

14 March 2024

HON. ALEJANDRO H. TENGCO
Chairperson and Chief Executive Officer (CEO)
**PHILIPPINE AMUSEMENT AND
GAMING CORPORATION (PAGCOR)**
11th Floor, MET LIVE Bldg. Central Business Park 1-A
Macapagal Blvd. corner EDSA Extension, Pasay City

RE: TRANSMITTAL OF THE 2024 PERFORMANCE SCORECARD

Dear Chairperson and CEO Tengco,

This is to formally transmit the 2024 Charter Statement and Strategy Map (**Annex A**) and 2024 Performance Scorecard (**Annex B**) of PAGCOR. The same is to be posted in PAGCOR's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The PAGCOR-proposed Charter Statement and Strategy Map were **RETAINED** while the Performance Scorecard submitted through letter dated 23 November 2023² was **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 11 December 2023, evaluation of revised documents submitted through letters/e-mail communication dated 19 December 2023, 28 December 2023, 16 January 2024, 06 February 2024, 15 February 2024, and 07 March 2024.³

We take this opportunity to remind PAGCOR that Item 6 of GCG M.C. No. 2023-014⁴ requires GOCCs to submit its Quarterly Targets within 15 calendar days from receipt of the GCG-approved Performance Scorecard. Moreover, Item 7 of the same Circular directs GOCCs to accomplish the requisite Quarterly Monitoring Reports detailing its progress in accomplishing its performance targets. The Quarterly Monitoring Reports should disclose substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of targets.

FOR PAGCOR'S INFORMATION AND COMPLIANCE.

Very truly yours,

ATTY. MARIUS P. CORPUS
Chairperson

ATTY. BRIAN KEITH F. HOSAKA
Commissioner

**ATTY. GERALDINE MARIE
BERBERABE-MARTINEZ**
Commissioner

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

² Officially received by the Governance Commission on 29 November 2023.

³ Officially received by the Governance Commission on 20 December 2023, 29 December 2023, 18 January 2024, 08 February 2024, 16 February 2024, and 07 March 2024, respectively.

⁴ PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 19 January 2023.

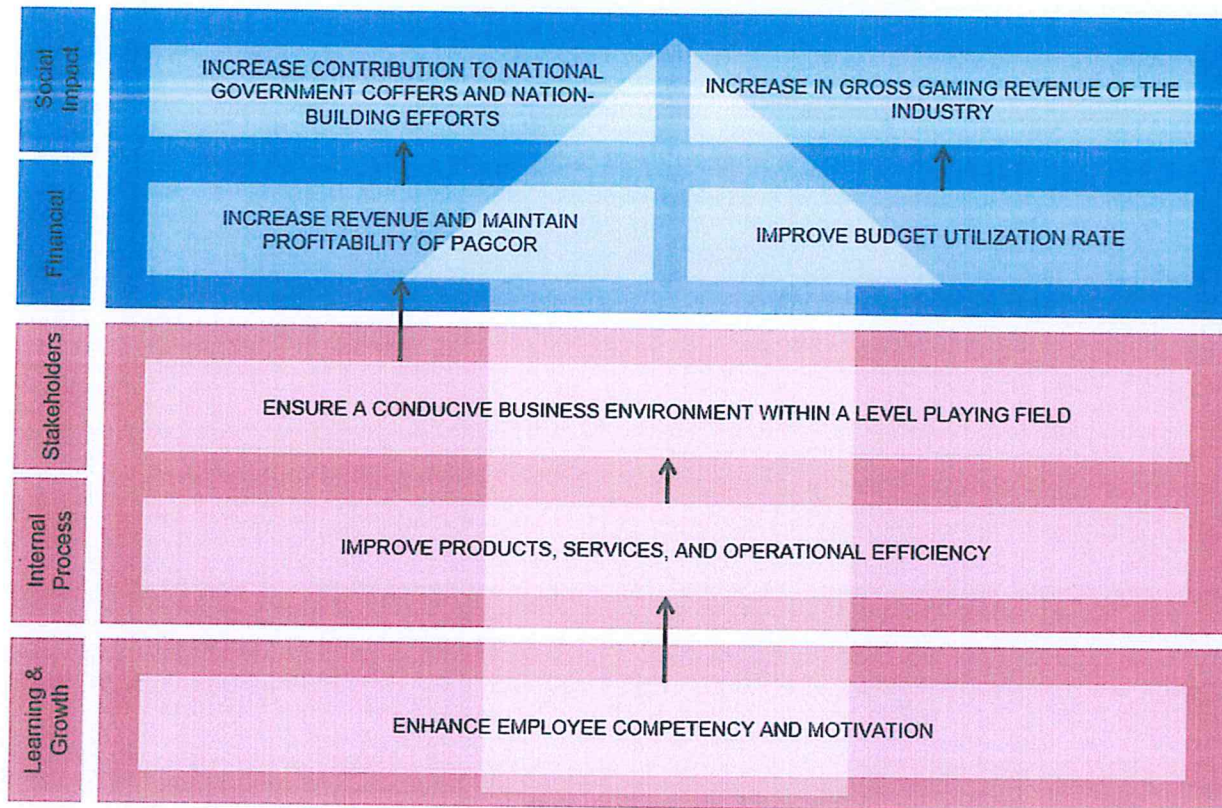
PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)



| |
|---|
| MISSION |
| <p>To create an environment that propels the development of the Philippine gaming and entertainment industry</p> <p>To be a responsible and responsive partner of the Philippine government in its nation-building programs</p> <p>To establish and enforce a regulatory framework that preserves the integrity of the Philippine gaming industry</p> |
| CORE VALUES |
| <p>Integrity Firm adherence to the highest ethical and professional standards</p> <p>Accountability Open and transparent business dealings with stakeholders</p> <p>Social Responsibility Giving back for nation-building</p> <p>Customer Service Excellence Upholding the highest global standards in Customer service and satisfying the needs of our customers at all times</p> <p>Teamwork Each member contributes one's talents and skills to achieve a common goal</p> |

VISION

By 2028, PAGCOR shall be the leading gaming authority in the Asia-Pacific region that is innovative, proactive, and socially responsible.



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2024 PERFORMANCE SCORECARD (Annex B)

PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)

| | Component | | | | Baseline Data | | Target | | |
|---------------|-------------------|---|--|---------------|----------------------------|---|--|---|---|
| | Objective/Measure | Formula | Weight | Rating System | 2021 | 2022 | 2023 | 2024 | |
| 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 2024 / Total Number of Recipient Agencies ¹ | 25% | (Actual / Target) x Weight | 100% Payment of Mandatory Contributions to Recipient Agencies | 100% Payment of Mandatory Contributions Paid to Recipient Agencies | 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 | Total Industry Gross Gaming Revenue ² | Absolute Amount | 25% | (Actual / Target) x Weight | ₱109.383 Billion | ₱212.314 Billion | ₱244.84 Billion | ₱336.387 Billion |
| | | Sub-Total | | 50% | | | | | |
| FINANCIAL | SO 3 | Increase Revenue and Maintain Profitability of PAGCOR | | | | | | | |
| | SM 3 | Income from Gaming Operations | Absolute Amount | 10% | (Actual / Target) x Weight | ₱32.615 Billion | ₱55.027 Billion | ₱68.490 Billion | ₱81.275 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 | |
|-------------------|---|---|------------|---|--|--|----------------|------------------|
| Objective/Measure | | Formula | Weight | Rating System | 2021 | 2022 | 2023 | 2024 |
| SM 4 | Net Income After Tax (NIAT) | Net Income – Income Tax | 5% | (Actual / Target) x Weight | N/A | N/A | ₱1.022 Billion | ₱5.266 Billion |
| SM 5 | Collection Efficiency Rate ³ | Total Amount of Collection / Total Amount Due to PAGCOR ⁴ | 5% | (Actual / Target) x Weight | N/A | N/A | 98% | 98% |
| SO 4 | Improve Budget Utilization Rate | | | | | | | |
| SM 6 | Disbursements Budget Utilization Rate | Total Disbursement / Total DBM-approved Corporate Operating Budget (Both Net of PS Cost) | 5% | (Actual / Target) x Weight | N/A | 90.50% | 90% | 90% |
| | Sub-Total | | 25% | | | | | |
| SO 5 | Ensure a Conducive Business Environment within a Level Playing Field | | | | | | | |
| SM 7 | Percentage of Satisfied Customer | Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents | 5% | (Actual / Target) x Weight If Less Than 80% = 0% | 91.1% (Casino Filipino Customers) 95.2% (Licensees) | 95.20% (Casino Filipino Customers) 95.02% (Licensees) | 90% | 90% ⁵ |
| | Sub-Total | | 5% | | | | | |

STAKEHOLDERS

³ Covers CER on the License Fee and Regulatory Fee from: (1) Electronic Games, (2) Philippine Offshore Gaming Operations (POGOs), (3) Bingo, (4) Licensed Casinos, and (5) Poker Off-Site of Table Games.

⁴ Refers to annual figures; Collection with pending and active protests/cases shall be taken out from the universe during the annual validation.

⁵ Based on the GCG-ARTA Joint Memorandum Circular No. 1, series of 2023. Covers customers availing the GOCC's *external services* only.

| Component | | | | | Baseline Data | | Target | |
|-------------------|--|--|---------------|----------------------------|--|--|---|--|
| Objective/Measure | Formula | Weight | Rating System | 2021 | 2022 | 2023 | 2024 | |
| SO 6 | Improve Products, Services, and Operational Efficiency | | | | | | | |
| SM 8 | Attain ISO 9001:2015 Certification | Actual Accomplishment | 5% | 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) | Retention of ISO 9001:2015 Certification (Pass Surveillance Audit) |
| SM 9 | Percentage of Applications Processed within Prescribed Period ⁶ | Number of Transactions Processed Within the Prescribed Period ⁷ / Number of Transactions Received with Complete Documents | 6% | (Actual / Target) x Weight | 74% of Transactions Processed Within the Prescribed Period | 98% 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 2024 Attained / Total Number of Deliverables Due for 2024 | 5% | (Actual / Target) x Weight | N/A | 100% 2022 Deliverables Attained | 100% Attainment of 2023 Deliverables (Based on ISSP 2022-2026 as submitted to/endorsed by the DICT) | 100% Attainment of 2024 Deliverables ⁸ (Based on ISSP 2023-2026 as submitted to/endorsed by the DICT) |
| | Sub-Total | | 16% | Sub-Total | | | | |

INTERNAL PROCESS

⁶ Refer to **Appendix 1** for the list of transactions covered.

⁷ 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.


⁸ Deliverables refer to Information Systems/Applications.

| Component | | | | | Baseline Data | | Target | |
|------------------------------|--|--|---------------|---|---|--|--|--|
| Objective/Measure | Formula | Weight | Rating System | 2021 | | 2023 | | 2024 |
| | | | | SO 7 Enhance Employee Competency and Motivation | | | | |
| LEARNING AND GROWTH SM 11 | Percentage of Employees with Required Competencies Met | Competency Level 2024 – Competency Level 2023 (where Competency Level = Total Number of Employees with Required Competencies Met / Total Number of Employees) | 4% | All or Nothing | Competency Baseline of the Organization Established | 5.28% Improvement in the Competency Baseline of the Organization | Revised Board-Approved Competency Framework ⁹ | Improvement from the 2023 Competency Level |
| | | | | | | Establish Competency Baseline of Employees ¹⁰ | | |
| | Sub-Total | | 4% | | | | | |
| TOTAL | | 100% | | | | | | |

For GCG:


ATTY. MARIUS P. CORPUS
Chairperson

For PAGCOR:


HON. ALEJANDRO H. TENGCO
Chairperson and Chief Executive Officer

⁹ The deliverables should comply with the minimum requirement provided under the Frequently Asked Questions on Competency Frameworks/Models as uploaded in the GCG Website. The Revised Board-Approved Competency Framework shall include the revised Competency Catalogue, Competency Tables, Competency Matrix, Position Profiles, Competency-Based Job Descriptions, among others.

¹⁰ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{a=1}^B \left[\frac{\sum_{a=1}^A (\text{Actual Competency Level})}{(\text{Required Competency Level})_a} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

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 with Complete Documents | 0.5% |
| 2 | | Gaming Employment License (Renewal) | | 0.5% |
| 3 | E-Games/E-Bingo Licensing Department (EGEBLD) | Processing of Application for the Establishment and Operation of Gaming Site for Bingo Games and Electronic Games | | 0.5% |
| 4 | | Site Recommendation and Subsequent Issuance of Gaming License for Bingo and Electronic Games Operations | | 0.5% |
| 5 | Bingo Department (BD) | Processing of Application for Mobile Bingo | | 0.5% |
| 6 | | Processing of Application for Bingo Live Broadcast (BLB) | | 0.5% |
| 7 | Offshore Gaming Licensing (OGLD) | Issuance of Offshore Gaming License (Offshore-Based Operator) | | 0.5% |
| 8 | | Issuance of Offshore Gaming License (Philippine-Based Operator) | | 0.5% |
| 9 | | Accreditation of Local Agent – G2B (Corporate Applicant) | | 0.5% |
| 10 | | Accreditation of Local Agent – G2C (Individual Applicant) | | 0.5% |
| 11 | | Accreditation of Special Class of BPO | | 0.5% |
| 12 | | Accreditation of Service Provider | | 0.5% |

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