

**PHILIPPINE GAMING INDUSTRY SCORECARD
CLARK CASINOS
4th Quarter 2018**

		COMPONENT			2018 Target	Total	Total 4th Qtr Rating
Objective/Measure		Formula	Weight				
SOCIAL IMPACT	SO1	Increase Contribution to Nation Building Efforts					
	SM1	Formalized corporate social responsibility efforts of CSEZ licensees. (4th quarter only)		5%	Registration with SEC of a Foundation by each Licensee	100.00%	5.00%
	SM2	% of local hires to total hires (*local hires shall mean employees from the region)	Local hires / total hires	15%	75%	95.69%	15.00%
	Sub-total			20%			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	0.00%	4.00%
	SM4	% of compliance to annual Certificate of Inspection issued by Clark Development Corporation	Number of tests and permits completed / total number of tests and permits required	8%	100%	100.00%	8.00%
	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%	100.00%	4.00%
	SM6	Licensee satisfaction index (4th quarter)	Average score on a scale from 1 to 5, 5 being the highest	4%	3	3.74	4.00%
	Sub-total			20%			20.00%
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. Electronic Gaming Machines Game Conversion 3. Marketing Promotion Form	No. of NFs submitted on time / Total NFs	15%	100%	100.00%	15.00%
	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%	100.00%	15.00%
	SM9	% of approved gaming tables capacity installed	Number of gaming tables installed / Number of approved gaming tables capacity	15%	=<100%	47.24%	15.00%
	SM10	% of approved EGM installed	Number of EGMs installed / Number of approved EGMs capacity	15%	=<100%	38.86%	15.00%
	Sub-total			60%			60.00%
TOTAL				100%		100.00%	