



Report to the Massachusetts Gaming Commission Q4 & Year-End 2019



PLAINRIDGE PARK
YOUR HOMETOWN CASINO

Gaming Revenue & Taxes



Year	Quarter	Net Slot Revenue	State Taxes	Race Horse Taxes	Total Taxes
2018	Q1	\$42,196,904	\$16,878,761	\$3,797,722	\$20,676,483
	Q2	\$44,075,466	\$17,630,187	\$3,966,791	\$21,596,978
	Q3	\$44,849,341	\$17,939,737	\$4,036,441	\$21,976,178
	Q4	\$40,467,919	\$16,187,167	\$3,642,113	\$19,829,280
	Total	\$171,589,630	\$68,635,852	\$15,443,067	\$84,078,919
2019	Q1	\$40,910,743	\$16,364,297	\$3,681,967	\$20,046,264
	Q2	\$42,447,535	\$16,979,014	\$3,820,278	\$20,799,292
	Q3	\$36,159,250	\$14,463,700	\$3,254,328	\$17,718,028
	Q4	\$32,431,442	\$12,972,577	\$2,918,830	\$15,891,407
	Total	\$151,948,970	\$60,779,588	\$13,675,403	\$74,454,991

Lottery Sales



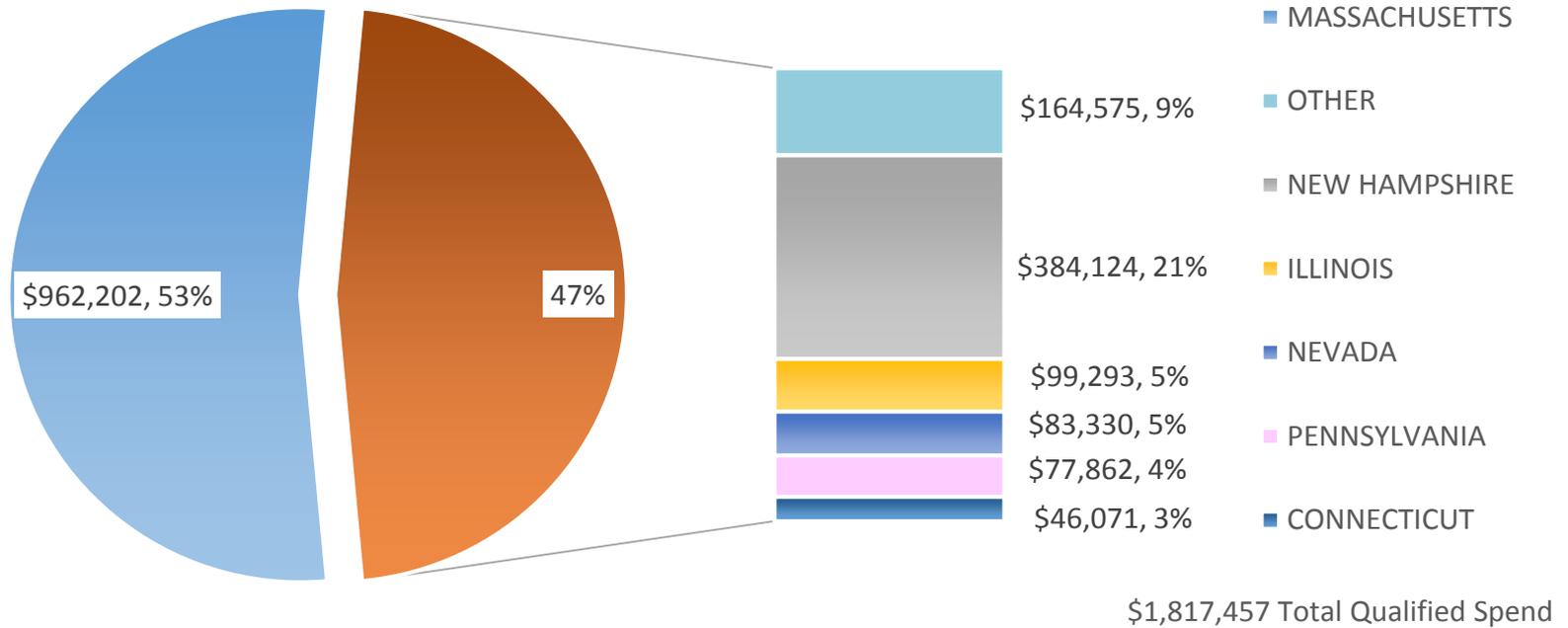
Quarter	2019	2018	\$ Difference	% Difference
Q1	\$868,238	\$894,938	(\$26,700)	-3.0%
Q2	\$885,603	\$934,290	(\$48,687)	-5.2%
Q3	\$856,790	\$937,875	(\$81,085)	-8.7%
Q4	\$793,846	\$867,419	(\$73,574)	-8.5%
Total	\$3,404,477	\$3,634,522	(\$230,045)	-6.3%

- PPC currently has five instant ticket machines and four online terminals
- Prior to the casino opening the property had one instant ticket machine and two online machines

Spend by State



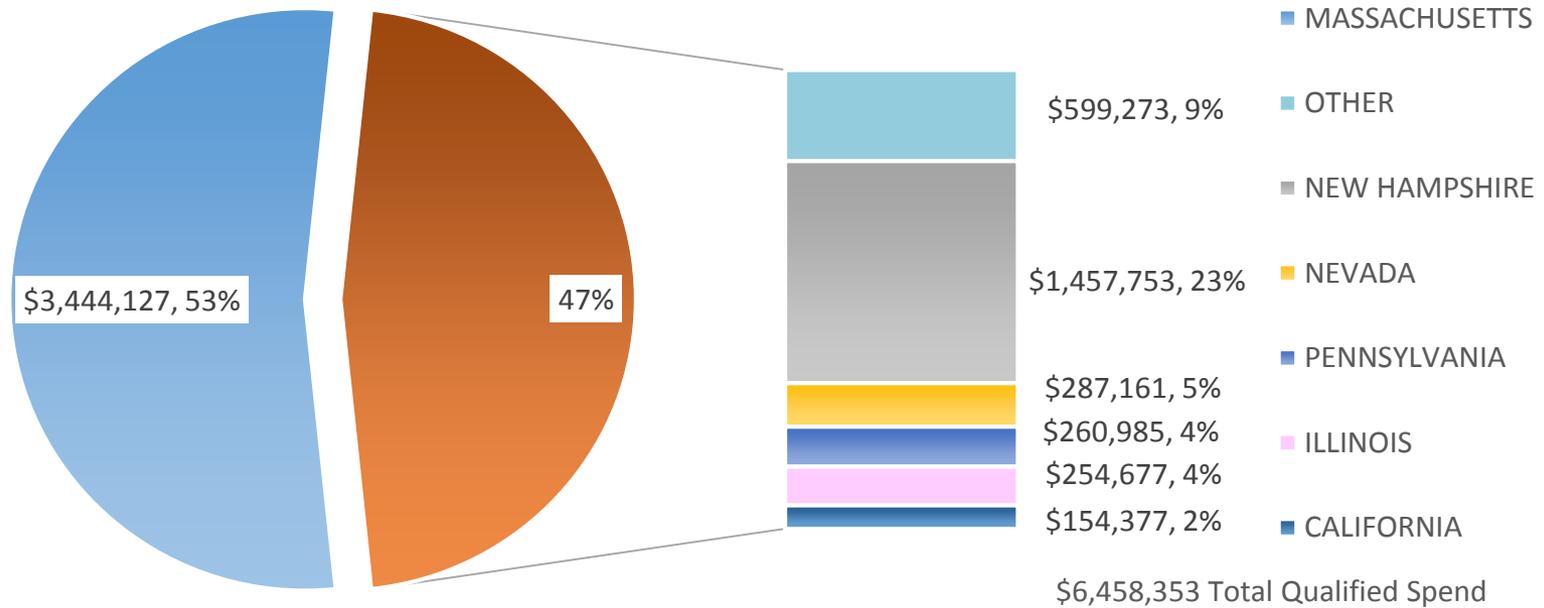
Q4 2019 Total Qualified Spend By State



Spend by State



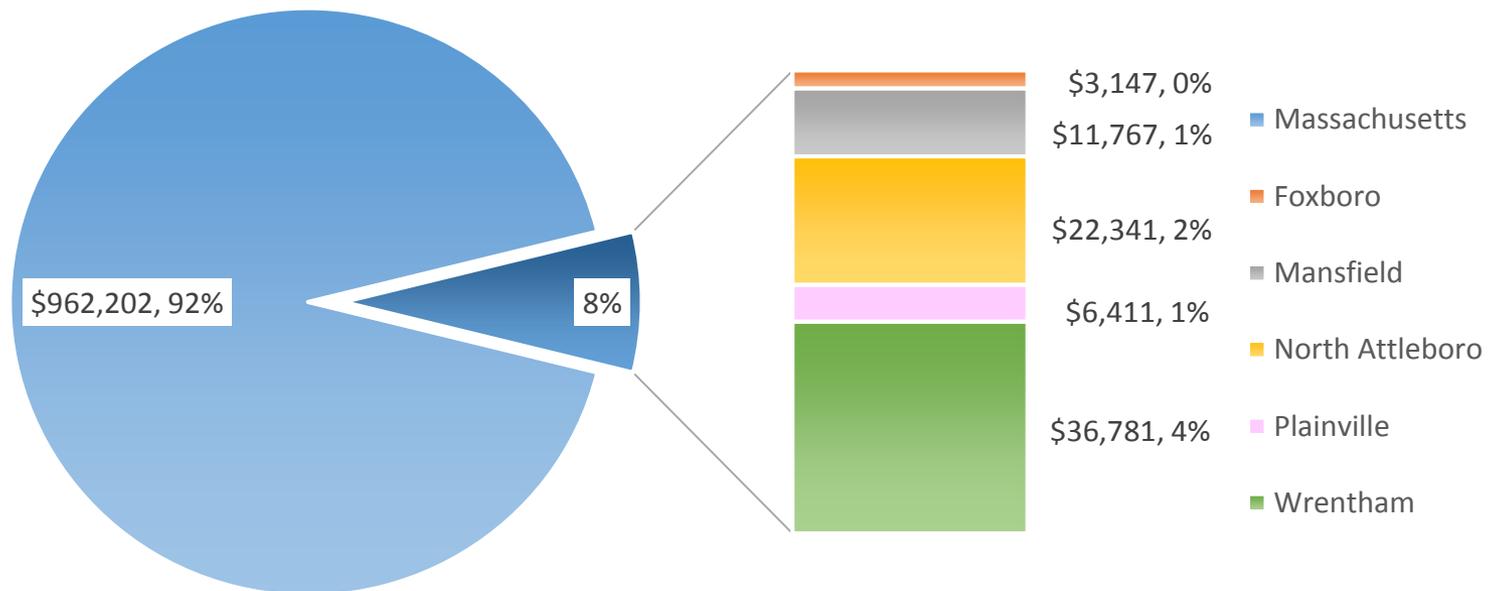
2019 Year End Total Qualified Spend By State



Local Spend



Q4 2019 Massachusetts vs Host & Surrounding Community Qualified Spend

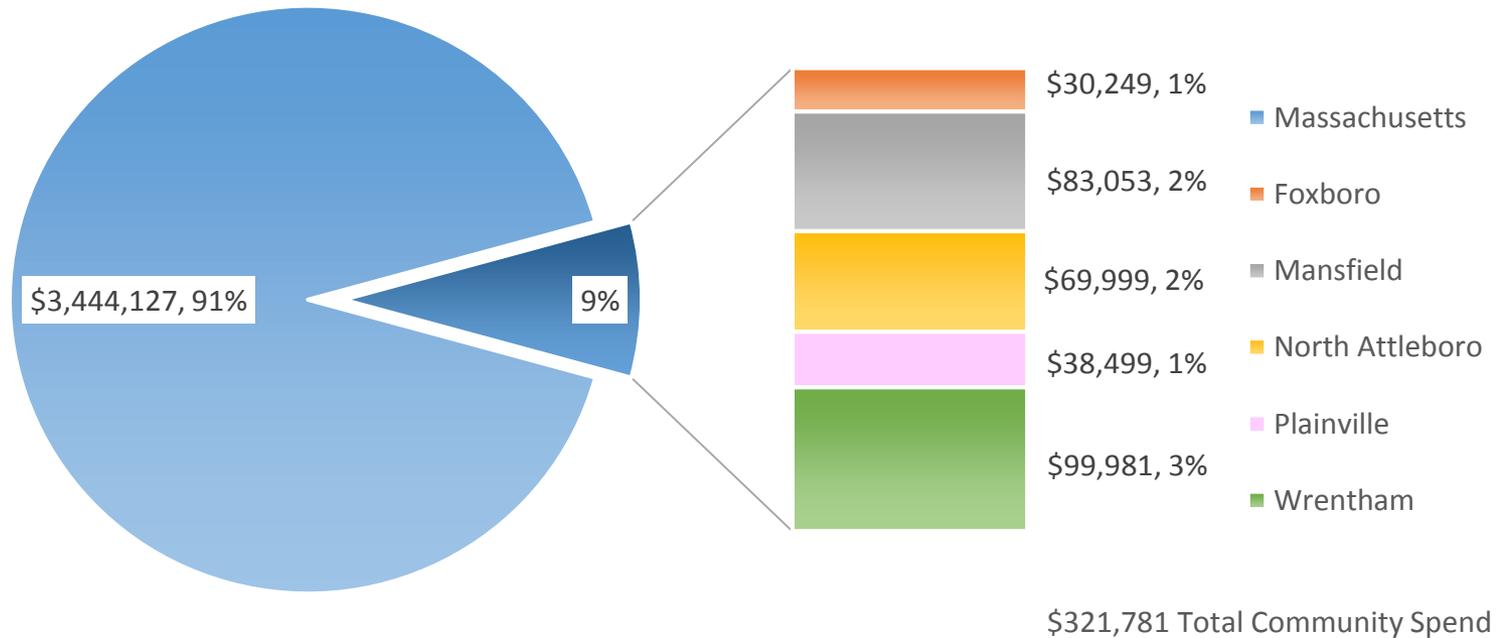


\$80,447 Total Community Spend

Local Spend



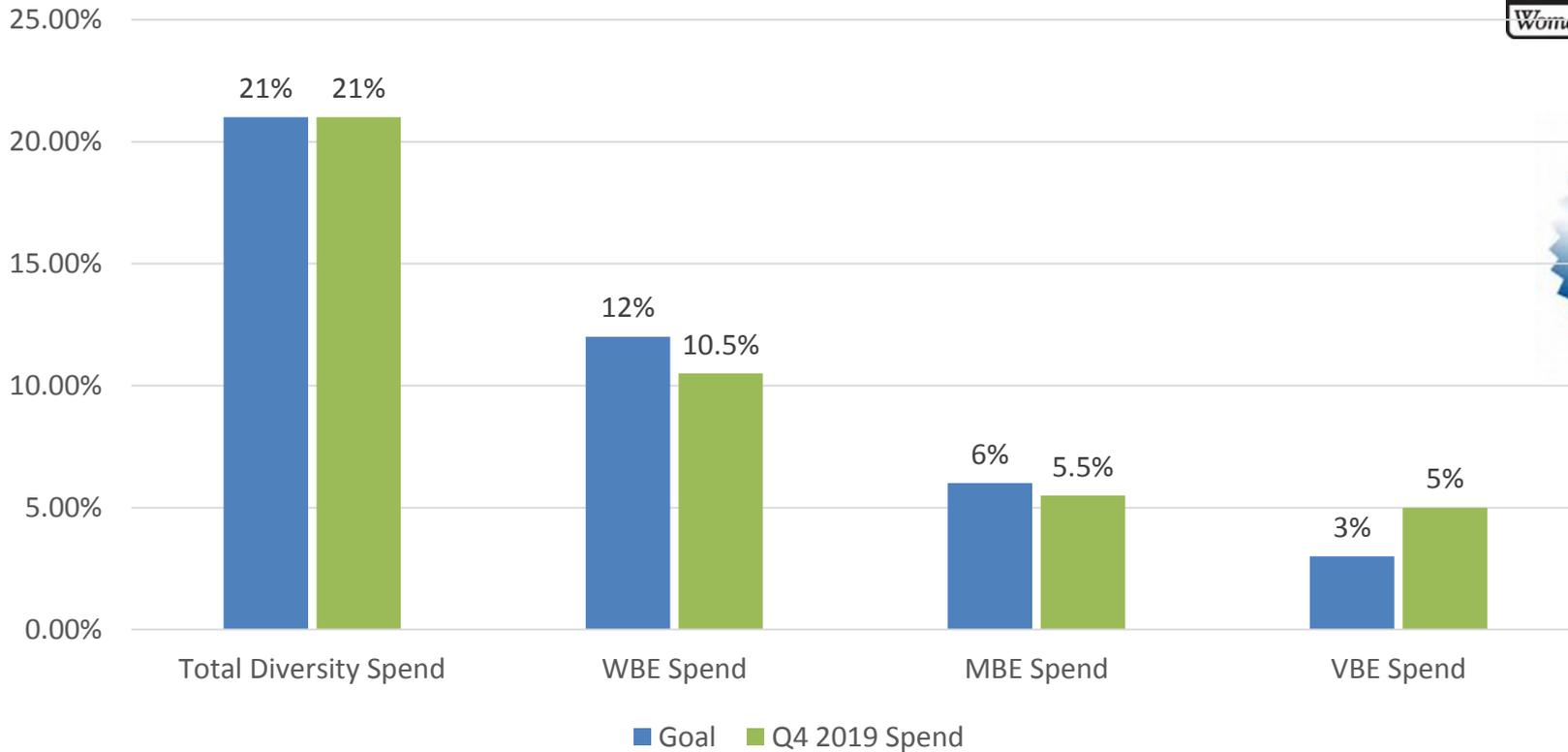
2019 Year End Massachusetts vs Host & Surrounding Community Qualified Spend



Vendor Diversity



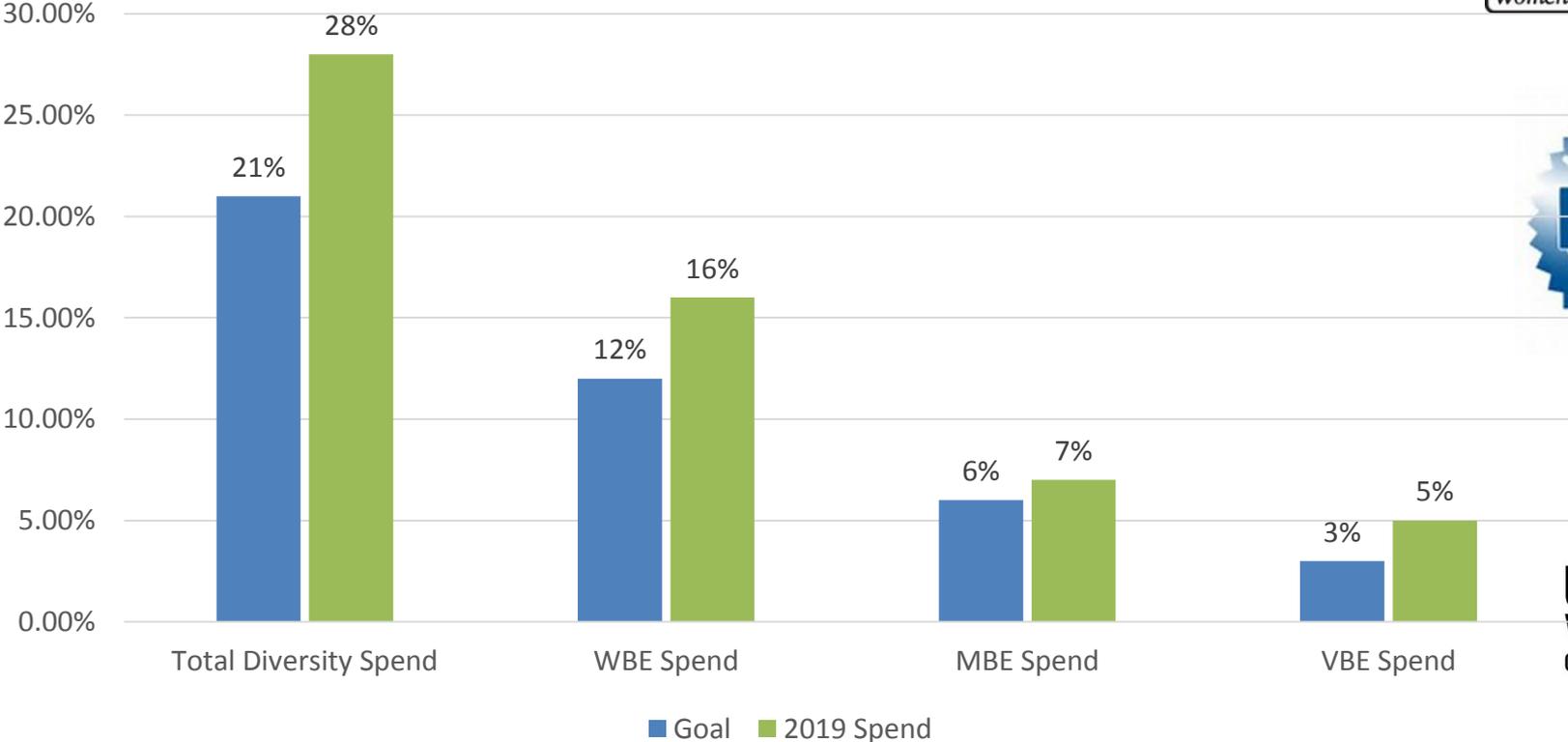
Q4 2019 vs. Goal



Vendor Diversity



2019 Spend vs. Goal



Diverse Spend



Category ¹	Q4 2019	Q3 2019	\$ Difference	% Difference
WBE	\$188,343	\$228,113	(\$39,770)	-17.4%
MBE	\$103,206	\$151,870	(\$48,664)	-32.0%
VBE	\$95,577	\$85,856	\$9,721	11.3%
Total Diverse Spend	\$387,126	\$465,839	(\$78,713)	-16.9%
Qualified Spend	\$1,817,456	\$1,557,947	\$259,509	16.7%

¹ Includes vendors that are certified in multiple diversity categories. Spend is reported in all qualified categories.

Compliance



Month	Number of Patron ID Checks	Prevented from Entering Gaming Establishment			Expired, Invalid, No ID	Fake ID	Minors and Underage Escorted from the Gaming Area	Minors and Underage Gambling at Slot Machines	Minors and Underage Consuming Alcoholic Beverages
		Total	Minors ¹	Underage ²					
October	4,211	158	3	25	130	0	1	0	0
November	4,720	110	8	28	74	0	0	0	0
December	5,032	105	7	24	74	0	0	0	0
Total	13,963	373	18	77	278	0	1	0	0

¹ Person is under 18 years of age

² Person is 18-21 years of age

Local Community



- Doug Flutie, Jr. Foundation for Autism, Inc.
- North Attleboro YMCA
- American Red Cross Blood Drive
- Lenore's Pantry – Town of North Attleboro
- Town of Mansfield



Doug Flutie Jr.
Foundation for Autism



Community Blood Drive
Plainridge Park Casino

Boylston Ballroom
301 Washington Street



American
Red Cross

Marketing Highlights



- New Year's Eve – Arabian Nights
- Hosted Patriots Game Experience
- Holiday Responsible Gaming
 - Toy Drive
- NESN Dining Playbook
 - Flutie's & Slack's



Employment¹: All Employees



Employee Category	Percentage Goal	Total # of Employees in Category	Q4 Actual Percentage of Total Employees	Q3 Actual Percentage of Total Employees
Diversity	15%	112	26%	27%
Veterans	2%	20	5%	4%
Women	50%	204	48%	49%
Local ²	35%	137	32%	33%

¹ All employees referenced in this slide were current as of Q4 2019

² Local includes Attleboro, Foxboro, Mansfield, North Attleboro, Plainville & Wrentham

³ Total number of employees Q4 2019: 485

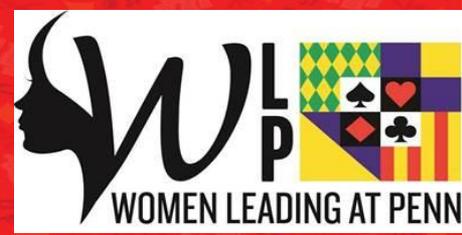
Employment¹: Supervisor and Above



Employee Category	Total # of Employees in Category	Actual Percentage of Total Employees
Diversity	17	20%
Veterans	5	6%
Women	32	39%

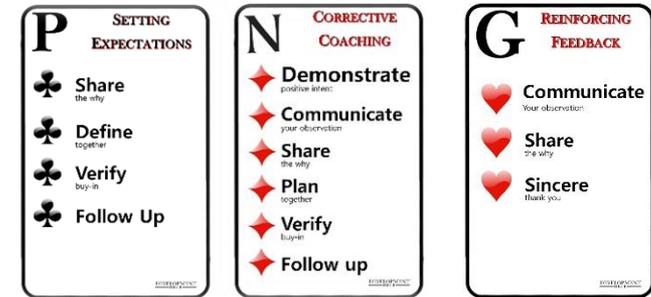
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Women Leading at Penn



- Q4 2019 WLP Focus “Navigating the Workforce”
 - Effective Coaches - PNG Coaching Model
 - Expectations, Coaching, and Feedback
 - Discover, Identify, Change and Encourage
- Program Update:
 - 2018 – 16 participants
 - 2019 – 14 participants
 - 2019 – 8 participant promoted or are in more complex roles at PPC
 - 2019 – 2 participant transferred within Penn
 - 2020 – participant recruitment launched
- Q1 2020 WLP Focus “Performance Management”

PNG Coaching Model Expectations, Coaching, and Feedback



ECF / DICE are foundational to all future Leadership
We must all speak the same language when coaching

