

**PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)  
Revalidation Result of the 2021 Performance Scorecard**

Objective/Measure	Component			PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks			
	Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating		
<b>SO 1 Increase Contribution to National Government Coffers and Nation-Building Efforts</b>												
SOCIAL IMPACT	SM 1	Payment of Mandatory Contributions	Number of Recipient Agencies Which Received 100% of Mandatory Contributions Due for 2021 / Total Number of Recipient Agencies <sup>1</sup>	25%	(Actual / Target) x Weight <sup>2</sup>	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies	25%	100% Payment of Mandatory Contributions to Recipient Agencies	25%	Summary Reports of PAGCOR Mandatory Contributions Due for Each Recipient Agency Commission on Audit (COA) Management Letter Copies of Accounts Payable Vouchers, Check Vouchers, Checks, Official Receipts, and Transmittal Letters Copies of Summary Reports and Transmittal Letter supporting the PYAs	Target met. The total mandatory contributions for 2021 amounted to ₱27,599,770,662.92. The total amount excludes donations and financial assistance granted to individuals and group beneficiaries. The details of GCG's validation are presented in <b>Appendix 1</b> .

<sup>1</sup> There are nine (9) identified recipient agencies. All Host Cities are considered as one (1) recipient agency.

<sup>2</sup> The numerator "actual" refers to the recipient agencies which received 100% of mandatory contributions due for 2021. The denominator "target" refers to the nine (9) recipient agencies.

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										Memorandum from PAGCOR on Host Cities' Share for 2021 Secretary's Certificate on the Approval of the Financial Support to the Host Cities for 2021 Schedule of Subsidies and Donations for the CY 2021 Copies of Request Letters for the Sampled Accounts/ Transactions for Subsidies/ Donations under Socio-Civic Projects for 2021	
<b>SO 2 Increase Gross Gaming Revenue of the Industry</b>											
SM 2	Increase Total Industry Gross Gaming Revenue <sup>3</sup>	Absolute Amount	25%	(Actual / Target) x Weight	<u>₱110.645 Billion</u>	₱113.091 Billion	25%	<u>₱109.383 Billion</u>	<u>24.71%</u>	Overall GGR Summary Report and Summary Report per Segment/ Sector	The request for reconsideration is <b>APPROVED</b> . The revalidated accomplishment is broken down, as follows:

<sup>3</sup> Gross Gaming Revenue, also referred to as Casino Gross Revenue, as defined by PAGCOR's regulatory manuals, includes revenues from licensees and PAGCOR casinos (table games, slot machines, bingo (traditional and e-bingo, PeGS/Instawin), but excludes offshore gaming and e-sabong operations.

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	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating														
										<table border="1"> <thead> <tr> <th colspan="2">VALIDATED GGR</th> </tr> </thead> <tbody> <tr> <td>PAGCOR-Operated Casinos</td> <td>₱8.189 B</td> </tr> <tr> <td>Licensed Casinos</td> <td>₱88.357 B</td> </tr> <tr> <td>Other Licensees: Bingo Operations</td> <td>₱9.842 B</td> </tr> <tr> <td>Other Licensees: Electronic Games</td> <td>₱2.995 B</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>₱109.383 B</b></td> </tr> </tbody> </table> <p><i>Due to factors that were not considered during the target-setting, i.e., quarantine regulations, LGU approval of resumption of operations, travel restrictions, closure of video streaming junket tables, the annual target is revised from ₱130.275 Billion to ₱110.645 Billion.</i></p>	VALIDATED GGR		PAGCOR-Operated Casinos	₱8.189 B	Licensed Casinos	₱88.357 B	Other Licensees: Bingo Operations	₱9.842 B	Other Licensees: Electronic Games	₱2.995 B	<b>TOTAL</b>	<b>₱109.383 B</b>
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Objective/Measure		Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks
		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
										Philippine Gaming Industry Data/ Industry Statistics Monthly Summary Report of GGR and Winnings Monthly Summary Report of Table Games and Slot Machine Winnings Income Summary Reports and copies of Billing Statements and Official Receipts of Sampled Licensees Monthly Report on GGR and PAGCOR Share Summary Report on GGR and PAGCOR Share of All Operators for the months of May and December 2021 Copies of Billing Statements and Official Receipts of Sampled Operators	

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Objective/Measure		Component			PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks	
		Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating
										<u>Casino Regulatory Manual for Fiesta Casino Licensees</u> <u>Regulatory Framework for Electronic Sabong</u> <u>Income Summary Reports, copies of Billing Statements and Official Receipts of All Licensed Casinos for the Month of December 2021</u> <u>Computation of Projected Gross Gaming Revenue for CY 2021</u>	
		<b>Sub-Total</b>	<b>50%</b>				<b>50%</b>		<b>49.71%</b>		
<b>FINANCE</b>	<b>SO 3 Increase Revenue of PAGCOR</b>										
	SM 3	Increase Income from Gaming Operations	Absolute Amount	20%	(Actual / Target) x Weight	<u>₱31.973 Billion</u>	₱32.631 Billion	20%	<u>₱32.615 Billion</u>	<u>20%</u>	COA Management Letter PAGCOR Finance Group Internal Memorandum/L

Objective/Measure	Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks
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									<p><u>etter to COA dated 14 June 2022</u></p> <p><u>Report of Income from Gaming Operations per Category Type</u></p> <p><u>Monthly Summary of Collections</u></p> <p><u>Billing Statements, Proof of Remittances (Accounts Payable Voucher, Checks, Official Receipts</u></p> <p><u>Copies of Contracts or License Agreement</u></p> <p><u>Board Resolutions / Notice to Commence</u></p> <p><u>Income Summary on Philippine Offshore Gaming Operations</u></p>	<p><u>inclusion of the 2016 franchise tax from bingo operations and 2017 prior year adjustments on Income from Licensed Casinos in its reported accomplishment.</u></p> <p><u>Similar with SM 2, the Governance Commission revised the annual target from ₱37.646 Billion to ₱31.973 Billion considering the justifications presented by PAGCOR.</u></p>
		<b>Sub-Total</b>							<b>20%</b>	

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	Objective/Measure	Component			PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks		
		Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating	
<b>SO 4 Ensure a Conducive Business Environment within a Level Playing Field</b>												
<b>STAKEHOLDERS</b>	SM 4a	Percentage of Satisfied Customers (Casino Filipino Customers)	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	90%	91.1%	5%	91.1%	5%	2021 CSS Report prepared by Thinkblink, Inc. Data Collection Quality Control	Target exceeded. The survey was conducted from 16 to 28 December 2021.
	SM 4b	Percentage of Satisfied Customers (Licensees)	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	90%	95.2%	5%	95.2%	5%	Sample Accomplished Survey Forms Sample E-mails to Licensees List of PAGCOR Licensees as of 31 December 2021 Certification from Thinkblink, Inc. re. Process Followed for the CSS of Licensees	Target exceeded. The survey was conducted from 20 to 31 December 2021.
			<b>Sub-Total</b>	<b>10%</b>				<b>10%</b>		<b>10%</b>		

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	Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks		
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating	
<b>SO 5 Improve Products, Services, and Operational Efficiency</b>												
INTERNAL PROCESS	SM 5	Attain ISO 9001:2015 Recertification	Actual Accomplishment	5%	All or Nothing	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	PAGCOR successfully passed both audits warranting the eligibility of the currently certified sites and the two additional sites to be recommended by SCPI for a single multi-site ISO 9001:2015 certification valid until January 11, 2023	5%	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	5%	Surveillance Audit Report Attestation Certificate ISO 9001:2015 Certificate	Target met.
	SM 6	Percentage of Applications Processed Within Prescribed Period	Number of Transactions Processed Within the Prescribed Period <sup>4</sup> / Number of Transactions of the Year	10%	(Actual / Target) x Weight	100% of Transactions Processed Within the Prescribed Period	<u>71.63%</u> <sup>5</sup> of Transactions Processed within the Prescribed Period	<u>7.16%</u>	<u>[See Appendix 2]</u>	<u>8.37%</u>	Citizen's Charter 2020 (2 <sup>nd</sup> Edition) Government Processing Time Summary Report Citizen's Charter 2020 (2 <sup>nd</sup> Edition) Government Processing Time Summary Report	<u>The request for reconsideration is APPROVED.</u> <u>The 10% weight allocation was divided equally to the 15 processes covered by the measure. The details of the validation are provided in Appendix 2.</u>

<sup>4</sup> As indicated in the Citizen's Charter as approved by the Anti-Red Tape Authority (ARTA) and ARTA Memorandum Circular Nos. 2020-03 dated 20 March 2020 and 2020-03-A dated 11 June 2020.

<sup>5</sup> As represented by PAGCOR in its request for reconsideration dated 26 January 2023.

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Objective/Measure	Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks
	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
									Excel File and PDF Database of Transactions Processed Revised Excel File Database of Transactions Processed Documents of Sampled Transactions per Process Memorandum on the Justifications for Selected Processes <u>Revised Processing Time Monitoring Reports and Transaction Documents of Supplemental Sampled Transactions</u>	
	<b>Sub-total</b>	<b>15%</b>				<b>12.16%</b>		<b>13.37%</b>		

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	Objective/Measure	Component			PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks		
		Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating	
LEARNING & GROWTH	<b>SO 6 Enhance Employee Competency and Motivation</b>											
	SM 7	Percentage of Employees Meeting Required Competencies	Actual Accomplishment <sup>6</sup>	5%	All or Nothing	Establish Competency Baseline in the Organization	3% Improvement in the Organization's Competency Level	5%	Competency Baseline of the Organization Established	5%	Competency Assessment Results for 2021 Excel File of the Competency Assessment Results Certification of Workforce/ Manpower Complement Certification in the Conduct of Learning Interventions Position Profile Checklist	Following the GCG formula, the 2021 competency baseline was 132.80%.  The competency assessment was conducted on 11 November 2021, covering 10,135 regular employees.
		<b>Sub-total</b>		<b>5%</b>				<b>5%</b>		<b>5%</b>		
		<b>TOTAL</b>		<b>100%</b>				<b>97.16%</b>		<b>98.08%</b>		

<sup>6</sup> Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A (\text{Actual Competency Level})}{A} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

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**STRATEGIC MEASURE 1: PAYMENT OF MANDATORY CONTRIBUTIONS**

BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
Bureau of Treasury (BTr) - 50% National Government (NG) Share	₱15,439,980,058.03	₱15,439,980,058.04	₱15,439,633,562.48	₱346,495.56	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> <li>• Letters to Bureau of Treasury (BTr)</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to prior year's adjustments for the months of July, August, September, and October 2021, as reflected in the computation shown in the transmittal letters.<sup>1</sup></p> <p>The actual amount remitted as NG Share in 2021 was ₱15,439,633,562.48.</p>
Bureau of Internal Revenue (BIR) - 5% Franchise Tax	₱1,631,576,848.21	₱1,631,576,848.22	₱1,631,195,163.25	₱381,684.87	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Schedule of Franchise Tax Payable</li> <li>• Summary of Remitted Taxes for CY 2021</li> <li>• Journal Entry Vouchers</li> <li>• BIR Forms No. 2553</li> <li>• Copies of eFiling and Payment System (eFPS) Payment Details</li> <li>• BIR Payment Slips</li> <li>• Checks</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to prior years' adjustments, application of BIR Creditable Withholding Tax, and rounding off difference per actual eFiling of payment.</p> <p>The actual amount remitted as Franchise Tax in 2021 was ₱1,631,195,163.25.</p>
Dangerous Drugs Board (DDB) Share	₱60,000,000.00	₱60,000,000.00	₱60,000,000.00	₱0.00	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> </ul>	<p><b>Acceptable.</b></p>

<sup>1</sup> For July: (₱421,021.12), August: ₱7,696,026.07, September: (₱7,624,582.78), and October: ₱3,082.27.

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BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
Philippine Sports Commission (PSC) Share	₱774,999,002.90	₱774,999,002.90	₱774,981,678.11	₱17,324.79	<ul style="list-style-type: none"> <li>Accounts Payable Vouchers</li> <li>Check Vouchers</li> <li>Checks</li> <li>Official Receipts</li> <li>Letters to PSC</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to prior year's adjustments for the months of June, July, August, and September, as reflected in the computation shown in the transmittal letters.<sup>2</sup></p> <p>The actual amount remitted as PSC Share in 2021 was ₱774,981,678.11.</p>
Board of Claims (BOC) Share	₱2,035,717.63	₱15,047,768.54	₱14,727,463.56	₱320,304.98	<ul style="list-style-type: none"> <li>Accounts Payable Vouchers</li> <li>Check Vouchers</li> <li>Checks</li> <li>Official Receipts</li> <li>Letter to DOJ</li> <li>Journal Entry Voucher</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to prior year's adjustment for the month of June as reflected in the computation shown in the transmittal letter.<sup>3</sup></p> <p>The actual amount remitted as BOC Share in 2021 was ₱14,727,463.56.</p>
Bureau of Treasury (BTr) – Dividends	₱5,000,000,000.00 <sup>4</sup>	₱5,000,000,000.00	₱5,000,000,000.00	₱0.00	<ul style="list-style-type: none"> <li>Accounts Payable Vouchers</li> <li>Check Vouchers</li> <li>Checks</li> <li>Official Receipts</li> </ul>	<p><b>Acceptable.</b></p>
Office of the President (OP) – Socio-Civic Projects	<i>Based on the Request/s from the OP</i>	₱4,630,144,763.53	₱4,599,505,503.77	₱30,639,259.76	<ul style="list-style-type: none"> <li>Schedule of Subsidies and Donations</li> <li>Request Letter from Concerned Parties</li> </ul>	<p><b>Acceptable.</b></p> <p>The amounts released to the sampled accounts/transactions matched with the amounts</p>

<sup>2</sup> For June: (₱21,051.06), July: ₱384,801.30, August: (₱381,229.14), and September: ₱154.11.

<sup>3</sup> The amount of ₱320,304.98 pertains to the over-remitted BOC Share for CY 2020 which was only recorded/applied in the June 2021 BOC Share.

<sup>4</sup> Computation per DOF letter dated 16 June 2021: 100% dividend rate on 2020 net earnings = ₱1.65 billion, additional dividend payment out of accumulated retained earnings as of end 2020 = ₱3.35 billion.

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BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
					<ul style="list-style-type: none"> <li>• Checks, Official Receipts, Check Vouchers, and Account Payable Vouchers</li> <li>• PAGCOR Memorandum for its Board of Directors for the Approval to Grant the Financial Assistance to the Requesting Parties</li> </ul>	<p>reported in the Schedule of Subsidies and Donations Report. Similar with the computations undertaken in the prior years, GCG excluded the donations and financial assistance granted to individuals and group beneficiaries amounting to ₱30,639,259.76 in the total amount of contributions to OP's Socio-Civic Projects.</p> <p>Consequently, a total of ₱4,599,505,503.77 was recognized as contributions to the Socio-Civic Projects of the OP in 2021.</p>
National Sports Development Fund (NSDF)	<i>Dependent on the Applications from PSC</i>	₱45,083,958.32	₱45,083,958.32	₱0.00	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> </ul>	<b>Acceptable.</b>
Host Cities' Share	<i>Dependent on the amount determined and approved by PAGCOR's Board of Directors</i>	₱34,643,333.33	₱34,643,333.33	₱0.00	<ul style="list-style-type: none"> <li>• Secretary's Certificate on the Approval of the Financial Support to the Host Cities for 2021</li> <li>• Clarification on Host Cities' Share for 2021</li> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> </ul>	<p><b>Acceptable.</b></p> <p>Due to the pandemic which caused the suspension of the casino operations in mid-March 2020, PAGCOR's BOD approved the non-payment of the monthly host city/provincial share beginning April 2020 until resumption thereof is directed by the BOD.<sup>5</sup></p> <p>However, in view of the continuing struggles brought by the pandemic in 2021, PAGCOR extended financial support to its</p>

<sup>5</sup> Approved by PAGCOR BOD during its 20 August 2020 meeting.

BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
						host LGUs to aid them to mitigate the economic impact of the pandemic in its operations. Hence, the amount of ₱34,643,333.33 equivalent to the total of one (1) month share of each host city/ province approved by PAGCOR's Board of Directors (BOD) for 2021. <sup>6</sup>
<b>Total</b>		<b>₱27,631,475,732.88</b>	<b>₱27,599,770,662.92</b>			

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<sup>6</sup> Approved by PAGCOR BOD during its 09 September 2021 meeting.



**STRATEGIC MEASURE 6: PERCENTAGE OF APPLICATION PROCESSED WITHIN PRESCRIBED PERIOD**

No.	DEPARTMENT/PROCESS	TOTAL NO. OF APPLICATIONS RECEIVED	TOTAL NO. OF TRANSACTIONS PROCESSED WITHIN PRESCRIBED TAT	% OF TRANSACTIONS PROCESSED WITHIN PRESCRIBED TAT	RATING
<b>E-Games/E-Bingo Licensing Department</b>					
1	Site Recommendation and Approval by the PAGCOR Board of Directors	35	17	48.57%	0.32%
2	Processing of Application for the Establishment and Operation of Gaming Site for Bingo and Electronic Games – Submission of Application Form Part I via email	102	102	100%	0.67%
3	Processing of Application for the Establishment and Operation of Gaming Site for Bingo and Electronic Games – Submission of Application Form Part II via email	36	36	100%	0.67%
4	Conduct of Ocular Site Inspection	33	33	100%	0.67%
<b>Gaming Licensing and Development Department</b>					
5	Gaming Employment License (New)	1,163	731	62.85%	0.42%
6	Gaming Employment License (Renewal)	5,207	3,410	65.49%	0.44%
<b>Offshore Gaming Licensing Department</b>					
7	Accreditation of Gaming Laboratory	2	2	100%	0.67%
8	Accreditation of Local Gaming Agent	15	15	100%	0.67%
9	Accreditation of Probity Checker	1	1	100%	0.67%
10	Accreditation of Service Provider	64	59	92.19%	0.61%
11	Accreditation of Special Class of BPO	2	2	100%	0.67%
12	Evaluation of Shipment Clearance Request	28	Cannot be validated		0.00%
13	Issuance of Offshore Gaming License (Foreign-Based)	16	15	93.75%	0.63%
14	Issuance of Offshore Gaming License (Philippine-Based)	3	3	100%	0.67%
15	Issuance of Offshore Gaming Employment License	2,563	2,383	92.98%	0.62%
<b>TOTAL</b>					<b>8.37%*</b>

\* Total varies due to rounding off.

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