

**UNITED COCONUT PLANTERS BANK (UCPB)**  
**Validation Result of 2020 Performance Scorecard**

Component						UCPB Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Wt	Rating System	Target	Actual	Rating¹	Actual	Rating			
SOCIO- ECONOMIC IMPACT	SO 1	Continue to Implement the Business Model Defined in the 3 Year Business Plan										
	SM 1	Capital Adequacy Ratio²	Actual Accomplishment	15%	(Actual / Target) x Weight	6%	Final Dec. 31, 2020 Capital Adequacy Ratio (CAR) is 6.842%	-	6.84%	15%	CAR Report as submitted to the Securities and Exchange Commission (SEC)  BSP Published Balance Sheet	Acceptable. Validated accomplishment from BSP Published Balance Sheet
	SO 2	Tap GOCCs, NGs, and LGUs for Other Bank Products										
	SM 2	Increase Availment of Deposit Products (Deposit, Cash Management Products, e-banking Products)	Actual Accomplishment	15%	(Actual / Target) x Weight	Deposit Products Implemented on Twenty (20) GOCCs, LGUs, and NGAs	51 newly opened government accounts as of December 31, 2020 with a total outstanding balance of Php 23,498,300,670.92	-	51	15%	List of Newly Opened Government Account-CASA for the year 2020	Acceptable. Validated accomplishment includes 16 GOCCs, 8 NGAs, and 27 LGUs with outstanding balance of ₱23.498 Billion
		Sub-total		30%						30%		

<sup>1</sup> No rating submitted.

<sup>2</sup> With BSP Relief under BSP Memorandum Nos. 2020-008, 032, 068.

## Validation Result of 2020 Performance Scorecard (Annex A)

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	Objective/Measure	Formula	Wt	Rating System	Target	Actual	Rating <sup>1</sup>	Actual	Rating			
	SO 3	To Meet the Financial Targets Under the 3 Year Business Plan										
FINANCIAL	SM 3	A Managed Portfolio and Conservative Lending to Minimize Credit Risk	Actual Accomplishment	10%	(Actual / Target) x Weight	Php 155Bn, 5% Lower than the Previous Year Balance of Php164Bn	Php 151.6Bn; 2.4% lower than the target of Php155Bn	-	₱151.586 Billion	9.78%	Financial Statements submitted to the BSP  COA Annual Audit Report for 2020	Acceptable.  Validated accomplishment based on the annual audit report from COA.
	SM 4	Maintain Current Liquidity from Deposit with Cheaper Funding Costs	Actual Accomplishment	15%	(Actual / Target) x Weight	Php 249Bn, 1% Lower than the Previous Year Balance of Php251Bn	Php273.71Bn; 10% higher than the target of Php249Bn	-	₱273.71 Billion	15%	Financial Statements submitted to the BSP  COA Annual Audit Report for 2020	Acceptable.  Validated accomplishment based on the annual audit report from COA.
	SM 5	Report Net Income After Considering Impact of Pandemic	Actual Accomplishment	10%	(Actual / Target) x Weight	Php 3.2Bn, 10% Lower than the target per 3-year business plan of Php 3.575Bn	Php4.06Bn; 21.2% higher than the target of Php3.20Bn	-	₱4.16 Billion	10%	Financial Statements submitted to the BSP  COA Annual Audit Report for 2020	Using the COA AAR, UCPB's Net Income After Tax (NIAT) for the year ended 31 December 2021 amounts to ₱4.16 Billion.
		Sub-total			35%					34.78%		

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INTERNAL PROCESS	SO 4	Speed-up Recoveries from Non-Performing Assets and Converts it to Earning Assets									
	SM 6	Improve Non-performing Loans Ratio (NPL)	Actual Accomplishment	10%	{1- [(Actual - Target) / Target] x Weight}	Not more than 10% higher than the Philippine Bank Standard as of End of the year <sup>3</sup> with BSP Relief under BSP Memo 008/032/068	NPL ratio is at 13.30%; 10.10% higher than industry of 3.20%	-	10.72%	0 %	BSP Published Balance Sheet  COA Annual Audit Report for 2020  As of December 2020, the BSP reported a Net NPL Ratio of the Philippine Banking Sector (PBS) at 1.60%.  The actual NPL ratio of 10.72% is 670% higher than the Philippine Bank Standard.  Validated accomplishment is based on the COA audit report.
	SO 5	Enhance Operations and IT Security thru Automation and IT Solutions									
	SM 7	Number of New IT Projects Implemented	Actual Accomplishment	10%	(Actual / Target) x Weight	Full Implementation and roll out of the following IT Projects: 1. Upgrading/ Enhancement of the following: (a) Replacement and upgrading project of computers and software due to end of support of Windows7 OS; (b) Upgrade of storage servers and OS;	Completed replacement of 150 pc out of the 823 target number of units for year 1 due to procurement issue  DMS Phase 4 was already implemented dated Dec. 15, 2020	-	1. 150 units were completely replaced out of the total target of 823 units for 2020.  2. DMS Phase 4 was already implemented on 15 December 2020	0%	Technology Committee Minutes of the Meeting and Delivery Receipts  Certificate from ITMG on Development, UAT and implementation of the DMS.  Target not met.  UCPB was only able to fully upgrade/ enhance 150 units of computer out of the 823 computer units targeted for upgrade/enhancement in 2020.  Only DMS Phase 4 was fully implemented and rolled-out in 2020.

<sup>3</sup> BSP published rate as of 31 December 2020.

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						2. Full implementation of Phases 4 & 5 of the Document Management System (DMS).	DMS Phase 5 is a carry-over project of 2020 to 2021 as declared in the DMS Roadmap submitted to TechComm - Received Business Requirements from Legal Service Group: 16-Oct-2020 -Waiting for Business Requirements from Human Resources Group - For Project Initiation discussion with Financial Services Group	-				
		Sub-total		20%						0%		
ORGANIZATION	SO 6	Improve Customer Satisfaction by Providing Excellent Service to Client										
	SM 8	Percentage of Satisfied Customers	Actual Accomplishment	5%	(Actual / Target) x Weight	90%	Completed the 2020 Customer Survey with a rating of 90%	-	90%	5%	2020 Client Satisfaction Survey Final Report Sample Actual Accomplished Questionnaires Quality Control Monitoring File	Acceptable. Out of the 2,265 respondents, 1,171 and 862 gave a rating of Very Satisfied and Satisfied, respectively.

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	SO 7	Develop World-Class Operations										
	SM 9	Develop Quality Management System	Actual Accomplishment	5%	All or Nothing	Certificate of Readiness for ISO 9001:2015 Certification (third-party)	1. Created the ISO Champions for BBG.  2. Identified the processes for ISO Certification - Branch Banking Operations	-	Cannot be validated	0%	-	No supporting document was provided for this measure. Pursuant to Section 4.1.1 of GCG M.C. No. 2019-02, accomplishments in measures which cannot be objectively verified by GCG on the account of inadequate or incomplete documentation by the GOCC on how such accomplishments were determined may be given an automatic zero score
	SO 8	Establish High Performance Culture Across the Bank										
	SM 10	Improve Competency Level	Actual Accomplishment	5%	(Actual / Target) x Weight	Board-approved Competency Model with the following:  a. Competency Catalogue b. Competency Framework	Approved by the Board dated Dec. 28, 2020	-	Board-approved UCPB Competency Model  a. Competency Catalogue b. Competency Framework	2.5%	Secretary's Certificate UCPB Competency Catalogue	3 out of 6 deliverables met. Board Resolution No. 525-2020 dated 28 December 2020 showed that the Board-approved UCPB Competency Model only includes (a) Competency Catalogue, (b) Competency Framework, and (c)

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				c. Competency Tables d. Competency Matrix e. Position Profiles f. Competency-Based Job Description				c. Competency Tables for Core, Organizational and Leadership Themes			Competency Tables for Core, Organizational and Leadership Themes
		<b>Sub-total</b>	<b>15%</b>						<b>7.5%</b>		
		<b>Grand Total</b>	<b>100%</b>						<b>72.28%</b>		