

CLARK DEVELOPMENT CORPORATION

	Component	Component			Baseline Data		Target		
		Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019
SOCIAL IMPACT	SO 1	<b>Extend Employment and Livelihood Assistance</b>							
	SM 1	Number of New Jobs Committed by CDC-registered locators	Absolute number	5%	All or nothing.	20,192	<i>Unverifiable</i>	8,462	2,450 <sup>1</sup>
	SM 2	Number of Beneficiaries of Livelihood Projects	Absolute number	10%	(Actual / Target) x Weight	1,042	10	2,750	3,500
		<b>Sub-total</b>			<b>15%</b>				
FINANCIAL	SO 2	<b>Generate Productive Economic Activity</b>							
	SM 3	New Committed Investments <sup>2</sup> by CDC-registered locators	Absolute number	5%	All or nothing	US\$1.054 Billion	<i>Unverifiable</i>	US\$125.52 Million	US\$94.30 Million <sup>3</sup>
	SM 4	Number of Attendees in CDC Tourism Activities, Projects Initiated and Participated	Absolute number	10%	(Actual / Target) x Weight	262,567	284,029	10% increase from previous year's actual	300,000 (excluding tourist attendees of Philippine Hot Air Balloon Festival)

<sup>1</sup> Includes 1,250 jobs commitment of Pai Li Holdings, Inc. (PLHI). If direct lease contract with PLHI does not pursue in 2019, target will be revised to 1,200.

<sup>2</sup> Pertains to the Property, Plant, and Equipment assets capitalized by the CDC-registered locators to its business in the CFZ.

<sup>3</sup> Includes US\$90 Million investment commitment of PLHI. If direct lease contract with PLHI does not pursue in 2019, target will be revised to US\$4.30 Million.

		Component			Baseline Data			Target	
		Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019
		<b>SO 3 Increase Operating Profitability and Cash Levels</b>							
	SM 5	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	25%	(Actual/Target) x Weight 0% = If less than ₱900 Million	₱1 Billion	₱1.273 Billion	₱1.651 Billion	₱1.816 Billion
		<b>Sub-total</b>		<b>40%</b>					
		<b>SO 4 Ensure Customer Satisfaction</b>							
STAKEHOLDERS	SM 6	Percentage of Satisfied Customers	Total number of respondents which gave at least Satisfactory rating / Total number of respondents	10%	(Actual / Target) x Weight 0% = If less than 80%	N/A	91.30%	90%	90%
	SM 7a	Compliance to Clean Air Act (Ambient Air) <sup>4</sup> : Total Suspended Particulates (TSP)	Absolute number	5%	<ul style="list-style-type: none"> <li>• Full weight = If actual is equal or less than the target</li> <li>• [1 - (Actual - Target) / (Maximum - Target)] x</li> </ul>	N/A	45.31 µ/NCM	≤184 micrograms per normal cubic meter	≤184 micrograms per normal cubic meter

<sup>4</sup> Table 3 under DENR Administrative Order (DAO) No. 2000-81 (IRR for RA 8749) provides the maximum air pollutants concentration at 300 µg/NCM for TSP and 200 µg/NCM for PM10.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute number	5%	Weight = If actual is greater than the target and less than maximum • 0%= If actual is equal or greater than maximum	N/A	54.58 µ/NCM	≤120 micrograms per normal cubic meter	≤120 micrograms per normal cubic meter	
SM 7b	Compliance to Clean Water Act (Effluent) <sup>5</sup> : Biochemical Oxygen Demand (BOD)	Absolute number	5%	• Full weight = If actual is equal or less than the target • $[1 - (\text{Actual} - \text{Target}) / (\text{Maximum} - \text{Target})] \times \text{Weight}$ Weight = If actual is greater than the target and less than maximum: • 0%= If actual is equal or greater than maximum	N/A	6.75 mg/L	≤ 40 milligrams per liter	≤ 40 milligrams per liter
	Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	Absolute number	5%	• 0%= If actual is equal or greater than maximum	N/A	37.5 mg/L	≤ 80 milligrams per liter	≤ 80 milligrams per liter
<b>Sub-total</b>			<b>30%</b>					

<sup>5</sup> Table 9 under DENR AO No. 2016-08 (Water Quality Guidelines and General Effluent Standards 2016) provides the maximum allowable limit of 50 mg/L for BOD and 100 mg/L for TSS for Class C water body classification.

1-

	Component				Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
INTERNAL PROCESS	SO 5	Provide Efficient Services to the Locators							
	SM 8	Implementation of Information Communication Technology (ICT) Tools	Actual accomplishment	5%	All or Nothing	N/A	N/A	N/A	Implementation of Electronic Letter Tracking System to establish baseline on processing time
		<b>Sub-total</b>		<b>5%</b>					
LEARNING AND GROWTH	SO 6	Skills Training and Culture Reformation							
	SM 9	Percentage of Employees Meeting Required Competencies	Total number of employees with identified competency gap/s closed / Total number of employees identified with competency gap/s	5%	(Actual / Target) x Weight	Assessment tool for all competencies approved and implemented. Employees individual competency profiles identified	Board-approved Training and Development Plan to address competency gaps of individual employees	90%	100% of employees with identified competency gaps (based on 2016 assessment) meets 100% of required competencies
	SO 7	Quality Management System							
	SM 10	ISO Certification	Actual accomplishment	5%	All or nothing	ISO 9001:2008 Certification maintained	ISO 9001:2008 Certification maintained	Certification under ISO 9001:2015 Standards	ISO 9001:2015 Certification maintained
		<b>Sub-total</b>		<b>10%</b>					
		<b>TOTAL</b>		<b>100%</b>					

1-