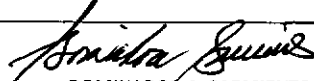
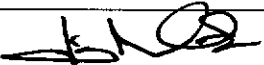



	OBJECTIVE/ MEASURE	FORMULA	WEIGHT	BASELINE 2017	1st QUARTER		2nd QUARTER		3rd QUARTER		4th QUARTER		2019			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
SOCIAL IMPACT	<b>SO 1</b>	<b>Showcase Premium Local Products to International Travelers</b>														
	<b>SM 1</b>	Increase Percentage Sales of Local Products	Sales from Local Products/Total Sales	5%	2.9%	--	\$2,748,385.30	--	\$2,298,814.30	--	--	--	--	3.5%		
	<b>SO 2</b>	<b>Contribute to Tourism Programs and Projects</b>														
	<b>SM 2</b>	Percentage of Net Profit Remitted to Department of Tourism	Absolute amount	10%	--	--	₱32,000,000.00	--	₱50,000,000.00	--	--	--	--	At least 50% of previous year's net profit		
		<b>Sub-Total</b>			<b>15%</b>											
FINANCE	<b>SO 3</b>	<b>Achieve Continuous Growth and Sustainability</b>														
	<b>SM 3</b>	Increase Total Revenues	Absolute amount	10%	\$213.6 Million	--	\$51,580,521.92	--	₱55,440,647.76	--	--	--	--	\$280 Million		
	<b>SM 4</b>	Improve EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Absolute amount	10%	P171.1 Million	--	₱95,494,479.00	--	₱71,907,622.00	--	--	--	--	P265 Million		
	<b>SM 5</b>	Improve Budget Utilization Rate	Total Obligations (net of PS)/ Total DBM-Approved COB (net of PS)	5%	87.65%	--	91.70%	--	85.90%	--	--	--	--	Not less than 90% but not more than 100%		
		<b>Sub-total</b>			<b>25%</b>											
CUSTOMERS	<b>SO 4</b>	<b>Enhance the DFPC Brand as a Standard for Quality and Sustainable Shopping Experience</b>														
	<b>SM 6</b>	Improve Top of Mind Awareness Rating (Market Survey)	Absolute figure	5%	49%	--	--	--	--	--	--	--	--	Baseline + 1%		
		<b>Percentage of Satisfied Customers</b>														
	<b>SM 7</b>	Increase Rating on Overall Customer Satisfaction Survey	Total Number of Respondents who gave a Rating of at least Satisfactory/ Total Number of Respondents	7.5%	49%	--	--	--	--	--	--	--	--	94%		
		Increase Rating on Availability of Promo Items		2.5%	46%	--	--	--	--	--	--	--	--	94%		
		Increase Rating on Value for Money of Products		2.5%	49%	--	--	--	--	--	--	--	--	--	94%	
		Increase Rating on Competitive Prices		2.5%	45%	--	--	--	--	--	--	--	--	--	92%	
	<b>SO 5</b>	<b>Address Customer Needs and Expectations</b>														
<b>SM 8</b>	Increase Market Penetration Rate	Customer Count/ Total International Travelers (Arrivals and Departures)	10%	The information as acceptable by GCG in the penetration of international travelers is yet to be derived from DOT.	--	--	--	--	--	--	--	--	11%			

INTERNAL PROCESS	SM 9	Increase Average Purchase per Customer	Total Dollar Net Sales/ Total Pax Count	10%	--	--	\$102.61	--	\$117.57	--	--	--	--	\$150
	Sub-Total			40%										
	SO 6	Enhance Marketing Strategies												
	SM 10	Ensure Positive Return on Marketing Investment	(Current Year's Gross Profit on Sales Previous Year's Gross Profit on Sales)/ Previous Year's Marketing Investment	5%	\$126.41	--	-27%	--	*252%	--	--	--	--	703%
	SM 11	Improve Business Model	Actual Accomplishment	5%	Per the PPP Center, DFPC's issues/ proposed revisions in the TAA cannot be incorporated as it conflicts with the PDMF process established in accordance with the PDMF and ADB guidelines.	--	--	--	--	--	--	--	--	Instruction to Bidders including Draft Concessions Agreement
	SO 7	Enhance Quality Management System												
	SM 12	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	Obtained ISO Certification 9001:2015 All Sites, All Processes	--	--	--	--	--	--	--	--	Pass Surveillance Audit for ISO 9001:2015 for all sites and processes
	Sub-Total			15%										
	SO 8	Build a Team of Highly Motivated, Competent and Productive Employees												
	SM 13	Increase Human Capital Value Added	(Net Income + PS Cost) / Total Number of Employees	5%	--	--	₱187,010.00	--	₱402,012.00	--	--	--	--	₱838,840
Sub-Total			5%											
TOTAL			100%											

  
 DOMINADOR A. SARMIENTO  
 OIC-Finance Division Manager  
 Certified Correct:

  
 BERNARDINE R. BELMONTE  
 Deputy General Manager for Operations

Approved by  
  
 VICENTE PERALTA A. ANGALA  
 Chief Operating Officer

\*Unadjusted (January-May)