

**CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)  
Validated 2020 Performance Scorecard**

Component					CIAC Submission			GCG Validation		Supporting Documents	Remarks										
Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating													
<b>SOCIAL IMPACT</b>	<b>SO 1 Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)</b>																				
	SM 1	Aircraft Movement Volume	Actual Figure	0%	Actual / Target	11,418	8,920	–	8,920	0%	- Traffic Statistics Report for 2020 (sourced from LIPAD)	<table border="1"> <thead> <tr> <th>Destination</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Domestic</td> <td>5,591</td> </tr> <tr> <td>International</td> <td>3,329</td> </tr> <tr> <td><b>Total</b></td> <td><b>8,920</b></td> </tr> </tbody> </table>	Destination	Total	Domestic	5,591	International	3,329	<b>Total</b>	<b>8,920</b>	
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SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	10%	Actual / Target x Weight	400	520	–	408	10%	- Certifications from the Locators (Eaglesky, TGA, UET and LIPAD) - Breakdown of Employees by Category per Locator	<table border="1"> <thead> <tr> <th>Locator</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Eaglesky Tech. Amusement, Inc.</td> <td>390</td> </tr> <tr> <td>TGA Foods Corp</td> <td>7</td> </tr> <tr> <td>UET Box Mfg Corp</td> <td>11</td> </tr> <tr> <td><b>Total</b></td> <td><b>408</b></td> </tr> </tbody> </table>	Locator	Total	Eaglesky Tech. Amusement, Inc.	390	TGA Foods Corp	7	UET Box Mfg Corp	11	<b>Total</b>	<b>408</b>
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<b>FINANCIAL</b>	<b>SO 2 Sustain Financial Performance</b>																				
	SM 3	Revenues (in million pesos)	Absolute Amount	15%	Actual / Target	350.00	437.47	–	471.254	15%	- 2020 COA-audited Financial Statements (FS) of CIAC	<table border="1"> <thead> <tr> <th>Income</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Service/ Business</td> <td>426,103,814</td> </tr> <tr> <td>Gains</td> <td>9,076,543</td> </tr> <tr> <td>Other Non-Operating</td> <td>36,073,735</td> </tr> <tr> <td><b>Total</b></td> <td><b>471,254,092</b></td> </tr> </tbody> </table>	Income	Amount	Service/ Business	426,103,814	Gains	9,076,543	Other Non-Operating	36,073,735	<b>Total</b>
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SM 4	EBITDA (in million pesos)	Absolute Amount	5%	Actual / Target	141.13	252.07	-	258.844	5%	- 2020 COA-audited Financial Statements (FS) of CIAC - Notes to 2020 FS	<table border="1"> <thead> <tr> <th>Items</th> <th>In '000</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>125,464</td> </tr> <tr> <td>Interest</td> <td>8,166</td> </tr> <tr> <td>Depreciation</td> <td>116,341</td> </tr> <tr> <td>Amortization</td> <td>515</td> </tr> <tr> <td>Income Taxes</td> <td>8,358</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>258,844</b></td> </tr> </tbody> </table>	Items	In '000	Net Income	125,464	Interest	8,166	Depreciation	116,341	Amortization	515	Income Taxes	8,358	<b>EBITDA</b>	<b>258,844</b>
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<b>SO 3</b>	<b>Increased Economic Opportunities</b>																								
SM 5	Number of Lease Agreements Signed (Locators within CCAC)	Cumulative Number	10%	Actual / Target	<b>52</b> Additional 2 Locators from 2019 Cumulative Total	47	-	47	9.04%	- Alpha List of CIAC Lease Agreements as of 31 Dec. 2020 - Copies of the signed new Lease Agreements in 2020	As of end of 2019, the total locators that were retained by CIAC was only fifty (50). From this, six (6) lease agreements expired within 2020 and CIAC was only able to obtain three (3) new lease agreements during the year, resulting to a cumulative total of 47.														
<b>SO 4</b>	<b>Enhanced Stakeholder Experience</b>																								
SM 6	Percentage of Satisfied Customers	Number of respondent which gave at least a Satisfactory rating/Total number of respondents	5%	Actual / Target x Weight  <i>0% = if less than 80%</i>	90%	95%	-	95.00% <i>(38 out of 40 Locators gave at least a Satisfactory Rating)</i>	5%	- CIAC's Locator Feedback Report for 2020 prepared by Dr. Rey B. Fremista CMBB, FRIBA, FRIRes - Sample actual accomplished questionnaires - Email screenshots of questionnaires	<table border="1"> <thead> <tr> <th>Rating</th> <th>% of Satisfied Locators</th> </tr> </thead> <tbody> <tr> <td>Very Satisfactory</td> <td><b>42.50%</b></td> </tr> <tr> <td>Satisfactory</td> <td><b>52.50%</b></td> </tr> <tr> <td>Neutral</td> <td>2.50%</td> </tr> <tr> <td>Dissatisfied</td> <td>2.50%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0.00%</td> </tr> <tr> <td><b>Total</b></td> <td><b>100.00%</b></td> </tr> </tbody> </table>	Rating	% of Satisfied Locators	Very Satisfactory	<b>42.50%</b>	Satisfactory	<b>52.50%</b>	Neutral	2.50%	Dissatisfied	2.50%	Very Dissatisfied	0.00%	<b>Total</b>	<b>100.00%</b>
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STAKEHOLDERS

Component					CIAC Submission			GCG Validation		Supporting Documents	Remarks								
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SO 5	Advanced Business Processes																		
INTERNAL PROCESS	SM 7	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	ISO 9001:2015 Certification	-	Certified to ISO 9001:2015	5%	- Audit Reports by the TUV Rheinland - Copy of the Certificate to ISO 9001:2015	The Stage 1 remote audit of CIAC was conducted on 05 December 2020 and the Stage 2 remote Certification Audit was conducted on 21-22 December 2020.  In its Certificate to the ISO 9001:2015 Standard, the new scope now covers the Estate Management and Processing of Lease of Land, Building and Structures under the jurisdiction of CIAC, which was issued on 13 January 2021 and is valid until 12 January 2024.							
	SO 6	Developed and Upgraded Airport Infrastructure/Equipment																	
SM 8	Percentage Completion of the CRK Expansion Project – Horizontal Infrastructure	Actual Accomplishment	25%	Actual / Target	100%	80.292%	-	80.292%	20.07%	- Monthly Progress Reports Nos. 13 – 24 (Jan – Dec 2020) and the Progress Status Report No. 95 (period covered 24 Dec – 30 Dec 2020) by the PTCC-DSI Joint Venture (JV) Consultant	Project Status (based on Approved VO No. 1) as of 31 Dec 2020:								
											<table border="1"> <tr> <td>Contract Time Used to Date (%)</td> <td>99.85%</td> </tr> <tr> <td>Previous Work Accomplished (%)</td> <td>80.012%</td> </tr> <tr> <td>Accomplished This Period (%)</td> <td>0.280%</td> </tr> <tr> <td>Accomplished to Date (%)</td> <td><b>80.292%</b></td> </tr> </table>	Contract Time Used to Date (%)	99.85%	Previous Work Accomplished (%)	80.012%	Accomplished This Period (%)	0.280%	Accomplished to Date (%)	<b>80.292%</b>
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SM 9	Implementation of Airport Infrastructure Projects	Actual Accomplishment	Submission of TOR to the BCDA for Review and Approval:								
			5%	Actual / Target	a. Design and Construction Second Runway	For Bidding, ongoing review of bidding documents	-	Submitted Bidding Docs and TOR to BCDA on 16 July 2020	5%	<ul style="list-style-type: none"> <li>- Screenshot of email dated 16 July 2020 from CIAC on the submission of bidding docs to BCDA; and</li> <li>- BCDA Letter Reply to CIAC dated 28 December 2020</li> </ul>	<p>CIAC transmitted to the BCDA the TOR and Bidding Documents for procurement of the Consultancy Services for Detailed Architectural and Engineering Design (DAED) of the Second Runway Infrastructure Project on 16 July 2020.</p> <p>BCDA, through its letter dated 28 December 2020, sent to CIAC the comments and suggestions on the TOR and Bidding Documents.</p>
			5%	Actual / Target	b. Design and Construction New CRK Control Tower	Notice of Award issued was issued in Dec. 2020, Contract signing and issuance of Notice to Proceed is scheduled in Jan. 2021	-	Submitted Bidding Docs and TOR to BCDA on 07 October 2020	5%	<ul style="list-style-type: none"> <li>- CIAC Letter to BCDA dated 07 Oct 2020 on the endorsement of bidding docs and TOR for approval</li> <li>- CIAC Special Bids and Awards Committee (SBAC) Resolution No. 18, s. of 2020.</li> <li>- Endorsement to BCDA on the Awarding of Project to MSV Construction &amp; Supplies</li> <li>- BCDA Letter to CIAC on the Concurrence to SBAC Recommendation</li> <li>- Notice of Award (NOA).</li> </ul>	<p>CIAC endorsed to the BCDA the bidding documents for the Consultancy Services for the Construction Management and Supervision of the New Eighteen-Storey Clark Air Traffic Control Tower Building Facility Project with a project duration of 350 calendar days. The NOA was granted to MSV Construction &amp; Supplies on 29 December 2020.</p>

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			5%	Actual / Target	c. Upgrading of the Airfield Ground Lighting System	Ongoing mobilization for the implementation of the project; Notice of Award, Contract, and Notice to Proceed was issued in October 2020	-	Submitted (Revised) Bidding Docs and TOR to BCDA on 07 May and 22 May 2020	5%	<ul style="list-style-type: none"> <li>- Screenshot of emails from CIAC dated 07 May and 22 May 2020 on the submission of TOR and revised bidding documents to the BCDA;</li> <li>- CIAC SBAC Resolution No. 5, s. of 2020;</li> <li>- Notice of Award (NOA);</li> <li>- Notice to Proceed (NTP); and</li> <li>- Copy of signed Contract.</li> </ul>	<p>CIAC endorsed the revised bidding documents and TOR for the AGLS Rehabilitation and Upgrade Project to the BCDA in May 2020.</p> <p>Subsequently, the NOA was granted to Evercon Builders and Equipment Corp. on 13 October 2020, the Contract Agreement was signed on 19 Oct 2020, and the NTP was issued on 11 November 2020.</p>
			5%	Actual / Target	d. Procurement and Installation of the New Radar System	For Bidding, ongoing review of bidding documents	-	Submitted Bidding Docs BCDA on 28 October 2020	5%	<ul style="list-style-type: none"> <li>- CIAC Transmittal Letter to BCDA dated 28 October 2020; and</li> <li>- BCDA Letter Reply to CIAC dated 18 December 2020</li> </ul>	<p>CIAC transmitted to the BCDA the bidding documents for the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar and Monopulse Secondary Surveillance Radar for the CIA Project on 28 October 2020.</p> <p>The BCDA, through its letter dated 18 December 2020, sent to CIAC the comments and suggestions on the Bidding Documents submitted.</p>
	<b>Sub-total</b>		<b>50%</b>				-		<b>45.07%</b>		

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<b>LEARNING &amp; GROWTH</b>	SO 9	Enhanced Employee Performance and Development										
	SM 13	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or nothing	10% Improvement from 2019	92/108 (85.19%) met the required competencies - equivalent to a 10.85% improvement from the 2019 baseline.	-	Improvement by 14.60% or a competency rating of 85.19% in 2020	5%	- Schedule of CIAC Individual Competency Ratings for 2020 for employees with status of Competency Percentage  - Memorandum on Response to Clarifications by CIAC HRD Manager	CIAC's 2019 baseline was at 74.34% (84 out of 113) of its employees meeting the required competencies.  As of the end of 2020, total employees decreased to 108. Out of this total, 92 have met the required competencies, translating to an improved competency rating by 14.60%, from 74.34% in 2019 to 85.19% in 2020.
		<b>Sub-total</b>		<b>5%</b>				-		<b>5%</b>		
		<b>VALIDATED TOTAL</b>		<b>100%</b>				-		<b>94.11%</b>		

a/ But not to exceed the weight assigned per indicator.