



DELIVERING ON OUR VISION

IFC STRIVES TO DELIVER
WHAT CANNOT BE
OBTAINED ELSEWHERE.

Scorecard

Delivering on Our Vision

We offer clients a unique combination of investment and advice designed to promote sustainable private sector development in emerging markets. We call that special edge our “additionality.” Using it to maximize our development impact is a cornerstone of our strategy. Our activities are guided by five strategic priorities that allow us to help where we are most needed, and where our assistance can do the most good.

OUR STRATEGIC FOCUS AREAS

1

STRENGTHENING THE FOCUS ON FRONTIER MARKETS

IDA countries, fragile and conflict situations, and frontier regions of middle-income countries

2

ADDRESSING CLIMATE CHANGE AND ENSURING ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

Developing new business models and financing instruments, setting and raising standards

3

ADDRESSING CONSTRAINTS TO PRIVATE SECTOR GROWTH IN INFRASTRUCTURE, HEALTH, EDUCATION, AND THE FOOD- SUPPLY CHAIN

Increasing access to basic services and strengthening the agribusiness value chain

4

DEVELOPING LOCAL FINANCIAL MARKETS

Building institutions, mobilizing resources, and introducing innovative financial products

5

BUILDING LONG-TERM CLIENT RELATIONSHIPS IN EMERGING MARKETS

Using the full range of our products and services to guide clients' development and assist cross-border growth

Scorecard

IFC's Performance on Strategic Pillars

Indicator	Performance	
	FY12	FY11
DEVELOPMENT RESULTS		
Investment Projects Rated High (DOTS score) ¹	68%	67%
Advisory Projects Rated High ²	72%	67%
FOCUS AREAS		
FRONTIER MARKETS		
Number of Investment Projects in IDA Countries	283	251
Commitments in IDA Countries (millions)	\$5,864	\$4,867
Advisory Services Expenditures in IDA Countries (millions) ³	\$ 122	\$ 107
Commitments in Sub-Saharan Africa (millions)	\$2,733	\$2,150
Commitments in Middle East and North Africa (millions)	\$2,210	\$1,603
CLIENT PARTNERSHIPS		
Number of South-South Investment Projects	41	32
Commitments in South-South Investment Projects (millions)	\$1,515	\$1,034
CLIMATE CHANGE		
Climate-Related Investments (millions) ⁴	\$1,621	\$1,671
INFRASTRUCTURE, HEALTH & EDUCATION, FOOD		
Commitments in Infrastructure, Health & Education, and Food ⁵ (millions)	\$3,642	\$2,200
LOCAL FINANCIAL MARKETS		
Commitments in Financial Markets (millions) ⁶	\$9,375	\$8,176
Commitments in Micro, Small and Medium Enterprises Sector (millions) ⁷	\$6,077	\$6,020

Notes:

1 DOTS scores: Percentage of client companies with development outcomes rated high as of June 30 of the respective year, for a rolling average of 6 years of approvals (2003–2008 for FY12).

2 FY12 and FY11 ratings are based on a review of completion reports filed in calendar years 2011 and 2010, respectively.

3 FY11 and FY12 figures reflect improved methodology for measuring Advisory Services expenditures in IDA countries, incorporating regional projects.

4 Includes investments in energy efficiency (EE) and renewable energy (RE).

5 Commitments of IFC's Infrastructure, Communications and Information Technologies, Subnational Finance, Health & Education, and Agribusiness departments (not the entire food supply chain).

6 Commitments of IFC's Financial Markets excluding Funds and Private Equity.

7 Includes direct MSME borrowers, financial institutions with more than 50% of their business clients being MSMEs, and any other investments that specifically target MSMEs as primary beneficiaries.

Creating Opportunity Where It's Needed Most *Who Benefits?*

IFC and our clients make a wide range of contributions in developing countries. Our clients' success can have ripple effects across an economy, giving many people—including the poor—a chance to better their lives.

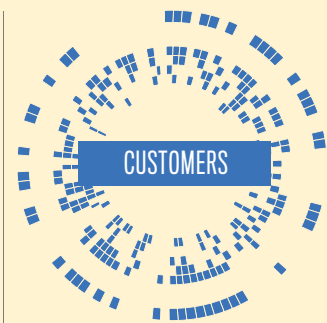
Through our clients, we create opportunity for workers and their families, local communities, suppliers, investors, and the customers who buy what they produce. Our clients generate significant tax revenues for national and local governments—resources available for assisting the poor. They can use IFC's financing and advice to expand or upgrade their facilities, improve environmental performance, strengthen corporate governance, and improve their management systems and adherence to industry standards.

Our advice complements our investments and provides support to firms and governments—to maximize impact. Our work with governments ranges from supporting reforms to their investment climates to helping design and implement public-private partnerships for infrastructure and other basic services.



Our investment clients provided 2.5 million jobs, including nearly 800,000 through private-equity and investment funds, almost 450,000 in core infrastructure, nearly 390,000 in agribusiness and forestry, and almost 370,000 in manufacturing.

- In India, IFC invested in a private-equity fund whose portfolio companies employed almost 12,000 people, including a growing number of women.



Our investment clients provided 23 million loans totaling \$201 billion to micro, small, and medium enterprises. In addition, they provided power, water, and gas to almost 148 million customers and established 172 million phone connections. They also provided health services to more than 12 million patients, and education to nearly 1 million students.

- In 2011, a client in China provided water to 2.6 million residential customers—and sewage and wastewater services to 5.5 million customers.
- A client in Tunisia increased its portfolio of micro loans to more than \$45 million, and its portfolio of SME loans to about \$1.8 billion.
- In Sri Lanka, an IFC client provided phone service to nearly 40 percent of the country's 18.3 million phone customers.
- In Moldova, our Advisory Services supported a new radiology and diagnostic imaging center that will help improve health care for more than 100,000 patients a year.



Our policies, processes, and performance standards help our clients enhance their positive impact on local communities while avoiding or mitigating negative effects.

- In 2011, a client in Azerbaijan spent \$7 million on community-development programs.
- As a result of IFC's capacity-building advisory services for local suppliers in Guinea, international mining companies have signed more than \$4 million in new procurement contracts with local SMEs.



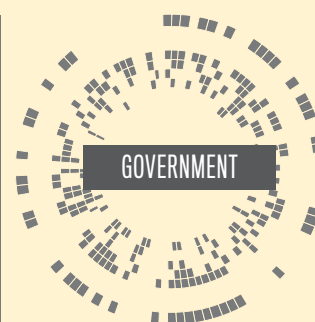
Our investment clients generated significant contracting opportunities for local suppliers, including almost \$40 billion worth of goods and services procured by our manufacturing and services clients. Our agribusiness clients reached 3.3 million farmers.

- In 2011, a South African mining client purchased more than \$640 million in goods and services from local suppliers.
- In India, IFC invested in a cement company that created 300 jobs and indirectly supported 7,200 jobs in its supply and distribution chain, in one of the country's poorest states.
- In Bangladesh, an agro-processing client reached more than 10,000 farmers and more than 45,000 MSMEs in its supply chain.



Our projects are helping address climate change and advancing environmental and social sustainability.

- Our Russia Sustainable Energy Finance Program facilitated close to \$34 million in financing for nearly 71 energy-efficiency projects. In total, the program annually reduces energy costs for Russian enterprises by \$29.7 million.
- Through our advisory work with seed companies in Bangladesh, we helped train more than 22,000 farmers and 600 dealers and retailers on the use of stress-tolerant seeds and sustainable production practices. With our support, the Ministry of Agriculture introduced seven new stress-tolerant seed varieties for local farmers to use.



Last year, our investment clients contributed almost \$22 billion to government revenues. This includes more than \$6 billion from oil, gas, and mining; nearly \$5 billion from core infrastructure; and almost \$3 billion from manufacturing. Half our advisory work is directly with governments.

- An oil and gas client in Latin America paid nearly \$2.2 billion in taxes and other government payments.
- A client in Iraq contributed more than \$500 million in taxes and other payments to the government.
- In Liberia, our advisory work helped the government establish the Liberia Business Registry, which helped reduce the average number of days needed to start a business from 20 to six.
- In Sao Tome and Principe, our advisory work helped the government streamline its company-registration process into a one-stop shop, cutting the average number of days needed to start a business from 144 to 10.