

**CLARK INTERNATIONAL AIRPORT CORPORATION**

|                      | Component                                            |                                                                                      |                 |                              | Annual<br>2023     | [3rd] Quarter      |                    |                                                                 |
|----------------------|------------------------------------------------------|--------------------------------------------------------------------------------------|-----------------|------------------------------|--------------------|--------------------|--------------------|-----------------------------------------------------------------|
|                      | Strategic Objective (SO) /<br>Strategic Measure (SM) | Formula                                                                              | Weight          | Rating<br>Scale <sup>1</sup> |                    | Target             | Actual             |                                                                 |
| <b>Social Impact</b> | SO 1                                                 | Dynamic Development of the Clark Civil Aviation Complex                              |                 |                              |                    |                    |                    |                                                                 |
|                      | SM 1                                                 | Aircraft Movement Volume                                                             | Actual Figure   | 0%                           | Actual /<br>Target | 9,552 <sup>2</sup> | 9,552<br>(Q1 – Q4) | 10,409<br>(Q1 – Q3)<br><br>Q1: 2,366<br>Q2: 3,918<br>Q3: 10,409 |
|                      | SM 2                                                 | Number of New<br>Employment Generated by<br>CCAC Locators<br>(including sub lessees) | Absolute Number | 10%                          | Actual /<br>Target | 2,000              | 2,000<br>(Q1 – Q4) | On-going data gathering                                         |
|                      | <b>Sub-total</b>                                     |                                                                                      |                 | <b>10%</b>                   |                    |                    |                    |                                                                 |

<sup>1</sup> But not to exceed the weight assigned per indicator

<sup>2</sup> Reference: LIPAD target

**PES Form 4**  
**3<sup>rd</sup> Quarter Monitoring Report**

|                      | Component                                         |                                                             |                                                                  |                           | Annual 2023     | [3rd] Quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
|----------------------|---------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------|---------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------|-------------------|---------|--------------|--------|---------------------|-------|----------------------|----------------|---------------|---------------|
|                      | Strategic Objective (SO) / Strategic Measure (SM) | Formula                                                     | Weight                                                           | Rating Scale <sup>1</sup> |                 | Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Actual  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| <b>Financial</b>     | SO 2                                              | Sustained Financial Performance                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
|                      | SM 3                                              | Revenues<br>(in million pesos)                              | Service and Business Income + Gains + Other Non-Operating Income | 15%                       | Actual / Target | 514.275                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 128.569 | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Items</th> <th style="text-align: right;">In '000</th> </tr> </thead> <tbody> <tr> <td>Service/ Business</td> <td style="text-align: right;">162.937</td> </tr> <tr> <td>Gains</td> <td style="text-align: right;">3.160</td> </tr> <tr> <td>Other Non-Operating</td> <td style="text-align: right;">0.529</td> </tr> <tr> <td><b>Total Revenue</b></td> <td style="text-align: right;"><b>166.626</b></td> </tr> </tbody> </table> | Items      | In '000 | Service/ Business | 162.937 | Gains        | 3.160  | Other Non-Operating | 0.529 | <b>Total Revenue</b> | <b>166.626</b> |               |               |
| Items                | In '000                                           |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Service/ Business    | 162.937                                           |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Gains                | 3.160                                             |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Other Non-Operating  | 0.529                                             |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| <b>Total Revenue</b> | <b>166.626</b>                                    |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| SM 4                 | EBITDA<br>(in million pesos)                      | Net Income + Interest + Taxes + Depreciation + Amortization | 10%                                                              | 201.479                   | 50.370          | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Items</th> <th style="text-align: right;">In '000</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td style="text-align: right;">60.865</td> </tr> <tr> <td>Interest</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Depreciation</td> <td style="text-align: right;">24.286</td> </tr> <tr> <td>Amortization</td> <td style="text-align: right;">0.151</td> </tr> <tr> <td>Income Tax</td> <td style="text-align: right;">2.840</td> </tr> <tr> <td><b>EBITDA</b></td> <td style="text-align: right;"><b>88.141</b></td> </tr> </tbody> </table> | Items   | In '000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Net Income | 60.865  | Interest          | 0.00    | Depreciation | 24.286 | Amortization        | 0.151 | Income Tax           | 2.840          | <b>EBITDA</b> | <b>88.141</b> |
| Items                | In '000                                           |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Net Income           | 60.865                                            |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Interest             | 0.00                                              |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Depreciation         | 24.286                                            |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Amortization         | 0.151                                             |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| Income Tax           | 2.840                                             |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |
| <b>EBITDA</b>        | <b>88.141</b>                                     |                                                             |                                                                  |                           |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |         |                   |         |              |        |                     |       |                      |                |               |               |

**PES Form 4**  
**3<sup>rd</sup> Quarter Monitoring Report**

|                     | Component                                         |                                                          |                                                                 |            | Annual 2023     | [3rd] Quarter                                     |                                                             |                                                                                                                                                                                                                                                   |
|---------------------|---------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------|------------|-----------------|---------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | Strategic Objective (SO) / Strategic Measure (SM) |                                                          | Formula                                                         | Weight     |                 | Rating Scale <sup>1</sup>                         | Target                                                      | Actual                                                                                                                                                                                                                                            |
|                     | SM 5                                              | Budget Utilization Rate (BUR)                            | Total Disbursed / Total Projected Disbursements for MOOE and CO | 5%         |                 | 90%                                               | N/A                                                         | Q3 2023 (Jul to Sep) :<br>13%<br><br>YTD Q3 2023 (Jan to Sep) :<br>33%                                                                                                                                                                            |
|                     | <b>Sub-total</b>                                  |                                                          |                                                                 | <b>30%</b> |                 |                                                   |                                                             |                                                                                                                                                                                                                                                   |
| <b>Stakeholders</b> | SO 3                                              | Increased Economic Opportunities                         |                                                                 |            |                 |                                                   |                                                             |                                                                                                                                                                                                                                                   |
|                     | SM 6                                              | Number of Lease Agreements Signed (Locators within CCAC) | Cumulative Number                                               | 10%        | Actual / Target | Additional 10 Locators from 2022 Cumulative Total | Additional 10 Locators from 2022 Cumulative Total (Q1 – Q4) | 62<br><br>4 New Short Term Lease Agreement:<br>Genesis Transport Service Inc.;<br><br>Yokohama Tire Philippines, Inc.;<br>Transporter Tourist Transport Service Cooperation; Target Lighting Mfg. Corp<br><br>1 Renewal:<br>Hann Philippines, Inc |

**PES Form 4**  
**3<sup>rd</sup> Quarter Monitoring Report**

|                           | Component                                         |                                   |                                                                                               |                           | Annual 2023                                         | [3rd] Quarter               |                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------|---------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | Strategic Objective (SO) / Strategic Measure (SM) | Formula                           | Weight                                                                                        | Rating Scale <sup>1</sup> |                                                     | Target                      | Actual                                                                                                                                                                                                                                                                                                                                                                                  |
|                           | SO 4                                              | Enhanced Stakeholder Experience   |                                                                                               |                           |                                                     |                             |                                                                                                                                                                                                                                                                                                                                                                                         |
|                           | SM 7                                              | Percentage of Satisfied Customers | Number of respondents which gave at least a Satisfactory rating / Total number of respondents | 5%                        | Actual / Target<br><br><i>0% = If less than 80%</i> | 90%                         | <p>Presentation of the Terms of Reference for the Survey Activity by a Third Party Statistician</p> <p>Attended the “Orientation on the Implementation of the Harmonized CSM for GOCCs and SUCs” conducted by the ARTA and GCG held on 19 September 2023.</p> <p>Orientation with the CIAC process owners regarding the guidelines on the Harmonized CSM held on 29 September 2023.</p> |
|                           | <b>Sub-total</b>                                  |                                   |                                                                                               | <b>15%</b>                |                                                     |                             |                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Internal Processes</b> | SO 5                                              | Strengthen Business Processes     |                                                                                               |                           |                                                     |                             |                                                                                                                                                                                                                                                                                                                                                                                         |
|                           | SM 8                                              | ISO 9001:2015                     | Actual Accomplishment                                                                         | 5%                        | All or Nothing                                      | Pass Re-Certification Audit | <p>Conduct of Internal Quality Audit Activities</p> <p>Conducted the Internal Quality Audit Activities</p> <p>The Re-Certification Audit will be conducted by TUV Rheinland Auditors on 28 November 2023</p>                                                                                                                                                                            |

**PES Form 4**  
**3<sup>rd</sup> Quarter Monitoring Report**

|                                                   |                                                                                                                             | Component             |            |                           | Annual 2023                                                                           | [3rd] Quarter                                                                                   |                                                                                                                                          |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------|------------|---------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Objective (SO) / Strategic Measure (SM) |                                                                                                                             | Formula               | Weight     | Rating Scale <sup>1</sup> |                                                                                       | Target                                                                                          | Actual                                                                                                                                   |
| SO 6                                              | Develop and Upgrade Airport Infrastructure/Equipment                                                                        |                       |            |                           |                                                                                       |                                                                                                 |                                                                                                                                          |
|                                                   | Implementation of Airport Infrastructure Projects                                                                           |                       |            |                           |                                                                                       |                                                                                                 |                                                                                                                                          |
| SM 9                                              | Design and Build of the New Eighteen-Storey Air Traffic Control Tower Building Facility at the CRK                          | Actual Accomplishment | 15%        | Actual / Target           | 100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments | 100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments (Q1 – Q4) | Progress/Status:<br>55.29% as of Sept 2023<br><br>2023 Target Jan-Sept: 55.25%<br>Variance: + 0.04%.<br><br>2023 Target Jan-Dec: 100%    |
|                                                   | Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR) |                       | 20%        |                           | 100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments | 100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments (Q1 – Q4) | Progress/Status:<br>22.78% as of Sept 2023<br><br>2023 Target Jan-Sept: 19.15%<br>Variance: + 3.63%.<br><br>2023 Target Jan-Dec: 26.272% |
| <b>Sub-total</b>                                  |                                                                                                                             |                       | <b>40%</b> |                           |                                                                                       |                                                                                                 |                                                                                                                                          |

**PES Form 4**  
**3<sup>rd</sup> Quarter Monitoring Report**

|                            | Component                                         |                                                       |                       |                           | Annual 2023     | [3rd] Quarter |                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------|---------------------------------------------------|-------------------------------------------------------|-----------------------|---------------------------|-----------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | Strategic Objective (SO) / Strategic Measure (SM) | Formula                                               | Weight                | Rating Scale <sup>1</sup> |                 | Target        | Actual                                                                                                                                                                                                                                                                                                                                                         |
| <b>Learning and Growth</b> | SO 7                                              | Enrich Employee Performance and Development           |                       |                           |                 |               |                                                                                                                                                                                                                                                                                                                                                                |
|                            | SM 10                                             | Percentage of Employees Meeting Required Competencies | Actual Accomplishment | 5%                        | Actual / Target | 100%          | <p>70% interventions conducted based on identified competency gaps of CIAC employees</p> <p>75 CIAC employees had undergone competency intervention within the 3<sup>rd</sup> Quarter.</p> <p>A total of 85 employees or 80% of the total personnel complement of CIAC had undergone competency intervention as of the 3<sup>rd</sup> Quarter of the year.</p> |
|                            | <b>Sub-total</b>                                  |                                                       |                       | <b>5%</b>                 |                 |               |                                                                                                                                                                                                                                                                                                                                                                |
|                            | <b>TOTAL</b>                                      |                                                       |                       | <b>100%</b>               |                 |               |                                                                                                                                                                                                                                                                                                                                                                |