

COMPONENT					Proposed 2021 Targets (based on GCG modified targets)	2021 Actual	
	Objective/Measure	Formula	Weight (GCG-modified)	Rating/ Score			
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 2021 / Total Number of Recipient Agencies	25%	25%	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	Increase Total Industry Gross Gaming Revenue	Absolute Amount	25%	25%	₱130.275 Billion	₱113.091 Billion
		Sub-Total		50%	50%		
FINANCIAL	SO 3	Increase Revenue of PAGCOR					
	SM 3	Increase Income from Gaming Operations	Absolute Amount	20%	20%	₱37.065 Billion	₱32.631 Billion
		Sub-Total		20%	20%		
STAKEHOLDERS	SO 4	Ensure a Conducive Business Environment within a Level Playing Field					
	SM 4	Percentage of Satisfied Customers (Customer Satisfaction Survey) – Casino Filipino Customers	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	5%	5%	90%	91.1%
		Percentage of Satisfied Customers (Customer Satisfaction Survey) – Licensees	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	5%	5%	90%	95.2%
		Sub-Total		10%	10%		
INTERNAL PROCESS	SO 5	Improve Service Delivery and Operational Efficiency					
	SM 5	Attain ISO 9001:2015 Recertification	Actual Accomplishment	5%	5%	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	PAGCOR successfully passed both audits warranting the eligibility of the currently certified sites

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						and the two additional sites to be recommended by SCPI for a single multi-site ISO 9001:2015 certification valid until January 11, 2023	
	SM 6	Percentage of Applications Processed Within Prescribed Period <i>(as indicated in the Citizens Charter as approved by ARTA)</i>	Number of Transactions Processed Within the Prescribed Period / Total Number of Transactions of the Year	10%	9.90%	100% of Transactions Processed within the Prescribed Period	71.63% of Transactions Processed within the Prescribed Period
		Sub-Total		15%	14.90%		
LEARNING & GROWTH	SO 6	Enhance Employee Competency and Motivation					
	SM 7	Percentage of Employees Meeting the Required Competencies	Competency Baseline 2021 – Competency Baseline 2020	5%	5%	Improvement in the Competency Baseline of the Organization	3% Improvement in the Organization’s Competency Level (CY 2021-87%; CY 2020-84%)
		Sub-Total		5%	5%		
		TOTAL		100%	99.90%		

*Per PAGCOR letter dated February 10, 2022 (copy attached), PAGCOR manifested that projections are still subject to possible adjustments considering the changing quarantine status of the localities where our casinos are located. Due to the volatility of the industry caused by the pandemic, it is very difficult to set definite targets, and the resumption of our casino operations is dependent on the quarantine status of the locality and/or approval of the concerned LGU.

Projections for the Gross Gaming Revenue (GGR) and Income from Gaming Operations depend on the following factors:

1. Quarantine Regulations, IATF Pronouncements, and LGU approval for the resumption of casino operations;
2. Regulations and taxes of POGO, imposition of taxes by the BIR, reduction in the number of POGO operators by almost 50%;
3. Travel restrictions, which greatly affect the POGOs and casino junket operations;
4. Possibility if casino lockdowns because of PUIs and PUMs;
5. Availability of vaccines; and
6. Regulations of other jurisdictions in the gaming industry, including but not limited to POGOs and junket operations, which may adversely affect the gaming revenues of PAGCOR and its licensees.

Thus, PAGCOR would like to respectfully request to get the full merit of 25% for SM2: Gross Gaming Revenue and 20% for SM 3: Income from Gaming Operations.