

UCPB Leasing and Finance Corporation

VISION: *To be the preferred financing company of Small and Medium Enterprise by 2025.*

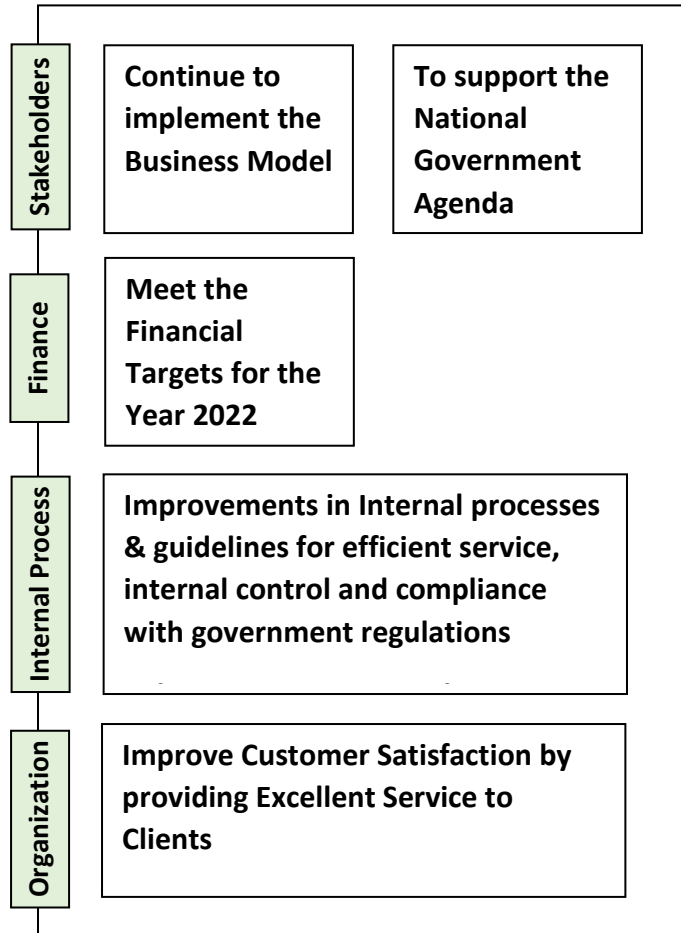
MISSION:

To provide personal and proactive service that effectively responds to our clients' diverse needs.

To promote a culture of professionalism, integrity, excellence and social responsibility among our employees

CORE VALUES:

- Progressive
- Adaptable
- Sincerity and Integrity
- Sense of Urgency
- Intuitiveness
- Obsessed with Excellence
- Nurturing



UCPB Leasing and Finance Corporation

		Component			Baseline Data			Proposed Target ^{a/}																	
		Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2019	2020	2021	2022																
Stakeholders	SO 1	To support the National Government Agenda																							
	SM 1	To increase portfolio mix of Manufacturing and Construction Industries to 25% respectively in 2022	Actual Accomplishment	7.5%	(Actual/Target) x Weight	<table border="1" style="width: 100%;"> <tr> <td>MFG.</td> <td>16.3%</td> </tr> <tr> <td>CONST.</td> <td>8.9%</td> </tr> </table>	MFG.	16.3%	CONST.	8.9%	<table border="1" style="width: 100%;"> <tr> <td>MFG.</td> <td>13.7%</td> </tr> <tr> <td>CONST.</td> <td>9.9%</td> </tr> </table>	MFG.	13.7%	CONST.	9.9%	<table border="1" style="width: 100%;"> <tr> <td>MFG.</td> <td>14.7%</td> </tr> <tr> <td>CONST.</td> <td>12.0%</td> </tr> </table>	MFG.	14.7%	CONST.	12.0%	<table border="1" style="width: 100%;"> <tr> <td>MFG.</td> <td>25%</td> </tr> <tr> <td>CONST.</td> <td>25%</td> </tr> </table>	MFG.	25%	CONST.	25%
	MFG.	16.3%																							
	CONST.	8.9%																							
	MFG.	13.7%																							
CONST.	9.9%																								
MFG.	14.7%																								
CONST.	12.0%																								
MFG.	25%																								
CONST.	25%																								
SO 2	Continue to implement the Business Model																								
SM 2	10% Increase in SMEs loan portfolio	Actual Accomplishment	7.5%	(Actual/Target) x Weight	976M	788M	721M	793M																	
Sub-total			15%																						
Financ	SO 3	Meet the Financial Targets for																							

		the Year 2022							
	SM 3	Increase in Loan Bookings	Total Gross Bookings	20%	(Actual/Target) x Weight	2.958B	846M	446M	1.562B
	SM 4	Improve Net Income	Achieve Net Income of P8.6M	20%	(Actual/Target) x Weight	42.8M	10M	13.8M	8.6M
	SM 5	Improve Past Due Ratio	Reduction in Past Due Ratio (Past Due / Total Loan Portfolio)	20%	(Actual/Target) x Weight	16.9%	43.2%	40.6%	16.5%
	Sub-total			60%					
Internal Process	SO 4	Improvements in Internal processes & guidelines for efficient service, internal control and compliance with government regulations							
	SM 6	Enhancement in Internal Processes & Guidelines	No. of programs implemented	15%	(Actual/Target) x Weight	1. Legal Chopping Policy Guidelines and Procedures on Repricing a ULFC Lease and/or Loan Account	1. Guidelines on Preparing & Sending Reminder & Collection/Demand Letters 2. Guidelines and Procedures in	1. Client Call Report Guidelines and Procedures 2. FFE Manual 3. Internal Credit Risk	1. Enhancement of Financial Consumer Protection Manual (inclusion of Consumer Protection

					<ol style="list-style-type: none"> 2. Guidelines and Procedures on Repricing a ULFC Lease and/or Loan Account 3. Reputational Risk Management Manual 4. Associate's Out-of-Town Business-Related Travel Guidelines 5. Retail Equipment Financing Program 6. Retail Truck Financing Program 7. Credit Risk Rating (CRR) Guidelines and Procedures 8. Monitoring of Leased Assets/Collateral Guidelines and Procedures 9. Procedures in Scanning & Saving Customer's Records 	<ol style="list-style-type: none"> 3. ULFC Remedial Management and Legal Enforcement Policy Manual 4. Cash Advances Guidelines and Procedures 5. ULFC Treasury Manual 6. ULFC's Procurement Manual on Goods and Services 7. Chart of Accounts-Income and Expenses and Related Process Flow 8. Cerquit Accounting System (CAS) Access Rights Manual 9. Business Continuity Plan Manual 	<ol style="list-style-type: none"> Rating System (ICRRS) Manual 4. ULFC Product Manual 5. ULFC ROPA Manual 6. ULFC Operations Manual 7. Credit Policy Manual 8. Loan Loss Estimation Methodology, Provisioning and Allowance for Credit Losses Manual 	<ol style="list-style-type: none"> Risk Monitoring System) 2. Enhancement of ULFC Internal Credit Risk Rating System (ICRRS), to be aligned with the enhancement of the bank 3. Establishment of Gender and Development Program for ULFC 4. Establishment of Risk Asset Acceptance Criteria (RAAC) Policy 5. Establishment of Data Privacy Manual for ULFC
--	--	--	--	--	--	--	---	---

	Sub-total			15%					
Organization	SO 5	Improve customer satisfaction by providing excellent service to clients							
	SM 7	Establish a Customer Satisfaction Survey aligned with UCPB and GCG model	Actual Accomplishment	10%	(Actual/Target) x Weight	NA	NA	NA	Completion of the CSS by the 4th Quarter to 1st quarter of 2023
	Sub-total			10%					
	TOTAL			100%					

a/ Annual and quarterly target should be provided

Note: The above number of Objectives/s for each Perspective and the number of Measure/s for each Objective is indicative only for purposes of presentation. The actual number of Objectives and Measures will come from the GOCC. Only those Measures that are included in the Performance Agreement should have corresponding weights.

UCPB LEASING AND FINANCE CORPORATION

		Component			Proposed Target																	
Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System	Annual	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter													
Stakeholders	SO 1	To support the National Government Agenda																				
	SM 1	To increase portfolio mix of Manufacturing and Construction Industries to 25% respectively in 2022	Actual Accomplishment	7.5%	(Actual/Target) x Weight	<table border="1" style="font-size: small;"> <tr> <td>MFG.</td> <td>25%</td> </tr> <tr> <td>CONST.</td> <td>25%</td> </tr> </table>	MFG.	25%	CONST.	25%	<table border="1" style="font-size: small;"> <tr> <td>17.3%</td> </tr> <tr> <td>15.3%</td> </tr> </table>	17.3%	15.3%	<table border="1" style="font-size: small;"> <tr> <td>19.9%</td> </tr> <tr> <td>18.5%</td> </tr> </table>	19.9%	18.5%	<table border="1" style="font-size: small;"> <tr> <td>22.4%</td> </tr> <tr> <td>21.8%</td> </tr> </table>	22.4%	21.8%	<table border="1" style="font-size: small;"> <tr> <td>25.0%</td> </tr> <tr> <td>25.0%</td> </tr> </table>	25.0%	25.0%
	MFG.	25%																				
	CONST.	25%																				
	17.3%																					
15.3%																						
19.9%																						
18.5%																						
22.4%																						
21.8%																						
25.0%																						
25.0%																						
SO 2	Continue to implement the Business Model																					
SM 2	10% Increase in SMEs loan portfolio	Actual Accomplishment	7.5%	(Actual/Target) x Weight	793M	198M	198M	198M	199M													
Sub-total			15%																			
Finance	SO 3	Meet 90% of the Financial Targets																				
	SM 3	Increase in Loan Bookings	Total Gross Bookings	20%	(Actual/Target) x Weight	1.562B	210M	449M	452M	451M												
	SM 4	Improve Net Income	Achieve Net Income of P8.6M	20%	(Actual/Target) x Weight	8.6M	4.9M	7.4M	9.8M	(13.3M)												
	SM 5	Improve Past Due Ratio	Reduction in Past Due Ratio	20%	(Actual/Target) x Weight	16.5%	24.3%	20.4%	18.2%	16.5%												

PES Form 2a
Quarterly Targets 2022

			(Past Due / Total Loan Portfolio)							
	Sub-total			60%						
Internal Process	SO 4	Improvements in Internal processes & guidelines for efficient service, internal control and compliance with government regulations								
	SM 6	Enhancement in Internal Processes & Guidelines	No. of programs implemented	15%	(Actual/Target) x Weight	5	1	2	2	
	Sub-total			15%						
Organization	SO 5	Improve customer satisfaction by providing excellent service to clients								
	SM 7	Establish a Customer Satisfaction Survey aligned with UCPB and GCG model	Actual Accomplishment	10%	(Actual/Target) x Weight	Completion of the CSS by the 4th Quarter to 1st quarter of 2023.				
	Sub-total			10%						
	TOTAL			100%						

UCPB LEASING AND FINANCE CORPORATION

What is the objective? Continue to implement the Business Model
What is the measure? Increase SMEs loan portfolio
What is the reason behind choosing this measure? To support government development programs for SMEs

How often is the measure updated/ calculated? Monthly & Quarterly
What is the unit of measure used? Total amount

How is the measure calculated? Clarify the terms in the formula: (Actual/Target) x Weight

What data is required in calculating the measure?
Where/how is it acquired? (specify document or person) Monthly loan portfolio report from Operations Dept.

Is information about the measure available?

- Currently available
- With minor changes
- Still to be formulated

When will this info be available?

Who is responsible for setting targets?

President/Officer-In-Charge

Who is accountable for targets? Marketing Dept.

Who is responsible for tracking & reporting targets? Operations Dept.

BASELINE			TARGETS
2019	2020	2021	2022
976M	788M	721M	793M

UCPB LEASING AND FINANCE CORPORATION

What is the objective? To support the National Government Agenda
What is the measure? To increase portfolio mix of Manufacturing and Construction Industries to 25% respectively in 2022
What is the reason behind choosing this measure? Increasing the Manufacturing and Construction will support the development of these industries.

How often is the measure updated/ calculated? Monthly & Quarterly
What is the unit of measure used? Increase to 25% for each industry

How is the measure calculated? Clarify the terms in the formula: $(Actual/Target) \times Weight$

What data is required in calculating the measure? Where/how is it acquired? (specify document or person) Monthly loan portfolio report from Operations Dept. per Industry.

Is information about the measure available?

- Currently available
- With minor changes
- Still to be formulated

When will this info be available?

Who is responsible for setting targets?

President/Officer-In-Charge

Who is accountable for targets? Marketing Dept.

Who is responsible for tracking & reporting targets? Operations Dept.

	BASELINE			TARGETS
	2019	2020	2021	2022
Mfg	16.3%	13.7%	14.7%	25%
Const	8.9%	9.9%	12.0%	25%

UCPB LEASING AND FINANCE CORPORATION

What is the objective? Meet the Financial Targets for the Year 2022
What is the measure? Gross Loan Bookings
What is the reason behind choosing this measure? Increase bookings will aid the increase in revenues

How often is the measure updated/ calculated? Monthly & Quarterly
What is the unit of measure used? Total amount

How is the measure calculated? Clarify the terms in the formula: $(\text{Actual}/\text{Target}) \times \text{Weight}$

What data is required in calculating the measure? Where/how is it acquired? (specify document or person) Monthly Bookings report from Operations Dept.

Is information about the measure available?

- Currently available
- With minor changes
- Still to be formulated

When will this info be available?

Who is responsible for setting targets?

President/Officer-In-Charge

Who is accountable for targets? Marketing Dept.

Who is responsible for tracking & reporting targets? Operations Dept.

BASELINE			TARGETS
2019	2020	2021	2022
2.95B	846M	446M	1.56B

UCPB LEASING AND FINANCE CORPORATION

What is the objective? Meet the Financial Targets for the Year 2022
What is the measure? Achieved target net Income
What is the reason behind choosing this measure? Target net income based on increase target bookings

How often is the measure updated/calculated? Monthly & Quarterly
What is the unit of measure used? Total amount

How is the measure calculated? Clarify the terms in the formula: $(Actual/Target) \times Weight$

What data is required in calculating the measure? Where/how is it acquired? (specify document or person) Monthly Income Statement

Is information about the measure available?

- Currently available
- With minor changes
- Still to be formulated

When will this info be available?

Who is responsible for setting targets?

President/Officer-In-Charge

Who is accountable for targets? President/Officer-In-Charge

Who is responsible for tracking & reporting targets? Operations Dept.

BASELINE			TARGETS
2019	2020	2021	2022
42.8M	10M	13.8M	8.6M

UCPB LEASING AND FINANCE CORPORATION

What is the objective? Meet the Financial Targets for the Year 2022
What is the measure? Improved Past Due Ratio
What is the reason behind choosing this measure? To improve total loan portfolio quality

How often is the measure updated/ calculated? Monthly & Quarterly
What is the unit of measure used? Percentage of Past due Ratio

How is the measure calculated? Clarify the terms in the formula: $(Actual/Target) \times Weight$

What data is required in calculating the measure? Where/how is it acquired? (specify document or person) Monthly Balance Sheet

Is information about the measure available?

- Currently available
- With minor changes
- Still to be formulated

When will this info be available?

Who is responsible for setting targets?

President/Officer-In-Charge

Who is accountable for targets? Remedial and Legal Enforcement Dept.

Who is responsible for tracking & reporting targets?

Operations Dept.

BASELINE			TARGETS
2019	2020	2021	2022
16.9%	43.2%	40.6%	16.5%

UCPB LEASING AND FINANCE CORPORATION

What is the objective? Improvements in Internal processes & guidelines for efficient service, internal control and compliance with government regulations
What is the measure? Enhancement in Internal Processes & Guidelines
What is the reason behind choosing this measure? For efficient service, improvement in internal controls & compliance to government regulations

How often is the measure updated/ calculated? Annual
What is the unit of measure used?

How is the measure calculated? Clarify the terms in the formula: No. of enhancement approved and implemented

What data is required in calculating the measure? Where/how is it acquired? (specify document or person)

Is information about the measure available?

- Currently available
- With minor changes
- Still to be formulated

When will this info be available?

Who is responsible for setting targets?

President/Officer-In-Charge

Who is accountable for targets? Process & Methods Development Officer

Who is responsible for tracking & reporting targets?

Risk Head

BASELINE			TARGETS
2019	2020	2021	2022
9	9	8	5

UCPB LEASING AND FINANCE CORPORATION

What is the objective? Improve customer satisfaction by providing excellent service to clients

What is the measure? Establishment of a Customer Satisfaction Survey aligned with UCPB and GCG model

What is the reason behind choosing this measure? Maintain high satisfaction ratings from Clients.

How often is the measure updated/ calculated? Annual

What is the unit of measure used?

How is the measure calculated? Clarify the terms in the formula: $(Actual/Target) \times Weight$

What data is required in calculating the measure? Where/how is it acquired? (specify document or person) Establishment of a Customer Satisfaction Survey aligned with UCPB and GCG model and Annual Customer Service Survey Report

Is information about the measure available?

- Currently available
- With minor changes
- Still to be formulated

When will this info be available?

Who is responsible for setting targets?

President/Officer-In-Charge

Who is accountable for targets? Marketing Head

Who is responsible for tracking & reporting targets?

Marketing Head

BASELINE

2019	2020	2021
NA	NA	NA

TARGETS

2022
NA

