

**PHILIPPINE SUGAR CORPORATION (PHILSUCOR)
Performance Scorecard**

	Component			Target	Submission		CGO Validation		Supporting Documents	Remarks							
	Objective/Measure	Formula	Weight	2015	Actual	Rating	Score	Rating									
SOCIAL IMPACT AND STAKEHOLDER	SO 1 Expand Innovative Credit Financing Assistance to Sugarcane Planters' Cooperative/Federations/Associations and Sugar Mills/Refineries																
	SM 1	Number of New Loans Granted to Sugar planters' Coops / Feds / Associations Sugar Mills / Refineries	Total number of loans granted	40%	7	8	40%	8	40%	<ul style="list-style-type: none"> • Loan Agreements • Board Resolutions • Certificate of Registration (Cooperatives) 	PHILSUCOR granted new loans to 6 Sugar planters' cooperatives / federations / associations and 2 sugar mill / refineries.						
	SM 2	Customer Satisfaction Rating	Customer Satisfaction Index	5%	At least Satisfactory	Very Satisfactory	5%	Very Satisfactory	5%	<ul style="list-style-type: none"> • Q&P Solutions Report 	Rating of 17 respondent customers are as follows <table border="1" style="margin-left: 20px;"> <tr> <td>Very Satisfactory</td> <td>48%</td> </tr> <tr> <td>Delightful</td> <td>39%</td> </tr> <tr> <td>Satisfactory</td> <td>13%</td> </tr> </table>	Very Satisfactory	48%	Delightful	39%	Satisfactory	13%
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Sub-total			45%			45%		45%									
FINANCE	SO 2 Enhance Revenue																
	SM 3	Arrears Collected (Past Due Accounts)	Actual amount collected	5%	12M	22M	5%	22M	5%	<ul style="list-style-type: none"> • Schedule of Arrears Collected • PHILSUCOR Loans Receivable Ledger and Cash Receipt Book on Receivables 	Arrears collected represents only the principal amount, as recorded on the Loans Receivable account (excludes interest and penalties).						

PHILSUCOR | 2 of 5
Validated Performance Scorecard 2015 (Annex A)

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FINANCE	SM 4	Credit Financing Utilization Rate	(Total Amount Released over Credit Financing Budget) x 100	5%	75%	39.71%	2.65%	39.71%	2.65%	<ul style="list-style-type: none"> PHILSUCOR Schedule of Credit Financing Assistance Board Resolution granting Credit Financing Assistance 	PHILSUCOR released credit financing assistance of ₱146.99 Million to eight (8) beneficiaries from the total credit financing budget of ₱370 Million.																			
	SM 5	Net Income	Gross Profit less Operating Expense add Other Income	5%	5.5M	6.92M	5%	6.92M	5%	<ul style="list-style-type: none"> PHILSUCOR's Statement of Comprehensive Income, as submitted to COA. 	Amount excludes corporate income tax of ₱1.68 Million																			
	SM 6	Settlement of PMO Share	Presentation of relevant documents to validate actions taken	5%	PHILSUCOR's pro-rata share from the PMO on the sale proceeds of various mills to be included in the 2016 GAA PHILSUCOR Budget	Submitted to DBM proposed CY 2016 COB which includes funds remitted by PMO to BTs on the sale of various sugar mills amounting to ₱272.794 Million	5%	Submitted to DBM proposed CY 2016 COB which includes funds remitted by PMO to BTs on the sale of various sugar mills amounting to ₱272.794 Million	5%	<ul style="list-style-type: none"> Certification from the Bureau of Treasury (BTr) that ₱272.794 Million has been remitted by PMO representing PHILSUCOR's pro-rata share from the proceeds of the sale of various sugar mills dated 29 April 2015 Letter to DBM of proposed 2016 COB dated 24 September 2015 	PHILSUCOR proposed the following 2016 Corporate Operating Budget (COB) to the DBM: <table border="1" style="margin-top: 10px;"> <thead> <tr> <th colspan="2">Sources</th> </tr> </thead> <tbody> <tr> <td>Collection of Receivables</td> <td style="text-align: right;">₱ 203.0 M</td> </tr> <tr> <td>Other Income</td> <td style="text-align: right;">2.8 M</td> </tr> <tr> <td>Proceeds from BTr Receivable</td> <td style="text-align: right;">272.8 M</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">₱ 478.6 M</td> </tr> </tbody> </table> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th colspan="2">Uses</th> </tr> </thead> <tbody> <tr> <td>PS</td> <td style="text-align: right;">₱ 14.2 M</td> </tr> <tr> <td>MOOE</td> <td style="text-align: right;">10.4 M</td> </tr> <tr> <td>Capital Outlay</td> <td style="text-align: right;">409.1 M</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">₱ 433.7 M</td> </tr> </tbody> </table> PHILSUCOR is yet to receive a reply on the approval of the same.	Sources		Collection of Receivables	₱ 203.0 M	Other Income	2.8 M	Proceeds from BTr Receivable	272.8 M	Total	₱ 478.6 M	Uses		PS	₱ 14.2 M	MOOE	10.4 M	Capital Outlay	409.1 M	Total
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FINANCE	SM 7	Settlement of Dividend in Arrears Issue	Presentation of relevant documents to validate actions taken	5%	By year end, PHILSUCOR will obtain legal opinion from the DOJ re: issue whether the interests earned from the sinking fund should be included in the computation of PHILSUCOR's income for purposes of the Dividends Law	PHILSUCOR letter to President Aquino II re: request for adjustment of annual net earnings for purposes of computing dividends to be remitted to the National Government	5%	DOJ opined unfavorably against PHILSUCOR	5%	<ul style="list-style-type: none"> • DOJ letters on unfavorable judgment against PHILSUCOR dated 28 April 2015 and 30 July 2015 • DOJ opined unfavorably against PHILSUCOR citing Section 3 of RA 7656 which requires GOCCs to declare and remit at least 50% of their annual net earnings as cash, stock or property dividend to the National Government. Likewise, Section 2(d) which provides that earnings of whatever source shall be included in the computation of net income. • PHILSUCOR requested for reconsideration. However, in a letter dated 30 July 2015, DOJ reiterated its previous opinion. • As a final recourse, PHILSUCOR requested from the President the adjustment of annual net earnings for purposes of computing dividends to be remitted to the National Government in 15 January 2016.

PHILSUCOR | 4 of 5
Validated Performance Scorecard 2015 (Annex A)

Component		Target	Submission		CGO Validation		Supporting Documents	Remarks	
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SM 8	Application of Sinking Fund for the Bonds Payable	Presentation of relevant documents to validate actions taken	5%	Commence formal negotiations with PMO on PHILSUCOR's pro-rata share in the sale proceeds of CASUCO assets	Intends to continue formal negotiation within the year	5%	Secured PMO's support in the settlement of the sinking fund with PNB, issue has been raised for BSP mediation	5%	<ul style="list-style-type: none"> • PMO letter to PHILSUCOR dated 21 October 2015 • BSP letters scheduling mediation between PNB and PHILSUCOR • Attendance on mediation conference. <p>•PHILSUCOR claims that the sinking fund has an excess of ₱344 Million against its bond liability with PNB due to the erroneous consideration of PASSI, DASUCECO and CASUCO accounts. While PNB does not recognize such claim, the sinking fund is not enough to pay the bonds resulting to a deficit of ₱253 Million</p> <ul style="list-style-type: none"> •As early as April 2015, PHILSUCOR communicated with PMO the issues surrounding the settlement of the sinking fund and submitted an extended briefer on the CASUCO account on 18 June 2015. •PMO, in its letter dated 15 October 2015, supports any effort by PHILSUCOR in ensuring that PNB settle its obligation with the government. •Intends to continue formal negotiation with PNB within the year through BSP mediation
Sub-total		30%				27.65%		27.65%	

	Component			Target	Submission		CGO Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Weight	2015	Actual	Rating	Score	Rating			
INTERNAL PROCESS	SO 3 Fast-track Processing of Loans										
	SM 9	Percentage of loans processed within 20 working days (from Credit Committee evaluation to advice/letter release to debtor)	No. of loans processed within 20 working days over total number of loans received	15%	90%	100%	15%	100%	15%	<ul style="list-style-type: none"> • Credit Financing Assistance to Sugar Mills, Refineries and Related Facilities • Application Letter • Board Resolution 	Number of processing days starts with the receipt of complete requirements up to the sending of the letter of approval to the loan applicant. However, periods that were entirely dependent on the applicant were excluded.
	Sub-total			15%			15%		15%		
LEARNING AND GROWTH	SO 4 Improve Organizational Effectiveness & Personnel Competency										
	SM 8	Number of trainings/interventions attended to meet/update/add job competency (identified in training needs assessment)	Actual no. of trainings or interventions	10%	5	5	10%	5	5%	<ul style="list-style-type: none"> • Training Needs Assessment for 2015 • Certificates of trainings attended 	Trainings attended are: <ul style="list-style-type: none"> • Cash management and control system • Gender and Development Planning and Budgeting • Appraisal and Disposal of Government Properties • Training on the use of Agency Procurement Compliance and Performance Indicator System • GSIS Training for Agency Authorized Liaison Officers
	Sub-total			10%			10%		8%		
TOTAL			100%			97.65%		97.65%			