

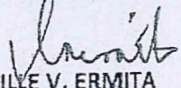
		COMPONENT				2016 Target	2016 Actual	
		Objective/Measure	Formula	Weight	Rating/Score			
SOCIAL IMPACT	SO 1	Increase Contribution to National Government Coffers and Nation Building Efforts						
	SM 1	Total contributions to national government (including mandatory contributions, dividends, subsidies and donations – under MOOE) in billion pesos	Absolute Amount	25%	25%	₱26.07 Billion	₱35.68 Billion	
	SO 2	Increase GGR of the Industry						
	SM 2	Total industry GGR (PAGCOR + Licensee GGR)	Absolute Amount	25%	25%	₱135 Billion	₱149.13 Billion	
		<i>Sub-Total</i>		50%	50%			
FINANCIAL	SO 3	Increase revenue of PAGCOR						
	SM 3	Net Operating Income (NOI) Margin	NOI/Gross Revenue	10%	10%	63%	74.35%	
		<i>Sub-Total</i>		10%	10%			
STAKEHOLDERS	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%	10%	\$100 Million	Provisional license in favour of SLPHC and FCG with issue date March 1, 2016 (Php4.5B)*; Provisional license in favour of BB International Leisure & Resort Development Corp. With issue date April 8, 2016 (Php4.5 B)	
	SM 5	Compliance of investors to the regulatory framework (Note: Rollout and binding in 2016; outcome-based scorecard)	Absolute Amount	10%	10%	Roll-out and implementation of EC licenses scorecard in 2016 simultaneous with the development of a scorecard for CSEZ Licensees	Clark Licensees Scorecard approved by GCG (GCG-letter dated January 5, 2017); Quarterly Status Report on Entertainment City Scorecard posted in PAGCOR website (Transparency Seal)	
		<i>Sub-Total</i>		20%	20%			

PHILIPPINE AMUSEMENT AND GAMING CORPORATION

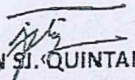
Interim Performance Scorecard 2016
2016 ACCOMPLISHMENT REPORT

		COMPONENT			2016 Target	2016 Actual
		Objective/Measure	Formula	Weight	Rating/Score	
INTERNAL PROCESS	SO 5	Improve Products, Services and Operation Efficiency				
	SM 6	Marketing Expense to Win Ratio	Marketing Expense/ Total Winnings	10%	10%	≤10%
	Sub-Total			10%	10%	
LEARNING & GROWTH	SO 6	Enhance Employee Competency and Motivation				
	SM 7	Develop Competency Framework		5%	5%	Competency Tables
	SM 8	ISO 9001 Certification (Note: ISO-certified by 2016)		5%	5%	ISO Certification – All processes for 4 sites (3 Corporate Offices and 1 Pilot Branch)
	Sub-Total			10%	10%	
TOTAL			100%	100%		Completed Competency Tables for 5 Core, 5 Organizational, 5 Leadership and 34 Technical Competencies PAGCOR Certified for ISO 9001:2008 – all processes for 4 sites (3 Corporate Offices and 1 Casino Branch)

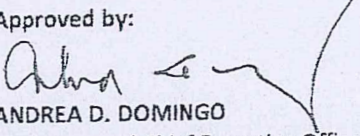
Certified Correct:


ILDE V. ERMITA
AVP, CORPORATE PLANNING DEPARTMENT

Date: 5/4/17


SHARON S. QUINTANILLA
AVP, ACCOUNTING DEPARTMENT

Date: 5/5/17

Approved by:

ANDREA D. DOMINGO
Chairman and Chief Executive Officer