sponsored by Senator Bam Aquino in 2014, which could kickstart the E-Vehicle market, is still pending approval.

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Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	4. Climate SAFE (Special Adaptation Facility for the Ecosystem) 5. Franchising Financing Program		(Continuation) 4. Guidelines to be presented to Credit Committee on July 28, 2015 5. With request to change Franchising Financing Program to Poultry Lending Program The Franchising Lending Program is still on the drawing board.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	<p><u>New Channels = 2</u></p> <ul style="list-style-type: none"> E-Payment Portal System Investment Hubs 	<p><u>New Channels</u></p> <ul style="list-style-type: none"> E-Payment Portal System <i>Pilot launch – February 2015</i> <i>Full implementation – July 13, 2015</i> <i>Secured BSP Approval for the full implementation – June 15, 2015</i> Opening of Regional Investment Hubs in Iloilo and Davao 	

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	<ul style="list-style-type: none"> Develop 5 out of 9 credit rating models and 2 risk measurement models for investment portfolio 	<ul style="list-style-type: none"> (5) Models being developed at various stages: <ol style="list-style-type: none"> Application Modules for Livelihood Loans Application Modules for Easy Home Loans Corporate Behavioral Model LGUs Behavioral Model SMEs Behavioral Model

Component		Weight	Target	Target	Performance/ Accomplishments	
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015	
LEARNING AND GROWTH	SO 12	Establish High Performance Culture				
	SM 16	Development of the Bank's Competency Framework	5%	Refer to LBP timetable for 2015 deliverables	<ol style="list-style-type: none"> 1. Procurement of services 2. Finalization of Competency Roadmap 3. Identification of Core Competencies 	<ol style="list-style-type: none"> 1. On January 9, 2015, Management approved LBP's participation to the external trainings of Towers Watson Inc. (TW) for its Competency Framework Development. 2. On January 30, 2015, the EVP, CSS cleared the final roadmap. 3. TW and ODD facilitated a series of interviews and focused group discussions to gather and/or validate inputs on the proposed core competencies, as participated in by the following: <ul style="list-style-type: none"> • The President and CEO, and 4 Sector Heads (on separate occasions) from February 5, 2015 to March 3, 2015 • Sectoral Representatives (separate half day session for 20 officers and 18 staff) on March 10, 2015 • The MANCOM approved on July 15, 2015 the proposed Core Competencies

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Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
LEARNING AND GROWTH	SO 12	Establish High Performance Culture			
	SM 16	Development of the Bank's Competency Framework	Refer to LBP timetable for 2015 deliverables	Identification of functional competencies per sector	<p>4. Functional Competency Development Workshops were undertaken by the following Sectors, as participated in by their respective subject matter experts and writers:</p> <ul style="list-style-type: none"> • Branch Banking Sector on March 19-20 2015, with 25 participants • Treasury and Investment Banking Sector on April 13, 2015, with 20 participants • Agricultural and Development Lending Sector on April 15-16, 2015, with 44 participants • Units under the Board and Office of the President on May 4-5, with 38 participants <p>The Operations Sector and Corporate Services Sector participants undertook the same workshop on July 9-10 and 13, 2015, respectively.</p> <p>While not included in the roadmap, ODD conducted a series of writeshops for the designated writers prior to the scheduled Sectoral workshops to ensure support and timely delivery of outputs.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
SO 13	Develop World-Class Operations				
SM 17	Establishment of Quality Management System	5%	Refer to LBP timetable	<p>1. Quality Objectives (or qualitative KRAs) to be integrated to Unit KRAs</p> <p>2. Formation of Work Teams per Sector and Basic QMS Orientation per Sector/Group</p> <p>Conduct of QMS orientation to all employees through group work teams</p>	<p>1. Quality-related objectives or KRAs are integrated in all LANDBANK Units' KRAs and detailed through each Units' SPMS</p> <p>For all Branches and EOs nationwide, specific quality objectives or KRAs were proposed and approved for adoption, implementation and monitoring in all 352 branches/EOs.</p> <p>2. An orientation was done in February for the Branch Banking Sector. However, for all Units of the Bank and in the interest of time & efficiency, we shall conduct the orientation on the new ISO version (ISO 9001:2015) during the 4th quarter or upon the approval and public issuance of the new standard. We have forgone orientations on the old version to avoid confusion.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
SO 13	Develop World-Class Operations				
				<p>3. Preparation and approval of Terms of Reference (TOR) for Third Party QMS Technical Consultant and a Certification Body</p> <p>4. Integration of 5S/Quality Workplace concepts and audit criteria to Environmental Management System (EMS) audit checklist and EMS Good Practices guidelines</p>	<p>(Continuation)</p> <p>3. We have also requested technical assistance by a third party but have not given us any updates or assistance pending the release of the new ISO 9001 version. TOR for a Certification Body will follow.</p> <p>4. Completed during the 1st quarter. The integrated 5S and EMS audit criteria was used by the internal auditors during the EMS 2nd quarter EMS audit.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
SO 13	Develop World-Class Operations				
				5. Establish documents and records masterlist (DRM) for all units aligned with the approved records disposition schedule	(Continuation) 5. Initial talks have already been conducted with Sector representative and the Facilities Management Department who are document controllers and in charge of records management. These discussions which took place beginning May 2015 centered on coming up with a single and uniform guidelines for documents management for the entire Bank consistent with each Units' Records Disposition Schedule.
SM 18	Realignment of structures in the organization to make the Bank responsive to emerging trends in the financial sector	Bank's structure realigned	0%		

3rd Quarter

LBP 2015 TARGETS COMMITTED TO GCG

Component		Weight	Target
Objective/Measure			2015
SOCIO-ECONOMIC IMPACT	SO 1	Expand Financial And Other Services In All Provinces, Cities And Municipalities	
	SM 1	Amount of outstanding loans in the 20 poorest provinces as identified under the RSBSA of the DA	5% ₱13.0 Bn
	SM 2	Percentage of loans to priority sectors	na 80%
	SM 3	Amount of outstanding loans to small farmers and fishers ^{1/}	5% ₱36.0 Bn
	SM 4	Amount of outstanding loans supporting Agriculture and Fisheries	10% ₱85.0 Bn ^{2/}
	SO 2	Support National Development Programs (micro, small and medium enterprises, communications, transportation, housing (socialized, low cost and medium cost), education, health care, environment-related projects, tourism and utilities)	
	SM 5	Amount of loans supporting other government programs	10% ₱180.0 Bn

^{1/} Excludes salary/livelihood loans to rural banks

^{2/} Renegotiated Target from P 80.0 Bn

Component		Weight	Target	Target	Performance/ Accomplishments	
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015	
FINANCE	SO 3	Maintain Competitive ROE				
	SM 6	ROE higher than the industry rate	5%	ROE equal or higher than the industry rate		LBP – 17.54% Latest Available Industry Average: as of June 30, 2015 – 10.70%
	SO 4	Grow Private Deposit Base				
	SM 7	Outstanding balance of private deposits	7.5%	₱248.2 Bn		₱ 290.8 Bn

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
STAKEHOLDERS	SO 5	Provide The Funding & Assistance In A Timely Manner			
	SM 8a	No. of banking days to process accounts with loan amounts of ≤ ₱15 M – 15 banking days (from receipt of complete documents)	5%	75% of loan accounts with amount of ≤ ₱15M are processed within 15 banking days	82% of loan proposals are processed within the 15 banking days period.
	SM 8b	No. of banking days to process accounts with loan amounts of > ₱15 M – 45 banking days (from receipt of complete documents)	5%	75% of loan accounts with amount of > ₱15M are processed within 45 banking days	98% of loan proposals are processed within the 45 banking days period.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 9	Percentage of LANDBANK Mobile Loan Saver (LMLS) (livelihood) loan applications processed and released (if approved) in 3 banking days	5%	95%	95%

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 10	Customer Satisfaction	2.5%	<ul style="list-style-type: none"> 75% of respondents giving satisfactory rating 	<ul style="list-style-type: none"> 100% of respondents are surveyed

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Sep. 2015	Jan.-Sep. 2015
SHAREHOLDERS	SO 7	Process Land Transfer In A Timely Manner			
	SM 11	Percentage of claim folders processed within the average turn-around time (30 working days) from receipt of complete documents (targets sustained)	5%	100%	

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions			
	SM 12	No. of new IT projects implemented	10%	6	5

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	4 <ul style="list-style-type: none"> • Alliance with a provider to allow for a fast, efficient, specific and meaningful credit information • Alliance with a provider to establish an LBP Credit Bureau for micro-borrowers 	<ul style="list-style-type: none"> • Memorandum of Agreement between LANDBANK & TransUnion, Philippines was signed on March 3, 2015 • Implementation started on September 3, 2015 • Subscription agreement between LBP and BAPCB was already signed on September 2, 2015

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	<ul style="list-style-type: none"> Alliance with a provider for asset verification and collection for past due card transaction to help reduce past due credit card balance and improve credit card portfolio. 		<ul style="list-style-type: none"> Alliance with a provider for collection of past due balances is for re-bidding on the third week of November 2015.

Component		Target	Target	Performance/ Accomplishments
Objective/Measure		2015	Jan .-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services		
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.) <ul style="list-style-type: none"> Alliance with a provider to allow LBP to immediately issue branded prepaid cards that can be used internationally and for online purchases at no cost to the Bank. 		Prepaid Cards issued: <ol style="list-style-type: none"> 1. Union Pay International (UPI) -1,406 2. Japan Credit Bureau (JCB) – 11 Total Prepaid Cards issued -1,417

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	5%	<u>New Products = 5</u> 1. Coffee Financing Program 2. Coconut Financing Program 3. Poultry Lending Program 4. Renewable Energy Lending Program 5. Climate SAFE	<u>New Products</u> 1. Complied per LBP Executive Order No. 022 s. 2015 dated March 13, 2015 2. Complied per per LBP Executive Order No. 021 s. 2015 dated March 13, 2015 3. Complied per per LBP Executive Order No. 034 s. 2015 dated April 24, 2015 4. Complied per per LBP Executive Order No. 011 s. 2015 dated February 17, 2015 5. Complied. Approved by Investment and Loans Committee; per LBP Executive Order for signature of the LBP President and CEO

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan .-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed		<u>New Channels = 2</u> <ul style="list-style-type: none"> • E-Payment Portal System • Investment Hubs 	<u>New Channels</u> <ul style="list-style-type: none"> • E-Payment Portal System – <i>implemented on July 13, 2015</i> • Established 4 of the 7 approved additional regional hubs: <ol style="list-style-type: none"> 1. Iloilo 2. Davao 3. General Santos 4. Pampanga • Total Regional Unit Sales Volume as of September 2015 is P 2.420 B vs September 2014 Volume of P1.311 B or 85% increase from September 2014 accomplishment

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	<ul style="list-style-type: none"> Develop 5 out of 9 credit rating models and 2 risk measurement models for investment portfolio 	<ul style="list-style-type: none"> (5) Models being developed at various stages: <ol style="list-style-type: none"> Application Modules for Livelihood Loans (LLS) and; Application Modules for Easy Home Loans (EHL) <ul style="list-style-type: none"> - initiated data build-up to develop internal model for LLS and EHL. Model approval slated on 03 & 10 November 2015 for LLS and EHL respectively. Corporate Behavioural Model <ul style="list-style-type: none"> - Secured ILC approval of Corporate Behavioural Model on 14 July 2014 - UAT completed on 04 September 2015 - Implementing guidelines of the CRES Corporate Scoring Facility (CCSF) to be presented to CreCom on 20 October 2015

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	<ul style="list-style-type: none"> Develop 5 out of 9 credit rating models and 2 risk measurement models for investment portfolio 	<ul style="list-style-type: none"> (continuation...) 4. LGUs Behavioural Model <ul style="list-style-type: none"> - Complied - Secured ILC approval of revised LGU Behavioural Model on 05 October 2015 - Implementing Guidelines approval slated on 10 November 2015 5. SMEs Behavioural Model <ul style="list-style-type: none"> - On-going model build-up process - Model approval slated on 27 October 2015 and its implementing guidelines on 27 November 2015

Component		Weight	Target	Target	Performance/ Accomplishments	
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015	
LEARNING AND GROWTH	SO 12	Establish High Performance Culture				
	SM 16	Development of the Bank's Competency Framework	5%	Prework	Procurement of Services	On 9 January 2015, Management approved LBP's participation to the external trainings of Towers Watson Inc. (TW) for its Competency Framework Development.
					Finalization of Competency Roadmap	On 30 January 2015, the EVP, CSS cleared the final roadmap.
	Development of Core Competencies for all employees			Identification of Core Competencies	<ul style="list-style-type: none"> • TW and ODD facilitated a series of interviews and focused group discussions to gather and/or validate inputs on the proposed core competencies, as participated in by the following: <ul style="list-style-type: none"> ✓ The President and CEO, and 4 Sector Heads (on separate occasions) from 5 February 2015 to 3 March 2015 ✓ Sectoral Representatives (separate half day session for 20 officers and 18 staff) on 10 March 2015 • The TW presented the draft core competencies to the CSS and HRMG last May 2015. • MANCOM approved the core competencies on July 15, 2015. 	

Component		Weight	Target	Target	Performance/ Accomplishments	
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015	
LEARNING AND GROWTH	SO 12	Establish High Performance Culture				
	SM 16	Development of the Bank's Competency Framework	5%	Development of Core Competencies for all employees	Identification of Core Competencies	<ul style="list-style-type: none"> • After MANCOM approval of the Core Competencies last 15 July 2015, TW conducted a series of validation with 12 Officers and 12 Rank and File employees, on separate sessions to establish a common understanding of the competencies.
				Development of Functional Competencies per position	Identification of Functional Competencies per Sector	<ul style="list-style-type: none"> • TW and ODD facilitated a series of 5 Functional Competency Development Workshops for the following Sectors, as participated in by their respective subject matter experts and writers: <ul style="list-style-type: none"> ✓ BBS on 19-20 March 2015, with 25 participants ✓ TIBS on 13 April 2015, with 20 participants ✓ ADLS on 15-16 April 2015, with 44 participants ✓ Units under the OBD and OP on 4-5 May 2015, with 38 participants ✓ OS on 9-10 July 2015, with 57 participants ✓ CSS on 13 July 2015, with 32 participants

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
LEARNING AND GROWTH	SO 12	Establish High Performance Culture			
	SM 16	Development of the Bank's Competency Framework	5%	Development of Functional Competencies per position	Identification of Functional Competencies per Sector <ul style="list-style-type: none"> • While not included in the roadmap, ODD conducted a series of writeshops for the designated writers prior to the scheduled Sectoral workshops to ensure support and timely delivery of outputs. • TW and ODD facilitated a series of Cliniquing of Functional Competencies to identify knowledge and skills, as participated in by their respective subject matter experts and writers: <ul style="list-style-type: none"> ✓ BBS on 2 July 2015, with 8 participants ✓ TIBS and ADLS on 8 July 2015, with 10 participants and 18 participants respectively

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
LEARNING AND GROWTH	SO 12	Establish High Performance Culture			
	SM 16	Development of the Bank's Competency Framework	5%	Development of Functional Competencies per position	Identification of Functional Competencies per Sector <ul style="list-style-type: none"> • TW and ODD facilitated a series of Review Sessions for the Functional Competencies to revise and improve the previously identified knowledge and skills: <ul style="list-style-type: none"> ✓ BBS on 29 September 2015, with 22 participants ✓ TIBS and ADLS on 30 September 2015, with 9 participants and 33 participants respectively ✓ Units under the OBD and OP and CSS on 14 October 2015, with 60 participants and 31 participants respectively ✓ OS on 16 October 2015, with 49 participants

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
SO 13	Develop World-Class Operations				
SM 17	Establishment of Quality Management System	5%	Refer to LBP timetable	<p>1. January to March - Establishment of quality objectives</p> <p>2. April to November - Formation of QMS Working Teams per Sector / Groups</p> <p>Basic QMS Orientation (ISO 9001: 2008) per sector / group work teams</p> <p>Conduct of QMS orientation to all employees through the group work teams</p>	<p>1. Done. Quality-related key result areas (KRAs) are integrated in all LANDBANK Units' performance measures and detailed through each their respective Strategic Performance Measurement System (SPMS).</p> <p>2. Done for branch banking:</p> <ul style="list-style-type: none"> • An orientation was done in February for Branch Banking Sector Group Heads • QMS was included in the branch retooling for all branch employees nationwide from March to August 2015 • QMS Teams are being formed initially for all BBS Groups starting September 2015. Orientations will be conducted soon after and will continue until December 2015. The Bank's e-Learning Access Portal or LEAP will be utilized for wider reach. • Technical assistance by a third party will be upon the release of the new ISO 9001 version. TOR for a Certification Body will follow.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
SO 13	Develop World-Class Operations				
SM 17	Establishment of Quality Management System	5%		<p>3. April - Integration of 5S/Quality Workplace concepts and audit criteria to Environmental Management System (EMS) audit checklist and EMS Good Practices guidelines</p> <p>4. May to December - On the integration of QMS Audit Functions in IAG operational audit: <ul style="list-style-type: none"> •Meet with Internal Audit Group •Seek approval for budget and technical assistance •Work on an integrated QMS / Operational Audit Standard •Pilot implementation of audit </p>	<p>3. Completed in March 2015</p> <p>The integrated 5S and EMS audit criteria was used by the EMS internal auditors during the EMS 2nd quarter EMS audit.</p> <p>4. Initial discussions have been made with the Internal Audit Group.</p> <p>Key steps will be finalized upon the issuance of the approved ISO 9001:2015.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
SO 13	Develop World-Class Operations				
SM 17	Establishment of Quality Management System	5%		<p>5. June to December</p> <ul style="list-style-type: none"> • Establish a quality manual to cover all LANDBANK operations • Sign-off and approval • Launching of promotional activities in line with the reissued EMS/5S Good Practices (Head Office and Field Units) <p>6. August – September</p> <ul style="list-style-type: none"> • QMS orientation per Sector / Group Work Teams on the revised ISO standards (ISO 9001: 2015) 	<p>5. The existing Quality Manual for the branch banking operations is undergoing revisions to expand its coverage to the entire LANDBANK and comply with the new ISO standard (ISO 9001:2015). Target completion is November 2015.</p> <ul style="list-style-type: none"> • Initial discussions with Facilities Management Department have been made. Promotional activities will be done in coordination with the EMS Working Committee starting October 2015. <p>6. Orientation will be conducted soon after and will continue until Dec. 2015. The Bank's e-Learning Access Portal or LEAP will be utilized for wider reach.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Sep. 2015	Jan.-Sep. 2015
SO 13	Develop World-Class Operations				
SM 17	Establishment of Quality Management System	5%		<p>7. April to December - Establish documents and records masterlist (DRM) for all units aligned with the approved records disposition schedule</p> <p>April – June -</p> <p>a. Conduct workshops with key sector representatives to finalize masterlist</p> <p>July – December</p> <p>b. Cascade and implement DRM to all Units</p>	<p>Initial talks have already been conducted with Sector representatives and the Facilities Management Department. There is an existing guideline for DRM covering the Head Office and NCR Branches.</p> <p>QMO is working together with FMD on the issuance of a DRM guideline for all units nationwide until November 2015.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2015	Jan.-Jun. 2015	Jan.-Jun. 2015
SO 13 Develop World-Class Operations					
SM 17	Establishment of Quality Management System	5%		<p>8. July – September Align and update business processes for branch and lending operations to basic QMS requirements</p> <p>9. October – November Cascade requirements for effective Performance / Management review and proper documentation</p>	<p>Done. Branch banking operations have been aligned with QMS standards. Workshops on the alignment of lending operations to QMS were completed in September 2015.</p> <p>Cascade of requirements in November 2015.</p>
SM 18	Realignment of structures in the organization to make the Bank responsive to emerging trends in the financial sector	Bank's structure realigned	0%		

4th Quarter

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating	
SOCIO-ECONOMIC IMPACT	SO 1	Expand Financial And Other Services In All Provinces, Cities And Municipalities				
	SM 1	Amount of outstanding loans in the 20 poorest provinces as identified under the RSBSA of the DA	5%	₱13.0 Bn	₱18.4 Bn	5%
	SM 2	Percentage of loans to priority sectors	n/a	80%	88.3%	n/a
	SM 3	Amount of outstanding loans to small farmers and fishers ^{1/}	5%	₱36.0 Bn	₱38.7 Bn	5%
	SM 4	Amount of outstanding loans supporting Agriculture and Fisheries	10%	₱80.0 Bn	₱98.9 Bn	10%
	SO 2	Support National Development Programs (micro, small and medium enterprises, communications, transportation, housing (socialized, low cost and medium cost), education, health care, environment-related projects, tourism and utilities)				
	SM 5	Amount of loans supporting other government programs	10%	₱180.0 Bn	₱246.4 Bn	10%

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating	
FINANCE	SO 3	Maintain Competitive ROE				
	SM 6	ROE higher than the industry rate	5%	ROE equal or higher than the industry rate	LBP – 17.15% Latest Available Industry Average: As of Sept. 30, 2015 – 10.09%	5%
	SO 4	Grow Private Deposit Base				
	SM 7	Outstanding balance of private deposits	7.5%	₱248.2 Bn	₱340.9 Bn	7.5%

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating	
STAKEHOLDERS	SO 5	Provide The Funding & Assistance In A Timely Manner				
	SM 8a	No. of banking days to process accounts with loan amounts of ≤ ₱15 M – 15 banking days (from receipt of complete documents)	5%	75% of loan accounts with amount of ≤ ₱15M are processed within 15 banking days	<ul style="list-style-type: none"> • 87% of loan proposals are processed within 15 banking days • No. of applications received during the year – 6,267 • No. of applications processed and approved – 6,007 	5%
	SM 8b	No. of banking days to process accounts with loan amounts of > ₱15 M – 45 banking days (from receipt of complete documents)	5%	75% of loan accounts with amount of > ₱15M are processed within 45 banking days	<ul style="list-style-type: none"> • 98% of loan proposals are processed within 45 banking days • No. of applications received during the year – 1,263 • No. of applications processed and approved – 1,263 	5%

Component Strategic Objective/ Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 9	Percentage of LANDBANK Mobile Loan Saver (LMLS) (livelihood) loan applications processed and released (if approved) in 3 banking days	5%	95%	<p>96%</p> <p>LMLS Phase 1-Government Employees (Excluding Teachers, Military, and Police)</p> <p><u>Service Highlights</u></p> <ul style="list-style-type: none"> • Total Loan Value Released – P 5.3 B • 36,319 Approved Loan Applications • Ave. Loan per Borrower – P 145 Th <p><u>Expanding Market</u></p> <ul style="list-style-type: none"> • No. of Participating Government Agencies – 795 • 100% LANDBANK government Salary Loans now mobile initiated via Digital Channel • 52% Incremental Volume to LANDBANK's Salary Loan Portfolio via Digital Channel <p><u>Demographics</u></p> <ul style="list-style-type: none"> • No. of LANDBANK Branches with LMLS – 296 out of 356 branches or 83% • Geographical Distribution of Loan Borrowers – Metro Manila (45%), Luzon (30%), Visayas (11%) and Mindanao (14%) • Reaching the Grassroots <ul style="list-style-type: none"> ➤ Borrowers from 3rd to 6th Class Cities – 19% ➤ Borrowers from 3rd to 5th Class Municipalities – 21%

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 9	Percentage of LANDBANK Mobile Loan Saver (LMLS) (livelihood) loan applications processed and released (if approved) in 3 banking days	5%	95%	<u>Demographics (continuation)</u> <ul style="list-style-type: none"> • As to Age of Borrowers: 18-25 (2%), 26-30 (6%), 31-35(9%), 36-40 (13%), 41-45 (16%), 46-50 (18%), 51-55 (19%), 56-60 (13%), over 60 (3%) • As to Marital Status: Single (19%), Married (77%) and Widowed (4%) • As to Gender: Female – 55%, Male-45% • As to Network Provider – As of 31 Dec. 2015, total applications of 36,319 were done through the following: Smart - 25,388 applications (70%), TNT - 5,715 (15%), and Sun Cellular - 5,216 (14%). • As to Employment Type – regular (12%), co-terminus appointee (1%), officer (15%), rank and file (72%) <u>Time of Loan Application</u> <ul style="list-style-type: none"> • Trend: Digital transforms consumer behavior from strictly banking hours only to anytime, anywhere convenience. 21% of loan applications were initiated outside banking hours, and growing fast.

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 10	Customer Satisfaction	2.5%	<ul style="list-style-type: none"> • 75% of respondents giving satisfactory rating 	<ul style="list-style-type: none"> • 95% of respondents giving satisfactory rating <p>The scope of the survey covers the following:</p> <ul style="list-style-type: none"> ➤ Nationwide coverage – all LANDBANK branches (351) and Lending Centers (43) ➤ Covers depositors, loan clients, branch groups and areas ➤ Owner of a LANDBANK product ➤ Regular customer who transacts with LANDBANK at least once every three months

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
SHAREHOLDERS	SO 7	Process Land Transfer In A Timely Manner			
	SM 11	Percentage of claim folders processed within the average turn-around time (30 working days) from receipt of complete documents (targets sustained)	5%	100%	100% @ 21 working days average TAT

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions			
	SM 12	No. of new IT projects implemented	10%	6	<p>Six (6) IT Projects implemented in Jan. to Dec. 2015:</p> <ol style="list-style-type: none"> 1. MDS Unified Accounts Code Structure – Implemented in Jan. 2015 2. Portable Agrarian Reform Collection System – Implemented in April 2015 3. Landbank Phone Access Upgrade – Implemented in May 2015 (in replacement of the Collateral Management System Project as approved by the GCG on 10.09.15) 4. Online Signature Verification System – Implemented in June 2015 5. Capital Adequacy Ratio Consolidator - Implemented in August 2015 6. Data Warehouse (DW) Upgrade Project – Implemented in October 2015

Component Strategic Objective//Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	4 <ul style="list-style-type: none"> • Alliance with a provider to allow for a fast, efficient, specific and meaningful credit information 	<ul style="list-style-type: none"> • Memorandum of Agreement between LANDBANK and TransUnion Information Solutions Inc. was signed on March 3, 2015. • Implementation started on September 3, 2015.

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	<ul style="list-style-type: none"> Alliance with a provider to establish a LBP Credit Bureau for micro-borrowers 	<ul style="list-style-type: none"> Subscription agreement between LBP and BAPCB was already signed on September 2, 2015. As of 31 Dec. 2015, the Business Requirement Document was already developed for the LANDBANK Credit Bureau. Preparation for User Acceptance Testing (UAT) is ongoing. 	

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015								
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services										
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	<ul style="list-style-type: none"> Alliance with a provider for asset verification and collection for past due card transaction to help reduce past due credit card balance and improve credit card portfolio. 	<ul style="list-style-type: none"> A Negotiated Procurement for a Collection Agent has been pursued. Awarding of contract to a collection agent is expected to be made within the 1st Quarter of 2016. 2 Collection Agencies participated in the Negotiated Procurement namely: <ul style="list-style-type: none"> - Cases Chun & Associated Law Offices - Eiron Credit Investigation & Collection Specialists Awaiting completion of required documents by collection agency prior to awarding of contract. <table border="1"> <thead> <tr> <th>Date of Bidding</th> <th>Result of Bidding</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>Oct. 15, 2015</td> <td>"Failed"</td> <td>Only one bidder participated and declared "ineligible" due to failure to submit eligibility and technical documents.</td> </tr> <tr> <td>Dec. 17, 2015</td> <td>"Failed"</td> <td>No bidder.</td> </tr> </tbody> </table>	Date of Bidding	Result of Bidding	Reason	Oct. 15, 2015	"Failed"	Only one bidder participated and declared "ineligible" due to failure to submit eligibility and technical documents.	Dec. 17, 2015	"Failed"
Date of Bidding	Result of Bidding	Reason										
Oct. 15, 2015	"Failed"	Only one bidder participated and declared "ineligible" due to failure to submit eligibility and technical documents.										
Dec. 17, 2015	"Failed"	No bidder.										

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	<ul style="list-style-type: none"> Alliance with a provider to allow LBP to immediately issue branded prepaid cards that can be used internationally and for online purchases at no cost to the Bank. 	<ul style="list-style-type: none"> An alliance with Omnipay, Inc. was forged which issued LANDBANK Prepaid Cards powered by Union Pay and Japan Credit Bureau. Partnership of LBP with Omnipay, Inc. includes the following: <ul style="list-style-type: none"> ➤ Through the LANDBANK Prepaid Cards, LBP will be able to strengthen its intention to reach and serve more unbanked Filipinos and support the Government's economic growth initiatives, without incurring substantial set-up and operating costs. ➤ Expansion of disbursement through Cash In/Cash Out Partners ➤ Automation of DSWD's Conditional Cash Transfer (CCT) disbursements and reportorial requirements LANDBANK Prepaid Cards issued totaled 2,212 (Union Pay – 2,165 and Japan Credit Bureau – 47). 	

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating																															
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development																																		
	SM 14	No. of new products and channels developed	5%	New Products = 5 <ol style="list-style-type: none"> 1. Coffee Financing Program 2. Coconut Financing Program 3. Poultry Lending Program 4. Renewable Energy Lending Program 5. Climate SAFE 	<ul style="list-style-type: none"> • All products were implemented in 2015 with the following accomplishments as of 31 Dec. 2015: <table border="1"> <thead> <tr> <th>Program</th> <th>Approved Amount (P M)</th> <th>Releases (P M)</th> <th>Outstand-ing Balance (P M)</th> <th>No. of Borrow-ers</th> </tr> </thead> <tbody> <tr> <td>Coffee Financing Program</td> <td>5.96</td> <td>5.96</td> <td>5.02</td> <td>2</td> </tr> <tr> <td>Coconut Financing Program</td> <td>1,475.87</td> <td>1,475.87</td> <td>1,323.74</td> <td>49</td> </tr> <tr> <td>Poultry Lending Program</td> <td>7,509.40</td> <td>5,208.57</td> <td>4,462.01</td> <td>217</td> </tr> <tr> <td>Renewable Energy Lending Program</td> <td>12,763.5</td> <td>4,242.23</td> <td>4,101.23</td> <td>29</td> </tr> <tr> <td>Climate SAFE</td> <td>40.00</td> <td>30.00</td> <td>30.0</td> <td>1</td> </tr> </tbody> </table>	Program	Approved Amount (P M)	Releases (P M)	Outstand-ing Balance (P M)	No. of Borrow-ers	Coffee Financing Program	5.96	5.96	5.02	2	Coconut Financing Program	1,475.87	1,475.87	1,323.74	49	Poultry Lending Program	7,509.40	5,208.57	4,462.01	217	Renewable Energy Lending Program	12,763.5	4,242.23	4,101.23	29	Climate SAFE	40.00	30.00	30.0	1	5%
	Program	Approved Amount (P M)	Releases (P M)	Outstand-ing Balance (P M)	No. of Borrow-ers																															
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Climate SAFE	40.00	30.00	30.0	1																																

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	<p><u>New Channels = 2</u></p> <ul style="list-style-type: none"> E-Payment Portal System 	<p><u>New Channels</u></p> <ul style="list-style-type: none"> Electronic Payment Portal (ePP) System – <i>implemented on July 13, 2015</i> The LANDBANK Electronic Payment Portal is an internet-based payment channel designed to accept payments of fees, dues, and charges from clients of enrolled Merchants. The ePP aims to: <ul style="list-style-type: none"> ➤ Provide convenience and efficiency to all involved institutions through safer and faster delivery of funds; ➤ Decrease the direct and indirect costs associated with physical cash or distribution of in-kind goods; ➤ Establish accountability and tracking of financial flows, resulting in less corruption and theft; and ➤ De-clog lobby traffic and save on operation costs. Volume of transactions from 12 clients as of 31 Dec. 2015 reached 1,001 transactions amounting to P 2.1 M. 	

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
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INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development											
	SM 14	No. of new products and channels developed		<ul style="list-style-type: none"> Investment Hubs 	<ul style="list-style-type: none"> Established 7 regional hubs: <table border="0"> <tr> <td>1. Iloilo</td> <td>5. Isabela</td> </tr> <tr> <td>2. Davao</td> <td>6. Cagayan de Oro</td> </tr> <tr> <td>3. General Santos</td> <td>7. Zamboanga *</td> </tr> <tr> <td>4. Pampanga</td> <td></td> </tr> </table> Total Regional Unit Sales Volume as of Dec. 31, 2015 amounted to P 4.04 B or P 1.64 B or 168% higher from the December 2014 sales volume of P 2.40 B. * Note: Zamboanga Treasury Hub is being serviced by Cagayan de Oro Hub. There are already transactions for the Zamboanga Treasury Hub although these are being serviced by the Cagayan de Oro Sales Officer. 	1. Iloilo	5. Isabela	2. Davao	6. Cagayan de Oro	3. General Santos	7. Zamboanga *	4. Pampanga	
1. Iloilo	5. Isabela												
2. Davao	6. Cagayan de Oro												
3. General Santos	7. Zamboanga *												
4. Pampanga													

Regional Hubs as of 31 Dec. 2015	Date of Establishment	Sales Volume (P M)	No. of Clients	No. of Transactions
Iloilo	24 Mar. 2015	162.4	91	232
Davao	01 Mar. 2015	193.9	173	408
Gen. Santos	03 Aug. 2015	123.2	56	132
Pampanga	15 Sept. 2015	210.7	119	268
Isabela	16 Nov. 2015	21.5	7	14
Cagayan de Oro	02 Nov. 2015	47.3	18	40
Batangas	2013	1,347.5	249	998
La Union	2013	1,224.1	224	1,020
Cebu	2013	710.5	126	356
TOTAL		4,041.1	1,063	3,468

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	<ul style="list-style-type: none"> Develop 5 out of 9 credit rating models and 2 risk measurement models for investment portfolio 	<p>The (5) credit rating models that were developed and approved in 2015 are as follows:</p> <ol style="list-style-type: none"> Behavioral Credit Scoring Model for Corporates Behavioral Credit Scoring Model for LGUs Application Credit Scoring Model for Livelihood Loans Application Credit Scoring Model for Easy Home Loan Behavioral Credit Scoring Model for Small & Medium Enterprise <p>The (2) risk measurement models for investment portfolio that were developed and approved in 2015 are as follows:</p> <ol style="list-style-type: none"> Valuation Models for Investments in Non-Marketable Equity Securities (INMES) - The model shall be used in the valuation of equity securities that are required to be presented at Fair Value (FV) but are not quoted in the market.

Component Strategic Objective/Measure	Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating	
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	<ul style="list-style-type: none"> Develop 5 out of 9 credit rating models and 2 risk measurement models for investment portfolio 	<p>The (2) risk measurement models for investment portfolio that were developed and approved in 2015 are as follows: (continuation)</p> <p>2. Valuation Models for Unquoted Debt Securities Classified as Loans (UDSCL)</p> <ul style="list-style-type: none"> Valuation of Unquoted Option Free Debt Securities - The model shall be used in the valuation of the Bank's Investments in Unquoted Debt Securities that are considered option free. Valuation of Unquoted Debt Securities with Embedded Options using the KWF Model – The model shall be used in the valuation of the Bank's investments in Unquoted Corporate Securities with embedded options. Bootstrapping Model – is a method used in both valuation models, in constructing a zero-coupon yield curve.

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating
LEARNING AND GROWTH	SO 13	Develop World-Class Operations			
	SM 16	Development of the Bank's Competency Framework	5%	Refer to LBP Timetable for 2015 deliverables.	Pls. see Annex A for detailed accomplishments.

Component Strategic Objective/Measure		Weight	Target 2015	Performance Accomplishment Jan.-Dec. 2015	Rating	
LEARNING AND GROWTH	SO 13	Develop World-Class Operations				
	SM 17	Establishment of Quality Management System	5%	Refer to LBP Timetable for 2015 deliverables.	Pls. see Annex B for detailed accomplishments.	5%
	SM 18	Realignment of structures in the organization to make the Bank responsive to emerging trends in the financial sector	0%	Bank's structure realigned		
TOTAL OF WEIGHTS		100%			100%	

Certified Correct:



LIDUVINO S. GERON
SVP, Strategic Planning Group

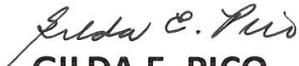
Date



ANDRES C. SARMIENTO
EVP, Operations Sector

Date

Approved by:



GILDA E. PICO
President and CEO

Date

HON. CESAR V. PURISIMA
Chairperson, Board of Directors

Date

Annex A

LAND BANK OF THE PHILIPPINES
COMPETENCY DEVELOPMENT, VALIDATION AND INTEGRATION

Target Duration	Proposed Activities	Output	Date Accomplished
January-February	1. Procurement of services 2. Finalization of Competency Roadmap 3. Identification of Core competencies from the MANCOM	• Final service provider	Jan. 9, 2015
		• Final competency roadmap	Jan. 30, 2015
		• Final Core competencies	July 15, 2015
March-April	Conduct of competency development workshops for <i>BBS, ADLS, and TIBS</i> , for their identification of functional competencies	Competency development framework plan/ Sector, to include the creation of the Sectoral competency committee	March 19-20, 2015 (BBS) April 15-16, 2015 (ADLS) April 13, 2015 (TIBS)
May - July	1. Competency writing/Sector 2. Consultation with service provider 3. Approval of the functional competencies by respective Sector Heads	Final functional competencies of <i>BBS, ADLS, and TIBS</i> (24% project completion; 67% of the total LBP population)	Sept. 29, 2015 (BBS) Sept. 30, 2015 (ADLS & TIBS)
August	1. Presentation of functional competencies of <i>BBS, ADLS, and TIBS</i> to MANCOM 2. Conduct of competency development workshops for <i>OP, CSS, and OS</i> , for their identification of functional competencies	• Approved functional competencies of <i>BBS, ADLS, and TIBS</i>	Dec. 2, 2015
		• Competency development framework plan of <i>OBD and OP, CSS, and OS</i> , to include the creation of the Sectoral competency committee	May 4-5, 2015 (OBD and OP) July 9-10, 2015 (OS) July 13, 2015 (CSS)
September-November	1. Competency writing/Sector 2. Consultation with service provider 3. Approval of the functional competencies by respective Sector Heads	Final functional competencies of <i>OP, CSS, and OS</i> (76% project completion; 33% of the total LBP population)	Oct. 14, 2015 (OBD and OP, and CSS) Oct. 16, 2015 (OS)
December	Presentation of functional competencies of <i>OP, CSS, and OS</i> to MANCOM	Approved functional competencies of <i>OP, CSS, and OS</i>	Dec. 2, 2015

LAND BANK OF THE PHILIPPINES
ISO QUALITY MANAGEMENT SYSTEM TIMETABLE

Proposed Activities	Target Completion Date	Actual Completion Date
Establishment of quality objectives objectives integrated to Unit KRAs	March 2015	March 2015
Formation of QMS Working Teams per Sector / Groups	March 2015	February 3, 2015 – Special Order No. 092: Cross Sectoral groups for instituting business excellence through a Business Excellence Strategy Transformation Program (including QMS) December 23, 2015 – SO 2252 – Cross Sectoral Point Persons for the implementation of various quality and productivity related programs (including QMS)

ISO Quality Management System Timetable

Proposed Activities	Target Completion Date	Actual Completion Date
Basic QMS Orientation (ISO 9001: 2008) per sector / group work teams	March 2015	July 2015 – <ul style="list-style-type: none"> • Branch Banking Sector • Operations Sector • Corporate Services Sector • OP & Board Units, • Treasury and Investment Banking Sector • Agriculture and Development Lending Sector
Conduct of QMS orientation to all employees through the group work teams	November 30, 2015	August 2015 - Through the Bank's e-Learning Access Portal or LEAP
Integration of 5S/Quality Workplace concepts and audit criteria to Environmental Management System (EMS) audit checklist and EMS Good Practices guidelines	April 30, 2015	March 2015

ISO Quality Management System Timetable

Proposed Activities	Target Completion Date	Actual Completion Date
<p>On the integration of QMS Audit Functions in IAG operational audit:</p> <ul style="list-style-type: none"> • Meet with Internal Audit Group • Seek approval for budget and technical assistance • Work on an integrated QMS / Operational Audit Standard • Pilot implementation of audit 	December 2015	<p>MOVED to 2016¹ (Raised during the TWG Meeting on October 9, 2015 with GCG expressing no concern)</p>
<p>Establish a quality manual to cover all LANDBANK operations to be compliant to the new ISO standards (ISO 9001:2015)</p>	December 2015	<p>MOVED TO 2016 (Raised during the TWG Meeting on October 9, 2015 with GCG expressing no concern)</p>
<p>QMS orientation per Sector / Group Work Teams on the revised ISO standards (ISO 9001: 2015)</p>	September 2015	<p>Same as above</p>

¹ Technical Assistance for ISO 9001:2015 was not yet available during the year 2015; no training was available on specific and mandatory requirements. Only briefings on the Final Draft of ISO, transition and an overview of the changes were available in the country.

ISO Quality Management System Timetable

Proposed Activities	Target Completion Date	Actual Completion Date
Launching of promotional activities in line with the reissued EMS/5S Good Practices (Head Office and Field Units)	December 2015	July 2015 (conincided with the cascade and preparations for PQA Assessment Site Visit and preparations for the EMS Surveillance Audit)
Establish documents and records masterlist (DRM) for all units aligned with the approved records disposition schedule	December 2015	March 2015 – for Branches December 2015 – for Lending Units
Align and update business processes for branch and lending operations to basic QMS requirements	September 2015	March 2015 – for branch operations September 2015 – for lending operations
Cascade requirements for effective Performance / Management review and proper documentation	January 2016	Requirements for cascading will be aligned with ISO 9001:2015 standards.