

2024 PERFORMANCE SCORECARD (Annex B)

DUTY FREE PHILIPPINES CORPORATION (DFPC)

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020 <sup>1</sup>	2022	2023	2024	
SOCIAL IMPACT	<b>SO 1 Showcase Premium Local Products to International Travelers</b>								
	SM 1	Sales of Local Products	Absolute Amount	10%	(Actual / Target) x Weight	\$1.909 Million	Cannot be validated	1.5% (\$1.852 Million)	\$1.673 Million
		<b>Sub-Total</b>		<b>10%</b>					
FINANCIAL	<b>SO 2 Achieve Continuous Growth and Sustainability</b>								
	SM 2	Total Revenue from Sales	Absolute Amount	20%	(Actual / Target) x Weight	\$62.51M	\$67.32 Million	\$123.50 Million	\$ 167.30 Million
	SM 3	EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Net Income + (Interest + Taxes + Depreciation + Amortization)	15%	(Actual / Target) x Weight	₱56.31 Million	Less than net loss registered in 2021 audited FS: ₱ (57,923,759)	₱142.4 Million	₱122.8 Million
	SM 4	Disbursements Budget Utilization Rate	Total Disbursements / Total DBM-approved COB (both net of PS Cost)	5%	(Actual / Target) x Weight	N/A	61.96%	90%	90%
		<b>Sub-Total</b>		<b>40%</b>					

<sup>1</sup> The Governance Commission suspended the implementation of the 2021 PES of DFPC, hence, the 2020 baseline data is reflected.

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CUSTOMERS	<b>SO 3</b>	<b>Enhance the DFPC Brand as a Standard for Quality and Sustainable Shopping Experience</b>							
	SM 5	Top of Mind Awareness Rating	2024 Rating – 2023 Rating	5%	All or Nothing	Measure excluded	N/A	30%	1% Increase from Previous Year's Rating
	SM 6	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%	Measure excluded	Measure Excluded	90%	90% <sup>2</sup>
	<b>SO 4</b>	<b>Address Customer Needs and Expectations</b>							
	SM 7	Market Capture Rate	(Customer Count / Total International Passenger Movements) <sup>3</sup> x 100	10%	(Actual / Target) x Weight	N/A	Cannot be validated	Establish Baseline	5%

<sup>2</sup> Based on GCG – ARTA Joint Memorandum Circular No. 1, series of 2023.

<sup>3</sup> Limited to locations where MIAA, GMCAC, LIPAD, and CAAP can provide data.

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INTERNAL PROCESS	<b>SO 5 Enhance Marketing Strategies</b>								
	SM 8a	Average Purchase per Customer (Airport Stores)	Total Dollar Net Sales / Total Pax Count	5%	(Actual / Target) x Weight	N/A	Cannot be validated	N/A	\$115
	SM 8b	Average Purchase per Customer (Off-Airport Stores)		5%	(Actual / Target) x Weight				\$400
		<b>Sub-Total</b>		<b>35%</b>					
	<b>SO 6 Improve Quality Management and Technological Systems in Support to Operations</b>								
	SM 9	ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Measure excluded	Measure excluded	Attain ISO 9001:2015 Certification	Attain ISO 9001:2015 Certification
	SM 10	Percentage of Completion of the ISSP	Total Number of Deliverables <sup>4</sup> Due for 2024 Attained / Total Number of Deliverables Due for 2024	5%	(Actual / Target) x Weight	N/A	Information System Deliverables were not established due to absence of the 2022 ISSP	90% Attainment of 2023 Deliverables (based on DICT-endorsed ISSP 2022-2024)	100% Attainment of 2024 Deliverables (based on DICT-endorsed ISSP 2023-2025)
		<b>Sub-Total</b>		<b>10%</b>					

<sup>4</sup> Deliverables refer to systems / applications.

LEARNING AND GROWTH	Component				Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2020 <sup>1</sup>	2022	2023	2024
	<b>SO7</b>	<b>Build a Team of Highly Motivated, Competent, and Productive Employees</b>						
SM 11	Competency Framework of the Organization	Actual Accomplishment	5%	All or Nothing	No Board Approved Competency Framework	Measure excluded	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 <sup>5</sup>
	<b>Sub-Total</b>		<b>5%</b>					
	<b>TOTAL</b>		<b>100%</b>					

For GCG:

  
**ATTY. MARIUS P. CORPUS**  
 Chairperson

For DFPC:

  
**MR. VICENTE PELAGIO A. ANGALA**  
 Chief Operating Officer (COO)

<sup>5</sup> Includes Competency Catalogue, Competency Tables, Competency Matrix, Position Profiles, and Competency-Based Job Descriptions