

CLARK INTERNATIONAL AIRPORT CORPORATION

	Component				Annual 2021	[4th] Quarter		
	Strategic Objective (SO) / Strategic Measure(SM)	Formula	Weight	Rating Scale <sup>1</sup>		Target	Actual	
<b>Social Impact</b>	SO 1	Enabled Optimal Development of the Clark Civil Aviation Complex						
	SM 1	Aircraft Movement Volume	Actual Figure	0%	Actual / Target	15,544	15,544 (Q1 – Q4)	771  <i>Source: LIPAD Statistics</i>
	SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	10%	Actual / Target	400	400 (Q1 – Q4)	918 (Q1-Q4)
	<b>Sub-total</b>			<b>10%</b>				

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

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**4<sup>th</sup> Quarter Monitoring Report**

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<b>Financial</b>	SO 2	Sustained Financial Performance																		
	SM 3	Revenues (in thousand pesos)	Absolute Amount	20%	Actual / Target	459,606 (Q1 – Q4)	459,606 (Q1 – Q4)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Income (Q4-Q4)</th> <th style="text-align: right;">In '000</th> </tr> </thead> <tbody> <tr> <td>Service/ Business</td> <td style="text-align: right;">141,553</td> </tr> <tr> <td>Gains</td> <td style="text-align: right;">33,561</td> </tr> <tr> <td>Other Non- Operating</td> <td style="text-align: right;">136</td> </tr> <tr> <td><b>Total Revenue</b></td> <td style="text-align: right;"><b>175,250</b></td> </tr> </tbody> </table>	Income (Q4-Q4)	In '000	Service/ Business	141,553	Gains	33,561	Other Non- Operating	136	<b>Total Revenue</b>	<b>175,250</b>		
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SM 4	EBITDA (in thousand pesos)	Absolute Amount	15%	232,956 (Q1 – Q4)	232,956 (Q1 – Q4)	<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;">73,679</td> </tr> <tr> <td>Interest</td> <td style="text-align: right;">1,139</td> </tr> <tr> <td>Depreciation</td> <td style="text-align: right;">25,878</td> </tr> <tr> <td>Amortization</td> <td style="text-align: right;">129</td> </tr> <tr> <td>Income Tax</td> <td style="text-align: right;">2,204</td> </tr> <tr> <td><b>EBITDA</b></td> <td style="text-align: right;"><b>103,029</b></td> </tr> </tbody> </table>	Items	In '000	Net Income	73,679	Interest	1,139	Depreciation	25,878	Amortization	129	Income Tax	2,204	<b>EBITDA</b>	<b>103,029</b>
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<b>EBITDA</b>	<b>103,029</b>																			
<b>Sub-total</b>				<b>35%</b>																

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**4<sup>th</sup> Quarter Monitoring Report**

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<b>Stakeholders</b>	SO 3	Increased Economic Opportunities					
	SM 5	Number of Lease Agreements Signed (Locators within CCAC)	Cumulative Number	5%	Actual / Target	Additional 5 Locators from 2020 Cumulative Total	Additional 5 Locators from 2020 Cumulative Total (Q1 – Q4)
							Additional 3 LAs for Q4  51 Total LAs at year end  (Total of 12 new LAs, from Q1 – Q4, from 2020 cumulative total)
	SO 4	Enhanced Stakeholder Experience					
	SM 6	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	10%	Actual / Target  <i>0% = If less than 80%</i>	90%	N/A
	<b>Sub-total</b>			<b>15%</b>			

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<b>Internal Processes</b>	SO 5	Advance Business Processes						
	SM 7	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	Maintenance of ISO 9001:2015 Certification	N/A	Passed the ISO 9001:2015 1st Surveillance Audit conducted by TUV Rheinland Auditors last December 20, 2021
	SO 6	Develop and Upgrade Airport Infrastructure/Equipment						
	SM 8	Development of New Normal Initiatives	Actual Accomplishment	5%	All or nothing	100% Development of Business E-application system	100% Development of Business E-application system (Q1 – Q4)	100% development of Business E-Application System for end user testing and end user acceptance
	SM 8	Percentage Completion of the CRK Expansion Project – Horizontal Infrastructure	Actual Accomplishment	25%	Actual / Target	-	-	-

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	SM 9	Implementation of Airport Infrastructure Projects	Actual Accomplishment	20% <del>a. 5%</del> b. 6.67% c. 6.67% d. 6.67%	Actual / Target	<p>Completion of the following:</p> <p>a. MOA &amp; Consultancy Services of the Detailed Architectural and Engineering Design of the Second Runway</p> <p>b. Design and Construction of the New CRK Control Tower</p> <p>c. Rehabilitation and Upgrading of the Airfield Ground Lighting System</p> <p>d. Phase 1 of the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR)</p>	<p>a. Completion of the MOA and Consultancy Services of the Detailed Architectural and Engineering Design of the Second Runway</p> <p>b. Completion of the Design and Construction of the New CRK Control Tower</p> <p>c. Completion of the Rehabilitation and Upgrading of the Airfield Ground Lighting System</p> <p>d. Completion of Phase 1 of the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR)</p> <p style="text-align: center;">(Q1 – Q4)</p>	<p>b. Notice of Award was issued in December 2020, Notice to Proceed was issued on January 2021; Final Construction Design (FCD) and final Financial and Technical Documents including V.O. No. 1 were confirmed by BCDA on 06 October 2021; Progress / Status: 27.606%</p> <p>c. Notice of Award was issued on October 2020, Notice to Proceed was issued on November 2020; Ongoing mobilization for the implementation of the project - 92.98% underway</p> <p>d. Notice of Award was issued 26 July 2021 and conformed 04 Aug 2021; Notice to Proceed was issued 27 September 2021; Project Implementation started on 27 September 2021; suspended for 90 Calendar Days from the issuance of NTP due to Site Possession Issues (Approved: Nov. 8, 2021); suspension will be lifted once Clark Development Corporation (CDC) issues the necessary Site Possession; otherwise, the suspension will be extended; Site Possession for the location of the New Radar (PSR and SSR) at Lily Hill was already granted by CDC on 22 December 2021; facilitation of the Memorandum of Agreement (MOA) is already in process; Contractor was already instructed to secure permits and licenses and submit the Conceptual Development Plan</p>
	<b>Sub-total</b>			<b>30%</b>				

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<b>Learning and Growth</b>	SO 8	Enrich Employee Performance and Development					
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	10%	All or Nothing	100%	<p>100% of CIAC employees (112) met required competencies</p> <p>As of 31 December 2021, 10 internal trainings and 29 external trainings were facilitated/implemented by HRD. From 112 employees, 101 or 90% attended trainings. From 70 employees listed in the Training Plan, 39 or 56% underwent appropriate training.</p> <p style="text-align: center;">Development of Implementation Plan to address the Competency Gaps</p> <p style="text-align: center;">Implementation of Competency Development Plan</p>
	<b>Sub-total</b>			<b>10%</b>			
	<b>TOTAL</b>			<b>100%</b>			