

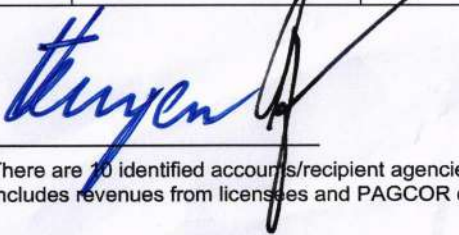
2023 PERFORMANCE SCORECARD (Annex B)

PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
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 ¹	25%	(Actual / Target) x Weight	8 out of 8 Recipient Agencies Received 100% Payment of Mandatory Contributions	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies
SO 2	Increase Gross Gaming Revenue (GGR) of the Industry							
SM 2	Total Industry Gross Gaming Revenue ²	Absolute Amount	25%	(Actual / Target) x Weight	₱98.799 Billion	Cannot Be Validated	₱183.906 Billion	₱244.84 Billion
	Sub-Total		50%					
SO 3	Increase Revenue and Maintain Profitability of PAGCOR							
SM 3	Income from Gaming Operations	Absolute Amount	10%	(Actual / Target) x Weight	₱29.995 Billion	Cannot Be Validated	₱50.139 Billion	₱68.490 Billion

¹ There are 70 identified accounts/recipient agencies.

² Includes revenues from licensees and PAGCOR casinos (table games, slot machines, bingo (traditional and e-bingo, PeGS/Instawin), but excludes offshore gaming.



Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
STAKEHOLDERS	SM 4	Net Income After Tax (NIAT)	Net Income Less Income Tax	5%	(Actual / Target) x Weight	N/A	N/A	N/A	₱1.022 Billion
	SM 5	Collection Efficiency Rate ³	Total Amount of Collection / Total Amount Due to PAGCOR ⁴	5%	(Actual / Target) x Weight	N/A	N/A	N/A	98%
	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	N/A	N/A	90%	90%
		Sub-Total		25%					
	SO 5	Ensure a Conducive Business Environment within a Level Playing Field							
	SM 7	Percentage of Satisfied Customers	Total Number of Respondents Who Gave a Rating of At Least Satisfactory / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	96.2% (Casino Filipino Customers) 96.6% (Licensees)	91.1% (Casino Filipino Customers) 95.2% (Licensees)	90%	90%
		Sub-Total		5%					

³ 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.

⁴ Refers to annual figures; Collections with pending and active protests/cases shall be taken out from the universe during the annual validation.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
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 (Passed Surveillance Audit)	Retention of ISO 9001:2015 Certification (Passed Surveillance Audit)	Retention of ISO 9001:2015 Certification	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)
SM 9	Percentage of Applications Processed Within Prescribed Period ⁵	Number of Transactions Processed Within the Prescribed Period ⁶ / Total Number of Transactions Received During the Year	6%	(Actual / Target) x Weight	51.05%	Cannot Be Validated	100% of Transactions Processed Within the Prescribed Period	100% of Transactions Processed Within the Prescribed Period
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	No data available	No data available	100% Attainment of 2022 Deliverables	100% Attainment of 2023 Deliverables ⁷ (Based on ISSP 2022-2026 as submitted to/endorsed by the DICT)
Sub-Total			16%					

INTERNAL PROCESS

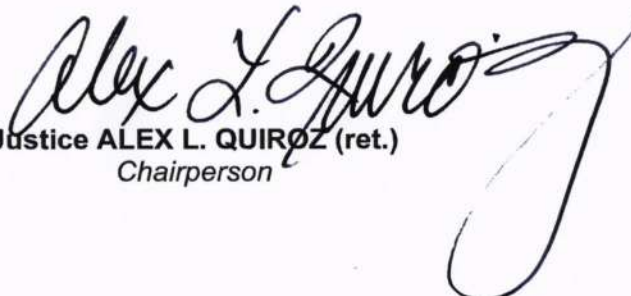
⁵ Please refer to **Appendix 1** for the list of processes covered.

⁶ 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.

⁷ Deliverables refer to Information Systems/Applications.

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023
LEARNING & GROWTH	SO 7	Enhance Employee Competency and Motivation						
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	Cannot Be Validated	Competency Baseline of the Organization Established	Improvement in the Competency Baseline of the Organization	Revised Board-Approved Competency Framework ⁸
								Establish Competency Baseline of Employees ⁹
		Sub-Total		4%				
		TOTAL		100%				

For GCG:


Justice ALEX L. QUIROZ (ret.)
Chairperson

For PAGCOR:


MR. ALEJANDRO H. TENGCO
Chairperson and CEO

⁸ The deliverables should comply with the minimum requirement provided under the Frequently Asked Questions on Competency Frameworks/Models as uploaded in the GCG Website. The Revised Board-Approved Competency Framework shall include the revised Competency Catalogue, Competency Tables, Competency Matrix, Position Profiles, Competency-Based Job Descriptions, among others.

⁹ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

SM 9: PERCENTAGE OF APPLICATIONS PROCESSED WITHIN PRESCRIBED PERIOD

No.	DEPARTMENT	SERVICE/PROCESS	FORMULA	WEIGHT	RATING SYSTEM	TARGET
1	Gaming Licensing and Development Department (GLDD)	Gaming Employment License (New)	Number of Transactions Processed Within the Prescribed Period / Total Number of Transactions Received During the Year	0.5%	(Actual / Target) x Weight	100% of Transactions Processed Within the Prescribed Period
2		Gaming Employment License (Renewal)		0.5%		
3	E-Games/E-Bingo Licensing Department (EGEBLD)	Processing of Application for the Establishment and Operation of Gaming Site for Bingo Games and Electronic Games		0.5%		
4		Site Recommendation and Subsequent Issuance of Gaming License for Bingo and Electronic Games Operations		0.5%		
5	Bingo Department (BD)	Processing of Application for Mobile Bingo		0.5%		
6		Processing of Application for Bingo Live Broadcast (BLB)		0.5%		
7	Offshore Gaming Licensing Department (OGLD)	Issuance of Offshore Gaming License (Offshore-Based Operator)		0.5%		
8		Issuance of Offshore Gaming License (Philippine-Based Operator)		0.5%		
9		Accreditation of Local Agent – G2B (Corporate Applicant)		0.5%		
10		Accreditation of Local Agent – G2C (Individual Applicant)		0.5%		
11		Accreditation of Special Class of BPO		0.5%		
12		Accreditation of Service Provider		0.5%		

