

COMPONENT							
	Objective/Measure	Formula	Weight	Rating/Score	2016 Target	2016 Actual	
SOCIAL IMPACT	<b>SO 1</b>	<b>Increase Contribution to National Government Coffers and Nation Building Efforts</b>					
	SM 1	Total contributions to national government (including mandatory contributions, dividends, subsidies and donations – under MOOE) in billion pesos	Absolute Amount	25%	25%	P26.07 Billion	P35.68 Billion
	<b>SO 2</b>	<b>Increase GGR of the Industry</b>					
	SM 2	Total industry GGR (PAGCOR + Licensee GGR)	Absolute Amount	25%	25%	P135 Billion	P149.13 Billion
		<i>Sub-Total</i>		50%	50%		
FINANCIAL	<b>SO 3</b>	<b>Increase revenue of PAGCOR</b>					
	SM 3	Net Operating Income (NOI) Margin	NOI/Gross Revenue	10%	10%	63%	74.35%
			<i>Sub-Total</i>		10%	10%	
STAKEHOLDERS	<b>SO 4</b>	<b>Ensure a Conducive Business Environment within a Level Playing Field</b>					
	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%	

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INTERNAL PROCESS	SO 5	Improve Products, Services and Operation Efficiency					
	SM 6	Marketing Expense to Win Ratio	Marketing Expense/ Total Winnings	10%	10%	≤10%	6.63%
		<i>Sub-Total</i>		10%	10%		
LEARNING & GROWTH	SO 6	Enhance Employee Competency and Motivation					
	SM 7	Develop Competency Framework		5%	5%	Competency Tables	Completed Competency Tables for 5 Core, 5 Organizational, 5 Leadership and 34 Technical Competencies
	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)	PAGCOR Certified for ISO 9001:2008 – all processes for 4 sites (3 Corporate Offices and 1 Casino Branch)
		<i>Sub-Total</i>		10%	10%		
	<b>TOTAL</b>		<b>100%</b>	<b>100%</b>			

Certified Correct:

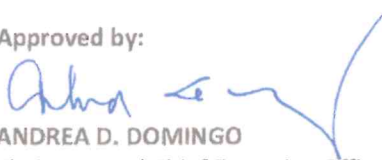
  
LUCILLE V. ERMITA  
AVP, CORPORATE PLANNING DEPARTMENT

Date: 5/4/17

  
SHARON S. QUINTANILLA  
AVP, ACCOUNTING DEPARTMENT

Date: 5/1/17

Approved by:

  
ANDREA D. DOMINGO  
Chairman and Chief Executive Officer