

#### **Vision**

To be a strong regional bank within greater Mindanao that leads in the delivery of high quality financial products and services that promote, support and encourage entrepreneurship in the countryside

#### Mission

Provide innovative financial products and services to small and medium-sized enterprises, micro-entrepreneurs, especially women, and to members of low-income groups to ensure that credit is utilized appropriately to improve their economic wellbeing.

Promote savings consciousness as a means of attaining self-sufficiency and self-reliance.

Strive to offer the highest quality service and customer value by investing in human resource development.

Provide a work environment that will stimulate the employees to be innovative and enable them to realize their professional objectives.

Make certain that each employee will be given the opportunity for professional advancement as merited and have the right to economic security and stability.

Guarantee that shareholders value is enhanced through prudent investment undertakings and efficient operations.

Abide by the laws and regulations of the Philippines to which it is subject and adhere to international standards within core operations.

# **Table** of Contents

	Page
PRESIDENT'S REPORT	. 4-8
<b>REVIEW</b> OF OPERATION	.9 -11
CORPORATE GOVERNANCE	12-15
<b>RISK</b> MANAGEMENT SYSTEM	16-18
PARTNERS AND FUNDERS	19
<b>2013</b> MILESTONES	20-21
PRODUCTS & SERVICES	22
FINANCIAL STATEMENTS	23-28
DIRECTORY	29

ENTERPRISE Bank
A Thrift Bank

2013
ANNUAL REPORT

This year's theme

Growing the business is every small institution's dream. The last 37 years have been proof to Enterprise Bank's relentless pursuit to reaching this dream. As each year sets in, EBI becomes better and it remains unwavering to the quest of becoming the most reliable regional bank in the southern part of the Philippines.

Two years ago, EBI began doing innovations to provide diverse banking services to every household especially in the rural areas. It took a big leap from being a plain credit and deposit service provider to offering new avenues for its customers who enjoy the offer of other financial services. In 2012, it launched its own ATM operations and expanded its remittance network to increase customer reach. In 2013, it further grew these new business segments by doubling the ATMs and multiplied its network partners in payment and remittance. It also developed a new alliance with local electric cooperatives in Surigao and Agusan areas that earned wide advantage to its savings generation strategies.

These deliberate steps to provide responsive services reflecting the goals of financial inclusion have already benefited the segments that are "traditionally unserved and underserved". EBI is certainly pleased to have brought a modern sphere of banking not only to its loyal patrons but to the banking public whose financial service needs also evolved over time.

# From the President



We have taken advantage of technology and brought banking services right at the doorsteps of clients in the countryside for a wide range of banking transactions.

> Chairman of the Board & President/CEO

# 2013 in Review

#### The Must Know

2013 was a year of good opportunities for Enterprise Bank. It was an ideal time to take advantage of the recent advances in technology that earned us more customers, stronger alliances and optimistic reviews from our business partners. We put up strategic access points through ATMs in the grassroots areas, and developed new partners in cash management services and payment services. These strategies surprisingly gained fast acceptance from a larger part of our target market and contributed to a finer image of EBI, as a partner of every household and small scale clients.

With confidence in the way technology was powering up our business dealings with customers, Management had time to focus on growing the liabilities side. Deposits grew by 51% from Php583.52 million to Php881.13 million in 2013. The new deposit products and other services introduced, and the creation of better regional and branch structures to market these products have all contributed to the impressive growth ratio. From pay-outs of financial assistance to typhoon victims, ATMs in far flung municipalities and providing clients the facility to transfer cash at the convenience of being able to do all under one roof, EBI made a huge headway to becoming a one stop shop for the majority of its customers.

2013 was first year of expansion of the ATM business including technology-driven products like the online, mobile and POS banking service. We operated 19 ATMs by close of 2013, several of which were installed in CARAGA Region. ATM operations registered the most gains in transactions. Merchant Banking, which was set-up in 2012, increased tie-ups with 10 established remittance partners in 2013, increasing twice the number of remittance transactions from 15.181 to 43.130.

With the positive response from the market, the bank is excited to see these business segments rapidly growing in the ensuing years.

### The Challenges

2013 is not at all about good prospects only. We had to do a balancing act in the process of growing the business, as true in all businesses. A new direction to step on the brakes on the risk assets side had to be set in place. It was the best thing to do.

In 2012, the Board decided to cease operations of one of its major profit drivers, the group lending Microfinance. The changes in the competitive landscape, regulatory musts and the challenges in running a "business with a big heart" have put the bank to a disadvantaged position in recent years. When unforetold typhoons hit significantly certain areas where EBI operates, the first to miss repayments were the tiny clients who unfortunately had the hardest time bringing their businesses back in shape. Many closed shop.

Loans outstanding managed a minimal net increase from Php1.509 billion to Php1.515 billion in 2013 comprising of 11% Microfinance, 68% Consumer Loans and 21% Enterprise Loans. Microfinance declined as disbursements stopped and collections continue to prosper.

...despite the internal and external challenges, the Bank has maintained a strong operating strength

As a result of phasing out Microfinance, the bank had to carry out major re-alignment of operations to further improve efficiency and make up for the huge impact in profits. For the first time in history, EBI hit rock bottom in ROE at 10.01% and ROA 0.96% in 2013.

Despite all the internal and external challenges, the Bank has maintained a strong operating strength.

This is in no small measure attributable to the efforts of the employees and the management team who poured all their might to balance out the hard piercing on income and still managed adequate operating results. In the midst of investment cuts, manpower rationalization and other cost-reduction measures the organization maintained unruffled stance especially in keeping the rest of the business buzzing.

Maintaining the ideal loan portfolio quality had been the biggest priority in the aftermath of the group lending and micro-agri liquidation. Major allocation of resources was put into enhancements in portfolio management system and credit discipline processes when it elicited much attention from the Board as actions of paramount urgency required of Management.

The commercial department was able to accelerate deposit growth on the back of a more focused sales team, stronger business relationship between the depositor and the bank, a strongly felt market presence and an improved bank image that was starting to get more interest from the public and competition.

In the Digital Front, SavePlus system has continued to exhibit reliability and stability, and showed extended capabilities widely utilized to simplify the bank's business processes, cut and shorten delivery times at reduced cost.

Cost control in almost all cost lines had been effective all throughout the season, at least for the last 3 years, except for the impact of excess capacity left in the wake of an inactive mf portfolio capacity that has been redirected to the collection efforts of soured loans.

## Beyond 2013

During the past few years, we have made huge provisions, did several write-downs and have maintained capital within regulatory levels. In addition, the financial restrictions force us to be even more selective and accurate in deciding where we invest and how we prioritize our resources.

Taking the above into account, the basic strategic focus is Enterprise Bank's four priority axis:

**First is to ensure the profitability of our current business.** We include here the various personnel and cost adjustment processes given recent developments that we have mentioned. In this, as in other management decisions, we endeavor to align our initiatives according to the opportunities in the market.

The Bank's short to medium term goal are to strengthen capital base, deliver profits to restore capital, minimize risk and maximize returns.

- 1. Manage and reduce the size of non-performing loans. This is crucial as any reduction here will materially alter the risk profile of the asset book. We have made a start but intense work is needed.
- 2. Monitor the portfolio ruthlessly so that existing portfolios are not going to add any assets to the non-performing loans.
- 3. Define Focus products which will minimize risk and maximize returns during a period of recovery and only focus on those.
- 4. Invest and hire the right people to help in managing/reducing risks and drive growth in the focus areas. Under-resourced in areas which are important such as Audit, Compliance, Risk Control, large scale development of deposits and product expertise in Automatic Payroll Deduction System (APDS)as the pillar product. Symbiotic with this is re-aligning the organizational chart to ensure clear accountability.
- 5. Tailor the cost base to only suit the tightly focused product areas this is very different to a broad-brush cost cutting exercise as it is a result of a very well-considered plan knowing exactly what areas we are going to focus on and make sure these are well resourced and managed, with all other non-contributing areas diminished. This tailoring exercise is relatively complex and requires a high level of judgment of both commercial and operational impacts and can only be done when items 1-4 above are properly done.

The 2013 financial returns figures showed a strong upward movement which could only mean that all those efforts are starting to bear fruits.

**Second, we must progress in the Digital transformation.** This transformation applies to the whole ecosystem of the company, to the way in which we do things. Technology application has shown that it lies at the core of every development in the past three years, but there is still room for improvement.

#### Third, to develop our brand and diversify the business.

**Fourth, to increase bank's exposure** through strategic alliances, sponsorship of community development programs.

These last two axis are very related to the transformation. We are undertaking an exhaustive calendar of agreements, launches and developments, specifically directed to these objectives, and we intend to confirm the strength of our brand/s in the areas where we are at on a regular basis.

In the commercial and operations management, our priorities are:

**To continue** with the transformation and strengthening of the bank's operating model in order to consolidate our gains in the CARAGA Region and bring the rest of the branches to higher levels of productivity and profitability. In essence, we need to move bank's gravity center towards slowly progressing towns.

**To expand channels.** Success in this plan will imply capturing more than 500,000 new users in the next 5 years. Financing for this plan is being undertaken organically, and the impact of advancing expenses and development and launching investments is already included in the results of 2014-2018 business plan.

**To accelerate implementation.** We intend to position the bank and its services in the areas where we are most likely to succeed while we are still a leap ahead of the competition, and as a consequence, increase market share before the other players can play catch up.

In the head Office, the objectives are to continue with the simplification of structures and costs reductions, by reducing the structure and sharing services and eventually externalizing services.

The implementation speed of this strategy depends on two important factors: the availability and flexibility of funds to match demand, and the capital adequacy challenge that we are being faced with.

We look forward to the future with increased confidence that the burgeoning strategic funding partnership we are building at the moment will speed up the execution of the carefully laid out business plans. We'll get that RIGHT partner to join us.

In the Head Office, the objectives are to continue with the simplification of structures and costs reductions, by reducing the structure and sharing services and eventually externalizing services.

#### **FINANCIAL HIGHLIGHTS**

Operating Results (in Millions)	2012	2013	Growth
Operating Net Income After Tax	13	19	46%
Total Resources	1,930	2,122	10%
Net Loans and Receivables	1,544	1,587	3%
Deposit Liabilities	584	881	51%
Stockholder's Equity	177	198	12%

Selected Financial Ratios	2012	2013
Return on Average Assets	0.69%	0.96%
Return on Average Equity	7.24%	10.01%
Risk-Based Capital Adequacy Ratio	12.19%	12.89%
Liquidity Ratio	40.7%	40.2%

Number of Employees	597	437
Number of Branches	21	26
Number of ATMs	8	19

#### **LOANS**

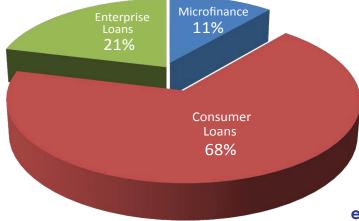
Loan outstanding grew from Php1.509 billion to Php1.515 billion comprising of 11% Microfinance , 68% Consumer Loans and 21% Enterprise Loans.

Management decided to gradually stop Microfinance (group lending) and focus on growing Consumer and Enterprise Loan products.

Consumer Loans portfolio reached Php 1.03 billion at the close of 2013. Among the initiatives carried-out by the management to secure a portion of Consumer Loans portfolio, is the Bank's accreditation with Department of Education's Automatic Payroll Deduction System facility.

On the other hand, Enterprise Loan posted Php319.14 million portfolio at year-end. Considering the vast agricultural areas in Mindanao, Enterprise Bank continued serving the agri-business sector consisting of growers of high value crops, consolidators, traders, processors, millers, suppliers of inputs and other participants in the value chain .

Management's strategy to slowly shift the source of funds from borrowings to deposits improved the funding cost of the Bank.



#### **DEPOSIT**

Overall deposit increased by 51% in 2013. This impressive growth was brought about by the introduction of new products and a more effective regional and branch organization structure that is focused on marketing of new deposit products.

The growth in deposit base was also made possible by the installation of additional Automated Teller Machines (ATM), membership to BANCNET and expansion of network remittances that triggered wider business awareness of the Bank's existence and resolution to offer reliable banking services. There has also been a substantial increase in payroll servicing together with co-branding of EBI cards with electric cooperatives for this purpose.

Deposit Portfolio ('000)	2012	2013	Growth
Time Deposit	299,751	511,605	71%
Regular Savings	167,629	194,405	16%
ATM	9,374	20,956	124%
Demand	106,766	154,161	44%
Total	583,520	881,127	51%

year of expansion of the ATM business including technology-driven technologies like the online, mobile

and POS banking

services.

2013 was the first

#### **FEE-BASED INCOME**

In 2013, fee-based income derived from remittances, bills payment and ATM operations reached 2% of the total gross income.

Source of Other Income (in '000)	2012	2013	% increase
Income from remittance and bills	330	781	136%
payment			
ATM Operations/POS	2,301	5,923	157%
Total	2,631	6,704	155%

EBI operated 19 ATMs by close of 2013, some of which were installed in remote but highly potential areas of CARAGA Region. ATM operations registered substantial gains in transactions and contributed to the increase in fee-based income in 2013.

On the other hand, the Merchant Banking Unit which was set-up in 2012, increased tie ups with 10 established remittance agents in 2013 that resulted in the increase of transactions from 15,181 to 46,973. As of end 2013, networks were developed with remittance institutions such as Western Union, Globe GCash, Xoom, IME, Xpress Money, Palawan Express, EC-Pay, I-Connect, BDO Remit, Moneygram, Smart Money, I-Remit, Global and International NGOs.

#### CAPITAL ADEQUACY

Effective 2013, the Bank adopted BASEL 1.5 in computing the capital adequacy ratio (CAR). It is the Asset and Liability Committee that oversees the strategic allocation of the Bank's capital and risk assets. It also ensures compliance above the regulatory CAR. As of end-2013, EBI's total risk-based CAR stood at 12.5%, above the regulatory requirement of 10.0%.

Amount ('000)
183,911
68,956
252,867
1,686,067
0.00
333,141
2,019,208
12.52%
9.11%

The Bank's total qualifying capital for 2013 was largely composed of Tier 1 at 72.73%. Below is the composition of the Bank's qualifying capital:

Name of Item	<b>Amount</b> ('000)			
	Tier 1	Tier 2	Total	
Core Capital				
Paid up common stock	142,165		142,165	
Retained earnings	34,889		34,889	
Undivided Profits	24,177		24,177	
Paid up Perpetual and Cumulative Preferred Stock		5,500	5,500	
General Loan Loss Provisions		13,456	13,456	
Unsecured Subordinated Debt		50,000	50,000	
	201,231	68,956	270,187	
Deductions				
Deferred Tax Asset	17,320		17,320	
Total Qualifying Capital	183,911	68,956	252,867	

Summarizing, in 2012 and 2013, our operations have continued to face strong difficulties, which has forced us to make stronger efforts to adjust our productive structures in a declining revenues environment momentum and to the challenges new technologies mean to our business.

All these actions, together with the favorable evolution of the activities and the effort on balance sheet restructuring which have just been summarized, must position us in a very good place to take advantage of the positive business climate in Mindanao which has brought a lot of opportunities right at the doorstep of Enterprise Bank, providing us once again with what seems to be our golden parachute as we try to work our way back into the path to profitability, an event which surely will happen in the near future.

**Everything** we had set out for ourselves last year performed admirably.

# CORPORATE GOVERNANCE

Our Board of Directors is the highest governing body of the Bank. It is responsible in ensuring that a strong and effective governance system is in place. It directs the long-term success of the Bank, sets strategic business directions, appoints senior officers, confirms management structures appropriate for the Bank, and oversees major-risk taking activities while monitoring business performance. At the onset of 2013, the Bank was governed by the same set of Board of Directors for the past seven years until two additional members of the Board were elected and occupied the remaining open two seats before the year ended. A total of seven board seats were completely filled in by highly qualified professionals and business individuals carrying with them their broad range of expertise, two of whom are independent directors. Four out of seven directors are non-executives of the Bank.

# **BOARD** of Directors















Specific board committees were created to ensure that major risks are identified, measured, and controlled against set internal standards and/or limits. These committees include the Credit Committee (CreCom), Asset and Liability Committee (ALCo), and Audit and Risk Committee (ARCo). The members of these committees are composed of representatives from the Board of Directors, Senior Management and from the business segments.

The **Credit Committee** approves loan proposals endorsed by the Credit Department and determines levels of limits or restrictions pertaining to credit operations. It sets target market definitions and risk acceptance criteria of the Bank.

The **Asset and Liability Committee** monitors the status and results of implemented asset/liability management strategies and the current and prospective capital levels of the Bank to determine sufficiency in relation to expected growth, interest rate risk, price risk, and asset mix/quality. It also reviews current and prospective liquidity position, and monitors alternative funding sources of the Bank, outlook for interest rates and economy at local, regional and international levels. The committee utilizes tools in monitoring maturity and re-pricing gaps of its assets and liabilities.

The Audit and Risk Committee monitors activities of the Bank's Internal Audit department and ensures that inherent risks are timely addressed. It also reviews the effectiveness of internal audit's function, compliance system, and implementation of Risk Management system and of the company's internal control system including information technology, security and control.

The President and Chief Executive Officer is responsible for the overall management of the Bank and the implementation of all major business strategies. In 2013, the Bank implemented a new organizational structure boosting its adaptability to an increasing demand for focus on growing the asset side and pumping-in funds from its main source, deposits, on the liability side. Consistent with this, the CEO and President has mobilized a new set of deputies acting as main pillars of the Bank.

- Chief Commercial Officer (CCO) oversees the marketing and servicing aspects of loans and deposits as well as feebased activities.
- Chief Operations Officer (COO) directs the Credit Department responsible for proper implementation of approved lending policies; product design and development across the organization, and the Technology Department including management information systems.
- The Finance Head handles strategic finance; operational finance and administration; and risk monitoring and reporting for the bank.
- The Human Resources Management and Development Head runs the technical, transactional and developmental units of HR.

# SENIOR Management



Chairman of the Board President/CEO



Chief Commercial Officer





Finance Head



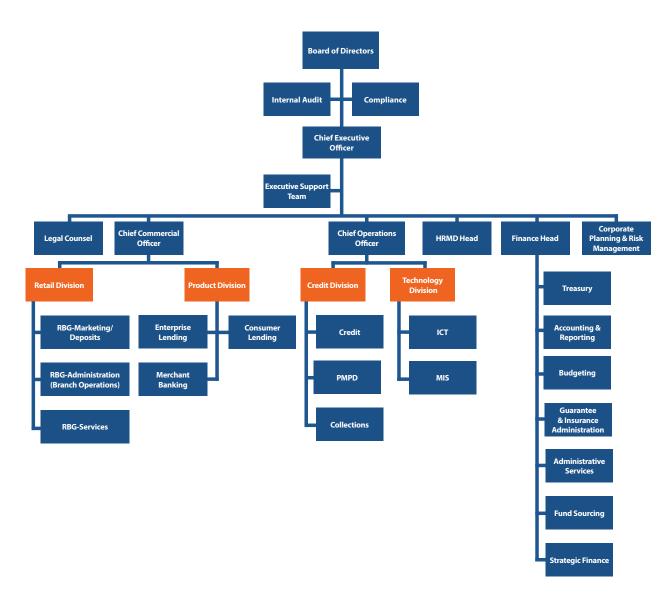
The Bank's Commercial Group is revenue-generating and responsible in serving the Bank's customer base. It is composed of the Retail Banking Group and Product Division. The Retail Banking Group is further functionally segmented into Marketing Team for Deposits, Branch Operations and Services Units. The Product Division, on the other hand is composed of the Enterprise, Consumer Lending and Merchant Banking.

The Enterprise Lending Department is in-charge in providing financial services to micro, small and medium entrepreneurs. It manages Lending Centers strategically positioned in major areas such CARAGA, Northern Mindanao, Davao Region, Southern Mindanao and Cebu.

The Consumer Lending Department is primarily responsible in managing and expanding the consumer loans portfolio of the Bank where consumer loans are granted to salaried individuals primarily the public school teachers and government employees.

The Bank's commercial segment is fully supported with the Operations Group which is responsible for the infrastructure, information and other support services in policy management, product development, credit and remedial management.

The following is an overview of the functional organizational structure of the Bank:



The Bank's compensation and incentive structure is in accordance to mandates set by the regulators and the Bank's By-Laws. The By-Laws stipulate that "No compensation shall be paid to any director as such but the director of the Bank may be allowed reasonable honoraria for actual attendance at meetings, which shall include fare and other actual expenses incurred in connection thereto".

#### **REMUNERATION SYSTEM**

The Bank adapts the Point Rating Scale Method in assessing the value of jobs available in the organization and in pricing them correspondingly.

The Pay Scale is divided into five (5) categories namely:

- 1. Levels 1-4: Rank & file
- 2. Levels 5-7: Supervisory
- 3. Levels 8-10: Managerial
- 4. Levels 11-13: Executives
- 5. Levels 14-16: C-level Executives

Each level has an established pay range for hiring, minimum, midpoint and maximum rate which serves as a guide for HRMD in determining appropriate price for a new entrant or a newly promoted employee.

#### **INCENTIVE STRUCTURE**

The Incentive Schemes vary considering peculiarities in the departments belonging to the business group. Each is governed by its own parameters and standards and is administered by HR based on quantitative performance. Pay-out is done every end of the month.



Officers and staff of the Enterprise Lending Dept.

Employee wellness program

**Customer Experience Management Training** 

Head Office personnel

# Setting Up Enterprise Bank's Risk Management System



For over three decades, Enterprise Bank's risk management (RM) approach focused on credit, liquidity, compliance and operational risks. This RM approach is commonly described as the silo risk management approach. Though, the identified risk areas constitute the more important risks as a thrift bank should manage, the approach promotes a reactive stance and leads to a compartmentalized manner of addressing risk, hence, creates inefficiencies and results to gaps.

At the onset of year 2013, the Bank recognized the need to adopt the integrated approach in risk management. Corollary, it sought assistance from one of the country's strongest universal banks, the Land Bank of the Philippines (LBP), in completing and surely slowly evolving from its silo to integrated approach of risk management. This integrated technology is known as the Enterprise Risk Management (ERM). The ERM was conducted in three-module seminars participated by the Board of Directors, executives and its select middle managers designated as risk champions and risk designates. These three module seminars were conducted in February 2013 – Module 1: Good Corporate Governance, Risk Management and Compliance Management; March 2013 – Module 2: RM Tools and Methodologies; and in June 2013 and Module 3: Strategic Risk Management.

Enterprise Bank aims to enhance operational efficiencies, achieve a wider client reach and ensure sustainability as it recognizes the fact that risks could arise not only from lending activities but also from other internal and external factors that could impact on the income and capital of the Bank. Hence, adopting a risk management approach that would encompass all possible risks the Bank could encounter, the ERM.

ERM complements the Bank's existing Silo Risk Management approach and provides a wider analysis of risk as it crossfunctionally examines interdependencies of risk and dissects its sources. The Bank believes that risk management is an essential element of good governance, thus it fully supports a bank-wide RM that looks into the adequacy of controls in addressing all the risks of the Bank. Subject to the completion of the ERM Manual, implementation of its mandate and commitment is derived from the Board of Directors and Senior Management. Owing to the wide coverage of participation, ERM will gradually deepen the culture of risk among the officers and staff of Enterprise Bank.

To further align the Bank's Risk Universe to regulatory requirements, the risks were further categorized according to the Bangko Sentralng Sentral ng Pilipinas (BSP) Circular 510.

#### **ENTERPRISE BANK RM STRUCTURE**

The overall risk management oversight is undertaken by the Board of Directors which handles the Audit and Risk Committee (ARCo) and Board Credit Committee. These committees ensure that controls are in place and that aggregate risks of the Bank are managed. The Board oversight approves the RM Framework of the Bank, as well as, the RM policies and procedures and other forms of controls proposed to manage the risks.

At the Management Level, the President acts as the comprehensive risk officer that sets the risk priorities of the Bank and aligns business and risk strategies. Specific risks are mapped with the proper management committees. The Executive Committee provides general oversight of the strategic and business risks. The Asset-Liability Committee provides risk oversight in balancing the Bank's financial assets, ensuring a sound mix of assets and liabilities. The Management Committee ensures the smooth implementation of EBI's plans and programs and oversees operational risks. These committees provide recommendations and valuable inputs to the President for decision-making.

The Risk Champions and Risk Designates manage the risks at the operating or transactional level as they go about executing their specific functions. The heads of the six units and their appointed alternates act as the Risk Champion and Designate, respectively.

The Risk Management Office, being a newly created unit of the Bank, is lean and the Risk Officer is grouped together with the Compliance Officer and the Internal Auditor. As an independent body, it reports functionally to the Board of Directors and administratively to the President and CEO.

#### **2013 RISK EXPOSURES**

The Bank is exposed to a variety of financial risks in performing its activities. Its risk management is coordinated by its Board of Directors and focuses principally on securing short to medium term cash flows by minimizing exposures to financial markets. The Bank utilizes various methodologies to measure its risk exposures.

#### **CREDIT RISK**

The Bank is mostly exposed to credit risk. The credit risk for EBI encompasses all the risks it would be confronted with, from the client selection to loan portfolio management. Generally, the maximum credit risk exposure of financial assets is the carrying amount of the financial assets as shown on the face of the statement of financial position. Credit risk therefore is only disclosed in circumstances where the maximum potential loss differs significantly from the carrying amount of the financial assets. The Bank manages the level of credit risk by actively monitoring its portfolio to avoid significant concentrations of credit.

As at December 31, 2013, the Bank's financial assets are composed of the following:

	Neither Past Due Nor	Past Due But Not	
December 31, 2013	Impaired	Impaired	Total
Cash	353,926,087	_	353,926,087
Loans and receivables	1,345,625,823	169,661,344	1,515,287,167
Held-to-maturity investments	51,994	_	51,994
	1,699,603,904	169,661,344	1,869,265,248

In 2013, the Bank's overall resources is highly concentrated in credit as it constituted 71% of its total assets. In spite of its large concentration, it has generally complied with the regulatory and prudential requirements relating to credit risk management. EBI continuously monitors defaults of borrowers and other counterpart, identified either individually or by group, and incorporates this information into its credit controls.

Sixty eight percent of loan portfolio is concentrated in the consumer loans where funds were utilized to finance the educational and other household needs of borrowers while the remaining 32% were the portfolio generated from mSMEs. The risk of the mSME loan portfolio was spread among its top sub sectors such as wholesale and retail with 18% of the total loan portfolio followed by Agriculture and Fishing at 4%, real estate at 4% and 2% from hotels and restaurants.

The Bank's top 20 borrowers comprised of 12% of the total portfolio without any breach on the Single Borrower's Limit of P40 million. Despite that borrowers with large exposures comprised 7% of the total loan portfolio, still the Single Borrower's Limit of P40 million was not breached.

EBI's move to further reduce its risk assets is reflected in the ratio of unsecured loans, yet still comprised of more than 50% of the total portfolio, declined from 78% in 2012 to 63%. Risks brought by the unsecured portfolio from consumer and microfinance loans, will be further reduced through its accreditation with the Department of Education's Automatic Payroll Deduction (APDS) that provided assurance in the collection of loans from DepEd employees. About 24% of the Bank's consumer loan portfolio was enrolled in the APDS system. Apparently, secured loans increased its share from 22% in 2012 to 37% in 2013 resulting from the discontinuance of microfinance group lending.

The Bank is compliant to BSP regulations on DOSRI loans which consists of less than 1% of the Bank's loan portfolio and capital.

#### LIQUIDITY RISK

Our liquidity risk is observed and monitored through Asset-Liability Maturity Gap which is computed monthly and measured based on the maturity of the balance sheet accounts over the next 60 months. Balance sheets accounts are mapped according to maturity dates. Alongside, the quarterly projected cash flow measures the inflow and outflow level of the Bank's liquid assets in relation to the Bank's targets and programs. As of end-December 2013, the ratio of liquid assets to total deposit liabilities of 40% was above the Banks' set critical level limit of 30%.

The Bank's objectives to manage its liquidity profile are: a) to ensure that adequate funding is available at all times; b) to meet commitments as they arise without incurring unnecessary costs, and c) to be able to access funding when needed at the least possible cost. The Bank manages its liquidity by carefully monitoring its scheduled debt servicing payments for long-term financial liabilities as well as its cash flows due on its day-to-day business.

The maturity profile of the Bank's financial liabilities is as follows:

December 31, 2013	Due in One Year	Due Over One Year	Total
Deposit liabilities	611,288,091	269,839,320	881,127,411
Bills payables	728,857,205	181,178,141	910,035,346
Trade and other payables	83,165,627	_	83,165,627
Unsecured subordinated debt (USD)	50,000,000	_	50,000,000
	1,473,310,923	451,017,461	1,924,328,384

On the other hand, our interest rate gap is measured based on the average weighted interest rates and maturity of balance sheet accounts. To illustrate, the corresponding average weighted interest rates loans are mapped according to the maturity dates as determined in the Asset-Liability Maturity Gap. Balances of deposit accounts that do not have definite maturity dates (e.g. savings and current accounts) are mapped based on the pattern of the Bank's historical review of depositor's behavior or withdrawal patterns. That is, the computed average daily withdrawals of both savings and current accounts for the past months within the fiscal year is placed under the maturity bucket of less than 30 days. The outstanding balance of accounts generated from compulsory savings of microfinance borrowers are placed under the bucket of less than 12 months. And the remaining deposit portfolio of savings and current accounts were assumed to be withdrawn in less than 24 months

#### **MARKET RISK**

EBI has no significant exposure to foreign currency risks as it did not actively engaged in trading of financial assets. Our transactions were mostly denominated in Philippine currency. Likewise, risk arising from interest rates is minimal for its loans receivable and deposit liabilities have fixed interest rates and it does not have transaction with floating interest rates.

#### PARTNERS AND FUNDERS

**Enterprise Bank's continued success** will not be possible without the support and commitment of our shareholders, employees, clients and our creditors.





Bangko Sentral ng Pilipinas (BSP) is deeply involved in various projects and activities to support the economic and social development objectives of the government through advocacy programs in microfinance, financial education and consumer protection, economic information, and overseas Filipinos' remittances environment.



**Bank of the Philippine Islands'** corporate mission is to be the leading private financial institution in the Philippines in terms of professional competence, service quality, responsible corporate citizenry, and overall growth and stability; and to be an established ASEAN financial institution with a creditable worldwide outreach.



The Land Bank of the Philippines is a government financial institution that strikes a balance in fulfilling its social mandate of promoting countryside development while remaining financially viable. This dual function makes LANDBANK unique. The profits derived from its commercial banking operations are used to finance the Bank's developmental programs and initiatives.



**BPI Globe Banko Inc.** is the first mobile microfinance-focused bank hinged on Ayala Group's triple Corporate Social Responsibility focus on education, environment and entrepreneurship.



The People's Credit and Finance Corporation (PCFC) is the lead govern-ment entity specifically tasked to mobilize resources for microfinance services for the exclusive use of the poor. PCFC provides the poor access to credit and other microfinance services to uplift their economic status through wholesale of short, medium & long term investment loans to accredited Microfinance Institutions (MFIs).



**Small Business Corporation** envisions to become the leader in small enterprise development financing and small credit delivery systems nationwide. The SBC has focused on devéloping an appropriate mix of financing products that are responsive to the needs of SMEs in the country.



**UCPB Savings Bank,** more popularly known by its initials, UCPB, or by its old name, Cocobank, is one of the largest banks in the Philippines, ranking within the top twenty banks in terms of assets. The bank, owing to its name, caters heavily to coconut farmers, but also serves a wide-ranging clientele



Development **UCPB-CIIF** Finance and Corporation (COCOFINANCE) partners institutions that are willing to support livelihood endeavors of the coconut farmers and farm workers through provision of accessible credit and other support services,



The National Livelihood Development Corporation (NLDC) actively pursues a package of livelihood and enterprise dévelopment programs and interventions to hasten socio-economic growth in the countryside especially in the hard-to-reach agrarian reform communities.



Philippine Business for Social Progress (PBSP) is committed to poverty reduction by promoting business sector leadership and commitment to programs that lead to self-reliance.



Development Bank of the Philippines is the country's most progressive development banking institution. Through the years, DBP has been a key player in nation-building by assisting critical industries and sectors, promoting entrepreneurship particularly in the countryside, helping build more productivé communities.

#### Triodos & Sustainable **Finance Foundation**

**Triodos Sustainable Finance Foundation funds** microfinance institutions because they help to build inclusive financial sectors, where the majority of people have access to financial services, leading to a sustainable basis for balanced social and economic development.

#### Mayor Duterte graces Enterprise Bank's building inauguration



Davao City Mayor R. Duterte, Surigao del Sur Gov. Johnny Pimentel and Atty. Ronald Alvizo.

Enterprise Bank, Inc.'s very own building in Davao City was formally inaugurated on July 18, 2013 in a ceremony that was attended by the bank's partners, funders and clients.

The guest of honor for the event, Davao City Mayor Rodrigo R. Duterte, expressed support for Enterprise Bank for its contribution to the economic development of Davao City, specifically in providing the financial needs of Davao entrepreneurs.

Also gracing the inauguration was Surigao del Sur Governor Johnny T. Pimetel, who lauded the growth of Enterprise Bank for the past 37 years, from being a single-unit rural bank in Lianga, Surigao del Sur to a thrift bank that it is today. Governor Pimentel also made mention of the bank's contribution in the social development of the areas where it planted its roots thru the



(L-R) M. Salang Jr., PCFC Pres. Edgar Generoso, Ignacito Alvizo, Mayor Duterte and Gov. Pimentel

bank's program on Corporate Social Responsibility (CSR).

While Enterprise Bank always gives importance to the place where it started, in Lianga, Surigao del Sur where the head office still is, it sees that importance of strengthening its presence in Davao City, being the trade, commerce and industrial hub in Mindanao, according the Enterprise Bank President and CEO, Atty. Ronald E. Alvizo.

For his part, Enterprise Bank founder Mr. Ignacito U. Alvizo expressed his gratitude to all partner, funders and clients who have been supporting Enterprise Bank through the years. He encouraged all guests to continue to share the bank's mission of "building vibrant communities one enterprise at a time".

#### **Enterprise Bank Partners with Agusan Del Sur Electric Cooperative**

Enterprise Bank, Inc. (A Thrift Bank) recently partnered with Agusan del Sur Electric Cooperative (ASELCO) with the launching of Enterprise Bank and ASELCO co-branded card. The signing of the Service Agreement between Enterprise Bank and ASELCO held during ASELCO's General Annual Membership Assembly on July 20, 2013.

The Enterprise Bank-ASELCO co-branded card serves as lifetime membership card of ASELCO members. It also doubles as ATM and debit card which can be transacted with any Bancnet ATM nationwide.

The card benefits ASELCO members with ease and convenience not only in paying their electric bills with ASELCO but also for other banking transactions like paying their bills online using their Enterprise Bank-ASELCO cards.

Aside from the cards, Enterprise is now providing ASELCO a wide range of services to meet the cooperative's banking requirements as a result of the partnership.



#### Enterprise Bank's Outreach to Agusan del Sur with Philippine Red Cross, Globe GXI and Save the Children International

A team of Enterprise Bank Officers and Tellers went to Agusan del Sur to assist the Philippine Red Cross and Globe GXI in releasing cash assistance to more than 800 residents of Veruela, Agusan del Sur who were affected by the Typhoon Pablo last December 2012.

The payout activity was held at Trento Central High School and Trento Municipal Gym on February 26 and 27, 2013 respectively.

The cash assistance was intended for the re-building and repair of the beneficiaries' houses that were damaged by Typhoon Pablo.

The PRC Cash Grant activity was spearheaded by the Philippine Red Cross and Plan International. The payout was done through Globe GCASH Remit Pay-out. Enterprise Bank, being one of the GCASH authorized partners in Trento, Agusan del Sur, was the one who rolled out the pay-out activity on the said dates serving a total of 811 beneficiaries.

In the spirit of service, Enterprise Bank also served around 200 beneficiaries of Save the Children International's "Cash for Work Program" from the Municipality of Sta. Josefa, Agusan del Sur last March 04 & 05, 2013. Another 285 beneficiaries from Montevista, Agusan del Sur were also served in bank's Nabunturan MBO last March 25 & 26, 2013.

Enterprise Bank, through the RBG - Merchant Banking Unit's initiative, will continue to help and reach out through its projects and services, to these communities especially those that were greatly affected by the typhoon.





#### January

- Engaged with the Land Bank of the Philippines for the implementation of the Enterprise Risk Management Program
- Launched Xoom Remittance partnership

#### **February**

 Commenced partnership with International Money Express

#### March

• Launched partnership with Smart Money

#### April

- Started using its very own Point-of Sale (POS) terminals powered by BANCNET
- Launched partnership with Express Money

#### May

- Participation in the Overnight Lending (Reverse Repurchase) facility of the Bangko Sentral ng Pilipinas
- Introduced Enterprise Bank remittance card to clientele
- Palawan Express Pera Padala tie-up forged

#### July

- MOA signing between Enterprise Bank and ASELCO
- HRMD launched the Competency-based Career Progression Programme

#### August

 Training on Customer Service Management was launched for all employees with front office functions

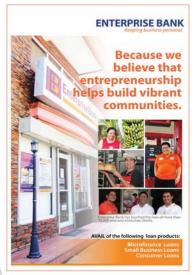
#### December

 Installed the first off-site ATM in Talacogon, Agusan del Sur



#### **PRODUCTS** and Services





# **Loan Products**

Enterprise Loan is designed to cater to Micro, Small and Medium Enterprises. It provides short term loans, working capital, purchase of fixed assets and project financing.

- Housing Equity Financing
- **Enterprising Professional** Loan
- **OFW Capital Loan**
- Agricultural Production Loan
- Business Loan
- **Entrepreneurs Business** Loan
- General Contractors Loan
- House Construction ans **Improvements**
- Check Discounting Facility
- Assignment of Receivables

Consumer Loan is granted to local government employees and public school teachers.



#### Secure your future,

save for your dream vacation or let your idle cash grow with EBI's highyielding, low maintaining balance deposit products.

**Regular Savings Account** Earns 1% p.a.

#### **ATM accounts**

ATM 100 - (non-interest bearing with P100 maintaining balance ATM 500 - (earns 1% interest p.a. with minimum maintaining balance of P500)

**Demand Deposit** Checking account.

#### **Time Deposit**

Rates are categorized according to its terms. Regular TD has 30, 90, 180 and 360 days term. Interests vary according to amount of placement.

# 2013 Financial Statements



#### REPORT OF INDEPENDENT AUDITORS

The Board of Directors and Shareholders Enterprise Bank, Inc. (A Thrift Bank) Poblacion, Lianga, Surigaodel Sur

#### **Report on the Financial Statements**

We have audited the accompanying financial statements of Enterprise Bank, Inc. (A Thrift Bank), which comprise the statements of financial position as at December 31, 2013 and 2012, and the related statements of profit or loss, changes in equity and cash flows for the years then ended, and notes to financial statements comprising of a summary of significant accounting policies and other explanatory notes.

#### **Management's Responsibility for the Financial Statements**

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

#### **Auditors' Responsibility**

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

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

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

#### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Enterprise Bank, Inc. (A Thrift Bank) as of December 31, 2013 and 2012, and of its financial performance and its cash flows for the years then ended, in accordance with Philippine Financial Reporting Standards.

#### Report on the Supplementary Information Required Under Revenue Regulations 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, duties and license fees in Note 24 to the financial statements is presented for purposes of filing with the Bureau of Internal Revenue and is not a 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 whole.

QUILAB CABILIN BATO & Co

RICO P. QUILAB Partner

By:

CPA Cert. No.46034 TIN No. 129-040-841

SEC No. 0906-AR-1 (3.25.2016) BIR No. 16-005287-2 (2.14.15)

PRC/BOA Cert. No. 00250 (12.31.2014) PTR No. CDO 3611588 B

> January 2, 2014 Cagayan de Oro City April 10, 2014

Cagayan de Oro City, Philippines

#### STATEMENTS OF FINANCIAL POSITION

December 31	2013	2012
		(As Restated)
ASSETS		
ASSETS		
Cash and Cash Equivalents	Php 353,926,087	Php 237,778,313
	4 504 544 055	4 - 44 0 44 - 00
Loans and Receivables	1,586,564,255	1,544,044,583
Bank Premises, Furniture, Fixtures and Equipment	97,653,837	80,132,862
Investment Property	25,880,050	22,954,474
Other Assets	58,533,861	44,775,079
Total Assets	2,122,558,090	1,929,685,311
LIABILITIES AND SHAREHOLDERS' EQUITY		
Liabilities		
Deposit Liabilities	Php 881,127,411	Php 583,519,903
Bills Payable	910,035,346	1,041,827,728
Bills I dyddic	710,033,340	1,041,027,720
Unsecured Subordinated Debt	50,000,000	50,000,000
Oth and inhilition	02.165.627	77 212 275
Other Liabilities  Total Liabilities	83,165,627	77,312,375
Total Liabilities	1,924,328,384	1,752,660,006
Shareholders' Equity		
Share Capital	147,664,500	145,664,500
Reserves	50,565,206	31,360,805
inductives.	198,229,706	177,025,305
	150,225,700	177,023,303
Total Liabilities and Shareholders' Equity	Php 2,122,558,090	Php 1,929,685,311

In 2013, the Bank received temporary regulatory relief by way of staggered booking of the provision for impairment losses and on reporting of past due accounts of borrowers who were affected by typhoons Gener and Pablo in 2012. (BSP Memorandum No. M-2012-051 and BSP Memorandum No. M-2012-060)

#### **STATEMENTS OF PROFIT OR LOSS**

Years Ended December 31	2013	2012
		(As Restated)
INTEREST INCOME		
Loans and discounts	Php 299,667,626	Php 312,382,963
Bank deposits and investment securities	1,682,839	1,714,604
	301,350,465	314,097,567
	. ,	, ,
INTEREST EXPENSE		
Bills payable	77,676,106	87,966,089
Deposit liabilities	31,407,862	23,115,737
Others	2,745,618	54,723
	111,829,586	111,136,549
NET INTEREST INCOME	189,520,879	202,961,018
Provision for impairment losses	2,475,548	37,112,641
Profit after provision for impairment losses	187,045,331	165,848,377
Service fees and other charges	99,491,993	136,258,223
Profit before other expenses	286,537,324	302,106,600
OTHER EXPENSES		
Compensation and fringe benefits	114,542,532	120,866,301
Other operating expenses	133,594,563	144,506,590
Depreciation	10,967,773	17,930,187
	259,104,868	283,303,078
DDOFIT DEFODE INCOME TAY EVDENCE	27 422 456	10 002 522
PROFIT BEFORE INCOME TAX EXPENSE	27,432,456	18,803,522
Income tax expense	8,228,055	5,639,342
income tax expense	8,228,033	3,039,342
PROFIT FOR THE YEAR	Php 19,204,401	Php 13,164,180
THO THE LEAR	111ρ 17,204,401	111p 15,10 <del>1</del> ,100
Earnings Per Share		
Basic	Php 13.51	Php 22.36
Diluted	Php 12.60	Php 19.62

#### STATEMENTS OF CHANGES IN EQUITY

Years Ended December 31	2013		2012
			(As Restated)
SHARE CAPITAL			
Preferred Shares – 100 par value			
Opening balances	Php 5,500,000		Php 3,500,000
Additional preferred shares issued during the year	_		2,000,000
Closing balances	5,500,000		5,500,000
Common Shares – 100 par value			
Opening balances	140,164,500		42,630,600
Additional shares issued during the year	2,000,000		97,533,900
Closing balances	142,164,500		140,164,500
Total Share Capital	147,664,500		145,664,500
RESERVES			
Surplus and Undivided Profits			
Opening balances, as originally stated	39,036,621		18,196,625
Net effect on restatement of 2012 accounts	(7,675,816)		_
Opening balances, as restated	31,360,805		18,196,625
Profit for the year	19,204,401		13,164,180
Closing balances	50,565,206		31,360,805
Total Reserves	Dbs 100 220 706		Dhn 177 025 205
Total neserves	Php 198,229,706	_	Php 177,025,305

#### **STATEMENTS OF CASH FLOWS**

Years Ended December 31	2013		2012
			(As Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before income tax expense	Php 27,432,456		Php 18,803,522
Add (deduct) adjustments for:			
Provision for impairment losses on loans and receivables	2,475,548		37,112,641
Depreciation	10,967,773		17,930,187
Operating income before changes in working capital	40,875,777		73,846,350
Changes in working capital, excluding cash:			
Increase in loans and receivables	(44,995,220)		(166,565,496)
Increase in other assets	(13,758,782)		(7,776,597)
Increase in deposit liabilities	297,607,508		71,473,051
Decrease (decrease) in other liabilities	536,307		(2,418,187)
Net cash provided (used) for operations	280,265,590		(31,440,879)
Income taxes paid	(2,911,110)		(7,690,876)
Net Cash Provided by (Used for) Operating Activities	277,354,480		(39,131,755)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase (decrease) in bills payable	(131,792,382)		53,113,834
Proceeds from issuance of additional preferred stock	-		2,000,000
Proceeds from issuance of additional common stocks	2,000,000		75
Net Cash (Used for) Provided from Financing Activities	(129,792,382)		55,113,909
CASH FLOWS FROM INVESTING ACTIVITIES			
Net additions to property and equipment	(28,488,748)		(28,715,006)
Increase in investment property	(2,925,576)		(11,282,253)
Net Cash Used for Investing Activities	(31,414,324)		(39,997,259)
NET INCREASE(DECREASE) IN CASH AND CASH EQUIVA-			
LENTS	116,147,774		(24,015,105)
OPENING CASH AND CASH EQUIVALENTS	237,778,313		261,793,418
CLOSING CASH AND CASH EQUIVALENTS	Php 353,926,087		Php 237,778,313

Head Office	Corner Osmeña St., Nat'l. Highway, Lianga, Surigao del Sur	Hinatuan	Cor. Magallanes St. & Bandola St., Hinatuan, Surigao del Sur		
		Lingig	Marcelo St., Poblacion, Lingig, Surigao del Sur		
Aras-asan	National Highway, Aras-asan, Cagwait, Surigao del Sur	Madrid	Brgy. Quirino , Madrid, Surigao del Sur		
Barobo	National Highway, Barobo, Surigao del Sur	Mati City	Door # 8 & 10 MJI Bldg., Rizal Ext. Brgy.Central, Mati City,		
Bayugan	Yakal Street, Taglatawan, Bayugan City	Marihatag	Davao Oriental  Poblacion, Marihatag		
Bislig City	Abarca Street, Mangagoy, Bislig City	-	Surigao del Sur		
Butuan	Ground Floor, Intino Building,	Nabunturan	P-1, Sta. Teresita St.,Nabunturan, Compostela Province		
City	J.C. Aquino, Butuan City	Panabo	Unit 1 Centino Realty, Quezon St.,		
Cagayan de Oro City	Gnd Floor Centro Mariano Bldg, Osmeña St., Cagayan de Oro City,	City	Panabo City		
Cateel	Castro Avenue, Brgy. Poblacion, Cateel, Davao Oriental	San Francisco	Quezon St., San Francisco, Agusan del Sur		
Davao -	Unit 1A - 3A, Bajada Plaza Bldg.,	Surigao City	15 Burgos St. Brgy. Washington, Surigao City 8400		
Bajada	J.P. Laurel Ave., Bajada, Davao City	Tagbina	Purok 4, Poblacion,		
Davao - Buhangin	Km. 5 National Highway Buhangin, Davao City	Tagum	Tagbina, Surigao del Sur Dalisay Gante Road,		
Davao -	Unit #11 at AJK Building 1, Cabantian,	City	Magugpo West, Tagum City		
Cabantian Davao -	Davao City  Door H 101–C DBC Realty Bldg.,	Talisay City	National Highway, Lawa-an I, Talisay City, Cebu		
Matina	McArthur Highway, Matina, Davao City	Tandag	Bag-ong Lungsod, Napo, Nat'l. Highway, Tandag		
Davao - Mintal	Door#5 Piatos Bldg. Bouganvilla St. Mintal Davao City	Tvonto	Surigao del Sur		
Digos City	Ground Floor A&B Bldg., Rizal Avenue, Digos City	Trento	Door 1 Ticao Commercial Bldg., Purok 5, Pob.Trento, Agusan del Sur		
General Santos City	Gnd Flr CAP Bldg., Cor. Pendatun Ave. Anonas St., General Santos City	Valencia	Red Berry Court Bldg. Guinayoran Rd. Poblacion, Valencia City		
Gingoog	A. Libetario Bldg., Doña Graciana St., Gingoog City				

