

**CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)  
Validated 2021 Performance Scorecard**

| Component                            |   |                          |                             |                          | CIAC Submission |        |       | GCG Validation |            | Supporting Documents  | Remarks   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
|--------------------------------------|---|--------------------------|-----------------------------|--------------------------|-----------------|--------|-------|----------------|------------|---|---|---|-------------|----------------|----------|---------------|---------------|--------------------------------------|--------------|-------------------------|-----|-------------------|-----|-----------------|---|--------------|------------|
| Objective/Measure                    | Formula   | Weight                   | Rating System <sup>a/</sup> | Target                   | Actual          | Rating | Score | Rating         |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| SO 1                                 | Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)      |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| SOCIAL IMPACT                        | SM 1  | Aircraft Movement Volume | Actual Figure               | 0%                       | Actual / Target | 15,544 | 2,386 | -              | 2,386      | 0%  | <ul style="list-style-type: none"> <li>- Traffic Statistics Report for 2020 (sourced from LIPAD)</li> <li>- CIAC Annual Report 2021</li> </ul>  | <table border="1"> <thead> <tr> <th>Destination</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Domestic</td> <td>472</td> </tr> <tr> <td>International</td> <td>1,914</td> </tr> <tr> <td><b>Total</b></td> <td><b>2,386</b></td> </tr> </tbody> </table> <p>A further dip in flight volume statistics was observed in 2021 due to the lingering effects of the COVID-19 pandemic, which had caused uncertainties in travel throughout the year, among others.</p> | Destination | Total          | Domestic | 472           | International | 1,914                                | <b>Total</b> | <b>2,386</b>            |     |                   |     |                 |   |              |            |
|                                      | Destination   | Total                    |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
|                                      | Domestic  | 472                      |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| International                        | 1,914   |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| <b>Total</b>                         | <b>2,386</b>  |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| SM 2                                 | Number of New Employment Generated by CCAC Locators (including sub lessees) | Absolute Number          | 10%                         | Actual / Target x Weight | 400             | 918    | -     | 918            | 10%        | <ul style="list-style-type: none"> <li>- Certifications from the Locators with Breakdown of Employees</li> <li>- Certification from CIAC Manager, Marketing Dept. on Summary of New Employment from Locators</li> </ul> | <table border="1"> <thead> <tr> <th>Locators</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Acciona-EEI JV</td> <td>135</td> </tr> <tr> <td>Baynant, Inc.</td> <td>51</td> </tr> <tr> <td>Golden Leaf Mfg. International, Inc.</td> <td>5</td> </tr> <tr> <td>UET International Corp.</td> <td>473</td> </tr> <tr> <td>Jamco Phulippines</td> <td>254</td> </tr> <tr> <td>RFV Clark Corp.</td> <td>0</td> </tr> <tr> <td><b>Total</b></td> <td><b>918</b></td> </tr> </tbody> </table> | Locators  | Total       | Acciona-EEI JV | 135      | Baynant, Inc. | 51            | Golden Leaf Mfg. International, Inc. | 5            | UET International Corp. | 473 | Jamco Phulippines | 254 | RFV Clark Corp. | 0 | <b>Total</b> | <b>918</b> |
| Locators                             | Total   |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| Acciona-EEI JV                       | 135   |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| Baynant, Inc.                        | 51  |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| Golden Leaf Mfg. International, Inc. | 5   |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| UET International Corp.              | 473   |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| Jamco Phulippines                    | 254   |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| RFV Clark Corp.                      | 0   |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
| <b>Total</b>                         | <b>918</b>  |                          |                             |                          |                 |        |       |                |            |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |
|                                      | <b>Subtotal</b>   |                          | <b>10%</b>                  |                          |                 |        | -     |                | <b>10%</b> |   |   |   |             |                |          |               |               |                                      |              |                         |     |                   |     |                 |   |              |            |

| Component           |                                       |  |                             |                 | CIAC Submission |  |         | GCG Validation |            | Supporting Documents   | Remarks  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
|---------------------|---------------------------------------|--|-----------------------------|-----------------|-----------------|--|---------|----------------|------------|--|--|---|----------|------------|-------------------|---------------|-------|--------------|---------------------|--------------|--------------|--------------------|-----|---------------|----------------|
| Objective/Measure   | Formula                               | Weight   | Rating System <sup>a/</sup> | Target          | Actual          | Rating   | Score   | Rating         |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| FINANCIAL           | SO 2 Sustain Financial Performance    |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
|                     | SM 3                                  | Revenues (in million pesos)                              | Absolute Amount             | 20%             | Actual / Target | 459.606  | 557.395 | -              | 557.395    | 20%  | - 2021 COA-audited Financial Statements (FS) of CIAC   | <table border="1"> <thead> <tr> <th>Revenues</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Service/ Business</td> <td>502,528,433</td> </tr> <tr> <td>Gains</td> <td>44,911,198</td> </tr> <tr> <td>Other Non-Operating</td> <td>9,955,171</td> </tr> <tr> <td><b>Total</b></td> <td><b>557,394,802</b></td> </tr> </tbody> </table> | Revenues | Amount     | Service/ Business | 502,528,433   | Gains | 44,911,198   | Other Non-Operating | 9,955,171    | <b>Total</b> | <b>557,394,802</b> |     |               |                |
|                     | Revenues                              | Amount   |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
|                     | Service/ Business                     | 502,528,433  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| Gains               | 44,911,198                            |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| Other Non-Operating | 9,955,171                             |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| <b>Total</b>        | <b>557,394,802</b>                    |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| SM 4                | EBITDA (in million pesos)             | Absolute Amount  | 15%                         | Actual / Target | 232.956         | 376.730  | -       | 376.730        | 15%        | - 2021 COA-audited Financial Statements (FS) of CIAC<br>- Notes to 2021 FS | <table border="1"> <thead> <tr> <th>Items</th> <th>In '000</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>254,720</td> </tr> <tr> <td>Interest Exp.</td> <td>5,408</td> </tr> <tr> <td>Income Taxes</td> <td>11,357</td> </tr> <tr> <td>Depreciation</td> <td>104,730</td> </tr> <tr> <td>Amortization</td> <td>515</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>376,730</b></td> </tr> </tbody> </table> <p>EBITDA increased mainly as a result of higher Overall Revenues and lower Total expenses in 2021.</p> | Items   | In '000  | Net Income | 254,720           | Interest Exp. | 5,408 | Income Taxes | 11,357              | Depreciation | 104,730      | Amortization       | 515 | <b>EBITDA</b> | <b>376,730</b> |
| Items               | In '000                               |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| Net Income          | 254,720                               |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| Interest Exp.       | 5,408                                 |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| Income Taxes        | 11,357                                |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| Depreciation        | 104,730                               |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| Amortization        | 515                                   |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| <b>EBITDA</b>       | <b>376,730</b>                        |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| <b>Sub-total</b>    |                                       |  | <b>35%</b>                  |                 |                 |  | -       |                | <b>35%</b> |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
| STAKEHOLDERS        | SO 3 Increased Economic Opportunities |  |                             |                 |                 |  |         |                |            |  |  |   |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |
|                     | SM 5                                  | Number of Lease Agreements Signed (Locators within CCAC) | Cumulative Number           | 5%              | Actual / Target | 52<br>Additional 5 Locators from 2020 Cumulative Total | 51      | -              | 51         | 4.90%  | - Alpha List of CIAC Lease Agreements as of 31 Dec. 2021<br>- Copies of the signed new Lease Agreements in 2021  | As of end of 2020, the total locators that were retained by CIAC was forty-seven (47). From this, eight (8) lease agreements had expired/terminated or had been merged within 2021, while CIAC obtained twelve (12) new lease agreements during the year, resulting to a cumulative total of 51.  |          |            |                   |               |       |              |                     |              |              |                    |     |               |                |



| Component  |                                      |  |                             |   | CIAC Submission                                   |  |       | GCG Validation  |               | Supporting Documents   | Remarks   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
|--|--------------------------------------|--|-----------------------------|---|---|--|-------|---|---------------|--|---|--------|-------------------------|----------------|--------|--------------|--------|---------|-------|--------------|-------|----------------|-------|--------------|----------------|
| Objective/Measure  | Formula                              | Weight   | Rating System <sup>a/</sup> | Target  | Actual  | Rating   | Score | Rating  |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| SO 4 Enhanced Stakeholder Experience                         |                                      |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| SM 6   | Percentage of Satisfied Customers    | Number of respondent which gave at least a Satisfactory rating/Total number of respondents | 10%                         | Actual / Target x Weight<br><br>0% = if less than 80% | 90%   | 97.78%   | -     | 97.78%<br><br>(44 out of 45 Locators gave at least a Satisfactory Rating) | 10%           | - CIAC's Locator Feedback Report for 2021 prepared by Dr. Rey B. Fremista CMBB, FRIBA, FRIRes<br><br>- Sample actual accomplished CSS questionnaires | <table border="1"> <thead> <tr> <th>Rating</th> <th>% of Satisfied Locators</th> </tr> </thead> <tbody> <tr> <td>V Satisfactory</td> <td>44.44%</td> </tr> <tr> <td>Satisfactory</td> <td>53.33%</td> </tr> <tr> <td>Neutral</td> <td>2.22%</td> </tr> <tr> <td>Dissatisfied</td> <td>0.00%</td> </tr> <tr> <td>V 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 | V Satisfactory | 44.44% | Satisfactory | 53.33% | Neutral | 2.22% | Dissatisfied | 0.00% | V Dissatisfied | 0.00% | <b>Total</b> | <b>100.00%</b> |
| Rating   | % of Satisfied Locators              |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| V Satisfactory   | 44.44%                               |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| Satisfactory   | 53.33%                               |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| Neutral  | 2.22%                                |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| Dissatisfied   | 0.00%                                |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| V Dissatisfied   | 0.00%                                |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| <b>Total</b>   | <b>100.00%</b>                       |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| <b>Sub-total</b>   |                                      |  | <b>15%</b>                  |   |   |  | -     |   | <b>14.90%</b> |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| SO 5 Advanced Business Processes                             |                                      |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| SM 7   | ISO 9001:2015                        | Actual Accomplishment  | 5%                          | All or Nothing  | Maintain ISO 9001:2015 Certification              | Passed the ISO 9001:2015 1st Surveillance Audit by TUV Rheinland Auditors                      | -     | Maintained ISO 9001:2015 Certification                                    | 5%            | - Initial Audit Report by the TUV Rheinland dated 21 Dec. 2021<br><br>- Copy of the Certificate to ISO 9001:2015                                     | CIAC's First Surveillance audit was conducted on 20 Dec 2021. Results of the audit indicated that there were zero (0) minor and major non-conformities. Thus, the maintenance of the existing certification was recommended   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| SO 6 Developed and Upgraded Airport Infrastructure/Equipment |                                      |  |                             |   |   |  |       |   |               |  |   |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |
| SM 8   | Development of New Normal Initiative | Actual Accomplishment  | 5%                          | All or Nothing  | 100% Development of Business E-application System | 100% development of Business E-Application System for end user testing and end user acceptance | -     | 100% Development of Business E-application System                         | 5%            | - Link to CIAC's Customer Relations Management System (CRMS)   | Access to the CRMS was done using a username and [temporary] password. As of end of 2021, the CRMS was subjected for end user testing and end user acceptance.<br><br>Pilot launching of the CRMS was scheduled in January of 2022, with a target implementation of the system by March.  |        |                         |                |        |              |        |         |       |              |       |                |       |              |                |

INTERNAL PROCESS



| Component         |   |                       | CIAC Submission              |                 |  |                            | GCG Validation |  | Supporting Documents | Remarks  |  |
|-------------------|---|-----------------------|------------------------------|-----------------|--|----------------------------|----------------|--|----------------------|--|--|
| Objective/Measure | Formula   | Weight                | Rating System <sup>a/</sup>  | Target          | Actual   | Rating                     | Score          | Rating   |                      |  |  |
| SM 9              | Implementation of Airport Infrastructure Projects | Actual Accomplishment | Completion of the following: |                 |  |                            |                |  |                      |  |  |
|                   |   |                       | 5%                           | Actual / Target | MOA and Consultancy Services of the Detailed Architectural and Engineering Design of the Second Runway | -                          | -              | Revised bidding documents for the re-bidding of the DAED Second Runway by the BCDA | -                    | - Memo on Timeline of Procurement Activities within 2021 for the CIA Second Runway       | The procurement of the Consultancy Services for the Detailed Architectural and Detailed Engineering Design (DAED) of the Project is being handled by the BCDA. The BCDA-BAC Consultancy (BAC-C) only requested TWG representatives and panel from CIAC to participate in the procurement of the Second Runway Infrastructure Project.<br><br>Measure excluded. |
|                   |   |                       | 5%                           | Actual / Target | Design and Construction of New CRK Control Tower   | Progress / Status: 27.606% | -              | 27.606% actual progress  | 1.38%                | - Weekly Progress Report (Dec. 27, 2021 – Jan. 02, 2022) by MSV Construction & Supplies  | The Project Status Summary for the week Dec. 27, 2021 – Jan. 02, 2022, showed actual progress at 27.606%. The revised Project completion date is on 21 Aug 2022.   |
|                   |   |                       | 5%                           | Actual / Target | Rehab & Upgrading of the Airfield Ground Lighting System   | 92.98% underway            | -              | 92.98% actual progress   | 4.65%                | - Monthly Progress Report #013 (Dec. 1-31, 2021) by Evercon Builders and Equipment Corp. | The Project started on 11 Nov. 2020. As of 31 Dec 2021, actual progress is at 92.98%. The revised completion date of the Project is on 05 Jan 2022.  |

| Component                             |   |   |                             |                 | CIAC Submission   |  |  | GCG Validation                                 |                                 | Supporting Documents  | Remarks   |   |
|---------------------------------------|---|---|-----------------------------|-----------------|---|--|--|--|---------------------------------|---|---|---|
| Objective/Measure                     | Formula   | Weight  | Rating System <sup>a/</sup> | Target          | Actual  | Rating   | Score  | Rating   |                                 |   |   |   |
|                                       |   |   | 5%                          | Actual / Target | d. Phase 1 of the Supply, Installation, Testing, and Commissioning of PSR and SSR | Facilitation of the MOA is already in process; and Contractor was already instructed to secure permits and licenses and submit the Conceptual Development Plan | -  | Revised Project Start Date on 26 December 2021 | -                               | <ul style="list-style-type: none"> <li>- Copy of Contract Agreement for PSR and SSR</li> <li>- Radar Timeline 2021</li> <li>- Approved Work Suspension dated 08 Nov. 2021</li> <li>- BCDA Letter to CDC dated 25 Nov. 2021</li> <li>- CDC Letter Reply to BCDA re. CIAC Radar dated 22 Dec. 2021</li> </ul> | Project Implementation started from issuance of NTP on 27 Sep 2021 but was suspended for 90 Calendar Days due to Site Possession Issues (approved on 08 Nov 2021). Suspension was only lifted after CDC issued the necessary Site Possession on 22 December 2021. As of year-end, facilitation of the MOA was in process. Thus, Project Start Date was revised to 26 Dec 2021 with expected completion by May 2023. Measure excluded. |   |
| <b>Sub-total</b>                      |   |   | <b>30%</b>                  |                 |   |  | -  |  | <b>16.03%</b>                   |   |   |   |
| <b>LEARNING &amp; GROWTH</b>          | <b>SO 9 Enhanced Employee Performance and Development</b> |   |                             |                 |   |  |  |  |                                 |   |   |   |
|                                       | SM 13   | Percentage of Employees Meeting Required Competencies | Actual Accomplishment       | 10%             | All or nothing  | 10% Improvement from 2019  | 100% of CIAC employees (112) met required competencies | -  | 100% (112 out of 112 employees) | 10%   | <ul style="list-style-type: none"> <li>- Schedule of CIAC Individual Competency Ratings for 2021 for employees with status of Competency Percentage</li> <li>- CIAC Annual Report 2021</li> </ul>   | CIAC's 2020 baseline was at 85.19% (92 out of 108) competent employees. As of the end of 2021, there were 10 Internal and 29 External Trainings facilitated by CIAC HRD. Out of 112 employees, 101 or 90% attended trainings, and from the 70 employees in the training plan, 39 or 56% were trained. This resulted to all employees meeting the required competencies. |
|                                       | <b>Sub-total</b>  |   |                             | <b>10%</b>      |   |  |  | -  |                                 | <b>10%</b>  |   |   |
| <b>TOTAL WEIGHTS EXCLUDED WEIGHTS</b> |   |   | <b>100% (10%)</b>           |                 |   |  | -  |  | <b>85.93%</b>                   |   |   |   |
| <b>VALIDATED TOTAL</b>                |   |   | <b>90%</b>                  |                 |   | -  | <b>85.93 / 90 = 95.48%</b>                             |  |                                 |   |   |   |

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