

**PHILIPPINE AMUSEMENT AND GAMING CORPORATION
2015 Performance Scorecard**

Component			PAGCOR Submission				GCG Evaluation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Target	Actual	Rating	Score	Rating			
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)	Absolute Amount	25%	P26 Billion P24.09 Billion (+ P1.91 Billion - taxes)	P34.08 Billion Mandatory Contributions - P22.75 Billion Dividends - P5 Billion Subsidies and Donations - P4.12 Billion Taxes - P2.20 Billion	25%	P34 Billion Mandatory Contributions - P22.75 Billion Dividends - P5 Billion Subsidies and Donations - P4.05 Billion Taxes - P2.202 Billion	25%	Receipts and checks Breakdown of donations for the socio-civic projects Financial assistance and donations made to individuals were not considered to be consistent with the strategic objective and as discussed during the negotiation and technical working group meetings.
	SO 2	Increase GGR of the Industry								
	SM 2	Total industry GGR (PAGCOR + Licensee GGR)	Absolute Amount	15%	P109 Billion	P125.36 Billion	15%	P125.36 Billion	15%	Summary of table games and slot machine winnings and check payment corresponding to proponents' share
	Sub-total		40%			40%		40%		

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Financial	SO 3	Increase Revenue of PAGCOR									
	SM 3	Net Operating Income Margin	Net Operating Income / Gross Revenue	10%	63.03%	69.59%	10%	69.59%	10%	Unaudited financial statement and Notes to FS as submitted to COA	Acceptable
		Sub-total		10%			10%		10%		
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%	\$100 Million	\$100 Million	10%	\$100 Million	10%	Copy of the Contract bearing the investment commitment of the licensee.	Acceptable
	SM 5	Compliance of investors to the regulatory framework (Note: Rollout and binding in 2016; outcome-based scorecard)		10%	Put up a GCG-approved performance scorecard system for Entertainment City licensees	Approved by the GCG on 12 November 2015, EC Licensees were informed last 03 December 2015	10%	Approved by the GCG on 12 November 2015, EC Licensees were informed last 03 December 2015	10%	Proposed Licensee scorecard	Acceptable
		Sub-total		20%			20%		20%		
Internal Process	SO 5	Improve Products, Services and Operation Efficiency									
	SM 6	Marketing Expense to Win Ratio	Marketing Expense/ Total Winnings	10%	< 10%	8.10%	10%	8.10%	10%	Unaudited financial statement and Notes to FS as submitted to COA	Acceptable

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SO 6	Implement a Well Defined and Predictable Regulatory Framework								
SM 7	Issuance of regulatory guidelines		10%	4	4	10%	2 out of 4	5%	<p>1. PTS for EGMs release date is December 2013, informed all casino licensees on November 6, 2014 that the effectivity would be January 2015.</p> <p>2. CRM for non-Entertainment City Licensees (Clark and Fiesta Casinos)</p> <p>3. and 4. PRS under Gaming Site Regulatory Manual for Electronic Games and Bingo Games - Version 2 released in December 2015, operators</p>
				<p>1. Philippine Technical Standards (PTS) for EGMs</p> <p>2. Casino Regulatory Manual (CRM) for Non-Entertainment City Licensees</p> <p>3. Player Registration System (PRS)</p> <p>4. Anti-Money Laundering Manual for Casinos</p>	<p>1. PTS for EGMs</p> <p>2. CRM for Non-Entertainment City Licensees</p> <p>3. PRS for E Games</p> <p>4. PRS for Bingo Games</p>		<p>1. PTS for EGMs</p> <p>2. CRM for non-Entertainment City Licensees</p>	<p>1. PTS for EGMs release date is December 2013, informed all casino licensees on November 6, 2014 that the effectivity would be January 2015.</p> <p>2. CRM for non-Entertainment City Licensees (Clark and Fiesta Casinos)</p> <p>3. and 4. PRS under Gaming Site Regulatory Manual for Electronic Games and Bingo Games - Version 2 released in December 2015, operators</p>	<p>In a separate meeting, PAGCOR expressed that they are constrained to issue the regulatory guideline for anti-money laundering pending the approval of the Congress. The GCG informed the PAGCOR that they can replace the said guideline with another guideline as long as there are 4 regulatory guideline issued for the year.</p> <p>According to PAGCOR regulatory manuals/ guidelines are considered effective upon the date specified in the notification letters forwarded to licensees and operators.</p> <p>Unlike the other two regulatory guidelines, the Player Registration System for the E-Games and Bingo Games do not have effectivity date hence not considered as effective per the parameters given by PAGCOR. Moreover, the PAGCOR presented the PRS for E-Games and Bingo Games as separate</p>

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									were informed in a letter dated 17 December 2015	but this should be considered as one since it is the regulatory guideline that is being counted and not the games.	
	Sub-total		20%			20%		15%			
Learning and Growth	SO 7	Enhance Employee Competency and Motivation									
	SM 8	Develop Competency Framework		5%	Opening of Bids	Presentation by Consultant of draft of Competency	5%	Draft PAGCOR Competency Framework presented by the Consultant	5%	TOR and Contract of the Consultant	Acceptable. Recommend the revision of 2016 target to establish a competency baseline.
	SM 9	ISO 9001 Certification (Note: ISO-certified by 2016)		5%	<ul style="list-style-type: none"> • Approved Quality Manual • Approved QMS Procedures • Approved WIs and forms Approved mechanisms 	QMS Documents (Quality Manual and QMS Procedures)	5%	QMS Documents (Quality Manual and QMS Procedures)	5%	QMS documents uploaded in the website. Secretary's Certificate certifying that the QMS documents were approved by the Board on October 14, 2015 and December 15, 2015.	Acceptable
		Sub-total		10%			10%		10%		
	TOTAL		100%			100%		95%			