2016 SCORECARD (UPDATED RESULTS AND REMARKS)

		8	TAKEHOLDERS				80 1	Persp	ective
	S. S.	M 4 -	SM 3/	m o	SM 2	SM 1		Objec	
	SM 5 Number of Institutions Tapped for Financing	Number of Capacity- SM 4 Building Forums or Briefings Conducted	SM 3 Access to Financing	TOTAL VOLUME OF GUARANTEE AND DIRECT LENDING	SM 2 Volume of Direct Lending Program	SM 1 Volume of Guarantee	Sustain Financing of Priority/Strategic Enterprises	Objective / Measure	
10.0%	5.0%	5.0%	10.0%		10.0%	15.0%	riority/Strateg	(Philexim Proposal)	COMP
5.0%	5.0%	5.0%	5.0%		10.0%	15.0%	ic Enterprise:	(GCG Proposal)	COMPONENTS
Partner Entities, e.g. Fis, Coops, Assns, etc. in support to financing program to SME/Large accounts, (new accounts,	Partner Entitles, e.g. Fis, Coops, Assns, etc. in support to financing program to SME/Large accounts, (new accounts, renewal, increase in line)	Absolute Number	Total % of financing covering Luzon, Vizayas and Mindanao (except NCR)		Outstanding Amount of Credit Portfolio under Direct Lending Program	Outstanding Amount of Credit Portfolio under Guarantee Program		Description	
Actual /Target x Weight	Actual /Target x Weight	Actual /Target x Weight	Actual /Target x Weight		Actual /Target x Weight	Actual /Target x Weight		Rating Scale	
n/a	10	ယ	84%	P 28,000 Mn	₱2,000 Mn	₱26,000 Mn		Target	Basel
141	11	7	76%	₱7,782 Mn	₱659 Mn	₽7,123 Mn		Actual	line
76	10	ത	61%	P7,782 Mn P15,170 Mn	₱170 Mn	₱7,123 Mn ₱15,000 Mn Php9,045.51		Target	
1 ,669	ω	15	24%	1 9,681 Mn	Php635.87	Php9,045.51		Actual	
1 0	N	Ch	4		10	9		% Score	
See remarks re: volume of guarantee strategic measure. Includes individual beneficiaries of the direct beneficiaries of PhilEXIM.			Lower target due to lower business volume without traction. See above remarks re: volume of guarantee strategic measure.		Limited liquidity to cater to loan releases There is also the Board's direction to wind down direct lending program	Effect of the need to adhere with BSP regulation on capital adequacy ratio. As of December 31, 2016, CAR is 3.6 % vs. the required 7% by the BSP.		Remarks	

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INTERNAL PROCESS				Ī	FINANCE	manda, and and and a second and	SO 3		S S	Perspec		
8 MS	SO 6	Ø ≰ ∞	SO 5	7	804	6	SM 5		S W 4	SO 2	Obje	
Automation of Processes	Continued Adoption of Key Business and Operating Policies and Controls	Percent of Accounts Submitted to the Approving Authorities (45 working days for guarantee;38 working days for lending)	Pro-Active Evaluation, Monitoring and Management of the Guarantee Portfolio	EBITDA Margin (Core Income)	Maintain Profitability	Guarantee Claims Ratio (Large Entities & SMEs)	NPL Ratio (Net) Loans (Large Entities & SMEs)	Portfollo Quality	SM 4 Customer Satisfaction Rating	Customer Satisfaction	Objective / Measure	
3.0%	Key Busines	5.0%	Monitoring ar	5.0%		5.0%	5.0%		7.0%		Weight (Philexim Proposal)	
5.0%	s and Operatir	5.0%	ıd Managemer	5.0%		5.0%	5.0%		10.0%		Weight (GCG Proposal)	
Development/ implementation of CLS	ng Policies and Co	No. of accounts decided upon by the Board within TAT / No. of applications received with complete submission	nt of the Guarantee	Rate		Claims paid during the year to Outstanding Guarantees end of reference year	Non-performing loans (net of fully provided accounts) to Outstanding Loans Receivable (net of fully-provided accounts)	-	Feedback mechanism to gauge/determine level of satisfaction		Description	
All or Nothing	ntrols	80% - 100% = 5% score 70% - 79% = 2.5% score below 70% - 0% score	Portfolio	64 - 71% = 5% 50% - 63.99% = 2.5% score Below 50% = 0 score		0%-0.50% = 5% score 0.51%-1.0% = 3.5% score 1.01%-2.0% = 2.0% score sbove 2.0% = 0% score	below 9% = 5% score 9.01 - 15% = 2.5% score sbove 15% = 0% score		All or nothing		Rating Scale	
Full Implementatio n		80%		37.80%		0.50%	9%		Satisfactory Rating		20 Target	
Full tio implementation (Phase 1)		As of the ending period 5 accounts were processed and approved but exceeded TAT standard		19.54%		0.50%	82%		ı		2015 Actual	
Phase 2 of Central Liability System		80%		10-12%		0.50%	9.00%		Satisfactory Rating		2016 Target	
Refining LMS Phase 2		-185.77% Processed 7 applications (with complete documents); 5 accounts approved by Board/ CRECOM			0.00%	84.00%		• Established TOR for 3rd party consultant • Conducted an in-house survey		16 Actual		
0				0		5	0		0.00		% Score	
The proposed System continues to undergo enhancement prior to full operationalization as phase 2 implementation		It is to be noted that the standard number of days to process either guarantee or lending account is no longer achievable owing to certain considerations, e.g. additional imposition of Board requirements that may result to either delay or pendency of approval.		EBITDA ratio to be substituted by other metric as suggested by the GCG. One suggestion is net operating income (NOI) before provision for bad debts					Third party customer satisfaction survey incorporated as part of activities and partnership with the Philippine information Agency beginning 2017. While the foreoing is to be set in motion in the following year, the internal customer survey developed in-house is part of the QMS process being undertaken. Management requests that the in-house survey be considered for this strategic measure.		Remarks	

		ORGANIZATION	1				Per	spec	ti∨€
		SM 12	8 OS	SM 11	SO 7	SM 10	O Sje	0	
,		Establish a Brand Strategy / Roadmap	Strengthen Institutional Brand as a self-sufficient, profitable, socially-responsive, and reliable	Improvement in the SM 11 average competency level	Focused Development of Internal Resource Capabilities	Implementation of SM 10 Quality Management System	Objective / Medoule	M	
	100%	5.0%	I Brand as a	7.0%	of Internal Re	3.0%	Proposal)	Weight	COMP
	100%	5.0%	self-sufficient,	7.0%	source Capab	8.0%	Proposal)	Weight	COMPONENTS
		institutional Positioning and better Awareness of the Agency	profitable, socially	Absolute Number	ilities	See attached timeline	Description	Description	
		All or Nothing	/-responsive, an	Actual /Target x Weight		All or Nothing	Rating ocale		
		implement a Brand Strategy/ Roadmap	d reliable age	50		Establish QMS	Target	2015	Base
		Internal branding being undertaken by the Agency	e agency of the government.	97		Establish QMS	Actual	15	Baseline
		Implement a Brand Strategy/ Roadmap	/ernment.	Establish baseline for Compentency Level		ISO Certification	Target	2016	
		Developing the TOR for 3rd party consultant		n/a		Completed ISO aligned QMS	Actual	16	
	54.48%	0.00		7		ω	Score	%	
9	1	The engagement with a third-party consultant was deferred pending the approval of a new organization to be approved by the GCG based on its M.C. No. 2015-04. Further refinements had to be undertaken and considered on the proposed reorganization, hence, the branding could not be implemented yet. It is to be noted however that Management has implemented an initial branding program beginning 2014 with the launch of a new corporate logo, and that beginning 2014 up to present, the logo has been in use in all promotional paraphernalia and business presentations of the Corporation. Management requests that this inputs be considered in the scoring for this strategic measure.		It is to be noted that PhilEXIM already has an existing Competency Framework established in 2013 together with a third-party consultant. Management requests that this be continuously adopted and considered for purposes of having attained the relevant strategic measure.		Certification process will proceed following GCG-approved re-organization plan of PhiliEXIM. However, even with the foregoing statement, Government Quality Management Committee issued its M.C. No. 2016-01 which provides that those with established ISO-aligned QMS policy, process and documents are deemed compliant for PBB purposes. PhiliEXIM was validated by GQMC as compliant on the above on February 23, 2017.		Remarks	

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of