

**SMALL BUSINESS CORPORATION
PERFORMANCE SCORECARD REPORT
FOR CY 2015**

Note: Based on Renegotiated Targets

Strategic Measure/ Objective	Performance Measure			Baseline 2014	2015 Target	Dec 2015 Actual	Accomplishment		
	Description	Formula	Weight				Rate	Weighted Score	
SOCIAL IMPACT PERSPECTIVE									
Objective 1 - Improved access to finance by underserved MSMEs	1 Partially-secured loan ratio - not more than 50% secured	Increasing	Number of unsecured borrowers/Total number of borrowers - Retail and Credit Guarantee	5.0%	78%	81%	85%	104.94%	5.00%
	2 Young enterprises ratio	Increasing	Number of borrowers not more than 5 years in business/Total number of borrowers - Retail and Venture capital	5.0%	19%	25%	23%	92.00%	4.60%
	3 Enterprise rehabilitation financing for MSMEs damaged by calamity	Increasing	Cumulative term loans or equity released in million Php - Retail and Equity Financing	5.0%	250.00	700.00	556.14	79.45%	3.97%
<i>Sub-total - Objective 1</i>				15.0%					13.57%
Objective 2 - Mainstreamed MSME Finance in the banking sector	4 Ave. guarantee contingent liability	Increasing	Monthly average; in million pesos	5.0%	175.00	250.00	218.90	87.56%	4.38%
<i>Sub-total - Objective 2</i>				5.0%					4.38%
Objective 3 - MSME Finance friendly policy architecture established	5 Policy endorsements	One-time	All or nothing	2.5%		Signed resolution by stakeholders adopting the industry roadmap for MSME Finance by end-January 2016	Signed resolution by stakeholders adopting the industry roadmap for MSME Finance	100.00%	2.50%
		One-time	All or nothing	2.5%		COC resolution on Magna Carta	COC resolution on Magna Carta	100.00%	2.50%
<i>Sub-total - Objective 3</i>				5.0%					5.00%
Total - Social Impact Perspective				25.0%					22.95%

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FINANCIAL PERSPECTIVE										
Objective 1 - Increased earning loan portfolio	6	Total earning loan portfolio plus total ERF and equity financing portfolios	Increasing	Ending earning wholesale and retail loan portfolios plus ending ERF and Equity financing portfolios; in million Php	10.0%	2,221.99	3,200.00	2,633.38	82.29%	8.23%
		- SME Wholesale				449.12	400.00	213.48		
		- MF Wholesale				1,206.94	1,300.00	1,185.01		
		- Incubation-Graduation Retail				327.92	860.00	712.44		
		- Enterprise Rehabilitation Retail				222.58	600.00	498.27		
		- Equity Financing				15.43	40.00	24.18		
<i>Sub-total - Objective 1</i>					10.0%					8.23%
Objective 2- Sustained operating income	7	Net operating income	Increasing	Total operating revenues less Total operating expenses; in million Php	2.5%	2.30	22.40	26.38	117.77%	2.50%
	8	Operational self-sufficiency ratio	Increasing	Core revenues / Total expenses	2.5%	71%	78%	85%	108.97%	2.50%
<i>Sub-total - Objective 2</i>					5.0%					5.00%
Total - Financial Perspective					15.0%					13.23%
CUSTOMER/STAKEHOLDER PERSPECTIVE										
Objective 1 - Customer satisfaction leading to increased client base	9	Customer satisfaction survey	One-time	All or nothing	5.0%		Satisfactory rating	Satisfactory rating	100.00%	5.00%
	10	No. of direct MSME clients financed	Increasing	Absolute count, retail lending, equity financing and credit guarantee	10.0%	1,279	1,560	1,874	120.13%	10.00%
		- Retail Lending				1,175	1,404	1,725	122.86%	0.00%
		- Credit Guarantee				101	140	142	101.43%	0.00%
		- Venture Capital				3	16	7	43.75%	0.00%
<i>Sub-total - Objective 1</i>					15.0%					15.00%
Objective 2 - Increased competencies of FIs in risk-based mSME lending	11	No. of RBL FI graduates	Increasing	Cumulative	5.0%	30	50	49	98.00%	4.90%
	12	No. of SME-oriented AO graduates leading to certification	Increasing	Absolute count; may include SBCorp loan officers, 12 sessions by end-January 2016	5.0%	N/A	25	25	100.00%	5.00%
<i>Sub-total - Objective 2</i>					10.0%					9.90%

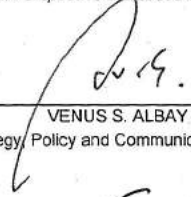
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Strategic Measure/ Objective	Performance Measure				Baseline 2014	2015 Target	Dec 2015 Actual	Accomplishment	
	Description	Formula	Weight	Rate				Weighted Score	
Objective 3 - Improved financial literacy of financed mSMEs	13 No. of EEPro graduates	Increasing	Cumulative, inclusive of enrollees finishing at least their business plan	5.0%	27	60	66	110.00%	5.00%
Sub-total - Objective 3				5.0%					5.00%
Objective 4- Stakeholder satisfaction leading to increased financial support to SBCorp	14 Level of new NG funding received and/or of low-cost borrowings	Increasing	Cumulative, starting 2014; in million Php	0.0%	Php100M	150.00	189.16	126.11%	For reporting only
Sub-total - Objective 4				0.0%					
Total - Customer/Stakeholder Perspective				30.0%					29.90%
INTERNAL PROCESS PERSPECTIVE									
Objective 1 - Improved service delivery by increasing processing velocity	15 Processing velocity	Increasing	Number of clients/ Number of employees	5.0%	8.7	10.4	12.2	117.58%	5.00%
			- No. of clients		1,456	1,795	2,106		
			Direct MSME clients		1,279	1,560	1,874		
			PFIs		120	100	92		
			Capacity Building		57	135	140		
Sub-total - Objective 1				5.0%					5.00%
Objective 2- Refocused resource management by rebalancing portfolio to more direct mSME financing	16 Share of direct financing to total portfolio	Increasing	Sum of retail lending + venture capital portfolios divided by total portfolio	5.0%	25%	47%	47%	100.00%	5.00%
Sub-total - Objective 2				5.0%					5.00%
Objective 3- Improved resource management thru risk management	17 Sustainability rate of MSME borrowers	Increasing	Percent BRR 1 to 6 / Total number of risk-rated borrowers as of beginning of year under retail lending, excluding ERF	5.0%	86%	87%	95%	109.20%	5.00%
Sub-total - Objective 3				5.0%					5.00%
Total - Internal Process Perspective				15.0%					15.00%


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LEARNING AND GROWTH PERSPECTIVE									
Objective 1 - Aligned organization and competencies to support risk-based mSME financing	18 No. of account-generating field officers competent on RBL MSME financing	Increasing	No. of normal-risk AOs and of DOs by third quarter of the year, trained by year-end under SBCorp SME Finance capacity building program	2.5%	N/A	42	48	114.29%	2.50%
	19 Competency framework to support Risk-Based MSME financing	One-time	As confirmed by the Corporate Governance Committee and/or BOD; All or nothing	2.5%		Established competency framework by end- January 2016	Board-approved competency framework by end- January 2016	100.00%	2.50%
<i>Sub-total - Objective 1</i>				5.0%				214.29%	5.00%
Objective 2- Established quality management system	20 Automation capabilities	One-time	As internally audited; All or nothing	5.0%	Fully automated cash to loans receivable process	Fully automated loans receivable to cash process	Fully automated loans receivable to cash process	100.00%	5.00%
	21 ISO certification	One-time	All or nothing	5.0%		ISO certification	ISO certification issued	100.00%	5.00%
<i>Sub-total - Objective 2</i>				10.0%					10.00%
Total - Learning and Growth Perspective				15.0%					15.00%
TOTAL WEIGHTS				100.0%					96.08%

Note: Figures under Financial Perspective are based on 1st closing of FS.

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