

2025 CHARTER STATEMENT & STRATEGY MAP (ANNEX A)



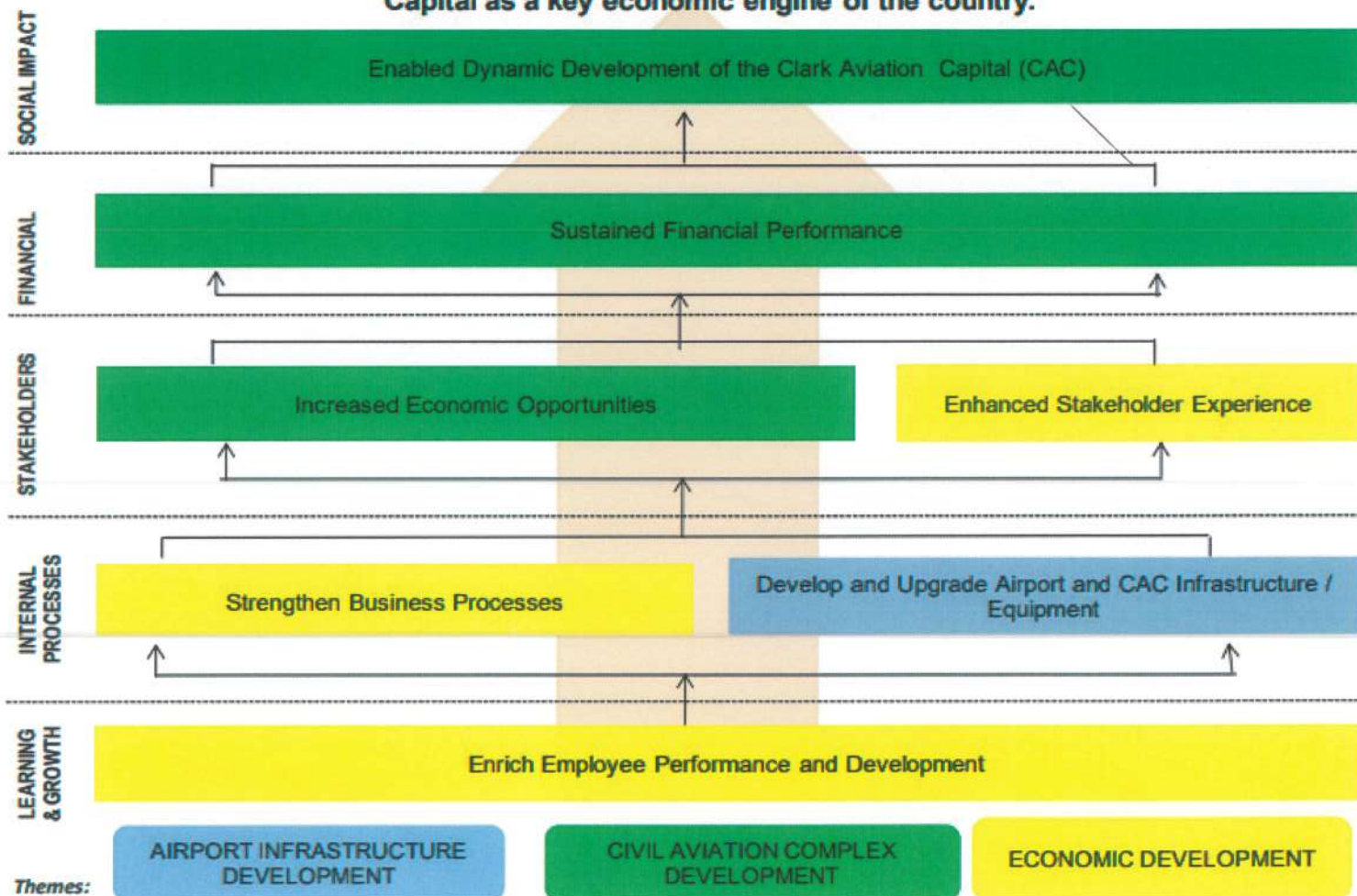
MISSION:

To develop, manage, and operate a premiere globally-competitive civil aviation complex

CORE VALUES:

- Competence
- Integrity
- Adaptability
- Commitment

VISION: By 2028, CIAC shall be at the forefront in developing and managing a resilient aerotropolis where world-class industries thrive in a sustainable and inclusive environment with the Clark International Airport as a leading gateway, and the Clark Aviation Capital as a key economic engine of the country.



Signature

Signature

CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Components					Baseline Data		Targets		
Objective/Measure		Formula	Rating Scale	Weight	2022	2023	2024	2025	
SOCIAL IMPACT	SO 1	Enabled Dynamic Development of the Clark Aviation Capital (CAC)							
	SM 1	Number of New Employment Generated by CAC Locators (including sub-lessees)	Absolute Number	Actual / Target	5%	990	3,479	1,000	1,800
		Subtotal			5%				
FINANCIAL	SO 2	Sustained Financial Performance							
	SM 2	Revenues (in million pesos)	Service & Business Income + Gains + Other Non-operating Income	Actual / Target	15%	761.326	692.691	640.237	724.367
	SM 3	EBITDA (in million pesos)	Net Income + Interest Exp + Income Taxes + Depreciation + Amortization	Actual / Target	10%	558.922	412.111	360.157	363.06
	SM 4	Budget Utilization Rate (BUR)	Total Disbursed/ Total Obligation (Net of PS Cost)	Actual / Target	5%	67.09%	51.31%	90%	90%
		Subtotal			30%				

Components					Baseline Data		Targets	
Objective/Measure		Formula	Rating Scale	Weight	2022	2023	2024	2025
STAKEHOLDERS	SO 3	Increased Economic Opportunities						
	SM 5	Number of Development Contracts	Number of Development Contracts which are effective for at least 6 months within the year	Actual / Target	10%	51	59	Additional 5 Lease Agreements (Locators) from 2023 Cumulative Total (59 + 5 = 64) 71
	SO 4	Enhanced Stakeholder Experience						
	SM 6	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	Actual / Target 0% = If less than 80%	5%	88.37%	90%	90%
		Subtotal			15%			

Components					Baseline Data		Targets		
Objective/Measure		Formula	Rating Scale	Weight	2022	2023	2024	2025	
INTERNAL PROCESS	SO 5	Strengthen Business Processes							
	SM 7	ISO 9001:2015	Actual Accomplishment	All or Nothing	5%	Maintained ISO 9001:2015 Certification Passed 2nd Surveillance Audit	Maintained ISO 9001:2015 Certification Passed Re-Certification Audit	Maintain ISO 9001:2015 Certification (Pass 1st Surveillance Audit)	Maintain ISO 9001:2015 Certification (Pass 2 nd Surveillance Audit)
	SO 6	Develop and Upgrade Airport and CAC Infrastructure/Equipment							
		Implementation of Airport Infrastructure Projects (CAC)							
		a. Horizontal Infrastructure Development							
	SM 8	1. Horizontal Infrastructure Development Projects at the Clark Aviation Capital (CAC)	Actual Accomplishment	All or Nothing	6%	N/A	N/A	N/A	A. Completed Detailed Architectural and Engineering Design (DAED)
					4%				B. Board-approved Detailed Architectural and Engineering Design (DAED)

Components				Baseline Data		Targets		
Objective/Measure	Formula	Rating Scale	Weight	2022	2023	2024	2025	
	b. Vertical Infrastructure Development							
	1. Air Traffic Control Tower (Supply, Installation, Testing & Commissioning of New Air Traffic Communication System and Relocation of Various Communication, Navigation, and Surveillance (CNS) Equipment)	Percentage Accomplishment	Actual/ Target	10%	N/A	25.90% actual progress rate versus 25.44% scheduled percentage of completion as per contract	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments
	2. Clark Aviation Capital Center	Actual Accomplishment	All or Nothing	9%	N/A	N/A	N/A	A. Completed Detailed Architectural and Engineering Design (DAED)
				6%				B. Board-approved Detailed Architectural and Engineering Design (DAED)
	Subtotal			40%				




Components					Baseline Data		Targets		
Objective/Measure			Formula	Rating Scale	Weight	2022	2023	2024	2025
LEARNING & GROWTH	SO 7	Enrich Employee Performance and Development							
	SM 9	Percentage of Employees Meeting Required Competencies	Plantilla Employees Meeting Required Competencies / Total Filled Plantilla as of Yearend	Actual/ Target	5%	100% (108 out of 108 employees)	100% (109 out of 109 employees)	100%	100%
	SM 10	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	All or Nothing	5%	N/A	N/A	N/A	Board-Approved Public Service Continuity Plan (PSCP)
		Subtotal			10%				
		TOTAL			100%				
	Bonus Measure								
			Actual Disbursement for GAD-related Activities / Total COB	All or Nothing	1%	N/A	N/A	N/A	5% of COB
	TOTAL BONUS			1%					

For GCG:


ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ
Commissioner

For CIAC:


HON. JOSEPH P. ALCAZAR
President and Chief Executive Officer