

2023 PERFORMANCE SCORECARD (Annex B)

DUTY FREE PHILIPPINES CORPORATION (DFPC)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021 ¹	2022	2023	
SOCIAL IMPACT	SO 1	Showcase Premium Local Products to International Travelers							
	SM 1	Sales of Local Products	Sales from Local Products / Total Sales	10%	(Actual / Target) x Weight	3.05%	N/A	\$885,000	1.5%
	SO 2	Contribute to Tourism Programs and Projects							
	SM 2	Percentage of Net Profit Remitted to the Department of Tourism	Amount of Fund Remitted to DOT / Previous Year's Net Profit	5%	(Actual / Target) x Weight	12.5% of the previous year's net profit	N/A	N/A	50% of the previous year's net profit ²
		Sub-Total		15%					
FINANCIAL	SO 3	Achieve Continuous Growth and Sustainability							
	SM 3	Total Revenue from Sales	Absolute Amount	20%	(Actual / Target) x Weight	\$62.51M	N/A	\$88.5 Million	\$123.50 Million
	SM 4	EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Absolute Amount	15%	(Actual / Target) x Weight	₱56.31 Million	N/A	Less than the net loss in 2021 audited	₱142.4 Million

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

² The measure shall be excluded if DFPC registered a net loss based on the 2022 COA Audited Financial Statements

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	SM 5	Disbursements Budget Utilization Rate	Total Disbursements / Total DBM-approved COB (both net of PS Cost)	5%	(Actual / Target) x Weight	79.85%	N/A	90%	90%
		Sub-Total		40%					
STAKEHOLDERS	SO 4	Enhance the DFPC Brand as Standard for Quality and Sustainable Shopping Experience							
	SM 6	Top of Mind Awareness Rating	Market Survey Result	5%	(Actual / Target) x Weight	N/A	N/A	N/A	30%
	SM 7	Percentage of Satisfied Customers	Number of Respondents who gave at least Satisfactory Rating / Total Number of Respondents	10%	(Actual / Target) x Weight If Below 80% = 0%			N/A	90%
	SO 5	Address Customer Needs and Expectations							
SM 8	Market Capture Rate	(Customer Count / Total International Passenger Movements ³) x 100	5%	(Actual / Target) x Weight	N/A	N/A	N/A	Establish Baseline	

³ Arrivals and Departures from MIAA, GMCAC, LIPAD, CAAP

Component					Baseline Data		Target	
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SO 6 Enhance Marketing Strategies								
SM 9	Return on Marketing Expense	$\frac{\{[\text{Incremental Sales} - (\text{Previous Year's Marketing Investment} + \text{Current Year's Marketing Investment})] / (\text{Previous Marketing Investment} + \text{Current Year's Marketing Investment})\} \times 100\%}{100\%}$	10%	(Actual / Target) x Weight	N/A	N/A	N/A	100%
Sub-Total			30%					
SO 7 Improve Quality Management and Technological Systems in Support to Operations								
SM 10	ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Measure excluded	N/A	Attain ISO 9001:2015 Certification	Attain ISO 9001:2015 Certification
SM 11	Percentage of the Completion of the ISSP	Total Number of Deliverables ⁴ Due for 2023 Attained / Total Number of Deliverables Due for 2023	5%	(Actual / Target) x Weight	N/A	N/A	100% Attainment of 2022 Deliverables (based on DICT-endorsed ISSP 2022-2024)	90% Attainment of 2023 Deliverables (based on DICT-endorsed ISSP 2022-2024)
Sub-Total			10%					

LEARNING & GROWTH

⁴ Deliverables refer to systems / applications.

Component					Baseline Data		Target		
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	SO 8	Build a Team of Highly Motivated, Competent, and Productive Employees							
LEARNING AND GROWTH	SM 12	Competency Framework of the Organization	Actual Accomplishment	5%	All or Nothing	No Board Approved Competency Framework	N/A	Submit to Board Competency Framework: 1. Catalogue 2. Framework 3. Tables 4. Matrix 5. Position Profiles 6. Competency based on Job Description	Board-approved Competency Framework ⁵
		Sub-Total		5%					
		TOTAL			100%				

For GCG:

Alex L. Quiroz
 Justice ALEX L. QUIROZ (ret.)
 Chairperson

For DFPC:

Vicente Pelagio Acangala
 MR. VICENTE PELAGIO ACANGALA
 Chief Operating Officer (COO)

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