

DUTY FREE PHILIPPINES CORPORATION (DFPC)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025	
SOCIAL IMPACT	SO 1	Contribute to Tourism Programs and Projects							
	SM 1	Percentage of Net Profit Remitted to the Department of Tourism (DOT)	Amount of Fund Remitted to DOT / Previous Year's Net Profit	15%	All or Nothing	N/A	Measure Excluded	N/A	50% of the Previous Year's Net Profit
	SO 2	Showcase Premium Local Products to International Travelers							
	SM 2	Sales of Local Products	(2025 Sales of Local Products - 2024 Sales of Local Products) / 2024 Sales of Local Products	5%	(Actual / Target) x Weight	Cannot be validated	Cannot be validated	\$1.673 Million	30% increase from the previous year's actual sales ¹
		Sub-Total		20%					
FINANCIAL	SO 3	Achieve Continuous Growth and Sustainability							
	SM 3	Total Revenue from Sales	Absolute Amount	15%	(Actual / Target) x Weight	\$67.32 Million	\$102.85 Million	\$167.30 Million	\$163.70 Million
	SM 4	EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Net Income + (Interest + Taxes + Depreciation + Amortization)	10%	(Actual / Target) x Weight	Less than net loss registered in 2021 audited FS: ₱(57,923,759)	₱213.27 Million	₱122.8 Million	₱261.42 Million

¹ Based on the reported 2024 actual accomplishment of DFPC amounting to \$1.47 Million, the 2025 target translates to \$1.91 Million.

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	SM 5 Disbursements Utilization Rate	Budget Total Disbursements / Total DBM-approved COB (both net of PS Cost)	5%	(Actual / Target) x Weight	61.96%	88.45%	90%	90%	
	Sub-Total		30%						
CUSTOMERS	SO 4	Enhance the DFPC Brand as a Standard for Quality and Sustainable Shopping Experience							
	SM 6	Top of Mind Awareness Rating	2025 Rating – 2024 Rating	5%	(Actual / Target) x Weight	N/A	60%	1% Increase from Previous Year's Rating	10% Increase from Previous Year's Rating
	SM 7	Market Capture Rate	(Customer Count / Total International Passenger Movements) ² x 100	5%	(Actual / Target) x Weight	Cannot be validated	2.25%	5%	5%
	SO 5	Address Customer Needs and Expectations							
SM 8	Percentage of Satisfied Customers	Number of Respondents who gave a Rating of at Least Satisfactory / Total Number of Respondents ³	10%	(Actual / Target) x Weight If Below 80% = 0%	Measure Excluded	96.77%	90%	90%	

² Limited to locations where MIAA, GMCAC, LIPAD, and CAAP can provide data.

³ Based on GCG-ARTA Joint Memorandum Circular No. 1, series of 2023. Covers External Services only.

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INTERNAL PROCESS	SO 6	Enhance Marketing Strategies							
	SM 9	Average Purchase per Customer							
	SM 9a	Airport Stores	Total Dollar Net Sales / Transactions	5%	(Actual / Target) x Weight	Cannot be validated	N/A	\$115	\$126
	SM 9b	Off-Airport Stores	Total Dollar Net Sales / Registrants	5%	(Actual / Target) x Weight			\$400	\$440
		Sub-Total		30%					
SO 7	Improve Quality Management and Technological Systems in Support to Operations								
SM 10	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Measure Excluded	Measure Excluded	Attain ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification (First Surveillance Audit)	
SM 11	Percentage of Completion of the ISSP	Total Number of Deliverables ⁴ Due for 2025 Attained / Total Number of Deliverables Due for 2025	5%	(Actual / Target) x Weight	Information System Deliverables were not established due to absence of the 2022 ISSP	33.33%	100% Attainment of 2024 Deliverables (based on DICT-endorsed ISSP 2023-2025)	100% Attainment of 2025 Deliverables (based on DICT-endorsed ISSP 2023-2025)	
	Sub-Total		10%						

⁴ Deliverables refer to systems/applications.

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LEARNING AND GROWTH	SO8	Build a Team of Highly Motivated, Competent, and Productive Employees							
	SM 12	Percentage of Employees with Required Competencies Met	Total Number of Employees with Required Competencies Met / Total Number of Employees	5%	All or Nothing	Measure Excluded	No Board-approved Competency Framework	Board-approved Competency Framework ⁵	Establish Competency Baseline of the Organization
	SO9	Strengthen Organization's Resilience and Adaptability to Effectively Navigate Risks and Disasters							
	SM 13	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	Board-Approved Public Service Continuity Plan (PSCP)
	Sub-Total			10%					
	TOTAL			100%					
BONUS STRATEGIC MEASURES:									
FINANCIAL	GAD Budget Utilization	Actual Disbursement for GAD-related Activities / Total COB		1%	All or Nothing	N/A	N/A	N/A	5% of the Total COB

⁵ Includes Competency Catalogue, Competency Tables, Competency Matrix, Position Profiles, and Competency-Based Job Descriptions

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	ISO Certification on any of the following Standards:							
INTERNAL PROCESS	i. Environmental Management System (EMS) Certification	Actual Accomplishment	1%	All or Nothing	N/A	N/A	N/A	ISO 14001:2015 Certification
	ii. Business Continuity Management Systems (BCMS)	Actual Accomplishment		All or Nothing	N/A	N/A	N/A	ISO 22301:2019 Certification

For GCG:


ATTY. BRIAN KEITH F. HOSAKA
Commissioner

For DFPC:


HON. PATRICK JOEL M. CINCO
Acting Chief Operating Officer (COO)