

PHILIPPINE EXPORT-IMPORT CREDIT AGENCY

Component						Baseline Data (if applicable)		Target	
Objective/Measure		Formula	Weight	Rating System	Data Provider	2013	2014	2015	
STAKEHOLDERS	SO 1	Expand Support for Strategic SMEs							
	SM1	Amount of Guarantee - SMEs	Outstanding Amount of Credit Portfolio under Guarantee Program	10%	Actual /Target x Weight		₱27 Mn	₱0 Mn	₱2,500 Mn
	SM2	Amount of Direct Lending Program - SMEs	Outstanding Amount of Credit Portfolio under Direct Lending Program	8%	Actual /Target x Weight		₱285 Mn	₱281 Mn	₱1,500 Mn
	SM3	Number of Capacity-Building Forums or Briefings Conducted	Absolute Number	5%	Actual /Target x Weight		n/a	n/a	3
	SM4	Number of Institutions Tapped for Financing	Partner Entities, e.g. FIs, Coops, Associations, etc. in support to financing program to SME/Large accounts (new accounts, renewal, increase in line)	5%	Actual /Target x Weight		n/a	n/a	10

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	SM5	Accounts Generated Outside of NCR	Number Accounts of	10%	Actual /Target x Weight		28%	-	84%
	Share of SME Financing (%) to Total Credit Portfolio		Outstanding SME Portfolio ÷ Total Credit Portfolio	0%			2%	2%	14.28%
	SO 2	Sustain Financing of Priority Large Enterprises							
	SM6	Amount of Guarantee - Large	Outstanding Amount of Credit Portfolio under Guarantee Program	20%	Actual /Target x Weight		₱14,314 Mn	₱13,148 Mn	₱23,500 Mn
	SM7	Amount of Direct Lending Program - Large	Outstanding Amount of Credit Portfolio under Direct Lending Program	3%	Actual /Target x Weight		₱967 Mn	₱638 Mn	₱500 Mn
	Total Volume of Guarantee and Direct Lending Portfolio (Large and SME)		Absolute Amount				₱15,593 Mn	₱14,068 Mn	₱28,000 Mn

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FINANCE	SO 3	Customer Satisfaction						
	SM8	Customer Satisfaction Rating	Feedback mechanism to gauge/determine level of satisfaction	5%	All or nothing			Satisfactory Rating
			Sub-total	65%				
	SO 4	Portfolio Quality						
	SM9	NPL Ratio (Net) Loans (Large Entities & SMEs)	Non-performing loans (net of fully provided accounts) to Outstanding Loans Receivable (net of fully-provided accounts)	5%	below 9% = 5% score 9.01 - 15% = 2.5% score above 15% = 0% score	3.3%	16.02%	9%
	SM10	Guarantee Claims Ratio (Large Entities & SMEs)	Claims paid during the year to Outstanding Guarantees end of reference year	5%	0%-0.50% = 5% score 0.51%-1.0% = 3.5% score 1.01%-2.0% = 2.0% score above 2.0% = 0% score	1.52%	0.58%	0.5%
	SO 5	Maintain Profitability						
	SM11	EBITDA Margin (Core Income)	Rate	5%	64 - 71% = 5% 50% - 63.99% = 2.5% score Below 50% = 0 score	59.26%	34.60%	37.80%
			Sub-total	15%				

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INTERNAL PROCESS	SO 6	Pro-Active Evaluation, Monitoring and Management of the Guarantee Portfolio							
	SM12	Percent of Accounts Submitted to the Approving Authorities (45 working days for guarantee;38 working days for lending)	No. of accounts decided upon by the Board within TAT / No. of applications received with complete submission	5%	80% - 100% = 5% score 70% - 79% = 2.5% score below 70% = 0% score		n/a	n/a	80%
	SO 7	Continued Adoption of Key Business and Operating Policies and Controls							
	SM13	Operationalization of the Central Liability System	Development/ implementation of CLS	3%	All or Nothing				Full Implementation
	SM14	Implementation of Quality Management System	See attached timeline	3%	All or Nothing				Establish QMS
			Sub-total	10%					

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ORGANIZATION	SO 8	Focused Development of Internal Resource Capabilities							
	SM15	Number of Trainings given to employees	Number	5%	Absolute Number		52	42	50
	SO 9	Strengthen Institutional Brand as a self-sufficient, profitable, socially-responsive, and reliable agency of the government.							
	SM16	Establish a Brand Strategy / Roadmap	Institutional Positioning and better Awareness of the Agency	5%	All or Nothing				Implement a Brand Strategy/ Roadmap
			Sub-total	10%					
		TOTAL	100%						