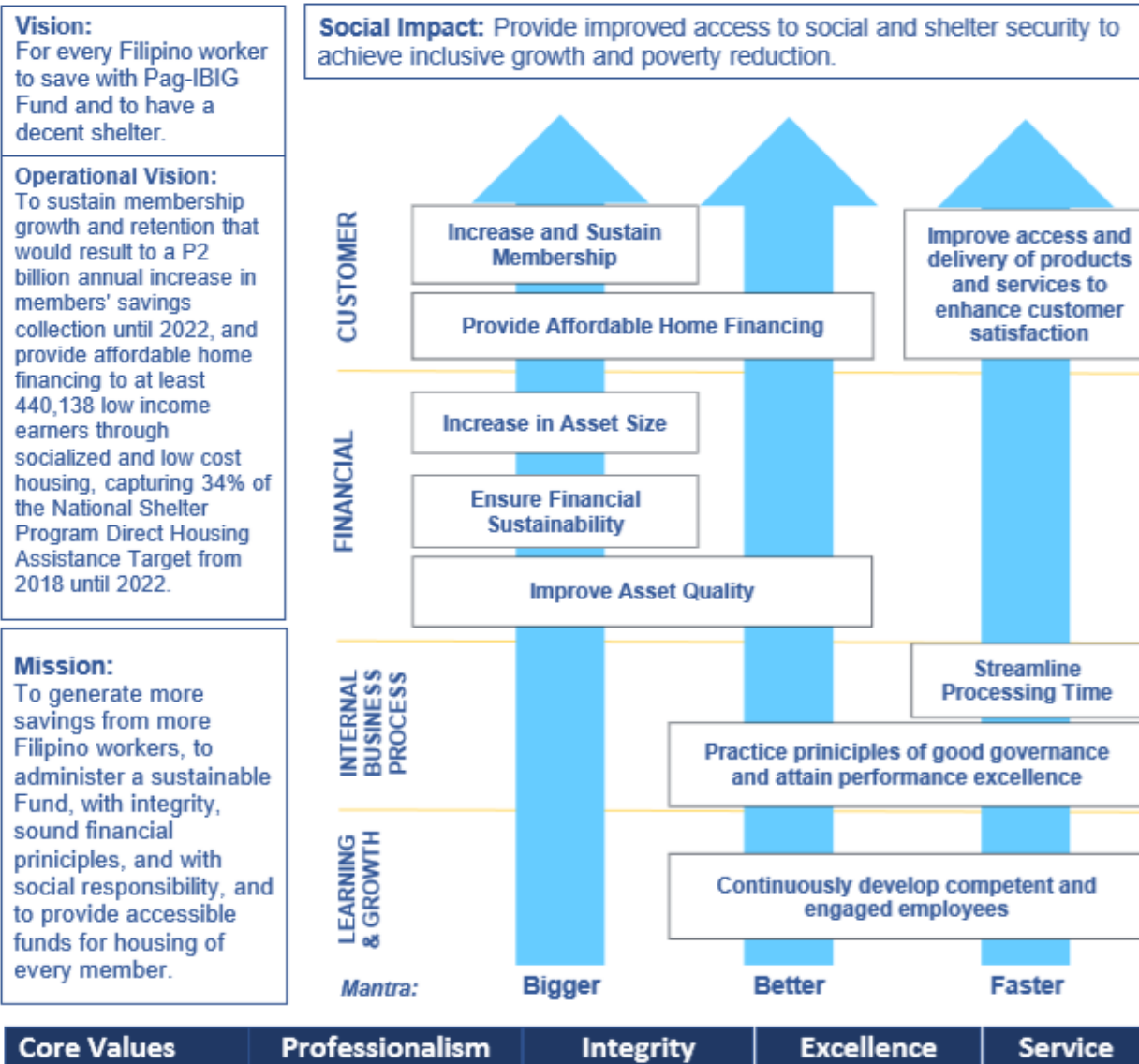


2020 CHARTER STATEMENT AND STRATEGY MAP (ANNEX A)



HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG FUND)

| Component | | | | | Baseline Data | | Target | | |
|-----------|-------------------|--|---|---------------|---|-----------------------------|---|--------|--------|
| | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 | |
| CUSTOMER | SO 1 | Increase and Sustain Membership | | | | | | | |
| | SM 1 | Percentage of Labor Force Covered | Total Active Members as of Performance Year / Adjusted Coverable ¹ | 15% | (Actual/Target) x Weight | 46.68% (12,618 / 27,033) | 45.90% (12.984 million / 28.285 million) | 50% | 44% |
| | 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 | 80,188 | 89,328 | 80,401 | 90,178 |
| | SO 3 | Improve Access and Delivery of Products and Services to Enhance Customer Satisfaction | | | | | | | |
| | SM 3 | Percentage of Satisfied Customer | Number of respondents who rated Pag-IBIG service with at least Satisfactory / Total number of respondents | 10% | (Actual/Target) x Weight; Below 80% = 0% | 91.95% | 95.5% | 90% | 90% |
| | | Sub-total | | 45% | | | | | |

¹ Adjusted Coverable pertains to the Total Employed Persons by Major Industry Group based on the previous year's Labor Force Survey of the Philippine Statistics Authority, excluding Agriculture, Activities of Households as Employers, Undifferentiated Goods and Services – producing Activities of Households for Own use and Activities of Extraterritorial Organization and Bodies. Workers below 18 years old **may be** deducted on the total number of coverable upon submission of data from PSA, subject to determination of the number of covered minors per relevant laws.

| Component | | | | | Baseline Data | | Target | | |
|------------------|-------------------|--|--|---------------|---|------------------|------------------|------------------|------------------|
| | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 | |
| | SO 4 | Increase in Asset Size | | | | | | | |
| | 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; 0% = If less than ₱467.597 Billion | ₱467.597 Billion | ₱511.227 Billion | ₱576.088 Billion | ₱645.032 Billion |
| FINANCIAL | SO 5 | Ensure Financial Sustainability | | | | | | | |
| | SM 5 | Increase Income Level | Total Revenue Less Total Expenses | 10% | (Actual/Target) x Weight; 0% = If ₱30.268 Billion and below | ₱30.268 Billion | ₱33.172 Billion | ₱33.29 Billion | ₱34.410 Billion |

| Component | | | | | Baseline Data | | Target | |
|-------------|--------------------------------|--|------------|---|----------------|----------------|-------------|--|
| | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 |
| SM 6 | Increase Members' Savings | Total Members Savings Collected | 10% | (Actual/Target) x Weight | ₱33.71 Billion | ₱40.59 Billion | ₱41 Billion | Additional ₱2 Billion ² from previous year's validated actual |
| SO 6 | Improve Asset Quality | | | | | | | |
| SM 7 | Improve Performing Loans Ratio | Accounts current to 3 months/Total Outstanding Balance [exclusive of Sales Contract Receivables (SCR) under Remediation, Referred to Foreclosure, and Petition for Extra Judicial Foreclosure] | 10% | (Actual/Target) x Weight; 0% = 85% and Below | 89.52% | 90.23% | 91% | 92% |
| | Sub-total | | 40% | | | | | |

² Based on Pag-IBIG Fund's Operational Vision.

| Component | | | | | Baseline Data | | Target | |
|------------------|---|---|--|---------------|--|--------|-----------------------------|------|
| | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 |
| INTERNAL PROCESS | SO 7 | Streamline Processing Time | | | | | | |
| | | Improve Processing Time on: | | | | | | |
| | SM 8 | a.) End-User Financing (EUF) Approval and Take-out | Number of EUF application Processed within Applicable Processing Time / Total number of EUF application received | 2.5% | (Actual/ Target) x Weight; Below 95% = 0% | 98.04% | Accomplishment unverifiable | 100% |
| | b.) Short-Term Loan (STL) Approval and Disbursement | Number of loans Processed within Applicable Processing Time / Total number of loans processed | 2.5% | 95.58% | | | | |

³ Applicable processing time based on compliance with Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. Use of stop time shall be based on the codes a provided in **Appendix 1**.

| Component | | | | | Baseline Data | | Target | |
|-------------------|---|-----------------------|---------------|----------------|--|--|--|---|
| Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 | |
| SO 8 | Practice Principles of Good Governance and Attain Performance Excellence | | | | | | | |
| SM 9 | Ensure compliance Government Quality Management Systems Standards (GQMSS) | Actual Accomplishment | 5% | All or Nothing | <p>ISO 9001:2015 Certification for HL Origination ISO 9001:2015 Certification for:</p> <p>a. Short Term Loan b. Provident Claims Readiness Certificate for ISO 9001:2015 Certification on Membership Registration</p> | <p>ISO 9001:2015 Certification for:</p> <p>1. Housing Loan; and 2. Membership Registration</p> <p>Maintained ISO 9001:2015 Certification for:</p> <p>1. Short Term Loan; and 2. Provident Claims</p> | <p>Maintenance of ISO 9001:2015 Certification under covering:</p> <p>1. Membership Registration; 2. Short-Term and Loan Provident Benefit Claims; 3. Housing Loan Origination and Management.</p> | <p>Maintenance of ISO 9001:2015 Certification covering the following processes:</p> <p>1. Membership Registration (Window 1 only); 2. Short-Term Loan and Provident Benefit Claims; 3. Housing Loan Origination and Management</p> |
| | Sub-total | | 10% | | | | | |

| Component | | | | | Baseline Data | | Target | | |
|----------------------------|-------------------|---|--|---------------|----------------|--|--|---|---|
| | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 | |
| LEARNING AND GROWTH | SO 9 | Continuously Develop Competent and Engaged Employees | | | | | | | |
| | SM 10 | Competent Workforce | Competency Baseline ⁴ 2020 – Competency Baseline 2019 | 5% | All or nothing | Roll-out and Implementation of STLMS and PFMS to Central Office and all Branches | Board-Approved 1. Competency Catalogue; 2. Competency Framework; and 3. Competency Tables | Submission of Board Approved: 1. Competency Matrix; 2. Position Profiles; 3. Competency - Based Job Description 4. Competency Assessment to determine Competency Baseline for 100% of employees | Improvement on the Competency Level of the Organization based on the 2019 year-end assessment |
| | | Sub-total | | 5% | | | | | |
| | | TOTAL | | 100% | | | | | |

⁴ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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