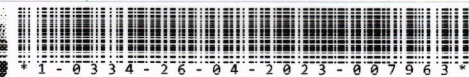




5-110

Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



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25 April 2023

3

HON. JAIME J. BAUTISTA

Chairman and DOTr Secretary

ENGR. JOSHUA M. BINGCANG

Acting President and CEO (PCEO)

CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Corporate Office Bldg., Civil Aviation Complex,
Clark Freeport Zone, Pampanga

RECEIVING COPY

**RE: TRANSMITTAL OF 2023 CHARTER STATEMENT AND
STRATEGY MAP AND PERFORMANCE SCORECARD**

Dear Secretary Bautista and Acting PCEO Bingcang,

We respectfully furnish you with the SIGNED 2023 CIAC Charter Statement and Strategy Map (**Annex A**) and Performance Scorecard (**Annex B**).

Your compliance with GCG M.C. No. 2012-07 and GCG M.C. No. 2023-01 will be highly appreciated.

Very truly yours,

Justice ALEX L. QUIROZ (ret.)
Chairperson

cc: CIAC Employees Association



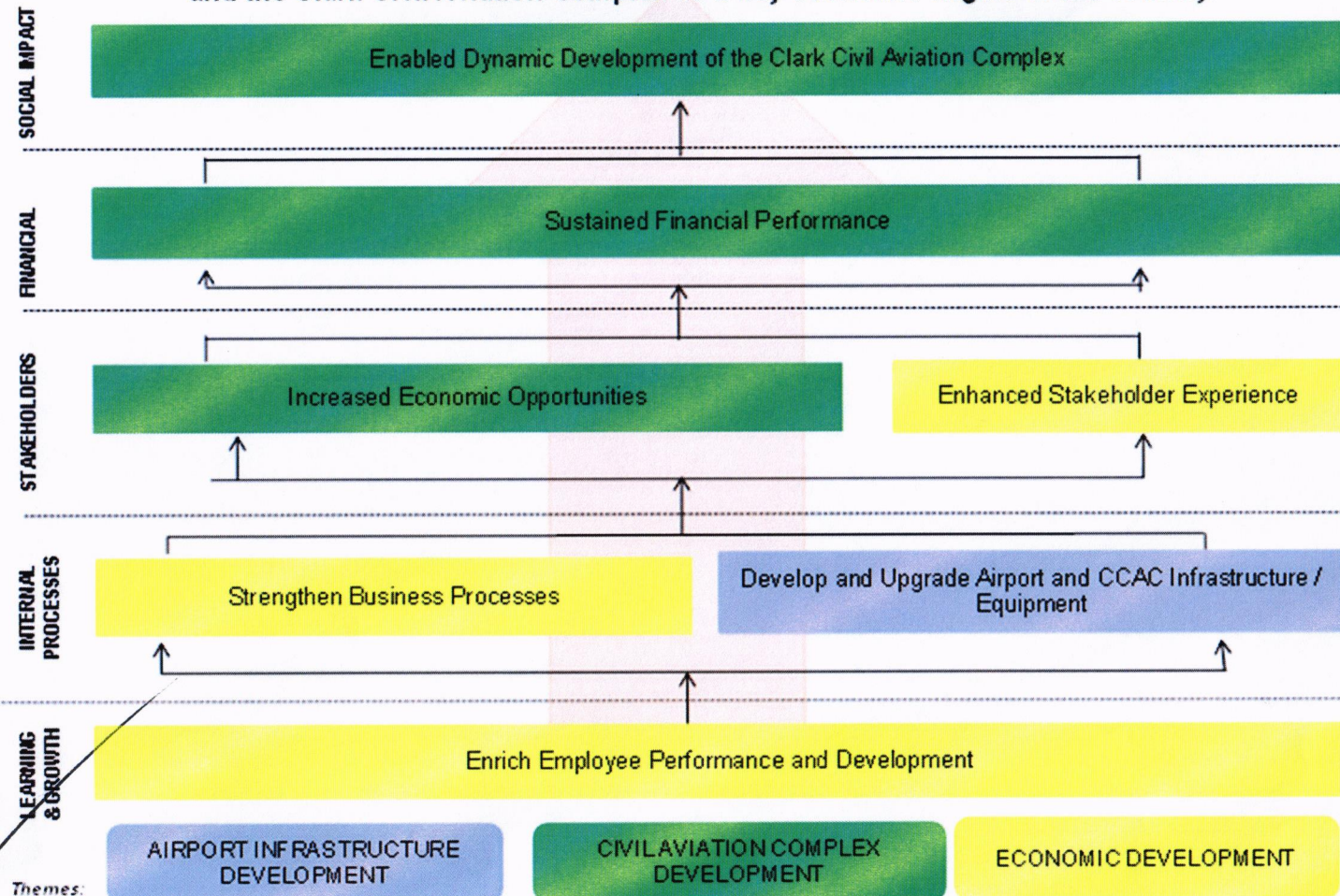
MISSION:

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

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.



2023 PERFORMANCE SCORECARD

CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

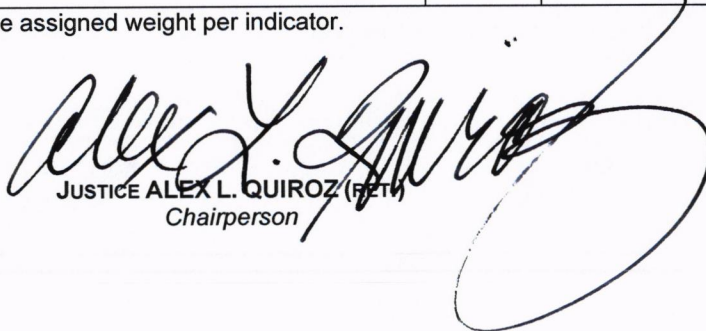
Component					Baseline Data		Targets		
Objective/Measure			Formula	Weight	Rating Scale ^{a/}	2020	2021	2022	2023
SOCIAL IMPACT	SO 1	Enable Dynamic Development of the Clark Civil Aviation Complex (CCAC)							
	SM 1	Aircraft Movement Volume	Actual Figure	0%	Actual / Target	8,920	2,386	11,394	9,552
	SM 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 ^{a/}	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							
	SM 9	Implementation of Airport Infrastructure Projects							
		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

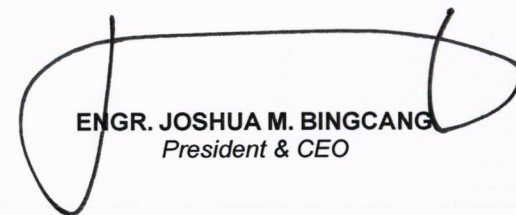
Component					Baseline Data		Targets	
Objective/Measure		Formula	Weight	Rating Scale ^{a/}	2020	2021	2022	2023
EARNING & GROWTH	Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR)		20%		Submitted Bidding Docs BCDA on 28 October 2020	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%					
	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.

For GCG:


JUSTICE ALEX L. QUIROZ (FETM)
Chairperson

For CIAC:


ENGR. JOSHUA M. BINGCANG
President & CEO

LBC EXPRESS, INC.
GROUND FLOOR PENINSULA COURT, PASEO DE R
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Contact No.(s): 9000000000 /9000000000
Card Number: TIN: Bus. Style:
Email:

CONSIGNEE:

And/or care of: /

BAUTISTA, JAIME

Address: JOSHUA BINGCANG, CLARK INTL AIRPORT CORP.
CORPORATE OFFICE BLDG. CIVIL AVIATION COMPLEX, CFZ
ANGELES CITY, PAMPANGA
Contact No.(s): 9000000000

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Origin : MMA-AYAB4-PASEO DE ROXAS
Tran. Date : 04/28/2023 09:38:59 AM
Delivery Date : 04/29/2023 - 04/30/2023
Area Dest. : North Luzon
Tran. Type : Delivery
Cut-Off : 06:30 PM
Actual Wt (Kg.) : 0.00

VATable(Freight) : 104.46
Supplies Fee : (0.00)
VAT-Exempt : 0.00
VAT Zero-Rated : 0.00
10AM Pickup Fee : 0.00
Total Sales : 104.46
12% VAT : 12.54
Amount Due : 117.00
Discount : 0.00
Mode : CASH

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Signature of Associate

GCG GOVERNANCE COMMISSION, MAKATI CIT
Signature of Shipper

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BIR Accreditation No: 1220007821402015060318 Date Issued: 06/26/2015

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