

2018 PERFORMANCE SCORECARD (ANNEX B)

CLARK DEVELOPMENT CORPORATION

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
SOCIAL IMPACT	SO 1	Extend Employment and Livelihood Assistance							
	SM 1	Number of New Jobs Committed by CDC-registered Locators	Absolute number	5%	(Actual/Target) x Weight 0% = If less than 2,600	13,668	20,192	2,600	8,462
	SM 2	Number of Beneficiaries of Livelihood Projects	Absolute number	10%	(Actual / Target) x Weight	1,374	1,042	1,500	2,750
		Sub-total		15%					
FINANCIAL	SO 2	Generate Productive Economic Activity							
	SM 3	New Committed Investments by CDC-registered Locators	Absolute number	5%	(Actual / Target) x Weight	US\$353.69 Million	US\$1.054 Billion	US\$25.00 Million	US\$125.52 Million
	SM 4	Number of Attendees in CDC Tourism Activities, Projects Initiated and Participated	(Prior year's actual/Current Year's actual) x 100%	10%	(Actual / Target) x Weight	-	262,567	300,000	10% increase from previous year's actual
	SO 3	Increase Operating Profitability and Cash Levels							
	SM 5	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	35%	(Actual / Target) x Weight	₱904 Million	₱1 Billion	₱ 858.55 Million	₱1.651 Billion
	Sub-total		50%						

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
STAKEHOLDERS	SO 4	Ensure Customer Satisfaction							
	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	N/A	90% of respondents gave CDC at least Satisfactory rating (upper two-boxes in a 5-point rating scale)	90%
	SM 7a	Compliance to Clean Air Act (Ambient Air) ¹ : Total Suspended Particulates (TSP)	Absolute number	2.5%	All or nothing	N/A	N/A	≤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	2.5%	All or nothing	N/A	N/A	≤120 micrograms per normal cubic meter (µg/NCM)	≤120 micrograms per normal cubic meter (µg/NCM)
	SM 7b	Compliance to Clean Water Act (Effluent) ² : Biochemical Oxygen Demand (BOD)	Absolute number	2.5%	All or nothing	N/A	N/A	≤ 40 milligrams per liter (mg/L)	≤ 40 milligrams per liter (mg/L)
		Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	Absolute number	2.5%	All or nothing	N/A	N/A	≤ 80 milligrams per liter (mg/L)	≤ 80 milligrams per liter (mg/L)
		Sub-total		20%					

¹ 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.

² 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.

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	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
INTERNAL PROCESS	SO 5	Provide Efficient Services to the Locators							
	SM 8	Percentage of Fire Safety Inspection Certificates (FSICs) and Temporary Vehicle Clearances (TVCs) issued on time	Total number of FSICs and TVCs issued on time ³ / Total number of FSICs and TVCs issued	5%	(Actual / Target) x Weight 0% = If below 90%	N/A	N/A	90%	100%
	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 0% = If below 85%	Established Competency Framework	Assessment tool for all competencies approved and implemented. Employees individual competency profiles identified	Board-approved Training and Development Plan to address competency gap of individual employees	90%
	SO 7	Quality Management System							
	SM 10	Improve Processes to Quality Management System	Actual accomplishment	5%	All or nothing	ISO 9001:2008 Certified	ISO 9001:2008 Certification maintained	ISO 9001:2008 Certification maintained	Certification under ISO 9001:2015 Standards
			Sub-total	15%					
			TOTAL	100%					

³ Applicable processing time for the Fire Safety Inspection Certificates and the Temporary Vehicle Clearances are 3 days and 2 days, respectively.