

PHILIPPINE AMUSEMENT AND GAMING CORPORATION

| Component | | | | | | Baseline Data (if applicable) | | | Target | |
|---------------|-------------------|---|--------------------------------------|-----------------------------|------------------------|----------------------------------|-----------------|-----------------|----------------|--------------|
| | Objective/Measure | Formula | Weight | Rating System ^{a/} | Data Provider | 2012 | 2013 | 2014 | 2015 | |
| SOCIAL IMPACT | SO 1 | Increase Contribution to National Government Coffers and Nation Building Efforts | | | | | | | | |
| | SM 1 | Total contributions to national government (including mandatory contributions, taxes, dividends and subsidies and donations – under MOOE) | Absolute Amount | 25% | Actual/Target x Weight | | ₱21.964 Billion | ₱22.206 Billion | ₱25.39 Billion | ₱26 Billion |
| | SO 2 | Increase GGR of the Industry | | | | | | | | |
| | SM 2 | Total industry GGR (PAGCOR + Licensee GGR) | Absolute Amount | 15% | Actual/Target x Weight | | ₱85.500 Billion | ₱90.133 Billion | ₱99.15 Billion | ₱109 Billion |
| | | Sub-total | | 40% | | | | | | |
| FINANCIALS | SO 3 | Increase revenue of PAGCOR | | | | | | | | |
| | SM 3 | Net Operating Income Margin | Net Operating Income / Gross Revenue | 10% | Actual/Target x Weight | | 58.13% | 59.96% | 61.81% | 63.03% |
| | | Sub-total | | 10% | | | | | | |

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| STAKEHOLDER | SO 4 | Ensure a Conducive Business Environment Within a Level Playing Field | | | | | | | | |
| | SM 4 | Total amount increase in licensing investment commitment (in US \$) | Absolute Amount | 10% | All or Nothing | | n/a | \$60 Million | \$100 Million | \$100 Million |
| | SM 5 | Compliance of investors to the regulatory framework (Note: Rollout and binding in 2016; outcome-based scorecard) | | 10% | All or Nothing | | n/a | n/a | n/a | Put up a GCG-approved performance scorecard system for Entertainment City licensees |
| | | Sub-total | | 20% | | | | | | |
| INTERNAL PROCESS | SO 5 | Improve Products, Services and Operational Efficiency | | | | | | | | |
| | SM 6 | Marketing Expenses to Win Ratio | Marketing Expenses / Total Winnings | 10% | All or Nothing | | n/a | 7.49% | < 10% | < 10% |
| | SO 6 | Implement a Well Defined and Predictable Regulatory Framework | | | | | | | | |
| | SM 7 | Issuance of regulatory guidelines | | 10% | Actual/Target x Weight | | | 2 | 3 | 4 |
| | | Sub-total | | 20% | | | | | | |

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| LEARNING AND GROWTH | SO 7 | Enhance Employee Competency and Motivation | | | | | | | |
| | SM 8 | Develop Competency Framework | | 5% | All or Nothing | | | | Opening of Bids |
| | SM 9 | ISO 9001 Certification (Note: ISO-certified by 2016) | | 5% | All or Nothing | | | | <ul style="list-style-type: none"> • Approved Quality Manual • Approved QMS Procedures • Approved WIs and forms • Approved mechanisms |
| | | Sub-total | | 10% | | | | | |
| | | TOTAL | | 100% | | | | | |

a/ But not to exceed the weight assigned per indicator