ANNEX G -

CREDIT COUNTERPARTY LIMITS

REPUBLIC OF THE PHILIPPINES) CITY OF MAKATI 15.5.

SECRETARY'S CERTIFICATE

I, MELISSA L. ADAJAR, of legal age, Filipino, and with business address at the 16th Floor, Unit L2L16-11 The PSE, One Bonifacio High Street, 5th Avenue corner 28th Street, Bonifacio Global City, Taguig City, after having been duly sworn in accordance with law, depose and state that:

- 1. I am the Assistant Corporate Secretary of the UCPB SAVINGS BANK, INC. (the "Bank"), a government financial institution duly organized and existing by virtue of and under the laws of the Republic of the Philippines, with main office address at the 2rd & 3rd Floors, OFBank Center, Liwasang Bonifacio, Manila;
- 2. At the meeting of the Board of Directors of the Bank validly held on December 9, 2022, during which a quorum was present and acting throughout, the following resolution was, upon motion duly made and seconded, passed and approved:

RESOLUTION NO. 279-2022 (Renewal of Guidance Line for Land Bank of the Philippines)

RESOLVED TO APPROVE the proposed renewal of Guidance Line for Land Bank of the Philippines in the amount of Three Hundred Million Pesos (P300,000,000.000) to expire on December 31, 2023, with the following terms and conditions, as presented in the Memorandum dated December 2, 2022:

Facility	Guidance Line
Amount	Php 300Mn
Umit	Limit shall not exceed recommended limit
Other	A) Risk Management Division shall furnish a report to Treasury on excess / breach in limits on a monthly basis, for reconciliation / monitoring / evaluation purposes; and B) This renewal shall cover all transactions made after December 31, 2022.
Expiry Date	December 31, 2023
Sub-Facility #1	Interbank Loan Line (IBL)
Purpose	For overright lending
Amount	Php 300Mn .
Sub-Limit	Limit may equal the guidance limit if outstanding exposure / usage under SSL is nil at the time of availment.
Term	Overnight
Sub-Facility #2	Securities Settlement Line (SSL)
Purpose	For purchase and sale of government securities and other corporate peso bonds
Amount	Php 200Mn
Sub-Umit	Traded securities in Philippine Peso Settlement is via delivery versus payment (OVP) For pre-settlement, line usage is based on 11% Pre-Settlement Risk-PSR multiplied by notional value of security traded The excess may be credited against unutilized portion of IBL, provided resulting aggregate exposure / usage does not exceed the prescribed guidance limit per counter party.
Term	Government Securities – not to exceed three (3) working days Bonds – three (3) working days/good value

3. The foregoing has not been modified, repealed or otherwise superseded as of date.

IN WITNESS WHEREOF, this Certificate is executed this January 9, 2023 in the City of Makati.

MELISSA E. AD

SUBSCRIBED AND SWORN to before me on this JAN 12 2023

Assistant Comporate Secretary

Sessional Regulation Commission Regulation Regulation Commission Regulation Commission Regulation Reg in the City of Makati, affiant exhibited her Professional Regulation Commission Registration No. 0158396 valid until December 20, 2025.

Doc. No. SSB :

ANNEX H - LIMITS STRUCTURE

TITLE OF LIMITS	Amount/Ceiling
A. Mandatory	-
Single Borrower's Limit (SBL)	First 25% of the Bank's Net worth + 10% of the Net worth
Mandatory Credit Allocation	
a. Micro & Small Enterprises	8% of the total
(MSE) b. Medium Enterprises (MEs)	portfolio2% of total
Utilization of Loanable	portfolio
FundsGenerated set	
aside for:	10% of Loanable
a. Agrarian Reform Credit	Funds15% of
 b. Other Agricultural Credit 	Loanable Funds
DOSRI Loans	
a. Total Loans	15% of Total Loan Portfolio or 100% of Net
l Dans D	worth, whichever is lower
b. Unsecured Loans	30% of outstanding DOSRI loans or 30% of
	aggregate limit on total DOSRI loans
	whichever islower
Exposure to Real Estate Industry	20% of total loan portfolio
Eringo Ponofit Program	6% of CET 1 capital; 10% of risk-based CAR 15% of the Total Loan Portfolio
Fringe Benefit Program B. Internal	13% of the Total Loan Portions
As to product:	
Government Universities, Colleges,	10% of bank-wide GUCS (formerly PSPL)
and Schools - GUCS DepEd (formerly PSPL)	portfolio per branch/lending office
	(can be raised to 15% provided the default rate
	is not over 6%)
Government Entities Salary Loan	10% of bank-wide GESL and GUCS
(GESL formerly PSND)	portfolio Per Agency/Entity
GUCS TESDA and GUCS CHED	
	(can be raised to 15% provided the default rate
Auto Ioan (Consumor Auto)	is not over 6%)
Auto Ioan (Consumer Auto) REL	15% of total loan portfolio
As to size:	35% of total loan portfolio
Single Borrower's Limit (SBL) (Both	80% of regulatory SBL if CRR is 1 - 3
for single & group of counterparties).	60% of regulatory SBL if CRR is 4 -5
As to Industry:	· · · · ·
Loan to Financial & Insurance (FIs)	15% of total loan portfolio
As to security:	
Unsecured loans to total loan portfolio	70% of total loan portfolio
Clean loan	P20MM per account

ANNEX I - INTERNAL RISK RATING MATRICES

OVERALL RISK RATING

RISK COMPONENTS	OLD	PROPOSED
CREDIT	35%	35%
MARKET	10%	15%
LIQUIDITY	25%	20%
OPERATIONAL	30%	15%
INFORAMATION SECURITY		10%
CYBER SECURITY		5%
TOTAL	100%	100%

Credit Risk Rating Matrix

		1	2	3	4	- 5	
Credit Risk KRIs	Risk Weight	Low	Medium-Low	Medium	Medium-High	High	Rationale
Asset Quality and Concentration	60%						
Non Performing Loans (NPL) Ratio	15%	Industry Ratio	>1 to 2x of ind. ratio provided amt. is decreasing or maintained in the last 3 mos.	in the last 3 months	> 5x up to 6x of Industry Ratio provided amount is increasing or maintained in last 3 months	> fix of the Industry Ratio provided amount is increasing or maintained in last 3 months	To show the brend in NPL percentage versus NPL ratio
Non Performing Loans (NPL) Amount	20%	Qualified	> SON up to or < BD% of Qualified Capital	equal to 80% of Qualified Capital provided that percentage is decreasing/ maintained in last 3 mos.	> 80% up to Qualified Capital provided that percentage is decreasing/ maintained in last 3 mos.	> Qualified Capital & percentage is increasing more than 10% in the last 3 months	To align with Management Action Trigger (MAT) on market risk limits
Past Due Ratio Under Performing Loans (UPL) (1-30 days past due)	10%		> 3% up to 6% of the Total Loan Portfolio	>6% up to 9% of the Total Loan Portfolio	> 9% up to 12% of the Total Loan Portfolio	> 12% of the Total Loan Portfolio	To avoid double count or inclusion of NPL accounts
targe Exposure (LE)	15%	Loans	With Non- Performing Loans; 100% fully secured but with probable collection problems or issues	With Non-Performing Loans of up to 30% of QC; loan is at least 50% secured	With Non-Performing Loans of more than 30% up to 50% of QC; loan is less than 50% secured	exceeded Medium High threshold	To determine risk exposure of the Bank on large accounts as to QC and security.
Risk Mitigation (compliance w/	40%						
NPL Cover ratio	20%	= or > Industry Ratio	c S% to 15% of Industry Ratio	< 15% to 25% of Industry Ratio	< 25% to 35% of Industry Ratio	esceeded Medium High threshold	To determine Bank's NPL cover vs Industry
Internal SBL (Commercial Loan accounts not included under Large Exposure)	5%	is = or < 20%	NPL amount is >20% up to 35% of Internal SBL	NPL amount is >35% up to 50% of Internal SBL, but <50% of Regulatory SBL	NPL amount is >50% up to 65% of Internal SBL, but >50% of Regulatory SBL	exceeded Medium High threshold	To determine risk of breach in internal SBL and to mitigate breach
Product limits	5%	\$0.00X	with product/s exceeding the limit but product past due ratio is > industry past due ratio	with product/s exceeding the limit but product past due ratio is within industry past due ratio	Property Control of the Control	exceeded Medium High threshold	To determine risk of breach in terms of specific product limits and overall product limits
Unsecured Loans	10%	Total Unsecured loans is <20% of Total Loan Portfolio	Total Unsecured loan is >20% up to 40% of Total Loan Portfolio	Total Unsecured Loan is >40% up to 60% of Total Loan Portfolio	Total Unsecured Loan is >60% up to 75% of Total Loan Portfolio	exceeded Medium High threshold	To determine risk as to security for unsecured loans

Market & Liquidity Risk Rating Matrix

						Threshold was	
0%	≤50% of limit	>50-75% of limit	>75- 100% of limit	>100 - 125% of limit	>125% of limit	stretched: L – up to 50% ML – up to 75% M – up to 100% MH – up to 125%	
V/V	4					H - more than 125%	
0%	1						
Nt.							
15	CASA ≥ 70%	CASA 60 -< 70%	CASA 50 - 60%	CASA 40 - <50%	CASA <40%	52:48 IFO CASA	
10	≤25% 25 - ≤ 30%		30-≤35%	>35% -40%	>40%	35% max. limit	
15	2	35%	>30 - 35%	>25% - 30%	≤25%	35% min. limit	
15	≥ 25%	>20-<25%	15 - 20%	10-<15%	<10%	20% min. limit	
10	No negative carry in last 3 mos.	With 1 negative carry in the last 3 mos.	With 2 negative carry in the last 3 mos.	Last 3 mos. all in negative carry but mo, ave. <p1mm.< td=""><td>Last 3 mos. all negative & mo. ave. >PIMM.</td><td>Tolerance at 2 mos.</td></p1mm.<>	Last 3 mos. all negative & mo. ave. >PIMM.	Tolerance at 2 mos.	
20	>50 - 75%	>75 - 90%	>90 - 105%	>105 - 120%	>120%	Ind, average – 91.23 3% RR	
15	≤ 75% of limit	>75 < 100% of limit	>100-150% of limit provided not in lower buckets (i.e., anite-6 days to >4-6 mos.)	>100-150% of limit in lower buckets; or >150-200% in >6-12 mas. bucket	>150% of limit if in lower buckets; or >200% in >6-12 mos. bucket.	- o/n - 6 days to >4- 6 mos - 1.68n	
						· >6-12 mas – 3.5Bn	
	10% 10% 15 10 15 10 15 15 10 15 15	10% WE. 15 CASA ≥ 70% 10 ≤25% 15 ≥ 25% No negative carry in last 3 mos. 20 >50 - 75%	I/O% I/O CASA ≥ 70% CASA 60 < 70% I/O \$25% 25 - ≤ 30% I/O ≥35% >20 - <25% No negative With 1 negative carry in last 3 mos. I/O >50 - 75% >75 - 90% I/O ≤ 75% of limit >75 < 100% of limit	10% 10% 10% 10% 15	10% 10% 10% 10% 10% 10	Wt.	

Operational Risk Rating Matrix

Option Kills If (kylernel Freed)	Sub-HRI	29 Weight	None to reporting roseth & last 6 mes.	Medium law Fotortial or active lists of receives in reporting rea, or list is reas, up to PSOR order.	The second of th	Medium - High Potential or octoal loss of moderno in reporting ms. or lost 6 mac PDOS. PSOS; or < P1006 but out	High Potential of adoual loss of incidence in reporting me, or last 6 max. PRODS,	Referale To value / push for the resolution of Mentifue present gay/s.
EF (Enternal Fraud)		15	MI/ insidense lavi a real Near Miss (NM) (i.e. provested by control, not out of recessity)	III/ incidence where potential/ actual loss up to PSOs.	30/ incidence where potential/ actual loss >PSOE up to PISOE	fruidense has potential/ actual tass >P1006-P5006.	Invidence has patential/ actual loss :PSOCK	To value / push for the recolution of identified process grazis.
TPMS *critical_most. notices to: Headly of Office/ Lives/ functions manned by I personned / post to under- crafted weits	Training 8	De Devi	No training related as species of the task 8 mes.	M/th training, related sonders in the Lipt 8 mes. but addressed/being addressed.	Training related concern analised for 8 mos.	Training related commercians that it white.	Noted contern anasted for 313 mes.	to tasso en prairiere recelution (finen ann. o land)
	0.00	Manapower Adequacy No c Busicession plenning veca		W(fichical port >2 man. vecant but tof able (i.e. skilled & available)	Wc/ critical ports >2 mos- secent w/o elife secretary lap to 3 peots	W/ critical posts >2 max. vecent vs/o elde successor (up to 5 pents certy).	W/ critical posts >2 ress. vecant w/o able successor (=5 pents).	To facus on problem probables (from # of varient critical proba)
	Disciplinary A		No Ekciplinary action force	With disciplinary action itous but corrective schien/s taken/ being taken.	With unacted dooplinery action true up to 5 mm. hem date of knowledge, or acted but pending for 3 mcs.	With unacted disciplinary action issue up to 6 man. from date of knowledge; or arted trut pending for 6 mos.	With 16 mos. unacted disciplinary action issue.	Philipia.
	Others (recruitment, selection & retestion impes, lawindts, etc.)		No incidence	With reported modest, but did not/ may not rough in loss / disruption in operations	Reported sections insulted /evay result in loss up to P000s, disruption in operations	Reported subjects reculted / easy regult in less +F200k up to F5004, disruption in operations	Reported incident resulted /may result in lass >F500k.	To focus on problem receivables (from digruption in operations and reputational
CPSP. * Accesy emphasis on growth at all	navy emphasia					17201A442 1721 17	# 10 mm 4 m 700 = 17 m	
Aggresone sale laws/ regulation exceeding exposure unformed acti-		lations/ stare Emits/	Ne incidence	With regarded incolorus but no actual/patential loss.		'My actual/potential loss sP2006 up to P5006.	W actual or getentialless reson.	to facus on the breache re policies and processives, not de rocovery
	Disclosure Violations		No tricidence	With reported incidence but settled up to Migret. Iesel, Coou'sen Allen, if any, up to PITE.	With imparted incidence but settled up to Mgmt. lived. Cost/penalities, if any. of VIIIs to Philis.	incident reached external regulator in g. 85P; or rect/penalties of 50k to #100k is highly probable.	Incident riside public Social media, etc; Cost/possition = F290k highly probable.	to locus on the Breachs to process, policies and procedures and the somespoording reputational clamages
4500	Fiduciary/ privacy breacher; No local Others (product defects, stor)		No incidence	With reported incident but no actual or petential loss.	with actual or potential fors up to PSBk.	With actual or potential less >F50k to F300k.	W/ actual or potential total P150k.	
DPA		5	W/ occurrence but fully recovered & ey/o incidental cest,	Unrecovered cost up to inverse to perfectpation only & incidental cost up to P30h.	Unrecovered & incidental cost of title post(k)	Directivered & incidental cost +PSOA to 2004;	Unrecovered amount +P2004, or kilo insurance coverage	Inc. in Italieramos (fram PSG - PSGB for NI)
apar	Hardwarek Sottoers TRUCO ladure UNITy dutages	•	W/ insidence but addressed w/te acceptable time (i.e. no complaint nor artsel/primytel	With meridinate had no adverse offset Le. Business as Charl w/ ectual/ potential cost up to PODs.	trainlenin addressed Beyind acceptable line; or with actual/ potential post xP208 to 808.	become addressed beyond acceptable time, or with actually potential cost, 49004 to 1004.	Conidence addressed Desyonal acceptable time or with actual/ potential cost >2006	
10994		25	(00000000000000000000000000000000000000	000000				
Prominent	Incorrect client records Data entry/ blocking /		With incidence but a intel NM	IW incidence had form fully requirement or resoverable.	incidence resulted in loss se to PSOR.	Incidence resulted in lass +PSOs in P100s.	Lass +P1004	inc. in talerance (M up- to PSM)
	skortages/v	overages	=P20b shortages & exercises faul name >P(B)	=F20k-30k total shartage; & overages provided unlocated shortages up to P10k	-PSOR 70% total shortages & overages a rousiest unicontest shortages >PSOR to PSOR	=P706-1006 strorrages & morages provided entocated shartages >P706 to P40k cely.	rP1004 shortages 6 overages ov unlocated shortages rP4th,	inc. in tolerance (M up to P20; from PSSk aski
	Unported loan	r payments	None	up to 30 days only; provided total and, does not recent PSDs.	+50-83 days	#60.00 stays	HOS guys	inc. in bolierance (M up to 60 days)
	Untagged Others in		no untagged sheek no. With incidence but a	1-3 untagged check numbers W/ incidence but loss	3- 6 untagged check nambers	16 - 33 untagged check numbers Incidence resulted in loss	>10 untagged divide nos.	holerance tightened (I,- mo entagged check) tolerance tightened
	Others (specify) With incident			fully recovered as	op to PSON.	-P306 In P1006.		(ML: fully recoverest)
Process I	Mgser, Fallare: 20% Reporting tallures Missing/ Incomplete/ Incomect door Others (specify)		No incidence	W/ modeste but so penalty / loss	ed penutty / tass up to #20k	er/ peruity / tess >P20k to P50k	w/ peralty / loss 1950s	Adoption of single set of parameters for all 3 sub 1984.
Collisteral	regent, fallura: e	40%						
	Unregistered reortgage No UWI v5 mox. some in RPD.		No LWI 13 mox.&	n/ x5-8 mox. UW but none in 620.	wif ell-L0 mos. UMI except ecosants covered by DCLI;	w/ >10-12 mole UM encept accounts covered by COU;	w/ rLyr. UM except wecounts severed by DOU;	To determine risk in to percepty as it affects the Capital Adegrans Ratio
	Unterewed in		issee Strate.	With 45 -8 max.	With +8-12 mos.	With +1 yr. but name in and post due.	With +3.yr, investigant, date	Claired on age of U. (From % to loan grantfalled
	sercing itsuos/ sedesporty disp 10%	oles	No Issue	With bose but within prosphible level Lt. out a clause for concern or resolution angoing.	With some that may cause unacceptable distaglish in operations or loss up to P100k.	With Lance that they course unacceptable disruption in operations or lase w/1004 to P500k.	W/ Issue that mee count unecomplable disruption in operations as less vPSDS.	Acceptability of Issues/ concerns taken into

IS and Cyber Risk Rating Matrix

			li li	S and Cyber	KISK Kating	Matrix																													
Information Security and Technology Key Risk Indicators I /T Risk (ES Alsy Boses	Cital W1	Wit.	Law	Medium-low	Medium	Medium - high	High	Buttonale																											
one generally makes	7.304	-	Project delivered within determined timeline	a 50% of the development is incomplete but on track	=50% of the development is assumptible / not on track	development is incomplete / not on track	85% or more of development to complete / not on track	To monition the systematic Effects of system development without breach in																											
			or «IIIN of the development is incomplete but within target controlletion achedute	with Disable miligating strategies, action plane and constant monitoring for all identified risks of incomplete projects	with Desirie mitigating strategies, action place and constant, meestoring for all identified cisio of incomplete projects	biositions of 410 requests that overrides priorities	Insertiese of +10 requests that overrides priorities	SLA and enuring quality output																											
A System Sevelopment Ule Cycle	3,00	2.52	meth Death merupating strategies, action plans and constant monitoring for all lifentified risks	insprisons of vit requests that exercides provides	insertains of 15 requests that overrides potentials																														
			in the second of	7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7					insertions of +3 requests that overrides priorities	With Disable miligating strategies, estion plans and constant monitoring for all identified robs of inserted projects that overrode priorities	Doeble mitigating strategies, action plans and constant munitoring far.63% identified risks																								
					with Double minipating strategies, action plans and surestant monitoring for all identified risks																														
			No breach in SLAs for the month	45 ticket breaches in SLAs for the month acress (FD)	-5 ticket breaches in SLAs for the month scross (TD	<r breaches="" in<br="" ticket="">SLAs for the month acress ITD</r>	Bloc more ticket breaches in SCAs for the month across ITD	to ensure that ITD operations are functioning in harmony with																											
i.8 iT Service Management	4.00	4.20	or =3 ticket breaches in SLAs for the month across IFD	due to user/s' nost confirmation of plusure despite fullow- ups fram ITD	due to tack of follow-ups from ITD	stue to user/s' non confernation of element despite fullow ups from ITD		Parking SLAs: IT Security Systems and DB Network and TS Application																											
		3	due to user/s' ner- esoftrmation of dozwe despite follow-ups from FED		<5 ments of system	lack of tollow-ups fram ITD		Divelopment																											
E bysteres Retiatelity, localishity, and Recovery	3.50	431	 Sevents of system slave lime, at fixed within agreed SLA 	<5 events of system down time, fixed with at least one SLA breach	<5 ments of system down time, fixed with at least two SLA breaches	<s events="" of="" system<br="">down time, fixed with at least three SLA breaches</s>	S or more events of system down time, with or without SLA breach	to measure reliability, availability, and recovery capabilities of																											
D Operational inhamissions Security Management	4:00	A.70	All requests, execution, and logs are matched	5 1500 4777777			Minmatch in at least one request, execution, and ling	To manker and analyze security management of operational IT infrastrocoure																											
			0.00	Data center has obequete security protection and centrals is place. People protection Physical asset protection Seffware protection	*3 inefficient, ineffective, and mailtraminaring slate content (bagged as minor and/or moderate) vecunity protection and controls a dendried, as defined by 1988, with	all inefficient, and malfunction, and malfunctioning data center (ragged as micer and/or moderate) security protection and controls is dentified, as defaued by takes, as defaued by takes.	45 memorals, and methodological state content (lagged as minor and/or moderate) security protection and controls a dentified, at defined hi 1984, and/or	real inefficient, ineffective, and ineffective, and ineffective, and ineffective date center (lagged as minor and/or inedexate) security protection and controls is identified, as defined to ISRM, and/or	To ensure that Dati Center has adequate security protection and control, both physically and vetually.																										
I.E Data Center Protection and Control	3.00			3.50	PASSWORK	Disable retligating strategies, action plans and constant manageing for all identifications, ineffections, and reallies to the reallies to the	«1 inefficient, ineffective, and malfunctioning data conter (tagged as major and/or cetastrophic) secrets protection and controls is identified, as defined by 1956.	protection and	at least 2 terfficient, interfective, and mafunctioning data center (tagged as major and/or satisfaction and controls is identified, as defined by ISRA.																										
																		with Countie mitigating strategies, action plans and constant recribing for the identified inefficiency, meffectiveness, and malfunction	with Double miligating intrategies, action plant and constant mentioning for all identified inefficiencies, ineffectiveness, and mallumbans	without Deate mingaling stranges, action plans and constant maintening far 36% of all identified inefficiencies, inefficiencies, and maillandings															
1.5 Agerent top		50 2.94						2																						=85% compliant, with remaining non- compliant and geneting compliant decing at P3 as disternished by ITBA	pending complant from at F2 as	=85% compliant, with remaining non- sympliant and pending compliant (boson at P2 as distremented by ITRA		85% or less complient unity	To ensure compliance with prevailing abouters
Analysis of Eucling Gradiers, Mandeltes, and other Regulatory equirements	2.50			Duality outlighting strategies, action plans and countent mantoning for all preding provisions	Doeble metigating strategies, action plate and combined monitoring for 25th of all provisions provisions	with Double mitigating strategies, action plans and constant monitoring for 30% of all pending previous.																													

II. Enterprise Security (2	2.250	Joseph	Complete	Incomplete				To ensure that																				
			manpower with acceptable policies in place	mangower with acceptable policies in place	Complete manpower with unacceptable policies in place	Complete manpower with unacceptable policies in place	Incomplete manpower with unacceptable policies	policies, procedures, and manpower is in place to enforce																				
		3	or	where vacancy is	DF	without		information																				
I.A information lecurity Policies & Organization of Information Security	2.50	4.11	manpower with acceptable policies in place	coeptable policies acceptable policies in plans and constant			security																					
mormacion security		1 3	with	with	with																							
			Doable mitigating strategies, action plans and constant monitoring for all identified inefficiencies, ineffectiveness, and maillunctions	Double mitigating strategies, action plans and constant monitoring for all identified deficiencies due to lack of manpower	Dooble mitigating strategies, action plans and constant monitoring for all identified deficiencies due to lack of manpower																							
			Appropriate	<5 minar or moderate	<10 minor or	>9 minor or moderate	>4 major or	To ensure bank-																				
II.S Physical & Invironmental Security	4.00	4.70	controls (preventive, detective, and corrective) are in place across all (HO and branches)	(cumulative, in a month) exceptions, as defined by ISRA	moderate. (cumulative, in a month) exceptions, as defined by ISRA	(cumulative, in a month) exceptions, as defined by ISRA	catastrophic (cumulative, in a month) exceptions, as defined by ISRA	wide physical and environmental security by preventing unauthorized physical access,																				
Environmental security			or	and/or	and/or	end/or		damage and																				
							S minor or moderate. (cumulative, in a month) exceptions, as defined by ISRA.	<10 minor.or. maderate (rumulative, in a month) exceptions, as defined by ISRA	<3 major or catastrophic (cumulative in a month) exceptions, as defined by ISRA	<5 major or catastrophic (comulative, in a month) exceptions, as defined by ISRA	45	interference to the organization's information and information processing facilities																
			Adequate security	Adequate security	Incomplete security	Imadequate security	Inadequate security	To ensure that ITD																				
			appliances acquired by the bank, as defined by the Gap Analysis (with c882)	appliances acquired by the bank, as defined by the Gap	appliances acquired by the bank, as defined by the Gap Analysis (with c982)	appliances acquired by the bank, as defined by the Gap Analysis (with c982)	appliances acquired by the bank, as defined by the Sap Analysis (with c982)	functioning in harmony with existing SLAs																				
		1 3		or	with	and/or	and/or	- Mail Trace - SSL-WN																				
		0 S.88																		000000000000000000000000000000000000000		incomplete security appliances acquired by the bank, as defined by the Gap Analysis (with c982)		Doable mitigating strategies, action plans and constant monitoring for 75%, pending identified technologies	At least one security appliance is not functioning properly	>19 identified threats, addressed immediately	Mangarina	
			with	with	and/or	10:	and ans >4 identified threats that were not addressed immediately																					
I.C Information Technology Security	5.00		Doable mitigating strategies, action plans and constant monitoring for all pending identified sechnologies	Dooble mitigating strategies, action plans and constant monitoring for 75%, pending identified technologies	At least one security appliance is not functioning properly	<20 identified threats and addressed immediately																						
			while	white	and/or	er																						
			All security appliances functioning properly	All security appliances functioning properly	415 Identified threats and addressed immediately	<3 identified threats that were not addressed immediately																						
		1 3	and	end				-																				
		1	5	10 or less identified threats and addressed immediately	<15 identified threats and addressed immediately																							
II.D Completice with Information Security	4.50	50 5.29	- 1	- 1	- 1	8	3.	100 5 30	50 520	5.50 5.20	6.50 5.20 T		150 5 70	150 520	650 520	6.50 5.20	550 5.20						All employees received their information awareness training within 2 years	<10 employees have not received their information awareness training within 2 years	<20 employees have not received their information awareness training within 2 years	>19 employees have not received their information awareness training within 2 years	Conduct of information awareness training to not in the pipeline or schedule.	To ensure information security rok- mentality to all employees
	coeff.		S or less observed information security lapses made (cumulative)	er «10 observed information security legues made (cumulative)	e20 observed information security lepses made (cumulative)	>19 observed information security lapses made (cumulative)																						
II.E HR Compliance with Information Security	3.00	3.53	All employees have accomplished their AUP and is maintained by HRD.	<5% of total employees have not accomplished their AUP	<20% of total employees have not accomplished their AUP	10% or more of total employees have not accomplished their AUP	Conduct of updating AUP is not in the pipeline or schedule.	To ensure human security prior, during, and after employment in the bank																				

			Spot check of 10 fickets with <5 minor / moderate cumulative exceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000	Spot check of 10 tickets with <7 minor / moderate cumulative exceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000	Spot check of 10 tickets with <10 minor / moderate cumulative esceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000	/ major cumulative exceptions (as defined by ISRA) and no fatal	Spot check of 10 tickets with >14 minor / major cumulative exceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000	consistent and effective approach to the managemen of information	
				and/or	and/or	or	or o	weakness	
IV.A Information Security Incident Management	8.00	9.47		Spot check of 10 tickets with <3 major / catastrophic cumulative exceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000	Spot check of 10 tickets with <5 major / catastrophic cumulative exceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000	Spot check of 10 tickets with <10 minor / major cumulative exceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000	Spot check of 10 tickets with >9 minor / major cumulative exceptions (as defined by ISRA) and no fatal error as defined by ITIL and ISO 20000		
				and/or	and/or	10	or.		
					<3 fatal errors as defined by ITIL and ISO 20000	3 fatal errors as defined by ITIL and ISO 20000	>3 fatal errors as defined by ITIL and ISO 20000		
			moderate	<5 minor or moderate (cumulative, in a month) exceptions, as defined by ISRA	<7 minor or moderate (cumulative, in a month) exceptions, as defined by ISRA	<10 minor or moderate (cumulative, in a month) exceptions, as defined by ISRA	(cumulative, in a month) exceptions, as	event that may	
IV.B Security Risks,	7,00	8.28	1	or	or	or	or	including conduct	
issues, Weaknesses				<3 <u>major or</u> catastrophic (cumulative, in a month) exceptions, as defined by ISRA	<4 major or catastrophic (cumulative, in a month) exceptions, as defined by ISRA	<5 major or catastrophic (cumulative, in a month) exceptions, as defined by ISRA	>4 <u>major or</u> catastrophic (cumulative, in a month) exceptions, as defined by ISRA	of VAPT	

V. Business Continuity I	13	-	All business units	<3 divisions and/or <5	general principal and contract and provide communications desired and	<5 divisions and/or <8	>4 divisions or >7	To check
V.A Conduct of Call Tree Test (HO and Branches)	1.00	1.17	(branches and H0) have conducted their annual call tree test within the fiscal year	Branchis how not conducted their annual call tree test within the fiscal year	«5 branches have not conducted their annual call tree test within the fiscal year	branches have not conducted their annual call tree test within the fiscal year	branches how not conducted their annual call tree test within the fiscal year	correctness of personnel's contact number & readiness to respond to emergencies
V.B Conduct of Tabletop Test (HO and Branches)	1.00	1,17	All business units (branches and HO) have conducted their annual tabletop test within the fiscal year	<3 divisions and/or <5 branches hove not conducted their annual tabletop test within the fiscal year	«I divisions and/or «5 branches have not conducted their annual tabletop test within the fiscal year	<5 divisions and/or <ii annual="" branches="" conducted="" fiscal="" have="" not="" tabletop="" td="" test="" the="" their="" within="" year.<=""><td>>4 divisions or >7 branches have not conducted their annual tabletop test within the fiscal year</td><td>To ensure familiarity by all critical personnel with the plan specifically their roles & responsibilities.</td></ii>	>4 divisions or >7 branches have not conducted their annual tabletop test within the fiscal year	To ensure familiarity by all critical personnel with the plan specifically their roles & responsibilities.
V.C Conduct Walkthrough Drill (HD and Branches)	(branches and HO) branch have conducted condu- their annual annual walkthrough drill with within the fiscal year All business units (branches and HO)		<3 divisions and/or <5 branches have not conducted their annual walkthrough drill within the fiscal year	<4 divisions and/or <5 branches have not conducted their annual walkthrough drill within the fiscal year	45 divisions and/or 48 branches have not conducted their annual walkthrough drill within the fiscal year	54 dwisions or 52 branches have not conducted their annual walkthrough drill within the fiscal year	Similar to tabletop test but focused on a specific scenario e.g. a high-risk business process / threat per BIA or BCRA.	
V.D Conduct of Alternate Site Test	3.00	3.50		<3 divisions and/or <5 branches have not conducted their annual alternate site test within the fiscal year	<4 divisions and/or <5 branches have not conducted their annual alternate site test within the fiscal year	<5 divisions and/or <8 branches have not conducted their annual alternate site test within the fiscal year	24 divisions or ≥7, branches hove not conducted their annual alternate site test within the fiscal year	To check the readiness of the alternate site facilities to process workloads thereat.
V.E Conduct of Component Test (HO and Branches)	1.50	1.75	All determined critical business units have conducted their annual component test within the fiscal	<3 divisions and/or <5 branches have not conducted their annual component test within the fiscal year	<4 divisions and/or <5 branches have not conducted their annual component <	<5 divisions and/or <8 branches have not conducted their annual component test within the fiscal year	24 divisions or ≥7 branches have not conducted their annual component test within the fiscal year	To validate the continuity of individual systems, processes or functions.
V.F.Coriduct of Functional Drill (HC) and Branches)	2.00	(Branches and HO) branches have not conducted their tanctional drill functional drill at least once in two sears, beginning beginning 2019		conducted their functional drill at least once in two years.	<5 branches have not conducted their	<5 divisions and/or <8 branches have not conducted their functional drill at least once in two years, beginning 2019	branches have not conducted their	capability of skeletal force to
V.G Conduct of Fuil- Scale Interruption Test	2019 A bank-wide full- scale interruption test has been duct of Full- 4.00, 4.67, conducted within		12	1/27	-	No bank-wide full-scale interruption test has been conducted within the fiscal year	life emergency and	
V.H Updating of BIA	updated their BIA or		<3 divisions have not updated their BIA for the fiscal year	4 divisions have not updated their BIA for the fiscal year	<5 divisions have not updated their SIA for the fiscal year	>4 divisions have not updated their BIA for the fiscal year	To ensure that entries in respective BIAs are maintained, monitored, and updated.	
V.I Updating of Branch BCP	dating of Branch 0.50 0.58 have updated their updated		<3 divisions and/or <5 branches hove not updated their BIA for the fiscal year	<5 branches have	<5 divisions and/or <8 branches have not updated their BIA for the fiscal year	et statisters ore7 branches hove not updated their BIA for the fiscal year	To ensure BCP manual of the branches are maintained, monitored, and updated.	
(J. Updating of Up		<i <="" and="" divisions="" or=""> branches have not updated their divisional requirements (in the armes of the BCP) for the fiscal year</i>	<4 divisions and/or <5 branches have not updated their divisional requirements (in the annex of the BCP) for the fiscal year	cS divisions and/or cli branches have not updated their divisional requirements (in the annex of the BCP) for the fiscal year	>4 divisions or >7 branches have not updated their divisional requirements (in the annex of the BCP) for the fiscal year	To ensure divisions requirements are maintained,		

VI. Cyber Risk (100%); (1		No exceptions	<3 exceptions spotted	<5 exceptions	>4 exceptions spotted	Conduct of	To ensure that
			spotted in the annual privilege/user access matrix review	in the annual privilege/user access matrix review	spotted in the annual privilege/user access matrix review	in the annual privilege/user access matrix review	privilege/user access matrix review is not in the pipeline or schedule.	maintained and updated - CBS
			and	or or	Of .	10		- In-house
VI.A Access Control	5.00	33.33	5 or less <u>minor or</u> <u>moderate</u> (cumulative, in a month) exceptions, as defined by ISRA	<50 minor or moderate (cumulative, in a month) exceptions, as defined by ISRA	<15 minor or moderate (cumulative, in a month) exceptions, as defined by ISRA	>14 minor or moderate (comulative, in a month) exceptions, as defined by ISRA		applications - AD - System Accounts (DB Admin, PW Admin)
				Of:	or	10		
				<3 major or catastrophic (cumulative, in a month) exceptions, as defined by ISRA	<5 or less <u>major or</u> <u>catastrophic</u> (cumulative, in a month) exceptions, as defined by ISRA	>4 major or catastrophic (cumulative, in a month) exceptions, as defined by ISRA		
			Configuration of the		Strategies for	Strategies for ensuring	No established	To ensure proper
VI.8 Cryptography 3.00	00000	00000	encryptor tool is deemed sufficient as defined by a hardening checklist	encryptor tool is deemed defective of deficient as defined by a hardening checklist	ensuring data data protection protection security is security is defective as		strategies ensuring	confidentiality, authenticity and/o
	3.00	20.00		and/or	2017/10/20			integrity of
			Strategies for ensuring data protection security is in place	Strategies for ensuring data protection security is defective or deficient as defined by a				information.
	-		127/42	hardening chedilist	000 000	112 123 22	10000000	
A.C.Operations lecurity	3.60	20.00	No critical / catastrophic issues determined, as defined in ISRA, in a month	catastrophic issues determined, as defined in SRA, in a month	<7 critical / catastrophic issues determined, as defined in ISRA, in a month	<10 critical / catastrophic issues determined, as defined in ISRA, in a month	>9 critical / catastrophic issues determined, as defined in ISRA, in a month	To ensure correct and secure operations of information processing facilities (Change Management, Protection from Malware, Backup, Documentation)
VLB Communications Security	2.00	13.33	No critical / catastrophic exception determined in the review of Mail Trace and SSL-VPN logs as defined in ISRA	Scrittal / catastrophic exceptions determined in the review of Mail Trace and SSL-VPN logs as defined in SRA	<7 critical / catastrophic exceptions determined in the review of Mail Trace and SSL-VPN logs as defined in ISRA	e10 critical / catastrophic exceptions determined in the review of MaE Trace and SSL-VPN logs as defined in ISRA	>8 critical / catastrophic exceptions determined in the review of Mail Trace and SSL-VPN logs as defined in ISRA	To ensure the protection of information in networks and its supporting information processing facilities (Network Security, Information Transfer) - Mail Trace - SSL-VPN Monitoring
VLE Supplier Relationship	2.00	13.33	No exceptions spotted in the supplier relationship in a month, as defined by ISRA	<3 exceptions spotted in the supplier relationship in a month, as defined by ISRA	<4 exceptions spotted in the supplier relationship in a month, as defined by ISRA	<5 exceptions spotted in the supplier relationship in a month, as defined by ISRA	>4 exceptions spotted in the supplier relationship in a month, as defined by ISRA	Vendor Management Review

ANNEX J - CREDIT RISK RATING (CRR) SHEET

ANNEX K - MCO / EaR TEMPLATE

EAR

	Outstanding Balance	Approved Assumption	ON- 68	ys 14 win	> 1M up to SM	> 2M up to 2M	> 3M up to 4M	>400 signts 6M	> 6M up to 12M	>1123/8	Non Interest rate Sensitive
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Due from BSP											
DDA											
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10F - Term Deposit Facility		(Based on Natural) - o	once a veek auction.	days to 1 month)							
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hed for Trading Securities		14 weeks join - 6 da	is if maduring within 6	\$8(0)							
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ANNEX L - BEHAVIORAL ASSUMPTIONS OF LIQUIDITY

	FROM TO	Rationale for the chang
CONTRACTOR OF THE CONTRACTOR O		existing assumption
Cash & COCI	Overnight (c/n) - 6 days	p4
Oue from BSF: DDA, FCHC; ODF	[la contraction of the contractio
Due from BSP: TDF	Contractual maturity	79
Due from other Banks	o/n – θ devs	25
Due from Branches & Agencies	≥9 yrs.	01
Interbank Call Loans Receivable	o/n - 6 days	5
Loans & Receivables - others	No each flow	2
Loans & Receivables arising from Repumbase Agreement	o/n - 6 days	
Held to Maturity securities (HTM)	Redemption date (>9 yrs, for liquidity floor	(건강
Unamortized Discount/Pramium (HTM)	≥9 yrs.	3
Available for Sele Securities (FVOCI) + Acc. Market Gain/(Loss) - AFS	>1 −2 months or based on intent / Contractual maturity for odd lots & securities maturing in 1 month.	
Unamortized discount/premium (AFS)	>0 KG*	3
Held for Treding Securities (FVPL)	Average turnover period (generally >1 - 4 wks.)/ Contractual maturity for odd lots & securitimaturing in 1 week.	
Unquoted Debt Securities (UDSCL)	Redemption date Consider yearly maturity payment of FV a coch payment data	et .
Unamortized discount/premium	>9 yrs.	- E.
INMES + ACL	>0 ves.	(3)
Bank Premises, FFE	>8 years	
ROPA	Marketable: Title consolidated: >6-12 mo Not yet consolidated: >1-4 year. Non-marketable / Itd. marketability: w/o impediments w/impediments >5 years	*
Allowance for ROPA + Accumulated depreciation	Distribute proportionately to marketable of non-marketable buckets	
NCAHS	>2-3 mas for vehicles foreclosed within the last 2 mos. Others: >6-12 mos.	e
Sales Contract Receivable + Allowance for SCR	Amort schedule, if current >0 yrs, if PD	
Accreed Interest Receivable ARI		.93
Lours	>1.2 mes, for page of 3 mes, seem >8 years for the balance, inet of provision	
HET	Coupon date	12
AFS	Coupon dete	23
HTM	Coupon date	9
UDSCL - LBP bonds	interest payment date	0
Deposit on local banks	Interest payment date (Mer. June, Sept.	

Others (IBCL, TAS loan)		8 days	
Other Intangible Assets		yrs.	
Deferred Tax Assets	>9	yrs.	
Other Assets Deferred Charges	>0	yrs.	
Accounts Receivables	79	yrs.	
Loans (LOD)	>1- 4	4 yrs.	Fr:< 90 days: >6-12 mos. > 90 days: >1- 4 yrs
Advances to Officers & Emp.		4 wks.	From: >1-2 mos.
Cocobank		n schedule	
Client (LOD)	>1-4	wks.	
Bills Purchased	> 9	yrs.	
ATM	o/n to	6 days	
Bancnet	o/n to	6 days	
Others	>1 – 2	2 mos.	
Prepaid Expenses	> 9	yrs.	
Shortages	(up to P1k:>1 to 4 w/s 2 mas: >P2-	cash flow ss: >P1k to P2k: >1 to P3k: >2-3 mas; >P3- nos; >4k: >4-6mos)	
Sundry Debits	 	yrs.	
Other Assets - others	> 9	yrs.	
RCOCI	>9	yrs.	
MCOCI	> 9	yrs.	
Doc. stamps	>9	yrs.	
Stationery & Supplies		yrs.	
Other Investments		yrs.	
Miscellaneous Assets (all)		yrs.	
Bonds		OCI) bucketing	
Allowance for Probable Losses	,	yrs.	
Deferred Assets		edule of car lease	
Delerred Assets	amortization sche	edule of car lease	
CASA Deposits Time Deposits	Based on average % of last 3 years' deposit outflow each month except for "overnight - 6 days" time band which shall be based on actual data	Volatile: average % of last 3 years' deposit outflow each month except for "overnight - 6 days" time band which shall be based on actual data Non-volatile: >1 year (accounts that are dormant or no movement) based on the residual or "remaining number of days" to maturity.	Due to the characteristic of the account To arrive at a realistic cash outflow
Bills Payable: IB Call loan	o/n – (l 8 days	

Bills Payable: IB Term loan ±		
accrued interest expense (BP)	whichever is longer	
Manager's Checks	o/n – 6 days	
Payment Orders Payable Supervision Fee		
Due to BSP	Estimated payment date	
Income Tax Payable	April, May, Sept., Dec.	
Other Taxes & Licenses		
Pavable	>1 – 4 wks.	
Accrued Other Exp. Payable:		
PDIC	April, May, Sept., Dec.	
Clerical, Janitorial/	50% >1 - 4 wks.: 50% >1-2 mos.	
Messengerial		
Medical	o/n − 6 days	
Fuel & Lubricants;		
Light & Water;		
Stationery & Supplies;		
Travelling; Security;		
Rental:		
Litigation;	E00/ >4 Al 500/ >4 0	
Advertising:	50% >1 – 4 wks.; 50% >1-2 mos.	
Seconded Employees;		
Repairs & Maintenance;		
Mgt & Other Prof Fees; Salaries & Wages		
Others (penalty)		
External Auditors		
Telephone	>1 – 4 weeks	
Freight		
HRD Activities; Retirement	Quarterly (divide by 4)	
Fund	, , , , ,	
Insurance	50% >1 - 4 wks.; 50% >1-2 mos.	
Bonus Accrual	May; Nov	
Staff Benefits	Est. EDR Priv. >1-4 wks.; SL/VL conversion:	
	Jan	
Unearned Income & other		
deferred credits SDB Advance Rental		
Unearned Discount – Ioans	>9 years	
Other Deferred Credits – SC		
Other Deferred Credits – VF		
Other Deferred Credits – MRI		
Other Deferred Credits – others		
Capitalized Interest & Others	>9 years	
Other Liabilities		
Withholding Tax Payable	>1 –4 weeks	
SSS, Pag-ibig, Philhealth,		
ECC	>0	
Unclaimed balances	>9 years	
(dormant) Dividends Payable	Upoloimed within 4 va + 54 2 mas :	
Dividends Payable	Unclaimed within 1 yr.: >1 – 2 mos.; Unclaimed >1 year: >9 years	
	, ,	
	Dividends due to UCPB: target payment date	
Accounts Payable:	Case	
AP - ATM		
Bancnet	o/n − 6 days	
E-cash card	on - o days	

PSPL Supplementary		
Collection	-	
AP – cash card		
Insurance (for remittance via	Generally o/n - 6 days	
CTA)	except for the ff:	
	outstanding for >3 mos. to 1 yr.: >6-12 mos. bucket	
1 1	outstanding for >1yr.: >9 years	
	Note: exception is subject to quarterly update.	
Loans	note. exception to dabject to quarterly appeare.	
Doc Stamps	>9 years	
	28 years	
Appraisal Fees		
Supplies Procurement Dept.	-	
Anchor Insurance	-4 41	
Cocolife	>1 – 4 wks.	
Cocobank		
Value shop		
Notarial Fees	>1 – 2 mos.	
Others ((MRI basket)	Spread equally to buckets >1-4 wks_21-2	
Incentive Fee (balance from	mos., & >2-3 mos.	
ODC)		
Chattel Mortgage Fees -	Outstanding up to 30 days: >1 - 2 mos.	
REM Fees	>30 days: >6 - 12 mos.	
Unclaimed Salaries	w/o case: >1-2 mos.; w/ case: >9 yrs.	
Dealer's incentive	Unclaimed within 1 vr.: >1 - 2	
	mos.:	
	Unclaimed >1 year: >9 years	
1 1	>6 -12 mos.	
Reserve Account	> 9 years	
Loan Payment	> 9_yrs.	
Overages	>2 – 3 mos.	
Sundry Credits	> 9 years	
Misc. Liabs: Checkbook, PCHC	>1 – 2 mos.:	
Proc. fee	21 - 2 mos.,	
others	> 9 years	
DTHO/Branches/Agencies	> 9 yrs.	
Capital Accounts		
Capital Accounts	> 9_yrs.	

ANNEX M - LIQUIDITY CONTIGENCY PLAN (LCP)

Liquidity Contingency Plan UCPB Savings Bank

Creation/Revision History

Particulars	Approval Date	
Version 1	January 2010	
Version 2	November 8, 2010	
Version 3	January 2013	
Version 4	January 24, 2014	
Version 5	March 2, 2015	
Version 6	April 8, 2016	
Version 7	March 2, 2017	
Version 8	April 23, 2018	
Version 9	April 30, 2019	
Version 10	March 2020	
Version 11	September 14, 2021	

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TABLE OF CONTENTS

1.	Definition
H.	Objectives
	III. Liquidity Crisis Early Warning Signals (LCEWS)
	External Factors Internal Factors
IV.	Regular Monitoring Activities
٧.	Funding Strategies
VI.	Communication Plan
	Escalation Process Liquidity Contingency Plan (LCP) Team Internal Communications
	External Communications
VII.	Emergency Action Plan
/III.	Stress Testing
IX.	Post-Crisis Monitoring
X.	Independent Appraisal
XI.	Review of Plan

I. DEFINITION

Liquidity Contingency Plan (LCP) is a valuable tool to assist the Bank in managing its liquidity risk. It incorporates events/scenarios that could rapidly affect liquidity (either short or long term liquidity crisis), early warning indicators, and the needed efforts to raise the necessary funds.

II. OBJECTIVES

- To formulate a strategy for handling liquidity crisis and procedure for covering cash flow shortfall in emergency situations.
- To meet funding requirements in a timely manner and at reasonable cost.
- To ensure adequate liquidity but avoid excessive liquidity.

III. LIQUIDITY CRISIS EARLY WARNING SIGNALS (LCEWS)

External Factors:

- Domestic political crisis / business disruption due to natural disasters / acts of terrorism
- Unexpected events, economic conditions and market fluctuations in the global economy.
- Liquidity crisis at other banks

Internal Factors:

- Funding ratios fall below internally set thresholds; and worse, below required ratios
- Significant decline in deposits (withdrawal by large funds providers)
- Unusual cash demands at branches excluding seasonal factors.
- Non-payment by borrowers

Specific conditions/situations under which these sources should be used are specified as follows:

Primary events

Primary events refer to situations/conditions where the occurrence of such combination shall initiate a move to invoke the Liquidity Contingency Plan (CFP). Although there is no automatic activation of the LCP, the primary triggers shall be the basis in convening the LCPT.

Whether the Bank can be regarded as having sufficient liquidity depends to a great extent on its ability to meet obligations under a funding crisis. Therefore, in addition to conducting cash-flow projections to monitor net funding requirements under normal business conditions, the Bank performs stress tests regularly by conducting projections based on "what if" scenarios on the liquidity positions to identify sources of potential liquidity strain; to ensure that current liquidity risk exposures remain in accordance with the established liquidity risk tolerance; and to analyze any possible impact of future liquidity stresses on their cash flows, liquidity position, profitability and solvency.

Premised on the fact that the liquidity planning and stress testing are interrelated, scenarios were identified to be the primary triggers for activating the LCP. Any funding requirements shall likewise be based on the amount of fund shortfall as a result of stress losses and additional cash outflows in case the stress scenarios materialize. Although there are multiple possible triggers to the LCP, the primary consideration in choosing the conditions below is their impact on key balance sheet accounts such as Investments, Loans, Deposit Liabilities, Loan Provisions and the impact on expected cash flow, funding requirement and liquidity.

The LCP, therefore, may be invoked subject to the procedures in the activation of the LCP, when one of the following scenarios exist:

Scenario	Scenario Name	Scenario Details and Assumptions
Moderate	Bank specific – Portfolio Quality Decline	Outflows: accelerated drawdown of committed credit lines; loan quality deteriorates and NPL gradually doubles in 4-6 months, additional provisions using average NPL cover ratio
		Inflows: pre-termination of all placements in banks, if any; allow sale of unencumbered and in-themoney marketable securities in FVOCI; use unencumbered out-of-the-money marketable securities as collateral (OLF if using GS or REPO for corporates) at 5% haircut
Severe	Bank Specific - Negative Public	Outflows: increased volatility of
	Perception	CASA deposits for 3 months by 3 Standard Deviations; reduced net roll-over net of TD placements by 50%; accelerated drawdown from loan commitments
		Inflows: pre-termination of all placements in banks, if any; allow sale of unencumbered and in-themoney marketable securities in FVOCI; use unencumbered out-of-the-money marketable securities as collateral (OLF if using GS or REPO for corporates) at 10% haircut
Severe	Market Wide – Downgrade of Philippines	Outflow: increased volatility of CASA deposits for 3 months by 3 Standard Deviations; reduced net roll-over net of TD placements by 50%; 100% draw down of loan commitment
		Inflow: 100% pre-termination of placement in banks, if any; market value of FVTPL debt and equity assets fall by 20%; market value of debt and equity assets fall by 20%; unencumbered OCI are used for OLF/repo at haircut of 10% for min of 3 months when payment

		systems resume; loan quality deteriorates and gradually doubles in 4-6 months with additional loss provision as % of non-payments
Extreme	Bank Specific – Withdrawal from Top Fund Provide	Outflows: withdrawal of Top Provider CASA and CASA add on deposit at the rate of 20% per week
		Inflows: Pre-termination of all placements in banks, if any; allow sale of unencumbered and in-the-money marketable securities in FVOCI; use unencumbered out-of-the-money marketable securities as collateral (OLF if using GS or REPO for corporates) at 5% haircut
Extreme	Market Wide + Bank Specific - Natural Calamity	Outflow: massive withdrawal at unprecedented levels due to massive withdrawal from top depositor who may also be hit by such a market wide scenario (For CASA: 4SD for the first week followed by 3SD for 1-4 weeks and 2SD for 1-2 months; For TD pretermination of 30% of TDs maturing after 1-2 month bucket for inclusion in the 1-4 week bucket); 100% draw down of loan commitments
		Inflows: placement in banks settled only in 1-4 week bucket due to failure of payment systems; market value of debt and equity assets fall by 17% and cannot be transacted within a week due to failure of payment systems; unencumbered OCI are used for repo at haircut of 10% for minimum of 3 months when payment systems resume; overnight interbank loan settlements and RRP with BSP pushed to next bucket due to failure of payment systems; cash inflows from loan payments pushed by 2 months and normalizes after 1 year

Note that the trigger events by themselves shall not immediately invoke the LCP. There are steps/measures to be followed, as outlined in the LCP, to confirm the existence of a liquidity crisis. A crisis must first be declared before the LCP will be officially activated.

The LCP may also be invoked subject to the procedures in the activation of the LCP, when the liquidity key risk indicator lights up:

Intraday - Shortage in Liquidity Funding Buffer

- Upon reaching 100% utilization of Overall Liquidity Key Risk Indicator (ex. utilization vs available line for the combined Swaps, Government, OLF GS, and IBCL facilities for RBU)
- . Use of available line funding in the following prioritization:
- 1.1 Meeting the cash requirements of the Bank's depositors/creditors;
- 1.2 Complying with BSP's reserve requirements
- 1.3 Meeting the cash requirements of the Bank's concluded transactions
- 1.4 Meeting the cash requirements of the Bank's borrowing clients

Secondary events

Secondary events refer to situations/conditions where the occurrence of such does not immediately activate the LCP. These are like early warning indicators which signal a possible liquidity shortfall in the future and which can indirectly trigger possible changes in the Bank's financials. The indirect effects of these secondary events have been considered and have been incorporated in designing the LCP. Thus, the secondary events should be viewed as subordinated to the primary events mentioned above.

The purpose of early warning indicators is to alert management to the possibility of a liquidity problem so that action can be taken quickly and early enough to prevent the problem from turning into a crisis.

Secondary events include, but are not limited to the following:

- 1. Liquidity Coverage Ratio and Net Stable Funding Ratio dropping to 100% or below;
- 2. A substantial increase in the Bank's funding costs relative to peers as shown from surveys;
- Adverse news/reports/rumors about the Bank with indicator of loss of depositor/client confidence through withdrawals;
- 4. Adverse events that may compromise the accuracy of internal and regulatory reports;
- Unfavorable news about issuers of debt papers that the bank holds (these may greatly reduce probability of coupon and principal payments);
- 6. Acceleration of the Bank's obligations;
- Unexpected departure of key senior officers that may have adverse impact on operations and marketing functions;
- Major disaster in the Head Office (ex. terrorists' activities, fire, earthquake, flooding) that may compromise timely delivery of services and integrity of bank records;
- Discovery of major anomaly that may materially affect the Bank's capitalization particularly with respect to CAR;
- Adverse news on the Republic of the Philippines which might result in increased risk factor volatilities in financial markets.

IV. REGULAR MONITORING ACTIVITIES

- · Daily Estimate of Reserve Position
- Daily calculation by Treasury Division of the following ratios:
 - Primary Reserve to Deposits
 - Liquid Assets to Deposits
 - Liquid Assets to Volatile Deposits
 - Liquid Assets to Total assets

The calculation is based on estimated data provided daily by BBD and the balances per books subject to availability.

- Daily monitoring by the Branch Banking Division (BBD) of the bank's deposit level (total & per branch) i.e. previous day beginning and ending balance, withdrawals, deposits, percentage of change vis a vis the year-to-date deposit ADB, and informing Treasury Division of the result, if warranted
- Regular reporting to USB & UCPB ALCO by the Treasury Division of the following:
 - a. Liquidity ratios (USB ALCO only)
 - b. Deposit level and mix
 - c. Significant movements in large funds providers (deposits & withdrawals)
 - d. Investment in securities
 - e. Deposit interest rates
 - f. Transfer Pool Rates
 - g. Bank's reserves position and accumulation for the week
 - h. Weekly loan movements
 - i. Projected and actual Balance Sheet Spread Income
 - j. Projected and actual income for the month
- Daily Monitoring by the Regulatory & Management Reports Dept. (RMRD), Controllership Division of the Bank's compliance with the Liquidity Cover Ratio (LCR).
- Monthly monitoring by the RMRD, Controllership Division of the Bank's compliance with the Net Stable Funding Ratio (NSFR).
- · Monthly reporting to the Risk Oversight Committee (ROC) of the following:
 - a. Potential Calls on Liquidity
 - b. Summary of Liquid Assets
 - c. Liquidity ratios
 - d. Maximum Cumulative Outflow (Liquidity Gap Report)
 - e. Large Funds Providers
 - f. Excess Funds Utilization
- Quarterly reporting to MANCOM by ARMD SAMD of ROPAs PSMM & up
- Annual review of liquidity-related limits subject to Board approval.

V. FUNDING STRATEGIES

Source	Strategy	Responsible Units	Estimate d Fund Size	Lead Time
Deposits	Offer more competitive time deposit rate to tap funds which are not normally targeted due to higher cost.	ALCO (pricing); BBD & Treasury Div. (fund generation)	P1B	1 week

Liquid assets	Sell government securities on hand	Treasury Division	P250MM	Immediat e
Withdrawal from DFOB accounts (maintaining balances)	Withdraw whatever is available from DFOB accounts with UCPB. If insufficient, include accounts with other banks	Treasury Division (for UCPB accounts) BBD (for other banks)	P50MM P25MM	Immediat e
Sale/assignment of receivables	Sell salary loan portfolio to other FIs giving out salary loan to government employees.	ALCO (pricing) BBD (documentation)	P1B	2 months
Loan Collection	Intensify collection efforts by offering incentives e.g. waiver of penalties / restructuring on condition that arrearages shall be settled / reduction in interest to past due & written-off accounts.	ARMD, Consumer Lending BBD (recommendation implementation) MANCOM (approval of % to be waived)	P15MM	1 month
Interbank borrowing	BSP (overnight or term) Bank (not UCPB)	Treasury Division	P100MM 50MM	Immediat e
BSP Emergency Loan	Borrow from BSP vs loans secured by real estate mortgages with remaining term of less than 1 yr. and ROPAs PSMM.	Commercial / Consumer Lending Div. & SAMT (identification of eligible accounts & its regular update) Custodianship Dept., OD (docs preparation). CAID (timely re-appraisal) Compliance Div (eligibility of accounts). Treasury Div (dealing w/ BSP)	P200MM from loans P100MM from ROPA	2-4 wks.

Preference on source of funds shall be based on availability and urgency taking into consideration the lead time & cost with the last two sources as last resort.

VI. COMMUNICATION PLAN

A. Escalation Process

- Any employee who receives negative news from whatever source that may result in depositors' distrust on the Bank, shall immediately relay such to the Head of Office (i.e. BM for branches for reporting to BBD Head) who will in turn report the same to the Plan Administrator, for assessment.
- In the event that the Treasury Division Head has recognized an impending liquidity problem, he/she shall immediately report such to the President.
- In the event that the BBD Head has recognized a continuous decline in deposits exceeding 10% of the previous month's deposit level, he/she shall immediately report such to the Treasury Division Head and the President.

- In the event that the Commercial Lending Division Head recognize defaulting large exposures or a number of non-large exposure accounts where the Bank's total exposure exceeds 5% of the qualifying capital, he/she shall immediately report such to the President.
- B. Liquidity Contingency Plan (LCP) Team
 - The following MANCOM members shall comprise the CFP Team:
 - President
 - Treasury Head
 - CorPlan Head
 - BBD Head
 - Lending Division Heads (Commercial & Consumer)
 - Controller
 - Chief Risk Officer

Other MANCOM members may be added at the discretion of the President.

The President and the CEO is overall in charge of the Bank's Crisis Management Team consistent with the bank wide Crisis Management Plan (CMP). The Liquidity Contingency Plan Team (LCPT) shall be on top of the activities related to liquidity crisis. The LCPT is in charge of crisis assessment, communications and recovery as part of the liquidity contingency plan of the Bank. The President, as Team Head, shall convene the team based on his/her assessment of the situation/s reported in "A" above to assess the situation and decide on action/s to take including the activation of the emergency action plan, if deemed necessary. All information shall be kept on a "need to know" basis.

The Liquidity Contingency Plan Team (LCPT) shall have the following membership:

- Sub-Leader: Head of Treasury Division responsible for convening the LCPT in the event that a crisis situation is deemed imminent or has already developed. The sub-leader shall also recommend to the President if the LCP need to be invoked.
- LCP Coordinator: Head of Market and Liquidity Unit responsible for the documentation, monitoring, updating and testing the LCP.
- 3. Head of Commercial Banking Division and Head of Consumer Banking Division responsible for mobilizing the business units under their groups according to the approved action, including the dissemination of clear, consistent, and necessary information to the employees and customers.
- 4. Head, Legal Services responsible for coordinating with the Board of Directors and facilitating the flow of information and required documents to and from the Board. Also serves as legal advisor with respect to the official statements and strategies of the Bank on topics involving its capital structure.
- 5. Head of Controllership Division responsible for the generation of the bank's financial reports and analyses as well as the drafting of communications with auditors (in coordination with Corporate Planning and Marketing Division) during the crisis situation, and if deemed necessary, the Head is also in charge of securing the certification and other financial documents/report needed in relation to an Emergency Loan.

- 6. Head of Risk Management Division responsible for coordinating with the Risk Oversight Committee (ROC) and ensuring that the ROC is able to provide the necessary support to the LCPT. The Head shall likewise be in charge of closely coordinating with the Sub-Leader from the inception of the crisis until its final outcome for support on quantitative and qualitative risk analyses.
- 7. Head of Branch Banking Division responsible for implementing the approved action plan as it applies to the branch network, including the dissemination of clear, consistent, and necessary information to the branch employees and customers.
- Head of Operations Division responsible for providing the necessary operational support to all branch and head office units.
- Head of Bank Compliance Division responsible for coordinating with the different regulatory bodies and ensuring compliance to all regulatory requirements.
- 10. Head of Legal Services Division responsible for ensuring that all legal issues are properly addressed and that the bank does not inadvertently place itself in an inferior legal position. For this purpose, the Legal Services Division shall also review all legal documents and official bank communications, especially to external agencies/stakeholders.
- Head of Corporate Planning and Marketing Division responsible for drafting all public/media communications strategy for approval of the President and is also responsible for the monitoring of news and/or media threat consistent with the Bank's PR Policy.
- Head of Asset Recovery and Management Division responsible for reporting the actual and potential proceeds/amount including the estimated timing from sale of ROPA.

All LCPT members may further delegate tasks for the effective execution of its roles and responsibilities especially during times of crisis.

Crisis Situation

When the LCP is invoked, the Contingency Funding Plan Team shall be mobilized. Below are the expected actions from the members.

In case of unavailability of the members, the secondary contact shall be notified. Please refer to Annex 1 for the names, locations and contact details of the CFP Team and the secondary contacts.

Moderate Phase (Initial Action Plan)

This stage involves the recognition of signs that a problem is likely to occur and the implementation of measures to contain or lessen the extent of the problem if it occurs. A substantial reduction in deposit level due to heavy withdrawals would manifest that a problem is likely to occur.

Communication

 Notify the Board of Directors regarding the situation 	President
2. Draft statement and communication plan	Head, Corporate Planning & Marketing Division subject to the approval of President
3. Relay statement to stakeholders	Head, Bank Compliance Division Head, Controllership Division Head, Legal Services Division
 Notify BSP on the possibility of a stress liquidity situation and the steps that are taken to alleviate the situation 	Head, Bank Compliance Division Head, Controllership Division

Information

Provide Maximum Cumulative Outflow (MCO) reports	Head, Risk Management Division
2. Provide Liquidity Position report	Head, Treasury Division
2. Provide details of statutory reserves	Head, Controllership Division

Funding sources or strategies

Check availability of funding sources	Head, Treasury in coordination with Head, Controllership Division Head, Branch Banking Division Head, Commercial Banking Division Head, Consumer Banking Division Head, Operations Division
Defend liquidity using approaches which include but are not limited to the following as applicable: Create peso funding Extend the tenor of short-term borrowings to defer local or foreign currency outflows	Head, Treasury Division
 Sell available US Dollars for Philippine Pesos, preferably to the BSP to ensure immediate credit to our demand deposit account that will enable us to withdraw currency notes not only in Metro Manila but in key provincial centers if necessary. 	Head, Treasury Division

Severe/Extreme Phase (Remedial Action Plan)

During this phase, a Remedial Action Plan should be implemented when the President considers that the Initial Action Plan has not prevented an escalation of the problem and the crisis is real and cannot be avoided or denied. In this case, the plan should focus on public statements of reassurance, as well as clear demonstrations of financial resources, with the

primary goal of showing that as far as the Bank is concerned, the crisis is unwarranted and that the Bank is keen to get back to business as usual.

Communication and information

1. Update BSP on potential funding requirement	Head, Controllership Division Head, Bank Compliance Division
 Preparation of press materials to facilitate communication internally (heads of the Divisions) and externally (regulators, customers, investors, external auditors, and the media). 	President Head, Controllership Division Head, Corporate Planning & Marketing Division Head, Legal Services Division
 Conduct briefings for front office associates on how to respond to inquiries of clients and/or counterparties. 	Head, Treasury Division Head, Branch Banking Division Head, Corporate Planning & Marketing Division Head, Commercial Banking Division Head, Consumer Banking Division
 Strategize on high level contact with senior executives of clients and counterparties. 	Head, Treasury Division Head, Branch Banking Division Head, Commercial Banking Division Head, Consumer Banking Division
 Closely monitor withdrawal patterns for corporate and consumer bank deposits and substantial and unusual withdrawals in the branches. If possible, pre-terminations shall be discouraged. 	Head, Treasury Division Head, Branch Banking Division Head, Commercial Banking Division Head, Consumer Banking Division
The Bank may expect funding assistance from the parent bank during exigencies, if conditions allow.	Head, Treasury Division
Assess Commercial/Consumer Banking loan demand.	Head, Commercial Banking Division Head, Consumer Banking Division
 Revisit the Daily/Weekly Maturity Ladder. 	Head, Treasury Division Head, Branch Banking Division Head, Corporate Planning & Marketing Division Head, Controllership Division
9. Provide the following critical reports to the LCPT: a. Maximum Cumulative Outflow (MCO) Report b. Liquidity Position/Reserve Reports c. Cash Flow Reports d. Detailed cash flow reports for the products that are most vulnerable during the crisis e. Details of statutory reserves and marketable assets f. Analysis of cost of funding g. Other relevant market information	Head, Risk Management Division Head, Treasury Division Head, Controllership Division

Funding sources or strategies

Ascertain the position for further USD/PHP swaps and establish the amounts that can be raised. Swaps could primarily be negotiated in the open market as the BSP will not enter into pre-arrangements for swap transactions.	Head, Treasury Division
Establish the amount and time scale of funds that can be raised through the interbank market. Evaluate approach to interbank market. Refrain from large- scale interbank borrowings to avoid alarming the market.	Head, Treasury Division
 Ascertain liquidity reserve position. Currently, reserves are mainly held in the form of demand deposit account (DDA) with BSP. 	Head, Treasury Division Head, Controllership Division
 Determine how much can be obtained as term placements from corporate and financial institutions. 	Head, Treasury Division Head, Branch Banking Division Head, Commercial Banking Division Head, Consumer Banking Division
 Price our loans out of the market to discourage new draw downs and roll- overs and to encourage pre- terminations, if necessary 	Head, Commercial Banking Division Head, Consumer Banking Division
 Provide list and documents necessary for a possible emergency loan from the BSP as a last resource. 	Head, Legal Services Division Head, Bank Compliance Division Head, Treasury Division
 Assess market value of marketable securities and other liquid assets and evaluate market condition for possible sale of these assets. 	Head, Treasury Division Head, Controllership Division

Cash Management

1.	Establish the level of currency notes required on all branches for customer withdrawals and increase holdings of cash in vault.	Head, Branch Banking Division Head, Operations Division
2.	Coordinate with the Treasury Division Head to ascertain sufficiency of BSP DDA balance to ensure prompt withdrawal of cash from our demand deposit account.	Head, Treasury Division Head, Controllership Division Head, Operations Division

Payment System

1. Highlight large timing mismatches. Head, Branch Banking Division	1. Highlight large timing mismatches.	Head, Branch Banking Division
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And the second s	Head, Operations Division
Continually advise the LCPT of the next clearing results and note debits/credits in our BSP Balance throughout the crisis.	Head, Controllership Division Head, Operations Division
 Escalate to the LCPT any prior days' failed trades / settlement failures. 	Head, Branch Banking Division Head, Operations Division
4. With support from the Board of Directors (as appropriate), manage the payment systems outflows by holding up payments, both intraday and overnight, taking into account reputational risk inherent in the action	Head of Treasury Division President in coordination with Head of Legal Services Department

In the event that an Emergency Loan from the BSP is necessary, the Controllership Division Head, Treasury Division Head and Compliance Division Head, in coordination with relevant units of the Bank, shall ensure that all necessary documents and certifications are prepared and completed in a timely manner.

Among the important sources are the assessment on the amount of potential funds that can be borrowed from the BSP by preparing a list of available eligible collaterals that can be presented and the updated documentation for loan contracts and ROPA (appraisal reports, insurance, tax declarations).

Refer to BSP Circular No. 517 (Series 2006) for the detailed guidelines governing the BSP's emergency loans and advances to banking institutions.

C. Communications

Notify the Board of Directors regarding the situation	President
Draft statement and communication plan	Head, Corporate Planning & Marketing Division subject to the approval of President
3. Relay statement to stakeholders	Head, Bank Compliance Division Head, Controllership Division Head, Legal Services Division
 Notify BSP on the possibility of a stress liquidity situation and the steps that are taken to alleviate the situation 	Head, Bank Compliance Division Head, Controllership Division

Communication Briefing

1. Statements should seek to progressively switch from reassurance to business-as-usual:

FOCUS	Crisis Management	Business-As-Usual	
Pre-Crisis	0%	100%	
Moderate Phase	20%	80%	
Severe Phase	25%	75%	
Immediate Post-Crisis	25%	75%	
Business-As-Usual	0%	100%	

Naturally, there is a need for a smooth transition of the messages between the different stages, but the consistent theme should be to draw attention away from any concerns about liquidity to focus on business-as-usual initiatives.

VII. EMERGENCY ACTION PLAN

Emergency/Disaster	Key Risk Indicators	Action Plan (either individually or collectively) (triggers not limited to the identified KRIs)
Deteriorating Liquidity/ Tight Liquidity (internal)	Decline in deposits due to withdrawal by rate-sensitive large funds providers equivalent to 10% of total deposits; Loans to deposits ratio at 115% Rising loan default i.e. >2x the industry that remains unaddressed. (i.e. net of NPL accounts which have already fully updated their payment but are still under the observation period).	 a. Treasury Division: Secure ALCO approval to increase deposit rates to generate new/recapture deposits. b. Secure ALCO approval to increase lending rates to dissuade new loans. c. Refrain from investing in term placements. d. Report to ALCO the inventory of FVPL (HFT) and FVOCI (AFS) securities that can be sold and funds that can be generated from the sale and secure approval. e. Verify & report to ALCO reason/s for withdrawals as input in the development of strategies. 1. Lending Division: a. Slowdown on lending activities b. Report to MANCOM the accounts eligible as collateral for BSP Emergency Loan and the funds that can be generated. 2. Branch Banking Division: a. Generate deposits per funding strategy in Section V targeting UCPB subsidiaries & clients with large liquidity funds. b. Verify & report to MANCOM reason/s for withdrawals as input in the development of strategies. c. Do not allow salary loan re-availment unless account is fully paid. d. Implement Loan Collection strategy in Section V. 3. Asset Recovery Management Division: SAMD: a. Report to MANCOM ROPAs with prospective buyers and funds that can be generated, if sold.

		b. Report to MANCOM ROPAs eligible as collateral to BSF Emergency loan i.e. those P5MM & up with complete documents. Collection Department: a. Implement Loan Collection strategy in Section V. 4. Loan Custodianship Dept., CMD: a. Prepare documents for eligible collaterals under BSF rediscounting or emergency loan. 5. CFP Team: a. Decide on funding strategy (see Section V) to apply
		taking note of the lead time and cost of funds. 7. President: a. Enjoin MANCOM to execute further cost-cutting or controllable expenses. b. Promptly report all initiatives to the Chairman of the Board.
Heavy Withdrawals (internal)	Withdrawals in various branches reaching 15% of deposits.	 Branch Banking Division: a. Promptly report the situation to the President. b. Withdraw excess funds from DFOB (Due from Other Banks) – non UCPB accounts and report daily balances to Treasury Division at start of day following the reference date. c. Verify reason for withdrawals & implement a strategy to arrest the problem. d. Closely monitor, in coordination with ITD the daily withdrawals and report to the Treasury Division identifying those from the large funds providers. e. Instruct branches to build up CIV level to at least 5% of total deposit or depending on the volume of large funds providers. f. Monitor sufficiency of cash requirement of branches and coordinate for the timely delivery of cash. Treasury Division: a. Support the cash requirements of branches thru DFOB accounts with UCPB but ensures that check issuances are sufficiently funded. b. Coordinate with UCPB Treasury and Corporate banking for possible drawdown from the PHP500MM interbank or PN Line. c. Recommend temporary suspension of lending activity until the Bank has reached primary reserves to deposit ratio of 10%. CFP Team: a. Decide on funding strategy (see Section V) to apply taking note of the lead time and cost of funds. b. Assess possibility of increasing deposit rates to attract

		c. Instruct the Heads of the following divisions to prepare the documents on eligible collaterals for emergency loan with BSP. i. Treasury Operations: Government Securities ii. Credit Administration Division: ROPAs PSMM & up iii. Lending Division: secured loans w/remaining term of less than 1 year. d. Assess the situation and decide if fresh capital is needed to support the Bank. 4. President: Promptly report the situation and initiatives taken to the Chairman of the Board for guidance.
External factors	Public rumors / negative publicity / Call for boycott of the institution. (can be thru a text message). Sudden and steep increase in market interest rates and tightening of liquidity problems faced by counterparties – potential crisis at industry level. Run on other financial institution (contagion effect).	 President: a. Issue directive to continue to operate under a normal environment scenario, viz:

VIII. STRESS TESTING

> To evaluate the potential impact of the identified KRIs on liquidity and capital, stress tests shall be undertaken on quarterly basis, viz:

- Deteriorating / tight liquidity on account of heavy withdrawal:
 - a. Withdrawal of 10% of deposits

Identification of deposit accounts shall be based on clients' rate sensitivity to be determined in coordination with the Treasury Division. Such shall be slotted in accordance with its actual maturity date.

- b. Withdrawal of 20% of deposits identification & slotting process same with "a" above.
- 2. Deteriorating / tight liquidity due to loan default:
 - a. All underperforming loans will turn non-performing.

Impact on CAR (on account of the increase in credit risk weight) and MCO shall be measured. Procedures shall be reflected in the Market and Liquidity Risk Manual.

b. Default by each of the top borrowers in the top 4 industries

Impact on MCO shall be computed by deducting the expected inflows from the buckets where they are slotted and transferring them to >1 to 4 years bucket.

Impact on CAR shall be determined by deducting from the qualifying capital the additional allowance for probable losses that would result from the default and adding the additional credit risk weight arising from the default.

3. External Factors

The BSP's Stress Testing Framework for Market Risk shall be used to determine the impact on the following:

- a. Value of securities booked under FVPL (HFT) and FVOCI (AFS) (i.e. trading books)
- b. Interest income
- c. Capital (i.e. qualifying capital (QC), risk weighted assets (RWA) & capital adequacy ratio (CAR)].

IX. POST-CRISIS MONITORING

- The CFP Team shall determine if the Bank has properly addressed the crisis and direct SMRT's Administrative Support Team to develop clear, concise, and positive statements to be released to the following, if applicable:
 - •Media: News print; radio/phone interview
 - Clients: e-mail; phone/text brigade
- Treasury Division shall monitor and update the CFP Team of the daily reserve position of the Bank for at least 1 week or until such time management deems appropriate.
- 3. Branch Banking Division and Lending Division shall:
 - Inform the CFP Team of Post-Crisis feedbacks from clients.
 - Ensure lending activities has resumed
 - Assist branches in winning back former clients
- The CFP Team shall assess the new strategies adopted during the crisis as well as lessons learned and incorporate such in the Bank's BCP and CFP.

> The result of post-crisis evaluation shall be reported to the ROC and thereafter to BOD for notation / further instruction.

The LCPT should continue tracking progress through regular weekly meetings for at least a month after the crisis to ensure that any rumors or speculations have ceased. As such, it should not be too hasty at reducing its information requirements, as there is always a risk that a follow-up press article or rumor could re-ignite problems.

As time pass by, the LCPT should start focusing more on lessons learned from the crisis. These should be taken forward by:

- a) Providing input on the business heads' actual experience on asset and liability movements.
- b) Providing feedback on the market's response to crisis and how this change during the crisis, so that the liquidity contingency plan can be adapted and/or updated accordingly.

X. INDEPENDENT APPRAISAL

The Bank's Internal Audit Division (IAD) shall conduct a review of the CFP, at least annually, to assess the reasonableness and use of assumptions and identify gaps to be addressed.

XI. REVIEW OF THE PLAN

The Risk Management Division, in coordination with the Treasury Division, shall review and assess the adequacy of this plan annually and recommend proposed changes to the Board, through the ROC, for approval.

ANNEX N - OPERATIONAL LOSS EVENTS TEMPLATE

REPORT ON OPERATIONAL LOSS EVENTS

MASHUMUH	FICE/BRANCH	
to atmost eat	Successories C	
	the month of	DIVISION/OFFICE/BRANCH the month of

Dats Incident Discovered Start	Amount								
	1000000	Recoveries (if any)		Net Loss		Event	Description of loss **		
		Amount	Data Recovered	Recovery Source	Amount	Type of Loss (ACTUAL, POTENTIAL , NEAR MISS)	Type ★	(indicate Nethod of Detection & name(position of personnel) if internal fraud)	

^{**} Refer to Glossary of Risk Events in Exhibit 1

** Must be a full description of the event to allow any post-facto analysis of the event.

Prepared by:

Checked by:

Risk Officer - Designate

Head of Office

CODE Activity Samples

IF (Internal Fraud)

- IF-01 Theft of cash accountability
- IF-02 Theft of supplies, utilities, etc.
- IF-03 Theft via padding of expenses / charging of personal expense to bank
- IF-04 Theft of loan payment (i.e., unremitted collection) / remittance proceeds / service fee.
- IF-05 Theft of deposit (unposted deposit)
- IF-06 Unauthorized withdrawal
- IF-07 Fictitious account opening
- IF-08 Fictitious Ioan
- IF-09 Lapping (deposit, remittance, etc.)
- IF-10 Non-disclosure of adverse findings on loan applicant
- IF-11 Unauthorized Cash Advance
- IF-12 Negotiated checks not sent for clearing
- IF-13 Check switching
- IF-14 Over appraisal of collateral
- IF-15 Under appraisal of ROPA
- IF-16 Manipulation of books e.g., float items, dormant accounts
- IF-17 Tampering of loan docs (as accomplice)
- IF-18 Bribery
- IF-19 Others (specify)

EF (External Fraud)

- EF-01 Theft / robbery
- EF-02 Theft of equipment, etc.
- EF-03 Forgery / falsification of documents to secure loan approval
- EF-04 Spurious check
- EF-05 Counterfeit bills & coins
- EF-06 Unauthorized withdrawal
- EF-07 Other cases of forgery/tampering (specify)
- EF-08 Fictitious account opening
- EF-09 Fictitious Ioan
- EF-10 Non-submission by dealers/agents of collateral documents
- EF-11 Other cases of account takeover/impersonation/misrepresentation/Identity Theft (specify)
- EF-12 System Hacking / Virus injection
- EF-13 Extortion / embezzlement
- EF-14 Unfunded check
- EF-15 Others (specify)

EPWS (Employment Practices & Workplace Safety)

EPWS-01	Employee discrimination lawsuits
EPWS-02	Termination claims/issues

- EPWS-03 Over reliance on particular personnel EPWS-04 Personnel performing incompatible function
- EPWS-05 Compensation for accidents caused by unsafe working environment
- EPWS-06 Damages/compensation for work-related illnesses/contracted from unsafe work

environment

- EPWS-07 Non-implementation of corrective & disciplinary actions
- EPWS-08 Lost Court Case
- EPWS-09 Migration of employees

CPBP (Clier	nts, Products & Business Practices)
CPBP-01	Inadequate security practices of customers
CPBP-02	Customer repudiation (rejection) of transaction
CPBP-03	Money Laundering
CPBP-04	Fiduciary breaches//Misuse of confidential customer information/Breach in customer
0. 2. 0.	privacy
CPBP-05	Unlicensed activity/Sale of unauthorized product
CPBP-06	Product defects
CPBP-07	Violation of disclosure laws and regulations
CPBP-08	Sale of bank product not suited to a particular client
CPBP-09	Failure to conduct required checking on customers
CPBP-10	Exceeding client exposure limits
CPBP-11	Product guidelines violation
CPBP-12	Others (specify)
J. 2	o more (epoony)
DPA (Dama	ge to Physical Assets)
DPA-01	Natural disasters (e.g., typhoon, earthquake, tsunami, floods)
DPA-02	Fire
DPA-03	Terrorism, vandalism, sabotage, hostage taking,
DPA-04	Nuclear disaster; toxic spills/contamination; chemical/explosive operations
DPA-05	Vehicular accidents
DPA-06	War/insurgency; intrusion; civil disorder
DPA-07	Others (specify)
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BDSF (Busi	ness Disruption and System Failures
BDSF-01	System /software failure
BDSF-02	Equipment/Hardware failure
BDSF-03	Power outages
BDSF-04	Significant breach in IT technology
BDSF-05	Virus contamination
BDSF-06	Problems at a linked internet site
BDSF-07	Telecommunications failure
BDSF-08	Public transport strike
BDSF-09	Personnel absences
BDSF-10	Vandalism, Terrorism, Hostage taking, Bomb threat
BDSF-11	War/insurgency, civil disorder, intrusion
BDSF-12	Others (specify)
•	cution, Delivery & Process Management)
EDPM-01	Unposted inward check
EDPM-02	Honored RCOCI
EDPM-03	Misposting, double posting, other booking errors
EDPM-04	Cash shortage
EDPM-05	Data entry / loading / processing error (e.g., untransmitted file to PCHC, AMLC)
EDPM-06	Incorrect / incomplete documentation
EDPM-07	Penalty on erroneous computation / reporting
EDPM-08	Model / system misoperation / maintenance error
EDPM-09	Penalty on late reporting
EDPM-10	System deficiencies
EDPM-11	Collateral management failure (e.g., non-renewal of insurance coverage)

EDPM-12	Due diligence failure e.g., lost collateral docs, improper filing of docs, incorrect client records.
EDPM-13	Inadequate credit evaluation
EDPM-14	Bank-client disputes / client complaints
EDPM-15	Vendor / counterparty / supplier disputes inc. outsourcing issues (e.g., service provider risk)
EDPM 16	Unrestricted access to IT resources / Information assets /restricted areas
EDPM-17	Password sharing
EDPM 18	IT Resources not in conformity to specs & requirements
EDPM 19	Non-reporting/recording of system performance incidents
EDPM 20	Absence/inadequate maintenance program for equipment & IT resources
EDPM 21	Critical software security patches not implemented
EDPM 22	Unlicensed software installed in PCs
EDPM 23	Unsuccessful log-in attempts not promptly checked & reported.
EDPM 24	Non/delayed termination of access to system by separated personnel
EDPM 25	Required data protection / security controls not implemented.
EDPM 26	Non-destruction of documents/storage media for disposal.
EDPM 27	Others (specify)