

2022 PERFORMANCE SCORECARD (ANNEX B)

DUTY FREE PHILIPPINES CORPORATION (DFPC)

		Component			Baseline Data			Target		
		Objective/Measure	Formula	Weight	Rating System	2019	2020	2021 ¹	2022	
SO 1		Showcase Premium Local Products to International Travelers								
SM 1	Increase the Sales of Local Products	Sales from Local Products / Total Sales	10%	(Actual / Target) x Weight	4.32%	\$1,908,913.17	N/A	\$885,000		
	Sub-total		10%							
SO 2		Achieve Continuous Growth and Sustainability								
SM 2	Increase Total Revenue from Sales	Absolute Amount	25%	(Actual / Target) x Weight	\$226,349,068.41	\$62,508,809	N/A	\$88.5 Million		
SM 3	Improve EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Absolute Amount	15%	All or Nothing	₱566.14 Million	₱56,308,699	N/A	Less than net loss registered in 2021 audited		
SM 4	Disbursements Budget Utilization Rate	Total Disbursements / Total DBM-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	-	-	N/A	90%		
	Sub-total		45%							
SOCIAL IMPACT										
FINANCIAL										

¹ The Governance Commission suspended the implementation of the 2021 PES of DFPC.

Objective/Measure		Component			Baseline Data			Target	
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SO 3	Enhance the DFPC Brand as a Standard for Quality and Sustainable Shopping Experience								
SM 5	Percentage of Satisfied Customers	Number of Respondents who gave at least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Below 80% = 0%	95.50%	Measure excluded	N/A	90%	
SO 4	Address Customer Needs and Expectations								
SM 6	Increase Market Penetration Rate	Customer Count / Total International Travelers (Arrivals and Departures)	10%	All or Nothing	Cannot Be Validated	Measure excluded	N/A	5%	
SM 7	Increase Average Purchase per Customer	Total Dollar Net Sales / Total Pax Count	10%	All or Nothing	\$115.46	Measure excluded	N/A	\$325	
	Sub-total		25%						
SO 5	Develop and Implement Quality Management and Technological Systems to Support Operations								
SM 8	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Passed the Surveillance Audit for ISO 9001:2015 for All Sites and Processes	Measure excluded	N/A	Attain ISO 9001:2015 Certification	
SM 9	Percentage of Completion of the ISSP	Total Number of Deliverables Due for 2022 Attained / Total Number of Deliverables Due for 2022	5%	(Actual / Target) x Weight	N/A	N/A	N/A	100% Attainment of 2022 Deliverables ² (based on DICT-endorsed ISSP 2022-2024)	
	Sub-total		10%						
CUSTOMER									
INTERNAL PROCESS									

² Deliverables refer to systems/applications.

Objective/Measure		Component			Baseline Data			Target	
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SO 6	Build a Team of Highly Motivated, Competent and Productive Employees								
SM 10	Develop Competency Framework of the Organization	Actual Accomplishment	10%	All or Nothing	N/A	No Board-Approved Competency Framework	N/A		Submit to the Board Competency Framework ³ composed of the following: 1. Competency Catalogue 2. Competency Framework 3. Competency Tables 4. Competency Matrix 5. Position Profiles; and 6. Competency-based Job Descriptions
	Sub-total		10%						
	TOTAL		100%						

LEARNING & GROWTH

³ Deliverables should comply with the minimum requirement provided under the Frequently Asked Questions on Competency Frameworks/Models as uploaded in the GCG Website.