

**PHILIPPINE EXPORT-IMPORT CREDIT AGENCY
VALIDATED 2017 PERFORMANCE SCORECARD**

STAKEHOLDERS	Objective/Measure	Component			Target	PHILEXIM Submission		GCG Validation		Supporting Document	Remarks	
		Formula	Weight	Rating System	2017	Score	Rating	Score	Rating			
	SO 1	Sustain Financing of Priority/Strategic Enterprises										
	SM 1	Volume of Guarantee	Outstanding Amount of Credit Portfolio under Guarantee Program	30%	Actual / Target x Weight	₱10 Billion	₱9.117 Billion	27.4%	₱8.938 Billion	26.81%	<ul style="list-style-type: none">List of Guarantee and Loan AccountsCOA Annual Audit Report	Validated score is based on the COA Annual Audit Report.
	SO 2	Customer Satisfaction										
	SM 2	Customer Satisfaction Rating	Absolute Rate	5%	All or nothing	Satisfactory Rating ¹	Conducted in-house generated survey with 50% response rate, all or 100% favorable / satisfactory rating	5%	Conducted in-house generated survey with 100% satisfactory rating	5%	<ul style="list-style-type: none">Customer Satisfaction Survey ResultSurvey Questionnaires	Acceptable.
		Sub-total		35%				32.4%		31.81%		

¹ In-house generated Customer Satisfaction Survey

	Objective/Measure		Component	Weight	Rating System	Target	PHILEXIM Submission		GCG Validation		Supporting Document	Remarks
			Formula			2017	Score	Rating	Score	Rating		
FINANCE	SO 3	Portfolio Quality										
	SM 3	NPL Ratio (Net) Loans (Large Entities and SMEs)	Non-performing Loans (net of fully provided accounts) / Outstanding Loans Receivable (net of fully provided accounts)	15%	9% and Below = 10% Above 9% to 15% = 5% Above 15% = 0%	9%	75.80%	0%	75.80%	0%	<ul style="list-style-type: none">Schedule of Outstanding and Non – performing Loan Accounts	Reported accomplishment is acceptable. However, it is noted that the large accounts are all non-performing and comprise 57.89% of the total loan accounts in 2017. The resulting ratio is far below industry standards and reflects the inability of PhilEXIM to enforce collection of loan accounts.
	SO 4	Collection Efficiency										
	SM 4	Collection Efficiency	Amount Collected / Total Amount Due	15%	12% and above = 15% Below 12% = 0%	12%	7.32%	0%	7.32%	0%	<ul style="list-style-type: none">Schedule of Due and Collected Loan amount	PhilEXIM only collected ₱42.593 Million out of the amount due totaling to ₱581.961 Million. The low collection efficiency rate is linked with the high NPL ratio.
	SO 5	Maintain Profitability										
	SM 5	EBITDA Margin (Core Income)	EBITDA / Total Revenue	15%	12% and above = 15% Below 12% to 10% = 5% Below 10% = 0%	10% - 12%	-89.71%	0%	-89.95%	0%	<ul style="list-style-type: none">COA Annual Audit Report	GCG validation was based on the 2017 COA Audit Report. Aside from the negative EBITDA, PhilEXIM also

1-

		Component				Target	PHILEXIM Submission		GCG Validation		Supporting	Remarks
Objective/Measure		Formula	Weight	Rating System		2017	Score	Rating	Score	Rating	Document	
												sustained a Net Loss of ₱133.131 Million.
		Sub-total		45%				0%		0%		
INTERNAL PROCESS	SO 6	Continued Adoption of key Business and Operating Policies and Controls										
	SM 6	Enhance Risk Management Process	Actual Accomplishment	10%	All or Nothing	Establish Risk Monitoring and Risk Registry Process	Draft prepared for review	0%	-	0%	No supporting document	Reported actual cannot be validated.
	SM 7	Implementation of ISO-Aligned Quality Management System	Actual Accomplishment	5%	All or Nothing	ISO Certification	1 st batch MOPS approved by OIC Gabriel on on Dec. 20, 2017 as recommended by MOP Committee	0%	-	0%	No supporting document	Reported actual not valid. No accomplishment
		Sub-total		15%				0%		0%		
LEARNING AND GROWTH	SO 7	Focused Development of Internal Resource Capabilities										
	SM 8	Improvement in the Average Competency Level	NUI for the current year - NUI for the previous year / NUI for the previous year	5%	10% or higher = 10% Below 10% to 8% = 8% Below 8% to 6% = 6% Below 6% to 4% = 4% Below 4% = 0%	Establish Baseline for Competency Level	Implementation of SPMS was done in 3 rd quarter 2017	0%	-	0%	No supporting document	Reported actual not valid. No accomplishment
		Sub-total		5%				0%		0%		
		TOTAL		100%				32.4%		31.81%		