

PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)
Result of Revalidation of 2018 Performance Scorecard

Component						PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating				
SOCIAL IMPACT	SO 1 Increase Contribution to National Government Coffers and Nation Building Efforts											
	SM 1	Increase in Total Contributions to the National Government	Absolute Amount	25%	₱48 Billion and Above = 25% ₱42 Billion to ₱47 Billion = 20% ₱36 Billion to ₱41 Billion = 15% ₱31 Billion to ₱35 Billion = 10% Below ₱30 Billion = 0%	₱48 Billion	₱61.39 Billion	25%	₱60.57 Billion	25%	Details of Contributions to Nation-Building Official Receipt Check Voucher Accounts Payable Voucher Checks Issued	<u>Request for reconsideration APPROVED.</u> <u>Franchise Tax is included in the computation of total contributions to the National Government.</u>
	SO 2 Increase in Gross Gaming Revenue of the Industry											
	SM 2	Increase Total Industry Gross Gaming Revenue	Absolute Amount	25%	₱195 Billion and Above= 25% ₱187 Billion to ₱194 Billion = 20% ₱186 Billion to ₱179 Billion = 15% ₱171 Billion to ₱178 Billion = 10% Below ₱170 Billion = 0%	₱195 Billion	₱211.87 Billion	25%	₱205.76 Billion	25%	Summary of Table Games and Slot Machine Winnings Random sampling of the following: Billing Statement Check Payment Corresponding	<u>Given that the GGR is the revenue of all business operators to capture the business value of the industry, the reported value of the regulatory fee from POGO does not equate to the GGR from offshore gaming. Hence, PAGCOR's request to include the POGO regulatory fee is still DENIED.</u>

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											to Proponent's Share	
											Official Receipts	
Sub-total				50%				50%		50%		
FINANCIAL	SO 3	Increase PAGCOR Revenues										
	SM 3	Increase Net Operating Income Margin	Net Operating Income/ Gross Revenue	10%	75% and Above = 10% 65% to 74% = 5% Below 65% = 0%	75%	86.86%	10%	83.18%	10%	COA Annual Audit Report	NOI Margin computed based on Net operating income of ₱87,048,378,935 and a gross revenue of ₱104,655,242,698. Request for reconsideration <u>APPROVED</u> . Validated accomplishment based on the COA Audit Report.
	Sub-total			10%				10%		10%		
STAKEHOLDERS	SO 4	Ensure a Conducive Business Environment within a Level Playing Field										
	SM 4	Ensure Increase in the Total Amount of Licensing Investment Commitment	Absolute Amount	5%	All or Nothing	\$200 Million	\$1.4 Billion	5%	USD1.4 Billion	5%	Copy of the Contracts on Provisional License Bearing the Investment Commitments of the Licensees	Acceptable. PAGCOR exceeded the target. <i>Observational Note: This is notwithstanding PRRD's announcement on the moratorium of new franchise for casinos.</i>
	SM 5	Percentage of Satisfied Customers	Number of Respondents who Gave a Rating of at least Satisfactory /	5%	(Actual / Target) x Weight	90%	Customer Satisfaction Survey conducted in 10 Casino Filipino propoerties, with	5%	Result not acceptable	0%	Customer Satisfaction Survey (in-house)	The request for reconsideration is <u>DENIED</u> . The disregard of identified primary customers/stakeholders in

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			Total Number of Respondents		If Less Than 80% = 0%		521 respondents. Survey results show that 93.3% of the respondents rated Satisfied or higher				Sample Accomplished Survey Forms	the conduct of the satisfaction survey and the alteration of the sequence of the prescribed survey questionnaire resulted in in a self-serving generation and interpretation of the survey results.
	SM 6	Guarantee Compliance of Investors to the Regulatory Framework	Actual Accomplishment	10%	All or Nothing	Implementation of the Licensed Casinos' Scorecard	EC, Clark, Thunderbird Poro Point and Rizal Licensees' Scorecards uploaded in the Transparency Seal	10%	Scorecards for the Entertainment City Licensees, Clark Casinos Licensees, and Thunderbird Resorts and Casinos were implemented	10%	Quarterly Monitoring Reports for Entertainment City and Clark Licensees (also posted in the PAGCOR website under the Transparency Seal page)	Acceptable. Target met.
	Sub-total			20%				20%		15%		
INTERNAL PROCESS	SO 5 Improve Products, Services and Operation Efficiency											
	SM 7	Improve Marketing Expense to Win Ratio	Marketing Expense / Total Winnings	10%	All or Nothing	Within 6% to 10%	6.46%	10%	6.93%	10%	COA Annual Audit Report	Ratio computed based on ₱1,591,887,663 marketing expense and total winnings amounted to ₱22,964,625,221.20 Request for reconsideration APPROVED. Validated score based on the COA Audit Report.
	Sub-total			10%				10%		10%		

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LEARNING AND GROWTH	SO 6 Enhance Employee Competency and Motivation										
	SM 8	Develop Competency Based HR Systems	Actual Accomplishment	5%	All or Nothing	Capacity Building on Competency Assessment and Development of Competency Measure/ Assessment Tool	Completed the following: - Review/ revision/ Finalization and validation of 70 competencies (formerly 49 only); - Validation of position profiles according finalized Competency tables of the validated 70 competencies ; and - Completed initial version of Competency Assessment Tool	5%	Capacity Building on Competency Assessment Conducted and Competency Measure/ Assessment Tool Developed	5%	Competency Assessment and Development Workshop Outline Certificates of Attendance per batch issued by the service provider Disbursement Vouchers Competency Framework/ Model Documents

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	SM 9	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Re-certification	Undergone Surveillance plus Geographical Extension of Scope Audit on November 5-7, 2018 Awarded the ISO 9001:2015 Certificate on December 12, 2018	5%	ISO 9001:2015 Recertification	5%	ISO 9001:2015 Certificate Management System Certification Audit Summary Report	Acceptable. Target met.
	Sub-total			10%				10%		10%		
	TOTAL			100%				100%		95%		