

CLARK INTERNATIONAL AIRPORT CORPORATION

	Component				Annual Target	[4th] 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)	459 8,920 (Q1-Q4)
	SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	10%		400	400 (Q1-Q4)	520 293 Eaglesky 7 TGA 11 UET 209 LIPAD
	Sub-total			10%				
Financial	SO 2	Sustain Financial Performance						
	SM 3	Revenues (in thousand pesos)	Absolute Amount	15%	Actual/Target	350 ¹	87.5	55.27
	SM 4	EBITDA (in thousand pesos)	Absolute Amount	5%		141.13	35.2825	(10.30)
	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.

	Component				Annual Target	[4th] Quarter		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System ^a		Target	Actual	
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)	47 total LAs New: 2 Expired: 4
	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	95% of Satisfied Customers (Locators) using GCG's Standardized Survey Mechanism (42.50% - Very Satisfied; 52.50% - Satisfied)
	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 (Stage 1 External Audit – 01 December 2020; Stage 2 External Audit – 21 to 22 December 2020)

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

	Component				Annual Target	[4th] Quarter		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System ^a		Target	Actual	
	SO 6	Developed and Upgraded Airport Infrastructure/Equipment						
	SM 8	Percentage Completion of the CRK Expansion Project – Horizontal Infrastructure	Actual Accomplishment	25%	Actual/Target	100%	100% (Q1 – Q4)	80.292%

		Component				Annual Target	[4th] Quarter	
Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System ^a	Target		Actual	
SM 9	Implementation of Airport Infrastructure Projects	Actual Accomplishment	20% a. 5% b. 5% c. 5% d. 5%	Actual/Target	<p>Submission of TOR to BCDA for Review and Approval:</p> <p>a. Design and Construction of the Second Runway</p> <p>b. Design and Construction of the New CRK Control Tower</p> <p>c. Upgrading of the Airfield Ground Lighting System</p> <p>d. Procurement and Installation of the New Radar System</p>	<p>Submission of TOR to BCDA for Review and Approval:</p> <p>a. Design and Construction of the Second Runway</p> <p>b. Design and Construction of the New CRK Control Tower</p> <p>c. Upgrading of the Airfield Ground Lighting System</p> <p>d. Procurement and Installation of the New Radar System (Q1 – Q4)</p>	<p>a. Detailed Architectural and Engineering Design for the Second Runway of CIA: For Bidding, ongoing review of bidding documents</p> <p>b. Design and Build of the New Eighteen- Story Clark Air Traffic Control Tower Building Facility at CIA: Notice of Award issued was issued in December 2020, Contract signing and issuance of Notice to Proceed is scheduled in January 2021</p> <p>c. Rehabilitation and Upgrading of Airfield Ground Lighting (AGL) System including New AGL Powerhouse for CIA: Ongoing mobilization for the implementation of the project; Notice of Award, Contract, and Notice to Proceed was issued in October 2020</p> <p>d. Supply, Installation, Testing and Commissioning of Primary Surveillance Radar (PSR) and Monopulse Secondary Surveillance Radar (SSR) for CIA: For Bidding, ongoing review of bidding documents</p>	

	Component				Annual Target	[4th] Quarter		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System ^a		Target	Actual	
	Sub-total		50%					
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	<p>For 2019, 84/113 (74.34%) met the required competencies – equivalent to a 10% improvement from the 2018 baseline.</p> <p>For 2020, amidst the Pandemic, 63.89% were able to undergo training based on the Training Plan or related topic in the Plan, and 18.52% were able to train on topics not listed in the Training Plan.</p> <p>From this data, 92/108 (85.19%) met the required competencies – equivalent to a 10.85% improvement from the 2019 baseline.</p>
	Sub-total			5%				
	TOTAL			100%				

a/ But not to exceed the weight assigned per indicator