

2021 PERFORMANCE SCORECARD (ANNEX B)

DBP LEASING CORPORATION (DBP-LC)

	Component	Objective/Measure	Formula	Weight	Rating System	Baseline Data		Target	
						2018	2019	2020 ¹	2021
SOCIAL IMPACT	SO 1	Support the Government's Economic Development Priorities by Providing Leasing and Other Asset-Based Financing Services to Various Industries							
	SM 1	Increase Total Loan and Lease Portfolio (Net as per Balance Sheet)	Absolute Amount ²	30%	(Actual / Target) x Weight If Less Than 2018 Actual = 0%	₱2.78 Billion	₱3.171 Billion	₱3.1 Billion	₱3 Billion
		<i>Sub-total</i>		30%					
FINANCIAL	SO 2	Achieve Expected Return on Shareholder Investment by Growing Revenues through the Expansion of Credit Portfolio and by Efficient Management of Resources							
	SM 2	Maintain Return on Equity-Net Income After Tax (ROE-NIAT)	Net Income After Tax / Average Net Worth	20%	(Actual / Target) x Weight If Less Than 2020 Actual = 0%	(4.85%)	4.28%	0.50%	0.80%
		<i>Sub-total</i>		20%					
STAKEHOLDERS	SO 3	Provide DBP Priority Sectors and SMEs Access to DBP-LC Financing Services							
	SM 3	Increase the Percentage of Clients within the DBP Priority Sectors and SMEs	Number of Clients within the DBP Priority Sector and SMEs / Total Number of Clients	10%	(Actual / Target) x Weight	69.06%	77.94%	76%	80%

¹ Based on the Recalibrated 2020 Performance Scorecard transmitted thru a letter dated 09 November 2020. Officially received by the DBP-LC on 11 November 2020.

² Net per Balance Sheet is composed of Financial Lease (Principal excluding Interest)/Loan Receivable + Residual Value (Financial Lease)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020 ¹	2021	
INTERNAL PROCESS	SO 4	Achieve a Satisfactory Rating from Customers in the Delivery of Financing Services							
	SM 4	Percentage of Satisfied Customers	Number of Respondents who gave at least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	93.90%	99%	90%	90%
		<i>Sub-total</i>		15%					
	SO 5	Diversify Industry Exposure with Expanded Market Coverage and Product Offerings							
SM 5	Increase Number of New Accounts Approved	Absolute Number	5%	(Actual / Target) x Weight If Less Than 5 = 0%	15	28	5	15	
SO 6	Achieve High Quality Portfolio Through Adoption of Best Practices in Account Management and Credit Risk Due Diligence								
SM 6	Improve Past Due Rate	Total Past Due / Total Portfolio	5%	{1 - [(Actual - Target) / Target]} x Weight If More Than 8% = 0%	10.13%	6.24%	≤ 5%	≤ 6.5%	
SM 7	Percentage of Real and Other Properties Acquired (ROPA) to Total Assets	Total ROPA / Total Assets	5%	All or Nothing	0.43%	0.38%	≤ 1%	≤ 1%	

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020 ¹	2021	
	SO 7	Streamline Processes Based on Industry Best Practices							
	SM 8	Percentage of Applications Processed Within Prescribed Period from Receipt of Complete Requirements	Number of Applications Processed within Prescribed Period ³ / Total Number of Applications with Complete Documents	5%	(Actual / Target) x Weight If Less Than 95% = 0%	97%	91.84%	100%	100%
	SM 9	Attain Quality Management Certification	Actual Accomplishment	5%	All or Nothing	No Data	ISO 9001: 2015 Certification	Retain ISO 9001: 2015 Certification (Pass Surveillance Audit)	Retain ISO 9001: 2015 Certification (Pass Surveillance Audit)
		Sub-total		25%					
LEARNING AND GROWTH	SO 8	Ensure Personnel Complement Best Fit to Achieve Organizational Objectives							
	SM 10	Improved Competency Level of the Organization	Competency Baseline ⁴ 2021 - Competency Baseline 2020	5%	All or Nothing	31% - Need Intervention 17% - More Opportunities 17% - Approaching the Competency Standard 34% - Met the Competency Standard	Cannot be Validated	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization

³ Based on the Citizen' Charter as approved by or as submitted to the Anti-Red Tape Authority (ARTA).

⁴ Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A (\text{Actual Competency Level})}{\sum_{a=1}^A (\text{Required Competency Level})} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020 ⁵	2021
SO 9	Develop and Implement Complementary Management and Technological Systems to Support Business Operations							
SM 11	Implementation of Information Systems Strategic Plan (ISSP)	Actual Accomplishment	5%	All or Nothing	Account Management System (AMS) awarded to Third-Party Service Provider	Asset Management System Rolled Out Board-Approved ISSP 2020-2024 submitted to DICT on 20 December 2019	100% Attainment of 2021 Deliverables Based on Revised ISSP 2020-2024 ⁵	100% Attainment of 2021 Deliverables Based on Revised ISSP 2020-2024
	Sub-total		10%					
	TOTAL		100%					

⁵ During the annual validation, the reference document shall be the Board-approved revised ISSP 2020-2024 as submitted to or as approved by the DICT, otherwise, the Governance Commission shall still refer to the Board-approved ISSP 2020-2024 as submitted to the DICT on 20 December 2019.