



COMPONENT							2019 Target (based on GCG-modified targets)	2019 Actual	
	Objective/Measure	Formula	Weight (GCG-modified)	Rating/ Score					
SOCIAL IMPACT	<b>SO 1</b>	<b>Increase Contribution to National Government Coffers and Nation Building Efforts</b>							
	SM 1	Increase in total contributions to national government (including mandatory contributions, dividends, subsidies and donations – under MOOE) in billion pesos	Absolute Amount	₱48 B and Above = 25% ₱42 B to ₱47 B = 20% ₱36 B to ₱41 B = 15% ₱31 B to ₱35 B = 10% Below ₱30 B = 0%	24.51%	₱73.66 Billion	₱72.22 Billion		
	<b>SO 2</b>	<b>Increase GGR of the Industry</b>							
	SM 2	Increase in total industry GGR (PAGCOR + Licensee GGR+ POGO Regulatory Fee)	Absolute Amount	₱195 B and Above = 25% ₱187 B to ₱194 B = 20% ₱186 B to ₱179 B = 15% ₱171 B to ₱178 B = 10% Below ₱170 B = 0%	25%	₱247.88 Billion	₱256.49 Billion		
	<i>Sub-Total</i>			<b>50%</b>	<b>49.51%</b>				
FINANCIAL	<b>SO 3</b>	<b>Increase revenue of PAGCOR</b>							
	SM 3	Net Operating Income (NOI) Margin	NOI/Gross Revenue	75% and Above = 10% 65% to 74% = 5% Below 65% = 0%	10%	75%	82.12%		
	<i>Sub-Total</i>			<b>20%</b>	<b>20%</b>				
STAKEHOLDERS	<b>SO 4</b>	<b>Ensure a Conducive Business Environment within a Level Playing Field</b>							
	SM 5	Customer Satisfaction Survey (Percentage of Satisfied Customers)	Absolute Amount	(Actual / Target) x Weight	10%	Attain Satisfaction Rating of Satisfied from at least 90% of Total Number of Respondents	96.25%		
	<i>Sub-Total</i>			<b>10%</b>	<b>10%</b>				
INTERNAL PROCESS	<b>SO 5</b>	<b>Improve Products, Services and Operation Efficiency</b>							
	SM 7	Marketing Expense to Win Ratio	Marketing Expense/ Total Winnings	≤10%= 10%	10%	≤10%	5.55%		
	<i>Sub-Total</i>			<b>10%</b>	<b>10%</b>				
LEARN	<b>SO 6</b>	<b>Enhance Employee Competency and Motivation</b>							

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SM 8	Develop Competency Framework	Total number of responders which gave at least Satisfactory rating / Total number of respondents	5%	5%	Establishment of Competency Baseline and Identification of Competency Gaps	Completed establishment of competency baseline; and Identification and Summary of Competency Gaps for all employees / employee groups
SM 9	ISO 9001 Certification		5%	5%	Re-certification of PAGCOR QMS to ISO 9001:2015	- As attested by the Certifying Body (copy attached), PAGCOR has been recommended for re-certification to ISO 9001:2015 as of December 23, 2019.  -The ISO 9001:2015 recertification was formally issued to PAGCOR on January 10, 2020.
		<b>Sub-Total</b>	<b>10%</b>	<b>10%</b>		
		<b>TOTAL</b>	<b>100%</b>	<b>99.51%</b>		

Certified Correct:

  
**JUANITO L. SAÑOSA, JR.**  
 CORPORATE SECRETARY & COMPLIANCE OFFICER

Date: \_\_\_\_\_

  
**SHARON S.J. QUINTANILLA**  
 AVP, ACCOUNTING DEPARTMENT

Date: \_\_\_\_\_

Approved by:

  
**ANDREA D. DOMINGO**  
 CHAIRMAN AND CHIEF EXECUTIVE OFFICER