

LAND BANK OF THE PHILIPPINES (LANDBANK)

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

SOCIO-ECONOMIC IMPACT

“Upholding a Transparent and Responsive GOCC Sector for the Filipino People”

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

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






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

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SM 9 Service Availability of the Internet Banking Services <sup>2</sup>	Total service availability in days / 365 days	5%	(Actual / Target) x Weight	99% Average Service Availability of Internet Banking Services (iAccess, WeAccess, MBA)	98% Average Service Availability of Internet Banking Services (iAccess, WeAccess, MBA)	90% Average Service Availability of Internet Banking Services	90% Average Service Availability of Internet Banking Services	
SM 10a Percentage of Service Availability of Automated Telling Machines (ATMs) <sup>3</sup>	Total Number of Onsite ATMs with at least 80% availability / Total Number of Onsite ATMs	2.5%	(Actual / Target) x Weight	91.03% of Onsite ATMs have at least 80% availability	92.77%	90%	90% Onsite ATMs with at least 80% availability	
SM 10b	Total Number of Offsite ATMs with at least 75% availability / Total Number of Offsite ATMs	2.5%		81.72% of Onsite ATMs have at least 80% availability	83.59%	80%	Offsite ATMs <sup>4</sup> with at least 75% availability	

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

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

<sup>4</sup> 80% for NCR and 70% for Countryside.


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

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		<i>Sub-Total</i>	15%						
	<b>SO 7</b>	<b>Acquire, develop, engage talent critical for future-ready organizational capabilities</b>							
<b>LEARNING &amp; GROWTH</b>	SM 13	Improvement on the Competency Level of the Organization	Actual Accomplishment	5.0%	All or Nothing	Board-approved Enhanced Position Competency Profiles	103.64% (LANDBANK was able to improve its competency level by 5.34%)	Board-approved enhanced Competency Model (Competency-based Position Profiles)	Board-approved enhanced Competency Model (Position Competency Profiles of Critical Positions)
			Actual Accomplishment	2.5%		7,400 employees were assessed in 2020		Competency Assessment of all eligible employees <sup>5</sup>	Competency Assessment using the enhanced PCPs (baseline data)
		<i>Sub-Total</i>	7.5%						
		<b>TOTAL</b>	100%						

For GCG:

  
Justice ALEX L. QUIROZ (Ret.)  
Chairperson

For LANDBANK:

  
MS. CECILIA CAYOSA BORRROMEO  
President and CEO (PCEO)

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

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

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