

**PHILIPPINE GAMING INDUSTRY PERFORMANCE SCORECARD
CLARK LICENSEES
3rd Quarter 2025**

ANNEX C

COMPONENT		Targets	WPI (HANN)	BILRDC (MID)	EIDC (ROY)	DCC (DH)	CASINO STOT (FGC)	UHRI (NRC)	Total	Total	Total 3rd Quarter 2025 Rating		
Objective/Measure	Formula	Weight											
SOCIAL IMPACT	SO1 Increase Contribution to Nation Building Efforts												
	SM1 Formalized corporate social responsibility efforts of CSEZ licensees	Amount allocated / total collection	12%	40% in June; 70% by December	150,853,982.58 214,867,396.06	##### #####	##### #####	18,741,383.00 67,455,223.50	21,718,708.50 21,743,107.76	58,527,829.39 87,882,760.25	303,545,121.89 579,493,270.17	52.38% 52.38%	12.000% 12.000%
	SM2 % of local hires to total hires (*local hires shall mean employees from the region)	Local hires / total hires	8%	75%	1,390 1,568	439 479	1,302 1,330	796 808	578 589	2,115 2,153	6,620 6,927	95.57% 95.57%	8.00% 8.00%
	Sub-total		20%		88.65%	91.65%	97.89%	98.51%	98.13%	98.24%	95.57%	20.00%	
CUSTOMER	SO2 Ensure a Conducive Business Environment within a Level Playing Field												
	SM3 No. of legitimate complaints of customers elevated to PAGCOR	Absolute Number	4%	<=5					1				4.00%
	SM4 % of compliance to annual Certificate of Inspection issued by Clark Development Corporation	Number of health and safety requirements undertaken / Number of required health & safety	8%	100%	58	8	6	1	13	1	87	100.00%	8.00%
					100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
	SM5 % of security staff with 3 years employment who received security training	Number of security staff with security training / Total number of security staff with 3 years of employment	4%	100%	86		107	32	17	65	307	100.00%	4.00%
					100.00%		100.00%	100.00%	100.00%	100.00%	100.00%		
SM6 Licensee satisfaction index (4th quarter)	Average score on a scale from 1 to 5, 5 being the highest	4%	3									16.00%	
Sub-total		20%										16.00%	
COMPLIANCE	SO3 Strengthen Compliance of Licensees to the Regulatory Manuals												
	SM7 % of notification forms (NF) submitted on time to PAGCOR Notification forms: 1. Installation of additional gaming tables and EGMs (2/13) 2. Electronic Gaming Machines Game Conversion (11) 3. Marketing Promotion Form (33)	No. of NFs submitted on time / Total NFs	15%	100%	60	19	23	22	12	38	174	100.00%	15.00%
					100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
	SM8 % of CSEZ Licensees' employees (involved in gaming operations) with a valid gaming employment license (GEL) issued by PAGCOR	No. of new hires and existing employees with GEL / total no. of employees in casino operations	15%	100%	1,568	479	1,330	808	589	1,123	5,897	100.00%	15.00%
					100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
	SM9 % of approved gaming tables capacity installed	Number of gaming tables installed / number of approved gaming tables capacity	15%	=<100%	235	50	118	135	33	200	771	46.90%	15.00%
52.34%					43.10%	39.60%	72.19%	28.45%	41.84%	46.90%			
SM10 % of approved EGM installed	Number of EGMS installed / Number of approved EGMS capacity	15%	=<100%	1,046	285	890	520	150	800	3,691	42.60%	15.00%	
				62.26%	37.01%	53.61%	44.75%	18.12%	31.20%	42.60%			
Sub-total		60%										60.00%	
TOTAL		100%										96.00%	