



27 January 2021

MS. ANDREA D. DOMINGO

Chairperson and CEO

MR. ALFREDO C. LIM

President and COO (PCOO)

**PHILIPPINE AMUSEMENT AND GAMING
CORPORATION (PAGCOR)**

1330 PAGCOR House, Roxas Boulevard,
Ermita, Manila

**RE: TRANSMITTAL OF RECALIBRATED
2020 PERFORMANCE SCORECARD**

Dear Chairperson and CEO Domingo and PCOO Lim,

This is to formally transmit the Recalibrated 2020 Performance Scorecard (**Annex A**) of PAGCOR. The same is to be posted in PAGCOR's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07¹.

The PAGCOR Recalibrated Performance Scorecard submitted through a letter dated 30 September 2020² was reviewed and evaluated in view of the circumstances brought about by the COVID-19 pandemic, and in accordance with the residual authority of the Governance Commission as stated in GCG M.C. No. 2017-02.³ Note that in the Notice to all GCG Stakeholders dated 04 September 2020, the respective targets, weights, and rating scales pertaining to the Customer Satisfaction Survey and Employees Meeting Required Competencies shall be retained.

PAGCOR is further directed to submit its 4th Quarter Monitoring Report, based on the Recalibrated 2020 Performance Scorecard, **within thirty (30) days** from receipt of this letter.

FOR PAGCOR'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: COA Resident Auditor – PAGCOR

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 30 September 2020.

³ INTERIM PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 30 June 2017.

**PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)
Recalibrated 2020 Performance Scorecard**

| | | Component | | | | | | Target | |
|----------------------|-------------|--|--|------------------|----------------------------|-----------------|-----------------|------------------------------|---|
| | | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 |
| SOCIAL IMPACT | SO 1 | Increase Contribution to National Government Coffers in Nation-Building Efforts | | | | | | | |
| | SM 1 | Payment of Mandatory Contributions | Number of Recipient Agencies Which Received 100% of Mandatory Contributions Due for 2020 / Total Number of Recipient Agencies ¹ | 25% | (Actual / Target) x Weight | ₱42.17 Billion | ₱57.18 Billion | (2018 Actual + 20% Increase) | 100% Payment of Mandatory Contributions to Recipient Agencies |
| | SO 2 | Increase Gross Gaming Revenue (GGR) of the Industry | | | | | | | |
| | SM 2 | Increase Total Industry Gross Gaming Revenue ² | <u>Absolute Amount</u> | 25% | (Actual / Target) x Weight | ₱170.40 Billion | ₱205.76 Billion | 2018 Actual + 17% Increase | <u>₱95.080 Billion</u> |
| | | | Sub-total | 50% | | | | | |
| FINANCE | SO 3 | Increase Revenue of PAGCOR | | | | | | | |
| | SM 3 | Increase Income from Gaming Operations | Absolute Amount | 20% | (Actual / Target) x Weight | ₱57.34 Billion | ₱67.85 Billion | N/A | <u>₱29.352 Billion</u> |
| | | | | Sub-total | 20% | | | | |

¹ There are nine (9) identified recipient agencies. All Host Cities are considered as one (1) recipient agency.

² Gross Gaming Revenue, also referred to as Casino Gross Revenue, as defined by PAGCOR's regulatory manuals, includes revenues from licensees and PAGCOR casinos (table games, slot machines, bingo (traditional and e-bingo, PeGS/Instawin), but excludes offshore gaming.

| | Component | | | | | | Target | | |
|------------------|-------------------|---|--|---------------|---|-------------------------|-------------------------------|-------------------------------|---|
| | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 | |
| STAKEHOLDERS | SO 4 | Ensure a Conducive Business Environment within a Level Playing Field | | | | | | | |
| | SM 4 | Percentage of Satisfied Customers | Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents | 10% | (Actual / Target) x Weight If Less Than 80% = 0% | N/A | Result not acceptable | 90% | 90% |
| | | | Sub-total | 10% | | | | | |
| INTERNAL PROCESS | SO 5 | Improve Service Delivery and Operational Efficiency | | | | | | | |
| | SM 5 | Attain ISO 9001:2015 Recertification | Actual Accomplishment | 5% | All or Nothing | ISO 9001:2015 Certified | ISO 9001:2015 Recertification | ISO 9001:2015 Recertification | Retention of ISO 9001:2015 Certification (pass surveillance audit) |
| | SM 6 | Percentage of Applications Processed Within Prescribed Period | Number of Transactions Processed Within the Prescribed Period / Number of Transactions of the Year | 10% | (Actual / Target) x Weight | - | - | - | <u>Process at least 80% of transactions within the turnaround time based on Citizen's Charter</u> |
| | | | Sub-total | 15% | | | | | |

| | Component | | | | | | Target | | |
|------------------------------|-------------------|---|-----------------------|---------------|----------------|---|---|--|---|
| | Objective/Measure | Formula | Weight | Rating System | 2017 | 2018 | 2019 | 2020 | |
| LEARNING & GROWTH | SO 6 | Enhance Employee Competency and Motivation | | | | | | | |
| | SM 7 | Percentage of Employees Meeting Required Competencies | Actual Accomplishment | 5% | All or Nothing | 50% Position Profiles submitted with no Competency Baseline Established | Capacity Building on Competency Assessment Conducted and Competency Measure / Assessment Tool Developed | Assessment of 100% Employees to Determine Competency Level and Competency Gaps | Improvement in the Competency Baseline of the Organization ³ |
| | | | Sub-total | 5% | | | | | |
| | | | TOTAL | 100% | | | | | |

³ 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