

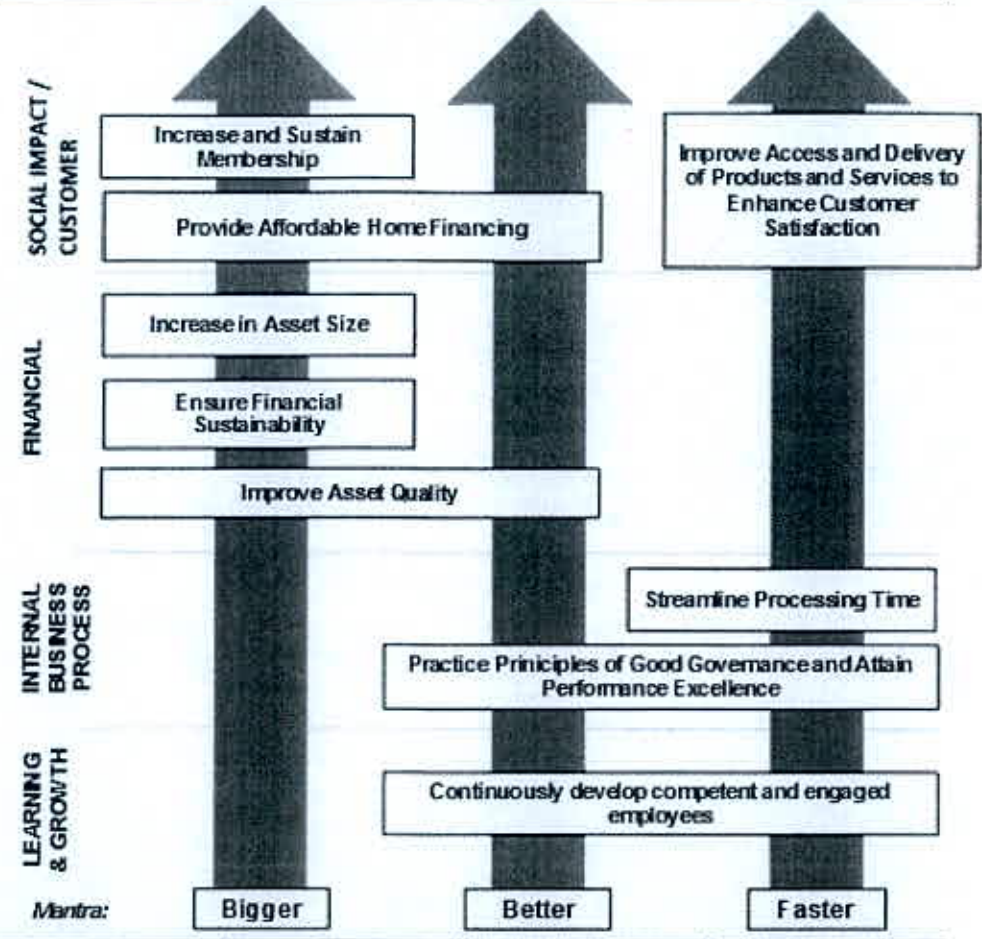
CY 2018 CHARTER STATEMENT AND STRATEGY MAP (ANNEX A)

Vision:
For every Filipino worker to save with Pag-IBIG Fund and to have a decent shelter.

Operational Vision:
To sustain membership growth and retention that would result to a P2 Billion annual increase in members' savings collection until 2022, and provide affordable home financing to at least 440,138 low income earners through socialized and low cost housing, capturing 34 of the National Shelter Program Direct Housing Assistance target from 2018 until 2022.

Mission:
To generate more savings from more Filipino workers, to administer a sustainable Fund, with integrity, sound financial principles, and with social responsibility, and to provide accessible funds for housing of

Social Impact: Provide improved access to social and shelter security to achieve inclusive growth and poverty reduction.



Core Values Professionalism Integrity Excellence Service

HOME DEVELOPMENT MUTUAL FUND

		Component			Baseline Data			Target	
Objective/Measure		Formula	Weight	Rating System	2015	2016	2017	2018	
CUSTOMER	SO 1	Increase and Sustain Membership							
	SM 1	Percentage of Labor Force Covered ¹	Total Active Members as of Performance Year / Pag-IBIG Coverable	10%	(Actual / Target) x Weight	50% (12.506 Million / 24.148 Million)	51% (12.497 Million / 24.711 Million)	51% (13.708 Million / 27.371 Million) ²	47% (13.324 Million / 28.285 Million) ³
	SO 2	Provide Affordable Home Financing							
	SM 2	Actual Take-Out Units from SH and LC	Actual Take-Out Units from SH and LC	20%	(Actual / Target) x Weight	58,920	75,609	N/A	75,786
		Number of Units ⁴	Total Housing Units Taken-Out			59,409	76,247		77,406
	Loan Amount ⁴	Total Amount of Loans Take-out			₱43,932 Billion	₱57,313 Billion		₱61,094 Billion	

¹ Total Estimated Local Coverable is based on Pag-IBIG coverable computed as Total Local Employed net of Agricultural Workers, Unpaid Family Workers, Below 18 years old, Retirees, and Hard to Map/Non-regular Workers (including workers paid in Kind and Undocumented, Employed by Individual Customers, Short-Term or Seasonal Workers, Casual Workers/Contractual and Project-based Workers, Apprentices, Learners and Other Hard to Map Workers)

² See Table 5 - Employed Persons by Major Industry Group, Philippines: 2015 - April 2017, Current Labor Statistics, PSA, page 12, 14 July 2017

³ See Table 5 - Employed Persons by Major Industry Group, Philippines: 2016 - April 2018, Current Labor Statistics, PSA, page 12, 13 July 2018

⁴ Total Taken-Out Units and Amount are inclusive of Medium Cost and Open Market. For information only.

		Component			Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
SO 3	Improve Access and Delivery of Products and Services to Enhance Customer Satisfaction							
SM 3	Percentage of Satisfied Customers	Number of respondents who rated Pag-IBIG service with at least Satisfactory and Very Satisfactory / Total number of respondents	10%	(Actual / Target) x Weight Below 80% = 0%	80%	80%	At least 90% of respondents gave Pag-IBIG a Very Satisfied to Somewhat Satisfied score	90%
	Sub-total		40%					
SO 4	Increase in Asset Size							
FINANCIAL SM 4	Increase Net Financial Asset Level	Total Assets less ROPA, net; Property and Equipment, net; Intangible Assets, net; and Other Assets	10%	(Actual / Target) x Weight	₱379.839 Billion	₱420.542 Billion	₱459.526 Billion	₱526.304 Billion

Component		Baseline Data			Target			
Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
SO 5	Ensure Financial Sustainability							
SM 5	Increase Income Level	Total Revenue Less Total Expenses	10%	(Actual / Target) x Weight ₱20 Billion and Below = 0%	₱20.542 Billion	₱25.009 Billion	₱25.787 Billion	₱33.29 Billion
SM 6	Maintain the Required Capital Adequacy Ratio	Retained Earnings / (Risk-Weighted Assets for credit and market risk provisions + Risk-Weighted Assets equivalent for operational risk provision)	5%	All or Nothing	19.19%	18.87%	Not less than 17.5%	Not less than 17.5%
SM 7	Increase Members' Savings	Total Members' Savings Collected	10%	(Actual / Target) x Weight ₱30 Billion and Below = 0%	₱30.713 Billion	₱32.780 Billion	₱34.540 Billion	₱39 Billion

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		Component			Baseline Data			Target		
Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018			
SO 6	Improve Asset Quality									
SM 8	Improve Performing Loans Ratio	Accounts current to 3 Months / Total Outstanding Balance (exclusive of Referred to Foreclosure and Petition for Extra-Judicial Foreclosure)	10%	(Actual / Target) x Weight 85% and Below = 0%	84.45%	89.07%	89%	90%		
	Sub-total		45%							
INTERNAL PROCESS	SO 7	Streamline Processing Time								
	SM 9	Improve Processing Time on End-User Financing (EUF) Approval and Take-Out	Number of EUF application Processed within 20 Working Days / Total number of EUF application received	5%	(Actual / Target) x Weight Below 85% = 0%	85% ⁵	95% ⁵	85%	90%	

⁵ Baseline data for 2015 and 2016 were unvalidated since the measure and target is new for 2017.

Component		Objective/Measure			Baseline Data			Target
					2015	2016	2017	2018
Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
SO 8	Practice Principles of Good Governance and Attain Performance Excellence							
SM 10	Ensure Compliance to Government Quality Management Systems Standards (GQMSS)	Actual Accomplishment	5%	All or Nothing	Maintained ISO Certification for Membership Registration	95% of activities completed – STL and Claims Certified in February 2017	<p>ISO 9001:2015 for Housing Loan Origination</p> <p>Readiness Certificate under ISO 9001:2015 for the following processes:</p> <ul style="list-style-type: none"> a. Membership Registration b. Short-term Loan c. Provident Claims 	<p>Certification under ISO 9001:2015 standards covering:</p> <ul style="list-style-type: none"> 1. Housing Loans Management; and 2. Membership Registration <p>Maintain ISO 9001:2015 Certificates for:</p> <ul style="list-style-type: none"> 1. Housing Loan Origination 2. Short-term Loan 3. Provident Claims
	Sub-total		10%					

	Component				Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
LEARNING AND GROWTH	SO 9	Continuously Develop Competent and Engaged Employees							
	SM 11	Competency Level of the Organization	Actual Accomplishment	5%	All or Nothing	Review of Current functional roles and classify positions into job families (based on Timeline)	82.59% (Last activity: Go Live Implementation on Cagayan Valley; Tuguegarao)	Roll-out of STLMS and PFMS to Central Office and all Branches	Submission of the Board-Approved: 1. Competency Catalogue ⁶ ; 2. Competency Framework ⁷ ; and 3. Competency Tables ⁸ Note: Establish Competency Baseline by 2019
		Sub-total		5%					
		Total		100%					

⁶ A document that identifies the competencies relevant to the organization

⁷ A diagram that clusters the competencies identified under the Competency Catalogue into Core, Leadership, Technical and Organizational themes

⁸ A set of tables containing an operational definition for each competency, identifying the behavioral indicators associated with the competency, and classifying the behavioral indicators into different levels, showing a progression of proficiency