

PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025	
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 2025 / Total Number of Recipient Agencies ¹	25%	(Actual / Target) x Weight	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to 9 out of 10 Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies
	SO 2	Increase in Gross Gaming Revenue of the Industry							
	SM 2	Total Industry Gross Gaming Revenue ²	Absolute Amount	15%	(Actual / Target) x Weight	₱212.314 Billion	₱285.273 Billion	₱336.387 Billion	₱397.057 Billion
		Sub-Total		40%					
FINANCIAL	SO 3	Increase Revenue and Maintain Profitability of PAGCOR							
	SM 3	Income from Gaming Operations	Absolute Amount	15%	(Actual / Target) x Weight	₱55.027 Billion	₱73.115	₱81.275 Billion	₱100.848 Billion

¹ There are ten (10) identified accounts/recipient agencies.

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

Component					Baseline Data		Target		
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	SM 4	Net Income After Tax (NIAT)	Net Income – Income Tax	5%	(Actual / Target) x Weight	N/A	₱6.817 Billion	₱5.266 Billion	₱7.599 Billion
	SM 5	Collection Efficiency Rate ³	Total Amount of Collection / Total Amount Due to PAGCOR ⁴	5%	(Actual / Target) x Weight ⁵	N/A	98.98%	98%	98%
	SO 4	Improve Budget Utilization Rate							
STAKEHOLDERS	SM 6	Disbursements Budget Utilization Rate	Total Disbursement / Total DBM-approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90.50%	99.24%	90%	90%
		Sub-Total		30%					
	SO 5	Ensure a Conducive Business Environment within a Level Playing Field							
STAKEHOLDERS	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%	95.20% (Casino Filipino Customers) 95.02% (Licensees) ⁶	99.78%	90%	90% ⁷
		Sub-Total		5%					

³ Covers CER on the License Fee and Regulatory Fee from: (1) Electronic Games, (2) Bingo Operations, (3) Licensed Casinos, and (4) Poker Off-Site of Table Games.

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

⁵ Actual performance will be measured on a semi-annual basis. Annual rating will be computed based on the average of the semi-annual CER ratings.

⁶ The data is based on the survey results using the methodology of the Governance Commission.

⁷ Based on GCG-ARTA Joint Memorandum Circular No. 1, series of 2023. Covers customers availing GOCC's **external services** only.

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INTERNAL PROCESS	SO 6	Improve Products, Services, and Operational Efficiency							
	SM 8	Attain ISO 9001:2015 Certification	Actual Accomplishment	4%	All or Nothing	Retention of ISO 9001:2015 Certification (Passed Surveillance Audit)	ISO 9001:2015 Certification Retained	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	Recertification to ISO 9001:2015
	SM 9	Percentage of Applications Processed within Prescribed Period ⁸	Number of Transactions Processed Within the Prescribed Period ⁹ / Number of Transactions Received during the Year	6%	(Actual / Target) x Weight	98% of Transactions Processed Within the Prescribed Period	100% of Transactions Processed Within the Prescribed Period	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 2025 Attained / Total Number of Deliverables Due for 2025	5%	(Actual / Target) x Weight	100% Attainment of the 2022 Deliverables	100% of 2023 Deliverables Attained	100% Attainment of 2024 Deliverables (Based on ISSP 2023-2026 as submitted to/endorsed by the DICT)	100% Attainment of 2025 Deliverables ¹⁰ (Based on ISSP 2025-2027 as submitted to/endorsed by the DICT)
		Sub-Total		15%					

⁸ Refer to **Appendix 1** for the list of transactions covered.

⁹ 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.

¹⁰ Deliverables refer to Information Systems/Applications.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025	
SO 7	Enhance Sustainability and Disaster Resilience							
SM 11	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	N/A	Board-Approved Public Service Continuity Plan (PSCP)
SO 8	Enhance Employee Competency and Motivation							
SM 12	Percentage of Employees with Required Competencies Met	Competency Level 2025 – Competency Level 2024 (where Competency Level = Total Number of Employees with Required Competencies Met / Total Number of Employees)	2.5%	All or Nothing	5.28% Improvement in the Competency Baseline of the Organization	Revised Board-approved Competency Framework not completed Competency Baseline Established	Improvement from the 2023 Competency Level	Increase from the 2024 Competency Level
SM 13	Submission of a Reorganization / Restructuring Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	Board-Approved Reorganization/ Restructuring Plan Submitted to GCG by June 2025 ¹¹
	Sub-Total		10%					
	TOTAL		100%					

LEARNING AND GROWTH

¹¹ Complete requirements as indicated in the Guidebook for Reorganization for GOCCs

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BONUS STRATEGIC MEASURES:								
FINANCIAL	GAD Budget Utilization	Actual Disbursement for GAD-related Activities / Total COB	1%	All or Nothing	N/A	N/A	N/A	5% of the Total Budget
	ISO Certification on any of the following Standards:							
INTERNAL PROCESS	i. Environmental Management System (EMS) Certification	Actual Accomplishment	1%	All or Nothing	N/A	N/A	N/A	ISO 14001:2015 Certification
	ii. Business Continuity Management Systems (BCMS)	Actual Accomplishment		All or Nothing	N/A	N/A	N/A	ISO 22301:2019 Certification

For GCG:


ATTY. MARIUS P. CORPUS
Chairperson

For PAGCOR:


HON. ALEJANDRO H. TENGCO
Chairperson and Chief Executive Officer

SM 9: PERCENTAGE OF APPLICATIONS PROCESSED WITHIN PRESCRIBED PERIOD

No.	DEPARTMENT	SERVICE/PROCESS	FORMULA	WEIGHT
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	1%
2		Gaming Employment License (Renewal)		1%
3	Electronic Gaming Licensing Department (EGLD)	Evaluation of the Proposed Location for the Establishment of New Gaming Venues for Remote Games		1%
4		Recommendation to the PAGCOR Board of Directors and Subsequent Issuance of Notice of Approval/Disapproval of the Application for the Establishment of Gaming Venues for Remote Games		1%
5	Bingo Department (BD)	Processing of Application for Mobile Bingo		1%
6		Processing Application for Bingo Live Broadcast (BLB)		1%


