



21 March 2023

MS. BLESILDA A. LANTAYONA

*Undersecretary, Department of Trade and Industry (DTI)
and SBC Acting Chairperson*

MR. ROBERT C. BASTILLO

President and CEO

SMALL BUSINESS CORPORATION (SBCorp)

*17th and 18th Floors, 139 Corporate Center,
139 Valero Street, Salcedo Village, Makati City*

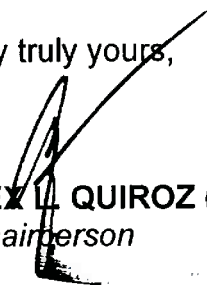
**RE: TRANSMITTAL OF 2023 CHARTER STATEMENT AND
STRATEGY MAP AND PERFORMANCE SCORECARD**

Dear Undersecretary Lantayona and PCEO Bastillo,

We respectfully furnish you the SIGNED 2023 SBC Charter Statement and Strategy Map (**Annex A**) and Performance Scorecard (**Annex B**).

Your compliance with GCG M.C. No. 2012-007 and GCG M.C. No. 2023-01 will be highly appreciated.

Very truly yours,


Justice ALEX L. QUIROZ (ret.)
Chairperson

cc: SBC Employees' Association/Union



VALUE PROPOSITIONS

We are where MSMEs go to grow.

We champion financial inclusion.

VISION
By 2028, we will be a financially-sustainable and socially-responsive organization trailblazing innovative financing solutions for growing MSMEs that contribute to inclusive economic development.

Our MISSION is to relentlessly champion and bridge the financing needs of the underserved but financeable segments of the country for their sustained growth.

VALUES
Matapat sa Bayan
(faithful and trustworthy service to the country)
Bayanihan
(community in unity)
Magaling at Maabilidad
(competent and innovative)
Mapagkalinga sa Kalikasan
(caring of the environment)



Growth and graduation/transformation of MSMEs

Good governance and cost-efficiency in the management of stakeholders' investments, attaining sustainable and exponential growth of financial returns

Excellent customer experience of our clients throughout their transactions journey with us (*our direct borrowers, our conduits and our other partners*)

Technology-driven organizational systems that support analytics-based decision-making, innovation, and information security.

Established competencies and corporate culture of SBCorp workforce as growth drivers for MSMEs.

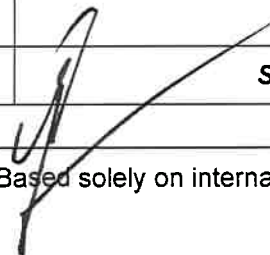
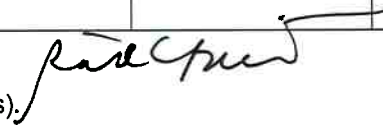
SERVICE PHILOSOPHY: Ferocity in the mission, kindness towards each other

SMALL BUSINESS CORPORATION (SBC)

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
SO 1	Increased allocation and accelerated delivery of financing resources to underserved MSME segments							
SM 1	Increase Total Financing Portfolio	Year-End Gross Amount of Portfolio	15%	(Actual/Target) x Weight	₱7.363 Billion	₱11.3059 Billion	₱16.909 Billion	₱15.56 Billion
SM 2	Increase the Number of Micro, Small, and Medium Enterprise (MSME) Borrowers	Number of Active MSME Borrowers (with Loan Release) during the Year relative to Prior Year	10%	(Actual/Target) x Weight	52,287 ¹	64,922	Additional 68,754	Additional 51,327
SM 3	Number of Provinces Provided with Access to Financing	Number of Provinces with Loan Releases during the Year	15%	(Actual/Target) x Weight	One (1) Small Island Economy with at least ₱10 Million Financing Portfolio ¹	85 Provinces	85 Provinces	85 Provinces
Sub-total			40%					

SOCIAL IMPACT

¹ Based solely on internal SBC records (SBC Regional/Provincial Groupings).

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
FINANCE	SO 2	Good governance and cost-efficiency in the management of stakeholders' investments, attaining sustainable and exponential growth of financial returns							
	SM 4a	Increase Net Operating Income	Operating Revenue – Operating Expenses	2.5%	(Actual/Target) x Weight	(105.12)	33.11	N/A	₱12.13 Million
	SM 4b	Improve Return on Equity	Adjusted profit (loss) after tax ² / Average Equity	2.5%	{1 – [(Actual – Target)/Target]} x Weight	(0.47%)	(1.16%)	At least positive ROE and Not lower than 2021 ROE	(1.44%)
	SM 5	Improve Past Due Rate	Per BSP Definition	5%	{1 – [(Actual – Target)/Target]} x Weight	-	20.36%	30% PDR for the CARES Program; 16% PDR for non-CARES programs	30%
	SM 6	Efficient Utilization of Corporate Budget							
	SM 6a	Obligations Budget Utilization Rate (BUR)	Total Obligations / DBM-approved Corporate Operating Budget (both net of PS Cost)	5%	(Actual/Target) x Weight	-	-	90%	90%
	SM 6b	Disbursement BUR	Total Disbursement / Total Obligations	2.5%	(Actual/Target) x Weight	-	-	90%	90%

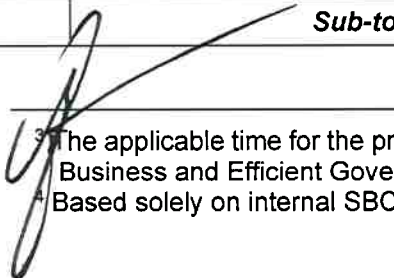
² where adjusted profit (loss) after tax is profit (loss) after tax as shown in the statement of comprehensive income excluding:

- subsidy income
- expenses subsidized as allowed by law
- credit cost or loan loss provisioning

Paul Cruz

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
	(both net of PS Cost)							
	Total Disbursement / DBM-approved Corporate Operating Budget for subsidy (both net of PS Cost)	2.5%	(Actual/Target) x Weight	-	-	90%	90%	
Sub-total		20%						
SO 3	Excellent customer experience of our clients throughout their transactions journey with us (our direct borrowers, our conduits and our other partners)							
SM 7	Percentage of Satisfied Customers	Number of Stakeholders Who Gave a Rating of at Least Satisfactory / Total Number of Respondents	10%	(Actual/Target) x Weight 0% = less than 80%	98%	99%	90%	90%
SM 8	Improve Turn Around Time (TAT) in the Processing of Loan Applications	Number of Applications Processed within Applicable Turnaround Time ³ / Total Number of Applications	5%	(Actual/Target) x Weight	64.85% ⁴	53.18%	100% of Applications Processed within Prescribed Turnaround Time	100% of Applications Processed within Prescribed Turnaround Time
Sub-total		15%						

CUSTOMERS



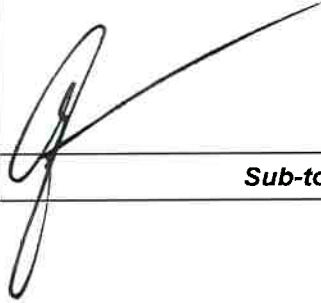
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³The applicable time for the processing of loans should be consistent and in compliance with Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

⁴Based solely on internal SBC records.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
SO 4	Technology-driven organizational systems that support analytics-based decision-making, innovation, and information security							
SM 9	Automate Existing Systems and Processes	Actual Accomplishment	10%	(Actual / Target) x Weight	Accomplished the following ISSP deliverables: Loan Disbursement System (e-Signature & OTP) and Account Management System (Components 1, 2a, and 2b)	5 out of 7 deliverables in the 2021 ISSP was accomplished.	100% Attainment of 2022 Deliverables (based on DICT-Approved ISSP 2021-2023)	100% Attainment of 2023 Deliverables (based on DICT-Approved ISSP 2022-2024)
SM 10	Attain ISO 9001:2015 Certification	Actual Accomplishment	10%	(Actual / Target) x Weight	Maintained ISO 9001:2015 Certification; Obtained 9001:2015 Certification for Northern Luzon Group	ISO 9001:2015 Certification for Head Office and Northern Luzon Group was maintained; ISO 9001:2015 Certification for Mindanao Group was secured	1) Maintain ISO 9001:2015 certification 2) New certification of fourth Regional Lending Group	Maintain ISO 9001:2015 certification for the entire organization
		Sub-total	20%					

INTERNAL PROCESS




Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
LEARNING AND GROWTH	SO 5	Established competencies and corporate culture of SBCorp workforce as growth drivers for SMEs							
	SM 11	Improve Competency Baseline of the Organization	Competency Baseline ⁵ in 2021 – Competency Baseline in 2020	5%	All or Nothing	0.0774 Improvement in the Competency Baseline of the Organization	0.124 improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization
	Sub-total			5%					
	Grand Total			100%					

For GCG:



Justice ALEX L. QUIROZ (Ret.)
Chairperson

For SBCorp:



MR. ROBERT C. BASTILLO
President and CEO (PCEO)

⁵ 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:

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

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