

CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Component					Baseline Data		Recalibrated	Target	
Objective/Measure		Formula	Rating Scale ^{a/}	Weight	2018	2019	2020	2021	
SOCIAL IMPACT	SO 1	Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)							
	SM 1	Aircraft Movement Volume	Actual Figure	Actual / Target	0%	24,873	35,738	11,418	15,544
	SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	Actual / Target	10%	N/A	N/A	400	400
		Subtotal			10%				
FINANCIAL	SO 2	Sustained Financial Performance							
	SM 3	Revenues (in million pesos)	Absolute Amount	Actual / Target	20%	1,071.54	1,055.18	350.00 ⁱ	459.606
	SM 4	EBITDA (in million pesos)	Absolute Amount		15%	559.16	368.99	141.13	232.956
		Subtotal			35%				
STAKEHOLDERS	SO 3	Increased Economic Opportunities							
	SM 5	Number of Lease Agreements signed (Locators within CCAC)	Cumulative Number	Actual / Target	5%	139	159	Additional 2 Locators from 2019 Cumulative Total	Additional 5 Locators from 2020 Cumulative Total

ⁱ As a result of the O&M Concession Agreement, CIAC's revenue sources are limited to non-aeronautical revenues and other income.

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SO 4	Enhanced Stakeholder Experience							
SM 6	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	Actual / Target <i>0% = If less than 80%</i>	10%	87.40%	92.86%	90%	90% ⁱⁱ
	Subtotal			15%				
SO 5	Advance Business Processes							
SM 7	ISO 9001:2015	Actual Accomplishment	All or Nothing	5%	Passed Surveillance Audit	Excluded (due to transfer of O&M functions)	ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification
SO 6	Develop and Upgrade Airport Infrastructure/Equipment							
SM 8	Development of New Normal Initiative	Actual Accomplishment	All or Nothing	5%	N/A	N/A	N/A	100% Development of Business E-application System
SM 9	Implementation of Airport Infrastructure Projects	Actual Accomplishment	Actual / Target		N/A	N/A	Submission of TOR to the BCDA for Review and Approval:	Completion of the following:
				5%	N/A	N/A	a. Design and Construction Second Runway	a. MOA & Consultancy Services of the Detailed Architectural and Engineering Design of the Second Runway

ⁱⁱ Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

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				5%	N/A	N/A	b. Design and Construction New CRK Control Tower	b. Design and Construction of the New CRK Control Tower	
				5%	N/A	N/A	c. Upgrading of the Airfield Ground Lighting System	c. Rehabilitation and Upgrading of the Airfield Ground Lighting System	
				5%	N/A	N/A	d. Procurement and Installation of the New Radar System	d. Phase 1 of the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR)	
		Subtotal		30%					
LEARNING & GROWTH	SO 8	Enrich Employee Performance and Development							
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	10%	64.38% <i>(103 out of 160 employees)</i>	74.34% <i>(84 out of 113 employees)</i>	10% Improvement from 2019	100%
			Subtotal		10%				
		TOTAL		100%					

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