

**SUMMARY OF AGREEMENTS
CLARK INTERNATIONAL AIRPORT CORPORATION
2016 PERFORMANCE SCORECARD**

PAN AGREEMENT									
Component				Baseline		Proposed Target	Agreed Target	Remarks	
Objective/Measure	Weight	Formula	2014	2015	2016	2016			
Social Impact	SO 1	To Provide World Class Quality Airport Services and Facilities for Passengers in the Northern Metro Manila, Central and Northern Luzon Areas							
	SM 1	Increased Passenger Volume from Catchment Area (Regions I,II,III and CAR)	7.0%	Total number of passengers from Catchment Area by the end of CY2016	706,594 passengers	738,249 passengers	738,728 passengers	800,000 passengers	Computed as Percentage Distribution of Passengers based on CRK's Passenger Survey Report Proposed target based on a 90% share of catchment area as per CY2016 CIAC Market Survey for Catchment Area Passengers based on the June end-of-year passenger projection of 887,796.
	SM2	Increased flight services to/from CRK for Serviced Domestic or International Airline	7.0%	Additional number of flight services to/from CRK	N/A	N/A	1	1 (Clark to Dubai)	Increased number of flight services refer to new destination(s) offered by either existing or new airlines recorded at any time during the CY.
	Sub-total		14%						
Financial	SO 2	Improved Financial Performance							
	SM 3	Revenues	5%	Total revenue for the year (in thousand pesos)	608,200	598,679	648,922	659,328	CIAC sites the following as the reason for the non-achievement of its 2016 targets: Flight projections that did not materialize.
		<i>% change</i>				-2%	8%	10%	
	SM 4	Net Income	4%	Total net income for the year (in thousand pesos)	45,523	29,779	4,053	30,450	
		<i>% change</i>				-	-86%		
	SM 5	EBITDA	5%	EBITDA Margin (in thousand pesos)	138,417	200,228	180,561	223,623	Increase in target due to cost cutting measures resulting to a significant decrease in OPEX
		<i>% change</i>				45%	-10%	12%	
	Sub-total		14%						
SO 3	Diversified Non-Aeronautical Revenue Sources								
SM 6	Income from Concessionaires Within the Terminal Building (Lease and Concessionaire Privilege Fees)	5%	Total net income for the year (in thousand pesos)	16,378	18,836	8,674	15,511	The increase in targeted amount represents the income from lease rental from concessionaires within the Terminal Bldg.	
					15%	-54%			
SM 7	Income from Locators Within CCAC CIAC (Lease rental only)	5%	Total net income for the year (in thousand pesos)	228,615	270,699	242,942	284,536	Increase in target due to slight increase in the number of new leases signed for the second half of FY2016.	
					18%	-10%			
Sub-total		10%							

Stakeholders	SO 4	Transformed Clark Civil Aviation Complex Into a Major Economic Hub (Enhanced Stakeholder Alliances)							
	SM 8	Competitive Pricing for Facilities and Services	5%	Approval and Implementation of CIAC's Incentive Program for Airlines	N/A	N/A	Development, Approval, and Implementation of CIAC's Incentive Program for Airlines	Development, Approval, and Implementation of CIAC's Incentive Program for Airlines	Development/Drafting - 3% Board Approval - 1% Publication - 1%
	SM 9	Increased number of Lease Agreements signed (Locators within CCAC)	5%	Cumulative number of new-lease agreements signed (Locators within CCAC)	40	49	52	52 (3 new)/(49 existing)	
		Sub-total	10%						
	SO 5	Enhanced Customer Experience							
	SM 10	Overall Level of Passenger Satisfaction as Measured by Survey Responses	5%	Average rating of passengers on a 5-point scale	4	4	4	4	Satisfaction Rating in 2015 - 79.14%. CIAC conducts monthly Passenger Satisfaction survey internally. They will be engaging a 3rd party to conduct the survey at the end of the year.
	SM 11	Implement a 24-hour Response to Formal Customer Complaints	5%	(Total number of formal complaints responded to within 24 hours/Total number of formal complaints received)*100%	N/A	100%	100%	100%	Reduced from 72-hour to 24-hour
		Sub-total	10%						
	SO 6	Deliver Quality Service							
	SM 12	ISO9001:2008	3%	Actual Accomplishment	ISO9001:2008 Certified	ISO9001:2008 Certified	ISO9001:2008 Certified		Additional measure
SM 13	ISO9001:2015 Certification	6%	Actual Accomplishment	N/A	N/A	Gap Analysis in preparation for ISO9001:2015 Certification; ISO9001:2015 Certified	(3%) Conduct of ISO9001:2015 Awareness Course for CIAC Executives and Managers (3%) Conduct of Internal Quality Audits in conformance with ISO9001:2015		
SM 14	Aerodrome Certification	8%	Actual Accomplishment	N/A	Receipt of Provisional CRK Aerodrome Certification	Re-issuance of Provisional CRK Aerodrome Certification;	Approval and Award of CRK Aerodrome Certification	All or Nothing	
	Sub-total	17%							

Internal Process

SO 7 Engage in Infrastructure/Equipment Development/Upgrade that Accommodate Growth and Advance Strategic Objectives								
SM 15	CRK New Terminal Building	5%	Actual Accomplishment	N/A	NEDA Board approval of the CRK New Terminal Building Project	Bidding and awarding of the consultancy services for the DED of the CRK New Terminal Building Project	(a) 2.5% - Approval of the MOA between DOTr and CIAC (to download the funds for the procurement of the consultant to prepare the Detailed Engineering and Design (DED) of the CRK New PTB); (b) 2.5% - Submission of draft TOR to DOTr for the DED and CMS consultancy services	Approval of MOA between DOTr and CIAC to download the funds for the procurement of the consultant to prepare the DED and CMS still pending at DOTr.
Sub-total		5%						
SO 8 Pursue Business Development Initiatives								
SM 16	Participation in Road Shows and Travel Expos	4%	[(Actual no. of road shows/travel expos attended)/(Targeted no. of road shows/travel expos to attend)*100%	4	4	4	4	
SM 17	Participation in Airline and Airport Networking Events	4%	(Actual no. of events attended/Targeted no. of events to attend)*100%	2	2	2	2	
Sub-total		8%						
SO 9 Improved Safety and Security at Clark Civil Aviation Complex								
SM 18	Total number of airport incidents within the Clark Civil Aviation Complex (CCAC) responded to within ten (10) minutes	1.0%	[(Actual no. of incidents within the CCAC responded to within 10 mins)/(Total number of airport incidents within the CCAC)*100%	Achieved 10 minutes response time	N/A	100%	100%	All or Nothing measure
SM 19	Total number of aircraft emergencies within the Aircraft Movement Area (AMA) responded to within three (3) minutes	1.0%	[(Actual no. of aircraft emergencies within the AMA responded to within 3 mins)/(Total number of airport incidents within the CCAC)*100%	Achieved 2-3 minutes response time	N/A	100%	100%	All or Nothing measure
SM 20	Total number of medical emergencies within the Aircraft Movement Area (AMA) responded to within three (3) minutes	1.0%	[(Actual no. of medical emergencies within the AMA responded to within 3 mins)/(Total number of airport incidents within the CCAC)*100%	Achieved 2-3 minutes response time	N/A	100%	100%	All or Nothing measure
		3%						
SO 9 Commit to Individual Performance Management Practices								
SM 21	Competency Framework	3%	Actual Accomplishment;	N/A	N/A	Board approval of Competency Framework based on GCG Guidelines	Identification of the competencies required for the 5 Departments under the Airport Operations Management Group in the CIAC Table of Organization	

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Learning and Gr...	SM 22	Implementation of Effective Employee Performance Evaluation Systems Based on Measurable Results	3%	Actual Accomplishment	N/A	Development of Individual Scorecard	Pilot testing of the proposed SPMS and subsequent Board Approval of the same	Board Approval of CIAC's SPMS with identified target sample size distribution for pilot testing*	*Pilot testing of SPMS to be done in first quarter of 2017
	SM 23	Rationalization Plan (RP)	3%	Actual Accomplishment	N/A	Board approval of the budget for the hiring of consultant to facilitate CIAC's RP submission to GCG.	Submission of Board-approved Reorganization Plan to GCG for review and final approval	Submission of the Current State Assessment Report of the RP for Management Review	
	Sub-total		9%						
	TOTAL		100%						

For Governance Commission for GOCCs:

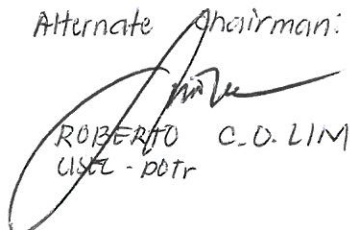

SAMUEL G. DAGPIN, JR.
Chairman



MICHAEL P. CLORIBEL
Commissioner

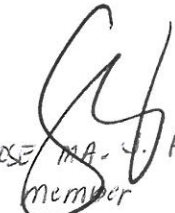
For Clark International Airport Corporation:

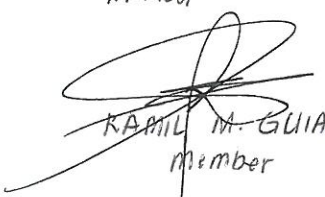

ALEXANDER S. CAUGUIRAN
OIC Acting President & CEO


Alternate Chairman:



ROBERTO C. D. LIM
USCC - DOTr


BIENVENIDO C. MANGA
member


JOSE MA. V. FERNANDEZ
member


RAMIL M. GUIAD
member


ALIPIO F. FERNANDEZ, JR.
member


BENITO C. BENGZON, JR.
DOT Representative
Member