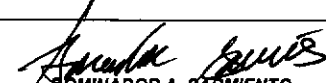





	OBJECTIVE/ MEASURE	FORMULA	WEIGHT	BASELINE 2017	1st QUARTER		2nd QUARTER		3rd QUARTER		4th QUARTER		2019		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
SOCIAL IMPACT	SO 1	Showcase Premium Local Products to International Travelers													
	SM 1	Increase Percentage Sales of Local Products	Sales from Local Products/Total Sales	5%	2.9%	3.50%	\$2,748,385.30	--	\$2,298,814.30	--	\$2,538,126.52	--	--	3.5%	
	SO 2	Contribute to Tourism Programs and Projects													
	SM 2	Percentage of Net Profit Remitted to Department of Tourism	Absolute amount	10%	--	P31,933,495	P32,000,000	--	P50,000,000	--	P41,000,000	--	--	At least 50% of previous year's net profit	
	Sub-Total			15%											
FINANCE	SO 3	Achieve Continuous Growth and Sustainability													
	SM 3	Increase Total Revenues	Absolute amount	10%	\$213.6 Million	P70Million	\$51,580,521.92	--	\$55,440,647.76	--	\$49,983,213.25	--	--	\$280 Million	
	SM 4	Improve EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Absolute amount	10%	P171.1 Million	P66.3Million	P95,494,479	--	P71,907,622	--	P100,180,301.00	--	--	P265 Million	
	SM 5	Improve Budget Utilization Rate	Total Obligations (net of PS)/ Total DBM-Approved COB (net of PS)	5%	87.65%	Not less than 90% but not more than 100%	91.70%	--	85.90%	--	67.84%	--	--	Not less than 90% but not more than 100%	
		Sub-total			25%										
CUSTOMERS	SO 4	Enhance the DFPC Brand as a Standard for Quality and Sustainable Shopping Experience													
	SM 6	Improve Top of Mind Awareness Rating (Market Survey)	Absolute figure	5%	49%	--	--	--	--	--	30%	--	--	Baseline + 1%	
		Percentage of Satisfied Customers													
	SM 7	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%	--	--	--	--	--	96%	--	--	94%	
		Increase Rating on Availability of Promo Items		2.5%	46%	--	--	--	--	--	95%	--	--	94%	
		Increase Rating on Value for Money of Products		2.5%	49%	--	--	--	--	--	94%	--	--	94%	
		Increase Rating on Competitive Prices		2.5%	45%	--	--	--	--	--	94%	--	--	92%	
	SO 5	Address Customer Needs and Expectations													
	SM 8	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.	--	--	--	--	--	*5%	--	--	11%	
SM 9	Increase Average Purchase per Customer	Total Dollar Net Sales/ Total Pax Count	10%	--	150%	\$102.61	--	\$117.57	--	\$104.14	--	--	\$150		

	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
INTERNAL PROCESS	SO 6	Enhance Marketing Strategies		Sub-Total	40%									
	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	703%	-27%	--	*252%	--	-8390%	--	--	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
LEARNING & GROWTH	SO 8	Build a Team of Highly Motivated, Competent and Productive Employees		Sub-Total	15%									
	SM 13	Increase Human Capital Value Added	(Net Income + PS Cost) / Total Number of Employees	5%	--	P200,710.00	P187,010.00	--	P402,012.00	--	P658,092.00	--	--	P838,840
		Sub-Total		5%										
	TOTAL			100%										


DOMINADOR A. SARMIENTO
 OIC-Finance Division Manager

Certified Correct:


BERNARDINE R. BELMONTE
 Deputy General Manager for Operations

Approved by:


VICENIR PELAGIO A. ANZOLA
 Chief Operating Officer

*Data available is up to August 2019 only