

CLARK INTERNATIONAL AIRPORT CORPORATION

	Component				Annual Target	[3rd] Quarter		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System ^a		Target	Actual	
Social Impact	SO 1	Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)						
	SM 1	Aircraft Movement Volume	Actual Figure	0%	Actual/Target	11,418	11,418 (Q1-Q4)	446
	SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	10%		400	400 (Q1-Q4)	Data from locators is not yet available
	Sub-total			10%				
Financial	SO 2	Sustain Financial Performance						
	SM 3	Revenues (in thousand pesos)	Absolute Amount	15%	Actual/Target	350 ¹	87.5	179.85
	SM 4	EBITDA (in thousand pesos)	Absolute Amount	5%		141.13	35.2825	144.90
	Sub-total			20%				

¹ 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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Stakeholders	SO 3	Increased Economic Opportunities						
	SM 5	Number of Lease Agreements signed (Locators within CCAC)	Cumulative Number	10%	Actual/Target	Additional 2 Locators from 2019 Cumulative Total	Additional 2 Locators from 2019 Cumulative Total (Q1 – Q4)	49 total LAs New: 1 Expired: 0
	SO 4	Enhanced Stakeholder Experience						
	SM 6	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	5%	Actual/Target <i>0% = If less than 80%</i>	90% ²	N/A	Customer satisfaction survey will be conducted within the 4 th Quarter Terms of Reference was sent to the 3 rd Party Statistician on 14 September 2020
	Sub-total			15%				
Internal Process	SO 5	Advanced Business Processes						
	SM 7	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	Conduct of Training for Internal Quality Auditors	ISO 9001:2015 Certification is targeted to be achieved within the 4 th Quarter Internal Quality Audit was conducted on 29 September 2020

² Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG

		Component				Annual Target	[3rd] Quarter	
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SM 9	Implementation of Airport Infrastructure Projects	Actual Accomplishment	20% a. 5% b. 5% c. 5% d. 5%	Actual/Target	Submission of TOR to BCDA for Review and Approval: a. Design and Construction of the Second Runway b. Design and Construction of the New CRK Control Tower c. Upgrading of the Airfield Ground Lighting System d. Procurement and Installation of the New Radar System	Submission of TOR to BCDA for Review and Approval: a. Design and Construction of the Second Runway b. Design and Construction of the New CRK Control Tower c. Upgrading of the Airfield Ground Lighting System d. Procurement and Installation of the New Radar System (Q1 – Q4)	a. Detailed Architectural and Engineering Design for the Second Runway of CIA: Ongoing review of TOR b. Design and Build of the New Eighteen-Story Clark Air Traffic Control Tower Building Facility at CIA: For Re-bidding process c. Rehabilitation and Upgrading of Airfield Ground Lighting (AGL) System including New AGL Powerhouse for CIA: Approval of Notice of Award d. Supply, Installation, Testing and Commissioning of Primary Surveillance Radar (PSR) and Monopulse Secondary Surveillance Radar (SSR) for CIA: Ongoing review of TOR	
Sub-total			50%					

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Learning and Growth	SO 7	Enriched Employee Performance and Development						
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	10% Improvement from 2019	Implementation of CIAC Training Plan	Completion of GAP Analysis Prepared Summary or List of Trainings conducted from 1st Quarter to 3 rd Quarter of 2020. These include those indicated in the 2020 Training Plan.
	Sub-total			5%				
	TOTAL			100%				

a/ But not to exceed the weight assigned per indicator