

LANDBANK of the Philippines (LANDBANK)
Validation Result of 2023 Performance Scorecard

	Component				LANDBANK Submission			GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Wt.	Rating System	Target	Actual	Rating	Actual	Rating			
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 1	a. BDA Accounts	Actual Accomplishment	5.0%	(Actual/Target) x Weight	20,000 New BDA Accounts	78,047	5.0%	78,047	5.0%	<ul style="list-style-type: none"> New BDA Database as of December 2023 Proof of BDA application dated 2023 	Target exceeded.
		b. Increase in number of New MSMEs	Actual Accomplishment	7.5%	(Actual/Target) x Weight	Additional 1,500	1,805	7.5%	1,739	7.5%	<ul style="list-style-type: none"> New MSMEs Database as of December 2023 Proof of MSME application dated 2023 	Acceptable. Out of the reported 1,805 applications received, only 1,739 applications were processed in 2023.
SM 2	a. Growth in Digital Banking Transactions – Fund Transfer	Actual Accomplishment	7.5%	(Actual/Target) x Weight	10% Increase from 2022 Baseline Figure	53,965,041	7.5%	53,965,041	7.5%	<ul style="list-style-type: none"> Digital Banking Report as of December 2023 	Target exceeded.	

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	b. Growth in Digital Banking Transactions – Bills Payment	Actual Accomplishment	7.5%	(Actual/Target) x Weight	10% Increase from 2022 Baseline Figure	10,560,971	7.5%	10,560,971	7.5%	<ul style="list-style-type: none"> Digital Banking Report as of December 2023 	Target exceeded.
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	₱1.0 trillion	₱1,147.07B	10%	₱1.084T	10%	<ul style="list-style-type: none"> Gross Loan Portfolio as of December 2023 COA Annual Audit Report 	Acceptable. Validated actual based on the COA AAR.
		Sub-Total	37.5%				37.5%		37.5%		
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	₱35.0 Billion	₱40.27B	10%	₱41.70B	10%	<ul style="list-style-type: none"> Statement of Income and Expenses as of 31 December 2023 COA Annual Audit Report 	Acceptable. Validated actual based on the COA AAR.
SO 4 Optimize bank resources for higher returns, while supporting green, national and local government programs											

FINANCIALS

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	SM 5	Cost to Income Ratio	Annualized Non-Interest Expenses / Annualized Operating Income	2.5%	{1-[(Actual-Target)/Target] x Weight	50%	51.01%	2.45%	42.56%	2.5%	<ul style="list-style-type: none"> COA Annual Audit Report 	Acceptable. Validated actual based on the COA AAR.
	SM 6	Efficient Utilization of Corporate Budget	Total Disbursement / Board Approved Corporate Operating Budget (both net of PS Cost)	2.5%	(Actual/Target) x Weight	90%	79.97%	2.22%	75.09%	2.09%	<ul style="list-style-type: none"> Budget Utilization Report List of Delayed and Cancelled Projects COA Annual Audit Report 	Validated actual based on the COA AAR.
			Sub-Total	15%				14.67%		14.59%		
STAKEHOLDERS	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.										
	SM 7	Percentage of Satisfied Customers – Individual Customers	Number of respondents who gave rating of at least Satisfactory /	2.5%	(Actual/Target) x Weight Below 80% = 0%	90%	98%	2.5%	98.10%	2.5%	<ul style="list-style-type: none"> ARTA Harmonized Client Satisfaction Measurement Result 	Validated actual based on the ARTA CSM Results.

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	Percentage of Satisfied Customers – Business Organizations	Total Number of respondents	2.5%		90%	98%	2.5%	98.10%	2.5%	
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	100%	99.82%	9.98%	99.79%	9.98%	<ul style="list-style-type: none"> LOS Turnaround Time (TAT) of Credit Facility Proposal (CFP) Out of the 9,384 loan applications received, 9,365 applications were processed within the prescribed TAT.
SM 9	Service Availability of the Internet Banking Services	Total service availability in days / 365 days	5%	(Actual/Target) x Weight	90% Average Service Availability of Internet Banking Services	99.58%	5.0%	99%	5.0%	<ul style="list-style-type: none"> iAccess and weAccess Availability Report as of December 2023 Acceptable.

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SM 10a	Percentage of Service Availability of Automated Telling Machines (ATM)	Total Number of Onsite ATMs with at least 80% availability / Total Number of Onsite ATMs	(Actual/Target) x Weight	90% Onsite ATMs with at least 80% availability	97.71%	2.5%	97.71% for onsite ATMs	2.5%	<ul style="list-style-type: none"> ATM Service Availability Report as of December 2023 from Network Operations Department 	Acceptable.
SM 10b		Total Number of Onsite ATMs with at least 80% availability / Total Number of Onsite ATMs		80% of NCR Offsite and 70% of Field Units Offsite ATMs with at least 75% availability	88.14%	2.5%	86.04% for NCR offsite ATMs and 90.41% Field Units Offsite	2.5%		
		Sub-Total				24.98%		24.98%		

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INTERNAL PROCESS	SO 6	Adopt a seamless work experience in a unified digital platform										
	SM 11	Workstreams established	Actual Accomplishment	7.5%	(Actual/Target) x Weight	90% Average Service Availability of Internet Banking Services	Established 2 workstreams. 1. Service Desk 2. Inventory tracking	7.5%	Established 2 workstreams for Legal Services Group. 1. Service Desk 2. Inventory tracking	7.5%	<ul style="list-style-type: none"> Revised Guidelines of the Legal Information Management System User-acceptance Test (UAT) Proof of transaction dated 2023 	Acceptable.
	SM 12	Maintain Quality Management System Certification	Actual Accomplishment	5.0%	All or Nothing	Conduct 2023 Internal IMS Assessment based on IMS Assessment Plan	Completed IMS Assessment of 90 Field Units and 18 Head Office Units	5.0%	Completed IMS Assessment of 90 Field Units and 18 Head Office Units	5.0%	<ul style="list-style-type: none"> IMS Assessment Completion Report as of December 2023 	Acceptable.

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	Objective/Measure	Formula	Wt.	Rating System		Actual	Rating	Actual	Rating			
INTERNAL PROCESS	SO 6	Adopt a seamless work experience in a unified digital platform										
	SM 11	Workstreams established	Actual Accomplishment	7.5%	(Actual/Target) x Weight	90% Average Service Availability of Internet Banking Services	Established 2 workstreams. 1.Service Desk 2.Inventory tracking	7.5%	Established 2 workstreams for Legal Services Group. 1.Service Desk 2.Inventory tracking	7.5%	<ul style="list-style-type: none"> Revised Guidelines of the Legal Information Management System User-acceptance Test (UAT) Proof of transaction dated 2023 	Acceptable.
	SM 12	Maintain Quality Management System Certification	Actual Accomplishment	5.0%	All or Nothing	Conduct 2023 Internal IMS Assessment based on IMS Assessment Plan	Completed IMS Assessment of 90 Field Units and 18 Head Office Units	5.0%	Completed IMS Assessment of 90 Field Units and 18 Head Office Units	5.0%	<ul style="list-style-type: none"> IMS Assessment Completion Report as of December 2023 	Acceptable.

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Objective/Measure	Formula	Wt.	Rating System	Target	Actual	Rating	Actual	Rating				
					Facilitate Certification of the Bank QMS	Obtained ISO 9001:2015 QMS certification from Certification with the recommendation from the Certification International Philippines (CIPI)	2.5%	Obtained ISO 9001:2015 QMS certification from Certification with the recommendation from the Certification International Philippines (CIPI)	2.5%	<ul style="list-style-type: none"> ISO 9001:2015 Certification dated 21 December 2023 	Acceptable.	
Sub-Total		15%				15%		15%				
SO 7	Acquire, develop, engage talent critical for future-ready organizational capabilities											
LEARNING AND GROWTH	SM 13	Improvement on the Competency Level of the Organization	Actual Accomplishment	5.0%	All or Nothing	Board-approved enhanced Competency Model (Position Competency Profiles of Critical Positions)	1. Conducted activities related to the Subject Matter Experts 2. Competency Profiles (PCP) 3. Obtained Board approval on the enhanced PCP on 7 August 2023	5.0%	Board-approved enhanced Competency Model (Position Competency Profiles of Critical Positions) Competency Assessment using the enhanced	7.5%	<ul style="list-style-type: none"> Board-approved enhanced Competency Model (Position Competency Profiles of Critical Positions) Certification from the third-party provider on the conduct of the 	Acceptable.

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	Actual Accomplishment	2.5%		Competency Assessment using the enhanced PCPs (baseline data)	1. Obtained the services of provider for online competency assessment 2. Completed the administration of the competency assessment	2.5%	PCPs (baseline data)		Competency Assessment • Competency Assessment Result (baseline data) for 2023 for all eligible employees	
	Sub-Total	7.5%				7.5%		7.5%		
	TOTAL	100%				99.65%		99.57%		

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