

## DUTY FREE PHILIPPINES CORPORATION

Component						Baseline Data (if applicable)			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Data Provider	2012	2013	2014	2015	
FINANCIAL	SO 1	<b>Grow Revenues</b>								
	SM 1	Amount of Sales <sup>b/</sup>	Absolute amount	25%	Actual/ Target x Weight		\$234 Million	\$237 Million	\$235 Million	\$242 Million
	SO 2	<b>Self Sustaining Financial Viability</b>								
	SM 2	EBITDA (Earnings before Interest, Taxes, Depreciation and Amortization)	Absolute amount	10%	Actual/ Target x Weight		₱561 Million	₱395 Million	₱314 Million	₱371.36 Million
		<b>Sub-total</b>		<b>35%</b>						
STAKEHOLDER	SO 3	<b>Improved Customer Shopping Experience</b>								
	SM 3	Customer Satisfaction Rating (Overall - Int'l. Travelers)	Customer Satisfaction Survey	7.5%	Actual/ Target x Weight	PPSRC	84%	85%	85%	85%
	SM 4	Customers Satisfaction Rating (Balikbayan/OFWs)	Customer Satisfaction Survey	7.5%	Actual/ Target x Weight	PPSRC		71%	76%	78%
	SM 5	Total Customer Count	Absolute number	10%	Actual/ Target x Weight		1,682,343	1,723,574	1,740,000	1,823,000
		<b>Sub-total</b>		<b>25%</b>						
	SO 4	<b>Efficient Customer Management</b>								

Component					Baseline Data (if applicable)			Target	
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	SM 6	Percentage of Resolved Customer Concerns	Number of customer concerns resolved over total number of customer concerns received	5%	Actual/ Target x Weight			Establish Baseline	Baseline + 1%
	SM 7	Customer Satisfaction on Payment Transaction	Customer Satisfaction Survey	5%	Actual/ Target x Weight	PPSRC		Establish Baseline	Baseline + 1%
	<b>SO 5</b>	<b>Increase Presence of DFPC</b>							
	SM 8	Percentage of International Airports with DFP Shops/Outlets (Provided that the international airport has international flights and available retail area sufficient for duty free operations, an outlet shall be opened 6 months from the execution of the contract) and TEZ-designated areas viable for duty free store operations	Number of international airports and TEZ-designated areas with DFP shops/outlets over total number of international airports and TEZ-designated areas	5%	All or Nothing			100%	100%
		<b>Sub-total</b>		<b>15%</b>					
	<b>SO 6</b>	<b>Competent Human Resources</b>							

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	SM 9	Ratio of Employees Scheduled for Training versus Actual Attendance <sup>c/</sup>	Employee attendance in training over total scheduled employee participant	5%	Actual/Target x Weight	Based on the Board-approved Competency Framework/ Manual			90%	90%
	<b>SO 7</b>	<b>Effective Utilization of Information and Communication Technologies</b>								
	SM 10	Percentage of User Accessing and Using ICT Tools	Number of active users over total number of users	10%	Actual/Target x Weight			Establish Baseline	75%	
	SM 11	Achieve and Maintain ISO 9001:2008 Certification Quality Management System (all sites, all processes)		10%	All or Nothing	Certifying Body			ISO Certification all sites all processes	
		<b>Sub-total</b>		<b>25%</b>						
		<b>TOTAL</b>		<b>100%</b>						

a/ But not to exceed the weight assigned per indicator

b/ If Sales Incentive Program is approved by the President, target will increase to \$250 Million

c/ Board approved Manpower Training Framework shall be submitted to GCG before 31 December 2014.