



02 April 2025

**HON. ALEJANDRO H. TENGCO**  
 Chairperson and Chief Executive Officer (CEO)

**HON. WILMA T. EISMA**  
 President and Chief Operating Officer (PCOO)

**PHILIPPINE AMUSEMENT AND  
 GAMING CORPORATION**

11<sup>th</sup> Floor, MET LIVE Bldg. Central Business Park 1-A  
 Macapagal Blvd. corner EDSA Extension, Pasay City

**RE: TRANSMITTAL OF THE 2025 CHARTER STATEMENT AND  
 STRATEGY MAP, AND 2025 PERFORMANCE SCORECARD**

Dear Chairperson and CEO Tengco and PCOO Eisma,

This is to formally transmit the 2025 Charter Statement and Strategy Map (**Annex A**) and the 2025 Performance Scorecard (**Annex B**) of the **PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)**, to be posted on PAGCOR's website in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The PAGCOR's proposed 2025 Charter Statement and Strategy Map were **RETAINED**, while the 2025 Performance Scorecard submitted through a letter dated 05 December 2024<sup>2</sup> was **MODIFIED** based on: (i) discussions made during the Technical Panel Meeting (TPM) held on 18 December 2024; (ii) evaluation of revised documents through PAGCOR's letter dated 08 January 2025 and email communications dated 24, 25, and 26 February 2025, and 11 March 2025;<sup>3</sup> and (iii) agreements during the Performance Target Conference held on 25 March 2025.

Item 9 of GCG M.C. No. 2024-01<sup>4</sup> mandates GOCCs to accomplish the requisite Quarterly Monitoring Reports (*i.e.*, PES Form 4) for the calendar year, detailing their progress in accomplishing their performance targets. The Quarterly Monitoring Reports should also disclose substantial changes in circumstances, if any, that were unforeseen during the TPM that may affect the timely achievement of the GOCC's targets.

**FOR PAGCOR'S INFORMATION AND COMPLIANCE.**

Very truly yours,

**ATTY. MARIUS P. CORPUS**  
 Chairperson



**ATTY. BRIAN KEITH F. HOSAKA**  
 Commissioner

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

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 06 December 2024.

<sup>3</sup> Officially received by the Governance Commission on 20 January, 25 and 26 February, and 11 March 2025.

<sup>4</sup> ENHANCED PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 28 June 2024.

PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)

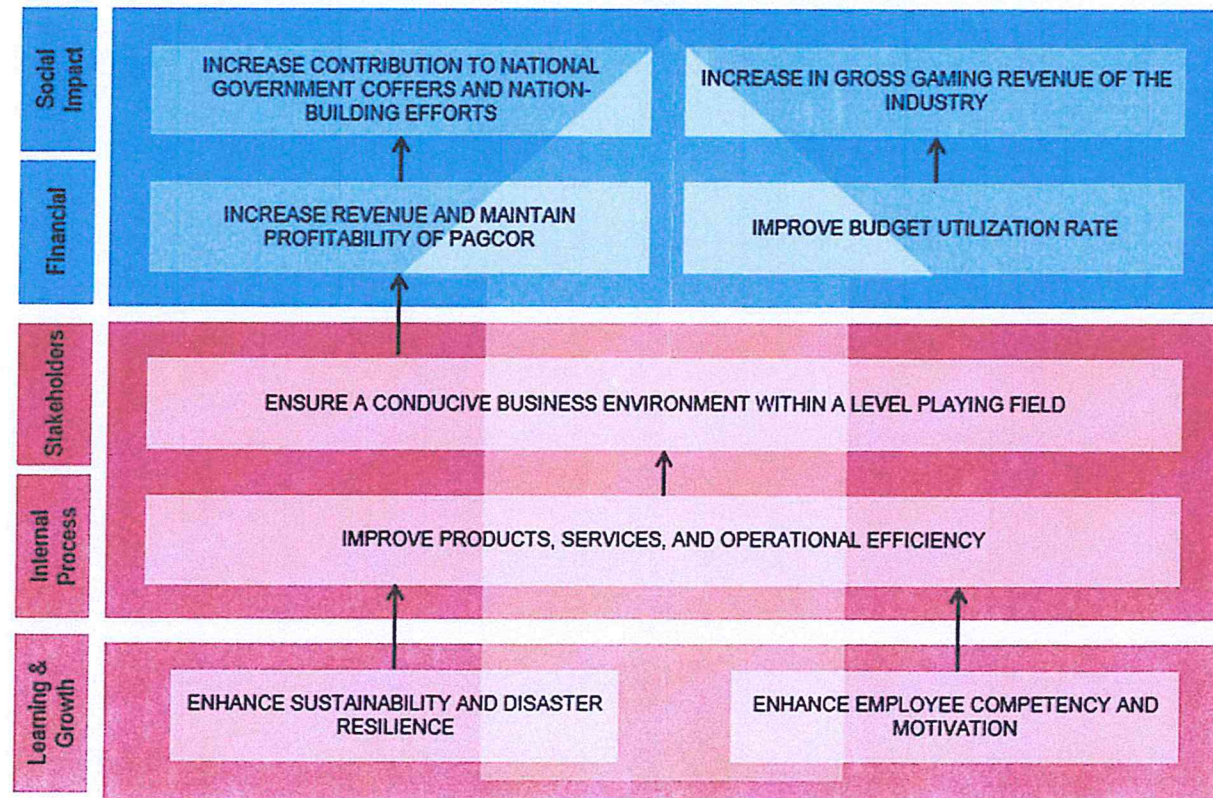


<b>MISSION</b>
<p>To create an environment that propels the development of the Philippine gaming and entertainment industry</p> <p>To be a responsible and responsive partner of the Philippine government in its nation-building programs</p> <p>To establish and enforce a regulatory framework that preserves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

*MS*  
*Thuyun*

**VISION**

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



PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025	
<b>SO 1</b>	<b>Increase Contribution to National Government Coffers and Nation-Building Efforts</b>							
SM 1	Payment of Mandatory Contributions	Number of Recipient Agencies Which Received 100% of Mandatory Contributions Due for 2025 / Total Number of Recipient Agencies <sup>1</sup>	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
<b>SO 2</b>	<b>Increase in Gross Gaming Revenue of the Industry</b>							
SM 2	Total Industry Gross Gaming Revenue <sup>2</sup>	Absolute Amount	15%	(Actual / Target) x Weight	₱212.314 Billion	₱285.273 Billion	₱336.387 Billion	₱397.057 Billion
	<b>Sub-Total</b>		<b>40%</b>					
<b>SO 3</b>	<b>Increase Revenue and Maintain Profitability of PAGCOR</b>							
SM 3	Income from Gaming Operations	Absolute Amount	15%	(Actual / Target) x Weight	₱55.027 Billion	₱73.115	₱81.275 Billion	₱100.848 Billion

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

<sup>2</sup> 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	2022	2023	2024	2025	
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 <sup>3</sup>	Total Amount of Collection / Total Amount Due to PAGCOR <sup>4</sup>	5%	(Actual / Target) x Weight <sup>5</sup>	N/A	98.98%	98%	98%
<b>SO 4</b>	<b>Improve Budget Utilization Rate</b>							
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%
	<b>Sub-Total</b>		<b>30%</b>					
<b>SO 5</b>	<b>Ensure a Conducive Business Environment within a Level Playing Field</b>							
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) <sup>6</sup>	99.78%	90%	90% <sup>7</sup>
	<b>Sub-Total</b>		<b>5%</b>					

STAKEHOLDERS

<sup>3</sup> 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.

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

<sup>5</sup> 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.

<sup>6</sup> The data is based on the survey results using the methodology of the Governance Commission.

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

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025	
<b>SO 6</b>	<b>Improve Products, Services, and Operational Efficiency</b>							
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 <sup>8</sup>	Number of Transactions Processed Within the Prescribed Period <sup>9</sup> / 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 <sup>10</sup> (Based on ISSP 2025-2027 as submitted to/endorsed by the DICT)
	<b>Sub-Total</b>		<b>15%</b>					

INTERNAL PROCESS

<sup>8</sup> Refer to **Appendix 1** for the list of transactions covered.

<sup>9</sup> 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.

<sup>10</sup> Deliverables refer to Information Systems/Applications.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025	
<b>SO 7</b>	<b>Enhance Sustainability and Disaster Resilience</b>							
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)
<b>SO 8</b>	<b>Enhance Employee Competency and Motivation</b>							
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 <sup>11</sup>
	<b>Sub-Total</b>		<b>10%</b>					
	<b>TOTAL</b>		<b>100%</b>					

LEARNING AND GROWTH

<sup>11</sup> Complete requirements as indicated in the Guidebook for Reorganization for GOCCs

Component				Baseline Data		Target		
Objective/Measure	Formula	Weight	Rating System	2022	2023	2024	2025	
<b>BONUS STRATEGIC MEASURES:</b>								
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%