

DUTY FREE PHILIPPINES CORPORATION
2015 Performance Scorecard

| Component | | Agreed | | | DFPC Submission | | GCG Validation | | Supporting Documents | Remarks | |
|-------------------|--------------|---|--------------------------|-----------------|-----------------|---------------|----------------|------------------|----------------------|--|--|
| Objective/Measure | Rating Scale | Target | Weight | Actual | Rating | Actual | Rating | | | | |
| Financial | SO 1 | Grow Revenues | | | | | | | | | |
| | SM 1 | Amount of Sales | (Actual/Target) x Weight | \$235 Million | 25.00% | \$226 Million | 24.04% | \$226 Million | 24.04% | Copy of Income Statement as submitted to COA | Acceptable |
| | SO 2 | Self Sustaining Financial Viability | | | | | | | | | |
| | SM 2 | EBITDA (Earnings before Interest, Taxes, Depreciation and Amortization) | (Actual/Target) x Weight | P321.77 Million | 10.00% | P192 Million | 5.97% | P200.328 Million | 6.23% | Copy of Income Statement as submitted to COA | Validated score is based on the Unaudited Income Statement and Schedule of MOOE as submitted to COA |
| | | Sub-total | | | 35.00% | | 30.01% | | 30.27% | | |
| Stakeholder | SO 3 | Customer Satisfaction Rating | | | | | | | | | |
| | SM 3 | International Travelers | (Actual/Target) x Weight | 85% | 7.50% | 94% | 7.50% | 94% | 7.50% | PSRC Report | Compared to 2014, the overall satisfaction rating of DFPC using the Top 2 Box improved significantly from 63% to 96%. In 2014 product attributes - uniqueness, variety and parity pricing - were the top drivers for satisfaction. In |
| | SM 4 | Balikbayan/OFWs | (Actual/Target) x Weight | 78% | 7.50% | 97% | 7.50% | 97% | 7.50% | | |

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| | Objective/Measure | Rating Scale | Target | Weight | Actual | Rating | Actual | Rating | | | |
| | | | | | | | | | | <p>2015, price attributes - competitive prices, value for money and availability of promos - were the top drivers.</p> <p>It should be noted that the change from 7-point to 5-point scale and the change in the schedule the survey was conducted may have played a role in the change in the satisfaction driver and improvement in overall satisfaction level.</p> | |
| | SM 5 | Total Customer Count | (Actual/Target) x Weight | 1,823,000 | 10.00% | 1,699,833 | 9.32% | 1,699,833 | 9.32% | Report on Customer Count | Acceptable |
| | | Sub-total | | | 25.00% | | 24.32% | | 24.32% | | |
| Internal Process | SO 4 | Efficient Customer Management | | | | | | | | | |
| | SM 6 | Percentage of Resolved Customer Concerns | (Actual/Target) x Weight | 100% | 5.00% | 99% | 4.95% | 99% | 4.95% | Summary and Copy of transactions/ concerns | Customer concerns in the store revolve mainly around product replacement and pricing concern. Most complaints involved the state of facilities and discourteous staff. |
| | SM 7 | Customer Satisfaction on Payment Transaction | (Actual/Target) x Weight | 83% | 5.00% | 96% | 5.00% | 96% | 5.00% | PSRC Report | Acceptable |

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| SO 5 | Increase Presence of DFPC | | | | | | | | | |
| SM 8 | Percentage of International Airports with DFP Shops/Outlets (Provided that the international airport has international flights and available retail area sufficient for duty free operations, an outlet shall be opened 6 months from the execution of the contract) and TEZ-designated areas viable for duty free store operations | All or nothing | 100% | 5.00% | 100% (Bacolod Silay International Airport Arrival Store) | 5.00% | 100% | 5.00% | Letter from TIEZA on the development of TEZ designated areas DFPC evaluation sheet on the TEZ designated areas | Acceptable |
| | Sub-total | | | 15.00% | | 14.95% | | 14.95% | | |

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| | Objective/Measure | Rating Scale | Target | Weight | Actual | Rating | Actual | Rating | | | |
| Learning and Growth | SO 6 | Competent Human Resources | | | | | | | | | |
| | SM 9 | Ratio of Employees Scheduled for Training versus Actual Attendance | (Actual/Target) x Weight | 90% | 5.00% | 91.63% | 5.00% | 90.17% | 5.00% | Summary of Quarterly Trainings/ Seminar and Attendance Sheet of Trainings/ Seminar | <p>The difference in the score is due to the GAD training where only 18 out of 42 attended due to the unavailability of the resource person. The DFPC used their revised target for the GAD to consider the situation while the validated score is based on the Manpower Training Framework approved on 18 March 2015 which is consistent to the performance agreement.</p> <p>It is also noted that the GAD training was originally programmed for the 2nd Quarter but the actual training happened in the last quarter of the year.</p> |
| | SO 7 | Effective Utilization of Information and Communication Technologies | | | | | | | | | |
| | SM 10 | Percentage of User Accessing and Using ICT Tools | (Actual/Target) x Weight | 75% average for the year | 10.00% | 69.86% | 7.89% | 49% | 6.53% | Screenshot of script query | DFPC presented usage data for five (5) ICT tools: Intranet, E-mail, Merchandising Management System (MMS), Epicor Financial System and Point of Sales |

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| | Objective/Measure | Rating Scale | Target | Weight | Actual | Rating | Actual | Rating | | |
| | | | | | | | | | | <p>(POS) System. Only usage data for the Intranet (consistent with first submission) was considered. Usage rate was at 49% or a score of 6.53% for the measure.</p> <p>It was noted that the POS System, MMS and Epicor which are used in sales, merchandising and accounting transactions, registered relatively low usage rates of 84%, 57%, and 70%, respectively, despite the fact that these have been in place since 2014. An average of 30% of the required users do not use these tools. It is recommended that the DFPC management take steps to encourage all required users to utilize the system in order to capture the advantages of the technology and improve efficiency.</p> |
| SM 11 | Achieve and Maintain ISO 9001:2008 Certification | All or nothing | ISO Certification | 10.00% | 100% | 10.00% | 100% | 10.00% | ISO Certification | Certification provided for all DFPC stores, however as discovered during the ocular of the Cebu Stores |

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| | Objective/Measure | Rating Scale | Target | Weight | Actual | Rating | Actual | Rating | | |
| | Quality Management System (all sites, all processes) | | all sites all processes | | | | | | | the QMS process is not yet cascaded. Interviews with the employees reveal that employees are not aware of the ongoing ISO certification process. |
| | Sub-total | | | 25.00% | | 22.89% | | 21.53% | | |
| | TOTAL | | | 100.00% | | 92.17% | | 91.07% | | |