

**LBP INSURANCE BROKERAGE, INC.
VALIDATED 2016 PERFORMANCE SCORECARD**

		Component			LIBI Submission			GCG Validation		Supporting Document	Remarks		
Objective/Measure	Formula	Wt.	Rating System	2016 Target	Actual	Rating	Score	Rating					
FINANCIAL													
SO 1	Ensure Sustainable Financial Growth												
SM 1	EBITDA Margin	Absolute Percentage		35%	Actual/Target x Weight		75%	71%	33.13%	70.55%	32.92%	<ul style="list-style-type: none"> COA Annual Audit Report 	<p>As a matter of policy, request for the renegotiation of targets may be considered if the achievement of such targets is no longer feasible due to substantial changes in circumstances that could not be foreseen at the time the targets were agreed upon. However, adjustments of targets such that targets are decreased to an acceptable or achievable level is not acceptable.</p> <p>While the reasons cited above by LIBI is understandable, the same cannot be considered valid for purposes of reducing the target EBITDA margin. Justifications such as the 2016 national election, implementation of LIBI's business strategy to reduce premium rates, and increasing</p>

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										<p>Involvement of international insurance brokers which rendered negative effects in LIBI's overall performance in 2016 are all anticipated and foreseeable events and part of normal course of business. To consider and accept these justifications to lower down the target would be tantamount to recognizing even the inefficiency of LIBI's Board and Management. The Board and Management of GOCCs are primarily held responsible to ensure that risk management systems are properly placed to identify, address, and mitigate risks inherent in the conduct of business and strategies employed.</p> <p>The GCG agrees that the Bangladesh Bank heist was a completely unforeseen event. However, the failure of LIBI to realize its EBITDA Margin target cannot be directly attributed to the decrease in its foreign exchange (FX) trading income. Noticeably, the</p>

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										<p>Income from FX trading have been in the decline such that, as communicated to GCG during the 2017 TPM, the Board decided to cease its FX operations starting 2017.</p> <p>Lastly, the ability of LIBI to realize its EBITDA Margin target is not solely dependent on its ability to raise or increase its revenue. As a measure, the EBITDA Margin is arrived at by dividing the EBITDA with revenue, while EBITDA reflects the operating profit of LIBI. Hence, EBITDA Margin is influenced by revenue and operating expenses of the company. While LIBI is unable to hit its revenue targets, it is but wise to maintain its operating expenses at the very minimum. Thereby ensuring that costs incurred are within the limits of the company's ability to generate income. In view of the foregoing, the request to reduce the target is <u>DENIED</u>.</p>

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Objective/Measure	Formula	Wt.	Rating System	2016 Target	Actual	Rating	Score	Rating				
	Sub-total	35%				33.13%		32.92%				
SOCIAL / STAKEHOLDERS												
SO 2 Improve Service Delivery												
SM 2	Customer Satisfaction Survey	85% of respondents rated LIBI "Very Good"	10%	All or Nothing	85% of respondents rated LIBI Very Good	90.70%	10%	90.70%	10%	<ul style="list-style-type: none"> Survey Tally and Result Copy of the Survey Questionnaire 	In 2016, 90.70% or 117 out of 129 respondents rated LIBI at least "Very Good" to "Excellent". LIBI's clients are more satisfied in 2016 with the significant increase by 32.35% in the number of customers who rated LIBI "Very Good". There were also more respondents in 2016 with 129 from 44 in 2015, which means more clients transacted with LIBI in 2016.	
SO 3 Offer Competitive FX Rates												
SM 3	Accredited Counterparty for FX rate canvassing	Absolute Figure	5%	Actual/Target x Weight	6 (additional 1)	None	0%	None	0%	None	In 2016, LIBI was not able to accredit any counterparty and requested to transfer the weight of 5% to SM 2 Customer Satisfaction Survey. As explained in SM 1, requests for renegotiation may only be considered if the achievement of target is no longer feasible due to unforeseen circumstances. However, the factors presented by LIBI are not due to unforeseeable	

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											circumstances but rather as an effect of the delay in the process. Given that the 2016 targets were set before the start of 2016, processing time should have been accounted for by LIBI in order to ensure the achievement of the target. In view of this, the request to delete the measure and target is <u>DENIED</u> .
SO 4	Provide Wider Market Reach for Bancassurance Products for Agricultural Development										
SM 4	Number of Products with Improved Market Access	No. of products developed and sold	10%	50% = products developed 50% = products sold	2	2	10%	2	10%	<ul style="list-style-type: none"> • Copy of Policy on Brown Water Craft • Copy of Policy on High Value Commercial Crop Insurance • Letter to Philippine First Insurance 	LIBI introduced and sold two (2) products with improved market access, the policy on Brown Water Craft and the policy on High-Value Commercial Crop Insurance.
SO 5	Provide Wider Market Reach for Bancassurance Products for Financial Viability										
SM 5	Number of New Products Offered	No. of products developed and sold	10%	50% = products developed	2	2	10%	1	5%	<ul style="list-style-type: none"> • Copy of policies on parametric 	LIBI offered one new product which is the Parametric Insurance for

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			50% = products sold						Insurance for Farmers • Letter to Charter Ping An Insurance Corporation	farmers. The product was sold to two (2) clients both amounting to P25,000.00. The rating is only 5% percent since the accomplishment should be 2 products each sold to a client.	
	Sub-total	35%				30%		25%			
SO 6 Improve Efficiency and Quality of Insurance Process											
INTERNAL PROCESS											
SM 6	Average Number of Days to Process Insurance Coverage	Average TAT of every transaction	5%	(1-[(A-T)/T]) x Weight	5 working days	7 working days	3%	Full TAT cannot be determined based on submitted supporting documents	0%	<ul style="list-style-type: none"> List of Transactions Process Workflow for issuance of Quotation and Policy 	LIBI reported an average processing time of 7.71 working days per transaction covering total of 12,645 insurance coverages. Applications were received from 04 January to 11 October 2016 and processed from 06 January 2016 to 25 July 2017.
										This measure aims to determine LIBI's average	

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										<p>TAT and capture its efficiency in processing transactions from receipt of requests to the time the documents are delivered to Lending Units.</p> <p>LIBI derives its value through the efficient delivery of service – which is the facilitation of insurance coverage of clients. Hence, while it is understandable that the entire process does not rest within the organization alone, the business, being an insurance broker relies on the efficient facilitation and processing of application. Thus, to limit the computation of the processing time within the organization alone defeats the purpose of the measure which aims to capture efficiency of LIBI. In view of this, the request to revise the target is DENIED.</p> <p>In the evaluation of the reported score, GCG found that the submitted supporting documents does not indicate the dates</p>

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	Sub-total	15%				13%		0%		corresponding weight is hereby REMOVED.	
SO 8 Develop Strategic Skills & Competence of Officers and Staff											
SM 8	Competency Level of the Organization	Actual Number of Personnel Trained/Total No. of Personnel	10%	All or Nothing	Board Approved Competency Framework	Approved Competency Framework	10%	Approved Competency Framework	10%	<ul style="list-style-type: none"> Copy of Competency Framework Memorandum approving the Competency Framework Minutes of the Board Meeting 	In 2016, LIBI was able to develop a competency framework and was approved by the Board under Board Resolution No. 2016-011-037. LIBI's competency framework is composed of core and general technical competencies related to performance of roles, technical knowledge and application and performance objective accomplishment.
SO 9 Enhanced IT Infrastructure											
SM 9	Improvement of Existing Computer System	Actual Accomplishment vs. Work Program	5%	All or Nothing	Develop Transaction Tracking Systems	Note: With Renegotiated from Develop Transaction Tracking Systems to Upgrading of IBS from Version 3.3 to Version 4.0	5%	Upgrading of IBS from Version 3.3 to Version 4.0	5%	<ul style="list-style-type: none"> IIBS Profile IIBS 4.0 Project Workplan and Timeline 	LIBI was not able to develop Transaction Tracking System. In the same letter dated 06 December 2016, LIBI requested to revise the target from Develop Transaction Tracking System to Upgrading of IBS from Version 3.3 to Version 4.0. Per representation, the IIBS version 3.3 is developed using the Oracle/Reports 6i which is already

