

DUTY FREE PHILIPPINES CORPORATION
Recalibrated 2020 Performance Scorecard

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
SOCIAL IMPACT	SO 1	Showcase Premium Local Products to International Travelers							
	SM 1	Increase the Sales of Local Products	Absolute Amount	10%	(Actual/Target) x Weight	\$6.19 Million	\$8.85 Million	3.5% (of total sales)	<u>\$2 Million</u>
	SO 2	Contribute to Tourism Programs and Projects							
	SM 2	Percentage of Net Profit Remitted to Department of Tourism ¹	Amount of fund remitted to DOT / Previous year's Net Profit	15%	All or Nothing	N/A	50% of 2017 Net Profit per COA AAR (₱89,858,289)	At least 50% of previous year's net profit	At least 50% of previous year's net profit ²
		Sub-total		25%					
FINANCE	SO 3	Achieve Continuous Growth and Sustainability							
	SM 3	Increase Total Revenues from Sales	Absolute Amount	10%	(Actual/Target) x Weight	\$213.57 Million	\$217.91 Million	\$280 Million	<u>\$55M</u>
	SM 4	Improve EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Absolute Amount	<u>0%</u>	(Actual/Target) x Weight	₱171.158 Million	Cannot be validated	₱265 Million	<u>Net Loss</u>
		Sub-total		10%					

¹ Section 93 of Republic Act No. 9593 (An Act Declaring a National Policy for Tourism as an Engine of Investment, Employment, Growth and National Development, and Strengthening the Department of Tourism and its Attached Agencies to Effectively and Efficiently Implement that Policy, and Appropriating Funds Therefor).

² The Governance Commission will take into consideration the DOT's decision on the deferment of the remittance.

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CUSTOMERS	SO 4	Enhance the DFPC Brand as a Standard for Quality and Sustainable Shopping Experience							
	SM 5	Improve Top of Mind Awareness Rating	-	-	-	Baseline established not acceptable	32%	Baseline + 1%	<u>Measure excluded</u>
	SM 6	Percentage of Satisfied Customer							
		Increase Overall Satisfaction	Total Number of Respondents who gave a Rating of at least Satisfactory / Total Number of Respondents	7.5%	(Actual/Target) x Weight If less than 85% = 0%	49%	Result not acceptable	94%	94%
		Increase Availability of Promo Items		2.5%		46%	Result not acceptable	94%	94%
		Ensure Value for Money of Products		2.5%		49%	Result not acceptable	94%	94%
	Offer Competitive Prices	2.5%		45%		Result not acceptable	92%	92%	
	SO 5	Address Customer Needs and Expectations							
	SM 7	Increase Market Penetration Rate	-	-	All or Nothing	Cannot be validated due to insufficient data	6.97%	11%	<u>Measure excluded</u>
	SM 8	Increase Average Purchase per Customer	-	-	All or Nothing	\$114.03	\$112.15	\$150	<u>Measure excluded</u>
	Sub-total		15%						
INTERNAL	SO 6	Enhance Marketing Strategies							
	SM 9	Ensure Positive Return on Marketing Investment	-	-	-	-8% ³	94%	-	<u>Measure excluded</u>

³ Not consistent with the validated figure. Baseline data for 2017 and 2018 are recomputed based on the revised formula employed for 2020.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	SO 7	Enhance Quality Management System							
	SM 10	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	ISO Certification 9001:2015 on all sites, all processes	Passed Surveillance Audit for ISO 9001:2015 for all sites and processes	Pass Surveillance Audit for ISO 9001:2015 for all sites and processes	Re-certification of ISO 9001:2015 for all sites and processes
		Sub-total		5%					
LEARNING & GROWTH	SO 8	Build a Team of Highly Motivated, Competent and Productive Employees							
	SM 11	Establish Competency Framework	Actual Accomplishment	5%	All or Nothing	-	-	-	Board-Approved Competency Framework ⁴
		Sub-total		5%					
		TOTAL		60%					

⁴ Includes Competency Catalogue, Competency Table, Competency Matrix, Position Profiles and Competency-Based Job Description