

**DUTY FREE PHILIPPINES CORPORATION**

**Performance Evaluating System Quarterly Monitoring Report 2017**

	OBJECTIVE/ MEASURE	FORMULA	WEIGHT	BASELINE 2016	1st QUARTER		2nd QUARTER		3rd QUARTER		4th QUARTER		2017		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Social Impact	<b>SO 1 Showcase Premium Local Products to International Travelers</b>														
	SM 1	Percentage of local products from total duty free sales	Sales from Local Products/Total Sales	5%	1%	1%	2.37%	1.50%	3.25%	2%	3.45%	2%	2.63%	2%	2.90%
	<b>SO 2 Generate Employment In Areas Of Operation (New Jobs Due To Expansion)</b>														
	SM 2	Jobs Generated	Absolute amount	5%	n/a		9		8		5		10	100 (TOTAL)	32
	Sub-Total														
Finance	<b>SO 3 Achieve Continuous Growth And Sustainability</b>														
	SM 3	Total Revenues	Absolute amount	10%	\$218.23M	\$53.3M	\$48.9M	\$56.3M	\$52.3M	\$51.9M	\$47M	\$68.5M	\$65.3M	\$230M (TOTAL)	\$213.6M
	SM 4	EBITDA	Absolute amount	10%	P165.15M	P34.6M	P53M	P49.3M	P19.9M	P28.2M	PP54.9M	P107.9M	P40.2M	P220M	P173M
	SM 5	Budget Utilization Rate (excluding PS)	Percentage	5%	85%	Not less than 90% but not more than 110%	77.20%	Not less than 90% but not more than 110%	88.15%	Not less than 90% but not more than 110%	125.42%	Not less than 90% but not more than 110%	73%	Not less than 90% but not more than 110%	91%
	Sub-Total														
Customers	<b>SO 4 Enhance The DFPC Brand As A Standard For Quality and Sustainable Shopping Experience</b>														
	SM 6	Top of Mind Rating (Market Survey) (Top Box)	Market Survey	5.0%	n/a									Establish baseline	49%
	SM 7	Overall Customer Satisfaction Survey (Top Box)	Customer Satisfaction Survey	7.5%	57%									60%	49%
		Availability of Promo Items		2.5%	49%									52%	46%
		Value for Money of Products		2.5%	43%									50%	49%
		Competitive Prices		2.5%	42%									47%	45%
	<b>SO 5 Increase market penetration by addressing customer needs and expectations</b>														
SM 8	Market Penetration Rate	PAX count over total international travelers	10%	8%	* The information as acceptable by GCG in the penetration of international travelers is yet to be derived from DOT. The report of arrival and departure of international travelers is still being collated. We will provide the rating for this measure as soon as the report becomes available.							10%	*		
	Sub-Total														

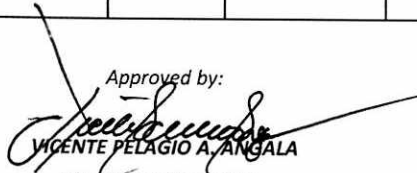
	OBJECTIVE/ MEASURE	FORMULA	WEIGHT	BASELINE 2016	1st QUARTER		2nd QUARTER		3rd QUARTER		4th QUARTER		2017			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Internal Process	<b>SO 6 Create a Research-Based Marketing System and Enhance Marketing Strategies</b>															
	SM 9	Average Purchase per Customer	Absolute amount	10%	\$125.94	\$137.90	\$110.28	\$133.02	\$119.72	\$125.94	\$115.95	\$140	\$132.87	\$140	\$120.14	
	<b>SO 7 Expand Merchandising Systems Aligned To Customers' Needs</b>															
	SM 10	Improve business model	Absolute number	5%	n/a					DFPC Management presented for DFPC Board Approval the PDMF option for the DFPC Retail Development Project		The DFPC Board issued BR 09-09-19-17 authorizing the Secretary and COO to execute the said agreement		Upon DFPC's review of the Technical Assistance Agreement, 4 issues were raised for further discussion and negotiation	Submit to the appropriate body the Board approval determining the appropriate privatization mode based on the results of the feasibility study	Upon DFPC's review of the Technical Assistance Agreement, 4 issues were raised for further discussion and negotiation
	<b>SO 8 Enhance Quality Management System</b>															
	SM 11	ISO Certification	Actual accomplishment	5%	Maintain ISO 9001:2008 Certification										ISO Certification 9001:2015 on All Sites, All Processes	Obtained ISO Certification 9001:2015 on All Sites, All Processes
	Sub-Total		20%													
Learning & Growth	<b>SO 9 Build a team of highly motivated, competent and productive employees</b>															
	SM 12	Productivity Ratio: Cost of people (salary, benefits, wages, training) to gross profits	Cost of people / gross profit	5%	24.50%	24%	23.52%	24%	22.28%	24%	18.90%	24%	49.72%	24%	30.33%	
	SM 13	Organization's Competency Level	Actual accomplishment	5%	Competency Framework and Table									Competency based JD for unaffected positions	No unaffected core positions in the divisions specifically identified by GCG	
	<b>SO 10 Build a corporate culture that embodies the corporate values</b>															
	SM 14	Employee Satisfaction Survey (Top Two Boxes)	Actual accomplishment	5%	n/a									Establish baseline	43% (Top Two Boxes)	
	Sub-Total		15%													
<b>TOTAL</b>			<b>100%</b>													

Certified Correct:

  
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