



2015 ANNUAL REPORT



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Celebrating
39
YEARS

Gearing Up for Another Level of Banking

For over three decades, we, at FICOBANK, are successful in our branch banking and cash-and-check transactions. But with the advancement of digital technology and the evolution of virtual customers, banking will not only be a place to go today, but a thing to do as well. Thus, in our 39th year, we'll be gearing ourselves up for both IT-enabled branch and branchless banking—the next level representing our Bank's business model innovation.

Corporate Identity

Our Mission

As a bank with community orientation, we are committed to providing our customers and cooperators the opportunity to bring about economic ascendancy for themselves and their respective families and localities through our innovative, accessible and viable financial services and solutions.

Being a provider of financial services and solutions, and a portal of economic ascendancy, we ought to:

1. Harness the untapped savings and investment resources of the people in North Luzon (Regions I-II-III and CAR);
2. Provide loans and other financial services and solutions to the same localities where we source our funds through our operating units; and
3. Reward our customers and cooperators alike for their respective patronage to, and participation in, our financial services.

By practicing the essential cooperative principles in a corporate-like setting, with unibank-caliber management corps, and by keeping our distinct trademark of being a valuable community asset, we will be a bank that makes a big difference.

Our Vision

In cognizance of our Bank's corporate DNA, and in the furtherance of our business interests, we will keep our strategic focus on becoming...

A dominant community bank in North Luzon and a vital catalyst for the economic ascendancy of our customers and cooperators.

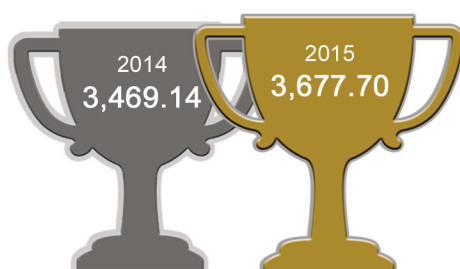
This is what and who we are, as we envisioned and desired our Bank to be, in 2020.

Our Brand Promise

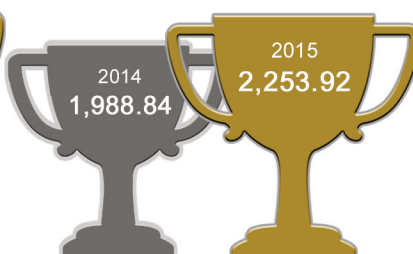
With our well-trained and top-notch people, as brand ambassadors, we will stay in the business of providing innovative, accessible and viable financial services and solutions to our clientele for good.

Financial Highlights

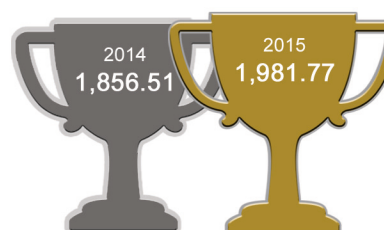
Particulars/Account (In Million Pesos)	2015	2014	Growth
Resources	3,677.70	3,469.14	6.01%
Loan Portfolio (Net)	2,253.92	1,988.84	13.33%
Deposit Liabilities	1,981.77	1,856.51	6.75%
Capital Accounts	610.62	532.19	14.74%
Net Income	122.53	116.07	5.56%
Loan Releases	7,714.22	7,571.96	1.88%
Number of Borrowers	34,936	34,377	1.63%
Number of Depositors	46,745	43,072	8.53%



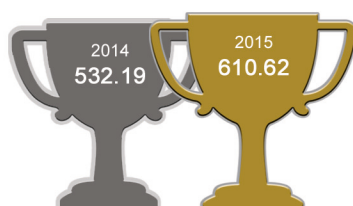
Resources



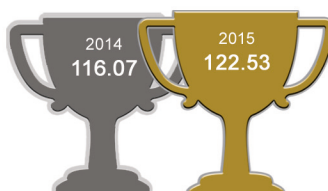
Loan Portfolio (Net)



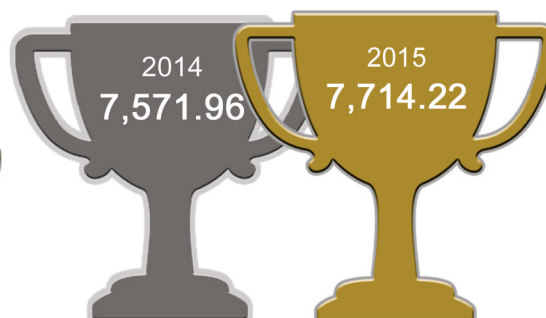
Deposit Liabilities



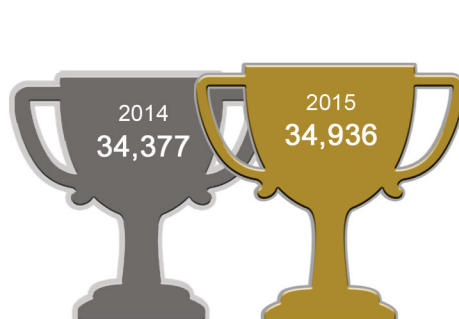
Capital Accounts



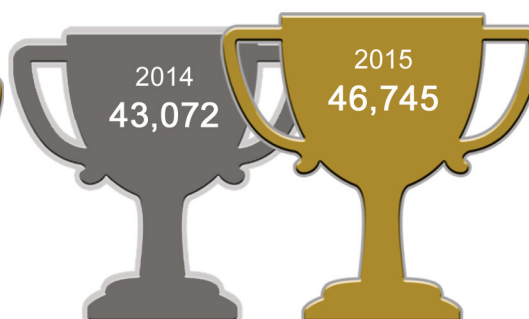
Net Income



Loan Releases

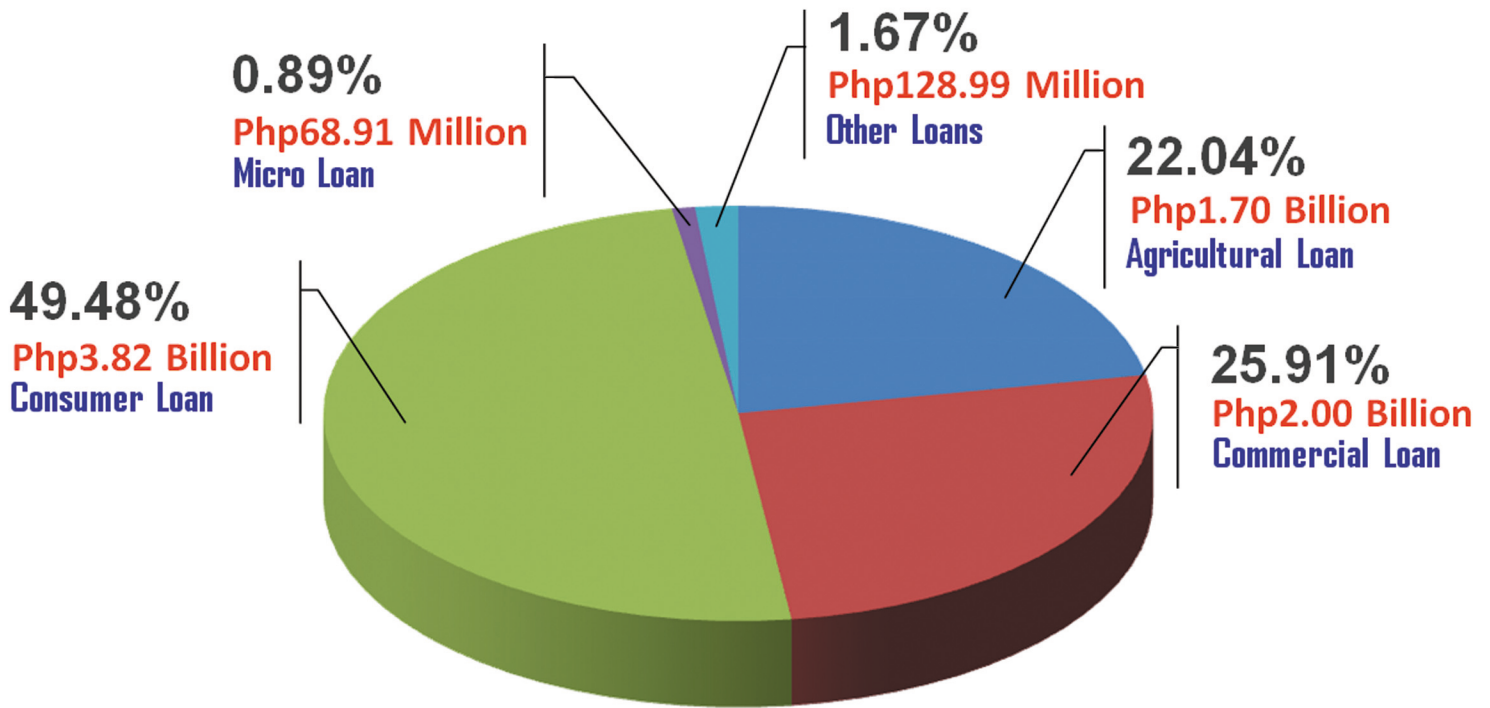


Number of Borrowers



Number of Depositors

Loan Volume by Product



Portfolio by Industry/Sector

Industry/Sector	2015		2014	
	Php Million	Percent	Php Million	Percent
Agriculture, Hunting, Forestry and Fishing	1,052.34	46.18%	850.93	41.89%
Manufacturing	11.25	0.49%	2.55	0.13%
Electricity, Gas, Steam and Air Conditioning Supply	2.28	0.10%	0.48	0.02%
Construction	11.15	0.49%	5.20	0.26%
Wholesale and Retail Trade, Repair of Motor Vehicles, Motorcycles	733.07	32.17%	525.12	25.85%
Accommodation and Food Service Activities	13.44	0.59%	8.35	0.41%
Transportation and Storage	0.75	0.03%	5.52	0.27%
Financial and Insurance Activities	0.00	0.00%	1.04	0.05%
Real Estate Activities	16.31	0.72%	167.01	8.22%
Other Service Activities	29.24	1.28%	25.49	1.25%
Salary-Based General Purpose Consumption Loans	49.09	2.15%	88.00	4.33%
Others	359.74	15.79%	351.57	17.31%
Total	2,278.67	100.00%	2,031.26	100.00%

Chairman's *Statement*

Aware of our Bank's dual role as a provider of financial services and solutions, and a portal of economic ascendancy, we kept our focus again in 2015 on our mission of: (i) harnessing the untapped savings and investment resources of the people in North Luzon (Regions I-II-III and CAR); and (ii) providing loans and other allied services to the same localities where we source our funds through our operating units. Our growth avenues, business objectives and operational plans kept on serving us very well, in spite of the continual changes in market conditions.

Stakeholders' Expectation

To a great degree, we are aware of the explicit expectations that we have to perform extraordinarily well in all aspects of our business operations for the best interests of our Bank and its key internal and external stakeholders—the shareholders, directors, officers and employees, and the customers, regulators, communities and the general public, respectively.

For us to comply with such expectancy requirement, we actively engaged ourselves in evolving productive—yet conservative—business settings, building up an adequate amount of capital, maintaining a higher level of liquidity, generating sufficient volume of loan disbursements, keeping a negligible past due ratio, making enough provisioning available, ensuring reasonable earnings per share, rewarding employees for profitable operations, and keeping our corporate-brand promise of staying in the business of banking for good.

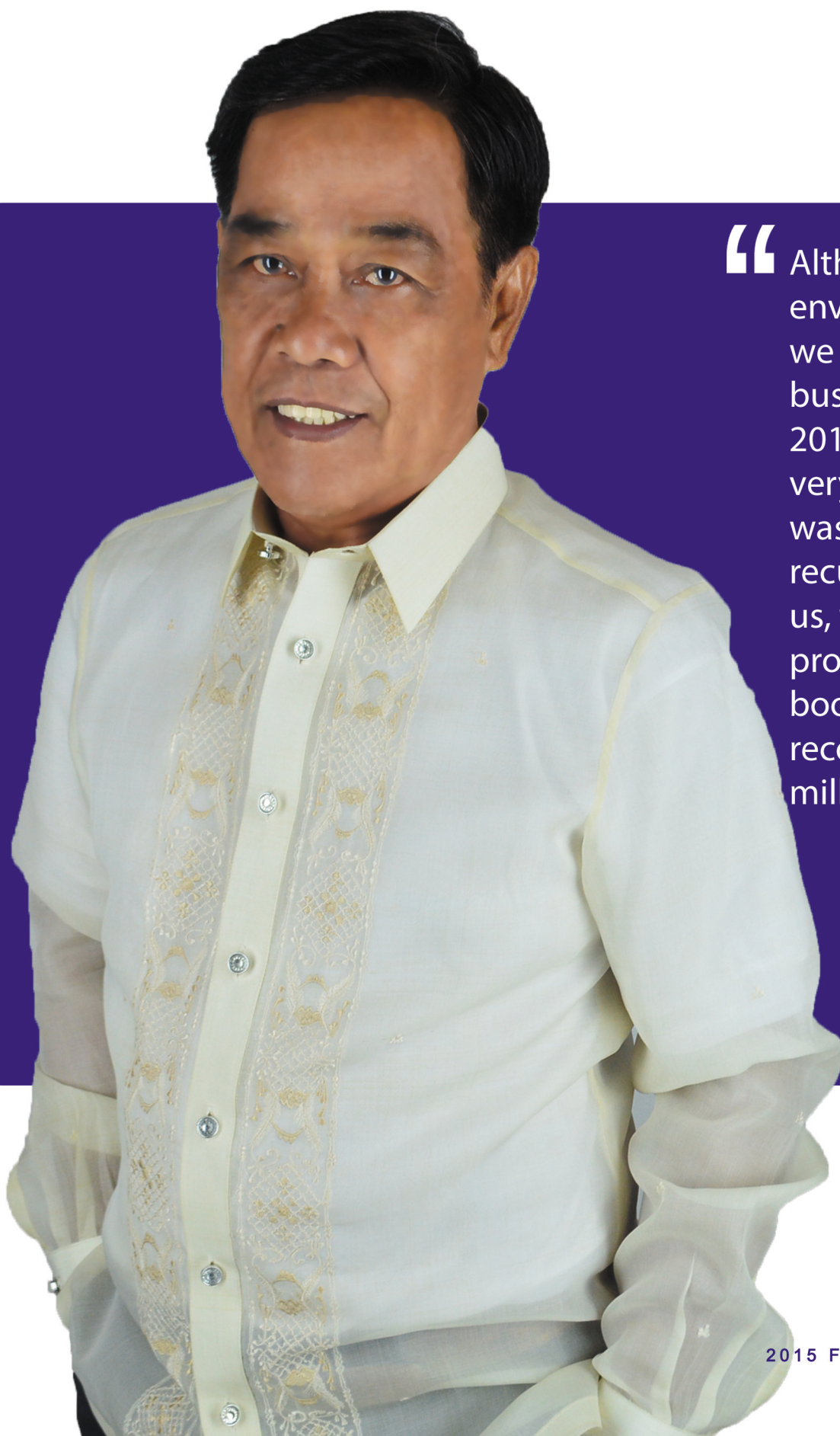
Business Backdrop

As a backdrop to our Bank's operations, the global economy in 2015 continued to be on an almost *status quo*. As per BSP Governor's report, "Growth among major advanced and emerging economies remained uneven and below pre-crisis levels. Three key developments were at the helm of the generally weak global economic environment. First is the moderation in the growth momentum of emerging market economies, particularly China, even as some advanced economies have started to recover. Second is the monetary policy divergence in developed economies, resulting from the varying levels and speed of economic growth in the world economy. Finally, the drastic fall in international oil prices raised concerns of deflation risk amid already sluggish external demand conditions."

In addition, the BSP Governor reported that these external headwinds presented challenges for the Philippine economy, as they brought about annoyances and volatility in capital flows, the Philippine peso and the stock market.

Business Highlights

Although the economic environment in which we carried out our business operations in 2015 remained to be very volatile, and this was for the most part a recurring experience for us, we are still, in all probability, pleased to book a new net-income record of Php122.53 million. It surpassed our Php122-million net profit goal for the year in review. It was also complemented by a growth rate of 5.56 percent, which is higher by Php6.46 million over the past year's operational performance of Php116.07 million.



“ Although the economic environment in which we carried out our business operations in 2015 remained to be very volatile, and this was for the most part a recurring experience for us, we are still, in all probability, pleased to book a new net-income record of Php122.53 million. ”

We were able to attain this exceptional feat in our operations because of our aim to perform remarkably well. Further, we are particularly focused on our production- and value-based culture that is built on integrity, collaboration, confidence, excellence, transparency, accountability and service. We're all proud of this operational performance. And we'll make this as a point of reference in improving further our future accomplishments.

Business Continuity

Our Business Continuity Plan (BCP) was put to test, and into action, with the sudden vacuum in leadership at the top echelon of our Management, which was caused by the brutal killing of our President & CEO, Mr. Herminio G. Ocampo, on December 24, 2015. With the trust and confidence of the banking public on the leadership and management of Mr. Ocampo, which was gradually built and nurtured over a span of two decades, a crisis scenario—entailing massive or beyond-normal withdrawals of deposits—was foreseen arising from his murder. Some would think that his killing may be due to internal reason and is work-related. This perceived notion of the general public may cause reputational risk, aside from the leadership risk, which would trigger panic among the depositors of the Bank that would lead to such crisis scenario of massive withdrawals of deposits.

Upon knowing the incident, which would affect—or, worst, interrupt—the normal operation of our business, our Bank, through its Crisis Management Committee (CMC) that is being chaired by the Board Chairman, put into operation our Business Continuity Plan. Among our business continuity responses/measures for this particular crisis situation include the: (i) show of support and sympathy to the bereaved family by the FICOBankers; (ii) activation of the three Response Teams to support the CMC, which were responsible in monitoring and assessing the developments concerning financial matters, safety and security situations, and operational circumstances that are abnormal or alarming and might pose adverse effects to the Bank's business operations; (iii) liquidity stress testing, where Php1.06 billion, covering a range of deposits above Php0.5 million, and representing 720 accounts (out of 46,728) and 53.5 percent of the Bank's total deposit liabilities, has been assumed to be withdrawn; (iv) maintenance of a strong liquidity position, amounting to Php961.90 million, as of December 29, 2015, to carry out the Bank's function in ensuring that all its financial commitments, particularly the servicing of withdrawals, are met when due or pressured, without incurring unacceptable losses or risking damage to its reputation; (v) avoidance of writing or distributing news releases and making response to media inquiries about the cause of death of Mr. Ocampo, and posting words of sympathy to the bereaved family in social media to prevent from spreading into a wider scale any jittery or panic among the clients, in particular, and the banking public, in general; and (vi) continuous monitoring of the situations in the branches and in the Head Office to track any matter(s) and event(s) that are beyond the normal day-to-day operation of the business of FICOBank, so that the necessary business continuity measures and responses with regard to a particular developing crisis situation will be immediately implemented by the concerned Team(s).

BCP manifests the commitment of our Bank to serve incessantly its multi-sectoral clientele in any situation. It is essentially designed to manage and mitigate our Bank's interruption risks by prescribing strategies or actions that will be executed during emergency situations. With it, business will always be as usual at FICOBank.

Corporate Governance

Through our Performance Scorecard, an adaptation of the “balanced scorecard” designed by Drs. Robert Kaplan and David Norton, we assess annually the performance of our Board, its committees and individual directors, as well as the senior officers. This performance scorecard is an effective tool in determining and enhancing their respective competence and effectiveness, as it is built on the basic premise that “measurement motivates and that measurement must start with a clearly described strategy.” Specifically, this scorecard is intended to determine their value contributions through specific value drivers and clear-cut measurement protocols that will eventually bring about an effective and efficient functioning, which is essential to sound corporate governance.

Even though we have a diverse range of expertise and experience, we make sure that we combine and utilize the same to perform effectively our oversight function, and to provide guidance on the strategic direction of our Bank. Moreover, such breadth and diversity enable the Board of Directors to appropriately and effectively fulfill its particular role for its core and other recognized stakeholders.

Looking Ahead

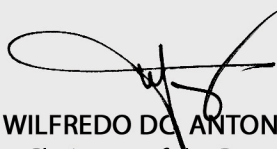
Despite the inevitably short-term challenges that will be created by various socio-economic-political-and-technological factors and numerous market forces, we will remain buoyant about the long-term performance of our Bank, as we have rightly defined our market set, key capabilities and competitive advantage. Our business drivers, growth avenues and objectives, and risks appetite have been aptly outlined as well. Thus, in cognizance of our Bank’s corporate DNA, and in the furtherance of our business interests, we will constantly keep our focus on our strategic pursuits—the FICOBank 2020.

We shall pursue two paths of growth. First, we will—to a great deal—strengthen FICOBank, by growing it to its full potential and staying evergreen in the eye of the market. Second, we will put up the FICOBank Investment Holdings Company, which is 100-percent owned and managed by the Bank. We recognize that this is essential for our further growth. This company shall invest in various businesses that can deliver better returns than the Bank itself. Our twofold direction shall make us a hybrid organization, which is capable of addressing our needs in the future.

Most importantly, we will remain committed to our corporate mission, as it will always be our pleasure to provide financial services and solutions, and to bring the economic ascendancy, in any way we can, for everyone in our area of business operation.

Acknowledgment

In closing, I would like to take this opportunity to thank all the people inside and outside our Bank without whose commitment and support, respectively, we would not be as successful as we were in 2015.



WILFREDO D. ANTONIO
Chairman of the Board

2015 Operational Performance





2015 is another strong year for FICOBank. In the midst of the challenging business environment, and in keeping up with the changing times, the Bank ably upheld its winning stance once again. Owing to its risk-taking appetite, product-service repertoire, value-proposition standard, customer-centricity approach and corporate-brand heritage, the Bank has—by far—put into action its market dominance and clinched its competitive edge among the other players in the community banking/financing industry. With the production-driven strategies of its business units, coupled with the support-laden services of its different departments and offices, exceptional operational upshots have been registered by the Bank. Hence, for the year that has just ended, FICOBank has appended more remarkable feats in its deposit-taking, loan-making, service/sale-based and treasury-based operations, resulting to the booking of new records on both the top-line and bottom-line items of its income statement.

DEPOSIT-TAKING OPERATION

With the lengthening of its market reach, through the opening of four additional branches in the provinces of Bulacan and Nueva Ecija, along with the broadening of its clientele base (due to the continuing trust and confidence of the banking public), FICOBank has gained full advantage on its deposit-taking operation in 2015, in aggregate amount, number of accounts and deposit structure.

Compared to the previous year's record of Php1.86 billion, the Bank's total outstanding deposits this year amounted to Php1.98 billion, up by Php125.27 million or 6.75 percent. As to average daily balance (ADB) of deposits, a Php120.60-million, or 6.88-percent, growth was likewise posted, making the 2014's Php1.75-billion record leveled up to Php1.87 billion in 2015. With its huge share of 53.89 percent in the liability-and-capital structure, deposits continued to remain as the main funding source of FICOBank's operations.

With this increase in outstanding deposits, more depositing-clients were also recorded. At year-end, a total number of 46,745 depositors had been registered, higher by 3,673, or 8.53 percent, than the previous year's record of 43,072. This counts a lot, as it represents the never-ending patronage of the banking public to the ever-winning deposit products of the Bank.

Meanwhile, the present makeup of the Bank's deposits is also getting better. The 44-is-to-56 low-cost and high-cost deposit mix this year is comparatively better than that of last year's 41-is-to-59 record. The low-cost deposits are made up of Current Accounts and Savings Accounts (CA/SA), while the high-cost deposits are comprised of Certificate of Time Deposit and Special Savings Deposit (CTD/SSD).

Through its 32 banking units, which are firmly committed to carrying out an aggressive deposit-generation campaign, the Bank is bent on getting bigger number of accounts and volume of deposits from the general public. It will continue to improve its deposit account management as well, by making the desirable mix of low-cost and high-cost deposits and the right ratio of new versus closed accounts.

LOAN-MAKING OPERATION

Albeit a very challenging banking environment—where banks are required by the Bangko Sentral ng Pilipinas, thru its Circular No. 855, to adopt, as well as enforce, sound and effective credit risk management system, in which prudent

practices should be executed in every step of the way, from beginning to end, of the credit-granting process—FICOBank still managed to keep the engines of its lending operation at full throttle. Ergo, the Bank was able to maintain its strong market presence in its geographic area of operation.

At year-end, a new record high of Php7.71 billion in loan volume was registered by the Bank. This figure is Php142.26 million higher than that of 2014's Php7.57-billion level. It also surpassed the Php7.70-billion full-year target, representing an accomplishment rating of 100.18 percent. The lion's share of 97.02 percent of such loan volume was provided by the Bank's triadic winning and popular loan products—Agricultural Loan, with 14,831 accounts (chipped in Php1.70 billion), Commercial Loan, with 3,128 accounts (handed in Php2.00 billion), and Jewelry Loan, with 232,277 accounts (turned in Php3.78 billion). And the remaining Php230.19 million, with 2,982 accounts, was shared jointly by Microfinance and other loans.

In addition to its existing loan-product lines, FICOBank launched its Land Financing and Farm Machinery Financing to its broad market in Northeast, Central and Northwest Luzon during the last quarter of the year. Each credit facility aims to provide support for the respective financing needs of its target market, which may either be for the acquisition of land or farm machinery. The Land Financing is effectively positioned in the market as "Financing solution for the purchase of land" while the Farm Machinery Financing is indeed a brilliant "Financing idea to modernize farming." As these financing windows are not new anymore in the market, the Bank—with its product- and brand-differentiation strategies—aims to do better than what its competitors are doing, by going beyond the usual in catering the financial requirements of the market backlogs and brand switchers.

FICOBank maintains an adequate and effective credit risk management system that is commensurate to its credit risk-taking activities. This is to ensure that its credit transactions and portfolio are providing an appropriate balance of return for the risk assumed and remain within its risk appetite. Though its past due loans increased in absolute amount, the Bank's past due ratio (PDR) of 4.61 percent, as of end-December 2015, is still within the 5.00-percent self-imposed PDR limit.

With its strategic choice to equally cater to the financial requirements of the unserved and underserved populace of the community, in a way that can provide them the opportunity for economic ascendancy, the Bank's focus tends toward a more-advanced and robust lending



operation in 2016 and beyond.

SERVICE/SALE-BASED OPERATION

Considering the same as a significant contributor to its bottom line, FICOBank aimed for, and made a way for carrying out, a better service/sale-based operation in 2015. It comprises of fee-based facilities (e.g., ATM/CICO operation, money transfer/remittance, credit guarantee/insurance and related financial services), sales of real and other properties acquired (ROPA), and recovery of written-off accounts.

As such, the income from the service/sale-based operation of the Bank shared 27.38 percent of its gross income. From the 2014's Php139.90-million level, it increased to Php153.17 million in 2015. It grew by Php13.27 million or 9.49 percent.

TREASURY-BASED OPERATION

For FICOBank, its treasury operation plays a focal and vital role in ensuring its financial security and strength. In carrying out its centralized-fund-management function, the Bank sees to it that all its cash resources are being prudently administered and properly utilized. The "nuts and bolts" of this innovative fund-management approach are practically and particularly designed to ensure the profitability and sustainability of the Bank's core business of banking, notwithstanding the various factors and forces in the environment where it operates.

While taking into account the presence of treasury risk (i.e., liquidity risk, market risk and interest rate risk) in conducting its business, the Bank ensures that it has an

efficient treasury setup and adequate financial liquidity, at all times, that assume full responsibility in meeting its maturing obligations, maintaining its daily operations and growing its business.

At the end of 2015, funding cost was broadly stable and generally at a premium over the 91-day T-bill rate and industry average. This indicates that FICOBank continued to provide better yield on deposits vis-à-vis the industry average and 91-day T-bill rate's benchmarks. Meanwhile, the earning-asset yield ratio was constantly above the 91-day T-bill ratio and industry average, which had been hovering at a high level since 2010, as FICOBank continued to play an important intermediation role in ensuring the access to financial services and solutions by its clients. The Bank managed to sustain high interest margin, notwithstanding the competitive interest rates that it offers to its depositors, as compared to the ones offered by the other banking categories. Moreover, the Bank continued to gain substantially on interest spread since 2009, as exhibited by the wide gap between the earning-asset yield and funding cost. The Bank's interest spread at end-2015 settled at a record of 12.14 percent, slightly higher by 0.97 percentage point than that of the 11.17 percent in 2014. This is likewise higher than the 8.26-percent, 5.35-percent, 2.85-percent and 3.16-percent interest spread of the rural/cooperative banks, thrift banks, universal/commercial banks and all banks, respectively, based on the data issued by the BSP.

For 2015, FICOBank generated a total interest income on deposits and investments of Php12.30 million. This is Php2.34 million higher, in comparison to 2014's record of

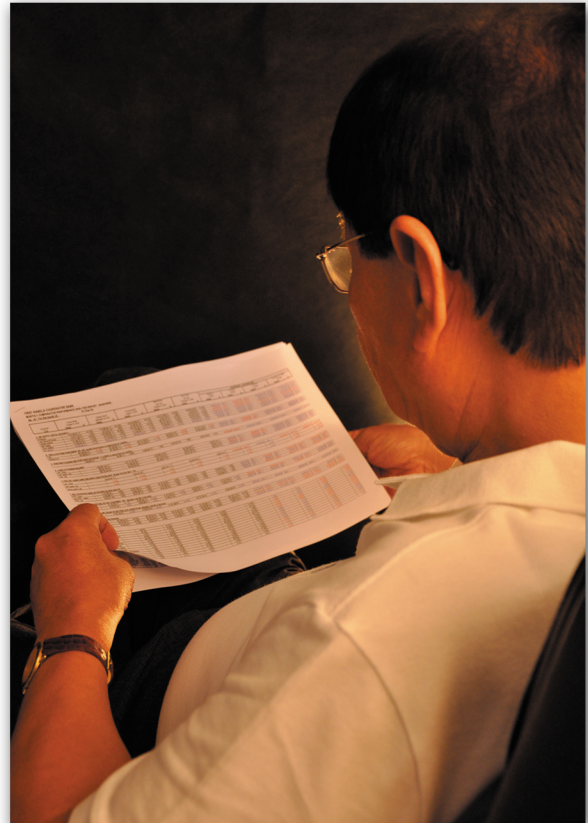
Php9.96 million. It is noteworthy to mention that, from the 34.00-percent drop on such income a year ago, this particular income grew by 23.53 percent in 2015.

INCOME-EXPENSE STATEMENT

FICOBank ended its CY 2015 with a new record of Php122.53 million in its bottom line, surpassing the Php122-million net profit goal. Similarly, this is higher by Php6.46 million, or 5.56 percent, than the previous year's record of Php116.07 million. Such growth was brought about by the Bank's ever-increasing income from its core lending activities, better yield on investments, greater gain on sale of real and other properties acquired (ROPA), extra income on fee-based services, and recovery of losses on written-off accounts—not counting the intangibles.

Demonstrating the strength of its well-thought-out tactical moves, time-honored business approaches and best operational practices, FICOBank posted a gross income of Php559.38 million from its continuing business operations. Compared to the top-line level of Php496.02 million at the end of the previous year, it grew by Php63.36 million or 12.77 percent for the year under review.

The interest income increased by Php50.09 million, making the Php356.12-million mark last year soared to Php406.21 million at the end of 2015. This was brought about by the increases of Php48.14 million (from Php342.38 million recorded a year earlier to Php390.52 million at end-2015) and Php2.34 million (from Php9.96 million registered last year to Php12.30 million in 2015) in interest income on loans and deposits/investments, respectively. In a similar manner, the non-interest income



of Php153.17 million at end-2015 is higher by Php13.27 million, or 9.49 percent, compared to the Php139.90 million recorded for the same period last year. The service charges/fees went higher by Php8.40 million, or 7.59 percent, making the previous year's Php110.66-million level mounted to Php119.06 million for the year ended December 2015. The Bank was also able to record a higher gain on sale of its owned/acquired real and other properties. The end-2015 record of Php16.20 million is remarkably better by Php5.40 million, or 49.95 percent, than the Php10.80 million registered a year ago.



On the other hand, both average return on assets (ROA) and average return on equity (ROE) ratios have decreased to 3.43 percent and 21.44 percent from that of 2014's 3.73 percent and 27.69 percent, respectively. With the prolonged low-interest-rate environment besetting the entire banking industry, FICOBank has felt the squeeze brought about by shrinking interest margin, which is drastically pushing down its earning potential. Be that as it may, these 3.43-percent ROA and 21.44-percent ROE ratios of FICOBank are much better than the rural/cooperative banking industry's ratios of 1.57 percent and 8.42 percent, the thrift banking industry's ratios of 1.26 percent and 9.95 percent, the universal/commercial banking industry's ratios of 1.15 percent and 9.80 percent, and the Philippine banking industry's ratios of 1.16 percent and 9.77 percent, respectively.

As per data published by the BSP, the 2015's net income growths of the various categories of banks in the country were -9.39 percent for rural/cooperative banks, 14.57 percent for thrift banks, -1.14 percent for universal/commercial banks and -0.17 percent for all banks. With such industry growths vis-à-vis the Bank's 5.56-percent growth record, to exclude the thrift banking industry, FICOBank performed obviously better in 2015.

This earning power of the Bank, which goes better year after year, showcases the effective utilization of its available resources and the efficient management of its business operations. The Php1,470.00 earning per share (EPS) in 2015, which is 6.06 percent higher than the Php1,386.00 year-earlier EPS, is a realization of the Bank's commitment to providing better returns on the share capital of its cooperative-stockholders.



WAY FORWARD

FICOBank has keenly taken notice of the present and imminent challenges and changes affecting the national economy, in general, and in the banking industry, in particular. It also intensely paid attention to the apparently ill-fated impact and effects of the entry of more foreign banks in the Philippines, over and above the ill-timed regulatory requirements that need to be complied with. Against this backdrop, FICOBank laid down its bolder production thrusts and better reform initiatives that will keep it afloat in performing its banking function and business operations in 2016.

Through the Board-approved result-based and impact-based plans and programs of the Operation & Banking Services Group (OBSG) and the Treasury & Corporate Services Group (TCSG), respectively, the Bank will pursue its financial and non-financial goals for CY 2016 with sheer optimism and great dynamism.



2015 Financial Performance





During the year, notwithstanding the global headwinds that presented challenges and uncertainties to the business environment, the Philippine economy outperformed many of its regional peers in Asia. With this somewhat auspicious economic backdrop, FICOBank was able to showcase, for the nth time, its financial strength and stability. It didn't only manage to cope with the rapid changes and tougher trials in the industry where it belongs but, most importantly, kept its financial condition at a level that is as good as, if not better than, the popular banks in the Philippines. Above and beyond all other considerations, the Bank exhibited in 2015 its best-in-class caliber to meet the prudential norms in providing sufficient returns to the resources employed in its business operations. And there's no doubt, these are all attributed to the Bank's resolute focus on furthering its strategic plan, keeping its competitive advantage, growing its business operations, managing its inherent risks, fortifying its balance sheet and beefing up its capital base. Along these lines, the financial condition of FICOBank, as of December 31, 2015, has these much-desired qualities: stable, secure and solvent.



ASSETS

As of December 31, 2015, the condition of the Bank's overall assets remained strong and sound. The historic high Php3.68-billion resources posted for the year in review surpassed the year-ago's Php3.47-billion mark by Php208.56 million or 6.01 percent. This growth record of the Bank's resources is much better than that of its peer banks (rural and cooperative banks) in the country, with a growth rate of -8.97 percent, based on the data published by the Bangko Sentral ng Pilipinas.

During the year, the Bank has maximized the utilization of its most-liquid resources, which are in the form of cash items on hand, in vaults and in banks. With such tactical move, FICOBank has a total of cash and cash equivalents of Php961.90 million at year-end, which is lower by Php89.73 million, or 8.53 percent, than the Php1.05-billion level for the same period a year earlier. Its deposits with the BSP and other banks, however, are high at an aggregate amount of Php918.07 million. With a liquidity ratio of 55.72 percent, FICOBank has maintained a strong liquid asset that is far above the minimum liquidity standard prescribed by the BSP. Consequently, the Bank could meet at any time, and in any situation, its liquidity requirements—without any difficulty.

The deployment of the Bank's 61.28-percent assets in loans is noteworthy. The total loan portfolio, which is the major component of its earning assets, stood at a new record of Php2.28 billion. It improved by Php247.41 million,

or 12.18 percent, from the Php2.03-billion level registered in 2014. This growth in such asset-line item is in fact better than that of the -14.25-percent growth of the R/CBs, as well as those of the 11.76-percent and 11.91-percent growths of the U/KBs and whole Philippine banking industry, respectively.

Through its established credit standards, FICOBank ensures that its credit quality must always take precedence over the exploitation of business opportunities and the profit motive. While credit needs of the chosen markets must be identified and met, the risks must always be closely studied before they are taken, and the appropriateness of the exposures must likewise be thoroughly evaluated, as the same will either make or break the lending operation of the Bank. For this reason, the Bank booked only a total of Php101.13-million non-performing loans (NPLs)—which comprises of past due loans and loans under litigation—out of the Php2.28-billion outstanding loans this year. In comparison with the 13.21-percent and 4.80-percent past due ratios (PDRs) of its peer banks and that of the thrift banks, respectively, the 4.61-percent PDR of the Bank at end-December 2015 is more desirable. In addition, the total reserves for potential loan losses at year-end stood at Php46.38 million, representing a 45.86-percent NPL coverage.

LIABILITIES AND CAPITAL

Owing to the never-fading trust and confidence of its depositors and creditors, FICOBank has posted a Php3.07-billion total liabilities at the end of 2015. Year-on-year analysis revealed an increase of Php130.13 million, or 4.43 percent, over the year-before level of Php2.94 billion. Representing 64.62 percent, the biggest chunk of its total liabilities, is the deposit liability. Since time immemorial, it continued to dominate the Bank's external sources of funds. An upsurge of Php125.27 million, or 6.75 percent, made the 2014's Php1.86-billion deposit liability breached the Php1.98-billion mark in 2015. In reference to the data reported by the BSP, FICOBank performed well in deposit generation, as compared to that of the rural/cooperative banks' -3.76-percent growth rate. Constituting 31.79-percent share of the Bank's total liabilities is its notes payable. It decreased by Php31.89 million, from 2014's Php1.01 billion to 2015's Php975.14 million.

FICOBank continued to be adequately capitalized in CY 2015. With its continuing strong performance in generating

a huge amount of earnings from its business operations, a more stable capital level has been achieved by the Bank. As of end-December 2015, the Bank's total capital accounts amounted to Php610.62 million. This figure reflects an increase of Php78.43 million, or 14.74 percent, over the preceding year's Php532.19-million mark. Such growth rate even surpasses the respective growth records of the rural/cooperative banks (-8.49 percent), universal/commercial banks (Php1.76 percent) and overall banking industry (2.73 percent). The Bank's capital adequacy ratio (CAR) of 15.96 percent in 2015 is comparatively better than the year-ago's 14.81-percent ratio and the 10-percent minimum regulatory requirement of the BSP that conforms to the Basel Accords.

2015 BUSINESS SYNTHESIS

Once again, 2015 is a banner year for FICOBank. Despite the challenging environment and upsetting events, the Bank was able to demonstrate a remarkable banking performance, keep a steady business growth and position itself with relative strength and sustainability. The results of the financial deliverables of the Bank at year-end, which are better than the Bank's year-earlier records and the other banks' current growth data, will surely put the Bank in a very promising future.

Without a speck of doubt, the Bank's core stakeholders—coop-stockholders, directors, employees, regulators, creditors and clients—are pleased with its outstanding financial performance in 2015. The Bank, however, will never allow complacency. It will keep on achieving even better financial results that will serve as new benchmarks for its future financial planning and performance.

2016 BUSINESS PROSPECTS

Though the domestic economy is set for another expansion in 2016, the upcoming year will continue to test the resiliency of the country's banking system, with the uncertainty of the medium-term development plan of the would-be elected President of the Philippines, the entry of more off-shore branches of the foreign banks, and the reality of market volatility that can heighten market liquidity and credit risks.

Fully aware of the foregoing predicaments, FICOBank is resolute to take courses of actions that are bent on its 2016's

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business theme—“Staying Evergreen in the Eye of the Market.” To realize such expectation to stay as an evergreen bank, which is perennially well-liked and well-loved by the banking public, the core business operations of the Bank shall strengthened up to its fullest extent. It shall also make the best and most effective use of its current situation, existing opportunities and available resources to maximize its full-growth potential.

As always, the Bank will focus on its CORE—compliance to regulations, operational efficiency, risk awareness culture and employee competency—with much vigor and great confidence.

To God be the glory, as greater things are yet to come for FICOBank and its FICOBankers.

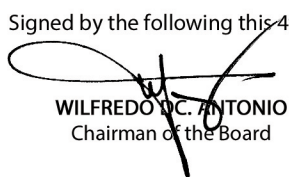
Statement of Management's Responsibility

The Management of **FIRST ISABELA COOPERATIVE BANK (FICOBank)** is responsible for the preparation and fair presentation of the financial statements for the year ended December 31, 2015, in accordance with the Philippine Financial Reporting Standards. This responsibility includes designing and implementing internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

The Board of Directors reviews and approves the financial statements and submits the same to the members.

DAROYA & CO., the independent auditors appointed by the members, has examined the financial statements of the Bank in accordance with the Philippine Standards on Auditing, and in its report to the members, has expressed its opinion on the fairness of presentation upon completion of such examination.

Signed by the following this 4th day of April 2016:


WILFREDO D.C. ANTONIO
Chairman of the Board


HUBERT E. MOLINA
President & CEO


PASENCIA B. BATTUNG
Treasurer

Auditor's Certification

Office of the Deputy Governor
Supervision and Examination Sector
Bangko Sentral ng Pilipinas
Manila, Philippines

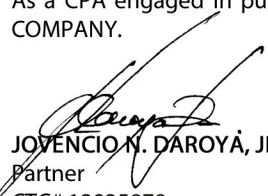
SUBJECT: CERTIFICATION

Dear Sir/Madam:

In connection with our examination of the financial statements of **FIRST ISABELA COOPERATIVE BANK (FICOBank)**, which is to be submitted to the Bangko Sentral ng Pilipinas (BSP), we hereby represent the following certifications:

1. That we have started/commenced the audit on March 10, 2016 and ended the examination on March 28, 2016;
2. That we have submitted our audit report to the Company's Board of Directors and Officers on March 28, 2016;
3. That not anyone of us (partner and staff) in our accounting firm is related either by consanguinity or affinity to any owner(s) of the Company and that the partners, auditors in charge and staff, including members of their immediate families, do not have any direct or indirect financial interest with the Company and their independence is not considered impaired under the circumstances provided/specified in the Code of Professional Ethics for CPAs; and
4. That all required disclosures necessary under Circular No. 660 are complied with.

As a CPA engaged in public practice, we make these representations in my individual capacity and as a partner of DAROYA & COMPANY.


JOYENCIO N. DAROYA, JR.
Partner
CTC# 13935878
2/11/2016, Dagupan City

April 18, 2016

Independent Auditor's Report

DAROYA & CO.
Certified Public Accountants

3F FIB Building, Mayombo District
Dagupan City, Pangasinan
Tel Nos.: 522-7098/522-4333

The Board of Directors and Members
FIRST ISABELA COOPERATIVE BANK (FICOBank)
Cauayan City, Isabela

Report on the Financial Statements

We have audited the accompanying financial statements of **FIRST ISABELA COOPERATIVE BANK (FICOBank)**, which comprise the balance sheets as at December 31, 2015 and 2014, and the income statements, statements of changes in equity and cash flow statements for the years then ended, and a summary of significant accounting policies and other explanatory information.

The financial statements for the year ended December 31, 2014 were audited by another independent auditor who expresses an unqualified opinion on those statements on April 14, 2015.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the 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 the Philippine 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 misstatements.

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 risks 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 in our audits is sufficient and appropriate to provide a basis for our audit opinion.

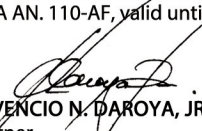
Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **FIRST ISABELA COOPERATIVE BANK (FICOBank)** as of December 31, 2015 and 2014, and of its financial performance and its cash flows for the two years then ended in accordance with the Philippine Financial Reporting Standards.

Report on the Supplementary Information Required Under RR 15-2010

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information on taxes and alike in the Notes to Financial Statements is presented for purposes of filing with the Bureau of Internal Revenue and is not required part of the basic financial statements. Such information is the responsibility of management. The information has been subjected to the auditing procedures applied in our audit of the basic financial statements. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

DAROYA & CO.
SEC AN. 0265F, valid until 4/28/2016
CDA AN. 110-AF, valid until 12/16/2018


JOVENCIO N. DAROYA, JR.
Partner
CPA Certificate No. 0090369
PTR No. 0803377, 2016, Dagupan City
TIN 161-520-408
BOA AN. 221, valid until 12/31/2016
BIR AN. 01-004678-001-2016, valid until 1/6/2019
SEC AN. 1310A, valid until 4/28/2016
CTC# 13935878, 2/11/2016, Dagupan City

Dagupan City
March 28, 2016

Statements of Financial Position

■ As of December 31, 2015 and 2014

		2015		2014	
	Notes			Restated*	
ASSETS					
Cash and Cash Equivalents	2,5	P	961,902,307	P	1,051,633,598
Held-to-Maturity Financial Assets	2,6		142,183,127		140,183,933
Investment in Non-Marketable Securities	2,7		212,578		212,578
Loans and Receivables	2,8		2,253,918,645		1,988,840,922
Bank Premises, Furniture, Fixtures and Equipment	2,9		134,381,332		114,483,669
Investment Properties	2,10		129,505,819		127,044,113
Other Assets	2,11		55,593,960		46,741,030
TOTAL ASSETS		P	3,677,697,768	P	3,469,139,842
LIABILITIES & EQUITY					
Liabilities					
Deposit Liabilities	2,12	P	1,981,775,652	P	1,856,509,162
Bills Payable	2,13		975,143,393		1,007,026,849
Redeemable Preferred Shares	2,14		7,164,000		7,164,000
Accrued Interest Expense on Financial Liabilities	2,15		27,694,184		24,206,496
Accrued Expenses	2,16		8,409,494		7,645,348
Other Liabilities	2,17		66,887,647		34,393,300
Total Liabilities			3,067,074,370		2,936,945,156
Equity					
Share Capital	2,18		146,673,850		146,326,545
Retained Earnings	2		463,949,548		385,868,142
Total Equity			610,623,398		532,194,686
TOTAL LIABILITIES & EQUITY		P	3,677,697,768	P	3,469,139,842

Statements of Comprehensive Income

■ For the Years Ended December 31, 2015 and 2014

		2015	2014
	<i>Notes</i>		
INTEREST INCOME ON	<i>19</i>		
Loans and Discounts		P 390,519,102	P 342,378,773
Deposits and Investments		12,303,377	9,960,152
Sales Contract Receivables		3,390,648	3,782,821
Total		406,213,128	356,121,746
INTEREST EXPENSE AND FINANCE CHARGES	<i>20</i>		
Deposit Liabilities		61,336,287	66,822,666
Borrowed Funds		27,485,029	20,763,985
Others		20,000	443,816
Total		88,841,316	88,030,467
NET INTEREST INCOME		317,371,811	268,091,279
OTHER INCOME	<i>21</i>		
Service Charges and Fees		119,060,082	110,660,153
Gain/(Loss) from Sale on Non-Financial Assets		16,201,545	10,804,766
Recovery of Charged-Off Assets		297,083	461,929
Miscellaneous Income		17,608,438	17,969,259
Total		153,167,148	139,896,107
TOTAL OPERATING INCOME		470,538,959	407,987,386
Compensation and Fringe Benefits	<i>22</i>	185,681,447	150,855,706
Taxes and Licenses	<i>22</i>	21,630,460	17,670,014
Other Administrative Expenses	<i>22</i>	106,628,338	93,036,501
Depreciation/Amortization	<i>22</i>	26,771,856	22,184,776
Provisions	<i>22</i>	7,297,218	8,165,522
Total Operating Expenses		348,009,319	291,912,519
INCOME BEFORE INCOME TAX		122,529,640	116,074,867
INCOME TAX EXPENSE	<i>29</i>	0	0
NET INCOME		P 122,529,640	P 116,074,867
Earnings per Share		P 1,470	P 1,386

Statements of Changes in Equity

As of December 31, 2015 and 2014

Particulars	Preferred Shares		Ordinary Shares		Appropriated Retained Earnings							Unappropriated Retained Earnings		
	P	P	P	P	Contingency Fund	Community Development Fund	Liquidity Buffer Fund	Optional Fund	General Fund	Retirement of Preferred Shares	Retirement Fund – Employee Benefits	Charges/Seminars/Training/ Others	P	P
Balance at 31 December, 2013	66,326,545	80,000,000	49,724,249	4,996,217	29,922,491	41,973,516	57,488,825	41,598,249	19,055,221	7,729,907	85,419,647			
Profit/(Loss) for the Year														
Other Credits														116,074,867
Other Debits														302,110
Other Charges														(1,236,383)
Cash Dividends														(7,540,329)
Stock Dividends														(12,693,265)
Transfer to Reserves														(37,500,000)
Charges to Retirement														(84,734,653)
Charges to Community Development Fund														
Charges to CETF														
Adjustment – Prior Period														(7,716,356)
Balance at 31 December, 2014	66,326,545	80,000,000	61,331,737	8,195,378	49,655,218	47,777,260	69,096,312	53,205,736	29,214,967	9,299,540	58,091,994			
Issuance of Shares														
Withdrawal of Shares														
Profit/(Loss) for the Year														
Other Credits														122,529,640
Other Debits														175,418
Cash Dividends														(3,351,676)
Allocation														(1,634,520)
Charges to Retirement														(89,446,637)
Charges to Community Development Fund														
Adjustment to Set Up Pension Obligation														
Correction of Error														
Charges to CETF														(8,849,595)
Balance at 31 December, 2015	66,673,850	80,000,000	73,584,701	11,853,829	70,485,257	53,903,742	81,349,276	65,458,700	10,697,509	10,252,316	86,364,219			

Statements of Cash Flows

■ For the Years Ended December 31, 2015 and 2014

		2015	2014
	<i>Notes</i>		
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before Tax		P 122,529,640	P 116,074,867
<i>Adjustments to reconcile net income to net cash</i>			
Depreciation		26,771,856	22,184,776
Provision for Losses		7,297,218	8,165,522
Adjustments on Surplus and Undivided Profits		(42,813,713)	(76,137,532)
<i>Changes in operating assets and liabilities</i>			
Loans and Receivables	8	(272,374,941)	(285,253,279)
Investment Properties	10	(2,461,706)	901,800
Other Assets	11	(8,852,930)	(16,491,950)
Deposit Liabilities	12	125,266,490	214,984,057
Accrued Interest and Other Expenses Payable	15	3,487,688	0
Accrued Expenses	16	764,146	25,277,848
Other Liabilities	17	32,494,347	7,618,655
Net Cash from Operating Activities		(7,891,906)	17,324,764
CASH FLOWS FROM INVESTING ACTIVITIES			
Held-to-Maturity Financial Assets	6	(1,999,194)	2,002,866
Investment in Non-Marketable Securities	7	0	0
Bank Premises, Furniture, Fixtures and Equipment	9	(46,669,519)	(26,154,133)
Available-for-Sale Financial Assets		0	(132,161,450)
Net Cash from Investing Activities		(48,668,714)	(156,312,716)
CASH FLOWS FROM FINANCING ACTIVITIES			
Bills Payable	13	(31,883,456)	410,539,292
Redemption of Preferred Shares		0	(1,338,455)
Cash Dividends		(1,634,520)	0
Capital Share (Withdrawal and Issuance)	16	347,305	37,500,000
Net Cash from Financing Activities		(33,170,671)	446,700,837
Increase/(Decrease) in Cash and Cash Equivalents		(89,731,291)	307,712,885
Cash and Cash Equivalents at the Beginning of the Financial Year		1,051,633,598	743,920,714
Cash and Cash Equivalents at the End of the Financial Year		P 961,902,307	P 1,051,633,598
Cash on Hand and in Vault	5	P 41,193,886	P 30,624,389
Checks and Other Cash Items	5	2,642,347	3,773,413
Due from BSP	5	60,885,739	58,398,500
Due from Other Banks	5	857,180,336	958,837,297
CASH AND CASH EQUIVALENTS		P 961,902,307	P 1,051,633,598



In full awareness of the dual role of FICOBank in the economy and society, as a provider of financial services and solutions, and a portal of economic ascendancy, and taking cognizance of its high degree of accord to upright corporate governance and the need to enhance its corporate value—as it faces intense competition in the market and adapts to stringent regulatory environment—sound and effective corporate governance is absolutely of paramount importance. The stability and sustainability of the Bank and its business operations rely a lot on corporate governance.

The linchpin of sound and effective corporate governance is an active and engaged Board that performs its responsibilities with transparency, accountability and integrity, and has the required expertise to properly oversee and direct the Management. The Senior Management is required by the Board of Directors to act with integrity, competence and prudence in carrying out the day-to-day business activities of the Bank, and to ensure that adequate and appropriate internal controls are in place.

The Corporate Governance Framework of FICOBank is specifically designed to establish and maintain an environment in which the highest standards of ethical business conduct—as exemplified by the Board of Directors and Senior Management—provide the foundation for its long-term corporate existence and success.

Corporate Governance Principles

The Board of Directors of the Bank is required to fulfill due observance of the principles and guidelines on corporate governance, so as to ensure its effectiveness. For this purpose, the following principles and complementary guidelines were adopted as important elements of an effective corporate governance process.

1. *Board's Overall Responsibilities.* The Board has overall responsibility for the Bank, including approving and overseeing the implementation of its strategic objectives, risk strategy, corporate governance and corporate values. The Board is also responsible for providing oversight of the Senior Management.
2. *Board Qualifications.* The members of the Board must be, and should remain, qualified for their positions. They must have a clear understanding of their role in corporate governance, and must be able to exercise sound and objective judgment about the affairs of the Bank. This principle shall apply to a Board member in his/her capacity as a member of the Board of Directors and as a member of any Board-level committee.

3. *Board's Own Practices and Structure.* The Board shall define appropriate governance practices for its own work, and shall have in place the means to ensure that such practices are followed and periodically reviewed for continuous improvement. The Board must exemplify, through its own practices, sound governance principles. These practices help the Board carry out its duties more effectively. At the same time, they send important signals internally and externally about the kind of institution the Bank aims to be.
4. *Senior Management.* Under the direction of the Board, the Senior Management shall ensure that the Bank's activities are consistent with the business strategy, risk tolerance/appetite and policies approved by the Board.
5. *Risk Management and Internal Controls.* The Bank must have an effective internal control system and a risk management function (including a risk officer or equivalent) with sufficient authority, stature, independence, resources and access to the Board.
6. *Risk Management and Internal Control Infrastructures.* Risks must be regularly identified, measured, monitored and controlled on a bankwide basis, and the sophistication of the Bank's risk management and internal control infrastructures must keep pace with any changes to its risk profile (including its growth), and to the external risk landscape.
7. *Internal Communication in Relation to Risk.* Effective risk management shall require robust internal communication within the Bank about risk, both across the organization and through reporting to the Board and Senior Management.
8. *Audit and Internal Control Functions.* The Board and Senior Management must effectively utilize the work conducted by the internal and external audit functions, as well as the other internal control functions.
9. *Compensation System.* The Board must actively oversee the compensation system's design and operation, and must monitor and review the compensation system to ensure that it operates as intended.
10. *Disclosure and Transparency.* The governance of the Bank must be adequately transparent to its shareholders, depositors, other relevant stakeholders and market participants.

Governance Structure

1. Board of Directors

The Board of Directors is primarily responsible for the governance of the Bank. It ensures that the Bank is governed and managed in a safe and sound manner, with an appropriate balance between financial performance and the fulfillment of its public purpose. The Board provides an independent check on the Senior Management.

The corporate powers of the Bank shall be exercised, its business conducted and all its property controlled and held, by its Board of Directors. The powers of the Board of Directors, as conferred by law, are original and cannot be revoked by the stockholders. The directors hold their office with the duty to exercise sound and objective judgment for the best interest of the Bank.

The Board is primarily accountable to the Bank's stockholders. It shall: (i) be transparent and fair in the conduct of meetings with stockholders; (ii) promote the rights of stockholders and address any impediments relative to their meaningful participation; (iii) provide the stockholders with accurate and timely information; (iv) provide the stockholders with a comprehensive and balanced assessment of the Bank's performance periodically; and (v) treat the stockholders equally.

The Board is also accountable to the Bank's stakeholders. It shall provide its employees with the appropriate benefit and continuous development program for their safety, welfare and development. The Board also recognizes the role of the Bank's clients, creditors, suppliers and business partners relative to the operations of the Bank. As such, it shall promote a sustainable program of beneficial relationship.

2. Composition of the Board

The Board of Directors has nine (9) members—seven (7) regular directors and two (2) independent directors—who are elected by the Bank's shareholders entitled to vote at the annual general assembly meeting of the Bank. They hold office in accordance with the By-Laws of the Bank.

The members of the Board of Directors are elected from a broad pool of qualified candidates. Sufficiency in number of non-executive members, who are made up of independent directors and those who are not part of the Executive Committee or day-to-day management of business operations, is likewise required to promote the independence of the Board from the views of Senior Management.

3. Duties and Responsibilities of the Board of Directors

The position of a bank director is a position of trust. A director assumes certain responsibilities to different constituencies or stakeholders, e.g., the Bank itself, its stockholders, its depositors and other creditors, its management and employees, the regulators, deposit insurer and the public at large. These constituencies or stakeholders have the right to expect that the Bank is being run in a prudent and sound manner. The Board of Directors is primarily responsible for approving and overseeing the implementation of the Bank's strategic objectives, risk strategy, corporate governance and corporate values. Further, the Board of Directors is also responsible for monitoring and overseeing the performance of the Senior Management, as the latter manages the day-to-day affairs of the Bank.

The specific duties and responsibilities of the Board of Directors shall include the following:

- 3.1 To approve and monitor the implementation of strategic objectives, which shall take into account the Bank's:
 - .1 long-term financial interests, level of risk tolerance and ability to manage risks effectively;
 - .2 system for measuring performance against plans through regular monitoring and reviews, with corrective action to be taken, as needed; and
 - .3 beneficial influence on the economy by continuously providing services that are supportive of the national economic development;
- 3.2 To approve and oversee the implementation of policies governing major areas of banking operations, which require the:
 - .1 approval of policies on all major business activities (i.e., investments, loans, asset-and-liability management, trust, business planning and budgeting, etc.);
 - .2 definition of the Bank's level of risk tolerance with respect to the said business activities;
 - .3 setting out of matters and authorities reserved to the Board for decision, which include, among others, major capital expenditures, equity investments and divestments; and
 - .4 establishment of limits of the discretionary powers of each officer, committee and such other groups for purposes of lending, investing or any other financial undertaking that exposes the Bank to significant risks;
- 3.3 To approve and oversee the implementation of risk management policies, which shall include:
 - .1 a comprehensive risk management approach;
 - .2 a detailed structure of limits, guidelines and other parameters used to govern risk-taking;
 - .3 a clear delineation of lines of responsibilities for managing risks;

- .4 an adequate system for measuring risks;
- .5 effective internal controls and a comprehensive risk-reporting process; and
- .6 provision of adequate resources to the risk management function to enable it to perform effectively;

3.4 To oversee the selection and performance of Senior Management, which involve the following:

- .1 application of the fit and proper standards in the appointment of the senior officers (i.e., personal integrity, technical expertise, banking experience and ability to uphold the Bank's corporate philosophy and core values);
- .2 monitoring of the actions of the Senior Management to ensure that these are consistent with the Board-approved policies;
- .3 establishment and maintenance of Senior Management's performance standards that are consistent with the strategic objectives and business plans of the Bank, taking into account its long-term business interests;
- .4 scheduling of a regular meeting with the Senior Management to engage in the discussion of relevant banking issues and concerns, and to review the reports and information provided by the same;
- .5 conduct of regular review of policies, systems, internal controls and self-assessment functions (e.g., internal audit, risk management and compliance) with the Senior Management to determine areas for improvement;
- .6 making sure of the continuing relevance of Senior Management's expertise and knowledge on the strategic objectives, complexity of operations and risk profile of the Bank; and
- .7 replacement of the senior officers, when necessary, and have in place an appropriate plan of succession;

3.5 To consistently conduct the affairs of the Bank with a high degree of integrity, by means of:

- .1 articulating clear policies on the handling of any transaction with DOSRI and other related parties, and ensuring that there is effective compliance with existing applicable laws, rules and regulations, at all times, and no stakeholder is unduly disadvantaged;
- .2 requiring the General Assembly to confirm by a majority vote, in its annual meeting, the Bank's significant transactions with DOSRI and related parties;
- .3 articulating acceptable and unacceptable activities, transactions and behaviors that could result or potentially result in conflict of interest, personal gain at the expense of the Bank, or unethical conduct;
- .4 formulating or adopting policies that will prevent the use of the facilities of the Bank in furtherance of criminal and other improper or illegal activities, such as, but not limited to, financial misreporting, money laundering, fraud, bribery or corruption;
- .5 discouraging explicitly the taking of excessive risks, as defined by internal policies, by establishing an employees' compensation scheme, which is aligned with prudent risk-taking, adjusted for all types of risks and sensitive to the risk's time horizon, and regularly monitoring/reviewing the same to ensure that the Bank is operating and achieving its objectives, as intended;
- .6 ensuring that the employees' retirement fund is fully funded, or the corresponding liability is appropriately recognized in the books of the Bank, and making sure that all transactions involving the said fund are conducted at arm's length;
- .7 allowing employees to communicate directly to the Board or to any independent body, with protection from

- reprisal, any legitimate concern about illegal, unethical or questionable practices, and resolving on how such concern shall be investigated and addressed; and
- .8 articulating policies in communicating corporate values, codes of conduct and other standards in the Bank, as well as the means to confidentially report concerns or violations to an appropriate body;
- 3.6 To define appropriate governance policies and practices for the Bank, and for its own work, and to establish means to ensure that such are followed and periodically reviewed for ongoing improvement, specifically by:
- .1 ensuring that the Bank's organizational structure, which defines and delineates lines of responsibility and accountability, especially between the roles of the Chairman of the Board and the President/CEO, will facilitate effective decision-making and good governance;
 - .2 maintaining, and periodically updating, the Bank's By-Laws, organizational rules and other similar documents, and setting out the prescribed requirements in terms of organization, rights, responsibilities and key activities;
 - .3 structuring the Board itself, in terms of size, discharge of functions, frequency of meetings, rules of procedure and the use of committees, so as to promote efficiency, critical discussion of issues and thorough review of the matters that need to be taken up;
 - .4 conducting the affairs of the Bank within the scope of the Board's authority, as prescribed in its charter and in existing laws, rules and regulations, and ensuring compliance with the same, which include prudential reporting obligations;
 - .5 establishing a system of checks and balances, which will apply in the first instance to the Board itself, and a mechanism for effective check and control by the Board over the Senior Management and by the latter over the line officers of the Bank;
 - .6 assessing, at least annually, the Board's performance and effectiveness, as a body, as well as its various Board-level committees, the President/CEO, the individual directors and the Bank itself, which may be facilitated by the Corporate Governance Committee or external party; and
 - .7 ensuring that the individual members of the Board, the shareholders and other key stakeholders are accurately and timely informed through a comprehensive and understandable assessment of the Bank's performance, financial condition and risk exposures;
- 3.7 To constitute committees to increase efficiency and allow deeper focus in specific areas, which shall be carried out through the following:
- .1 creation of committees, the number and nature of which would depend on the size of the Bank and the Board, the complexity of operations, long-term strategies and level of risk tolerance;
 - .2 adoption, review and update, at least annually or whenever there are significant changes therein, of the respective charter of each committee, which sets out its particular mandate, scope and working procedures;
 - .3 appointment of the members of the Board-level committees, taking into consideration the optimal mix of expertise and experience to allow the committeemen to fully understand, be critical and objectively evaluate the issues;

- 4 furtherance of the principle objectivity through the appointment of independent directors and non-executive members of the Board to the greatest possible extent, as long as the same will not impair the effectiveness and impartiality of the committees; and
 - .5 assurance of the documentation, maintenance and availability of appropriate records (e.g., minutes of meetings or summary of matters reviewed and the decisions made) of the respective deliberations and actions of the committees, which will serve as bases for the fulfillment of their responsibilities and assessment of their performance and effectiveness;
- 3.8 To effectively utilize the work conducted by the internal audit, risk management and compliance functions, and the external auditors, by way of:
- .1 recognizing and acknowledging the importance of the assessment of the independent, competent and qualified internal and external auditors, as well as the risk and compliance officers in ensuring the safety and soundness of the Bank's operations;
 - .2 conducting meeting with the external auditor and heads of the internal audit, compliance and risk management functions, in the absence of the Senior Management; and
 - .3 undertaking timely and effective actions on identified issues affecting the safety and soundness of the Bank's operations.

4. Liability of Directors

Any director(s) who willfully and knowingly vote or consent to patently unlawful acts, or who is/are guilty of gross negligence or bad faith in directing the affairs of the Bank or acquire any personal or pecuniary interest in conflict with his/her/their duty as such director(s), shall be liable jointly and severally for all damages (resulting therefrom) suffered by the Bank, its shareholders and other persons.

5. Meetings and Quorum Requirements

Over time, the role of the Board is becoming more difficult because, from time to time and during its regular and special meetings, it needs to deal with a wider variety of intricate issues concerning the complexity of the banking business, the high dynamism and volatility of the markets, and the rigorous oversight function of the Board, as a prerequisite for the sound and prudent governance of the Bank.

With the aforementioned premise, the regular and independent members of the Board must attend regular and special meetings in person—a proxy is not allowed. One-half plus one of the members of the Board shall constitute a quorum.

To fulfill its fiduciary responsibilities, the Board—for the year 2015—held 12 regular meetings and eight (8) special meetings to receive and discuss reports, along with other presentations, about the Bank and its operations, as well as its plans and programs, products and services, financial and non-financial performances, audit findings and exceptions, legal and compliance issues, risk profiles and control measures, and other strategic and operational issues impacting the Bank's business.

The following were/are the members of the Board and their respective attendance during meetings:

Board of Directors (January-May 2015)

Name	Position	Meeting Attendance	%
Atty. Estalker A. Argonza	Chairman	9/9	100.00%
Mr. Wilfredo C. Antonio	Vice Chairman	9/9	100.00%
Mr. Flordelino A. Almazan	Member	9/9	100.00%
Mr. Eufemio M. Basuel	Member	9/9	100.00%
Ms. Pasencia B. Battung	Member	9/9	100.00%
Mr. Edwin C. Domingo	Member	9/9	100.00%
Mr. Ernesto C. Gamboa	Member	9/9	100.00%
Mr. Florentino T. Somera, Jr.	Member	1/1	100.00%
Mr. Erwin B. Tabucol	Member	9/9	100.00%

Board of Directors (May-December 2015)

Name	Position	Meeting Attendance	%
Mr. Wilfredo C. Antonio	Chairman	11/11	100.00%
Mr. Ernesto C. Gamboa	Vice Chairman	11/11	100.00%
Mr. Flordelino A. Almazan	Member	11/11	100.00%
Ms. Pasencia B. Battung	Member	11/11	100.00%
Mr. Edwin C. Domingo	Member	11/11	100.00%
Mr. Florentino T. Somera, Jr.	Member	11/11	100.00%
Mr. Erwin B. Tabucol	Member	11/11	100.00%
Mr. Rogelio R. Agcaoli	Member	11/11	100.00%
Ms. Cecilia G. Mariano	Member	11/11	100.00%

Board-Level Committees

1. Executive Committee

The Executive Committee (EXECOM) is composed of five (5) members, to wit: the Chairman; the Vice Chairman; and three (3) members of the Board. The President/CEO and one (1) Executive/Senior Vice President shall serve as ex-officio members, together with the Corporate Secretary, who shall act as an ex-officio secretary of the EXECOM. The Committee has the same functions and powers as the Board of Directors, with the exception of those which the Board may reserve for itself or assign to other committees. The Committee is mandated to act on behalf of the Board of Directors, as an executive governing body, when the latter is not in session, and to engage in oversight and decision-making on issues or matters of importance concerning the business affairs of the Bank.

2. Corporate Governance Committee

The Corporate Governance Committee is composed of five (5) members, to wit: the Chairman of the Board; two (2) independent directors; and two (2) regular directors. The President/CEO and one (1) Executive/Senior Vice President shall serve as ex-officio members. The Committee Chairman must be an independent director. The Committee is vested with the principal mandate to provide assistance, information, guidance and advice to the Board on all matters pertaining to corporate governance and other issues related thereto.

3. Audit & Inventory Committee

The Audit and Inventory Committee (AIC) is composed of three (3) members of the Board of Directors, two (2) of whom shall be independent directors, preferably with accounting, auditing or related financial management expertise or experience. The Committee Chairman must be an independent director. The President/CEO, and other officers holding management-level positions, shall not be appointed as members of the AIC. The Committee has the primary mandate to provide assistance to the Board of Directors in fulfilling its oversight responsibilities for the integrity of the Bank's financial statements, as well as its compliance with legal and regulatory requirements, selection of, and engagement with, its independent external auditor(s), and the performance of its internal control, audit, inventory and investigation functions.

4. Credit Committee

The Credit Committee is composed of seven (7) members, to wit: four (4) regular members of the Board; the President/CEO; and the two (2) Executive/Senior Vice Presidents. The Corporate Secretary shall serve as an ex-officio secretary of the CRECOM. The Board may also appoint one additional director to serve as an alternate in the CRECOM in the absence or inability of any director-member thereof. Independent directors shall not be appointed as members of the CRECOM. The Committee has the primary mandate to provide assistance to the Board of Directors in establishing a loan portfolio that will assure the safety of loanable funds, earn sufficient income to provide an adequate return on capital, and enable the respective families and communities of the clients to prosper.

5. Budget Committee

The Budget Committee is composed of five (5) members of the Board. The President/CEO and the two (2) Executive/Senior Vice Presidents shall serve as ex-officio members of the Budget Committee. The Committee has the basic function of providing assistance to the Board of Directors in budget planning, so as to prepare the Bank for what is to come, and to help it make the most out of its available resources.

6. Education & Training Committee

The Education and Training Committee is composed of three (3) members of the Board of Directors, who possess a range of expertise as well as adequate knowledge of the Bank's education and training agenda/initiatives. The HRAD Head shall serve as an ex-officio secretary to the Committee. The Committee has the primary mandate to provide assistance to the Board of Directors in the development and oversight of the Bank's Education and Training Program, so as to ensure competence of the directors, officers and staff in carrying out their respective basic functions and specific responsibilities.

7. Bids & Awards Committee

The Bids and Awards Committee is composed of five (5) members of the Board of Directors. The President/CEO shall serve as an ex-officio member of the Bids and Awards Committee. The Committee has the primary mandate to provide assistance to the Board of Directors in the implementation of the bidding and awarding processes, which involve technical, financial, legal and other aspects of the Bank's construction/renovation projects, procurement activities, and sale of acquired assets and disposal of scrap materials.

Corporate Governance Program

Owing to its good corporate governance, among other factors, the Bank continued to grow and succeed over a period of time. However, as it expands its branch network and diversify its financial products/services, its banking operations become more complex.

With such complexity, which is coupled with the regulatory requirement to enhance corporate governance, as prescribed by both the Basel Committee on Banking Supervision and the Bangko Sentral ng Pilipinas,

the need to assess the soundness and effectiveness of the Bank's existing corporate governance, with the end in view of strengthening the same, is so compelling. That's why, after a two-day workshop in the last quarter of 2012, a program was embarked on for this purpose.

The Corporate Governance Program has a very lofty goal, which is succinctly stated as: By the end of 2015, the Board of Directors of the Bank is compliant with the core principles and best practices of sound and effective corporate governance in banking.

The Corporate Governance Program has these six components, namely: competency development; strategic direction; policy development; oversight strengthening; transparency enhancement; and risk management. These program components have their respective objectives, with corresponding projects/activities.

Each project/activity, to be undertaken by responsible persons or organizational units/bodies within a time frame of three years, has its significance in the attainment of the program goal. To determine the success and effectiveness of each project/activity to be carried out, an output/performance indicator is specified in the program.

With this program, the Bank is committed to upholding the core principles and best practices of corporate governance in banking. And it ought to undertake every effort necessary to ensure the execution of its corporate mandate with integrity, transparency, accountability, prudence and appropriate control—the fundamental underpinnings of an impeccable corporate governance.

At the end of the first phase of the Corporate Governance Program in 2015, the following accomplishments, based on the six-pronged components, were recorded:

1. Competency Development

1.1 Objective: To make sure that the members of the Board of Directors possess the necessary competence to perform their respective roles in corporate governance.

1.2 Accomplishments:

- .1 Induction/Orientation of New Directors;
- .2 Continuing Education and Training of Directors;
- .3 Upgrading of the Qualification Standards for Directors;
- .4 Strict Application of the Fit and Proper Rule; and
- .5 Performance Evaluation of the Board and Individual Directors.

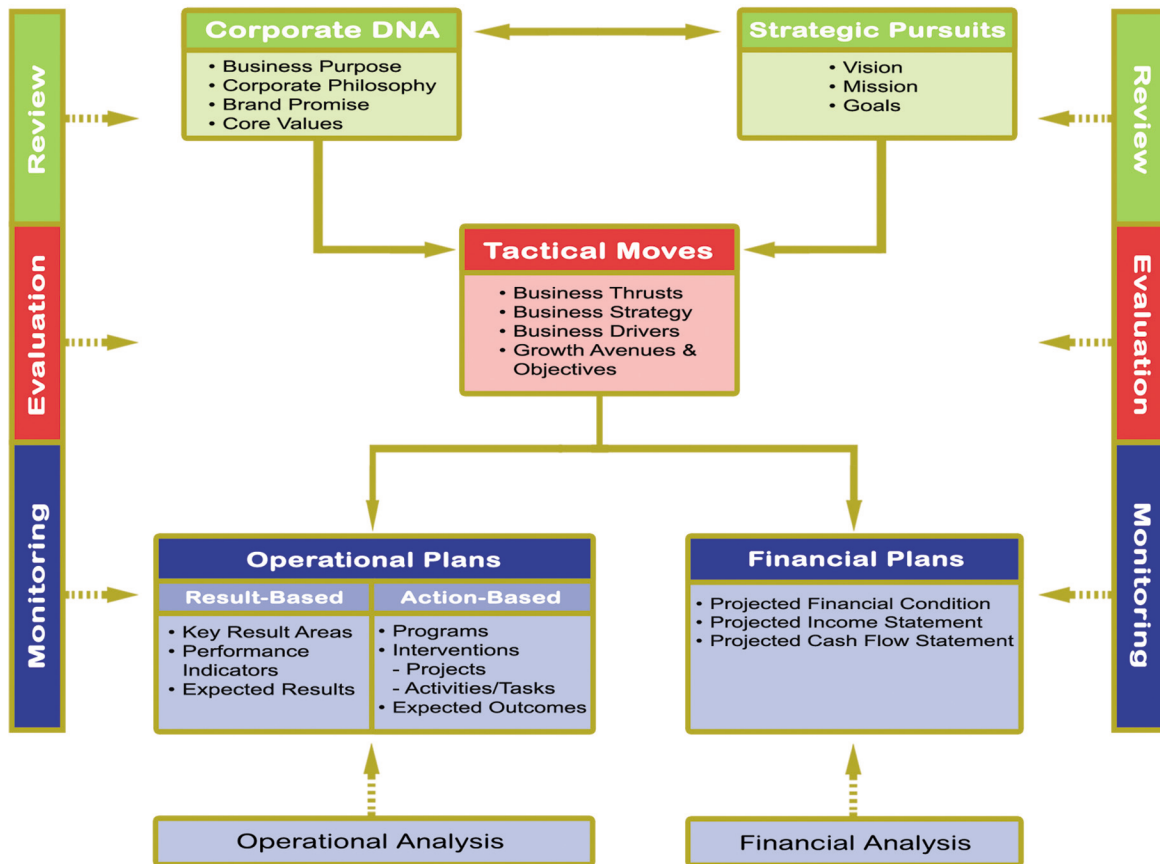
2. Strategic Direction

2.1 Objective: To bring about a strong, stable and sustainable banking business.

2.2 Accomplishments:

- .1 Management Inputs to Strategic and Operational Planning;
- .2 Conduct of Strategic and Operational Planning;
- .3 Institutionalization of the Corporate DNA of FICOBank;
- .4 Conduct of Preliminary Review of the Integrated Plans;
- .5 Determination of the Strategic Pursuits (FICOBank 2020); and
- .6 Crafting of the Operational and Financial Plans for Competitiveness and Growth.

FICOBank 2020 Framework



3. Policy Development

3.1 Objective: To ensure that the policy requirements of the Bank are appropriately and adequately met.

3.2 Accomplishments:

- .1 Whistleblowing Policy;
- .2 Outsourcing Policy;
- .3 Policy and Guidelines on Screening and Selection of Independent Directors;
- .4 Policy and Guidelines on Management Succession Plan;
- .5 Policy and Guidelines on Accepting Second-Endorsed Checks;
- .6 Policy and Implementing Guidelines on FICOBank Visual Identity;
- .7 Policy and Guidelines on Condonation of Penalties on Loans;
- .8 Policy and Guidelines on the Classification & Control of Information Assets;
- .9 Policy and Guidelines on the Bank's Education & Training Fund;
- .10 Policy and Guidelines on the Rehabilitation Program for the Coop-Stockholders of FICOBank;
- .11 Scorecard for Performance Evaluation and Employees' Development (SPEED);
- .12 Performance Scorecards for Board, Committees and Senior Officers;
- .13 Guidelines on Customer Service Audit (CSA);
- .14 Charters of various organizational units/bodies;
- .15 Information Security Program Manual;

- .16 Record and Document Management Manual;
- .17 Risk-Based Lending Manual;
- .18 Treasury Management Manual;
- .19 Financial Consumer Protection Manual;
- .20 Review and Updating of the Security Program Manual;
- .21 Review and Revision of the Compliance Program Manual;
- .22 Updating of the Anti-Money Laundering and -Terrorist Financing Compliance Manual;
- .23 Updating of the Business Continuity Plan;
- .24 Updating of the Deposit and Loan Products Manual;
- .25 Land Financing Manual; and
- .26 Farm Machinery Financing Manual.

4. Oversight Strengthening

4.1 Objective: To see to it that the Board has a strong oversight of the Bank's business strategy, corporate values, risk management, internal control system and financial soundness.

4.2 Accomplishments:

- .1 Updating of Corporate Governance Manual;
- .2 Board of Directors' Internal Rules of Procedures;
- .3 Codified Approving and Signing Authority Manual;
- .4 Review and Updating of Organizational Rules and Charters;
- .5 Creation of the Budget Committee;
- .6 Strengthening of Checks and Balances;
- .7 Performance Standards for Senior Management;
- .8 Quick Response to BSP Audit Exceptions; and
- .9 Monitoring of Major Projects and New Products of the Bank.

5. Transparency Enhancement

5.1 Objective: To bring about a corporate governance that is adequately transparent to the Bank's shareholders, depositors, supervisors/regulators and other stakeholders.

5.2 Accomplishments:

- .1 Adoption of Code of Conduct and Ethical Standards;
- .2 Disclosure of Corporate Governance and Risk Management Practices in Annual Reports; and
- .3 Maintenance of an Effective Relationship with the Regulatory/Supervising Agencies.

6. Risk Management

6.1 Objective: To ensure the long-term stability and growth of the Bank by maintaining its risk exposures within acceptable parameters while maximizing its returns.

6.2 Accomplishments:

- .1 Creation of the Credit Risk Management Office;
- .2 Development of the Credit Risk Management Framework;
- .3 Development of the Credit Risk Management Process;
- .4 Development of the Credit Risk Management Manual; and
- .5 Development of the Risk-Based Internal Control and Audit Manual.

Performance Scorecards for the Board of Directors, Board-Level Committees and Senior Management

So as to determine if it is effectively and efficiently performing its responsibilities, the Board makes use of the “balanced scorecard,” as ‘twas built on the basic premise that “measurement motivates and that measurement must start with a clearly described strategy.” This performance scorecard is an effective tool in determining and enhancing the competence and effectiveness of the Board, its committees and key officers.

Hereunder are the Performance Scorecards of the Board of Directors, the Board-level committees, Office of the President and the Internal Audit Department for 2015.

Organizational Unit/Body	Rating
Board of Directors	89.75%
Executive Committee	91.04%
Corporate Governance Committee	86.58%
Audit & Inventory Committee	95.30%
Credit Committee	88.75%
Education & Training Committee	96.33%
Office of the President	94.22%
Internal Audit Department	89.53%

The individual directors and the different Board-level committees, together with the key officers of the Bank (i.e., Senior Vice Presidents and Corporate Secretary), have also their respective performance scorecards. All have very satisfactory ratings.

FICOBank Business Continuity

The Bank, in its commitment to serve incessantly its multisectoral clientele in any crisis situation, keeps and updates periodically its Business Continuity Plan (BCP). Through this BCP, doable plans and processes are accessible, as they were made available, to the concerned organizational units of the Bank. These units are expected to rehearse the plans on a periodic basis, considering different applicable scenarios and using different resources within the Bank. In compliance with the requirement of BSP, a test team, preferably spearheaded by the Chief Compliance Officer, shall be created for the purpose of testing and validating the action plans (i.e., response processes and recovery procedures), as specified in the BCP. Such testing and validation activity shall be undertaken annually. If a deficiency in the action plan will be found out, the same shall be promptly addressed by the Business Continuity Officer.

In the event that business disruptions or contingencies occur, the Bank shall implement its BCP to ensure that its business operations will continue. The following command officers are responsible for declaring a contingency and invoking the necessary business continuity procedures: (i) generally, the President/CEO has the command over the organization in times of bankwide crisis, and he/she will be the Chairman of the Bank’s Business Continuity Center; (ii) for Corporate Office, the Department/Office Heads shall have the command for contingencies under their respective areas of responsibility, based on the reports of the units under their jurisdiction; and (iii) for Area/Branch Offices, the Area/Branch Managers shall have the command for area/branch office contingencies, based on the reports/updates provided by their respective staff.

The Business Continuity Plan of the Bank is essentially designed to manage and mitigate its business interruption risks through prescribed strategies and/or actions that will be executed during emergency situations. With it, “business will always be as usual” at FICOBank.

Board of Directors



Mr. WILFREDO C. ANTONIO
Chairman of the Board

Chairman of the Board of Directors of FICOBank since 2015. Incumbent Chairman of the Executive Committee, Bids & Awards Committee and Special Investigation Committee; and member of the Corporate Governance Committee. Current Chairman of the Board of the San Manuel Multi-Purpose Cooperative; Chairman of the Civil Society Organization of San Manuel; and Chairman of the Municipal Cooperative Development Council. Former *Sangguniang Bayan* (SB) Member of San Manuel, Isabela, for three consecutive terms; and Farm Management Technician of the Bureau of Agricultural Extension – Department of Agriculture. Graduate of BS Agriculture, Central Luzon State University.



Mr. ERNESTO C. GAMBOA
Vice Chairman of the Board

Vice Chairman of the Board of Directors of FICOBank since 2015. Incumbent Chairman of the Education & Training Committee; and member of the Executive Committee and Audit & Inventory Committee. Current Chairman of the Board of the Roxas Hybrid Seed Growers Multi-Purpose Cooperative. Former *Sangguniang Bayan* (SB) Member of Roxas, Isabela, for three consecutive terms; Collector, Loan Officer and then Bookkeeper of the Rural Bank of Burgos; and Loan Officer and then Branch Manager of the Consolidated Rural Bank (Cagayan Valley) Inc. Graduate of BS Business Administration – Accounting, National College of Business and Arts.



Mr. FLORDELINO A. ALMAZAN
Director

Director of FICOBank since 2004; and has been Corporate Secretary and Chairman of the Board. Incumbent Chairman of the Credit Committee; and member of the Special Investigation Committee. Current Municipal Civil Registrar of the Local Government Unit of Mallig, Isabela; Chairman of the Board of the Mallig Municipal Employees Cooperative; Director of the Cooperative Food Center; Director of the Victoria Multi-Purpose Cooperative; and member of the Mallig Fish Farmers Multi-Purpose Cooperative. Former Loan Officer of the Rural Bank of Reina Mercedes; Confidential Assistant of the Philippine Tobacco Administration; Enumerator of the National Statistics Office; Agricultural Technician of the Department of Agriculture; and Agriculturist of the Local Government Unit of Mallig, Isabela. Graduate of BS Agricultural, Isabela State University; and Master in Public Administration, St. Ferdinand College.



Ms. PASENCIA B. BATTUNG
Director

Director and Treasurer of FICOBank since 2013. Incumbent member of the Executive Committee, Education & Training Committee and Bids & Awards Committee. Current Principal II of the Department of Education; Chairperson of the Board of the Damortis Multi-Purpose Cooperative; and Board Member of the Mallig Samahang Nayon Area Marketing Cooperative. Former member of the Election Committee of FICOBank; and Teacher I, Head Teacher III and then Principal I of the Department of Education. Graduate of BS Elementary Education, St. Ferdinand College; and Master of Arts in Education, Mallig Plains College. Completed the academic requirements for Doctor of Education, Northeastern College.



Mr. EDWIN C. DOMINGO
Director

Director of FICOBank since 2004; and former Vice Chairman of the Board. Incumbent member of the Credit Committee. Current Agriculturist of the Local Government Unit of Mallig, Isabela; and Board Member of the Mallig Samahang Nayon Area Marketing Cooperative, Mallig Credit & Savings Cooperative and Olango Multi-Purpose Cooperative. Graduate of BS Agriculture, Isabela State University; and Master in Public Administration, St. Paul University.



Mr. ERWIN B. TABUCOL
Director

Independent Director of FICOBank since 2013. Incumbent Chairman of the Audit & Inventory Committee and Corporate Governance Committee. Former Accounting Clerk, Clearing Assistant, Teller, Account Officer and then Loan Officer of the Land Bank of the Philippines; Financial Analyst of the Farm System Development Corporation; Bookkeeper of the Local Government Unit of Roxas, Isabela; Accountant of the Mallig Samahang Nayon Area Marketing Cooperative; and Finance Officer of the Village Farmers Multi-Purpose Cooperative. Graduate of BS Commerce – Accounting, University of the East. A Certified Public Accountant (CPA).



Mr. FLORENTINO T. SOMERA, JR.
Director

Director of FICOBank since 1992; and former Chairman, for two staggered terms, and Vice Chairman of the Board. Incumbent member of the Corporate Governance Committee and Special Investigation Committee; and alternate member of the Credit Committee. Current Municipal Agricultural Officer of the Local Government Unit of Mallig, Isabela; Chairman of the Mallig Samahang Nayon Area Marketing Cooperative and Sinaoangan Sur Multi-Purpose Cooperative; and Vice Chairman of the Olango Multi-Purpose Cooperative. Former Agricultural Cooperative Development Officer who organized the cooperatives and *samahang nayons* that made up the original stockholders of FICOBank. Graduate of BS Agriculture, Isabela State University; and Master in Public Administration, St. Paul University.



Mr. ROGELIO R. AGCAOILI
Director

Director of FICOBank for staggered terms since 2008. Incumbent member of the Executive Committee, Corporate Governance Committee and Audit & Inventory Committee. Current Chairman of the Mapuroc Multi-Purpose Cooperative. Former General Clerk of the Metropolitan Waterworks and Sewerage Systems; Credit and Collection Supervisor of the 2M Agro-Industrial Venture; and Senior Technician of the Lancaster's Universal Leaf Philippines. Graduate of Bachelor of Science in Business Administration, St. Ferdinand College.



Ms. CECILIA G. MARIANO
Director

Director of FICOBank since 2015; and former member of the Advisory Committee. Incumbent member of the Corporate Governance Committee, Education & Training Committee and Bids & Awards Committee. Current Chairperson of the First Credit and Development Cooperative. Former Agricultural Technologist of the Local Government Unit of San Mateo, Isabela. Graduate of BS Agriculture, Nueva Vizcaya State Institute of Technology.



Mr. HERMINIO G. OCAMPO
President & CEO

President & Chief Executive Officer and Ex-Officio Member of the Board of FICOBANK since 2002 and 2003, respectively; and former Director and then Chairman of the Board. Incumbent member of the Executive Committee, Credit Committee and Corporate Governance Committee. Former Party-List Representative of the BUTIL Farmers Party in Congress; President of the Cooperative Bank Federation of the Philippines; President of the Cooperative Union of the Philippines; Director of the Cooperative Insurance System of the Philippines; Supervisor of the National Irrigation Administration; Department Head of the Western Isabela Colleges; and Manager of the Mallig Samahang Nasyon Area Marketing Cooperative. Graduate of BS Agriculture, Araneta University. Earned units in Master in Business Administration, University of the Philippines – Extension Class.



Ms. FILIPINA B. MONJE
LBP Representative

LBP Representative to the Board of FICOBANK since 2013. Current First Vice-President and Group Head of the Southern Luzon Lending Group of the Land Bank of the Philippines. Graduate of BS Commerce – Accounting (Cum Laude), University of Luzon. Earned units in Bachelor of Laws, Northwest College; Master in Business Management, University of La Salette; and Master in Business Administration, De La Salle University. A Certified Public Accountant (CPA).



Mr. ROGELIO B. BENITEZ
Corporate Secretary

Corporate Secretary of FICOBANK since 2015. Incumbent Secretary of the Executive Committee and Credit Committee. Current Chairman of the New Casili Multi-Purpose Cooperative. Former *Sangguniang Bayan* (SB) Secretary and then Municipal Planning and Development Coordinator of the Local Government Unit of Mallig, Isabela; Farm Management Technician and then Agrarian Reform Technician of the Department of Agrarian Reform; and Vice President and then Director of the Philippine League of Sanggunian Secretaries. Graduate of BS Agriculture, Araneta University Foundation; and Master in Public Administration, Our Lady of the Pillar College.

Senior Management



Mr. HERMINIO G. OCAMPO
President & CEO

From left 

Atty. HUBERT E. MOLINA
SVP for Treasury
& Corporate Services

Mr. EMILIO U. RICO, JR.
SVP for Operation
& Banking Services





Treasury and Corporate Services Group

Atty. HUBERT E. MOLINA
SVP for Treasury
& Corporate Services Group/
Executive Assistant to the President



Mr. OSCAR M. MANINANTAN
Chief Compliance Officer



Mr. JIMMY C. PADERNILLA
Chief Security Officer



Mr. RONALD C. BUSTO
Head, Corporate Banking
Services



Mr. ROMMEL M. LINDO
Head, Information &
Communications
Technology Department



Dr. ROBERT R. PALAC
Head, Business Development
Department



Mr. DIONICIO A. MARQUEZ, JR.
Head, Credit Department



Mr. SAMSON T. DAGUIO
Area Administrative Officer



Ms. JUVY M. GALUTERA
Head, Treasury Department



Mr. GILBERT A. GALOPE
Head, Accounting Department



Mr. ALBERT V. AGNES
Head, Internal Audit
Department



Atty. EMMANUEL D. MARQUEZ
Head, Asset Management &
Legal Department



Ms. MARJORIE J. CABIGAS
Head, Credit Risk
Management Office



Dr. MARLENE M. OBEDOZA
Head, Human Resource &
Administration Department

Operation and Banking Services Group



Mr. EMILIO U. RICO, JR.
SVP for Operation
& Banking Services Group

From left 

Ms. ZORINA S. ARADANAS
Area Manager, Region II

Mr. JIMMY R. PARONGAN
Area Manager, Regions I & III





Ms. MA. PILAR MILAGROS C. ATIENZA
Manager, FICOBank Roxas



Mr. EMERSON C. UMayAM
Manager, FICOBank Santiago



Engr. TOLENTINO D. TABAGO, JR.
Manager, FICOBank Cauayan



Ms. BENILDA R. LABAUZA
Manager, FICOBank Jones



Ms. SUSAN O. PEROJA
Manager, FICOBank Solano



Mr. EMMANUEL A. BARTOLOME
Manager, FICOBank Tumauni



Ms. FRANTES T. CADIZ
Manager, FICOBank San Mateo



Ms. REMEDIOS C. ABES
Manager, FICOBank Solana



Mr. ROMEO C. GATAN
Manager, FICOBank Aparri



Mr. VIVENCIO PAQUITO S. DOMINGO
Manager, FICOBank Aurora



Mr. DENVER M. HIPOLITO
Manager, FICOBank Diffun



Ms. ROLANGELIN G. NUEVE
Manager, FICOBank Maddela



Mr. NOEL DE AMOR S. NAVARRO
Manager, FICOBank Alicia



Ms. CHRISTIAN JOY R. REYES
Manager, FICOBank Echague



Mr. WARREN C. TUPPAL
Manager, FICOBank Bambang



Mr. JOEL G. CADORNA
Manager, FICOBank Tuguegarao



Ms. LOIDA C. DELA CRUZ
Manager, FICOBank Ilagan



Mr. ANGELO T. SALVADOR
Manager, FICOBank Urdaneta



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Manager, FICOBank Zaragoza

Products and Services

DEPOSIT PRODUCTS



LOAN PRODUCTS



MONEY TRANSFER/REMITTANCE SERVICES

- ✓ Inter-Branch Deposit
- ✓ Online Money Transfer
- ✓ SSS Payment Collection
- ✓ Western Union Money Transfer
- ✓ BDO Remit
- ✓ GCASH Remit
- ✓ MoneyGram

MOBILE-MONEY BANKING

- ✓ Deposit Placement
- ✓ Loan Payment
- ✓ M-Money Card

Bank Directory

HEAD OFFICE

FICOBank Corporate Center
 Maharlika Hwy., Minante I
 Cauayan City, Isabela, 3305
 Tel. Nos.: (078) 307-0051 / 307-2675 / 307-3364

REGION I

FICOBank Lingayen

Matriarch Enterprise Bldg.
 Avenida Rizal East, Poblacion
 Lingayen, Pangasinan
 Tel/Fax No.: (075) 529-1707

FICOBank Malasiqui

Montemayor St., Poblacion
 Malasiqui, Pangasinan
 Tel/Fax No.: (075) 536-4294

FICOBank Urdaneta

Alexander St., Poblacion
 Urdaneta City, Pangasinan
 Tel. No.: (075) 568-6530

REGION II

FICOBank Alicia

Alicia-San Mateo Rd., Antonino
 Alicia, Isabela
 Tel. No.: (078) 323-0447
 Tel/Fax No.: (078) 662-7139

FICOBank Echague

Castillo Bldg., Old Public Market
 Taggappan, Echague, Isabela
 Tel/Fax No.: (078) 305-9255

FICOBank Santiago

Ramon Bldg., Maharlika Rd.
 Victory Norte, Santiago City
 Tel. Nos.: (078) 305-0068 / 305-1472

FICOBank Aparri

Rizal St., Centro 8
 Aparri, Cagayan
 Tel. No.: (078) 888-2312

FICOBank Ilagan

Subido Bldg., National Hwy.
 Baligatan, Ilagan City, Isabela
 Tel. No.: (078) 624-0183

FICOBank Solana

Centro Southwest
 Solana, Cagayan
 Tel. Nos.: (078) 396-0184 / 501-7020

FICOBank Aurora

WDN Bldg., National Hwy.
 San Jose, Aurora, Isabela
 Tel. No.: (078) 652-1379

FICOBank Jones

Torio St., Brgy. 1, Jones, Isabela
 Tel. No.: (078) 376-0026

FICOBank Solano

Gaddang St., Poblacion South
 Solano, Nueva Vizcaya
 Tel. No.: (078) 326-7245
 Tel/Fax No.: (078) 326-5735

FICOBank Bambang

National Hwy., Calaocan
 Bambang, Nueva Vizcaya
 Tel/Fax No.: (078) 362-0372

FICOBank Maddela

Magsaysay St., Poblacion Norte
 Maddela, Quirino
 Tel. No.: (078) 353-9576

FICOBank Tuguegarao

Luna St., Ugac Norte
 Tuguegarao City, Cagayan
 Tel. No.: (078) 844-2502

FICOBank Cauayan

Cor. Don Juan Dacanay & Consuelo Sts.
 San Fermin, Cauayan City, Isabela
 Tel. Nos.: (078) 652-3363 / 652-0215

FICOBank Roxas

Cor. Leal & Jara Sts., Bantug
 Roxas, Isabela
 Tel. No.: (078) 642-0319
 Tel/Fax No.: (078) 642-8350

FICOBank Tumauni

Uy Bldg., National Hwy., Lingaling
 Tumauni, Isabela
 Tel/Fax No.: (078) 323-1139

FICOBank Diffun

Alberto Co Bldg., National Hwy.
 A. Bonifacio, Diffun, Quirino
 Tel. No.: (078) 353-9575

FICOBank San Mateo

Public Market, Magsaysay St.
 Brgy. 3, San Mateo, Isabela
 Tel. Nos.: (078) 664-2588 / 323-0661

REGION III

FICOBank Baliwag

Sauco-Francisco Bldg., Benigno
 S. Aquino Ave., Bagong Nayon
 Baliwag, Bulacan
 Tel. No.: (044) 798-1226

FICOBank Dinalupihan

National Hwy., San Ramon
 Dinalupihan, Bataan
 Tel/Fax No.: (047) 636-1307

FICOBank Paniqui

252 M.H. Del Pilar St., Estacion
 Paniqui, Tarlac
 Tel. No.: (045) 931-2911

FICOBank San Jose

Ignacio Bldg., Maharlika Hwy.
 Brgy. F.E. Marcos
 San Jose City, Nueva Ecija
 Tel. No.: (044) 958-2288

FICOBank Cabanatuan

Maharlika Hwy., Dicarma District
 Cabanatuan City, Nueva Ecija
 Tel/Fax No.: (044) 464-7466

FICOBank Gapan

KL Bldg., Tinio St., San Vicente
 Gapan City, Nueva Ecija
 Tel. No.: (044) 486-0136

FICOBank Rizal

Aglipay St., Poblacion Sur
 Rizal, Nueva Ecija
 Tel. No.: (044) 958-8400

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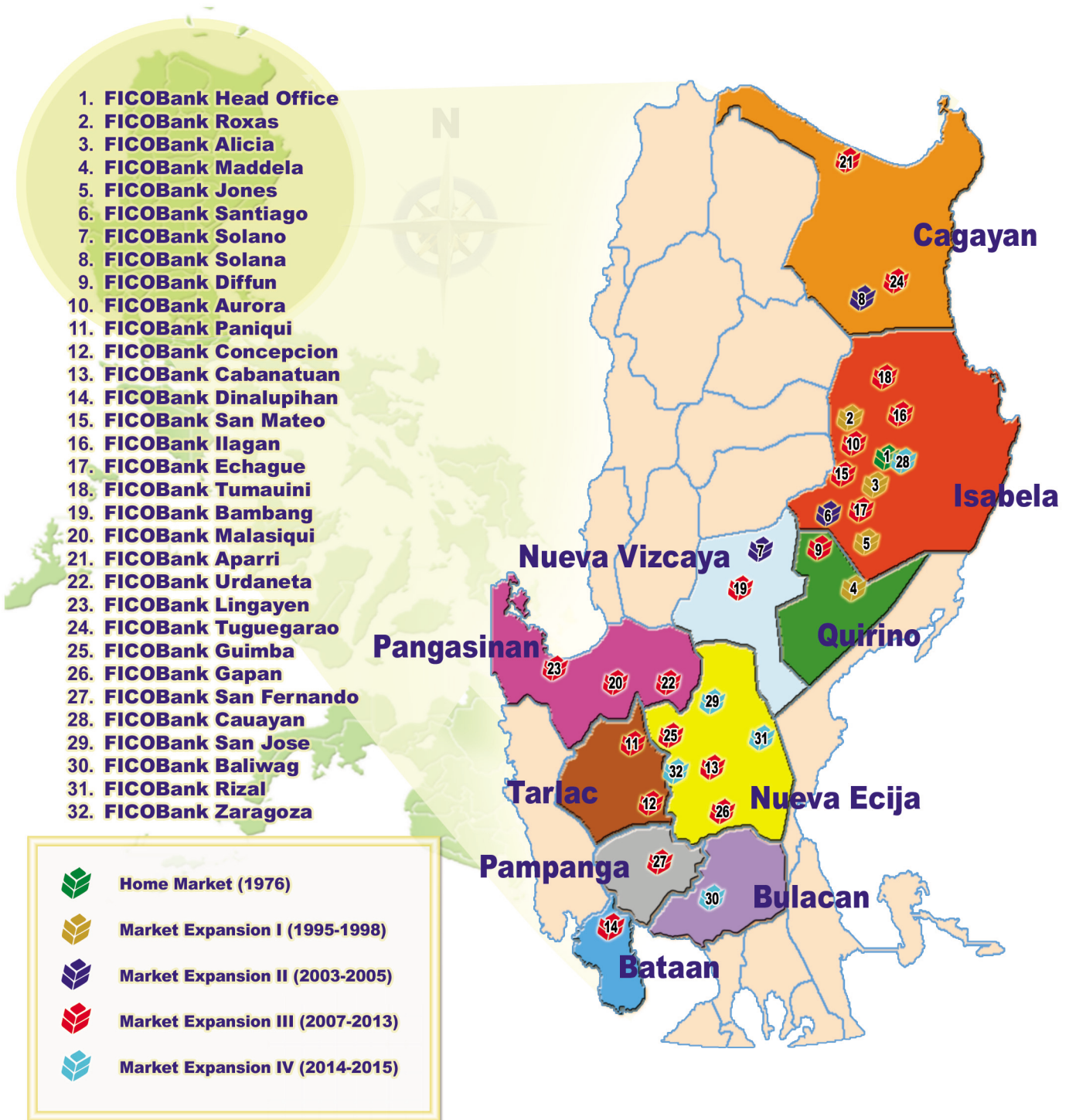
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Plaza Carlota, A. Salvador St.
 Sto. Cristo, Guimba, Nueva Ecija
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