

BUILD

BUILD

ANNUAL
REPORT
2016





BUILD

A MANDATE TO BUILD. BUILD. BUILD.

With 300,000 square kilometers of land – mostly waiting to be tapped for business and economic activities, and with more than 100-million in population – a great number converging in already overcrowded places, the Philippines takes on the challenge of addressing congestion and spreading inclusive growth.

Recognizing the urgent need to undertake more decisive and concrete action, the government refocuses its priorities towards further harnessing the vast economic potential of the country. And it all comes down to infrastructure development as a requisite for businesses to thrive and grow, to stimulate economic activities, and to be able to provide livelihood to more and more Filipinos across the nation.

As the country enters into a new wave of advancement towards inclusive growth, a golden age of infrastructure has dawned. DBP's development mandate has been sharpened and made more relevant. The time has come to **BUILD! BUILD! BUILD!**

A MANDATE TO **BUILD**

BUILD

BUILD

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WHO WE ARE

The Development Bank of the Philippines (DBP) is the country's premier development financing institution. As a government-owned policy bank, DBP actively supports projects and programs that are aligned with the National Government's priority development programs and inclusive growth initiatives.

The bank's development initiatives are primarily directed at supporting growth in its priority sectors: infrastructure and logistics, environment, social services and community development, and small and medium enterprises. The bank also expands credit access for the following sectors: local government units, water districts and electric cooperatives.

DBP is a universal bank and was granted an expanded commercial banking license in 1995.

VISION

By 2022, a regionally-recognized development financial institution serving as a catalyst for a progressive and more prosperous Philippines.

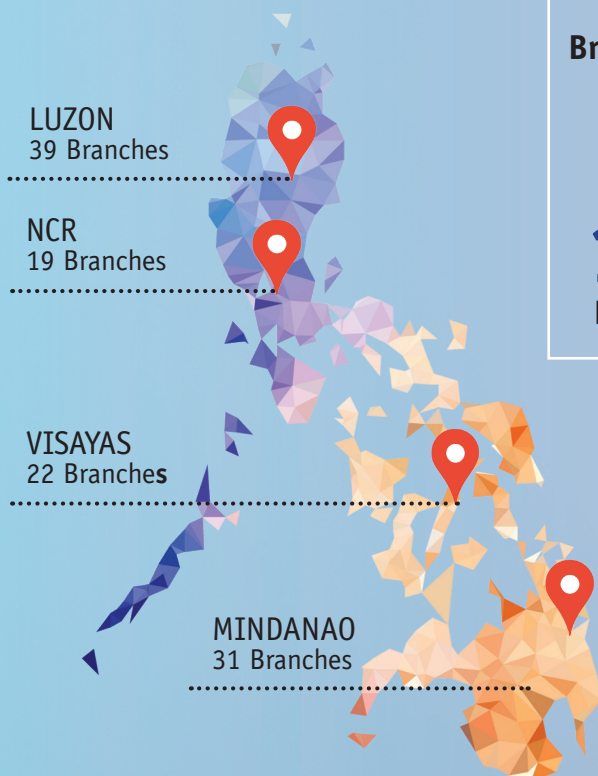
MISSION

To raise the level of competitiveness of the economy for sustainable growth.

To support infrastructure development, responsible entrepreneurship, efficient social services, and protection of the environment.

To promote and maintain the highest standards of service and corporate governance among its customer constituencies.

WIDE AND EXTENSIVE DEVELOPMENT REACH



Branches & ATM Network (as of 31 December 2016)



111
BRANCHES



157
ONSITE ATMs



378
OFFSITE ATMs

Subsidiaries:

DBP Leasing Corporation, **100%**
 DBP Data Center, Inc., **100%**
 DBP Management Corporation, **100%**
 Al-Amanah Islamic Investment Bank of the Philippines, **99.88%**

Affiliates:

LGU Guarantee Corporation, **47.94%**
 DBP Service Corporation, **28.04%**
 DBP Insurance Brokerage, Inc., **40%**
 DBP Daiwa Capital Markets Philippines, Inc., **17.06%**

MESSAGE FROM HIS EXCELLENCY



My warmest greetings to the Development Bank of the Philippines (DBP) on the publication of its 2016 Annual Report.

For seven decades, DBP has consistently supported the government's national development goals by providing medium and long-term credit facilities for key economic sectors. The bank has raised the level of competitiveness in our economy and opened up more opportunities for our people by financing projects and investments in infrastructure, responsible entrepreneurship, environmental protection and efficient social services.

Your role as the country's premier infrastructure bank will further be highlighted as we embark on our Build! Build! Build! Initiative. By upholding the highest standards of service and corporate governance, DBP shall become one of the backbones of the Golden Age of Infrastructure in the Philippines.

I ask the men and women of DBP to remain committed in their thrust of spurring economic growth through sustainable infrastructure development. Inspired by your achievements in the past year, I am confident that the bank will live up to its mandate and take our nation towards the path of progress and prosperity.

I wish you all the best for the years ahead.

A handwritten signature in black ink, appearing to read 'Rodrigo Duterte'.

RODRIGO ROA DUTERTE
President
Republic of the Philippines
Manila, August 2017

REPORT TO THE PRESIDENT



JOSE A. NUÑEZ, JR.
Chairman

ANTHONY T. ROBLES
Officer-in-Charge

2016 was not only a transition year for the Development Bank of the Philippines (DBP); it was also significantly a year of capitalizing on opportunities for the bank – to demonstrate its continued relevance, to sharpen focus on its development mandates and to implement programs aimed at balanced, sustainable and inclusive growth. We are spurred on by the continued success in our developmental initiatives and financial performance as we fulfill our mandate as the state's economic development policy implementing bank.

Allow us to share with you some of DBP's notable achievements in 2016:

1. DBP registered a net income of P4.2 billion for the year. This enabled the bank to remit dividends amounting to more than P2.5 billion to the national treasury, again setting the bar for dividend contribution by a Government Owned or Controlled Corporation. As a GOCC, DBP strictly and consistently adheres to its policy of declaring and remitting at least 50% of its annual net earnings to the national government, as directed under Republic Act No. 7656.
2. We sustained our growth in Asset size, with Total Resources at P536.1 billion at the end of 2016, cementing our status as a half-Trillion Pesos sized bank. Of significance is that this has been largely fueled by loans growth. Total gross loans stood at P274.63 billion from the 2015 level of P238.79 billion.
3. On our Liabilities side, our Deposits posted a growth of 9.95% in 2016 vs. previous year, and especially Current and Savings Accounts or CASA which is growing higher than that, at 19.78% Year-on-Year.
4. DBP achieved its 3-year target of P60 billion in loan approvals to its priority public sectors (Local Government Units, Electric Cooperatives and Water Districts) under its Performance Governance System target of growing it 10-fold, from P6.9-billion in 2013 to P60-billion in the three year-period starting from 2014 thru 2016. As of December 31, 2016, loan approvals to these sectors reached P60.4 billion.

Beyond the topline financial results, DBP strengthened its commitment to serve as catalyst for countrywide growth. Taking heed of the country's evolving development needs, DBP continued to implement programs designed to meet the financing requirements of identified strategic sectors.

5. In support of the government's thrust for infrastructure development as strong foundation for economic growth, DBP intensified its focus under its Connecting Rural and Urban Intermodal Systems Efficiently (CRUISE) Program. Funding was channeled to 346 public and private sector projects in the infrastructure, transport, logistics and tourism sectors and related information technology and climate change adaptation/risk mitigation, with a total loan portfolio of P25.57 billion as of end-2016.
6. For the power sector, DBP's FUSED or Financing Utilities for Sustainable Energy Development Program addresses development interventions needed toward increased investments in power generation and distribution under the Philippine Energy Plan for 2012 to 2030. As of December 2016, FUSED has a total loan portfolio of P26.85 billion which is already 67% of the program target.
7. Through its Water for Every Resident or WATER Program, DBP is targeting a total disbursement of P20 billion by 2025 for water supply development, production and distribution. Of this amount, a total of P8.46 billion in loan approvals and P4.95 billion in loan portfolio have already been accomplished. For 2016, seven projects amounting to P801.9 million were approved, two of which are expected to provide 8,681 connections primarily to households and

rehabilitate and expand 28,734 meters of pipelines resulting to conserved water of 10,269,919 cubic meters per year.

8. Pushing for ecologically sound economic development, DBP continued to make significant strides in addressing key environmental concerns. Total loan approvals reached P35.1 billion under the bank's Green Financing Program, with loan releases amounting to P20.23 billion. The program assisted projects for pollution abatement, waste management, resource conservation, cleaner production, renewable energy, water supply, occupational health and safety, climate change adaptation and disaster risk reduction and other projects for the environment.
9. DBP accelerated its promotion of micro, small and medium enterprises (MSMEs), with the bank achieving a 24% increase in its MSME loan portfolio from P7.63 billion in 2015 to P9.46 billion in 2016. Under its umbrella program for MSMEs, the Sustainable Enterprises for Economic Development (SEED) Program, the bank supports aspiring entrepreneurs and assists in guarantees for loans through Credit Surety Funds.
10. DBP funding for social services investments in education, health care and shelter were likewise intensified. Financing for projects in the health care sector were facilitated through the Sustainable Health Care Investment Program (SHCIP) with a total 119 new projects approved in 2016 which contributed to a total portfolio of P7.98 billion. Bank-assisted projects under the program will contribute a total of 1,775 new hospital beds to the country's existing inventory.

Shelter financing was implemented through the Residential Real Estate Financing Program (RRFP) which had a total of 153 new housing projects comprising 3,472 new housing units and a portfolio of P14.72 billion at end-2016.

Projects in the education sector were prioritized under the DBP Educational Fund Program (DEFP) which on its second year of implementation in 2016, reached a portfolio of P2.79 billion, an increase of almost 67 percent. The program covered a total of 120 projects involving school building construction, purchase of equipment, working capital requirement of schools and student loan assistance.

11. In fulfillment of its mission for financial inclusion, DBP opened 10 new branches in 2016 that expanded the bank's reach via a 111-strong branch network. With a firm resolve for bringing the unbanked and under-banked into the mainstream of financial services, DBP opened branches mostly in "missionary" locations: Bacoor (Cavite), Toledo (Cebu), Taguig-Tuktukan, Villanueva (Misamis Oriental), Pototan (Iloilo), Trento (Agusan del Sur), Dinagat Island, Palayan (Nueva Ecija), Siargao and Claver (Surigao del Norte). Complementing DBP's brick and mortar branches are 535 automated teller machines (ATMs) that provide 24/7 electronic banking convenience to its customers

DBP was among the first banks to migrate to EMV chip cards with the release of its cards to customers in December, 2016. It involves the use of cards equipped with a microprocessor chip that stores and protects cardholder information. EMV ATM and debit cards ensure more secure transactions, protect customer information, reduce card fraud, and enable the interoperability of payment networks.

DBP is leading the initiatives in building the country's financial payments infrastructure as we expanded our Internet Payment Gateway and Point-of-Sale terminals especially in the

public sector to accept payments for partner clients such as: Department of Trade and Industry (business registration fees); TIEZA (travel taxes); local government units (real property taxes and business license and permits) in progressive cities and towns such as Valenzuela, Naga, Zamboanga, Muntinlupa, Pasig, Cagayan de Oro and Silang; University of the Philippines (tuition and miscellaneous fees) and bills payments at electric cooperatives and water districts.

In recognition of the bank's efforts, DBP earned the following awards and commendations in 2016:

12. DBP was conferred a certificate of merit for its DBP Forest Program at the prestigious Karlsruhe Sustainable Finance Awards.

The DBP Forest Program won the award under the Outstanding Sustainable Project Financing category which recognizes outstanding success in the long-term financing of exemplary industrial/ commercial or infrastructure projects that benefit local communities, protect the environment, and ensure reliable returns to investors and depositors.

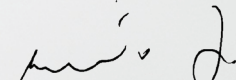
The DBP Forest Program is a bank initiative that provides financial assistance to partners – comprising of Local Government Units (LGUs) and State Universities and Colleges (SUCs) – to protect the environment specifically the country's critical watershed and coastal areas through the planting of trees. There are now 44 DBP Forest projects nationwide totaling 7,254 hectares planted with 5.438 million trees.

13. DBP marked another milestone with an award for Outstanding Development Project from the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) in 2016 for local economic development category for our bank's funding for the development of two Hydro-Electric projects in Oriental Mindoro.
14. The Bangko Sentral ng Pilipinas (BSP) has chosen DBP as the 2016 recipient of the Pagtugon Award for Universal and Commercial Banks for excellence in addressing customer concerns in awarding ceremonies held on July 13, 2016 at the BSP Complex, Manila.

Not content to rest on its laurels, the DBP stands at the forefront of addressing the challenges of our country's march to progress. DBP will further intensify its initiatives in support of the government's Build, Build, Build! initiative in the coming years. Attuned to the needs and realities of socially and economically marginalized sectors, we enjoy a unique position that enables us to strategically influence and accelerate sustainable growth through the provision of resources for initiatives that promote, nurture, and support economic activities geared toward the continued well-being of the Filipino people.



ANTHONY T. ROBLES
Officer-in-Charge

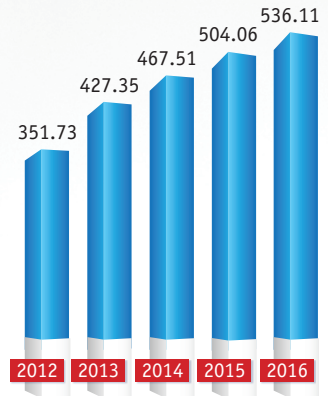


JOSE A. NUÑEZ, JR.
Chairman

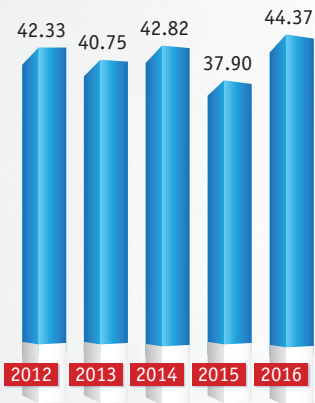
FINANCIAL HIGHLIGHTS

KEY FINANCIAL RATIOS	2012	2013	2014	2015	2016
Net Interest Margin	2.35%	2.15%	2.34%	2.11%	2.28%
Return on Ave. Equity	10.02%	12.71%	11.01%	11.67%	10.21%
Return on Ave. Assets	1.22%	1.36%	1.03%	0.97%	0.81%
Capital to Risk Assets Ratio	24.05%	24.33%	20.91%	16.65%	15.10%

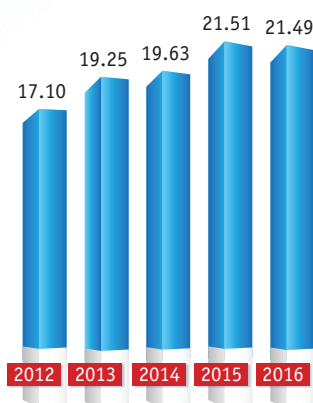
Total Assets (PHP B)



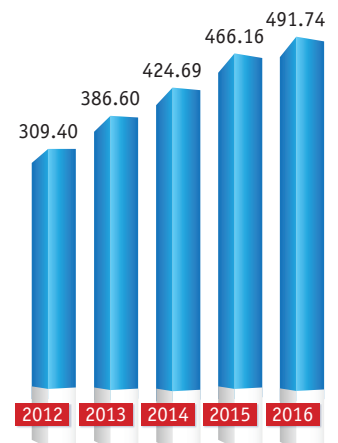
Total Capital Funds (PHP B)



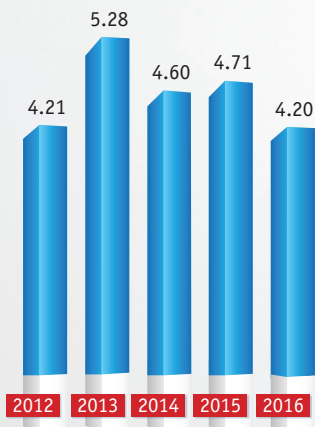
Gross Revenues (PHP B)



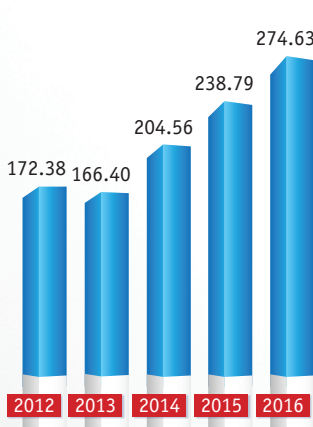
Total Liabilities (PHP B)



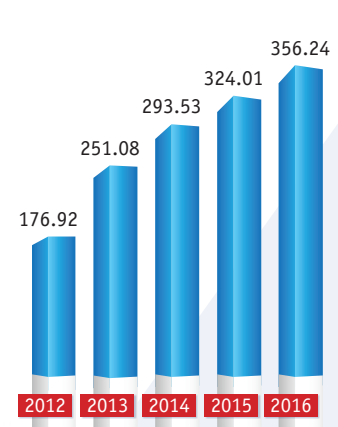
Net Income (PHP B)



Total Gross Loans (PHP B)



Total Deposits (PHP B)



AWARDS AND RECOGNITIONS

Bangko Sentral ng Pilipinas Pagtugon Award for Excellence in Responding to and Addressing Customer Concerns

DBP was recognized for having the least number of customer complaints, and for promptly responding to referrals of consumer issues by the BSP's Financial Consumer Affairs Group. The award is a testament to DBP's commitment to a strengthened focus on its customers, a keener understanding of their businesses and a more responsive approach to serve their needs.



Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) Best Local Economic Development Award

ADFIAP conferred the recognition to DBP for its Sustainable Rural Electrification program in Oriental Mindoro during ADFIAP's 39th Annual Meeting. The award recognized DBP's role in providing a P2.4-billion financial assistance for three power projects in Oriental Mindoro.

2016 Araw Values Awards - Silver Award under Concern for and Preservation of the Environment for the 2014 DBP Annual Report

Karlsruhe Sustainable Finance Awards - Certificate of Merit for the DBP Forest Program

DBP earned the citation for the DBP Forest project in partnership with the West Visayas State University. The DBP Forest Program was recognized under the Outstanding Sustainable Project Financing category, for its outstanding success in the long-term financing of exemplary industrial/commercial or infrastructure projects that benefit local communities, protect the environment, and ensure reliable returns to investors and depositors.



Investment House Association of the Philippines (IHAP) Awards - Deal of the Year Award (for the Bureau of the Treasury's RoP Liability Management Deal)

Jointly managing this domestic liability management transaction with other banks, DBP brought in 27.51% of total submissions for exchange of eligible bonds and 16.32% of total submissions for new subscription. Considering that there were a total of eight Joint Deal

Managers appointed for the transaction, DBP brought in significantly more than its share into the transaction with no less than 20.8% of the final offers accepted coming from those coursed through DBP.

IJGlobal Awards - Asia-Pacific Rail Deal of the Year 2016 Award

DBP earned the Award for The Manila Light Rail Transit 1 (LRT 1) Extension, Operations and Maintenance PPP Project. The bank jointly advised the Department of Transportation in partnership with the International Finance Corporation in the structuring, tendering, and eventual award of the PPP contract for this P65-billion project.



OPERATIONAL HIGHLIGHTS



DEVELOPMENT BANKING

In 2016, DBP further gained solid ground in providing financial assistance for the development of key priority areas focused on infrastructure and logistics, environment, social services, and micro, small, and medium enterprises. On the strength of its mandate, DBP has strengthened the foundations for building a strong economy.

INFRASTRUCTURE AND LOGISTICS

Financing Utilities for Sustainable Energy Development (FUSED) Program.

The FUSED Program was established as DBP's development intervention in the power sector, particularly in power generation and power distribution. It aims to increase access to electricity services in support of national efforts towards poverty reduction and inclusive growth. Subsumed in the program is the Countryside Electrification Financing Program, which was implemented in 2012.

The program is expected to fund P40 billion of the estimated investment requirement for power generation and power distribution in the Philippine Energy Plan for 2012 to 2030. As of December 2016, the FUSED Program has a total loan portfolio of P26.85 billion, achieving 67% of its target and indicative of the aggressive support of the bank to the power sector.

Cognizant of the challenges faced by the country in terms of power generation, the bank approved seven projects in 2016 amounting to P8.46 billion. These projects had an aggregate installed capacity of 301.87 MW (both for conventional and renewable energy projects) with the bulk of the capacity in the Mindanao grid.

For 2016, the bank approved assistance to a coal-fired power project amounting to US\$20 million or P1 billion. The project is expected to contribute 150.95 MW of additional capacity to partly address the base load power supply requirements of the Mindanao grid. This project will also provide employment to at least 2,000 people during construction and 200 personnel during plant operation.

In addition, the bank also granted loans to six renewable energy projects amounting to P7.46 billion. These projects are expected to contribute 150.92 MW of additional capacity to the grid. Consequently, the project will result to avoidance of the use of fossil fuel-based power plants. Estimated fuel oil savings is at 517,348.86 barrels, which will translate to foreign exchange savings on oil imports of US\$22.97 million per year. These projects are likewise expected to contribute to the global effort of reducing greenhouse gas emission estimated at 132,346.71 tons of CO₂ per annum, and generate employment for at least 1,256 personnel during construction and 66 personnel during plant operation.

Water for Every Resident (WATER) Program.

The bank's loan portfolio under the water supply, sewerage, waste management and remediation activities stands at P16.93 billion, consisting of 70 accounts with 53 water districts, 15 private water service providers and two local government units (LGUs). Sixty-eight percent (68%) of these projects were funded by Official Development Assistance (ODA) funds, of which 90% was sourced from the Japan International Cooperation Agency (JICA). An increase of 6.5% in loan portfolio was realized in 2016 from P15.82 billion in 2015.

Contributing to the increase in the water sector loan portfolio is the WATER Program that was launched in 2015. Subsumed under the WATER Program is the Financing Program for the Water Sector that was established in 2011.

The WATER Program aims to increase access to water services to help achieve poverty reduction and inclusive growth. Of the total target disbursement of P20 billion by 2025, the program has already generated P8.46 billion in loan approvals and P4.95 billion in loan portfolio.

For 2016, seven projects were approved under the WATER Program



amounting to P801.9 million. Two of these projects are expected to provide 8,681 additional connections primarily to households, and rehabilitate and expand 28,734 meters of pipeline resulting to conserved water of 10,269,919 cubic meters per year.

Connecting Rural Urban Intermodal Systems Efficiently (CRUISE) Program.

The Connecting Rural Urban Intermodal Systems Efficiently (CRUISE) Program, as an umbrella program for connectivity infrastructure, has continually supported investments in the transport, logistics and tourism sectors and related information technology (IT) and climate change adaptation/risk mitigation requirements of the public and private sectors, while actively promoting the use of different investment modalities including Public-Private Partnership (PPP).

As of December 31, 2016, the CRUISE Program has supported a total of 346 projects with a total loan portfolio of P25.57 billion. Majority of these projects involve infrastructure, logistics and transport initiatives in

support of the sustainable enterprises and agribusiness sectors.

Logistics Infrastructure Development Project.

Out of the total loan approval of P10.3 billion, DBP disbursed a total loan amount of JPY19.315 billion or P9.27 billion under the JICA-funded Logistics Infrastructure Development Project (LIDP) credit facility at project closing on December 24, 2016. This represents about 64.2% of the total LIDP credit facility of JPY30.080 billion. Total loan releases under LIDP including second generation funds was P9.55 billion.

LIDP was designed to provide assistance in improving and modernizing the country's transport network and logistics facilities, with the end view of reshaping the country's physical and economic configuration. At project closing, 59 sub-projects were funded under LIDP. Table 1 shows the LIDP summary distribution by sector, region and type of borrower.

Table 1. Logistics Infrastructure Development Project

Sectoral Distribution	Loan Releases		
	No. of Projects	(In PHP M)	% of total
1. Road Roll-On, Roll-Off Terminal System (RRTS)			
a. RORO vessels	6	2,336.09	25.19
b. Other RRTS facilities	1	78.98	0.85
2. Toll Road, LGU Road, and Maintenance Equipment	35	5,259.55	56.72
3. Packaging, Transport and Distribution Facilities	6	171.78	1.85
4. Bulk Chain	8	1,201.98	12.96
5. Cold Chain	3	224.46	2.42
Total	59	9,272.84	100.00
Borrower Type	Loan Releases		
	No. of Projects	(In PHP M)	% of total
1. Private Sector	22	6,968.51	75.15
2. LGU	37	2,304.33	24.85
Total	59	9,272.84	100.00

Table 2. LIDP Sub-projects by Geographical Distribution

Geographical Distribution	Loan Releases		
	No. of Projects	(In PHP M)	% of total
Region 1	0	0	0
Region 2	1	25.65	0.28
Region 3	5	3,241.33	34.96
CAR	1	7.50	0.08
Region 4A	6	1,011.12	10.90
Region 4B	1	19.46	0.21
NCR	3	1,790.54	19.31
Region 5	1	6.46	0.07
Region 6	3	83.32	0.90
Region 7	7	994.61	10.73
Region 8	7	395.41	4.26
Region 9	3	95.43	1.03
Region 10	6	184.55	1.99
Region 11	5	906.73	9.78
Region 12	4	123.25	1.33
Region 13	6	387.48	4.18
ARMM	0	0	0
Total	59	9,272.84	100.00

Table 3. LIDP Achievement Indicators

ROAD ROLL-ON ROLL-OFF TERMINAL SYSTEM (VESSELS)	
Operation Indicators	Achievement
RORO vessels acquired	14 vessels
Tonnage capacity	11,924.81 GT
Effect Indicators	Achievement
Increase in passenger traffic capacity	Ave 356.08 paxcap by 12 vessels
Increase in cargo traffic capacity	87 vehicles
Time saving: Decrease in travel time (average travel time; hour), %	Batangas/Calapan: 26% (1.70 hrs.) Caticlan/Bulalacao: 23% (3 hrs.) Matnog/San Isidro: 36% (1.20 hrs.)
ROAD ROLL-ON ROLL-OFF TERMINAL SYSTEM (OTHER FACILITIES)	
Operation Indicators	Achievement
Berthing spaces improved/ constructed, number of berth	9 berths
TOLL ROAD, LGU ROAD, AND MAINTENANCE EQUIPMENT	
Operation Indicators	Achievement
Road rehabilitated/constructed	3,554.82 lane kilometers
Effect Indicators	Achievement
Improved travel time (average road speed)	Average of at least 40 kph
PACKAGING, TRANSPORT, AND DISTRIBUTION FACILITIES	
Operation Indicators	Achievement
Distribution terminals improved/constructed	8 facilities
Increase in cargo storage and distribution capacity	36,135.40 m ²
BULK CHAIN	
Operation Indicators	Achievement
Bulk terminals improved/ constructed, number of facilities	4 facilities
Bulk storage capacity	23,102.63 m ³
Bulk cargo vessels acquired	9 units
Effect Indicators	Achievement
Increase in Tonnage capacity (cargo vessel DWT)	13,270 DWT
COLD CHAIN	
Operation Indicators	Achievement
Cold storage facilities improved/ constructed	6 facilities
Cold storage capacity	7,754.36 m ³
Reefer trucks acquired, units	No project financed
Effect Indicators	Achievement
Spoilage volume reduced	<1%

ENVIRONMENT

Green Financing Program. Established on December 9, 2011, the Green Financing Program was enhanced on December 11, 2014 to further advance DBP's thrust towards environmental protection and responsibility. Total loan approvals of around P35.098 billion and releases of P20.23 billion were channeled to the following environmental projects: air and water pollution prevention and control, sanitation, solid and hazardous waste management, resource conservation, resource efficiency, cleaner production, renewable energy, water supply, occupational health and safety, climate change adaptation and mitigation and disaster risk reduction and other environmental projects.

Environmental Development Project.

The JPY24.6 billion or P10.88 billion Environmental Development Project (EDP) credit facility was fully disbursed in November 2016. EDP is a JICA-funded policy-based lending facility that aims to reduce emission of environmental pollutants by providing LGUs, Government Owned and Controlled Corporations (GOCCs), Cooperatives/Associations, Private Corporations and Water Districts with medium and long-term funding for initiatives that contribute to environmental protection and the improvement of living conditions. EDP has two components, namely: a) the non-water, and b) the Philippine Water Revolving Fund (PWRF). The non-water component comprises a) Industrial Pollution Control and Sanitation, b) Solid and Healthcare/Hazardous Waste Management (SHWM), and c) New and Renewable Energy. On the other hand, covering primarily water supply, the PWRF is a credit facility that allows water service providers to borrow for development projects at an affordable rate and longer term. Table 4 shows the cumulative performance of the EDP credit facility by environmental sector as of December 31, 2016.

Table 4. EDP Cumulative Performance as of December 31, 2016

Sector	Approvals		Releases	
	No. of Accounts	Amount (PHP M)	No. of Accounts	Amount (PHP M)
Industrial Pollution Control and Sanitation	22	5,082	21	3,976
Solid Waste and Healthcare/Hazardous Management	23	1,471	21	1,420
New and Renewable Energy	20	8,044	15	2,149
Water Supply/Philippine Water Revolving Fund	17	3,771	17	3,336
TOTAL	82	18,368	74	10,881

Total loan approvals amounted to P18.37 billion covering 82 accounts, which exceeded the EDP credit facility of P10.88 billion by 69% or P7.49 billion. On the other hand, the total loan releases of P10.88 billion supported 74 accounts. Table 5 shows loan distribution by region: under the EDP.

Table 5. EDP Loan Releases by Region

Region	Loan Releases		
	No. of Accounts	Amount (PHP B')	% to Total
LUZON	36	7.946	73.03
NCR	1	1.979	18.20
CAR	1	0.025	0.23
Region 1	7	0.802	7.38
Region 2	1	0.006	0.06
Region 3	9	1.916	17.61
Region 4A (Calabarzon)	8	1.748	16.07
Region 4B (Mimaropa)	5	1.393	12.81
Region 5	4	0.073	0.68
VISAYAS	21	2.448	22.50
Region 6	6	0.943	8.68
Region 7	13	1.408	12.95
Region 8	2	0.095	0.88
MINDANAO	17	0.486	4.47
Region 9	2	0.076	0.70
Region 10	2	0.035	0.33
Region 11	4	0.095	0.87
Region 12	4	0.070	0.65
Region 13 (Caraga)	5	0.208	1.91
ARMM	-	-	-
TOTAL	74	10.881	100.00

Table 6. EDP-Funded Projects Performance Indicators

Industrial Pollution Control		
Operation Indicators	Target	Actual
No. of tunnel ventilated poultry buildings	21	28
Bird Population	1,766,000	2,056,000
No. of LED streetlight systems installed	3,810	3,600
No. of drainage and vacuum cleaners operational	1	1
No. of analytical instruments installed	-	9
No. of boilers using bagasse installed	1	1
Bag filters/cyclone installed	9	9
Total length of gabions & riprap installed (LM)	750	750
Total length/area of ripraps constructed (m ²)	10,510	10,510
Paper making/mill machine parts installed (set)	1	1
Effect Indicators	Target	Actual
Reduced mortality (%)	< 5	6 to 1
No. of birds saved	-	1,064,415
Savings (in PHP M)	-	82.119
Reduced energy consumption (kwh/hr)	-	226,800
Savings (in PHP M)	-	1.828
Volume of Sludge Removed (m3/ month)	-	400
No. of environmental samples analyzed	+6,000	+8,000
Replaced bunker fuel per crop year with bagasse per year	-	From 800,000L bunker fuel to 210,000 bagasse/yr
Savings (In PHP Million/crop year)	14.4	0.288
Avoided CO2 emission from 800,000L bunker fuel (MT CO ₂ /year)	2,382	2,382
Land area avoided erosion (m ²)	-	18,010
Value of property saved (PHP)	-	36.000
Raw materials collected from dust collectors (TPD)	-	869
Value of raw materials saved (PHP)	-	4.30M
Recycled Waste Paper (MT)	48,300	48,777.30
Recycled Water (m ³)	247,104	289,440
Solid, Healthcare and Hazardous Waste Management		
Operation Indicators	Target	Actual
Residual Waste Management		
Sanitary Landfill		
Landfill design capacity (m ³)	570,917	513,986
Collection Transport		
Total truck volume capacity (m ³)	132.90	126.90
Heavy Equipment		
Equipment (number type & capacity)	11 units (2 loader, 4 bulldozer, 2 backhoe, 2 dump truck, 1 water tank)	11 units (2 loader, 4 bulldozer, 2 backhoe, 2 dump truck, 1 water tank)

Operation Indicators	Target	Actual
Diverted Waste Management		
Segregation at source		
Total Bin capacity (cu.m)	2,375	2,375
Materials Recovery Facility		
Storage Capacity (cu.m.)	600	357
Composting Facility		
Processing Capacity of composting component (cu.m. per batch)	200	220
Poultry Rendering		
Feather meal processing capacity (kgs produced/day)	1,800	1,800
Effect Indicators	Target	Actual
Residual Waste Management		
Sanitary Landfill		
Volume of waste landfilled (m ³)	1,797,733	1,183,090
Collection/Transport		
Volume of waste collected/transported (m ³ /day)	534	482
Heavy Equipment		
Operating hours for Solid Waste Management (SWM, hours)	No target	7 days a week + 84 hours a week
Diverted Waste Management		
Segregation at source		
Volume of waste stored/collected (cu.m./day)	2,065	2,065
Materials Recovery Facility		
Volume of waste recycled (cu.m.)	-	148,729
Composting Facility		
Volume of waste composted (cu.m.)	-	38.33
Poultry Rendering		
Volume of Poultry feather waste processed (cu.m.)	5,625	5,625
New and Renewable Energy		
Operation Indicators	Target	Actual
Additional capacity in NRE (MW)	21.43	7.43
Additional power distribution capacity (MVA)	61.90	40.00
Transmission/distribution network rehabilitated/developed (km)	39.28	13.86
Effect Indicators	Target	Actual
Reduction in fossil fuel (barrels/yr)	339,321	3,266
Increase in number of service connections	8,447	5,603
Reduced system loss (MWh)	30.668	0.047
GHG emission reduction (tons of CO ²)	81,462	785
Philippine Water Revolving Fund		
Operation Indicators	Target	Actual
Increased Water Production (m ³ /year)	247,014,080.00	85,193,485.34
Pipe Network/Rehabilitated/Improved/Replaced/ Installed (meters)	1,932,945.00	1,827,557.99
Sewage Treatment Plant (No. & m ³ /day)		1 - 3,900
Length of Conveyance System (km)		12.63
Effect Indicators	Target	Actual
Increase in number of service connections	409,473	216,872
Reduction in non-revenue water (%)	Average of 17%	14.37%
Water conserved from NRW (m ³ /yr)	3,909,064	11,656,274.45
Increase in number of service connections – sewerage		324
Volume of treated sewage (m ³ /yr)		611,820

MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs)

The bank generated a 24% increase in total MSME loan portfolio from P7.63 billion in 2015 to P9.46 billion in 2016. This improved portfolio was composed of P6.90 billion SME Retail lending and P2.50 billion SME Wholesale lending. SME Retail lending demonstrated a growth rate of 32.95% or an increase of P1.71 billion from P5.19 billion in 2015.

- **Sustainable Enterprises for Economic Development (SEED).**

The SEED Program is the bank's umbrella program for micro, small and medium enterprises.

- **Inclusive Lending for Aspiring Women (ILAW) Entrepreneurs Program.**

The ILAW Program is a special credit facility that provides support to the development and growth of the various business endeavors of women entrepreneurs. As of December 2016, the bank approved a total of P600.77 million in loans to 77 women entrepreneurs. Loan releases reached a total of P503.96 million, benefitting 75 women entrepreneurs.

- **Credit Surety Fund (CSF) Program.**

Aside from funding loans, DBP assists in securing guarantees for loans as part of its commitment to support the growth of MSMEs. The bank has committed to provide financial support to further the development of MSMEs through the Credit Surety Fund (CSF), a credit enhancement scheme developed by the BSP that aims to increase the credit worthiness of MSMEs that are experiencing difficulty in obtaining loans from banks due to lack of acceptable collaterals, credit knowledge and credit track records. The bank participates in the CSF Program in three ways, namely: 1) as contributor to the CSF Fund that



DBP-PSE forum on "Accelerating SME Growth Through Listing"

serves as guarantee on loans extended by banks to the CSF and its members, 2) as trustee bank of the CSF's fund, and 3) as lender to the CSF member cooperatives and/or the members of the cooperative members of the CSF.

As of December 2016, the bank has approved a total amount of P86.30 million contributions to the guarantee funds of 45 CSFs established nationwide. Of this amount, DBP has released a total of P64.65 million to 37 CSFs which have fully complied with all prerequisite documents for the release of DBP's contribution. The remaining eight CSFs were in various stages of completing their documentary requirements. As lender, DBP has approved loans totaling P1.13 billion to 1,924 borrowers. Of this amount, P976.05 million in loans were released to 1,916 borrowers.

- **DBP Enhancement for SETUP Technopreneurs (DBP-BEST).**

DBP-BEST is a credit program designed to support the financing needs of the graduating beneficiaries of the Department of Science and Technology (DOST) Small Enterprise Technology Upgrading Program (SETUP). In line with the direction to expand coverage of the BEST program, DBP forged a memorandum of agreement (MOA) with DOST-MIMAROPA in July 2016. This is the second MOA after the first MOA signed with DOST Region III in December 2014 for the implementation of the DBP-BEST Program. The Program was also introduced to five more regional areas of DOST, namely: Ilocos Region,

Cordillera Administrative Region (CAR), Bicol (Region 5), Dipolog and Pagadian, Zamboanga (Region 9) and Bislig in Caraga. Some 89 SETUP technopreneurs/beneficiaries with financing requirements of about P169 million had expressed interest to be assisted by the BEST program facility. In 2016, the bank approved and released a total of P11.50 million to two SETUP technopreneurs.

Other Accomplishments. The bank, together with the Philippine Stock Exchange, Inc. (PSEI) held a DBP-PSE listing forum entitled "Accelerating SME Growth Through Listing." It was attended by 50 participants from organizations/associations, companies, and government agencies representing the property, transportation and energy sectors.

As member of the Micro, Small and Medium Enterprises Development Council (MSMED Council), DBP participated in the MSMED Council's "Adopt a Negosyo Center Project" and adopted the Department of Trade and Industry's (DTI) Negosyo Centers in Iloilo and in Davao City. DBP committed to contribute in the implementation of the Negosyo Centers' programs, projects, activities and services, and to help speed up the growth and development of MSMEs in the coverage areas of the adopted centers.

AGRIBUSINESS

The DBP Board of Directors approved the Credit Guidelines for the Sustainable Agribusiness Financing Program (SAFP), SAFP-Dairy, and the Tree Plantation Financing Program (TPFP).

- Sustainable Agribusiness Financing Program.**

A total of 214 accounts were approved under the SAFF amounting to P5.16 billion. These consisted of 59 poultry projects amounting to P635.469 million, and financing for other agribusiness projects engaged in piggery, crops, dairy and fishery production, harvest, processing and marketing/trading. Forty evaluated projects translated to employment opportunities for 8,615 individuals; available 23.943 million broilers/layers per year; 1.8 million eggs daily; 68,760 hogs per year; 8.093 million shrimps per year; 250,000 coconuts per day and 250 hectares planted to banana. Bank-assisted projects supported compliance to the Agri-Agra law, while helping address the food requirements of the country and creating forward and backward linkages resulting from these projects.

- SAFF-Dairy.**

The bank has approved about P78 million in credit assistance to five borrowers for the production and processing of dairy products. Cattle inventory covered by the Program was 685 heads (milking and non-milking). SAFF-Dairy supports the bank's commitment to assist the National Dairy Authority (NDA) in its main objective of gaining a significant share in the Ready to Drink (RTD) milk market.

- Tree Plantation Financing Program.**

The development and expansion of four existing tree plantation projects were approved for a total financing of P54.42 million. These were timber plantation projects for the planting, maintenance and protection of gmelina, acacia mangium, eucalyptus as well as coffee and oil palm, of which some can already be harvested.



DBP taps the power of private sector partnerships in ensuring the flow of investments to the health care sector.

SOCIAL SERVICES

Health Care. In 2016, the bank approved Phase 2 of the Sustainable Health Care Investment Program (SHCIP) to help ensure the continuity of the flow of investments to the health care sector. As with SHCIP Phase 1, the Program extends assistance to new hospitals as well as existing facilities needing expansion and upgrading. It also renews the bank's commitment towards further intensifying its presence in the MSME sector by increasing its focus on smaller-scale health investments such as birthing home projects, clinics and laboratory development. For the year 2016, a total of 119 new health care projects were approved under the program, bringing the total bank portfolio to P7.98 billion at year end. Evaluated projects under the program will contribute a total of 1,775 new hospital beds to the country's existing inventory.

Shelter. The bank's assistance to the shelter sector is highlighted through its Residential Real Estate Financing Program (RRFP), the bank's banner program for housing development. The year 2016 closed with the bank's shelter portfolio at P14.72 billion. A total of 153 new shelter projects were approved under the program. Projects evaluated for financing under the program are projected to contribute a total of 3,472 shelter units. As the National Government's partner in supporting the shelter sector, the bank also actively participated in the 2016 Housing Summit which laid down the Philippines' overall

approach to shelter development, especially for informal settlers and low-income groups. As in 2015, it also continued to represent the bank in the Joint Monitoring and Evaluation Committee (JMEC), an inter-agency committee assisting the housing cooperative sector.

Education. On the second year of its implementation, the DBP Educational Fund Program (DEFP), an integrated program for all education-related projects, reached a total loanable portfolio of P2.79 billion for 2016. The amount was 67 percent higher than the 2015 level. The DEFP supported a total of 120 projects, which comprised school building construction, purchase of equipment, working capital requirements of schools and student loan assistance. Through the DEFP, the bank carries on with its mandate, giving greater focus on program management, marketing, monitoring, and evaluation to ensure the consistency and quality of the bank's program with the country's overall development strategy for assisting the education sector.

BRANCH BANKING

Role of Branches in Banking and in DBP

"Brick-and-mortar" or physical branches remain to be the main channel for banks and other financial institutions. Although branches face challenges from electronic channels, especially mobile devices, with regard

to a more efficient model for transaction processing, branches remain at the core of customer relationships. Electronic channels have largely been complementary and not substitutes to branches as customers express preference for both the convenience of electronic channels and the warmth and depth of human interaction in branches. This has proven true in DBP as branches are not just the brick-and-mortar structures but the dedicated DBP bankers who serve customers – soliciting accounts, originating loans, overseeing transactions and managing and nurturing relationships

In DBP, branches serve as anchor touch points in growing profitable banking relationships, capturing value-creating customers and creating intangible “billboard” or “option” value

for customers. What is more compelling than evaluating the financial value of branches is recognizing their strategic importance from the bank’s institutional goals – as DBP’s branches are principally responsible for covering the public sector, principally the Local Government Units, Water Districts, Electric Cooperatives and recently, increased coverage of other Government Owned and Controlled Corporations (GOCCs) and National Government Agencies, in addition to private enterprises and individual customers.

Renewed Commitment for Development Financing

This renewed drive to provide development funding springs not only from the attainment of DBP’s financial

targets but the sincere desire to assist development partners in providing social services and building the country’s social infrastructure – such as roads and highways, public markets, transport terminals, schools and hospitals and the expansion in power generation and water production and their efficient distribution by the Electric Cooperatives and Water Districts.

The substantial increases in the outstanding loan portfolio to these sectors (including to schools and hospitals, some of whom are private enterprises) over these past three years (from its small base in 2013) and especially in 2016 are testament to this commitment to fulfill DBP’s mandate for development financing as these sectors have the most immediate and biggest impact to the Filipinos’ lives (Table 1).

Table 1. Loan Portfolio by Sector

SECTOR	2013	2014	2015	2016
LGU/NGA/GOCC	14,459	14,465	16,639	21,052
Water District	5,671	5,750	6,775	6,259
Electric Cooperative	1,363	2,050	2,604	2,596
Schools	886	1,314	1,783	2,906
Health Care	1,862	3,085	5,365	7,004
Others	408	1,845	3,961	5,214
MSME (bbs)	868	676	661	716
Sub-total	25,515	29,186	37,788	45,747

PGS BREAKTHROUGH GOAL ACHIEVED

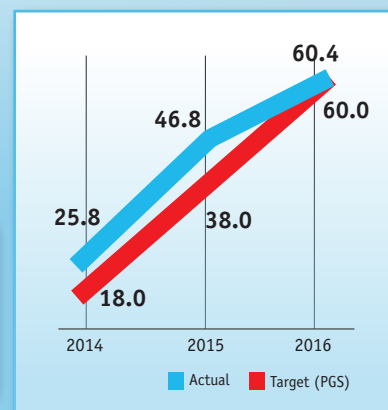
DBP’s Breakthrough Target Goal as part of its Performance Governance System (PGS) also lay squarely on the Branch Banking Sector which has coverage of these key sectors: “Expand access to loans by Local Government Units,

Water Districts and Electric Cooperatives enabled by the Enhanced Internal Credit Risk Rating System.” It is simple and succinct in order to focus everyone in the bank, without any ambiguity about this goal. It is breakthrough because it aims to increase loan approvals in these priority areas 10-fold from the base of P6.9 billion in 2013 to P60 billion over the following three years.

The P60 billion three-year PGS target on loan approvals to DBP’s key sectors represent a sharp growth trajectory over the three years and culminated in its achievement in 2016 (Table 2).

Table 2. Loan Approval to LGUs, ECs, WDs

	2014	2015	2016
Actual	25.8	46.8	60.4
Target (PGS)	18.0	38.0	60.0
<i>*cumulative totals</i>			



Inspiring Development Projects

The numbers just tell half the picture. The more inspiring stories come from among notable DBP-funded projects in 2016:

- Ilagan–Divilacan landmark road project for which DBP provided financing to Isabela’s provincial government to build the road to the country’s eastern seaboard towns of Palanan, Divilacan, Maconacon and Dinapigue, adjacent to the potentially resource-rich Philippine Rise.
- Cities of Angeles and San Fernando Water District – rehabilitation and expansion of water services benefiting consumers within the service area and reduction of wastage or Non-Revenue Water (NRW).
- Benguet Electric Cooperative and Baguio Water District – hydroelectric dam project for power generation and improvement of electricity and water supply and distribution in the nation’s summer capital.
- Nueva Ecija School Buildings and Post-Harvest Processing and Storage Facilities for Onions and Rice, the main agricultural products of the province.
- Camarines Sur’s package of projects involving school buildings, road networks, public markets and eco-tourism facilities that made the province a popular tourism destination.
- Negros 1st Cyber Center, a landmark building in Bacolod City housing Information Technology and Business Process Outsourcing companies providing high paying jobs in a rising commercial city.
- Southern Leyte’s Provincial Hospital, a Level III public hospital that provides affordable health care to needy constituents.



Road works on the Ilagan–Divilacan Road Project

- Metropolitan Cebu Water District’s improvement of water supply production and distribution, averting a water crisis in the Queen City of the South.
- Public Market and Transport Terminals for the cities of Bogo and Carcar in the Province of Cebu.
- Davao City Water District’s new
- Agusan del Sur Electric Cooperative’s transmission and distribution upgrade that expanded and improved electric service coverage.

GROWTH IN DEPOSITS

The natural flipside to the loans granted to these Public Sector clients is



Davao City Water District’s new corporate headquarters

corporate headquarters building and upgrading of pipelines, which improved services and expanded water distribution.

the cash and transactions management which contributed to tremendous growth in deposits over the past few years due to the intensified attention given to these relationships (Table 3).

Table 3

Checking & Savings Accounts (CASA)	2011	2012	2013	2014	2015	2016
ADB (P'MM)	46,901	50,922	62,643	78,315	97,471	120,258
YOY Increase	5,073	4,021	11,721	15,672	19,156	22,786
YOY Percent Increase	12.1%	8.6%	23.0%	25.0%	24.5%	23.4%
No. of Branches	81	87	92	96	101	111

Time Deposits (TD)	2011	2012	2013	2014	2015	2016
ADB (P'MM)	62,283	56,643	107,756	154,017	164,938	161,668
YOY Increase	24,624	(5,640)	51,113	46,261	10,921	(3,270)
YOY Percent Increase	65.38%	(9.05%)	90.13%	42.93%	7.09	(2.0%)



Most encouraging is the growth of Private Deposits from Corporations and Individuals – both in total volume and as a proportion of total deposits (Table 4).

DBP partners with LGUs (like the Valenzuela City Government in photo) on collection of Real Property Taxes and Business License Fees through the bank's Internet Payment Gateway and POS Terminals.

Table 4

Customer Type	Outstanding Balance of Deposits				
	2012	2013	2014	2015	2016
Government	136,803	140,308	196,761	202,642	246,979
National Government	61,263	37,312	70,074	56,058	74,684
LGU	35,185	38,874	52,926	75,992	97,144
GOCC	40,354	64,123	73,760	70,593	75,151
Banks	1,146	1,369	6,963	14,426	8,235
UKBs/KBs	134	336	5,670	12,949	6,429
Govt	26	30	24	25	30
Non Govt	108	306	5,646	12,924	6,399
Other Banks	1,012	1,033	1,292	1,477	1,807
Private Corporations	19,875	46,558	56,261	64,877	67,886
Financial	10,544	30,352	23,950	34,201	35,447
Non-Financial	9,331	16,206	32,311	30,676	32,439
Individuals	13,667	15,093	17,103	18,453	20,875
Trust Department	5,295	47,600	16,181	23,344	12,080
Non-Resident	135	155	264	265	187
Total	176,921	251,083	293,532	324,007	356,242

CHANNEL EXPANSION

2016 has been a strong expansion year for branch banking channels – both in “brick-and mortar” branches and in electronic channels as the bank opened 10 branches to close the year with a network of 111 branches and the increase in uptake of e-banking by clients. The list of new DBP branches in 2016 below shows a bias toward “missionary” locations for financial inclusion of unbanked areas but with good potential for growth:

- Bacoor
- Toledo
- Taguig-Tuktukan
- Villanueva
- Pototan
- Trento
- Dinagat Islands
- Palayan
- Siargao
- Claver



DBP ended 2016 with a 111-strong branch network as it opened new branches in missionary locations.

Balancing expansion with financials, DBP ensures that new branches immediately contribute to deposit generation. The graph shows the bank's total CASA growth from existing and new branches — reflecting the dramatic growth starting from 2013 and the increasing contribution of DBP's new branches which now account for 8 percent of the bank's total CASA.

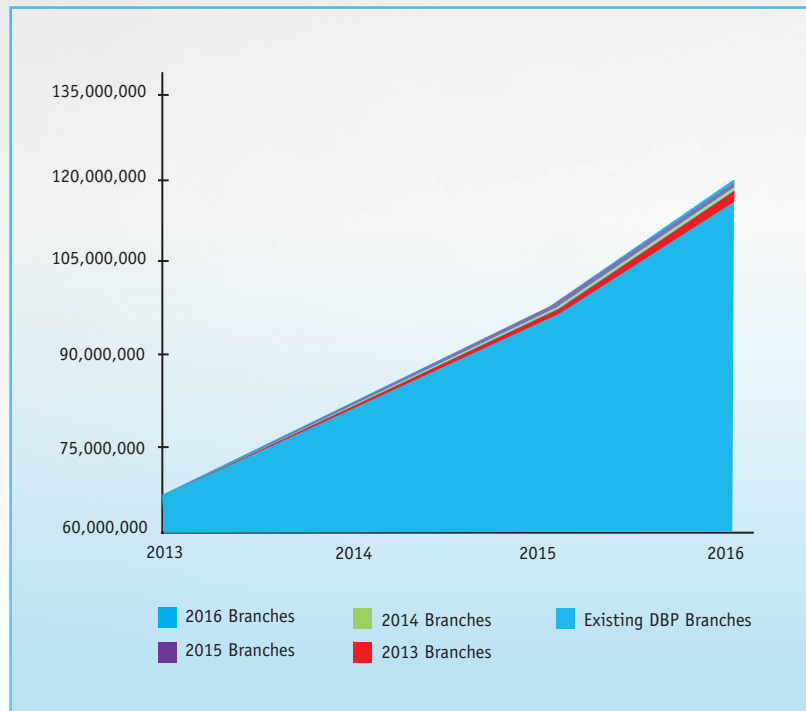
In addition to the physical branches, DBP also expanded its e-Banking services in the form of Internet Payment Gateway and Point of Sale Terminals for the following partner clients:

- DTI Business Registration Fees
- Tieza Travel Taxes
- Collection of Real Property Taxes and Business License Fees for Local Government Units (more than 20 cities and municipalities, including Valenzuela, Naga, Zamboanga, Silang, Muntinlupa and Cagayan de Oro)
- University of the Philippines tuition and miscellaneous fees
- Bills Payments for Water Districts and Electric Cooperatives

CORPORATE BANKING

DBP Corporate Banking Sector's (CBS) total loan portfolio, including Unquoted Debt Securities Classified as Loans (UDSCL) and Held to Maturity (HTM), as of December 31, 2016 registered a 9.24% growth at P141.45 billion from last year's outstanding balance of P129.41 billion. The loan portfolio is composed of 81 percent loans to borrower, 11 percent UDSCL and 10 percent HTM.

Loans channeled to priority development areas stood at P113.90 billion, a 12 percent increase from P101.77 billion during the same period last year, vis-à-vis the target growth rate of 10 percent.



CBS loan portfolio is broken down as follows: P46.07 billion for Infrastructure and Logistics, P7.67 billion for Environment, P713 million for Social Services, and P59.44 billion for other projects.

CBS generated a gross income of P6.06 billion, while net income was recorded at P5.16 billion.

MAJOR PROJECTS FUNDED

- P401.56 million term loan facility that partially funded the construction of 6.23 MWp Solar Photo Voltaic Power Plant located in the municipality of Surallah, Province of South Cotabato. The project is expected to contribute to the government's thrust of achieving energy independence through the development of indigenous and renewable energy resources. It will also generate revenue from energy production, and savings from reduced investment in thermal plants.
- P4.38 billion term loan to partially finance a 60 MWp Solar Power project in Toledo City, Cebu. The project will augment energy

supply in the Visayas Grid, and replace the equivalent of about 157,841 barrels of crude oil on its first year of operation, reducing 6H6 emission on its first year by 37,980 tons of carbon dioxide.

- US\$780 million syndicated term loan (with US\$20 million DBP participation) to partially finance the construction of a 540 MW Sub Critical coal power plant in Lanao Del Norte. The project will contribute an additional gross annual energy generation of 3,500 GHW, and provide 4,000 jobs at the peak of its construction. It is scheduled to start commercial operation by 2018.
- US\$800 million syndicated term loan (with US\$83.7 million DBP participation) to partially finance the construction of a 668 MW Supercritical Coal Power Plant in Mariveles, Bataan. The project is expected to contribute an additional gross annual energy generation of 2,197 GHW, and create 4,000 jobs during construction. It is scheduled to start commercial operation by 2019.
- P85 million term loan facility to partially finance the Non-Revenue

Water (NRW) reduction and management program in Zamboanga City. The project is expected to reduce NRW from 53 percent to 21.9 percent, resulting in water conservation, improvement of health and hygiene practices, and reduction of incidence of water-borne diseases.

MIDDLE MARKET

In 2016, the Middle Market Group extended substantial term loans for the construction of medical facilities, shipping and shipyard, mixed-use green building and other key industries.

To provide an integrated approach to proper cancer care with cutting edge technology, a P115 million term loan was extended to Espire Health Philippines, Inc. for the purchase and installation of the Linac medical equipment and construction of the National Kidney and Transplant Institute's (NKTi) Radiation Oncology Center. The project is in partnership with the Department of Health – Radiation Oncology Center.

In support of the development and strengthening of the local Ship Building and Ship Repair industry, a P150 million term loan was granted to Megaship Builders, Inc. to partially finance the construction of a shipyard involving the first slipway in Leyte to use the Marine Airbag Technology. The project is in line with the bank's flagship infrastructure and transportation initiative under the Connecting Rural and Urban Intermodal Systems Efficiently (CRUISE) Program, and in response to the government's call to modernize the shipbuilding and ship repair industry.

To boost economic development through modern, fast, efficient, safe and reliable transportation, a P370 million



Espire Health Philippines, Inc.'s cutting-edge health care technology

term loan was released to Supercat Fast Ferries Corporation to finance the construction of two brand new fast craft vessels, with seat capacity of 302 passengers for each craft, and with combined annual capacity of 1,203,168 passengers. The crafts will be plying the Cebu-Tagbilaran and Cebu-Ormoc routes. The project will bridge the gaps of trade links between the islands in the country.

To augment the housing need for the low-medium segment and at the same time generate employment, a P350 million term loan was released to Itaipinas Development Corporation to partially finance the construction of a 12-storey mixed-use green building, the Primavera City – Twin Tower, in Cagayan de Oro. Primavera City is a pioneering concept in distributed generation and environmental design with its self-sustaining power eco-system, generating much of its requirements on-site using 3,000 photovoltaic panels on its rooftop and building façade. The project will also address the housing requirements for the low to medium market segments.

TREASURY

2016 was a challenging year, as the US Federal Reserve started telegraphing their intent to reduce accommodations in the US economy and start hiking interest rates. This meant borrowing costs would face upward pressure, while bond prices are expected to be on a downtrend. In addition, the United Kingdom's referendum for an exit from the European

Union, as well as US President Donald Trump's victory in the US elections, have brought substantial volatility in the market which posed additional challenges to banks globally.

Despite this scenario, the bank's Treasury Group was able to hurdle the challenges and surpassed its 2016 Net Income Target by 10.68 percent, posting a net income of P6.579 billion. This achievement was made possible by the committed efforts of the departments under the group - Fixed Income, Foreign Exchange, Asset and Liability Management, and Treasury Marketing Department. Complementing this was its execution of the "back to basics" strategy to prudently manage the bank's liquidity and profitability.

Treasury Group was also instrumental in the government's retail borrowing program as it contributed a volume of P10.15 billion, which is 10 percent of the entire government's retail borrowing requirement.

Treasury Group continues to be proactive in supporting the different product initiatives of the bank, and continues to strategize to be able to effectively adapt to a dynamic regulatory environment and the shifting sentiments of the financial market.

Initiated during the year was the upgrading to a new Integrated Treasury Management System. Its full implementation and integration with the DBP core banking system will enable the bank to fully automate its business processes. Another initiative is the IFRS 9 project that will enable the bank to fully comply with IFRS 9 accounting standards.

CAPITAL MARKETS

Through its Capital Markets Department, the bank performed lead roles in some of the largest capital issuances and project finance transactions of the year.

DBP was one of six Joint Issue Managers in the 18th Retail Treasury Bond transaction of the Bureau of the Treasury. The 10-year bond had a total issue size that was capped at P100 billion following a strong demand for the duration of its nine-day public auction, during which Metro Manila and provincial roadshows were held. Of the P100 billion worth of RTBs sold, P30.32 billion (30.28 percent) was sold to retail investors, and P17.54 billion (17.52 percent) was sold to individual investors, consistent with the objective of reaching a wider retail investor base and for individual investors to have easier access to safe government debt securities.

DBP acted as Onshore Dollar Co-Lead Arranger and Onshore Dollar Senior Lender for a US\$670-million project loan for the first unit of a 2x668 (net) MW Supercritical Coal-Fired Electric Power Generation Facility of GNPowder Dinginin Ltd. Co. to be located in Mariveles, Bataan. The project is anticipated to be commissioned at a time when the market will require new capacity, thus being a key catalyst in addressing Luzon's expected energy backlog. This transaction garnered the Best Project Finance Deal of the Year Award during the Investment House Association of the Philippines Awards 2016.

DBP also acted as an Onshore Participating Arranger and Onshore Dollar Senior Lender in the US\$625-million Onshore Facility for the fourth unit of a 4x138 (net) MW Coal-Fired Electric Power Generation Facility of

GNPower Kauswagan Ltd. Co. to be located in Kauswagan, Lanao del Norte. With the addition of this new capacity, the plant is expected to contribute to the end of Mindanao's power crisis.

During the year, the Capital Markets Department also carried out the bank's own liability management initiatives. Project Luna, a US\$267.5-million three-year syndicated loan facility, is meant to improve and lengthen the bank's US dollar debt maturity profile. This was the bank's first foray into the syndicated bank loan market and was significantly oversubscribed during syndication. A total of 18 banks committed to the facility, many of which have newly-forged relationships with DBP and the Philippines.

The initiatives also resulted in the redemption of the P5.65-billion Fixed Rate Unsecured Subordinated Notes due 2022 (Tier 2 Notes). With the Tier 2 Notes' derecognition as qualifying capital as of 31 December 2015, conduct of the permitted regulatory call enabled the bank to effectively pay-off this high-costing debt which carried a 5.75 percent per annum coupon.

INVESTMENT BANKING

Through its Investment Banking Department, the bank continued to perform lead roles in assisting the National Government attract private sector participation in infrastructure and development projects through the provision of financial advisory services.

The bank continued to support the government's Public-Private Partnership (PPP) program by acting as transaction advisor to the Department of Transportation (DOTr) on two of its PPP projects. In partnership with the International Finance Corporation, DBP continues to advise the DOTr on the LRT Line 2 Operations and Maintenance. Through a similar partnership with the Asian Development Bank, DBP acted as transaction advisor for the North-South Railway Project – South Line.

Previously, the bank also acted as transaction advisor to the DOTr for the LRT1 Cavite Extension, Operations, and Maintenance, which was successfully awarded in 2014 and was turned over for operations the following year to the winning concessionaire, Light Rail



DBP was one of Six Joint Issue Managers in the 18th Retail Treasury Bond Transaction of the Bureau of the Treasury.

Manila Corporation. This project was recognized as the Asia-Pacific Rail Deal of the Year for 2016 by IJGlobal in March 2017.

DBP also served as the transaction advisor for the privatization of the Intercontinental Broadcasting Corporation, whose proceeds will be in support of Republic Act 10390 or the "Act Revitalizing the People's Television Network" (PTV-4). In late 2016, the bank was advised that the new Administration reconfirmed its approval for the planned privatization.

The Investment Banking Department also supported DBP's lending units in structuring and arranging various project finance transactions. In 2016, DBP was sole lender to First Toledo Solar Energy Corp. of the Megawide Group for a P4.37-billion facility to partially finance its 60 MW solar power plant in Toledo City, Cebu. The department also continues to lead a syndicated loan to finance the Philippines' first liquefied natural gas power plant.

REMITTANCE

Keeping true to its mandate of serving critical sectors of society, the bank provides overseas Filipinos with a wide range of products and services responsive to their financial requirements. Among these are remittance services, savings instruments, small business loans, and many others.

In 2016, the bank's Remittance Department processed US\$222.03 million in remittance volume coming from 215,362 individual transactions. Aside from the top five OFW remittance source countries, namely: Saudi Arabia, United Arab Emirates, United States, Hong Kong, and Israel, which altogether make up 83.3 percent of the total remittance volume, the bank receives remittance transactions from



DBP was sole lender to First Toledo Solar Energy Corp. in 2016.



An innovative remittance service, the Aussie Padala Remittance Portal was developed through the bank's partnership with WestPac Banking Corporation of Australia.

72 other OFW host countries through its network of correspondent banks and remittance tie-ups worldwide.

Also during the year, the bank launched two innovative remittance services using financial technology to deliver efficient and convenient fund transfer options for OFWs: The EC Remit on ABA Mobile was launched in Cambodia through DBP's partner bank, Advanced Bank of Asia. The bank also launched AussiePadala, the first BSP-cleared online remittance portal from Australia to the Philippines. The AussiePadala remittance portal was developed in cooperation with the Westpac Banking Corporation of Australia.

Beyond remittances, and pushing the campaign for greater financial education for OFWs, the bank conducted financial literacy sessions in 2016 attended by 24,976 OFWs and their families in coordination with accredited providers for pre-departure orientation seminars (PDOS), schools, and local government units (LGUs).

In order to assist aspiring entrepreneurs, the bank also has a portfolio of over P270 million in small business loans released to OFW-tagged businesses through the bank's MSME programs.

FUND SOURCING

DBP remains steadfast in its commitment to pursue its developmental mandate in partnership with its Funders—the Japan International Cooperation Agency (JICA), Japan Bank for International Cooperation (JBIC), KFW Development Bank (KFW), Asian Development Bank (ADB), and World Bank-International Bank for Reconstruction and Development (IBRD). DBP ensures that the long-term financing requirements of the bank's borrowers are aptly met through timely availments of fresh funds and re-deployment of second generation funds for projects of the private sector, LGUs, water districts, and electric cooperatives.

The year was also highlighted by the full disbursement and utilization of the JICA-funded Environmental Development Project Non-Water (JICA EDP NW), which supports projects in new and renewable energy, waste management, pollution control, water supply, among others. As of December 31, 2016, foreign-funded developmental loans have an outstanding balance of P24.89 billion which addressed the financing needs of both public and private sectors in infrastructure, education, health care and new and renewable energy, among others.

TRUST BANKING

In 2016, the Trust Banking Group delivered a notable performance. As of end-December 2016, actual Trust portfolio stood at P36.41 billion, close to reaching the 2016 target portfolio budget of P37.65 billion (without Unlad Pamahalaan, Taxable and Tax-Exempt, due to suspension). Despite the shortfall in target portfolio as a result of the suspension of marketing Unlad Pamahalaan Money Market Fund, in consideration of its impact to low-cost funding for communities, net income from trust banking exceeded its target by 5 percent.

During the year, Trust Banking Group made significant strides to achieve other major accomplishments that include: launching of Unlad Panimula I, II and III, the first ever Multi-Class UITF in the Philippines; roll-out of initiatives to introduce Unlad Kinabukasan that garnered seven GOCC-investors with combined employee population of 5,034; initiating the ATM Top-Up facility for DBP's UITFs; development of the Trust Banking Portal for more cost-efficient servicing of investors' needs; crafting and obtaining BSP approval for Unlad Kinabukasan, the first UITF set-up for all civil servants.

TBG was also Trustee for seven Credit Surety Fund arrangements implemented



DBP UNLAD Panimula is the first multi-class UITF in the Philippines.

in 2016; Project Account Agent for a renewable energy resource project; Debt Service Reserve Account Agent for a solar energy project; and a Trustee for a mineral production project.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

Through innovative strategies, the bank's Information and Communications Technology Group (ICTG) has laid the groundwork in improving the bank's IT application systems and infrastructure towards greater efficiency and productivity and improved security.

Among ICTG's key initiatives were the following: implementation of its major projects; Integrated Core Banking Solution (ICBS); Cash Management System; Card Management System; and Check Image Clearing System (CICS).

As a projected outcome, these initiatives will prepare the bank in transitioning from highly manual transactions to electronic/mobile/cloud-computing banking channels. These will lead to further process streamlining of customer on-boarding for frontline services; system upgrading and setting up of infrastructure projects; strengthening procedures for Disaster Recovery (DR) and Business Continuity Plan; adopting IT Security Solutions to further strengthen the Bank's IT Security posture; ensuring provision of synchronized customer information through a systematic data cleansing approach. CICS will support technological improvements in the settlement system for banks, as required by the Philippine

Clearing House Corporation (PCHC) and the Bangko Sentral ng Pilipinas.

In addition, ICTG has crafted strategic initiatives to improve IT Governance policies and procedures that cover business process outsourcing, vendor management, change management, including the enhancement of the Project Management framework to conform with regulatory requirements.

On the whole, the bank's IT breakthrough projects are expected to improve DBP's competitiveness with private banks and will make it more comparable with other government counterparts and partners. Ultimately, the identified IT projects will help build the bank's business model, making DBP a world-class quality organization.

Today, DBP has come a long way in building a reputation of trust and confidence, made more reassuring with the continued certification of its Integrated Management System (IMS) covering the bank's core banking processes (lending, deposits, treasury, trust, electronic banking, investment banking, capital markets development, remittance, and acquired asset management) including management and support processes.

The bank's certification under the ISO 14001 and ISO 9001 standards allows it to join the ranks of government institutions, which have been recognized for their continuing implementation of a Management System certified to ISO Standards. Through the IMS, DBP continues to do its share in meeting the constantly evolving banking needs of the Philippine economy, providing quality service to its customers and stakeholders, while pursuing its commitment to environmental protection and sustainable development.

HUMAN RESOURCES MANAGEMENT

Consistent with its vision of sustaining a work environment that inspires greater productivity and high performance among employees, the bank's Human Resources Management Group continued its strategic systems.

STRATEGIC TALENT MANAGEMENT

The DBP competency model was institutionalized to establish the bank's standards of performance by which employees grow in the organization. The Competency Model puts DBP's Core Values of Integrity, Excellence, Teamwork, Service to others and Love for the Filipino people at the heart of employee performance and responsibility. As an initial cascade, HRMG published a weekly feature on the DBP Competency Primer through email blasts and the HR portal. This weekly publication aimed to promote employee awareness and appreciation of the new competency model.

The development of vertical lattice Career Maps for job families (Sales and Marketing, Legal, Audit, Branch Operations, ICTG) and the Management Associates Program (MAP) provide a roadmap for employees as they go up the career ladder in the organization. Career ladders show vertical movement between jobs, while career lattices contain both vertical and lateral movement between jobs, which reflect and determine the career path that an employee may pursue.

TALENT ACQUISITION AND PLACEMENT

In view of the intensified branch expansion and focus on sales and marketing efforts, the bank aggressively made its presence felt in nationwide

job fairs and promoted an internal referral system. These initiatives paved the way for the creation of a Talent Pool that peaked in 2016. The change initiatives in the bank's recruitment strategies have resulted in major improvements in acceptance rate of 86% within 51 days from publication versus a target of 80% within 60 days.

As part of DBP's Talent Management Framework, the Board-approved DBP Succession Management System was rolled out through bankwide information dissemination. The Succession Management System sought to meet short-term or long-term goals.

The DBP Succession Management System is a systematic and deliberate approach in identifying critical leadership roles, finding and preparing the right people who could assume these critical roles.

LEARNING AND DEVELOPMENT

In 2016, the bank provided an average of 6.73 days of learning and development programs that were linked to strategic and business priorities. All the Board of Directors, executives, officers and staff who were identified as target participants attended programs on regulatory requirements on Corporate Governance, Anti-Money Laundering, Risk Management, Cyber- and Information Security and Service Excellence. Other learning and development priorities focused on compliance with the new Check Clearing System, EMV Cards, ISO 2015 Standards and Business Continuity Management. Core competency development of lending officers covered credit analysis, preventing problem loans, and financial modelling. Individual development plans as part of the bank's Strategic Performance Management System provided a structured guide for providing various modes of learning and development interventions such as on-the-job training, coaching, mentoring and e-Learning.

EMPLOYEE RETENTION AND PROMOTIONS

In 2016, DBP recorded a retention rate of 97.8% on high performance talents. There were a total of 348 employees who were promoted, 75% from the business sector and 25% from the support sector.

BENEFITS AND PERFORMANCE RECOGNITION

In line with the objectives of the DBP Program on Awards and Incentives for Service Excellence (PRAISE), the bank introduced four new awards that recognize the significant accomplishment of teams: Team Excellence Award for Marketing and Sales; Team Excellence Award for Customer Experience; Team Excellence Award for Operational Improvement; and Team Excellence Award for Service. For 2016, there were nine individual awardees and four team awardees, involving a total of 40 employees, compared to just five individual awardees in 2015.

Consistent with its Revised Charter, the bank aims to provide its Senior Management a compensation plan that is at par with the prevailing compensation plans in the private banking sector. On the other hand, compensation policies for appointed directors were guided by GCG's rules on compensation entitlement of the GOCC directors. The bank also has a provident fund for officers and employees.

HEALTH AND WELLNESS

DBP, through its Health and Wellness Unit, carried out its mandate efficiently and effectively, and in accordance with the bank's general policies/issuances and other state laws, rules and regulations. In 2016, the Health and Wellness Unit continued to administer a Health Care Plan that allowed employees to avail themselves of adequate health care services such as hospital, medical, dental, optical, and other related services.

TABLE OF ORGANIZATION

(PER BOARD RESOLUTION NO. 536 DATED DECEMBER 17, 2014)



FINANCIAL CONSUMER PROTECTION

DBP has always maintained a firm focus on customers, consistently striving to gain a keener understanding of their business and a deeper resolve to serve their needs.

In 2016, the bank officially adopted and implemented the DBP Financial Consumer Protection Framework, in compliance with Bangko Sentral ng Pilipinas (BSP) Circular No. 857 – Regulations on Financial Consumer Protection.

The DBP Financial Consumer Protection Framework reinforces the implementation of consumer protection policies and procedures, customer information and handling, product promotions, customer-employee work relationship, and other customer centric regulations and practices. As a guiding policy, the Framework directs the protection of consumer rights when providing financial and banking services. In ensuring that these consumer rights are safeguarded, bank officers and employees are strictly guided by the key standards of conduct prescribed by the BSP, namely: disclosure and transparency, protection of client information, fair treatment, effective recourse, and financial education.

Under the Framework, the bank's Board together with Senior Management, is responsible for developing the bank's consumer protection strategy and establishing an effective oversight over its implementation. The Board also directs efforts in developing and maintaining a sound Consumer Protection Risk Management System (CPRMS). The bank's Senior Management, on the other hand, is responsible for the implementation of the bank's consumer protection strategy.

As part of the bankwide risk management system, the CPRMS works for the identification of inherent risks in its operations as they impact on both consumers and the bank. Key to the CPRMS is the adoption of a system of identifying, measuring, monitoring and controlling identified operational risks, which should be compliant with consumer protection standards of conduct, as well as relevant consumer protection laws, rules and regulations. As a work in progress, full development of the CPRMS is firmly adherent to Section IV. A of the DBP Risk Management Manual which states:

Clients, Products and Business Practices

Risk: Unintentional or negligent failure to meet a professional obligation to specific clients (including fiduciary and suitability requirements), or from the nature or design of a product. This also considers the regulatory requirements on consumer protection in the areas of disclosure and transparency, protection of client information, fair treatment, effective recourse, and financial education.

An integral component of the Framework is the DBP Consumer Assistance Management System (DBP-CAMS) that consolidates the bank's existing customer feedback and complaints handling programs to make these more attuned to the pronounced need for greater effectiveness and efficiency in safeguarding financial consumer interests. The DBP-CAMS seeks to fulfill the overall objective of ensuring the continued responsiveness of bank products and programs, while aiming to provide a seamless customer service delivery experience to DBP customers.

The DBP Customer Feedback Program defines the processes and procedures for soliciting and handling customer

feedback, suggestions, commendations, inquiries, and requests. This program continued to allow for customer access to different customer feedback channels through survey questionnaires, e-mail, phone and walk-in visits. Using an in-house customer survey, DBP has generally earned positive customer satisfaction feedback from its customers.

DBP's Complaints Handling Program, on the other hand, prescribes the procedures for receiving, documenting and resolving complaints, including complaints classification and escalation. It also details the responsibilities of concerned officers and staff in addressing customer issues in a responsive and timely manner.

Consumer assistance activities are handled by the Office of the Chief Marketing Officer (renamed Corporate Affairs Department), a business unit directly reporting to the Office of the President and Chief Executive Officer. The Customer Experience Management (CEM) Unit-CAD is specifically charged with undertaking consumer assistance initiatives.

To better improve DBP's customer experience management strategy, DBP is set to embark on a customer satisfaction research project to help identify the drivers of positive customer service experience in order to put in place measures that will raise service levels; increase customer satisfaction, engagement and loyalty; and allow DBP to become more cost effective in the delivery of services.

WE AIM TO SERVE YOU BETTER.

We value the opportunity to work with you in further improving DBP's products and services. For customer concerns, please follow these steps:

1. Fill in the required customer information in the DBP Customer Complaint Record Form.
2. Proceed to the Public Assistance and Complaints Desk of the branch. A DBP customer relationship officer will attend to your concern.
3. The attending DBP customer relationship officer will assign a reference number and record other pertinent information on your duly filled-out DBP Customer Complaint Record Form (under the portion labeled 'For Bank Use Only').
4. For customer concerns requiring further evaluation/ action, the DBP customer relationship officer will provide the duly filled-out Customer's Copy of the DBP Customer Complaint Record Form.
5. You will be advised of the resolution process for your complaint. The DBP customer relationship officer shall also keep you informed of the status of your concern should this remain unresolved beyond the initial resolution timeframe.

Customer concerns and issues may be reported to the DBP Customer Experience Management Unit - Corporate Affairs Department at the following contact details:

Customer Experience Management Unit - CAD
Ground Floor, DBP Building Sen. Gil Puyat Avenue corner Makati Avenue
Makati City 1200
Telephone Numbers: 815-0904, 818-9511 local 2135
Email: customerservice@dbp.ph



I ❤️ my library
Thank you for following these rules while staying in the library:

- 1 Handle all library materials with care and respect.
- 2 Maintain a quiet environment at all time.
- 3 Seats are for people, not bags. No seat reservations are allowed.
- 4 Give seating priority to those using the library materials.
- 5 Sleep at home not in the library.
- 6 Return chairs and tables to their proper places.
- 7 No foods and drinks are allowed within the library premises.
- 8 Handle all library materials with care and respect.

LIBRARY SERVICE HOURS
Effective January 2017
MONDAY TO FRIDAY AND EXAM WEEK
7:30 am TO 10:00 pm
SATURDAY AND SUNDAY
8:00 A.M TO 5:00 PM



DAVAO MEDICAL SCHOOL FOUNDATION, INC.



40 YEARS

of providing top-notch education

The Davao Medical School Foundation, Inc. (DMSFI) was established in July 1976 in response to the recognition of the lack of doctors serving rural communities and lack of specialists in urban centers of Mindanao. The DMSFI College of Medicine is the only medical school in Southeastern Mindanao dedicated to providing medical education and training of the highest order, leading to the provision of effective medical care in both rural and urban communities.

DMSFI is registered with the Securities and Exchange Commission (SEC) as a non-stock, non-profit organization and is accredited by the Commission on Higher Education (CHED). In addition to the College of Medicine, DMSF operates a College of Dentistry, an Institute of Primary Health Care (IPHC) and Institute of Graduate School & Research (IGSR).

With DBP substantially aiding its expansion, DMSFI has evolved into a full-fledged campus complete

with a four-storey hospital, student dormitories, and green buildings powered in part by wind energy.

With the help of DBP, DMSFI took its medical training capability several notches higher with the introduction of its Center for Health Care Simulation. This facility features Human Patient Simulators, which mimic live patients with patented cardiovascular, respiratory, neurological and pharmacological modeling and exceptional lung mechanics that accurately represent complex surgical, critical care and drug interaction scenarios. DMSFI is also expanding its hospital from 100 to 300 beds through an additional term loan from DBP.

Today, DMSFI is known for offering top-notch education. It continues to attract students even from outside Mindanao, and outside the Philippines, such as India, Malaysia, and other Asian nations, with its emphasis on community medicine and health care for the underprivileged.



EJG MIGHTY DUCK FARM, INC.



150 METRIC TONS
duck meat in 2016

Through DBP's loan assistance, EJG Mighty Duck Farm, Inc. embarked on the rehabilitation, improvement, and expansion of its Peking duck farm in Victoria, Laguna.

EJG Mighty Duck Farm is a pioneer in duck meat production in the country. Its integrated duck farm project includes the development of grandparent and parent stocks, up to the dressing and packaging of quality duck meat. The farm is the most modern in the country in terms of farm management, technology, bio-security, and environmental protection.

In 2005, EJG was conferred a Good Manufacturing Practices Certificate. This achievement was followed by its recognition as the first Regional Accredited AA Category by the National Meat Inspection Service in 2007.

With proceeds from the DBP loan, EJG Mighty Duck Farm gained a much-needed boost to expand its operations and triple its production capacity to better meet the large local demand for Peking duck. Its present market includes hotels and restaurants based in Metro Manila.

The project is expected to contribute towards a more competitive and sustainable agriculture sector through the production of duck eggs from Mallard ducks, high-quality duck meat, and other duck derived products. Through this development partnership, DBP also aims to contribute towards the achievement of food security and improved nutrition.

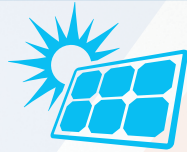








ENFINITY PHILIPPINES RENEWABLE RESOURCES, INC.



22.326 MW
solar power plant

In line with DBP's initiatives towards clean and renewable sources of energy, the bank approved a P1.355-billion loan to Enfinity Philippines Renewable Resources Inc. (EPRRI) for the construction of a 22.326 MW solar-powered plant in the former US military base in Pampanga – Clark Freeport Zone.

The project is a joint venture among Mabalacat Solar Philippines Inc., Singapore-based Sindicatum Renewable Energy Company Pte. Ltd. and Armstrong Asset Management. The proposed project would contribute to the national government's thrust of achieving energy independence through the development of renewable energy resources.

Output of the plant would augment energy supply in the Luzon grid by 22.326 MW, providing reliable and adequate electricity that will benefit the premier economic development zone and its surrounding communities.

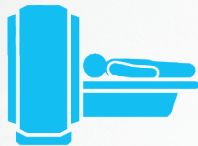
Originally, the government set aside only a 50 MW capacity for solar projects under the feed-in-tariff (FIT), at a rate of P9.68 kWh. The increase in capacity will accommodate more solar projects, while the lower rate will temper the impact on electricity end users, who pay the rate through a uniform charge called FIT allowance.

The company intends to build a 500 MW solar portfolio in the Philippines over the next five years. Its other projects will be located in Mindanao, at sites in Agusan del Norte, Butuan City, Davao del Sur, General Santos City, Sarangani and South Cotabato.

The company intends to build a 75 MW solar and 25 MW wind portfolio in the Philippines over the next three years. Its other projects will be located in Concepcion, Tarlac and Dumaguete City.



ESPIRE HEALTH PHILIPPINES, INC.



cancer care is now accessible and

MORE AFFORDABLE

DBP has granted a P115-million term loan to Espire Health Philippines, Inc. to partially finance the company's first Radiation Oncology Center (ROC) project, which is now installed at the National Kidney and Transplant Institute (NKTi). The project involves the supply of a Linear Accelerator; hardware and software accessories; service and maintenance program; and training and technology transfer to NKTi personnel.

The Radiation Oncology Section in NKTi brings the latest radiation technology and advanced radiation treatment options for cancer patients. It aims to treat cancer effectively and efficiently with a patient-focused treatment program designed as a multi-disciplinary team process involving patients, expert physicians, medical staff, and family members.

With PhilHealth benefit packages to cover expenses for the treatment and management of cancer diseases, cancer care is now accessible and more affordable.

Espire Health entered into a long-term partnership with the Department of Health to support its thrust towards the modernization of hospitals and medical facilities through the National Government's Public-Private Partnership Program.

A Service Management Contract has been awarded to Espire Health, allowing the company to Build, Own and Operate ROCs initially with three government-owned hospitals, namely: NKTi, Baguio General Hospital, and Rizal Medical Center.







GMR MEGAWIDE CEBU AIRPORT CORPORATION MACTAN CEBU INTERNATIONAL AIRPORT PROJECT



2018
target completion

Mactan-Cebu International Airport (MCIA) is the second largest airport in the Philippines. It continues to upgrade with the renovation of its Terminal 1 and the construction of its new and modern passenger Terminal 2 under a public-private partnership program.

Today, the airport hosts flights from China, Hong Kong, Japan, Malaysia, Singapore, South Korea, Taiwan, and the United Arab Emirates. Once completed, the Terminal is expected to double passenger capacity of the airport to 12.5 million from 6 million a year when it begins operations, allowing new routes or direct flights between Cebu and other destinations in Southeast Asia, Australia, and Europe.

Construction of the new terminal began in June 2015, with project completion targeted for 2018. Designated as Special Purpose company for the two-phase MCIA development

project is GMR-Megawide Cebu Airport Corporation (GMCAC), which also manages the terminal operations and other related areas (except the runway and cargo facilities) of MCIA.

Terminal 1 Phase 1 renovation works are substantially complete. The expansion and overall upgrade of the facilities of the existing terminal would help improve the overall passenger experience, with MCIA also benefitting from the increase in available commercial areas.

Recognizing MCIA's importance as a vital portal linking the country to the world, DBP granted a term loan of P810 million as its participation in the total cost of the project, estimated at P32.7 billion.

In 2018, the project will transform the local airport into a world-class facility and resort-gateway, with a mall, casino, and a hotel, giving Philippine tourism a big boost.



HAVILA CONSTRUCTION AND DEVELOPMENT CORPORATION



6 HOUSING
projects

Havila Construction and Development Corporation (HCDC) is a private developer organized by Kalipunan ng mga Samahan Para sa Makabagong Pamayanan, Inc. (KASAMA-PA Inc.) and Havila Resettlement and Housing Development Inc. (HRHDI), all spearheaded by women. The aim of HCDC is to pool resources for the acquisition of secure tenure shelter arrangement for low-income families and renters in Valenzuela City. Between KASAMA-PA Inc. and HRHDI, about six housing projects have already been successfully implemented, benefitting 356 members.

This housing initiative receives a much-needed boost with the bank's

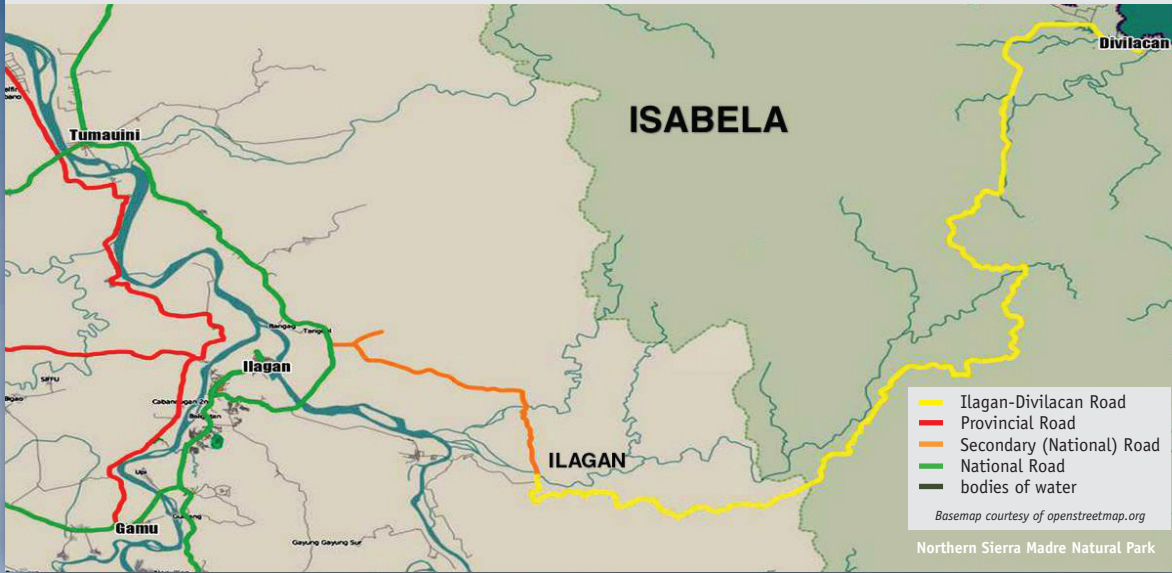
Inclusive Lending for Aspiring Women (ILAW) Entrepreneurs Program that offers loans to encourage more NGOs and private sector groups to engage in low-cost housing, promote the creation of institutional arrangements between and among communities, their local governments, support organizations and resource centers for poverty reduction, and many other beneficial undertakings.

About 10 administrative/technical staff and at least 20 construction workers are directly assisted by way of employment opportunities. Through this partnership initiative, DBP has shown an excellent example of sustainable community building.





ILAGAN-DIVILACAN ROAD REHABILITATION & IMPROVEMENT PROJECT (IDRRIP)



ILAGAN-DIVILACAN ROAD PROJECT



4 TOWNS
to be linked

In support of the administration's thrust towards infrastructure development, DBP has assisted the provincial government of Isabela in the construction of the 82-kilometer Ilagan-Divilacan Road, connecting the towns of Palanan, Divilacan, Maconacon and Dinapigue to neighboring municipalities. The project was financed with a total cost of P2.28 billion with DBP lending P1.6 billion.

Once completed, the Ilagan-Divilacan road is expected to spur economic development in the area as farmers and traders will be able to transport their goods to and from

the markets. It will also enable residents to avail of basic social services from the provincial government.

There is currently no existing road that links the four towns of Isabela to the rest of Luzon. Only planes and boats are the available modes of transportation from Cagayan's northernmost town of Santa Ana, making it more difficult to reach the coastal towns especially in times of calamities. The project has gained significance since the said towns are the closest to the potentially resource-rich Philippine Rise, through which prospective resources can be transported.



MAYNILAD WATER SERVICES, INC. SEWERAGE PROJECT



P5.3 BILLION

sewage treatment facility operational by 2018

Nothing beats the iconic sunset that greets one when passing by Manila Bay, a natural harbor bounded by several cities in Metro Manila. A hub for commerce and trade, it is hard to deny that rapid urbanization, thriving industries, and human activities have taken their toll, polluting the waters in this major port.

But that could soon change. By 2018, a P5.3 billion sewage treatment facility of Maynilad Water Services, Inc. (Maynilad) will commence operation with the aim of improving the city's sewerage system and lessening the water pollution problem in Manila Bay's tributaries. The facility received funding assistance from the DBP through Japan International Cooperation Agency's (JICA) two-step loan scheme called Environmental Development Project (EDP).

The 28,000 sq. m. facility located in Sucat, Parañaque is one of the 74 projects financed under EDP, which extends financial assistance to the public and private sectors for projects that contribute to the improvement and preservation of the environment.

The facility can treat an average of 76,000 cubic meters of wastewater daily from the city of Paranaque and parts of Las Piñas. It is estimated to service 444,252 members of the population in these areas.

Based on 2015 statistics, less than 10% of wastewater is treated in the Philippines, putting at risk of contamination the country's water bodies. Furthermore, according to a 2008 study, "Economic Impacts of Sanitation in the Philippines," poor sanitation that includes failure to provide wastewater treatment services results to an estimated annual economic loss of P78 billion. This is brought on by its negative impact on public health, water resources and tourism, among others.

The sewage treatment facility initiative can be viewed as a model of public-private partnership (PPP), where public institutions and private companies work in tandem to finance and support projects with long-term impact towards a balanced and sustainable economic development.

(Reprinted with permission from JICA Philippine Office as published in the 2016 Annual Report of the Japan International Cooperation Agency)





RISK MANAGEMENT

The bank continued to exhibit preparedness and ability to absorb shocks in its pursuit of financial strength and viability to sustain its development efforts. In 2016, DBP sustained its profitable operations and posted a Capital Adequacy Ratio (CAR) of 15.38% on a consolidated basis. This is 5% more than the BSP's regulatory minimum of 10% CAR. Further, it posted CET1 and Tier 1 ratios of 11.22% on a consolidated basis, above regulatory thresholds. The bank places emphasis in maintaining a better-than-industry-average capital ratio to ensure availability of sufficient resources in pursuing its mandate.

DBP is committed to maintain this strong capital position. Overall risk positions and capital levels are regularly reviewed and monitored to ensure that the bank is sufficiently capitalized. Integrated stress testing is conducted to provide a comprehensive enterprise-wide assessment of the bank's vulnerabilities, results of which serve as basis for determining capital buffer for shocks.

With the implementation of the BSP-issued Circular 639 requiring all UKBs to adopt the Internal Capital Adequacy Assessment Process (ICAAP), DBP has adopted the "Pillar I Plus" approach to account for additional capital provisions for non-Pillar I risks such as credit concentration risk, interest rate risk in the banking book, liquidity risk, strategic risk, compliance risk and reputational risk. The bank has undergone efforts to institutionalize the ICAAP by successfully integrating it in its Strategic Planning Exercise and Enterprise Risk Management (ERM) framework.

MANAGEMENT OF RISKS

The responsibility of risk management resides in all levels of the organization with the Board of Directors being ultimately responsible for the overall risk of the bank.

The Board of Directors sets the tone and risk tolerance by articulating the bank's risk appetite and establishing the risk management strategy for the bank. The Board of Directors takes the lead in promoting a culture of risk-awareness throughout the institution. The Enterprise Risk Management Sector (ERMS) recommends policies and methodologies. Risk and capital management is then performed at all levels of the organization, instituting a culture of risk awareness and a risk-based approach to decision-making.

Management of risk is guided and monitored by various bank committees such as the Risk Oversight Committee (ROC), Governance Committee, Development Advocacy Committee, Audit and Compliance Committee (ACC), Executive Credit Committee (CRECOM), Executive Committee (EXCOM), Asset & Liability Management Committee (ALCO), Management Committee (ManCom), IT Governance Committee, Trust Committee, Human Resource Committee (HRCOM), and IT Steering Committee, among others. The Management and the Board reviewed the detailed analysis of the bank's portfolio and a comprehensive assessment of its overall risk profile as provided to them to serve as guide in strategy formulation.

The bank follows an ERM framework which integrates Strategic Planning, the ICAAP and Business Continuity Planning (BCP). The ERM involves risk assessment and identification from which formulation of risk management strategies emanates. Strategies take into account capital implications and other requirements to ensure continuity of developmental service to the nation. These risk strategies, when implemented, are subject to monitoring and further evaluation with the aim of continually improving the risk management process. Capital adequacy rounds these up as it is needed to ensure financial stability

as objectives are achieved even as risk management is enhanced.

Compliance with BSP Circular No. 855, series of 2014

The bank is developing its own Loan Loss Methodology (LLM); to comply with the requirements of BSP Circular No. 855.

In the last quarter of 2016, Probability of Default (PD) models were developed for the Bank's distinct portfolio segments, namely: local government units (LGU), water districts (WD), electric cooperatives (EC), large, medium, small and micro enterprises. These models will be subjected to the validation exercise to be conducted by an external consultant in the third quarter of 2017. This would ensure sound development, implementation and use of the new PD models.

Compliance with International Financial Reporting Standards (IFRS) 9

DBP will develop its risk models relative to Classification and Measurement (C&M) and Expected Credit Loss (ECL) to comply with the IFRS 9 standards and to serve also as its compliance with the requirements of BSP Circular No. 855. Business and system requirements will be assessed to identify the gaps between the Bank's current systems and processes for credit risk measurement and the requirements of IFRS 9.

The bank will adopt IFRS in 2 phases: (1) Gap Assessment and C&M phase; and (2) ECL Model Development and Implementation phase. Phase 1 will focus on: (a) diagnostics and gap analysis on business models, Characteristics of the Financial Asset (CFA) tests, and impact assessment; and (b) development of C&M models based on DBP's Investment strategies and Asset-Liability Management (ALM). On the other hand, Phase 2 will focus

on the development of ECL models as well as the implementation of related business and IT systems and processes. These two phases will support alignment of the bank's business processes, related systems and reporting with the requirements of IFRS9.

CREDIT RISK

Credit risk is the bank's biggest risk exposure arising mainly from its lending, trade-financing, treasury and underwriting businesses. Past Due and Non-Performing Loans ratios have consistently been kept at single-digit levels, reflective of its ability to manage credit exposure effectively, while keeping its mandate as a development bank.

Given DBP's primary thrust of financing development to stimulate economic activities across the nation, the bank's loan portfolio is generally concentrated on developmental loans, typically characterized by large and long-term exposures to priority sectors. DBP will actively perform its primary role of financing development in the priority areas of government, including infrastructure and logistics, environment, micro, small and medium enterprises (MSMEs), social services and community development, and manufacturing, among others.

The bank manages its credit risk at all relevant levels of the organization through its credit evaluation and assessment process, credit policies, and controls and monitoring structures. The bank has an established credit limit

structure which provides for safeguards to manage credit concentration risk brought about by significant exposures to single name/group borrowers, industry sectors and DOSRI. Credit risk mitigation is likewise employed through the acceptance of eligible collaterals and guarantees. An internal credit risk rating system (ICRRS) enables monitoring of the portfolio risk level and individual credits, accounts needing remedial action and adequacy of reserves for loan losses.

The bank makes use of the standardized approach under the Basel framework to determine required capital levels on account of its credit risk exposures. The bank's total credit risk weighted assets as of December 31, 2016 amounted to P229.62 billion, broken down as follows:

Credit Risk-Weighted Assets As of December 31, 2016 (In million pesos)	Group	Parent
Total Risk-Weighted On-Balance Sheet Assets	214,171	210,766
Total Risk-Weighted Off-Balance Sheet Assets	15,325	15,325
Total Counterparty Risk-Weighted Assets in Banking Book (Derivatives and Repo-style Transactions)	481	481
Total Counterparty Risk-Weighted Assets in Trading Book (Derivatives and Repo-style Transactions)	51	51
Total Risk-Weighted Amount of Credit Linked Notes in the Banking Book	-	-
Total Risk-Weighted Securitization Exposures	-	-
Total Gross Risk-Weighted Assets	230,028	226,623
Deductions	406	-
TOTAL CREDIT RISK-WEIGHTED ASSETS	229,622	226,623

ON-BALANCE SHEET ASSETS - Group As of December 31, 2016 (In million pesos)	Total Credit Risk Exposure after Risk Mitigation	20%	50%	75%	100%	150%	Total Credit Risk- Weighted Assets
Cash on Hand	3,530	-	-	-	-	-	-
Checks and Other Cash Items	132	132	-	-	-	-	26
Due from Bangko Sentral ng Pilipinas (BSP)	79,748	-	-	-	-	-	-
Due from Other Banks	8,607	2,763	4,965	-	879	-	3,914
Financial Assets Designated at Fair Value through Profit or Loss	-	-	-	-	-	-	-
Available-for-Sale (AFS) Financial Assets	-	-	-	-	-	-	-
Held-to-Maturity (HTM) Financial Assets	79,282	-	9,882	-	13,572	-	18,513
Unquoted Debt Securities Classified as Loans	33,337	-	1,753	-	31,584	-	32,461
Loans and Receivables	153,043	4,193	1,830	5,642	140,065	1,313	148,020

ON-BALANCE SHEET ASSETS - Group As of December 31, 2016 (In million pesos)	Total Credit Risk Exposure after Risk Mitigation	20%	50%	75%	100%	150%	Total Credit Risk-Weighted Assets
Loans and Receivables Arising from Repurchase Agreements, Certificates of Assignment/ Participation with Recourse, and Securities Lending and Borrowing Transactions	39,890	27	215	-	-	-	113
Sales Contract Receivable	9	-	-	-	1	8	13
Real and Other Properties Acquired	1,483	-	-	-	-	1,483	2,224
Total Exposures, Excluding Other Assets	399,060	7,115	18,644	5,642	186,101	2,804	205,283
Other Assets	8,504	-	-	-	8,888	-	8,888
Total Exposures, Including Other Assets	407,564	7,115	18,644	5,642	194,989	2,804	214,171
Total Risk-weighted On-Balance Sheet Assets not covered by CRM							407,564
Total risk-weighted On-Balance Sheet Assets covered by CRM							48,171
TOTAL RISK-WEIGHTED ON-BALANCE SHEET ASSETS							455,736

ON-BALANCE SHEET ASSETS - Parent As of December 31, 2016 (In million pesos)	Total Credit Risk Exposure after Risk Mitigation	20%	50%	75%	100%	150%	Total Credit Risk-Weighted Assets
Cash on Hand	3,516	-	-	-	-	-	-
Checks and Other Cash Items	132	132	-	-	-	-	26
Due from Bangko Sentral ng Pilipinas (BSP)	79,572	-	-	-	-	-	-
Due from Other Banks	8,573	2,763	4,965	-	845	-	3,880
Financial Assets Designated at Fair Value through Profit or Loss	-	-	-	-	-	-	-
Available-for-Sale (AFS) Financial Assets	-	-	-	-	-	-	-
Held-to-Maturity (HTM) Financial Assets	79,265	-	9,882	-	13,572	-	18,513
Unquoted Debt Securities Classified as Loans	33,337	-	1,753	-	31,584	-	32,461
Loans and Receivables	150,138	4,193	1,830	5,642	137,165	1,309	145,113
Loans and Receivables Arising from Repurchase Agreements, Certificates of Assignment/ Participation with Recourse, and Securities Lending and Borrowing Transactions	39,692	27	215	-	-	-	113
Sales Contract Receivable	9	-	-	-	0	8	13
Real and Other Properties Acquired	1,483	-	-	-	-	1,483	2,224
Total Exposures, Excluding Other Assets	395,718	7,115	18,644	5,642	183,167	2,800	202,343
Other Assets	8,040	-	-	-	8,423	-	8,423
Total Exposures, Including Other Assets	403,758	7,115	18,644	5,642	191,590	2,800	210,766
Total Risk-weighted On-Balance Sheet Assets not covered by CRM							403,758
Total risk-weighted On-Balance Sheet Assets covered by CRM							48,171
TOTAL RISK-WEIGHTED ON-BALANCE SHEET ASSETS							451,929

MARKET RISK

A major source of market risk for the Bank is in the form of price and foreign currency risks from its Treasury activities. Trading and investments activities are carried out mainly to manage residual funds from the Bank's lending activities.

While capital requirements are accounted for using the standardized approach, DBP makes use of Value-at-Risk (VaR) calculations and stress tests and scenario analysis to monitor its risks arising from trading positions to determine the Bank's ability to withstand severe and prolonged adverse market conditions.

The table below provides a summary of Parent Company's VaR profile by risk class for 2016:

VALUE-AT-RISK PROFILE (In million pesos)	2016	December 2015 - December 2016			2015
	Year end	Average	Min	Max	Year end
Fixed Income Trading	111.88	81.26	7.52	208.39	31.31
Foreign Exchange Trading	13.70	16.95	0.76	44.40	1.50

As of end 2016, total market risk weighted assets stood at P41.25 billion, of which 99% is accounted for by interest rate exposures.

MARKET RISK-WEIGHTED ASSETS (In million pesos)	2016	2015
A. Using Standardized Approach		
1. Interest Rate Exposures	40,686	906
2. Equity Exposures	0	0
3. Foreign Exposures	567	196
4. Options	-	-
TOTAL MARKET RISK-WEIGHTED ASSETS	41,253	1,102

Market Risk Management Department – Market and Liquidity Risk Unit (MRMD-MLRU) handles risk management for the bank's Treasury operations. MRMD-MLRU provides

Board, Senior Management and Treasury with comprehensive analytics for market risk. Said business unit establishes and monitors parameters imposed on the bank's trading portfolio to ensure that the risk tolerance established by the Board of Directors is properly implemented. The trading parameters include exposure and loss limits both on a portfolio and per trader basis. It also includes set of rules that restricts the type of financial assets that can be traded by the bank and control mechanisms to ensure that only capable individuals are allowed to trade and all transactions are dealt above board, transparent and with strict adherence to ethical standards.

LIQUIDITY & INTEREST RATE RISKS

The bank's funding profile is different from typical commercial banks

which are largely dependent on their deposit base. Being a development bank, it has access to ODA facilities from foreign governments and supranational development banks,

as well as other agencies which provide funds characterized by stability, longer tenors and lower interest rates.

The bank designed the liquidity risk management process with three elements: (1) the Maximum Cumulative Outflow (MCO), (2) stress testing, and (3) the Contingency Funding Plan. This design helps ensure the bank's ability to meet its maturing obligations, which can be subject to uncertainty resulting from external events and changes in other risk factors.

The bank has instituted liquidity risk controls taking into account the MCO in both its domestic and foreign currency books. The bank also employs Liquidity Ratio analyses to determine significant changes in its liquidity profile and identify potential points of liquidity stress and serve as gauge for industry comparison.

LIQUIDITY RATIOS	DBP Ratios	Industry Ratio ^{1/}
Stable Funding vs. Non-Liquid Assets	34%	11%
Liquid Assets vs. Volatile Funding	52%	36%
Liquid & Less Liquid Assets vs. Volatile Funding	57%	39%
Key Liquidity Provider Sourced Funding vs. Total Liabilities	17%	2%
Liquid Assets Ratio	37%	30%

1/ Top 10 universal banks in terms of assets excluding DBP as of December 31, 2016

The bank makes use of various tools in managing interest rate risk including the Interest Rate Gap (IR Gap), and Earnings-at-Risk (EaR) methodologies. The IR Gap is used to identify timing differences in the repricing of assets and liabilities to measure the effect on the bank's net interest income as a result of interest changes on the balance sheet. The greater these timing differences

(commonly known as Repricing Mismatch), the greater the bank's risk of loss from interest rate shifts. The IR Gap is constructed on a monthly basis by slotting interest rate sensitive assets and liabilities according to their repricing dates or maturity, whichever comes first. However, there are a few specific assumptions used:

a. Time deposits reprice a certain period after their repricing/maturity date based on historical statistical analysis.

b. Demand and savings deposits reprice at the earliest time bucket.

The bank also uses the EaR methodology to measure potential earning impact on the bank's accrual portfolio. Similar to the VaR concept, it measures the loss potential as a result of adverse market movement under normal events but specific to interest rate shifts. The bank's IR Gap and EaR is regularly reported to the Risk Oversight Committee. Interest rate

risk is managed through a structure of limits which define the bank's tolerance to losses brought about by interest rate movements. This is complemented by regular stress testing which measures the bank's ability to absorb interest rate shocks.

The following table shows the impact of reasonable changes in interest rates to the bank's net income as of December 2015 and December 2016:

IMPACT OF CHANGE IN INTEREST RATE TO NET INCOME						
As of December 31, 2016						
<i>(In million pesos)</i>						
Currency	-200 bps	-100 bps	-50 bps	50 bps	100 bps	200 bps
2015						
PHP	1,630	815	408	(408)	(815)	(1,630)
USD	764	382	191	(191)	(382)	(764)
JPY	15	8	4	(4)	(8)	(15)
2016						
PHP	2,006	1,003	501	(501)	(1,003)	(2,006)
USD	862	431	216	(216)	(431)	(862)
JPY	17	8	4	(4)	(8)	(17)

MRMD-MLRU handles risk management for the bank's liquidity and interest rate risks exposures. MRMD-MLRU establishes the parameters for the liquidity and interest rate risk management tools such as MCO, EaR and IR Gap. More importantly, analysis of the results of these monitoring tools is provided to Treasury, Senior Management and Board to guide decision-making.

OPERATIONAL RISK

The bank's operational risk capital charge is determined using the Basic Indicator Approach (BIA). An analysis of the Bank's historical loss experience based on data reported and

captured via the Enhanced Operational Loss Monitoring Module (eOLMM), an automated system for tracking operational losses, complements the results of the BIA.

The operational risk capital charge is obtained by multiplying the computed average gross income by a specified factor. Capital allocated for operational risk is currently at P2.40 billion.

OPERATIONAL RISK-WEIGHTED ASSETS		
As of December 31, 2016		
<i>(In million pesos)</i>		
	Group	Parent
Using Basic Indicator Approach (BIA)		
Year 3	1,668	1,635
Year 2	1,993	1,668
Year 1	2,109	1,993
Average	1,923	1,765
Adjusted Capital Charge	2,404	2,206
TOTAL OPERATIONAL RISK-WEIGHTED ASSETS	24,042	22,065

Risk and Control Self-Assessment (RCSA) is conducted across the institution to identify risk areas and vulnerabilities. Top level risk assessment is performed by the Board and Senior Management in its annual Strategic Planning exercise. This is complemented by a bottom-up RCSA conducted by business units, wherein high risk areas given the functions of the units are identified and risk responses are determined.

Recognizing the bank's vulnerability to losses resulting from operational disruptions due to internal factors such as power outage, system downtime and external factors such as natural disasters, terrorist attacks and pandemic illness, among others, the bank continually exerts efforts to improve its business continuity management including disaster preparedness. The bank regularly reviews and enhances its Business Continuity Management Program Manual to adopt industry best-practices and ensure that the bank's core business operations continue to function in the event of business disruption or disaster. Regular tests are scheduled and performed to ensure the ability of all bank units to recover their business operations. Complementing the detailed contingency measures, the bank's disaster recovery facilities are regularly assessed and maintained with a view towards the bank's recovery requirements, including critical application systems, equipment and supplies.

To establish the IT risk management process in the bank in compliance with BSP Circular 808, the IT Risk Management Framework (ITRMF) was developed and subsequently approved by the IT Governance Committee and the Board of Directors in 2015. The ITRMF was created with the primary goal of strengthening the management of IT risks in DBP due to the evolving

complexity of risks involved in using information technology in banking service delivery. Further, the bank established the IT Risk Register which contains the IT risk universe from the best and good practices contained in the ISACA's Control Objectives for Information and Related Technology (COBIT).

To promote and supplement the risk awareness and risk ownership, the bank conducted series of Consolidated Training on Enterprise Governance, Risk Management, Compliance and Security for Head Office Units, Regional Marketing Center and Branches. For Risk Management training, the modules include the risk awareness and management tools of Operational Risk Management, Business Continuity Management and IT Risk Management.

To ensure continuity in the implementation of the various regulatory requirements in incident reporting, operational loss monitoring, business continuity management, and operational and information technology risks, the bank identified and designated an Operational Risk Coordinator from each business unit. The roles and responsibilities of the coordinator covers the Business Continuity Management, Operational Risk Monitoring and IT Risk Management. The bank issued Office Order no. 313 dated December 11, 2015 for immediate implementation of the said designation.

COMPLIANCE & LEGAL RISK

Through the Office of the Chief Compliance Officer (OCCO), DBP implements a Compliance Program which includes a regular compliance risk testing of business units. The OCCO also has an Information Security Office which ensures implementation of and monitors compliance with

the Bankwide Information Security policy, standards, procedures and/or guidelines with the aim of achieving information confidentiality, integrity, availability, and accountability for the bank. Meanwhile, legal risk is centrally managed, through the Legal Services Group, via control structures such as Legal Office sign-off procedures, issuance of legal opinions, continuous training and awareness campaigns.

The DBP fully supports the National Government and other regulatory agencies in the campaign against money laundering with the main objective of protecting the reputation of the institution as well as upholding the integrity of the banking industry. DBP sets in place a money laundering and terrorist financing prevention program that will establish the minimum standards and principles of controls applicable to all areas of its business on a firm-wide and global basis. The bank's AML program is observed by all officers and employees of DBP in achieving the Bank's commitment to guard against money laundering and terrorist financing pursuant to the requirements under Philippine laws and regulations.

To assess the capital requirements for compliance risk, the bank considers the sum of the highest historical fines and penalties (already settled and therefore acting as buffer) and the total potential fines and penalties. Meanwhile, to assess the capital impact of compliance risk-related legal risk, the following were considered in the computation of capital charge: (1) the amount involved, (2) probable result, and (3) amount of possible liability/ loss for ongoing cases that were identified by the litigation lawyers. The estimated capital charge for Compliance and Legal Risks are part of the annual Internal Capital Adequacy Assessment Process (ICAAP).

REPUTATION RISK

Reputation Risk affects the Financial Institution's ability to establish new relationships or services or continue servicing existing relationships. Risk identification is crucial in successfully managing reputation risk, which is not easily measurable. It is thus important to be aware of the venues where possible threat or danger to the good name of the bank may be present. Regular media scanning of publications as well as news coverage involving and relevant to the bank is undertaken to immediately identify any negative publicity for DBP and its operations.

Effective communication is important in maintaining positive reputation. The bank consistently implements external communication activities to maintain its image as a proactive development financial institution that offers responsive products and services. These external communication activities include advertising, marketing and promotions, and public relations events. Sustaining DBP's positive image is expected to help in deepening existing customer relationships and expanding customer base.

DBP also implements its customer feedback and complaints handling programs, as aligned with its financial consumer protection efforts.

Finally, Reputation Risk is managed through good corporate governance. Members of the Governing Board and Senior Management set the tone of good governance and cascade this to the officers and employees of the bank. These are manifested by the major gains generated by the bank through the collective hard work of DBP Board of Directors, Management, and officers and employees. DBP stands proud to serve as a beacon

of good governance and at the same time, sustains its growth momentum for its role as the catalyst for a progressive and more prosperous Philippines.

STRATEGIC RISK

The bank, a government financial institution (GFI), pursues the strategic direction of the National Government, encapsulated in the DBP Balanced Scorecard. This contains DBP's commitment to deliver its core development mandate that supports the national agenda of inclusive growth and poverty reduction. The scorecard also highlights the bank's continued pursuit of financial strength and viability to sustain its development efforts.

Given this, strategic risk is the potential risk to earnings and capital of inappropriate business decisions and implementation and/or inability to adequately respond to changing business environment.

Strategic risk is qualitatively assessed, and its management involves setting the strategy, deploying resources, monitoring implementation, and being aware of opportunities and threats. Business plans are aligned with the bank's strategic thrusts and directions as determined by the Board and Senior Management, with the associated risk assessments taken into consideration in the formulation of risk management strategies and determination of capital requirements. Periodic review of actual performance versus set objectives is done by the Management Committee and the Board. Responsiveness to macroeconomic and industry changes is provided by continuous awareness by various bank units to opportunities and threats, resulting in tactical revisions of specific business plans.

CAPITAL STRUCTURE AND CAPITAL ADEQUACY

Effective January 1, 2014, the Group complied with BSP issued Circular No. 781 (series of 2013) or the Basel III Implementing Guidelines on Minimum Capital Requirements. This provides the implementing guidelines on the revised risk-based capital adequacy framework particularly on the minimum capital and disclosure requirements for universal banks and commercial banks, as well as their subsidiary banks and quasi-banks, in accordance with the Basel III standards.

The Circular sets out a minimum Common Equity Tier 1 (CET1) ratio of 6.00% and Tier 1 capital ratio of 7.50% and also introduced a capital conservation buffer of at least 2.50% comprised of CET1 capital. The existing requirement for Total Capital Adequacy Ratio (CAR) remains unchanged at 10.00% and these ratios shall be maintained at all times.

Basel III also requires that existing capital instruments as of December 31, 2010 which do not meet the eligibility criteria for capital instruments under the revised capital framework shall no longer be recognized as regulatory capital. In addition, under Section 4 of the Circular, capital instruments issued under BSP Circular Nos. 709 and 716 (the circulars amending the definition of qualifying capital particularly on Hybrid Tier 1 and Lower Tier 2 capitals) and before the effectivity of BSP Circular No. 781, are recognized as qualifying capital until December 31, 2015.

The Group and the Parent Bank have complied with all externally imposed capital requirements throughout the year. Prior to January 1, 2014, the risk-based capital ratio is computed in accordance with BSP Circular No. 538 or Basel II.

On a consolidated basis, the bank's Total Qualifying Capital amounted to P45.37 billion with Common Equity Tier 1 (CET1) Capital accounting for 73% and Tier 2 Capital at 27% or P12.29 billion:

Capital requirement (equivalent to 10% of risk-weighted assets) for credit risk is at P22.96 billion, P4.13 billion for market risk and P2.40 billion for operational risk. The bank's risk-based CAR of 15.38% is well above the 11.5% internal and 10% regulatory minimum, while CET1 and Tier 1 ratios are calculated at 11.22%. On top of the 6.0% minimum CET1 capital requirement, the bank posted P15.39 billion as Capital Conservation Buffer (CCB).

The bank posted solo CAR, Tier 1 and CET1 ratios of 15.10%, 10.92% and 10.92%, respectively, as of end-2016.

Common Equity Tier 1 capital, Tier 1 capital and Qualifying capital are computed in accordance with the provisions of Part II of BSP Cir. 781. Further, risk weighted assets (RWA) is the sum of (1) credit risk weighted assets, (2) market risk weighted assets, and (3) operational risk weighted assets.

RWA consist of total assets less cash on hand, due from BSP, loans covered by hold-out on or assignment of deposits, loans or acceptances under letters of credit to the extent covered by margin deposits and other non-risk items determined by the Monetary Board (MB) of the BSP. As of December 31, 2016, the Group has no exposures to securitization structures, contracts that provide credit protection through credit derivatives and investments in other types of structured products. Credit risk mitigants on risk-weighted assets were based on collateralized transactions (margin deposits and hold-out on deposits) as well as guarantees by the Philippine National Government and those guarantors and exposures with highest credit rating. Standardized credit risk weights were used in the credit assessment of asset exposures. Third party credit assessments were based on the ratings by S&P, Moody's, and Fitch on exposures to Sovereigns, Multilateral Development Banks, Banks, Local Government Units, Government Corporations, and Corporates. Operational RWA are computed using the Basic Indicator Approach.

As of December 31, 2016, the P321 million difference between the Bank's Qualifying Capital of P44.05 billion and the total capital of P44.37 billion reported in the Audited Financial Statements (AFS) was mainly due to the following (see table at left):

CAPITAL ADEQUACY As of December 31, 2016 (In million pesos)	Group	Parent
Qualifying Capital		
Common Equity Tier 1 (CET1) Capital	33,080	31,864
Tier 1 Capital	33,080	31,864
Tier 2 Capital	12,291	12,188
TOTAL QUALIFYING CAPITAL	45,371	44,052
CAPITAL CONSERVATION BUFFER	15,385	14,360
Risk-Weighted Assets (RWA)		
Credit RWA	229,622	226,623
Market RWA	41,253	41,253
Operational RWA	24,042	23,858
TOTAL RWA	294,917	291,734
Qualifying Capital Requirements (10.0% of RWA)		
Credit Risk	22,962	22,662
Market Risk	4,125	4,125
Operational Risk	2,404	2,386
TOTAL QUALIFYING CAPITAL REQUIREMENT	29,492	29,173
CET 1 Ratio (CET 1 Capital ÷ Total RWA)	11.22%	10.92%
Tier 1 Ratio (Tier 1 Capital ÷ Total RWA)	11.22%	10.92%
Capital Adequacy Ratio (CAR) (Qualifying Capital ÷ Total RWA)	15.38%	15.10%

<i>(In million pesos)</i>	
Unsecured Subordinated Debt Classified as Tier 2 Capital	9,991
General Loan Loss Provision	2,197
Regulatory Adjustments to CET 1 Capital	(12,260)
Others	(249)
	(321)

CORPORATE SOCIAL RESPONSIBILITY

DBP Forest Location Map



DBP FOREST PROGRAM

With the greater attention directed at sustainable development, environmental protection has become an even more critical concern. With a strong determination and political will, environmental protection has become more integral to the national sustainable growth strategy.

Launched in 2005, the DBP Forest Program has succeeded in helping restore the country's forest cover with 44 forest projects nationwide: 27 in Luzon, 7 in the Visayas, and 10 in Mindanao. These DBP Forest projects cover 6,444 hectares in the uplands and 810 hectares in the coastal areas, with a total of 7,254 hectares. These are planted to high-value trees and are protected in essential forest sites, watersheds, and mangroves. These greening initiatives involve total releases amounting to P96.56 million, and are carried out in collaboration with local government units, independent organizations, and state universities and colleges, among others.



DBP has partnered with a number of higher learning institutions to execute its Forest Program in the most effective ways. One project is DBP's collaboration with the University of the Philippines Los Baños (UPLB). Together, DBP and UPLB maintain at least 400 hectares of forestland in the majestic terrain of Southern Luzon's Sierra Madre Mountains, the longest mountain range in the country, planting indigenous hardwood and fruit-bearing trees.

The partnership has gone beyond simple tree planting into raising awareness and concern about destructive forest practices, leading to the creation of jobs in the process.

After undergoing educational training on the importance of preventing land erosion and floods,

and in preserving the delicate balance of nature, forest caretakers have transitioned into certified foresters.

In Iloilo, DBP has partnered with the West Visayas State University (WVSU) when its 500-hectare property was damaged by rampant, illegal slash-and-burn practices. As a result of the partnership, groves of fruit and forest trees have since grown abundant on the once-ravaged land. In a classic case of paying-it-forward, WVSU, in collaboration with the DBP Endowment for Education Program, has since provided scholarships to the children of their land's caretakers, giving them the opportunity to attain college degrees in, most appropriately, Forestry Studies.

Another partnership green initiative has been approved and is ready for launching in collaboration with the Provincial Government of Eastern Samar. The project consists of 60 hectares mangrove plantation covering six barangays within four towns in the province. DBP's share in the project amounts to P4.8 million. The project will rehabilitate the mangrove forest destroyed by typhoon Yolanda and Ruby. Peoples' organizations in the concerned barangays will be tapped in implementing the project. DBP will likewise provide seaweed farming livelihood assistance to the target municipalities who are beneficiaries of this project. The project is considered to be of great significance as mangroves serve as spawning ground for fishes and crustaceans that could result in bigger fish catch. Family income in the local community is also expected to increase significantly as a result of the project.



Launched in 2005



44 Forest Projects

- 27 in Luzon
- 7 in Visayas
- 10 in Mindanao



7,254 Hectares of high-value trees, watersheds, and mangroves

- 6,444 hectares in upland areas
- 810 hectares in coastal areas

Total releases:
P96.56M

CORPORATE SOCIAL RESPONSIBILITY





DBP ENDOWMENT FOR EDUCATION PROGRAM (DEEP)

Since its inception in 2008, the DBP Endowment for Education Program (DEEP) has made a great impact on the lives of many indigent scholars and their families, breaking the cycle of poverty for them to become productive citizens, and playing an important role in keeping the country on track towards inclusive growth.

Most DEEP scholars are children of farmers, laborers, drivers, teachers, government employees, policemen and soldiers, coming from far-flung areas of the country, including indigenous communities.

For the year 2016, a total of P74.62 million has been released to support scholars in DEEP partner schools, including additional 485 scholars for the same year. The program has reached P836.5 million out of its 10-year allocation of P1 billion.

Under the program, DBP pays for the tuition of the scholars who are enrolled in partner-schools located in

different parts of the country. DBP also provides board and lodging allowances to the scholars taking various courses such as maritime, nursing, technical-vocational, forestry, agriculture, education, and HRM.

DEEP is a program that builds on partnerships with educational institutions and other stakeholders, enabling schools to upgrade their facilities and bring quality education, not just for the scholars themselves, but for the whole student population.

The whole concept of the program goes beyond graduation. DEEP has developed a system of education-industry linkage, opening a range of employment opportunities for the scholars once they graduate.

As of end-2016, a total of 3,567 scholars have received DEEP assistance, 2,042 of which have graduated, while 1,625 are now gainfully employed.

Over the years, DEEP's scholarship grants have made a big difference in the lives of scholar-graduates, giving them a sense of gratitude and a compelling reason to pay-it-forward for future DEEP scholars. DEEP graduates are encouraged to contribute to the DEEP Scholars Association, Inc. (DEEPSAI), to ensure the sustainability of the Program after DBP exits from it in 2018.

DBP is now preparing to launch the second tranche of DEEP, in time for when program implementation is completed on its 10th year in 2018. The DBP Resources for Inclusive and Sustainable Education, DBP RISE for brevity, has already started the accreditation of new partner schools to provide financial assistance for the new batches of qualified and deserving scholars all over the country. The DBP RISE aims to continue the legacy of DEEP in strengthening the bank's efforts in sharing the benefits of its continued viability to the education sector.

Indeed, DBP's DEEP has paved the way in uplifting the lives of many underprivileged families, empowering the youth and making them a significant force in building a better society.



Launched in 2008



P1BILLION

Funding for 10 years



As of December 2016

3,567 scholars



Scholarship assistance of **P836.5M**

BOARD OF DIRECTORS

AS OF DECEMBER 31, 2016



Jose A. Nuñez, Jr.

Chairman of the Board/Independent Director
Term of Office: January 1 - December 31, 2016

Chairman:

- Executive Committee
- Audit and Compliance Committee

Member:

- IT Governance Committee



Raul O. Serrano

Director

Term of Office: January 1-December 31, 2016

Chairman:

- IT Governance Committee
- Acting Chairman:
- Governance Committee

Vice Chairman:

- Development Advocacy Committee

Member:

- Governance Committee
- IT Governance Committee



Miguel C. Abaya

Director

Term of Office: November 22 - December 31, 2016



Luis C. Bonguyan

Director

Term of Office: November 11 - December 31, 2016

Chairman:

- IT Governance Committee
- Vice Chairman:
- Human Resource Committee

Member:

- IT Governance Committee



Emmanuel P. Galicia, Jr.

Director

Term of Office: November 11 - December 31, 2016

Chairman:

- Trust Committee

Member:

- Development Advocacy Committee



Rolando L. Metin

Director

Term of Office: November 11 - December 31, 2016

Chairman:

- Development Advocacy Committee

Vice Chairman:

- Risk Oversight Committee
- Audit and Compliance Committee



Teodoro M. Jumamil

Director

Term of Office: December 14- 31, 2016

OTHER DIRECTORS

WHO SERVED IN 2016



Gil A. Buenaventura

Vice Chairman/President and CEO
Term of Office: January 1 - June 30, 2016
 Vice Chairman:
 • Executive Committee
 Member:
 • Trust Committee
 • Human Resource Committee



Lydia B. Echaz

Director
Term of Office: January 1 - December 13, 2016
 Chairman:
 • Human Resource Committee
 Vice Chairman:
 • Governance Committee
 Ex-Office Member:
 • IT Governance Committee
 Member:
 • Audit and Compliance Committee



Reynaldo G. Geronimo

Director
Term of Office: January 1 - November 10, 2016
 Chairman:
 • Trust Committee
 Member:
 • Development Advocacy Committee



Alberto A. Lim

Director
*Term of Office: January 1 - November 22, 2016
 (up to 12:00 noon)*
 Chairman:
 • Risk Oversight Committee
 Vice Chairman:
 • Trust Committee
 Member:
 • Executive Committee



Cecilio B. Lorenzo

Director
Term of Office: January 1 - November 10, 2016
 Chairman:
 • IT Governance Committee
 Vice Chairman:
 • Audit and Compliance Committee
 • Risk Oversight Committee



Vaughn F. Montes

Director
Term of Office: January 1 - July 30, 2016
 Chairman:
 • Development Advocacy Committee
 Member:
 • Risk Oversight Committee

BOARD OF DIRECTORS PROFILE

JOSE A. NUÑEZ JR.

Chairman

Age: 63

Mr. Nuñez has extensive experience in banking, finance, and business management, serving as chairman, member of the Board, chief executive officer and chief operating officer of several financial and private institutions including Philippine Veterans Bank, Citystate Savings Bank, and Federal Savings and Mortgage Bank.

Appointed to the DBP Board on August 13, 2010, he is chairman/CEO of Al Amanah Islamic Investment Bank of the Philippines; vice chairman of DBP Leasing Corporation; director of DBP Insurance Brokerage, Inc.; and a director of the National Development Company, among other affiliations.

Mr. Nuñez has a Bachelor of Arts degree major in Economics (Honors Program) from Xavier University, and is a candidate for a Masters in Business administration degree from the Ateneo de Manila University.

Training Attended: Consultative Business Conference, Mindanao Business Conference

GIL A. BUENAVENTURA

Vice Chairman/President & CEO
(until June 30, 2016)

Age: 64

Mr. Buenaventura was appointed to the DBP Board on October 1, 2012 until June 30, 2016 as Vice Chairman and CEO. Prior to his stint in DBP, he was senior executive vice president and chief operating officer of the Bank of the Philippine Islands, where he also held key positions as head of its corporate banking and operations group. He also served as president of Prudential Bank, and was a former executive vice president of Citytrust Banking Corporation and vice president of Citibank, N.A.

Mr. Buenaventura was chairman of DBP Management Corporation; chairman of DBP Daiwa Capital Markets Phils., Inc.; chairman of LGU Guarantee Corporation; member of the Board of Trustees of Millennium Challenge Account; and member, representing GFIs in the National Renewable Energy Board, Department of Energy, among other affiliations. Mr. Buenaventura earned his Bachelor of Arts in Economics degree from the University of San Francisco, and his Master of Business Administration in Finance from the University of Wisconsin.

MIGUEL C. ABAYA

Director

Age: 81

Brigadier General Abaya (AFP, Ret.) has served as Director of DBP since November 23, 2016. He represents the uniformed services in the DBP Board

given the bank's substantial and growing involvement with the Defense, Armed Forces and Police establishments in their modernization programs, where the bank has provided trade finance facilities for the importation of jet fighters, fixed wing aircraft and other armaments, and where DBP serves as disbursing bank for AFP and PNP Pension and Veterans Affairs units. General Abaya last served as Regional Commander of the PC-INP.

General Abaya graduated from the Philippine Military Academy. He also obtained graduate degrees in Public Management from the University of the Philippines Cebu, and International Defense Management from the Naval Post Graduate School in Monterey, California.

General Abaya is a member of the International Honor Society in Social Science "Pi Gamma Mu," Philippine Alpha Chapter, UP Diliman, since May 7, 1982.

LUIS C. BONGUYAN

Director

Age: 68

Mr. Bonguyan has served as Director of DBP since November 2016. He served as Vice Mayor of Davao City for 12 years and Councilor for four years. He is a Certified Public Accountant who became the Most Outstanding Certified Public Accountant in public practice in 1983. He was President of the Davao Jaycee Senate, Ambassador Club of the Philippines, Rotary Club of West Davao, Vice Mayors League of the Philippines, the Philippine Institute of Certified Public Accountants Davao City Chapter, and the Greater Davao Jaycees.

He was also a National Director of PICPA and the JCI Senate Philippines where was awarded the Most Outstanding JCI Senator of Mindanao. He is a Vice President of the American Chamber of Commerce Davao Chapter.

Director Bonguyan graduated from the University of Mindanao with a Commerce degree, and earned his Masters in Business Administration from the University of the East-University of Mindanao joint consortium where he received the highest award—the Tambuli Award—from the University of Mindanao Alumni Association in 2001. He is a recipient of a study grant on Local Government Administration in the states of Hawaii, California, New York and also in Puerto Rico, sponsored by the US State Department.

LYDIA B. ECHAUZ

Director (until December 13, 2016)

Age: 69

Dr. Echauz served as Director of DBP from September 2013 until December 2016.

Before joining DBP, she was president of Far Eastern University and its related schools for a decade until 2012. She also spent 16 years as Dean of the De La Salle University Graduate School of Business. Before that, she was with the Ateneo de Manila University Graduate School of Business for five years.

Dr. Echauz earned her Bachelor's degree in Mathematics and Economics from St. Theresa's College, her Master's degree in Business Administration from Ateneo de Manila University, and her Doctorate degree in Business Administration from De la Salle University.

Training Attended: Corporate Governance Forum on Cybersecurity

EMMANUEL P. GALICIA JR.

Director

Age: 46

Atty. Galicia has served as Director of DBP since October 10, 2016. He is a Senior Partner at LG Law in Davao City. He is also the President of the Independent Baptist Churches in the Philippines, and a Retained Lawyer of the Department of Social Welfare and Development in Davao City.

Atty. Galicia obtained his Bachelor of Arts in Communication degree and his Bachelor of Laws degree from Ateneo de Davao University, and was admitted to the Philippine Bar in 1996.

REYNALDO G. GERONIMO

Director (until November 10, 2016)

Age: 72

Atty. Geronimo served as Director of DBP from September 2013 until November 2016. He was a partner in the Romulo Law Office from 1994 to 2012, among other positions held in the public and private sectors. Early in his career, he was with Far East Bank and Trust Company as assistant trust legal counsel and with Provident National Bank as trust administrator. He was also general counsel of National Home Mortgage Finance and trust officer of Land Bank of the Philippines.

Atty. Geronimo earned his Bachelor of Arts degree, Cum Laude, from the Ateneo College of Arts and Letters, his Bachelor of Laws, Second Honors, from the Ateneo Law School, and his Master of Laws from the University of Pennsylvania.

TEODORO M. JUMAMIL

Director

Age: 63

Atty. Jumamil has served as Director of DBP since December 14, 2016. Prior to joining the DBP, he was actively engaged in the practice of law. He assumed

various positions in the government and held top level management posts in private corporations. He served as Deputy Administrator of the National Food Authority and was also elected as Board Member of the Province of Northern Samar. He was a former President & CEO of several corporations. Currently, he is the President of Medocare Health Systems, Inc.

Atty. Jumamil obtained his Bachelor of Arts degree from the University of Eastern Philippines, and his Bachelor of Laws degree from San Beda College. He was admitted to the Philippine Bar in 1979. Atty. Jumamil also earned his Masters Degree in National Security Administration from the National Defense College of the Philippines. He is a Master of Laws candidate from San Beda College of Law and a seasoned Bar Reviewer in Criminal Law and Political Law in leading law schools.

ALBERTO A. LIM

Director (until November 22, 2016)

Age: 67

Mr. Lim served as Director of DBP from November 2011 until November 2016. He was Secretary of Tourism from July 2010 to August 2011, among other affiliations in business, government, and civil society. As chief executive officer of a resort development company, he pioneered the triple bottom line long before the term became fashionable. He founded community-based social development agencies to help people in the communities to improve their quality of life. He also served as executive director of the Makati Business Club.

Mr. Lim obtained his Bachelor's degree in Economics from the Ateneo de Manila University, his Master's degree in Business Administration from the Harvard Business School, and his Master's degree in Public Administration from the Kennedy School of Government, Harvard University.

CECILIO B. LORENZO

Director (until November 10, 2016)

Age: 66

Mr. Lorenzo served as Director of DBP from September 2010 until November 2016. He served as undersecretary for finance of the Department of National Defense from 2005-2006. His experience in general management includes a range of executive positions in various companies: president and chief operating officer of Infocom Technologies, Inc., vice president of Fort Bonifacio Development Corporation; president of Ester Corporation and general manager of Metro Bottled Corporation.

Mr. Lorenzo is a B.S. Management Engineering graduate of the Ateneo de Manila University, and holds a Masters in Business Management from the Asian Institute of Management.

Training Attended: Corporate Governance Scorecard Session

ROLANDO L. METIN

Director

Age: 72

Dr. Metin has served as Director of DBP since November 2016. He is also a board member of the Career Executive Service Board, and a member of the Academic Council of the Development Academy of the Philippines (DAP). He was a World Bank consultant on climate finance, sustainable sanitation, and the environment. He is Faculty-in-charge for Philippine Administrative Systems and Governance in the DAP's Masters' in Development Management Program. He served in various capacities at the Department of Environment and Natural Resources, including as Assistant Secretary, Undersecretary, and consultant on project management and institutional development for forestry, biodiversity, coastal resources.

Dr. Metin earned his Political Science, Master of Public Administration, and Doctor of Public Administration degrees from the University of the Philippines in Diliman.

VAUGHN F. MONTES

Director (until July 31, 2016)

Age: 65

Dr. Montes served as Director of DBP from September 2013 to July 2016. He was also a director of DBP Daiwa Capital Markets Philippines, Inc.

His career as an economist includes 25 years in Citibank Corporate Bank where he served as senior economist, vice president of the Philippines Restructuring Committee, unit head of International Corporate Finance, and director of Emerging Markets and head of Public Sector Group. Before that, he was an economist in Wharton Econometrics Forecasting Associates in Philadelphia, USA and deputy director of the Institute of Industrial Economics at the Center for Research and Communication (now University of Asia and the Pacific).

Dr. Montes received his AB Economics from the Ateneo de Manila University, and earned his Master's degree in Industrial Economics and Doctorate degree in Business Economics from the Center for Research and Communication and Wharton Doctoral Programs University of Pennsylvania, respectively.

RAUL O. SERRANO

Director

Age: 76

Before joining DBP, Mr. Serrano was connected with Allied Bank, Solid Bank, and PBCOM, in various capacities. He was also a trustee of the Government Service Insurance System.

Appointed to the DBP Board on August 15, 2014, Mr. Serrano is a director of DBP Data Center, Inc. and DBP Insurance Brokerage, Inc. He earned his Bachelor of Science in Commerce degree from the Ateneo de Naga.

Training Attended: Corporate Governance Scorecard Session

The Board of Directors met at least twice a month and attended 100% of the scheduled board meetings set at the start of the year.

The board materials were provided to the members of board of directors at least five days prior to scheduled board meeting. The board of directors is assisted by SVP Danny Bunyi, the Corporate Secretary, who is a lawyer by profession.

SUMMARY OF ATTENDANCE OF THE BOARD OF DIRECTORS FOR CY 2016

REGULAR MEETING	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED	PERCENTAGE OF ATTENDANCE
Jose A. Nuñez, Jr.	22	22	100%
Gil A. Buenaventura	12	12	100%
Lydia B. Echaz	21	21	100%
Reynaldo G. Geronimo	19	18	94.74%
Alberto A. Lim	20	20	100%
Cecilio B. Lorenzo	19	19	100%
Vaughn F. Montes	14	14	100%
Raul O. Serrano	22	22	100%
Miguel C. Abaya	2	2	100%
Luis C. Bonguyan	3	3	100%
Emmanuel P. Galicia, Jr.	3	3	100%
Teodoro M. Jumamil	1	1	100%
Rolando L. Metin	3	3	100%

Total number of meetings held during the year: 22

SPECIAL MEETING (8) & APPROVAL BY REFERENDUM (25)	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED	PERCENTAGE OF ATTENDANCE
Jose A. Nuñez, Jr.	33	33	100%
Gil A. Buenaventura	10	10	100%
Lydia B. Echaz	31	31	100%
Reynaldo G. Geronimo	30	30	100%
Alberto A. Lim	31	31	100%
Cecilio B. Lorenzo	30	30	100%
Vaughn F. Montes	14	14	100%
Raul O. Serrano	33	33	100%
Miguel C. Abaya	2	2	100%
Luis C. Bonguyan	3	3	100%
Emmanuel P. Galicia, Jr.	3	3	100%
Teodoro M. Jumamil	2	2	100%
Rolando L. Metin	3	3	100%

Total number of meetings held during the year: 33

2017 BOARD OF DIRECTORS



Luis C. Bonguyan
Director

Maria Lourdes A. Arcenas
Director

Alberto G. Romulo
Chairman

Teodoro M. Jumamil
Director



Cecilia C. Borromeo
Vice Chairman

Miguel C. Abaya
Director

Rogelio V. Garcia
Director

Emmanuel P. Galicia, Jr.
Director

Rolando L. Metin
Director

BOARD COMMITTEES

Assignment of Independent Directors

Chairman Jose A. Nuñez, Jr. had been designated as independent director of DBP duly approved by the Bangko Sentral ng Pilipinas. The assignment of independent directors is made from choosing among the nine directors appointed by the President of the Philippines following Subsection X141.1 of the Manual of Regulations for Banks (MORB).

Functions of the Board Committees

To aid in the compliance with the principles of good governance, DBP has set up the following committees: the Executive Committee (ExCom), Audit and Compliance Committee (ACC), Risk Oversight Committee (ROC), Trust Committee (TC), IT Governance Committee (ITGC), Governance Committee (GC) and Human Resource Committee (HRC). In addition, DBP created the Development Advocacy Committee (DAC) to further strengthen the implementation of its development mandate as well as further improve its governance.

Below are the specific functions of the various Board Committees, the number of Committee meetings held, and attendance of the Committee members as of year-end 2016.

A. EXECUTIVE COMMITTEE

The Executive Committee (ExCom) is a scaled down version of the Board of Directors. The ExCom is tasked with reviewing the short and long term plans prepared by Management prior to submission to the Board of Directors. It also reviews progress against plan, with emphasis on those activities or units within an activity that are not performing up to agreed upon standards other than those areas of Management that fall within the responsibilities of the Audit and Compliance Committee and Human Resource Committee, to ensure a complete review of all management practices at least once a year.

The Executive Committee is composed of the Chairman, the President and CEO and three (3) other members of the Board of Directors. The regular attendees of the Executive Committee are Chairman Jose A. Nuñez, Jr., President & CEO Gil A. Buenaventura and Director Alberto A. Lim, being the Chairman of the Risk Oversight Committee. The two other members of the Executive Committee are designated by the Board of Directors from among the other Board members on rotation basis.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Jose A. Nuñez, Jr.	14	14
Gil A. Buenaventura	10	10
Lydia B. Echaz	9	9
Reynaldo G. Geronimo	9	9
Alberto A. Lim	14	14
Cecilio B. Lorenzo	8	8
Vaughn F. Montes	7	7
Raul O. Serrano	9	9

Total number of meetings held during the year: 14

B. TRUST COMMITTEE

The Trust Committee (TC) is composed of the President & CEO, three (3) members of the Board and the Head of Trust Banking Group. The TC is a policy-making body tasked with overseeing the investment activities of Trust Banking Group (TBG) and formulation of broad investment strategies for TBG through the establishment of major policy criteria for investment decisions and determination of areas of investments for trust funds. It is in charge of periodically reviewing TBG's operating policies and procedures as well as overall assets held in trust.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Reynaldo G. Geronimo	12	12
Emmanuel P. Galicia, Jr.	1	1
Alberto A. Lim	13	13
Gil A. Buenaventura	8	8
Bernadine T. Siy	12	12

Total number of meetings held during the year: 13 [inclusive of three (3) Approvals by Referendum]

C. RISK OVERSIGHT COMMITTEE

The Risk Oversight Committee (ROC) includes three members of the Board. The ROC is principally responsible for overseeing the adequacy and effectiveness of existing risk policies, procedures and controls as well as ensuring that such policies, procedures and controls are implemented. It also reviews and revises the plans/strategies of the bank to ensure its relevancy, adequacy and effectiveness in the face of changing risk exposures over time brought about by various factors.

The Risk Oversight Committee (ROC) has remained at the forefront of the bank's risk management initiatives and activities. In CY 2016, as a Domestic Systemically Important Bank (DSIB), DBP crafted its first Recovery Plan through the guidance of the ROC. The ROC also provided oversight in the planning and successful conduct of the first DBP Live Enterprise Full Scale Business Continuity Plan (BCP) Test in April 2016. Complementing these initiatives, the ROC, through the Enterprise Risk Management Sector, has continued to be the strategic partner of the business units in accomplishing the bank's goals and targets.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Alberto A. Lim	12	12
Cecilio B. Lorenzo	11	11
Rolando L. Metin	1	1
Vaughn F. Montes	8	8

Total number of meetings held during the year: 12 [inclusive of one (1) Special Meeting]

D. DEVELOPMENT ADVOCACY COMMITTEE

The Development Advocacy Committee (DAC) is composed of three members of the Board. The DAC is the unifying and focal body in spearheading the bank's drive towards accomplishing its developmental mandate. It takes the lead in generating ideas, promoting awareness of development issues, advocating development

programs and projects, and expanding and strengthening linkages within and outside the bank towards a unified and distinct approach to accomplish DBP's development mandate.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Vaughn F. Montes	3	3
Raul O. Serrano	3	3
Reynaldo G. Geronimo	3	3

Total number of meetings held during the year: 3

E. AUDIT AND COMPLIANCE COMMITTEE

The Audit and Compliance Committee (ACC) is made up of three members of the Board, two of whom are independent directors. The ACC provides oversight of the institution's financial reporting and control and external and internal audit functions, including the bank's Internal Audit (IA) and Compliance Monitoring (CoM). It reviews the reports of internal and external auditors and regulatory agencies and monitors Management's compliance with regulatory requirements as well as corrective actions taken on identified control deficiencies.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Jose A. Nuñez, Jr.	13	13
Cecilio B. Lorenzo	11	11
Rolando L. Metin	1	1
Lydia B. Echaz	13	13

Total number of meetings held during the year: 13 [inclusive of one (1) Committee of the whole]

The Committee, in the exercise of its oversight, held 13 meetings during the year and discussed financial, credit, operations, information systems, monitoring and accomplishment matters contained in 62 reports (65 audits and 10 monitoring and accomplishment matters). The ACC noted, reviewed, approved and endorsed the IAG and OCCO's annual business plans, recommendations on credit policy enhancements, independent testing frameworks, compliance and related activities and performance of Internal Audit and OCCO. The Committee reviewed and affirmed the effectiveness of internal controls, risk management, compliance, systems, governance processes and the overall AML assessment of the bank based on the assurance and reports provided by the Chief Audit Executive and Chief Compliance Officer, respectively. The Committee also reviewed and endorsed to the Board approval of the revised IAG and ACC Charters.

F. GOVERNANCE COMMITTEE

The Governance Committee (GC) is composed of three members of the Board. The GC ensures the Board's effectiveness in fulfilling its corporate governance responsibilities. It is tasked with the review and evaluation of the qualifications of all persons nominated to positions requiring appointment by the Board. In addition, it oversees the periodic performance evaluation of the Board and its Committees and Executive Management as well as makes recommendations to the Board regarding the continuing education of directors and assignment to board committees.

The Governance Committee assists the Board in fulfilling its corporate governance responsibilities. In that respect, the committee ensures the effectiveness of the Board and its due observance of corporate governance principles. For 2016, the Committee approved the appraisal system for the performance of board committees, the Governance Committee Charter including the bank's Corporate Governance Framework, and the continuing education program for the members of the board. It also spearheaded the conduct of annual peer rating by the members of the Board and the committee appraisal of the board committees.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Raul O. Serrano	6	6
Lydia B. Echaz	6	6

Total number of meetings held during the year: 6 [inclusive of three (3) Approvals by Referendum]

G. IT GOVERNANCE COMMITTEE

The IT Governance Committee (ITGC) is composed of Chairman Nuñez, the President & CEO and two members of the Board. The ITGC strongly advocates the strategic importance of IT in the context of the bank's operations and ensures that the directions set for IT are aligned with and will sustain the bank's goals and objectives. It also ensures that the bank's Information Systems Strategic Plan (ISSP) is appropriately developed to reflect the business requirements for IT and is reviewed periodically. Additionally, it ensures that IT's performance is measured, its resources are managed and its risks mitigated.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Cecilio B. Lorenzo	10	10
Raul O. Serrano	11	11
Lydia B. Echaz	11	11
Jose A. Nuñez, Jr.	11	11

Total number of meetings held during the year: 11

H. HUMAN RESOURCE COMMITTEE

The Human Resource Committee (HRC) is composed of the President & CEO and two members of the Board. The HRC reviews, screens, and formalizes management recommendations on HR related matters for the Board's approval. It is tasked with the review of bankwide compensation and benefits programs, organization plans and structure, management development programs and Personnel Manuals, among others. It also handles the review of the bank's manpower plan including enhancements and promotions to meet growth needs.

	NO. OF MEETINGS HELD SINCE ASSUMPTION	NO. OF MEETINGS ATTENDED
Lydia B. Echaz	10	10
Gil A. Buenaventura	10	10

Total number of meetings held during the year: 10 [consists of one (1) regular meeting and nine (9) Committee of the Whole]

CORPORATE GOVERNANCE INITIATIVES

DBP, as one of the leading government financial institutions in the country, continues to strengthen its corporate governance by raising the bar of excellence and the culture of compliance. Effective corporate governance is critical to the oversight, management and operations of the bank. With this in mind, the Bank's Corporate Governance Framework provides the balance among elements that comprise the governance 'ecosystem' of the bank.

Guided by the core principles of corporate governance (fairness, integrity, accountability, transparency, and discipline), the governance elements work together to manage risks and identify gaps for improved performance and effective corporate governance. It also provides the framework to achieve robust and transparent board governance and sound decision-making.

Integrity is first and foremost the moral justification for any institution's existence. Doing the right things, in the right way, for the right reason, and at the right time are the basic underlying ethical principles that have made DBP a strong and enduring organization.

As an important initiative to carry out its good business practice, the bank implements its customer feedback and complaints management programs. These programs allow the bank's stakeholders (customers, suppliers, the general public and others) to sound off their concerns and issues pertaining to the bank, its personnel and products and services.

The bank has also institutionalized a Whistleblower Protection Policy with the issuance of DBP Circular No. 16, s.2013 that aims to encourage responsible reporting of acts or omissions constituting illegal activities and corrupt practices.

The bank is also pleased to report its full compliance with the DBP Manual of Corporate Governance. It also observed and implemented leading practices and principles on good corporate governance.

In compliance with SEC Code of Corporate Governance, the bank issued a certificate stating its adherence to the code applicable to CY 2016.

Consistent with the State's policy to promote a high standard of ethics in public service, the bank has a Code of Ethics setting forth the core values every bank director, officer and employee must uphold in the performance of their duties. The Code is readily accessible through the bank's intranet system. To ensure bankwide implementation of the Code, the Corporate Governance Office conducts the Mandatory Corporate Governance Seminar where a module on the Code is integrated.

At the start of every year, or on a date decided upon by the Board, the effectiveness of the performance of the Board is measured through the annual performance appraisal system. The questions in the assessment are based on the duties and responsibilities of the Board as provided in the BSP MORB, GCG Circular on the Fit and Proper Rule and the DBP Manual of Corporate Governance. The assessment is done at the first quarter of the succeeding year. Only those who had served the Board for three months are qualified to rate the performance of the Board.

On the other hand, peer assessment of the effectiveness of each Director is conducted using a criteria and rating system. Assessment shall be applicable to Directors who have served the bank for at least six (6) months prior to the rating date.

At the first quarter of each year, an appraisal of the effectiveness for each Board committee is likewise conducted using the criteria and rating system approved by the Board. The raters are regular members of the specific committee, except for the Executive Committee where the raters shall be all members of the Board with at least three (3) months of incumbency prior to the rating date.

The accomplished forms are submitted to the Corporate Governance Office which consolidates, computes the average rating, and presents a summary report to the Board of Directors through the Governance Committee.

In 2016, two committees – Governance Committee and IT Governance Committee -- received an "Outstanding" rating, while the rest were "Very Satisfactory."

Likewise, the Board reviewed the bank's vision, mission and strategy on May 2, 2016, which resulted in the breakthrough goals and a research agenda. As part of its oversight, the Board also monitored the implementation of the strategy.

The Board also oversees and monitors the implementation of the corporate strategy through Board committees, for which Board and Senior Management review the results vis-à-vis objectives, evaluate the effectiveness of strategies and action plans, and formulate necessary corrective actions to ensure attainment of goals.

As one of the leading state-run organizations, DBP is fully compliant with all the Good Governance conditions of the Governance Commission for GOCCs and Inter-Agency Task Force (ATF) for CY 2016.

The Board also approved a continuing education program for the members of the Board of Directors in October 2016. Thus, aside from the orientation program for the new members of the Board, the directors are encouraged to attend a continuing education program.

Customer concerns and issues may be reported to the DBP Customer Experience Management Unit - Corporate Affairs Department at the following contact details:

Customer Experience
Management Unit
Development Bank of the Philippines
Ground Floor, DBP Building
Sen. Gil Puyat Avenue
corner Makati Avenue
Makati City 1200
Telephone Numbers:
815-0904, 818-9511 local 2135
Email: customerservice@dbp.ph

MANAGEMENT COMMITTEES

MANAGEMENT COMMITTEE

The Management Committee (ManCom) is the highest collective approving body of the bank and approves matters based on the decision of the majority of its members. It is composed of the President and CEO as Chairman, and the designated Senior Officers.

The ManCom Chairman may invite other members of senior management to sit in the deliberations of the Committee as non-voting members or observers who attend all ManCom meetings.

In general, policy and operational matters presented to the ManCom for approval cut across sectors and impact on the whole bank. These include: (1) all matters of policy, whether administrative or credit in nature, for determination of management's official position prior to Board submission and approval; (2) all matters of policy, whether administrative or credit in nature, as may be delegated by the Board of Directors for ManCom deliberation and approval; and (3) administrative or operational matters that are within the approving authorities of any of its members but, because of their nature, would benefit from the collective wisdom and deliberation of the ManCom as a collegial body.

		Number of Meetings upon Assumption	Number of Meetings Attended
Chairperson	PCEO Gil A. Buenaventura ^{a/}	23	20
Members	EVP Anthony T. Robles ^{b/}	44	35
	EVP Fe Susan Z. Prado	44	38
	EVP Benel D. Laguna	44	26
	EVP Alexander A. Patricio	44	32
	EVP Mario B. Palou	44	32
	FSVP Fritzie T. Fabricante ^{c/}	14	8
	FSVP Nilo S. Cruz	44	37
	SVP Lilia G. Baun	44	38
	SVP Dennis D. Decena	44	35
	SVP Marietta M. Fondevilla	44	43
	SVP Lutgarda C. Baquiran-Peralta	44	39
	SVP Donna P. Shotwell	44	39
	SVP Antonio Owen S. Maramag	44	40

Total number of meetings held during the year: 44

^{a/}Resigned effective July 1, 2016

^{b/}OIC from July 1, 2016 to December 31, 2016; acted as ManCom Chairman

^{c/}Resigned effective May 5, 2016

CREDIT COMMITTEE

The Credit Committee (CreCom) deliberates and acts on all credit and credit-related proposals. These include: (1) proposals for loans and other credit accommodations; (2) credit-related matters involving prospective borrowers; (3) lending programs, policies and guidelines; (4) amendments on previously approved credit and credit-related matters; and (5) call reports or any other subject matter affecting clients/ accounts/business, industry or market.

The CreCom serves as approving authority for all credit and credit-related proposals within its Delegated Authorized Credit Limits (DACLs). In addition, it passes/screens proposals prior to submission to higher authority level (ExCom/Board). All credit proposals requiring ExCom/Board approval shall bear the endorsement of the President and CEO.

		Number of Meetings upon Assumption	Number of Meetings Attended
Chairperson	Pres. & CEO Gil A. Buenaventura ^{a/}	25	14
Members	EVP Anthony T. Robles ^{b/}	50	43
	EVP Fe Susan Z. Prado ^{c/}	2	2
	EVP Benel D. Laguna	50	34
	EVP Mario B. Palou	50	48
	SVP Lilia G. Baun	50	43
Alternate Members:	FSVP Ma. Teresa M. Jesudason	17	17
	FVP Daniel M. Gonzales	22	22
	FVP Ma. Lourdes B. Gumba	11	11
	VP Roxann D. Morales	11	11

^{a/}Resigned effective July 1, 2016

^{b/}Officer-in-Charge of the bank from July 1, 2016 to December 31, 2016

^{c/}Officer-in-Charge of the bank on July 19, 2016 & November 8, 2016

ASSET AND LIABILITY MANAGEMENT COMMITTEE

The Asset and Liability Management Committee (ALCO) is directed towards the optimization of income to ensure viable and profitable operations through maximization of yields and minimization of costs relative to risk and opportunities in the market. The specific functions of ALCO include approval of pricing policies, interest rate setting, and investments in financial instruments. The Committee also reviews, undertakes notation, and endorses reports on regulatory compliance ratios, profitability and financial performance indicators and sources and uses of funds, fund sourcing, market developments and economic review.

ALCO serves as an approving authority and pre-clearing body of the bank's market, liquidity, and other related risk limits.

To assist in the deliberation and to facilitate the implementation of the recommendations deliberated upon and approved by the Committee, concerned Heads of Sectors/ Departments/Units (except when they are designated as ALCO members) shall be invited to attend the meetings of the Committee as Resource Persons whenever there are any issues that might need their expertise and/or affect their operations.

		Number of Meetings upon Assumption	Number of Meetings Attended
Chairperson	Pres. Gil A. Buenaventura ^{a/}	49	18
Members	EVP Anthony T. Robles ^{b/}	49	42
	EVP Fe Susan Z. Prado	49	40
	EVP Benel D. Laguna	49	26
	EVP Mario B. Palou	49	33
	EVP Alexander A. Patricio	49	37
	FSVP Ma. Teresa M. Jesudason ^{c/}	49	33
	SVP Lilia G. Baun	49	42
	SVP Dennis D. Decena	49	39
	SVP Marietta M. Fondevilla	49	39
	SVP Lutgarda B. Peralta	49	34
	FVP Roda T. Celis	49	46
	VP Nenita R. Dy ^{d/}	49	5

^{a/}Resigned effective July 1, 2016

^{b/}Acting Chairman from July 1, 2016 to December 31, 2016

^{c/}Resigned effective November 1, 2016

^{d/}Head of Accounting, designated as a resource person

MANAGEMENT COMMITTEE

AS OF DECEMBER 31, 2016



EVP Benel D. Lagua



EVP Mario B. Palou



EVP Alexander A. Patricio



EVP Fe Susan Z. Prado



EVP Anthony T. Robles



FSVP Nilo S. Cruz



SVP Lutgarda C. Baquiran-Peralta



SVP Lilia G. Baun



SVP Dennis D. Decena

OTHER MANCOM MEMBERS

WHO SERVED IN 2016



SVP Marietta M. Fondevilla



SVP Antonio Owen S. Maramag



Gil A. Buenaventura
President and CEO



FSVP Fritzie T. Fabricante



SVP Donna P. Shotwell



VP Rene A. Gaerlan
Observer



FSVP Ma. Teresa M. Jesudason
Observer



SVP Rafael Danilo Ranil M. Reynante
Observer



VP Soraya F. Adiong
Observer

2017 MANAGEMENT COMMITTEE



SVP Lilia G. Baun

EVP Antonio V. Hugo, Jr.

FSVP Nilo S. Cruz

EVP Benel D. Laguna

EVP Fe Susan Z. Prado

President Cecilia C. Borromeo

VP Rene A. Gaerlan



VP Soraya F. Adiong

SVP Carolyn I. Olfindo

SVP Auralyn S. Torres

SAVP Marianne P. Garcia

SVP Marietta M. Fondevilla

EVP Mario B. Palou

EVP Anthony T. Robles

DBP SENIOR OFFICERS

BENEL D. LAGUA

Executive Vice President
Development Sector

ALEXANDER A. PATRICIO

Executive Vice President
Enterprise Risk Management Sector

FE SUSAN Z. PRADO

Executive Vice President
Financial Resources Sector

ANTHONY T. ROBLES

Executive Vice President
Branch Banking Sector

MARIO B. PALOU

Executive Vice President
Middle Market Group

NILO S. CRUZ

First Senior Vice President
Information & Communications
Technology Group

MA. TERESA T. ATIENZA

Senior Vice President
Trust Banking Group

LUTGARDA C. BAQUIRAN-PERALTA

Senior Vice President
Office of the President & CEO

LILIA G. BAUN

Senior Vice President
Corporate Banking Sector

DENNIS D. DECENA

Senior Vice President
Operations Sector

JOSE GABINO D. DIMAYUGA

Senior Vice President
Corporate Finance Group

MARIETTA M. FONDEVILLA

Senior Vice President
Strategic Planning Group

ANTONIO OWEN S. MARAMAG

Senior Vice President
BBS Marketing Group

DONNA P. SHOTWELL

Senior Vice President
Human Resources Management Group

AURALYN S. TORRES

Senior Vice President
Credit Risk Management Group

DANNY E. BUNYI

Senior Vice President
Office of the Corporate Secretary

MA. VERONICA B. BAUTISTA

First Vice President
Office of the Chairman

RODA T. CELIS

First Vice President
Treasury Group

PERLA MELANIE C. CARAAN

First Vice President
Corporate Governance Office

DANIEL M. GONZALES

First Vice President
mSME+ Development Group

MA. LOURDES B. GUMBA

First Vice President
Corporate Banking Group I

GEORGE S. INOCENCIO

First Vice President
Remittance Department

PAUL D. LAZARO

First Vice President
Financing Infrastructure Environment
& Logistics Development

ABELARDO L. MONARQUIA

First Vice President
RMC Southern Tagalog

SISINIO S. NARISMA

First Vice President
RMC Northeastern Mindanao

ROSE MARIE Q. QUILANTANG

First Vice President
Credit Policy Supervision

DANILO T. REYES

First Vice President
Office of the President & CEO

EDUARDO Z. RIVERA

First Vice President
BBS Operations Group

MARK DENNIS S. TAN

First Vice President
Consumer Finance Department

RAINIER C. TERESA

First Vice President
Operational Risk Management

GILDA M. VELEZ

First Vice President
Fund Sourcing

SORAYA F. ADIONG

Vice President
Office of the Chief Compliance Officer

ROMEO A. AGUILAR

Vice President
Remedial Management

MADELEINE F. ALDANA

Vice President
RMC Metro Manila

JORGE R. ALMORO

Vice President
Documentation and
Opinion & Research

SUZANNE S. AQUINO

Vice President
Correspondent Banking

CATALINA R. AVILA

Vice President
ICTG-ICBS Project

RICARDO JOSEF S. BANDAL II

Vice President
Transaction Banking Department

MADELEINE M. CASAS

Vice President
TBG-Strategic Business Unit

NEOGEN M. CHAVES

Vice President
RMC Northern Mindanao

FRANCIS NICOLAS M. CHUA

Vice President
Investment Banking

GERONIMO ALFREDO GERALD S. CRISOLOGO

Vice President
Cards/ATM Department

NENITA R. DY

Vice President
Accounting

RENE A. GAERLAN

Vice President
Legal Services Group

ARDY D. GOMEZ

Vice President
IA - Operations Review Department

FERNANDO G. LAGAHIT

Vice President
RMC Central Visayas

ARMI M. LAMBERTE

Vice President
Credit Risk Management

ISABELITA S. LOPEZ

Vice President
Property & Services Management

ROXANN D. MORALES

Vice President
MMG-Luzon

MARIO P. PAGARAGAN, JR.

Vice President
Program Evaluation

VICENTE S. PAGDATOON II

Vice President
Internal Audit Group

ERNESTO R. PURUGGANAN

Vice President
Acquired Assets

FRANCISCO R. RAMOS

Vice President
MMG-VizMin

CRISTOPHER C. REALINA

Vice President
IA - Information Systems
Audit Department

KARL GLENN G. REYES

Vice President
ICTG-Planning and
Applications Management

RUBY R. RODEROS

Vice President
Disbursement &
Securities Management

RUEL G. ROMBAOA

Vice President
DBP Institute

STELLA A. SAMPAYAN

Vice President
TBG-Safekeeping &
Asset Management Unit

EDGAR N. SERONAY

Vice President
RMC Western Mindanao

RONALDO U. TEPORA

Vice President
Process Management

MARIA VIRGINIA M. TIPACE

Vice President
HRMG - Learning and
Organization Development

FELIPE P. VELASCO

Vice President
TBG-Fiduciary Services Unit

ANA MARIE E. VELOSO

Vice President
RMC Southeastern Mindanao

MARIE CIELO T. VERAN

Vice President
Credit & Appraisal Management

MINERVA M. VIRTUCIO

Vice President
Strategic Planning Group

DBP SUBSIDIARIES

DCI DBP Data Center Inc.

DBP Data Center, Inc. (DCI) has been continuously supporting DBP's Information Technology infrastructure for the past 34 years. In 2016, DCI continued to focus primarily on assisting DBP's initiatives on various bank products by providing the workforce for the development and maintenance of the bank's systems and applications. DCI also started to seek opportunities to increase revenues by expanding its customer base to include government agencies and instrumentalities via Agency-to-Agency Agreements.

Aligned with DCI's strategic plan for 2014-2016, DCI pursues an aggressive business plan to deliver high-quality services, build an excellent team, and capture competitive market share in the industry.

Below are some of DCI's notable accomplishments/performance in 2016.

DBP Opportunities

1. DBP IT Staffing – Among DCI's core competencies is identifying the right

people suitable for augmenting the IT staffing needs of DBP.

2. Microfilm Digitization for DBP Office of the Corporate Secretary (DBP OCS) – This is an engagement to convert OCS' microfilm collection into digital form, completed in December 2016.
3. Industrial Guarantee Loan Fund (IGLF) Website – This is the development of a website for IGLF, which also serves as a way for members to apply for a loan online.

Non-DBP Opportunities

The Company has started opportunities and negotiations on non-DBP projects focusing on government agencies and instrumentalities such as:

1. Philippine Port Authority (PPA) – This is a consultancy project where DCI provides Business Process Review (BPR) to maximize the use of their current system.
2. Zamboanga Del Norte Medical Center – This is an on-going project where DCI provides Hospital Information System for the LGU hospitals.
3. Bureau of Customs – This is a project related to Cyber Security package solution, which was completed in 2016.

4. Jose B. Lingad Memorial Regional Hospital – This is a DOH hospital where DCI offered the Hospital Information System (HIS) BPO project with a contract of five years.
5. Cooperative Development Authority (CDA) - This project involves the software development of the Cooperative Member Registry System.
6. Philippine Economic Zone Authority (PEZA) - A system development project for the enhancement of PEZA's existing Billing and Collection System (BCS), Electronic Application for Registration System (EARS) and Engineering Permit Application Monitoring System (EPAMS).
7. PNP Online Police Clearance (Cebu City) - An Online Application for Philippine National Police (PNP) Clearance project at no cost to the agency.

Other Opportunities – Development of Applications.

DCI has started development of various solutions and applications for clients' need such as PEZA, Philippine Postal and other government agencies. The applications include Billing System, Document Management System, and Payment Collection System.



LEASINGCORP.

A Subsidiary of the Development Bank of the Philippines

2016 was a follow-through to the 2015 turn-around year for DBP Leasing Corporation (DBP-LC), as the company registered the highest net income in

its history, true to its slogan, "A New Force in Leasing."

DBP-LC's lease and loan portfolio expanded by 22.16% from P1.85 billion

in 2015 to P2.26 billion in 2016 on the back of a stronger client acquisition strategy and improved competitiveness vis-à-vis the leading industry players. Along with this growth, the company has maintained the high quality of its credit portfolio because of enhanced credit risk evaluation standards, which kept default rate at a minimal level of less than 1% as of December 31, 2016. Meantime, the growth in portfolio



Gross income and net income after tax posted unprecedented amounts of P169.43 million and P67.98 million, respectively, with 2016 bottomline exceeding 2015's by 163.69%.

also increased total assets by 14.01% to reach P2.33 billion in 2016. This has positioned the company within striking distance of becoming one of the top ten largest leasing and financing companies in the Philippines.

Financial performance registered record levels in 2016. Gross income and net income after tax posted unprecedented amounts of

P169.43 million and P67.98 million, respectively, with 2016 bottomline exceeding 2015's by 163.69%. These remarkable numbers were achieved through efficient collection of regular amortizations together with the disposal of (4) non-performing assets from a high of 10 which significantly reduced expenditures related to the maintenance of repossessed vessels.

The company's financing activities have widened in scope and coverage. It now serves more priority sectors, reaching 16 in 2016, more than double since 2014. Clients now include companies belonging to industry sub-sectors such as logistics, public transport (land and sea), construction, wholesale and retail, manufacturing and education, not to mention some accounts in the public administration sector.

Customer count totaled 43 companies as of end 2016, from only 21 in 2014. Geographically, market area is at present concentrated in Metro Manila and nearby provinces in Luzon. However, some of DBP-LC's

financed assets have already been deployed in Visayas and Mindanao. Leased and financed assets stood at 493 physical units in 2016.

Turn-around-time (TAT) for credit approvals have decreased substantially by almost 50%, from 52 days in 2014 to 27.10 days in 2016.

From zero credit lines in 2014, DBP-LC now boasts of various credit lines and term loans from eight local banks totaling more than P3 billion for the purpose of funding its financing activities and achieving growth in credit portfolio. This clearly manifests the banks' increasing trust and confidence in DBP-LC's ability to sustain growth and profitability in the long term.

DBP-LC had obtained COA's prompt seal of approval and DBP-LC's 2016 Audited Financial Statements was released on March 31 of the succeeding year, the same date as that of the previous year.

Further, the company, for the second consecutive time, will remit dividends to the coffers of the National Treasury.

KEY FINANCIAL INDICATORS	2016	2015	2014
Leasing and Financing Portfolio (net)	P2,256.33M	P1,848.59M	P735.48
Total Assets	2,330.25M	2,042.32M	1,206.05M
EBITDA	128.90M	70.20M	23.69M
Net Income (Loss)	67.98M	25.78M	(54.19M)
Stockholder's Equity	1,041.60M	993.76M	847.97M
% of ROPA to Total Assets	0.75%	6.32%	13.41%
Past Due Rate	0.75%	0.88%	2.10%

DBPLC BOARD OF DIRECTORS

Chairperson	Alberto A. Lim
Vice Chairperson	Jose A. Nuñez, Jr.
Directors	Anthony T. Robles
	Mario B. Palou
	Dennis D. Decena
	Danilo T. Reyes

DBPLC SENIOR MANAGEMENT

President & CEO	Danilo T. Reyes
VP – Finance	Agnes Z. Bengco
VP – Operations	Ricardo O. Romero
AVP – Legal	Atty. Eric R. Cortes
AVP – Accounts Mgt. Group (Gov't Accounts)	Alex A. De Guzman



DBP MANAGEMENT CORPORATION

A Subsidiary of the Development Bank of the Philippines

The DBP Management Corporation (DBP-MC) was created in 1981 primarily to assist DBP in the management of its distressed accounts and disposal of acquired assets. The company was likewise formed to purchase, or otherwise dispose of real and personal property of every kind and description, and to carry on and manage the general business of any company.

The DBP-MC was authorized in September 2005 by DBP, its parent, to set up a remittance office in Hong Kong in pursuit of the Bank's remittance business and other related activities. This activity was aligned with the DBP's strategic role of pushing its OFW remittance program in support of the then Government's thrusts. Such endeavor required the increase in DBP-MC's capitalization from P10 Million to P500 Million,

of which DBP subscribed and paid for an additional P35 Million capital stock. However, in December 2014, the Hong Kong remittance office was closed to give way to DBP management's shift in strategy and business model for its OFW remittance business in Hong Kong. The DBP Remittance Center Hong Kong Ltd. was finally de-registered and accordingly dissolved on 24 February 2017 per notice issued by the Hong Kong Companies Registry.

As of 31 December 2016, DBP-MC's assets increased to P75.26 million from P72.57 million in 2015 due to the sale of its Heritage Park Investment Certificates amounting to P3.74 million, which earned for the company a trading gain of P2.29 million. For 2016, DBP-MC posted a net income of P2.68 million,

an improvement from the 2015's net loss of P10.75 million.

DBP-MC's current operations are limited to investing in low risk investment outlets. A business activity that may be viewed as not any more attuned with its corporate objectives. Likewise, the Governance Commission for GOCCs (GCG) has classified DBP-MC in April 2016 as "Inactive" and mainly functions as a support unit of the Parent Corporation, DBP; hence, its closure has become imminent. Towards the direction of finally closing DBP-MC, the DBP Board on 26 April 2017 has approved the amendment of the company's Articles of Incorporation for the purpose of shortening its corporate life. Along this line, closure activities are now being undertaken.



AMANAH ISLAMIC BANK

A subsidiary of the Development Bank of the Philippines

Resources

For the year, total resources of AAIIBP stood at P629.80 million compared to last year's P779.07 million. The net decrease in total resources of 19% is largely attributable to deposit liabilities dropping by P97.76 million. Decrease in deposits was due to a withdrawal of government funds in compliance with the DOF Circular on the revised guidelines on authorized government depository banks.

Loans and Financing

For CY 2016, a total of P47.93 million were released to 18 accounts. The actual releases represent 31.9% realization of the P150 million target releases. At the

end of the year, Loans and Financing Portfolio stood at P182.62 million versus last year's P189.16 million.

Deposits

On 8 July 2016, the Department of Finance issued Circular No. 002-2016 extending until 30 June 2017 the period for compliance with Section 5.2 of Department Circular (DC) No. 01-2015, as amended by DC No. 03-2015, the "Revised Guidelines on Authorized Government Depository Banks". The DOF Circular limited the deposit of government funds to universal banks with CAMELS rating of at least "3". Since the Bank has not completely met the requirements, deposits were expected to fall during the year considering almost half of its deposit liabilities were from government sources. Consequently, the Bank closed the CY 2016 with total deposit liabilities of P304.62 million compared to P402.29 million in 2015. The severe decrease in deposit liabilities was attributable

to the huge withdrawal of government funds by a local government unit.

Despite the challenge imposed by the DOF Circular, the Bank successfully exceeded the P300 million outstanding deposit balance target for CY 2016. Each of the Branches demonstrated good performance based on effective strategies provided by management.

Income and Expenses

The Bank's year-end operations resulted in a Net Loss of P51.51 million as against P23.54 million a year ago. The negative bottom-line for the year is higher by P27.97 million mainly due to the non-recurring income of P25.45 million realized from the sale of acquired real property in Davao City in the previous year.

Total gross earnings for the year is at P27.48 million, while in 2015 it was at P55.90 million. Of the P27.48 million gross earnings, P13.71 million or 50% is attributable to income from loans and financing portfolio,



Despite the challenge imposed by the DOF Circular, the Bank successfully exceeded the P300 million outstanding deposit balance target for CY 2016.

the remainder of which is distributed between treasury operations and other income at P10.80 million (39%) and P2.98 million (11%), respectively. Comparatively with CY 2015, the significant drop in gross earnings was due to the non-recurring income from sale of acquired property made in 2015. On another note, the Bank realized income from Islamic finances amounting to P1.27 million, an increase from last year's P0.34 million. The figure represents a dramatic growth of 272% on income from Islamic finances.

The Bank incurred total expenditures of P78.99 million compared to P79.44 a year ago. The slight decline in operating expenses is a manifestation of the Bank's conscious effort to save on cost by only spending on activities that are essential to the

Bank's operations or in compliance with regulatory requirements.

On 31 July 2016, the Chairman and CEO position was vacated upon the resignation of Director Isidro A. Sobrecarey. This was followed by the resignation of additional three (3) Directors, namely: Director Vaughn F. Montes, Director Gil A. Buenaventura, and Director Amer D. Haji Noor. On 1 August 2016, Director Lilia G. Baun took over as Officer-in-Charge of the bank. The resignation of the four directors left the bank with a total of five (5) directors. With only five (5) remaining directors, the attendance of all is needed to constitute a quorum. The bank had difficulty in convening the remaining directors due to conflict on the respective schedules. In addition, two (2) of the four (4) directors who resigned from their positions were

part of the Executive Committee (ExeCom). Hence, ExeCom was rendered inoperative with only one (1) remaining member and was only recomposed on 17 November 2016.

Service Level Agreement with DBP

For the first time since 2008, the Bank was audited by the Internal Audit Group and the Security Group of the DBP by virtue of a Service Level Agreement. In addition to this, the DBP Risk Management Group conducted hand-holding activities to address the identified risk issues in the Bank.

The maiden audit of DBP resulted to audit findings on several issues on credit and operations. As agreed between the Bank and the DBP, the issues are being settled and addressed in accordance with the commitment dates of the Bank.

Comparative Financial Highlights (in PHP Millions)

	Audited 2016	Audited 2015	Increase (Decrease)
Interest Income	23.23	24.49	(1.26)
Interest Expense	0.44	0.49	(0.05)
Other Income	2.98	31.07	(28.09)
Operating Expenses	78.99	79.44	(449)
Net Loss	51.51	23.54	(27.97)
Loans and Financing Portfolio (net)	182.62	189.16	(6.54)
Deposits	304.62	402.29	(97.67)
Total Liabilities	331.07	428.83	(97.76)
Total Equity	298.73	350.23	(51.50)
Total Assets	629.80	779.07	(149.27)



INDEPENDENT AUDITOR'S REPORT

The Board of Directors

Development Bank of the Philippines
Gil J. Puyat Avenue cor. Makati Avenue
Makati City

We have audited the accompanying financial statements of the Development Bank of the Philippines (DBP) and its subsidiaries (referred to as the "Group"), which comprise the statements of financial position as at December 31, 2016 and 2015, the consolidated statements of profit or loss and other comprehensive income, statements of changes in capital funds and statements of cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Philippine Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Philippine Public Sector Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis for Qualified Opinion

In 2014, government securities holdings classified as Available for Sale (AFS) with face amount totaling P29.081 billion were sold to one and the same counterparty at a loss totaling P876.712 million. The same government securities series were bought back by the Bank at the same price and were booked under Held-to-Maturity. Such derecognition and reclassification were contrary to Philippine Accounting Standard (PAS) 39 because the comparison of the present value of net cash flow before and after the sale showed no significant change. Had the government securities holdings been classified as AFS, the Bank's asset, liability and equity accounts would have decreased by P0.406 billion, P0.080 billion and P0.327 billion as at December 31, 2016, and P0.148 billion, P0.029 billion and P0.119 billion as at December 31, 2015, respectively.


Opinion

In our opinion, except for the effects of the matters described in the Basis for Qualified Opinion paragraph, the accompanying financial statements present fairly, in all material respects, the financial position of the Group as at December 31, 2016 and CY 2015, and its financial performance and its cash flows for the years then ended in accordance with Philippine Financial Reporting Standards.

Report on the Supplemental Information Required under Revenue Regulations 15-2010

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information in Note 39 to the 2015 and 2016 financial statements is presented for the purpose of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements. Such supplementary information is the responsibility of management and has been subjected to the auditing procedures applied in our audits of the basic financial statements. In our opinion, the supplementary information is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

COMMISSION ON AUDIT


ATTY. RESURRECCION C. QUIETA
Supervising Auditor
May 15, 2017

STATEMENT OF FINANCIAL POSITION

As at December 31, 2016 and 2015
(In thousand pesos)

	Note	Group		Parent	
		2016	2015	2016	2015
Assets					
Cash and other cash items		3,662,019	3,043,421	3,648,329	3,029,525
Due from Bangko Sentral ng Pilipinas	8	79,748,450	90,504,709	79,572,375	89,998,279
Due from other banks	7	8,593,084	11,357,633	8,573,178	11,330,907
Interbank loans receivable	7,9	5,435,951	4,073,414	5,435,951	4,073,414
Securities purchased under agreement to resell	7,10	39,889,738	32,434,752	39,692,457	32,434,752
Financial assets at fair value through profit or loss	11	10,824,688	334,244	10,824,688	334,244
Financial assets available for sale - net	12	70,927,299	83,790,512	70,924,461	83,789,271
Financial assets held to maturity	13	79,207,936	72,391,953	79,191,080	72,374,882
Loans and receivables - net	14	226,385,190	198,985,266	224,199,850	197,453,977
Bank premises, furniture, fixtures and equipment - net	15	2,909,675	2,467,683	2,894,058	2,457,654
Investment property - net	16	1,367,868	1,804,282	1,367,868	1,804,282
Equity investment in subsidiaries - net	17	-	-	1,667,991	1,668,230
Equity investment in associates and joint ventures - net	18	431,488	419,040	152,804	152,470
Non-current assets held for sale - net	19	137,946	150,467	137,946	146,724
Deferred tax assets	20	2,648,216	2,814,477	2,647,993	2,814,253
Intangible assets - net	21	424,347	346,828	422,443	345,701
Other assets - net	22	5,225,137	431,239	4,757,081	(150,599)
Total Assets		537,819,032	505,349,920	536,110,553	504,057,966
Liabilities and Equity					
Liabilities					
Deposits liabilities	23	356,419,509	324,294,172	356,242,441	324,007,472
Bills payable	24				
Official Development Assistance (ODA)		54,176,054	51,414,501	54,176,054	51,414,501
Non-ODA		47,909,947	50,181,606	46,853,275	49,318,037
		<u>102,086,001</u>	<u>101,596,107</u>	<u>101,029,329</u>	<u>100,732,538</u>
Bonds Payable	25	14,876,888	14,073,406	14,876,888	14,073,406
Due to Bangko Sentral ng Pilipinas/other banks	26	1,634	277	1,634	277
Manager's checks and demand drafts outstanding	27	221,566	137,393	220,889	136,717
Accrued taxes, interests and expenses	28	4,490,590	3,731,348	4,380,839	3,668,543
Unsecured subordinated debt	29	9,990,837	15,633,646	9,990,837	15,633,646
Deferred credits and other liabilities	30	5,422,842	8,066,952	4,994,728	7,904,452
Total Liabilities		493,509,867	467,533,301	491,737,585	466,157,051
Equity					
Capital Stock	31	17,500,000	12,500,000	17,500,000	12,500,000
Retained earnings		28,445,635	31,047,607	28,523,453	31,145,981
Retained earnings reserves	32	250,570	247,946	230,570	227,946
Accumulated other comprehensive income/(loss)	33	(1,886,433)	(5,978,389)	(1,881,055)	(5,973,012)
		44,309,772	37,817,164	44,372,968	37,900,915
Non-controlling interest		(607)	(545)	-	-
Total Equity		44,309,165	37,816,619	44,372,968	37,900,915
Total Liabilities and Equity		537,819,032	505,349,920	536,110,553	504,057,966

See accompanying Notes to Financial Statements

STATEMENT OF PROFIT OR LOSS

For the Years Ended December 31, 2016 and 2015
(In thousand pesos, except per share amounts)

	Note	Group		Parent	
		2016	2015	2016	2015
Interest income					
Loans and receivables		11,844,548	10,538,637	11,830,839	10,525,163
Financial assets - debt securities		6,256,080	6,169,052	6,255,675	6,168,560
Deposits with banks		674,322	1,069,862	595,641	1,027,186
Interbank loans receivable/Securities purchased under agreement to resell		471,253	312,568	469,122	312,085
		<u>19,246,203</u>	<u>18,090,119</u>	<u>19,151,277</u>	<u>18,032,994</u>
Interest expense					
Bills payable and other borrowings					
ODA Borrowings		2,258,560	2,323,816	2,258,560	2,323,816
Other Borrowings		2,115,838	2,411,164	2,080,336	2,395,985
Deposits		3,323,358	3,314,416	3,324,180	3,314,852
		<u>7,697,756</u>	<u>8,049,396</u>	<u>7,663,076</u>	<u>8,034,653</u>
Net interest income		11,548,447	10,040,723	11,488,201	9,998,341
Provision for impairment	19	<u>778,026</u>	<u>266,338</u>	<u>757,511</u>	<u>251,739</u>
Net interest income after provision for impairment		<u>10,770,421</u>	<u>9,774,385</u>	<u>10,730,690</u>	<u>9,746,602</u>
Other income					
Profit/(loss) from investment and securities trading		506,448	155,183	506,448	156,522
Foreign exchange profit/(loss)		271,828	1,419,907	271,828	1,419,906
Service charges, fees and commissions		516,833	554,936	514,828	552,392
Dividends - equity investments		615,937	852,429	622,254	862,208
Miscellaneous	34	<u>618,745</u>	<u>604,373</u>	<u>422,140</u>	<u>484,748</u>
		<u>2,529,791</u>	<u>3,586,828</u>	<u>2,337,498</u>	<u>3,475,776</u>
Other expenses					
Compensation and fringe benefits		3,283,808	3,227,731	3,019,178	3,070,272
Taxes and licenses	36, 43	1,561,675	1,353,051	1,547,435	1,338,731
Occupancy expenses		134,141	107,410	124,396	98,658
Other operating expenses	35	<u>2,720,157</u>	<u>2,599,673</u>	<u>2,828,007</u>	<u>2,656,316</u>
		<u>7,699,781</u>	<u>7,287,865</u>	<u>7,519,016</u>	<u>7,163,977</u>
Profit before tax		5,600,431	6,073,348	5,549,172	6,058,401
Provision for income tax	36	<u>1,354,376</u>	<u>1,351,964</u>	<u>1,346,752</u>	<u>1,347,899</u>
Profit for the year		<u>4,246,055</u>	<u>4,721,384</u>	<u>4,202,420</u>	<u>4,710,502</u>
Attributable to:					
Equity holder of DBP		4,246,117	4,721,412		
Non-controlling interest		<u>(62)</u>	<u>(28)</u>		
		<u>4,246,055</u>	<u>4,721,384</u>		
Earnings per share for net income attributable to the equity holder of DBP during the year		<u>24.26</u>	<u>37.77</u>	<u>24.01</u>	<u>37.68</u>

See accompanying Notes to Financial Statements

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Years Ended December 31, 2016 and 2015
(In thousand pesos)

	Group		Parent	
	2016	2015	2016	2015
Profit for the Year	4,246,055	4,721,384	4,202,420	4,710,502
Other comprehensive income/(loss)				
Items that will not be reclassified subsequently to profit or loss:				
Coupon payment of Hybrid Tier 1	0	(495,300)	0	(495,300)
Items that may be reclassified subsequently to profit or loss:				
Revaluation of Hybrid Tier 1	0	790,813	0	790,813
Net unrealized gains on securities	(381,455)	(780,674)	(381,454)	(780,676)
Translation adjustments	0	1,367		
Others:				
Transaction Costs - HT1	0	(79,427)	0	(79,427)
Currency Translation Diff./Revaluation Inc.	0	60		
	(381,455)	(563,161)	(381,454)	(564,590)
Total Comprehensive Income for the Year	3,864,600	4,158,223	3,820,966	4,145,912
Attributable to:				
Equity holder of DBP	3,864,662	4,158,251		
Non-controlling interest	(62)	(28)		
	3,864,600	4,158,223		

See accompanying Notes to Financial Statements

STATEMENT OF CHANGES IN EQUITY

For the Years Ended December 31, 2016 and 2015
(In thousand pesos, except per share amounts)

	Group						Parent						
	Attributable to the Equity holder of DBP												
	Capital Stock	Other Equity Instrument - Hybrid Tier 1 (Note 29b)	Retained Earnings	Retained Earnings Reserves (Note 32)	Accumulated Other Comprehensive Income/(Loss) (Note 33)	Non-Controlling Interest	Total	Capital Stock	Other Equity Instrument - Hybrid Tier 1 (Note 29b)	Retained Earnings	Retained Earnings Reserves (Note 32)	Accumulated Other Comprehensive Income/(Loss) (Note 33)	Total
BALANCE AT DECEMBER 31, 2014	12,500,000	6,524,986	28,860,122	247,654	(5,415,228)	(517)	42,717,017	12,500,000	6,524,986	28,976,314	227,654	(5,408,422)	42,820,532
Net income			4,721,412			(28)	4,721,384			4,710,502			4,710,502
Other comprehensive income for the year					(563,161)		(563,161)					(564,590)	(564,590)
Redemption of Hybrid Tier 1		(6,524,986)			(6,524,986)		(6,524,986)		(6,524,986)				(6,524,986)
Cash dividends - 2014 (P20.28 per share)			(2,535,543)				(2,535,543)			(2,535,543)			(2,535,543)
Liquidation - HK Remittance Center			6,843				6,843						
Trust reserve			(292)	292			0			(292)	292		0
Adjustments:													
Settlement of claim			(5,000)				(5,000)			(5,000)			(5,000)
on Alfa Creditors Fund - Trust Notes			65				65						
Reimbursement of DBP MC's expenses													
BALANCE AT DECEMBER 31, 2015	12,500,000	0	31,047,607	247,946	(5,978,389)	(545)	37,816,619	12,500,000	0	31,145,981	227,946	(5,973,012)	37,900,915
Net income			4,246,117			(62)	4,246,055			4,202,420			4,202,420
Other comprehensive income for the year			(4,473,411)		4,091,956		(381,455)			(4,473,411)		4,091,957	(381,454)
Redemption of Hybrid Tier 1		0					0		0				0
Cash dividends - 2015 (P13.51 per share)			(2,364,265)				(2,364,265)			(2,341,125)			(2,341,125)
Issuance of shares during the year	5,000,000		0				5,000,000	5,000,000					5,000,000
Trust reserve			(2,624)	2,624			0			(2,624)	2,624		0
Adjustments													
Reversal of over-accrued trust income as approved by COA			(7,789)				(7,789)			(7,788)			(7,788)
BALANCE AT DECEMBER 31, 2016	17,500,000	0	28,445,635	250,570	(1,886,433)	(607)	44,309,165	17,500,000	0	28,523,453	230,570	(1,881,055)	44,372,968

See accompanying Notes to Financial Statements

STATEMENT OF CASH FLOWS

For the Years Ended December 31, 2016 and 2015
(In thousand pesos)

	Note	Group		Parent	
		2016	2015	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES					
Interest income received		16,049,840	16,344,756	16,206,735	16,054,647
Interest expense paid		(7,549,101)	(7,900,377)	(7,514,393)	(7,885,598)
Bank commission, service charges and fees received		516,833	554,936	514,828	552,392
Profits from investment and securities trading		525,044	157,938	525,044	159,276
Dividend and other income/(loss)		2,042,724	2,386,352	1,852,436	2,275,074
General and administrative expenses paid		(6,739,585)	(6,728,723)	(6,612,484)	(6,658,473)
Changes in operating assets and liabilities:					
(Increase) Decrease in operating assets:					
Financial assets at fair value thru profit or loss		(10,514,842)	3,308,285	(10,514,842)	3,308,285
Loans and receivables		(24,783,844)	(15,021,190)	(24,109,212)	(13,890,376)
Non-current assets held for sale		(20,668)	503,816	(24,412)	503,816
Other assets		(4,734,354)	(2,672,815)	(4,844,374)	(2,702,986)
Increase (Decrease) in operating liabilities:					
Deposit liabilities		30,368,500	29,384,108	30,478,133	29,248,981
Due to Bangko Sentral ng Pilipinas/ other banks		1,358	(269)	1,358	(269)
Manager's checks and demand drafts outstanding		84,172	(130,382)	84,171	(130,429)
Accrued taxes, interest and expenses		755,660	292,504	708,713	252,325
Deferred credits and other liabilities		(3,392,200)	(6,209,766)	(3,862,560)	(5,950,977)
Cash provided by from operating activities		(7,390,463)	14,269,173	(7,110,859)	15,135,688
Income taxes paid		(1,065,723)	(1,269,941)	(1,058,099)	(1,265,652)
Settlement of claim on Alfa Creditors		-	(5,000)	-	(5,000)
Fund - Trust Notes		-	(5,000)	-	(5,000)
Net cash provided/(used) in operating activities		(8,456,186)	12,994,232	(8,168,958)	13,865,036
CASH FLOWS FROM INVESTING ACTIVITIES					
(Increase) Decrease in:					
Financial assets available for sale		14,587,747	(15,953,879)	14,589,347	(16,004,129)
Financial assets held to maturity		(5,459,743)	(3,008,316)	(5,459,958)	(2,999,928)
Equity investment in subsidiaries		-	-	-	(120,000)
Equity investment in associates and joint ventures		(12,115)	(19,705)	-	-
Bank premises, furnitures, fixtures and equipment		(693,003)	(631,140)	(684,591)	(629,186)
Investment properties		433,733	(601,442)	433,732	(601,442)
Intangible assets		(166,544)	(156,060)	(165,662)	(155,357)
Net cash provided/(used) in investing activities		8,690,075	(20,370,542)	8,712,868	(20,510,042)
CASH FLOWS FROM FINANCING ACTIVITIES					
Increase (Decrease) in:					
Borrowings		(1,279,262)	14,907,797	(1,472,365)	14,311,376
Cash dividends paid		(2,364,265)	(2,535,543)	(2,341,125)	(2,535,543)
Redemption of Tier 2 Capital		(5,650,000)	-	(5,650,000)	-
Redemption of Hybrid Tier 1		-	(6,075,550)	-	(6,075,550)
Coupon Payment for DBP Hybrid Tier 1		-	(495,300)	-	(495,300)
National Government Capital Infusion		5,000,000	-	5,000,000	-
Liquidation of Hongkong Remittance Center		-	6,903	-	-
Net cash provided/(used) in financing activities		(4,293,527)	5,808,307	(4,463,490)	5,204,983
NET INCREASE IN CASH AND CASH EQUIVALENTS					
Cash and cash equivalents	7	(4,059,638)	(1,568,003)	(3,919,580)	(1,440,023)
Beginning of year		141,377,378	142,945,381	140,830,441	142,270,464
End of year		137,317,740	141,377,378	136,910,861	140,830,441

See accompanying Notes to Financial Statements

PRODUCTS AND SERVICES

CORPORATE BANKING

1. Term Loans – Credit Transactions with a specific stipulated limit and maturity date of more than one year. It is not reusable, is liquidating in nature through a repayment program and payable in full at maturity date. Financing may either be bilateral or syndicated; may be in the form of Bonds and Corporate Notes issuances.
2. Short Term Loans/Credit Lines – Credit facility available to a client for use and reuse up to the specified limit unless amended, revised or revoked and has maturity of one year or less. These are utilized to finance specific components of a borrower's working capital requirements. Credit lines available are as follows:
 - a) Revolving Promissory Note Line (RPNL) – a standby facility for working capital requirements. Drawdown against the line with a term of up to one year and are payable upon the maturity of Promissory Note. The specific purpose may include, among others, the following:
 - receivable discounting
 - increase in account receivables
 - inventory build up
3. Letter of Credit /Trust Receipt – a facility for working capital against trade documents. Drawn in compliance with the letter of credit terms.
4. Standby Letter – a special type of LC covered by BSP MORB 347 and International Trade Law ISP 98. Standby LC may either be in the form of a guarantee or payment.
5. Export Packing Credit Line - a loan given to the exporter for the purchase of raw materials or for the manufacture of

goods intended for sale. It is a pre-shipment financing facility where an exporter can borrow working capital for export productions, the term of the loan shall not exceed the expiry of the date of the LC.

6. Export Advance – payments/remittances received before shipping, including Prepayment and Red Clause advances. Bank draft/telegraphic transfer, buyer's checks or acceptable foreign currency notes may be used in prepayment/export advance but for buyer's checks, the same shall be cleared before shipment.
7. Export LC Advising – advise the arrival of LC and release to the exporter upon payment of bank fees without obligation on the part of the bank.
8. Back to Back Deals – Loans secured by placements or deposits (1:1 loans).
9. Bill Purchased Line – Facility wherein the Bank purchases local checks/negotiable instruments for collection from other Banks which are either encashed or credited to the customer's accounts.

DEVELOPMENT BANKING

1. Environment Program
 - a) Green Financing Program
2. Infrastructure and Logistics Programs
 - a) Connecting Rural Urban Inter-modal System Efficiently (CRUISE)
 - b) Financing Utilities for Sustainable Energy Development (FUSED)
 - c) Financing Program for Water Supply (WATER)
3. Enterprise Development Programs
 - a) Sustainable Health Care Investment Program
 - Residential Real Estate Financing Program

- DBP Educational Fund Program
 - Micro, Small & Medium Enterprises Development Programs
 - Sustainable Enterprises for Economic Development
 - Retail Lending for Micro and Small Enterprises
 - Medium Enterprise and Other Business
 - Enterprise Lending
 - Credit Surety Fund Credit Facility
 - Overseas Filipino Workers – Reintegration Program
 - Inclusive Lending for Aspiring Women
 - Entrepreneurs Program
 - DBP Bankability Enhancement for SETUP Technopreneurs Program
4. Agribusiness Development Programs
 - a) Sustainable Agribusiness Financing Program
 - Sustainable Agribusiness Financing Program for the Dairy Industry
 - b) Tree Plantation Financing Program
 5. Corporate Social Responsibility Programs
 - a) DBP Endowment for Education Program
 - b) DBP Forest Program

TRUST BANKING

1. Unit Investment Trust Funds
 - a) Unlad Money Market Fund Series
2. Trust and Other Fiduciary Services
 - a) Investment Management Account
 - Individual
 - Institutional
 - b) Retirement Fund
 - Fund Manager
 - Trustee
 - c) Personal Management Trust
 - d) Legislated and Quasi-judicial Trust
 - Credit Surety Funds

- e) Escrow
 - BIR
 - POEA – Manpower Agencies
 - DENR
 - Other Purposes
- f) Safekeeping Services
- g) Corporate Fiduciary Services
 - Mortgage/Collateral Trust Indenture
 - Facility/Loan Agency
 - Public Trusteeship
 - Debt Service Reserve Account
 - Special Purpose Vehicle Trust
 - Depository and Reorganization
 - Transfer and Paying Agent
- h) Pre-need Accounts
- i) Life Insurance Trust
- j) Personal Pension Fund
- k) Personal Retirement Fund
- l) Court Trust
 - Administratorship
 - Executorship
 - Guardianship
- m) Property Administratorship
- n) Directors' and Officers' Liability Fund (DOLF)

CAPITAL MARKETS

1. Securities Issue Management and Underwriting
2. Loan Syndication

INVESTMENT BANKING

1. Transaction/Financial Advisory for:
 - a) Corporate Finance
 - Mergers & Acquisitions
 - Privatization
 - Restructuring
 - b) Public-Private Partnership (PPP) Arrangements including Joint Ventures
2. Project Finance/Structured Finance/Loan Syndication

TRADE PRODUCTS

1. Import
 - a) Import Letter of Credit (L/C)
 - b) Foreign Standby LC
 - c) Document Against Payment (D/P)
 - d) Documents Against Acceptance (D/A)
 - e) Open Account (OA)/ Telegraphic Transfer (T/T)
 - f) Direct Remittance (DR)
 - g) Advance Payment
2. Export
 - a) Export LC Advising and Confirmation
 - b) Export LC Negotiation
 - c) Export Bills Purchase (EBP)
 - d) Outward Bills for Collection (OBC)
 - e) Document Against Payment (D/P)
 - f) Documents Against Acceptance (D/A)
 - g) Open Account (OA)/ Telegraphic Transfer (T/T)
3. Domestic
 - a) Domestic LC
 - b) Domestic Standby LC
4. Other Trade Services
 - a) Shipside Bond/Bank Guarantee Issuance
 - b) Advanced Release/Airway Bill Endorsement
 - c) Collection of Custom Duties (Import & Export)
5. Trade Credit Facilities
 - a) Trust Receipt Financing
 - b) Export Advance/Packing Credit Loan vs. LC

REMITTANCE

1. Credit to DBP Account
2. Bank to Bank Credit (any bank in the Philippines)
3. Cash Pick-up at Authorized Outlets
4. Overseas Collection Arrangement for Government Agencies
5. Aussie Padala Online Remittance Service from Australia

TREASURY

1. Government Securities and Corporate Securities Dealership
 - a) Treasury Bills (secondary market)
 - b) Fixed Rate Treasury Notes (secondary market)
 - c) Retail Treasury Bonds (secondary market)
 - d) Dollar Denominated Bonds
 - e) Corporate Bonds (Peso & US Dollar)
 - f) Capital Notes (Peso & Dollar)
2. Outright FX Forward
3. Foreign Currency Exchange Dealership (minimum US\$10,000.00)

BRANCH BANKING SERVICES

1. Deposit
 - a) Savings Account
 - b) Current Account
 - c) Pensioner's Account
 - d) Young Earners' Savings Account
 - e) Wisdom Account (Peso & US Dollar)
 - f) Premier Payroll Account
 - g) Zero Balance Account (for eGov, eFPS/EPS Payments and Trust Banking Group Clients)
 - h) Remote Deposit Secure on Checks (RDSC)
 - i) CICS-Check Warehousing
 - j) EC Card Savings Account (for OFWs)
2. Term Deposit
 - a) Option Savings
 - b) Special Savings
 - c) Regular Time Deposit (Peso & US Dollar)
 - d) Wisdom Time Deposit (Peso & US Dollar)
 - e) High Earner Time Deposit (Peso & US Dollar)
 - f) Special Investor's Resident Visa
3. Loans
 - a) Back-to-Back Loan
 - b) Bridge Loan
 - c) Document Against Acceptance

- d) Document Against Acceptance/Document Against Payment/Direct Remittance/Open Account with Trust Receipt
 - e) Domestic Bills Purchase Line
 - f) Domestic Letter of Credit
 - g) Domestic Letter of Credit with Trust Receipt
 - h) Domestic Standby Letter of Credit
 - i) Export Bills Purchase
 - j) Export Packing Credit Line
 - k) Foreign Bills Purchase Line
 - l) Foreign Standby Letter of Credit
 - m) Forward Contract Line
 - n) Guaranty Facility
 - o) Import Letter of Credit
 - p) Import Letter of Credit with Trust Receipt
 - q) Investment Line
 - r) Money Market Line
 - s) Omnibus Line/Omnibus Facility
 - t) Packing Credit Line (for Local)
 - u) Participation/Purchase in Notes and Bonds
4. Electronic Banking
- a) DBP ATM Visa Chip Card
 - b) DBP ATM ID Card (Multifunction)
 - c) DBP Gift Card
 - d) DBP Prepaid Card (Reloadable)
 - e) Point-of Sale for Merchants
 - f) Internet Payment Gateway for Merchants
 - g) Bills Payment Facility for Merchants
 - h) eGov (PhilHealth, SSS, Pag-IBIG)
 - i) Electronic Payment System/eFPS-BIR
 - j) Bills Payment via DBP ATM and DBP ATM Visa Chip Card
 - k) DBP Digital Banking Portal (DBP²)
 - Standard Services
 - ✓ Account Portfolio
 - ✓ Transaction History
- ✓ Fund Transfer-Own (DBP to DBP account only)
 - ✓ Statement of Account
 - ✓ Fund Transfer-Third (DBP to DBP account only)
 - Special Services
 - ✓ Outward Remittance
 - ✓ Checkbook Reorder
 - ✓ Stop Payment Order
 - Collection Services
 - ✓ PDC Warehousing
 - ✓ Auto-Debit Arrangement
 - ✓ AR Reconciliation
 - Accounts & Liquidity Management
 - ✓ Account Sweeping
 - ✓ Reverse Account Sweeping
 - Disbursement Services
 - ✓ Bills Payment
 - ✓ Payroll
 - ✓ Auto Credit Arrangement
 - ✓ Manager's Check
 - ✓ Corporate Check
 - Electronic Invoice Presentment & Payment (EIPP)
 - Value-Added Services
 - ✓ Loans Calculator
 - ✓ Cash Flow Forecaster
5. Fund Transfer
- a) Manager's Check
 - b) Foreign Currency Denominated Bank Draft
 - c) Philippine Domestic Dollar Transfer System (PDDTS)
 - d) Society for Worldwide Interbank Financial Telecommunication (SWIFT)
 - e) Real Time Gross Settlement-Domestic (RTGS)
 - f) Electronic Peso Clearing Settlement - Domestic (EPCS)
- g) Agent of Asia United Bank Inward Remittance Service
 - h) DBP Quick Cash Remittance
 - i) Interim Remittance System (IRS)
6. Special/Other Services
- a) Authorized Agent Bank of the Bureau of Internal Revenue
 - b) Acceptance of PhilHealth and SSS contributions/payments
 - c) Acceptance of Over-the-Counter Bills Payments for PLDT and SMART subscribers
 - d) Deposit Pick-up Delivery Service
 - e) Payroll Servicing
 - f) Servicing of Government's Modified Disbursement Scheme (MDS)
 - g) NCO collection for the Bureau of the Treasury
 - h) Central Posting of Internal Revenue Allotment (CePIRA)
 - i) Debit to One Credit to All Deposit Facility (DOCA)
 - j) Credit to One Debit to All Deposit Facility (CODA)
 - k) Payroll Servicing
 - l) Foreign Currency Exchange Dealership (Non-Trade)

WHOLESALE BANKING (for Banks/ non-banks including NGOs and Credit/Multi-purpose Cooperatives)

1. Revolving Credit Line for relending to eligible sub-borrowers classified as:
 - a) Micro, small, and medium enterprises (MSMEs)
 - b) Public School Teachers (for livelihood projects)
 - c) Large domestic corporations
 - d) MFIs involved in wholesale lending and in accreditation of other qualified financial institutions
 - e) Cooperative members (for livelihood projects)
2. Revolving Promissory Note Line (RPNL)
3. Back-to-back loans
4. Domestic Bills Purchased Line
5. Omnibus line
6. Participation/Purchase in Notes/Bonds

DBP BRANCH NETWORK

REGIONAL MARKETING CENTER – NORTHEASTERN LUZON

Second Floor, DBP Building,
Maharlika Highway corner
Arranz Street, Osmena, City
of Ilagan, Isabela 3300
Fax No. (078) 624-0877
Direct Line (078) 624-0877
(078) 624-1370
Email: rmc-nel@dbp.ph

DBP Aparri

DBP Building, Maharlika Highway,
Macanaya District,
Aparri, Cagayan 3515
Fax No. (078) 888-2066
Direct Line (078) 888-2066
(078) 822-8291
Email: aparri@dbp.ph

DBP Cabarroguis

LBP Building, Capitol Hills,
San Marcos, Cabarroguis, Quirino
Cell No. 0917-700-5045
Email: cabarroguis@dbp.ph

DBP Ilagan

Ground Floor, DBP Building,
Maharlika Highway corner
Arranz Street, Osmena City
of Ilagan, Isabela 3300
Fax No. (078) 624-2145
Direct Line (078) 624-2145
Email: ilagan@dbp.ph

DBP Lal-lo Branch

Solomon Hotel, Brgy. Magapit,
Lal-lo, Cagayan 3509
Fax No. (078) 377-0947
Direct Line (078) 377-0947
Email: lal-lo@dbp.ph

DBP Santiago

Purok 7, Maharlika
Highway, Villasis,
Santiago City, Isabela 3311
Fax No. (078) 305-0905
Direct Line (078) 305-0916
(078) 305-0405
Email: santiago@dbp.ph

DBP Solano

DBP Building, Burgos Street,
Quezon, Solano,
Nueva Vizcaya 3709
Fax No. (078) 326-6087
Direct Line (078) 326-6087
(078) 326-6096
(078) 326-8007
Email: solano@dbp.ph

DBP Tabuk

DBP Building, Provincial Road,
Dagupan Centro, Tabuk City,
Kalinga 3800
Email: tabuk@dbp.ph

DBP Tuguegarao

DBP Building, Burgos Street
corner Arellano Street, Centro,
Tuguegarao City, Cagayan 3500
Fax No. (078) 844-1957
(078) 846-2381
Direct Line (078) 844-1957
(078) 844-1828
(078) 844-2386
Email: tuguegarao@dbp.ph

DBP Tuguegarao RGC

Enrile Boulevard, CarigSur,
Tuguegarao City, Cagayan 3500
Direct Line (078) 377-1044
(078) 377-1152
(078) 377-1156
Email: tuguegaraorgc@dbp.ph

REGIONAL MARKETING CENTER – WESTERN LUZON

M. H. del Pilar Street,
Dagupan City, Pangasinan 2400
Fax No. (075) 523-7835
Direct Line (075) 523-7836
(075) 529-5490
Email: rmc-nwl@dbp.ph

DBP Baguio

Session Road corner
Perfecto Street, Baguio City 2600
Fax No. (074) 442-5307
Direct Line (074) 442-5305
(074) 442-2550
(074) 442-5308
(074) 442-4987
Marketing- (074) 442-7109
Email: baguio@dbp.ph

DBP Bangui

Legislative Bldg.,
Brgy. San Lorenzo Bangui,
Ilocos Norte 2920
Direct Line (02) 401-6568
(02) 401-6571
Email: bangui@dbp.ph

DBP Dagupan

M. H. del Pilar Street,
Dagupan City, Pangasinan 2400
Fax No. (075) 522-2696
Direct Line (075) 522-0986
(075) 522-0597
(075) 515-4403
Email: dagupan@dbp.ph

DBP Laoag

A.G. Tupaz Avenue,
Laoag City, Ilocos Norte 2900
Fax No. (077) 772-1503
Direct Line (077) 772-0234
(077) 772-1161
(077) 771-4092
Email: laoag@dbp.ph

DBP San Fernando (LU)

Lueco Building II,
Quezon Avenue, San Fernando,
La Union 2500
Fax No. (072) 242-1049
Direct Line (072) 700-0101
(072) 242-1049
(072) 242-1664
Email: sfdo@dbp.ph

DBP Vigan

L. Florentino Street,
Vigan City, Ilocos Sur 2700
Fax No. (077) 674-2501
Direct Line (077) 674-2502
(077) 674-2503
Email: vigan@dbp.ph

REGIONAL MARKETING CENTER – CENTRAL LUZON

Second Floor, Doña Isa
Fel Building, Dolores,
McArthur Highway, City of
San Fernando, Pampanga 2000
Fax No. (045) 963-1231
Direct Line (045) 961-0003
(045) 961-4782
(045) 961-5674
Email: rmc-cl@dbp.ph

DBP Balanga

Don Manuel Banzon Avenue,
Balanga, Bataan 2100
Fax No. (047) 237-2073
Direct Line (047) 237-6654
(047) 237-3589
Email: balanga@dbp.ph

DBP Baler

National Highway,
Barangay Suklayin, Baler,
Aurora Province 3200
Direct Line (042) 722-0065
(042) 724-0007
Email Address: baler@dbp.ph

DBP Cabanatuan

Burgos Avenue corner
Gabaldon Street, Cabanatuan
City, Nueva Ecija 3100
Fax No. (044) 464-3536
Direct Line (044) 463-1252
(044) 600-2004
(044) 600-0703
Email: cabanatuan@dbp.ph

DBP Clark

Pavillion 1, Berthaphil III
Clark Center, Jose Abad
Santos Avenue,
Clark Freeport Zone 2023
Fax No. (045) 499-1652
Direct Line (045) 499-1650 or 57
(045) 499-1649
Email: clark@dbp.ph

DBP Malolos

Paseo Del Congreso,
Dagupan Catmon,
City of Malolos, Bulacan
Fax No. (044) 796-0324
Direct Line (044) 796-0325
(044) 760-1156
(044) 662-1589
Email: malolos@dbp.ph

DBP Guagua

Mary the Queen Bldg.,
San Matias, Guagua, Pampanga
Direct Line (045) 430-0098
(045) 432-0099
(045) 432-0102
Email: guagua@dbp.ph

DBP San Fernando (P)

Doña Isa Fel Building, Dolores,
McArthur Highway, City of
San Fernando, Pampanga 2000
Fax No. (045) 961-5845
Direct Line (045) 961-8059
(045) 961-5674
(045) 961-6950
(045) 961-4971
Email: sanfernandopampanga@
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DBP Palayan

Provincial Capitol Compound,
Brgy. Singlat, Palayan City,
Nueva Ecija
Cell No. 0936-9538650
0915-7689456

DBP Subic

Ground Floor, Hee-Mang Bldg.,
Lot 3, Greenwoods Park,
CBD Area, Subic Bay
Freeport Zone 2222
Fax No. (047) 252-3090
Direct Line (047) 252-3093
(047) 252-3091
Email: subic@dbp.ph

DBP Tarlac

Macabulos Drive,
Tarlac, Tarlac 2300
Fax No. (045) 982-0885
Direct Line (045) 982-6024
(045) 982-0406
(045) 982-6038
Email: tarlac@dbp.ph

DBP Valenzuela

253-A McArthur Highway,
Karuhatan, Valenzuela City 1441
Fax No. 294-9906
Direct Line 294-9823
294-95-41
Email: valenzuela@dbp.ph

REGIONAL MARKETING CENTER – METRO MANILA

DBP Building,
Commonwealth Avenue,
Diliman, Quezon City 1121
Fax No. 920-4717
920-4776
Direct Line 920-4781
920-4918
920-4732
920-4903
920-4894
920-4774
Email: rmc-mm1@dbp.ph

DBP Alabang

Unit 101, Ground Floor,
Admiralty Realty Corp.,
1101 Madrigal Business Park,
Alabang-Zapote Road,
Alabang, Muntinlupa City 1799
Fax No. 552-92-15
Direct Line 552-9216 Local 102
552-9218 Local 107
552-9219 Local 101
552-9215 Local 108
Email: alabang@dbp.ph

DBP Antipolo

JMK Building,
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P. Oliveros Street, Antipolo City
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Direct Line 661-8112
661-8115
Email: antipolo@dbp.ph

DBP Caloocan

Caloocan Commercial Complex,
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Direct Line 294-0075
294-9329
294-8894
Email: caloocan@dbp.ph

DBP Camp Aguinaldo

Ground Floor, Hen. Antonio Luna Hall,
Veterans Compound,
Camp Emilio Aguinaldo,
EDSA, Quezon City 1110
Fax No. 913-6005
913-6009
Direct Line 995-0383
913-6059
913-6017
Email: caguinaldo@dbp.ph

DBP Commonwealth

DBP Building,
Commonwealth Avenue,
Diliman, Quezon City 1121
Fax No. 920-4898
Direct Line 926-1686
920-4893
920-4708
Email: commonwealth@dbp.ph

DBP Makati - F. Zobel
Ground Floor, Lasala Bldg. II,
Lot 12 Block 1,
1 F. Zobel Street,
Brgy. Poblacion, Makati City
Fax No. 556-1100
Direct Line 556-1110
552-9227
Local 102
Email: makati@dbp.ph

DBP Mandaluyong
Jo-Cel Building,
29 San Roque Street,
Mandaluyong City
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Direct Line 576-6441
576-6427
576-6456
Email: mandaluyong@dbp.ph

DBP Manila
Ground Floor, W. Godino Bldg.,
No. 350 A. Villegas Street,
Ermita, Manila 1000
Fax No. 525-8672
Direct Line 525-8669
525-8662
525-8703
Email: manila@dbp.ph

DBP Manila - Nakpil
1804 Leticia Building,
Julio Nakpil Street corner
Taft Avenue, Malate, Manila
Fax No. 523-2854
Direct Line 523-3412
Email: nakpil@dbp.ph

DBP Marikina
No. 37 corner Dragon
and Gil Fernando Avenue,
Midtown Subdivision,
San Roque, Marikina City 1801
Fax No. 477-6925
Direct Line 477-6922
477-6923
477-6924
Local 103, 111, 110, 106
Email: marikina@dbp.ph

DBP Muntinlupa
34 National Road, Putatan,
Muntinlupa City 1702
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Direct Line 861-5935
861-5397
861-5934
Email: muntinlupa@dbp.ph

DBP Parañaque
Unit 14-15, Ground Floor,
Aseana Power Station,
Macapagal Boulevard corner
Bradco Avenue,
Parañaque City
Fax No. 478-6783
Direct Line 519-0645
478-6179
519-5826
Email: paranaque@dbp.ph

DBP Pasay
Centro Buendia Building,
Sen. Gil Puyat corner
Tramo Street, Pasay City
Direct Line 219-5066
219-4968
219-5013
Email: pasay@dbp.ph

DBP Pasig
Pacific Center Building,
Unit 102, No. 33 San Miguel Avenue,
Ortigas Center, Pasig City
Fax No. 576-6272
Direct Line 576-6274
576-6292
576-4098
576-6272
Email: pasig@dbp.ph

DBP Quezon Avenue
Ground Floor, RR 7 BIR Bldg.,
Scout Santiago Street
corner Quezon Avenue,
Quezon City 1104
Fax No. 371-2395
Direct Line 371-2308
374-1647
371-2396
371-2398
Email: quezonave@dbp.ph

DBP Quezon City
Ground Floor,
Medical Arts Building,
Philippine Heart Center for Asia,
East Avenue, Quezon City 1104
Fax No. 928-0120
Direct Line 426-2246
426-2245
927-9383
928-9156
928-6188
Email: quezoncity@dbp.ph

DBP San Juan
Unit GF-1, Harmonia Center,
Ortigas Avenue, Greenhills West,
San Juan City
Fax No. 621-9813
Direct Line 621-9803
621-9480
621-9491
621-9813
Email: sanjuan@dbp.ph

DBP Taguig
Ground Floor, Unit 5,
The Trade & Financial Tower,
7th Avenue corner 32nd Street,
Bonifacio Global City, Taguig
Fax No. 478-6906
Direct Line 478-6904
478-6483
478-6905
Email: taguig@dbp.ph

DBP Taguig - Tuktukan
BSJE Building
No. 9 Gen. Luna Street,
Barangay Tuktukan, Taguig City
Direct Line 532-7661
532-7670
Email: taguig-tuktukan@dbp.ph

**REGIONAL MARKETING
CENTER – SOUTHERN
TAGALOG**
Second Floor,
DBP Building, Merchan Street,
Lucena City 4301
Fax No. (042) 373-4404
Direct Line (042) 373-1917
(042) 373-4404
(042) 373-4274
Email: rmc-st@dbp.ph

DBP Bacoor
Unit 2 Sidcor Building,
Molino Boulevard, Bayanan,
Bacoor City, Cavite
Fax No. (046) 435-0445
Direct Line (046) 435-0442
(046) 435-0445
Email: bacoor@dbp.ph

DBP Batangas
Sambat, Kumintang Ibaba,
Batangas City
Fax No. (043) 702-3378
Direct Line (043) 702-3400
Email: batangas@dbp.ph

DBP Calapan
Roxas Drive, Sto. Nino,
Calapan City,
Oriental Mindoro 5200
Fax No. (043) 441-0217
Direct Line (043) 288-4399
Email: calapan@dbp.ph

DBP Dasmariñas
Km. 30 E. Aguinaldo Highway,
Dasmariñas, Cavite 4114
Fax No. (046) 416-1390
Direct Line (046) 416-1389
(046) 850-3637
Email: dasmarinas@dbp.ph

DBP Lipa
No. 2 C.M. Recto Avenue,
Lipa City, Batangas 4217
Fax No. (043) 756-4217
Direct Line (043) 756-4216
Email: lipa@dbp.ph

DBP Lucena
Merchan Street,
Lucena City 4301
Fax No. (042) 373-0134
Direct Line (042) 373-0190
(042) 373-0986
Email: lucena@dbp.ph

DBP Puerto Princesa
Ground Floor, Empire Suites Hotel,
Rizal Avenue, Puerto Princesa City,
Palawan 5300
Fax No. (048) 433-2358
Direct Line (048) 433-2538
Email: ptoprincesa@dbp.ph

DBP Romblon
Zaragoza St., Capaclan,
Romblon, Romblon 5500
Direct Line (02) 968-0538
(078) 429-4232
(078) 429-5174
Email: romblon@dbp.ph

DBP San Jose
Rizal Street corner
Quirino Street, San Jose,
Occidental Mindoro 5100
Direct Line (043) 491-2073
(043) 491-2024
Email: sanjose@dbp.ph

DBP Santa Cruz
A. Bonifacio corner
F. Sario Streets, Poblacion IV,
Sta. Cruz, Laguna
Fax No. (049) 501-5132
Direct Line (049) 501-5142
Email: stacruz@dbp.ph

DBP Santa Rosa
Maerix Terrace Building,
Rizal Boulevard, Brgy. Tagapo,
City of Santa Rosa, Laguna 4026
Fax No. (049) 534-2820
Direct Line (049) 534-2821
Email: starosa@dbp.ph

DBP Taytay-Palawan
Ground Floor, RIKC Bldg.,
corner Sto. Domingo Street &
National Highway, Poblacion,
Taytay, Palawan
(02) 968-0546
(048) 244-2087
(048) 244-2096
Email: taytay-palawan@dbp.ph

REGIONAL MARKETING CENTER – BICOL

Second Floor,
DBP Naga Branch Bldg.,
Panganiban Drive, Naga City 4400
Fax No. (054) 472-4727
Direct Line (054) 472-1556
(054) 472-4727
(054) 472-4728
(054) 472-4729
Email: rmc-bicol@dbp.ph

DBP Daet
Magallanes Iraya Street,
Daet, Camarines Norte 8600
Fax No. (054) 440-0765
Direct Line (054) 440-0762
(054) 440-4757
Email: daet@dbp.ph

DBP Guinobatan
SB Bldg., Rizal Street
Guinobatan, Albay
Email: guinobatan@dbp.ph

DBP Iriga
Ground Floor, LRDC Building,
Msgr. Lanuza Street,
San Francisco, Iriga City
Fax No. (054) 881-1364
Direct Line (054) 299-7570
(054) 299-7569
(054) 456-1208
(054) 456-1376
Email: iriga@dbp.ph

DBP Legazpi
Quezon Avenue,
Legazpi City 4500
Fax No. (052) 480-7081
Direct Line (052) 820-2512
(052) 820-1348
(052) 480-7843
(052) 820-1961
Email: legaspi@dbp.ph

DBP Masbate
Corner Danao and Mabini Sts.,
Masbate, Masbate 5400
Fax No. (056) 333-2336
Direct Line (056) 333-4073
(056) 333-2947
Email: masbate@dbp.ph

DBP Naga
Panganiban Drive,
Naga City 4400
Fax No. (054) 472-4766
Direct Line (054) 472-8501
(054) 472-2332
(054) 472-0640
Email: naga@dbp.ph

DBP Sorsogon
ACM Building,
Corner Burgos and Rizal Streets,
Sorsogon City 4700
Fax No. (056) 421-6876
Direct Line (056) 421-6876
(056) 421-5580
(056) 211-2079
Email: sorsogon@dbp.ph

DBP Virac
Old Capitol Building,
Rizal Avenue corner Eustaquio Street,
Sta. Elena, Virac, Catanduanes
Direct Line (052) 811-4116
(052) 811-2870
Email: virac@dbp.ph

**REGIONAL MARKETING
CENTER – EASTERN VISAYAS**
Second Floor, DBP Building,
Corner Zamora and
Paterno Streets,
Tacloban City, Leyte 6500
Fax No. (053) 325-2961
Direct Line (053) 325-2959
(053) 325-2960
(053) 832-7765
Email: rmc-ev@dbp.ph

DBP Borongan
E. Cinco Street,
Barangay C, Borongan City,
Eastern Samar 6800
Fax No. (055) 261-2168
Direct Line (055) 500-9065
(055) 261-2021
Email: borongan@dbp.ph

DBP Catarman
390 J.P. Rizal Street,
Barangay Lapu-Lapu, Catarman,
Northern Samar 6400
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Direct Line (055) 500-9065
(055) 251-8615
Email: catarman@dbp.ph

DBP Catbalogan
Ground Floor,
Tia Anita's Commercial,
Mabini Street,
Catbalogan City, Samar 6700
Fax No. (055) 251-2687
Direct Line (055) 251-2046
(055) 543-9069
Email: catbalogan@dbp.ph

DBP Maasin
RK Kangleon Street,
Tunga-Tunga, Maasin City,
Southern Leyte 6600
Fax No. (053) 570-9954
Direct Line (053) 381-2084
(053) 570-9954
Email: maasin@dbp.ph

DBP Ormoc
Ground Floor, WLC Building,
Lopez Jaena Street,
Ormoc City, Leyte 6541
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Direct Line (053) 561-6017
(053) 561-4434
(053) 255-4371
Email: ormoc@dbp.ph

DBP Tacloban
Corner Zamora and
Paterno Streets,
Tacloban City, Leyte 6500
Fax No. (053) 325-5996
Direct Line (053) 523-0094
(053) 321-2007
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**REGIONAL MARKETING
CENTER – CENTRAL VISAYAS**
Mezzanine, DBP Building,
Osmeña Boulevard,
Cebu City 6000
Fax No. (032) 255-6325
(032) 254-9163
Direct Line (032) 412-3505
(032) 412-3505
(032) 412-3588
Email: rmc-cv@dbp.ph

DBP Bogo
Martinez Building corner
Sor D. Rubio and San Vicente Streets,
Bogo City, Cebu 6010
Fax No. (032) 251-2241
Direct Line (032) 251-2241
(032) 434-8795
Email: bogo@dbp.ph

DBP Carcar
Awayan, Poblacion III,
Carcar City, Cebu
Fax No. (032) 487-7138
(032) 266-9480
Direct Line (032) 487-7038
Email: carcar@dbp.ph

DBP Cebu
Osmeña Boulevard,
Cebu City 6000
Fax No. (032) 253-7988
Direct Line (032) 412-3423
(032) 412-3402
(032) 255-6310
(032) 253-6315
Email: cebu@dbp.ph

DBP Mandaue
Bridges Town Square,
Plaridel Street, Brgy. Alang-Alang,
Mandaue City 6014
Fax No. (032) 344-4993
Direct Line (032) 344-4992
(032) 345-8623
(032) 345-8624
(032) 345-8625
Email: mandaue@dbp.ph

DBP Tagbilaran
DBP Building
0533 Carlos P. Garcia Avenue,
North Tagbilaran City 6300
Fax No. (038) 412-4033
Direct Line (038) 412-3103
(038) 412-3122
(038) 412-3107
Email: tagbilaran@dbp.ph

DBP Talisay
South Coast Center Linao,
Talisay, Cebu
Cell No. 0909-226-5886
0915-639-5507
Email: talisay@dbp.ph

DBP Toledo
Barcnas Building,
Poloyapoy Street, Toledo City 6038
Fax No. (032) 367-7314
Direct Line (032) 367-7313
(032) 367-7315
Email: toledo@dbp.ph

DBP Tubigon
Holy Cross Academy Bldg.,
Poblacion, Tubigon Bohol 6329
Fax No. (038) 508-8684
(038) 508-8685
(038) 508-8686-87
Email: toledo@dbp.ph

DBP Ubay
Cornelio Uy Bldg. Poblacion,
Ubay 6315 Bohol
Fax No. (038) 518-8862
Direct Line (038) 518-8861
(038) 518-8869
Email: ubay@dbp.ph

**REGIONAL MARKETING
CENTER – PANAY**
Mezzanine Floor,
DBP Building,
I. Dela Rama Street,
Iloilo City 5000
Fax No. (033) 336-7567
Direct Line (033) 337-6432
(033) 337-6330
(033) 509-9505
Email: rmc-panay@dbp.ph

DBP Antique
AVP Building, T. A. Fournier Street,
San Jose, Antique 5700
Fax No. (036) 540-7848
Direct Line (036) 540-9993
Email: antique@dbp.ph

DBP Iloilo
I. de la Rama Street,
Iloilo City 5000
Fax No. (033) 337-2224
Direct Line (033) 336-2092
(033) 336-2091
(033) 509-9490
Email: iloilo@dbp.ph

DBP Jaro
E. Lopez Street, Iloilo City 5000
Fax No. (033) 329-5233
Direct Line (033) 508-8900
(033) 329-2422
(033) 329-5230
Email: jaro@dbp.ph

DBP Kalibo
DBP Building, Capitol Site,
Kalibo, Aklan 5600
Fax No. (036) 268-5792
Direct Line (036) 268-5126
(036) 500-8891
Email: kalibo@dbp.ph

DBP Pototan
Milagros Bldg.,
Ryfadrido St., San Jose Ward,
Pototan, Iloilo, 5008
Fax No. (033) 322-1485
Direct Line (033) 332-1487
(033) 529-7461
(033) 529-7462
Email: pototan@dbp.ph

DBP Roxas
Ground Floor,
Capiz Government Business Center,
Provincial Park, Roxas City 5800
Fax No. (036) 621-2438
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CENTER – NEGROS**
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Lacson Streets, Bacolod City 6100
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Direct Line (034) 433-4284
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Email: rmc-negros@dbp.ph

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Lacson Streets, Bacolod City 6100
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Dumaguete City 6200
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(035) 225-4338/39
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DBP Kabankalan
Corner Lirazan and Bonifacio Sts.,
Kabankalan City 6111
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Direct Line (034) 471-3170
(034) 471-2285
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DBP San Carlos
F. C. Ledesma Avenue,
San Carlos City,
Negros Occidental 6127
Fax No. (034) 312-5158
Direct Line (034) 312-5591
(034) 312-5592
(034) 729-3351
Email: sancarlos@dbp.ph

DBP Siquijor
Mabini St., Poblacion Siquijor,
Siquijor 6235
Fax No. (035) 480-9761
Direct Line (035) 480-9761
(035) 480-9762
(035) 480-9763
Email: siquijor@dbp.ph

**REGIONAL MARKETING
CENTER – NORTHERN
MINDANAO**
Second Floor, DBP Building,
Corrales Avenue corner
Tirso Neri Street,
Cagayan de Oro City 9000
Fax No. (088) 857-3412
Direct Line (088) 722-646
(088) 722-647
(088) 856-4551
Email: rmc-nm@dbp.ph

DBP Cagayan de Oro
DBP Building, Corrales Avenue
corner Tirso Neri Street,
Cagayan de Oro City 9000
Fax No. (088) 856-4517
Direct Line (088) 857-2148
(088) 857-2087/88
Email: cagayandeoro@dbp.ph

DBP Capistrano - CDO
Capistrano corner J. R. Borja Sts.,
Cagayan de Oro City 9000
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(088) 722-649
Direct Line (088) 856-6154
(088) 722-819
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DBP Iligan
Picardal Road, Mahayahay,
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(063) 223-3332
(063) 221-2857
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DBP Malaybalay
Bonifacio Drive, Caul,
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(088) 221-2134
Email: malaybalay@dbp.ph

DBP Ozamiz
Burgos corner Zamora Streets,
Ozamiz City 7200
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Direct Line (088) 521-0027
(088) 521-0028
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DBP Valencia
Tamay Lang Park Lane,
G. Laviña Avenue,
Poblacion Valencia City,
Bukidnon
Fax No. (088) 828-3316
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Email: valencia@dbp.ph

DBP Villanueva
National Highway
Brgy. Katipunan
Villanueva, Misamis Oriental
Direct Line (088) 8904761
Email: villanueva@dbp.ph

**REGIONAL MARKETING
CENTER – NORTHEASTERN
MINDANAO**

J. C. Aquino Avenue
corner J. Rosales Avenue,
Butuan City 8600
Fax No. (085) 815-1627
Direct Line (085) 815-6036
(085) 341-5136
(085) 815-2196
Email: rmc-nem@dbp.ph

DBP Butuan
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Butuan City 8600
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DBP Claver
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Surigao del Norte
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DBP Mangagoy
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Espiritu Street, Mangagoy,
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DBP San Francisco
Orange Street corner Rotunda,
San Francisco,
Agusan del Sur 8501
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DBP San Jose, Dinagat Island
P-7 Poblacion, San Jose,
Dinagat Island
Direct Line (02) 359-9541
0917-5729178
0917-5714229

DBP Surigao
Narciso Street
Surigao City 8400
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(086) 231-7351
(086) 826-1309
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Purok Napo, Brgy. Bagong Lungsod,
Tandag City, Surigao Del Sur
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(086) 211-5802
(086) 211-5804
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DBP Siargao
Sto. Nino cor. Mabini St.,
Brgy. Dapa, Surigao del Norte 8417
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(02) 359-9612
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DBP Trento
Poblacion, Along National Highway
Trento, Agusan del Sur
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Email: trento@dbp.ph

**REGIONAL MARKETING
CENTER –SOUTHERN
MINDANAO**

Roxas Avenue,
General Santos City 9500
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Direct Line (083) 552-2328
(083) 301-6110
Email: rmc-sm@dbp.ph

DBP Cotabato
Don Rufino Alonzo Street,
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(064) 421-2368
(064) 421-2365
Email: cotabato@dbp.ph

DBP General Santos
Roxas Avenue,
General Santos City 9500
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Direct Line (083) 554-7821
(083) 552-2953
(083) 552-2961
Email: gensan@dbp.ph

DBP Marbel
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Koronadal City 9506
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DBP Polomolok
National Highway corner
Juan Bagan, Brgy. Magsaysay,
Polomolok, South Cotabato
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(083) 5531422
(083) 225-3131
(083) 225-3132

DBP Tacurong
National Highway corner
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Fax No. (064) 200-3060
Direct Line (064) 200-3485
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**REGIONAL MARKETING
CENTER – SOUTHEASTERN
MINDANAO**
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Davao City 8000
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(082) 222-3480
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DBP Digos
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DBP Building, Quezon Boulevard
corner J.P. Laurel Street,
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DBP Mati
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Mati City 8200
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DBP Sta. Cruz
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Poblacion Zone III,
Sta Cruz, Davao del Sur
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**REGIONAL MARKETING
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MINDANAO**

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DBP Basilan
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DBP Dipolog
National Highway, Turno,
Dipolog City 7100
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(065) 212-3414
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Email: dipolog@dbp.ph

DBP Ipil
Corner Sucgang Avenue
and Gethsemane Street, Ipil,
Zamboanga Sibugay 7001
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DBP Pagadian
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