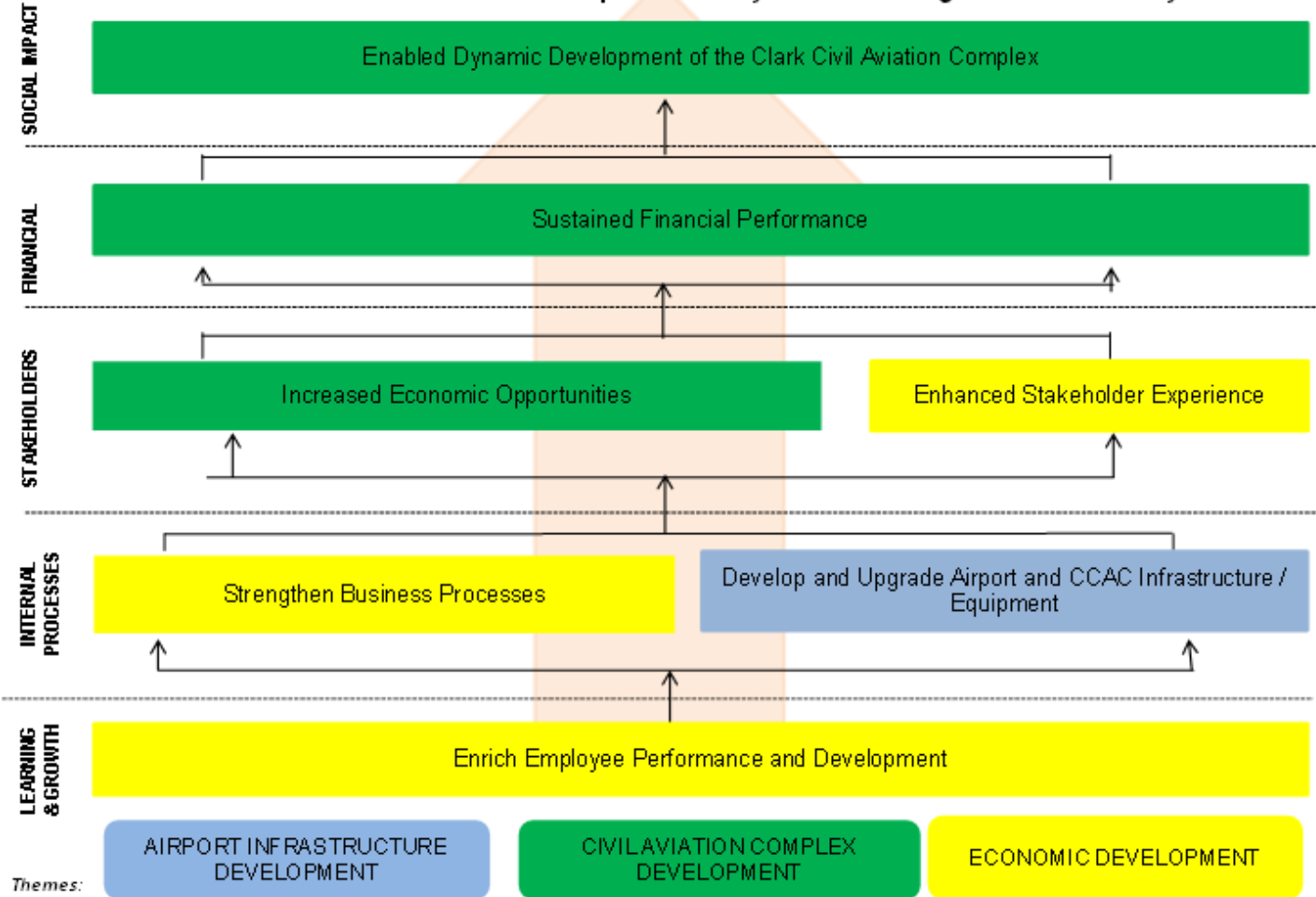




VISION: By 2028, CIAC shall be at the forefront in developing and managing an aerotropolis where world-class industries thrive in a sustainable environment with the Clark International Airport as the premier gateway and the Clark Civil Aviation Complex as a key economic engine of the country.

MISSION:
To develop, manage, and operate a globally-competitive aviation complex while ensuring viability and creating value for our stakeholders.

- CORE VALUES:**
- Competence
 - Integrity
 - Adaptability
 - Commitment



CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Component					Baseline Data		Targets		
Objective/Measure		Formula	Weight	Rating Scale ^{al}	2020	2021	2022	2023	
SOCIAL IMPACT	SO 1	Enable Dynamic Development of the Clark Civil Aviation Complex (CCAC)							
	SM 1	Aircraft Movement Volume	Actual Figure	0%	Actual / Target	8,920	2,386	11,394	9,552
	SM 2	Number of New Employment Generated by CCAC Locators (including sub-lessees)	Absolute Number	10%	Actual / Target	408	918	753	2,000
			Subtotal	10%					
FINANCIAL	SO 2	Sustained Financial Performance							
	SM 3	Revenues (in million pesos)	Service and Business Income + Gains + Other Non-Operating Income	15%	Actual / Target	471.254	557.395	514.324	514.275
	SM 4	EBITDA (in million pesos)	Net Income + Interest + Taxes + Depreciation + Amortization	10%	Actual / Target	258.844	376.730	276.467	201.479
	SM 5	Budget Utilization Rate (BUR)	Total Disbursed/ Total Scheduled Disbursements for MOOE and CO	5%	Actual / Target	N/A	N/A	90%	90%
			Subtotal	30%					

Component					Baseline Data		Targets		
Objective/Measure	Formula	Weight	Rating Scale ^{af}	2020	2021	2022	2023		
STAKEHOLDERS	SO 3	Increased Economic Opportunities							
	SM 6	Number of Lease Agreements signed (Locators within CCAC)	Cumulative Number	10%	Actual / Target	47	51	Additional 4 Locators from 2021 Cumulative Total	Additional 10 Locators from 2022 Cumulative Total
	SO 4	Enhanced Stakeholder Experience							
	SM 7	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>	95.00%	97.78%	90%	90%
	Subtotal		15%						
INTERNAL PROCESS	SO 5	Strengthen Business Processes							
	SM 8	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	Certified to ISO 9001:2015	Maintained ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification	Pass Re-Certification Audit
	SO 6	Develop and Upgrade Airport and CCAC Infrastructure / Equipment							
		Implementation of Airport Infrastructure Projects							
SM 9	Design and Build of the New Eighteen-Storey Air Traffic Control Tower Building Facility at CRK	Actual Accomplishment	15%	Actual / Target	Submitted Bidding Docs and TOR to BCDA on 07 October 2020	27.606% actual progress on Design and Construction of New CRK Control Tower	100% Completion of the Design and Build of the New Eighteen-Storey Air Traffic Control Tower Building Facility at CRK	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments	

Component					Baseline Data		Targets		
Objective/Measure	Formula	Weight	Rating Scale ^{a/}	2020	2021	2022	2023		
Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR)		20%		Submitted Bidding Docs BCDA on 28 October 2020	Revised Project Start Date on 26 December 2021 Phase 1 of the Supply, Installation, Testing, and Commissioning of PSR and SSR	% Completion of Phase 1 of the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR) based on Revised Project Schedule	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments		
Subtotal		40%							
LEARNING & GROWTH	SO 7	Enrich Employee Performance and Development							
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual / Target	85.19%	100%	100%	100%
	Subtotal		5%						
TOTAL		100%							

a/ But not to exceed the assigned weight per indicator.