

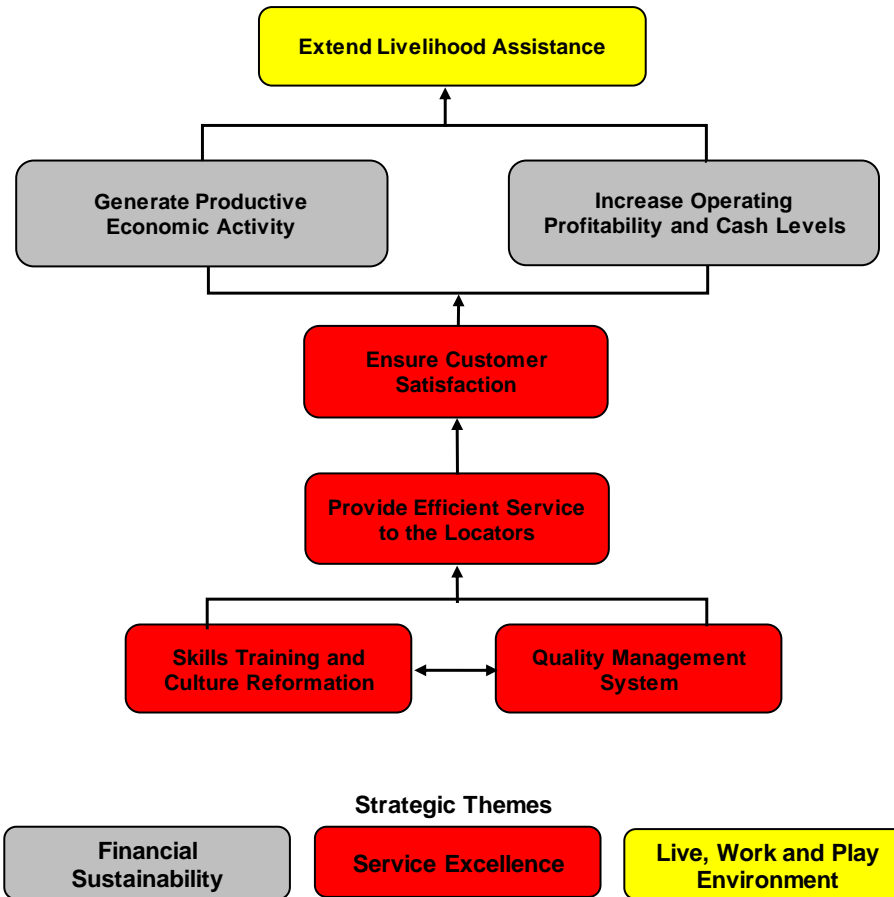


CLARK DEVELOPMENT CORPORATION

VISION: By 2030, CLARK FREEPORT ZONE shall be a modern sustainable aerotropolis and the preferred MICE (Meetings, Incentives, Conferences, Exhibits) and tourism destination in the Asia-Pacific Region.

MISSION:
To transform Clark Freeport Zone into a preferred business and tourism destination in the Asia Pacific Region and enable investors find long-term economic returns.

- CORE VALUES**
- Integrity
 - Professional Excellence
 - Open Communications
 - Spirit of Service



CLARK DEVELOPMENT CORPORATION

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022
SOCIAL IMPACT	SO 1	Extend Livelihood Assistance						
	SM 1	Implementation of the Priority CSR Projects/Activities						
	a) OB Pagsasarili Family Care Centers	Actual Accomplishment	15%	All or Nothing	N/A	Memorandum of Agreement for Five (5) Pagsasarili Family Care Centers	Completion of the construction of two (2) OB Pagsasarili Family Care Centers	Completion of the construction of two (2) OB Pagsasarili Family Care Centers
	b) Implementation of Livelihood Assistance Projects	Actual Accomplishment	15%	All or Nothing	N/A	N/A	Minimum of twenty (20) beneficiaries for various livelihood assistance projects	<p>A total minimum of Thirty (30) Beneficiaries broken down as follows:</p> <p>1. Twenty (20) Beneficiaries from the Indigenous Peoples of Clark Freeport Zone through the establishment of Aeta Agri and/or Souvenir Market; and</p> <p>2. Ten (10) Beneficiaries of Kabuhayan Kart from the five contiguous communities</p>
		Sub-total		30%				

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022	
FINANCIAL	SO 2	Generate Productive Economic Activity							
	SM 2	New Committed Investments ¹ by CDC-registered locators	Absolute amount	12.5%	(Actual / Target) x Weight	US\$189.16 Million	₱7.670 Billion	₱2.0 Billion ²	₱1.7295 Billion
	SO 3	Increase Operating Profitability and Cash Levels							
	SM 3	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	12.5%	(Actual/Target) x Weight	₱2.13 Billion	₱1.216 Billion	₱1.22 Billion	₱1.247 Billion
	SM 4	Disbursement Budget Utilization Rate	Total Disbursements / DBM-approved or Board-approved Corporate Operating Budget (both net of PS Cost)	5%	Actual/Target) x Weight	N/A	N/A	N/A	90%
		Sub-total		30%					

¹ Pertains to the Property, Plant, and Equipment assets capitalized by the CDC-registered locators to its business in the CFZ.

² Covers investment commitment of direct lessees only.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022	
STAKEHOLDERS	SO 4	Ensure Customer Satisfaction							
	SM 5	Percentage of Satisfied Customers	Total number of respondents which gave at least Satisfactory rating / Total number of respondents	5%	(Actual / Target) x Weight <i>0% = If less than 80%</i>	92.48%	90%	90%	90%
	SM 6a	Compliance to Clean Air Act (Ambient Air) ³ : Total Suspended Particulates (TSP)	Absolute number	5%	<ul style="list-style-type: none"> • Full weight = if actual is equal or less than the target • $[1 - (\text{Actual} - \text{Target}) / (\text{Maximum} - \text{Target})] \times \text{Weight}$ = If actual is greater than the target and less than maximum • 0%= If actual is equal or greater than maximum 	17.30 µg/NCM	30.80 µg/NCM	≤ 184 micrograms per normal cubic meter (µg/NCM)	≤ 184 micrograms per normal cubic meter (µg/NCM)
		Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute number	5%		37.22 µg/NCM	25.0 µg/NCM	≤ 120 micrograms per normal cubic meter (µg/NCM)	≤ 120 micrograms per normal cubic meter (µg/NCM)
	SM 6b	Compliance to Clean Water Act (Effluent) ⁴ : Biochemical Oxygen Demand (BOD)	Absolute number	5%		29 mg/L	7.5 mg/L BOD	≤ 40 milligrams per liter (mg/L)	≤ 40 milligrams per liter (mg/L)
		Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	Absolute number	5%		27 mg/L	17.5 mg/L TSS	≤ 80 milligrams per liter (mg/L)	≤ 80 milligrams per liter (mg/L)
		Sub-total		25%					

³ 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.

⁴ 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.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022	
INTERNAL PROCESS	SO 5	Provide Efficient Services to the Locators							
	SM 7	Implementation of Information Communication Technology (ICT) Tools	Actual accomplishment	2.5%	All or Nothing	<i>Baseline data cannot be verified</i>	E-Bar with Locator Entry Capability not in place	Automation of the following systems: (1) Up and Running Villa and Land Use Certificate Issuance System; and (2) Up and Running PSD Vehicle Clearance System	Automation of Application for Locatorship
			Actual accomplishment	2.5%	All or Nothing			Submission of the CDC 2023-2025 Information Systems Strategic Plan (ISSP) to the DICT	
	Sub-total			5%					
LEARNING AND GROWTH	SO 6	Skills Training and Culture Reformation							
	SM 8	Improvement in the Competency Baseline	Competency Baseline 2022 – Competency Baseline 2021	5%	All or Nothing	<i>Competency Baseline unverifiable</i>	<i>Report not acceptable (target pertains to the submission of Board-approved Competency Framework including documents)</i>	Establish Competency Baseline ⁵	Improvement in the Competency Baseline ⁶ of the Organization

⁵ Competency Assessment should be conducted for all employees, including new hires. The competency baseline of the organization shall pertain to the average percentage of required competencies

met which can be computed using the following formula:
$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A \left(\frac{\text{Actual Competency Level}}{\text{Required Competency Level}} \right)_a}{A} \right]_b}{B}$$
 where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

⁶ Ibid.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022	
	SO 7	Quality Management System							
	SM 9	ISO Certification	Actual accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	Passed the Surveillance Audit	Re-Certification under ISO 9001:2015 Standards	Pass the Surveillance Audit
		Sub-total		10%					
		TOTAL		100%					