

**PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)  
Validation Result of the 2023 Performance Scorecard**

Objective/Measure		Component			PAGCOR Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks
		Formula	Weight	Rating System	Target	Actual	Rating	Actual		
SOCIAL IMPACT	SO 1	Increase Contribution to National Government Coffers and Nation-Building Efforts								
	SM 1	Payment of Mandatory Contributions	Number of Recipient Agencies Which Received 100% of Mandatory Contributions Due for 2023 / Total Number of Recipient Agencies <sup>2</sup>	25%	(Actual / Target) x Weight	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies	25%	100% Payment of Mandatory Contributions to 9 out of 10 Recipient Agencies	22.50%

<sup>1</sup> Officially received by the Governance Commission on 03 July 2024.

<sup>2</sup> There are ten (10) identified accounts/recipient agencies.

<sup>3</sup> Contribution for the Renewable Energy Trust Fund (RETF) pursuant to Republic Act (R.A.) No. 9513 or otherwise known as the Renewable Energy Act of 2008.

Validation Result of 2023 Performance Scorecard (Annex A)

Component					PAGCOR Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks															
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating																	
<b>SO 2 Increase Gross Gaming Revenue (GGR) of the Industry</b>																									
<b>SOCIAL IMPACT</b>	SM 2	Total Industry Gross Gaming Revenue <sup>4</sup>	Absolute Amount	25%	(Actual / Target) x Weight	₱244.840 Billion	₱285.272 Billion	25%	₱285.273 Billion	25%	<ul style="list-style-type: none"> <li>Annual Computation of GGR for CY 2023</li> <li>Table Games Performance Monthly Monitoring Report</li> <li>Monthly GGR Report for Slot Machines per Site</li> <li>Monthly GGR Report and PAGCOR Share on Bingo Operations</li> <li>Monthly Summary Report on the GGR and License Fee on Licensed Casinos</li> <li>Monthly GGR Report, License Fee, and Regulatory Fee on Online Gaming Operations</li> <li>Copies of Billing Statements, Official Receipts for the Sampled Operators</li> </ul>	The breakdown of the validated accomplishment is presented below:													
												<table border="1"> <thead> <tr> <th>Item</th> <th>Amount (in billions)</th> </tr> </thead> <tbody> <tr> <td>PAGCOR Operated</td> <td>19.628</td> </tr> <tr> <td>Licensed Casinos</td> <td>207.482</td> </tr> <tr> <td>Other Licensees<sup>5</sup></td> <td>58.163</td> </tr> <tr> <td><b>Total</b></td> <td><b>₱285.273</b></td> </tr> </tbody> </table>	Item	Amount (in billions)	PAGCOR Operated	19.628	Licensed Casinos	207.482	Other Licensees <sup>5</sup>	58.163	<b>Total</b>	<b>₱285.273</b>			
Item	Amount (in billions)																								
PAGCOR Operated	19.628																								
Licensed Casinos	207.482																								
Other Licensees <sup>5</sup>	58.163																								
<b>Total</b>	<b>₱285.273</b>																								
		<b>Sub-Total</b>	<b>50%</b>					<b>50%</b>	<b>47.50%</b>																
<b>SO 3 Increase Revenue and Maintain Profitability of PAGCOR</b>																									
<b>FINANCIAL</b>	SM 3	Income from Gaming Operations	Absolute Amount	10%	(Actual / Target) x Weight	₱68.490 Billion	₱73.114 Billion	10%	₱73.115 Billion	10%	<ul style="list-style-type: none"> <li>2023 Commission on Audit (COA) Management Letter</li> <li>Copy of PAGCOR's Reply to COA AOMs</li> </ul>	The breakdown of Income from Gaming Operations is presented below:													
												<table border="1"> <thead> <tr> <th>Item</th> <th>Amount (in billions)</th> </tr> </thead> <tbody> <tr> <td>Table Games</td> <td>7.187</td> </tr> <tr> <td>Electronic Gaming Machines</td> <td>27.580</td> </tr> <tr> <td>Bingo Operations</td> <td>2.011</td> </tr> <tr> <td>Licensed Casinos</td> <td>33.182</td> </tr> <tr> <td>Offshore Gaming Operations</td> <td>3.154</td> </tr> <tr> <td><b>Total</b></td> <td><b>73.114</b></td> </tr> </tbody> </table>	Item	Amount (in billions)	Table Games	7.187	Electronic Gaming Machines	27.580	Bingo Operations	2.011	Licensed Casinos	33.182	Offshore Gaming Operations	3.154	<b>Total</b>
Item	Amount (in billions)																								
Table Games	7.187																								
Electronic Gaming Machines	27.580																								
Bingo Operations	2.011																								
Licensed Casinos	33.182																								
Offshore Gaming Operations	3.154																								
<b>Total</b>	<b>73.114</b>																								

<sup>4</sup> Includes revenues from licensees and PAGCOR casinos (table games, slot machines, bingo (traditional and e-bingo, PeGS/Instawin), but excludes offshore gaming.

<sup>5</sup> Includes Bingo Operations and Electronic Games.

Validation Result of 2023 Performance Scorecard (Annex A)

Component					PAGCOR Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks													
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating															
FINANCIAL	SM 4	Net Income After Tax (NIAT)	Net Income Less Income Tax	5%	(Actual / Target) x Weight	₱1.022 Billion	₱6.817 Billion	5%	₱6.817 Billion	5%	<ul style="list-style-type: none"> <li>2023 Financial Statements as submitted to COA</li> </ul> <table border="1"> <thead> <tr> <th>Item</th> <th>Amount (in billions)</th> </tr> </thead> <tbody> <tr> <td>Income</td> <td>79.378</td> </tr> <tr> <td>Expenses</td> <td>(26.650)</td> </tr> <tr> <td>Net Assistance/ Subsidy</td> <td>(45.626)</td> </tr> <tr> <td>Income Tax</td> <td>(.285)</td> </tr> <tr> <td><b>Total</b></td> <td><b>₱6.817</b></td> </tr> </tbody> </table>	Item	Amount (in billions)	Income	79.378	Expenses	(26.650)	Net Assistance/ Subsidy	(45.626)	Income Tax	(.285)	<b>Total</b>	<b>₱6.817</b>
	Item	Amount (in billions)																					
	Income	79.378																					
Expenses	(26.650)																						
Net Assistance/ Subsidy	(45.626)																						
Income Tax	(.285)																						
<b>Total</b>	<b>₱6.817</b>																						
SM 5	Collection Efficiency Rate <sup>6</sup>	Total Amount of Collection / Total Amount Due to PAGCOR <sup>7</sup>	5%	(Actual / Target) x Weight	98%	99.06%	5%	98.98%	5%	<ul style="list-style-type: none"> <li>CER Summary Report</li> <li>Income Summary Report of Randomly Selected Samples</li> <li>Statement of Accounts and Official Receipts</li> <li>Amendments to the Regulatory Framework</li> </ul>	The validated accomplishment is based on the total collection of ₱57.488 Billion over total amount due of ₱58.078 Billion.												
SO 4	Improve Budget Utilization Rate																						
SM 6	Disbursements Budget Utilization Rate	Total Disbursement / Total DBM-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90%	99.24%	5%	99.24%	5%	<ul style="list-style-type: none"> <li>2023 DBM-approved Corporate Operating Budget</li> <li>Budget Utilization Monitoring Report</li> <li>2023 Financial Statements as submitted to COA</li> </ul>	The validated accomplishment is based on a total disbursement of ₱55.244 Billion and total budget of ₱58.143 Billion, both net of PS Cost.												
		<b>Sub-Total</b>	<b>25%</b>				<b>25%</b>		<b>25%</b>														

<sup>6</sup> This covers CER on the License Fee and Regulatory Fee from: (1) Electronic Games, (2) Philippine Offshore Gaming Operators (POGOs), (3) Bingo, (4) Licensed Casinos, and (5) Poker Off-site of Table Games.

<sup>7</sup> Refers to annual figures: Collections with pending and active protests/cases shall be taken out from the universe during the annual validation.

Validation Result of 2023 Performance Scorecard (Annex A)

		Component				PAGCOR Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
<b>STAKEHOLDERS</b>											
SO 5		Ensure a Conducive Business Environment within a Level Playing Field									
SM 7	Percentage of Satisfied 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%	99.65% of Respondents rated satisfied or higher	5%	99.78%	5%	<ul style="list-style-type: none"> <li>Rectification of the Compliance Status of Government-Owned or -Controlled Corporations with the Client Satisfaction Measurement transmitted by ARTA through letter dated 27 August 2024</li> </ul>	<p>The result is based on the responses of clients availing external services only.</p> <p>The CSM score refers to the percentage of respondents who rated 'Agree' and 'Strongly Agree' for Service Quality Dimension 0: "I am satisfied with the service that I availed".</p>
		<b>Sub-Total</b>	<b>5%</b>				<b>5%</b>		<b>5%</b>		
<b>INTERNAL PROCESS</b>											
SO 6		Improve Products, Services, and Operational Efficiency									
SM 8	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	PAGCOR successfully passed both the surveillance and extension to scope audits warranting the eligibility of the currently certified sites and the two additional sites (Casino Filipino Bacolod and Casino Filipino Olongapo) for a single multi-site ISO 9001:2015 certification	5%	ISO 9001:2015 Certification Retained	5%	<ul style="list-style-type: none"> <li>Letter of Attestation from DQS Certification Phils, Inc.</li> </ul>	<p>The surveillance audit was conducted on 22-23 and 28-30 November 2023.</p> <p>The scope of the certificate is "Gaming Operations, Casino Licensing and Regulation, and Corporate Social Responsibility."</p>

Validation Result of 2023 Performance Scorecard (Annex A)

Objective/Measure		Component			PAGCOR Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks	
		Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating
INTERNAL PROCESS	SM 9	Percentage of Applications Processed Within Prescribed Period	Number of Transactions Processed Within the Prescribed Period <sup>8</sup> / Number of Transactions Received during the Year	6%	(Actual / Target) x Weight	100% of Transactions Processed Within the Prescribed Period	100% of Transactions Processed Within the Prescribed Period	6%	100% of Transactions Processed Within the Prescribed Period	6%	<ul style="list-style-type: none"> <li>Turnaround Time Monitoring Reports</li> <li>Application and Approval Documents of Randomly Selected Transactions</li> </ul> <p>PAGCOR was able to process a total of 21,041 transactions within the prescribed turnaround time. The result of the validation is based on the evaluation of application and approval documents of 45 randomly selected accounts.</p>
	SM 10	Percentage of Completion of the ISSP	Total Number of Deliverables Due for 2023 Attained / Total Number of Deliverables Due for 2023	5%	(Actual / Target) x Weight	100% Attainment of 2023 Deliverables <sup>9</sup> (Based on ISSP 2022-2024 as submitted to-endorsed by the DICT)	Attained 100% of the 2023 deliverables	5%	100% of 2023 Deliverables Attained	5%	<ul style="list-style-type: none"> <li>Copy of the ISSP 2023-2026 as submitted to the Department of Information and Communications Technology (DICT)</li> <li>Memorandum/ Board Resolution on the Implementation of the Information System</li> <li>Notice of Implementation and User Acceptance Certificates</li> <li>Terms of Reference</li> </ul> <p>The deliverables for 2023 cover the following systems:</p> <ol style="list-style-type: none"> <li>1) Player Tracking System;</li> <li>2) Anti-Money Laundering Monitoring System;</li> <li>3) Fixed Assets Monitoring System;</li> <li>4) Requisition Voucher Monitoring System;</li> <li>5) Microsoft Business Solution Great Plains/Finance System;</li> <li>6) Plantilla Information System;</li> <li>7) Payroll System; and</li> <li>8) Attendance Monitoring System.</li> </ol> <p>The completion of the enhancements is due to be completed in 2026, except for the Player Tracking System, which is due for completion in 2024.</p>
<b>Sub-total</b>				<b>16%</b>			<b>16%</b>		<b>16%</b>		

<sup>8</sup> Prescribed period based on the processing time provided under the Citizen's Charter as submitted to the Anti-Red Tape Authority (ARTA) as part of PAGCOR's compliance with Republic Act (R.A.) No. 11032 or the Ease of Doing Business Law.

<sup>9</sup> Deliverables refer to Information Systems.

Validation Result of 2023 Performance Scorecard (Annex A)

Component					PAGCOR Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
<b>SO 7 Enhance Employee Competency and Motivation</b>											
<b>LEARNING &amp; GROWTH</b>	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	Revised Board-Approved Competency Framework <sup>10</sup>	The Enhanced Competency Framework was Board-approved on 03 August 2023	2%	Revised Board-approved Competency Framework not completed	0%	<ul style="list-style-type: none"> <li>Secretary's Certificate</li> <li>Competency Framework</li> <li>Competency Catalogue</li> <li>Competency Tables</li> <li>Competency Matrix</li> <li>Position Profiles</li> </ul>	Although the PAGCOR Board of Directors was able to approve the Revised Competency Framework and the corresponding Competency Catalogue, Competency Matrix Table and Matrix, and Position Profile Checklist, it did not include the approval of the Competency-Based Job Descriptions.
					Establish Competency Baseline of Employees <sup>11</sup>	Organization's Competency Baseline for 2023 is 143.56%	2%	Competency Baseline Established	2%	<ul style="list-style-type: none"> <li>Competency Assessment Results for 2023</li> <li>Competency Assessment Forms for Sampled Employees</li> </ul>	PAGCOR assessed the competency level of 9,891 employees using the old Competency-Based Job Descriptions resulting to a competency baseline of 143.56%.
	<b>Sub-total</b>	<b>4%</b>				<b>4%</b>		<b>2%</b>			
	<b>TOTAL</b>	<b>100%</b>				<b>100%</b>		<b>95.50%</b>			

<sup>10</sup> The Revised Board-approved Competency Framework shall include the revised Competency Catalogue, Competency Tables, Competency Matrix, Position Profiles, Competency-Based Job Descriptions, among others.

<sup>11</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:

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

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