



## BUSINESS OVERVIEW

The Clark International Airport Corporation (CIAC) is a non-chartered Government-Owned & Controlled Corporation (GOCC), duly registered with the Securities & Exchange Commission. It was created primarily to develop, operate, manage and maintain the Clark Civil Aviation Complex within the Clark Freeport Zone in the province of Pampanga.

The Clark Civil Aviation Complex is the biggest in the Philippines in terms of land area. It has an aggregate area of 2,367 hectares; which is intended for the operations of the Clark International Airport (IATA Code: CRK) and lease or business arrangements involving aviation, aviation-related services, and aviation-related logistics activities.

Regular operations in CRK started in 2002 with air cargo flights from the United Parcel Services. Passenger traffic, on the other hand, commenced a year later with the entry of chartered flights from South Korean via Asiana Airlines. Currently, CRK is host to twelve (12) international and domestic airlines that provide air travel services to destinations in the Middle East, major cities in Asia, Aklan, Balesin, Cebu City, Davao, Nueva Vizcaya, and Palawan in the Philippines. Air cargo activity in the CRK is still limited to the daily flights of FedEx and the UPS (United Parcel Services) for its freight express operations at its Asian hub in China.

Presently, there are 63 locators and 51 concessionaires occupying commercial areas, structures and spaces within the aviation complex.

## CIAC'S CORE COMPETENCIES & SERVICES

CIAC offers investors and airline operators, including its passengers, an ideal location for both aviation-related and non-aviation business activities.

The complex is fully secured by a perimeter fence with access roads guarded at all times by CIAC Aviation Security personnel and outsourced agency guards. Security within the area is further reinforced by the presence of the Philippine Air Force and the PNP-Aviation Security Group.

Investors also have the opportunity to lease vast tracts of land and structures at very reasonable fees ranging from 75 cents to \$ 2 dollars for an extended period of 50 years; aside from the numerous tax and importation benefits afforded to them for doing business within a Freeport zone.

## Airport Facility Operations Management

Table 1

PASSENGER DESTINATION	AIRLINE
<b>Doha, Qatar</b>	Qatar Airways
<b>Dubai</b>	Emirates
<b>Hongkong</b>	Cathay Dragon & Cebu Pacific
<b>Singapore</b>	Scoot & Cebu Pacific
<b>Incheon, South Korea</b>	Asiana, Jin Air & PAL
<b>Busan, South Korea</b>	Jin Air
<b>Macau</b>	Cebu Pacific
<b>Balesin</b>	Alphaland
<b>Busuanga</b>	CebuGo & PAL
<b>Caticlan</b>	CebuGo & PAL



PASSENGER DESTINATION	AIRLINE
<b>Cebu City</b>	Cebu Pacific & PAL
<b>Davao</b>	Air Asia Philippines
<b>El Nido</b>	Air Swift
<b>Kalibo</b>	Air Asia Philippines
<b>Nueva Vizcaya</b>	Wakay Air
<b>Puerto Princesa</b>	PAL

Table 1 shows the travel destinations in and out of the airport as of June 2017.

CRK has all the necessary infrastructure, facilities, equipment and competent manpower to assure airline operators and passengers of safe and efficient flight operations; such as the runways, taxiways, aprons, instrument landing system, navigational aids, radar, and firefighting equipment.

Among the airport support services and facilities available for airlines in order to operate under safe and secured conditions are daily weather updates to the air traffic control, ground handling services, cargo express services, aircraft maintenance and repair, in-flight catering, and aircraft refueling.

CRK caters to the international air travel requirements of passengers in and out of the major cities in Asia, Caticlan and Cebu City.

The terminal building has an existing capacity of at least 4 million passengers annually for both domestic and international air travel. It has undergone several expansion and rehabilitation works over the years to enhance passenger satisfaction and convenience. Numerous equipment were also procured recently such as x-ray machines, baggage conveyors, flight information display, air cooling systems, and a lot more. The number of check-in counters has increased from 9 to 34 to facilitate the processing of travel documents. With a Passenger Facilitation System in place that has been certified as compliant to ISO 9001:2015 standards, an outbound passenger can be processed by courteous airport officers and airline crews in less than 45 minutes, under normal conditions (*from passenger identification screening, initial and final security screening, processing of travel documents and luggage at check-in counters, payment of travel tax and terminal fees, and immigration screening*). Incoming passengers, meanwhile, can simply glide over to the meters and greeters area in a matter of minutes.

Inside the CRK Terminal, passengers are treated with products and services offered by various concessionaires. The VIP lounge, souvenir shops, smoking lounge, snack bars, duty-free shops, convenience store, internet services, family/nursing room, clinic, fly and park areas, passenger assistance desk, public transportation services, mobile load and battery recharge station, and foreign exchange counters are some of the amenities that add to the delightful experience of CRK passengers.

**Estate Management. Lease of Land, Building & Commercial Spaces**

The real estate portfolio of the corporation comprises the commercial areas within and outside the terminal building and the leasable land, buildings and structures within the Clark Civil Aviation Complex.

Pursuant to Executive Order No. 716, issued on 03 April 2008, CIAC has the authority to undertake all lease and business arrangements involving aviation, aviation-related series & aviation-related logistics activities within Clark the Civil Aviation Complex which comprises an area of 2,200 hectares including approximately 166.9 hectares within Industrial Estate-5. The CIAC Marketing Department is primarily responsible for processing lease and concession proposals. A Contract Management System is presently being institutionalized to ensure that any business activity within the complex are covered by a valid contract, monitored as to compliance with contractual obligations including timely payment of lease, and terminated for non-performance or violations thereof.



## VISION, MISSION & CORE VALUES

### VISION

By 2022, CIAC shall be the airport of choice of Northern and Central Luzon, a competitive aviation complex, and a key economic engine of the country.

### MISSION

To develop, manage and operate a competitive aviation complex, ensuring viability and creating value for our stakeholders.

### CORE COMPETENCIES

- Airport Operations Management
  - Estate Management

### CORE VALUES

Commitment, Integrity, Accountability,  
Competency, Teamwork,  
Inclusiveness/Corporate Citizenship,  
Excellence, Service

The Vision and Mission Statement of CIAC are developed during Strategic Planning Conferences; after thorough deliberations and brainstorming sessions among officers and employees at all levels of the organization (*Directors, Executive Officers, Department Managers, Office Heads, Assistant Managers, Supervisors, Rank & File Personnel, and Union Representatives*).

After its approval by the Board, the senior management communicates the Vision and Mission Statement to all the employees using various methods; *e.g. memorandum, corporate website, and posters displayed at conspicuous areas within the corporation's premises*. It serves, thereafter, as a precursor to the formulation of the corporation's Strategy Map, Performance Scorecard, and Strategic Initiatives.

Review of the Vision and Mission is undertaken annually to ensure that they are still relevant for the current challenges and environment. The core values of the corporation (Commitment, Integrity, Accountability, Competency, Teamwork, Inclusiveness/ Corporate Citizenship, Excellence, and Service) continue to reinforce the commitment and competence of CIAC employees in attaining the corporation's immediate and long-term goals.



**ASSETS**

**Land Area.** The CRK aviation complex is five times bigger than NAIA’s land area of 440 hectares only. The latter is too small to allow two parallel and independent runways that could decongest air traffic that could lessen the occurrence of flight delays, additional fuel costs, and emergency hazards. In fact, NAIA-bound lights have been diverted to CRK in numerous occasions especially during inclement weather.

**Accessibility.** Located at the heart of Central Luzon, CRK is the most viable and convenient airport of choice for travelers from North-Central Luzon and the northern Metro

Manila area who want to avoid the horrendous traffic at EDSA and other major roads leading to any of the three

CRK MAJOR AIRPORT FACILITIES & ASSETS	
Clark Civil Aviation Complex Land Area	2,367 hectares at 484 feet above sea level
Passenger Terminal Building	Capacity of 4 million passengers annually; with two-finger and regular passenger boarding bridges
Accessibility	Easily accessible to air travellers from Central & Northern Luzon and northern Manila
Primary Runway	3,200 meters length; 61 meters width; fully equipped with all navigational aids and lighting system
Secondary Runway	3,200 meters length; 45 meters width; currently used for Visual Flight Rules (VFR) only
Radar Approach Control Coverage	60 nautical miles (primary runway) 220 nautical miles (secondary runway)
Navigational Aids	D-VOR, DME and NDB equipment
Instrument Landing System	Category 1 for Precision Approach
Rescue & Fire Fighting Capability	Category 10 (highest ICAO Rating for Emergency Preparedness)

NAIA terminals. Access to the airport has become smoother and faster through the North Luzon Expressway (NLEX) and the Subic-Clark-Tarlac Expressway (SCTEX) faster. Several terminal lounges in strategic locations like malls and bus terminals were established to transport passengers to and from the airport terminal,

**Passenger Terminal.** Although the current passenger capacity of CRK stands at 4.2 million per annum, it still has enough space for expansion that can accommodate even 80 million travellers annually, as stated in various studies like the Feasibility Study for the Extension of Clark International Airport released by the Aéroports de Paris Ingénierie.

**Runways.** CRK has two (2) runways in parallel configuration that can easily be extended to 4 kilometers to accommodate new generation wide-bodied aircrafts.

**Instrument Landing System.** The primary runway (02R / 20L) is equipped on its both thresholds with an ILS which allows aircraft landing in poor visual conditions. Combined with a Precision Approach Lighting System (PALS), the ILS allows an aircraft to operate under precision approach of Category 1 (CAT 1). The secondary runway (02L / 20R), in contrast, is suitable only for VFR (Visual Flight Rules) conditions, especially for light to medium weight aircrafts.

**Navigational Aids.** CRK is also equipped with the followings navigational: the D-VOR and DME (Doppler – VHF Omnidirectional Range and Distance Measuring Equipment), NDB (Non Directional Beacon). The D-VOR, DME and NDB equipment help 51 aircraft during their navigation to and from



CRK SUPPORT SERVICES	
Meteorological services	PAGASA - daily updates of weather information to the air traffic control
In-Flight Catering	Miascor (Gate Gourmet)
Maintenance, Repair & Overhaul Facility	SIA Engineering Philippines Metrojet Engineering Clark Dornier Technology Asian Aerospace
Public Transportation	Philtranco Bus (Trinoma, Pasay) Genesis Bus (Avenida, Trinoma, Tarlac, Baguio) Taxi Services (CRK to any point of Luzon) Air-conditioned Jeepneys (CRK to Clark Main Gate / SM Gate to Dau Bus Terminal)
Ground Handling	Clark Airport Support Services Corporation Miascor Clark Aviation Services DNATA
Aircraft Refueling	Lubwell Corporation
Navigational Aids	D-VOR, DME and NDB equipment
Instrument Landing System	Category 1 for Precision Approach
Rescue & Fire Fighting Capability	Category 10 (highest ICAO Rating for Emergency Preparedness)

Clark Airport or during en-route navigation as these equipment can provide azimuth and distance from a reference point identified in air navigation maps.

**Taxiways.** CRK's taxiway system is equipped with a full parallel taxiway that serves a total of four (4) aircraft ramps that has a total parking capacity of at least 20 aircrafts. Some portions of the taxiways (not used by commercial flights) can be occupied for temporary storage by aircrafts. For example some aircraft operators in NAIA store their aircrafts at Clark Airport due to a lack of available aircraft parking position in that area.

**Surveillance Radar.** CRK is also equipped with primary and secondary surveillance radar. The surveillance radar allows Air Traffic Control to identify inbound and outbound traffic up to a 200 nautical miles radius.

**Category 10 Emergency Response.** The acquisition of two state-of-the-art Firetrucks Category amounting to PhP115 million during the latter month of 2014 puts CRK's capability to handle emergency disaster to Category 10, the highest rating set by the International Civil Aviation Organization (ICAO). This means that CRK can manage emergency situations involving wider aircrafts such as the Boeing-777 and the Airbus A-380.