PHILIPPINE GAMING INDUSTRY SCORECARD
CLARK CASINOS
4th Quarter 2019

		COMPONENT			2019 Target	WPI (WID)	BILRDC (MID)	EIDC (ROY)	DONGWANG (DH)	FORTUNEGATE	Total	Total	Total 4th Qtr Rating
		Objective/Measure	Formula	Weight									
SOCIAL IMPACT	SO1	Increase Contribution to Nation Building Efforts											
	SM 1	Formalized corporate social responsibility efforts of CSEZ licensees	Amount allocated / total collection	5%	40% in June; 70% by December	15,294,042.00	4,571,317.00	648,667.00	NA	NA	20,514,026.00	56.68%	1.98%
						15,053,737.04	9,289,449.20	11,851,085.90	NA	NA	36,194,272.14		
						101.60%	49.21%	5.47%	NA	NA	56.68%		
	SM 2	% of local hires to total hires (*local hires shall mean employees from the region)	Local hires / total hires	15%	75%	592	534	523	741	273	1399	94.40%	15.00%
						603	572	542	745	307	1482		
						98.18%	93.36%	96.49%	99.46%	88.93%	94.40%		
		Sub-total		20%									16.98%
CUSTOMER	SO2	Ensure a Conducive Business Environment within a Level Playing Field											
	SM 3	No. of legitimate complaints of customers elevated to PAGCOR	Absolute Number	4%	<=5	0	0	0	0	0	0	0.00%	4.00%
	SM 4	% 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%	47	1	6	8	14	76	100.00%	8.00%
						47	1	6	8	14	76		
						100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
	SM 5	% 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%	7	29	23	NA	NA	59	78.67%	3.15%
						23	29	23	NA	NA	75		
						30.43%	100.00%	100.00%	NA	NA	78.67%		
	SM 6	Licensee satisfaction index (4th quarter)	Average score on a scale from 1 to 5, 5 being the highest	4%	3	4.27	4.48	4.82	4.42	4.55	4.48	4.48	4.00%
				20%									19.15%
COMPLIANCE	SO3	Strengthen Compliance of Licensees to the Regulatory Manuals											
	SM 7	% 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%	24	2	6	26	12	70	100.00%	15.00%
						24	2	6	26	12	70		
						100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
	SM 8	% 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%	398	572	542	745	300	2557	99.73%	14.96%
						398	572	542	745	307	2564		
						100.00%	100.00%	100.00%	100.00%	97.72%	99.73%		
	SM 9	% of approved gaming tables capacity installed	Number of gaming tables installed / Number of approved gaming tables capacity	15%	=<100%	67	54	54	90	30	295	40.19%	15.00%
						175	116	92	235	116	734		
						38.29%	46.55%	58.70%	38.30%	25.86%	40.19%		
	SM 10	% of approved EGM installed	Number of EGMs installed / Number of approved EGMs capacity	15%	=<100%	440	312	304	560	151	1767	40.77%	15.00%
						920	770	654	1162	828	4334		
						47.83%	40.52%	46.48%	48.19%	18.24%	40.77%		
		Sub-total		60%									59.96%
		TOTAL		100%									96.09%