



SECRETARY'S CERTIFICATE

I, **ATTY. RUSTICO D. QUIZON, III**, Acting Corporate Secretary of the Clark International Airport Corporation (CIAC), a corporation duly organized and existing under the laws of the Republic of the Philippines with office address at Corporate Office Building, Clark Civil Aviation Complex, Clark Freeport Zone, Pampanga, hereby certify, that during the 11th Regular Board Meeting of the Board of Directors of the corporation held on 24 November 2023, where a quorum was present, the following resolution was approved:

Resolution No. RM-11-06, series of 2023

"**RESOLVED**, that the Performance Evaluation Scorecard of the Clark International Airport Corporation (CIAC) for the year 2024, herein attached and made an integral part of this resolution, be **APPROVED**, as it is hereby **APPROVED**."

IN WITNESS WHEREOF, I hereby sign this instrument this 05th day of December 2023 at Clark Freeport Zone, Philippines.

ATTY. RUSTICO D. QUIZON, III
Acting Corporate Secretary



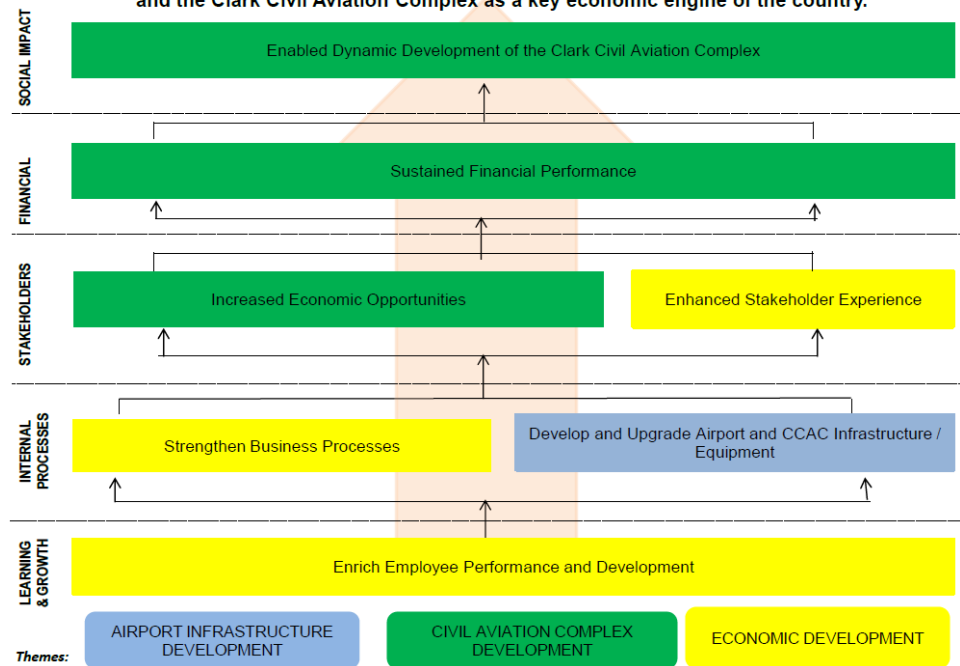
CLARK INTERNATIONAL AIRPORT CORPORATION



VISION: By 2028, CIAC shall be at the forefront of developing and managing an aerropolis 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

	Component				Baseline Data				Target	CIAC Submission	
	Strategic Objective (SO) / Strategic Measure(SM)	Formula	Weight	Rating Scale ¹	2019	2020	2021	2022	2023	2024	
Social Impact	SO 1	Enabled Dynamic Development of the Clark Civil Aviation Complex (CCAC)									
	SM 1	Aircraft Movement Volume	Actual Figure	0%	Actual / Target	35,738	8,920	2,386	11,394	9,552	18,608 ²
	SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	5%	Actual / Target	N/A	408	918	753	2,000	1,000
	Sub-total			5%							

¹ But not to exceed the weight assigned per indicator

² Reference: LIPAD target

		Component				Baseline Data				Target	CIAC Submission
Strategic Objective (SO) / Strategic Measure(SM)		Formula	Weight	Rating Scale ¹	2019	2020	2021	2022	2023	2024	
Financial	SO 2	Sustained Financial Performance									
	SM 3	Revenues (in million pesos)	Service and Business Income + Gains + Other Non-Operating Income	20%	Actual / Target	1,014.274	471.254	557.395	514.324	514.275	640.237
	SM 4	EBITDA (in million pesos)	Net Income + Interest + Taxes + Depreciation + Amortization	10%	Actual / Target	372.877	258.844	376.730	276.467	201.479	360.157
	SM 5	Budget Utilization Rate (BUR)	Total Disbursed / Total Scheduled Disbursements for MOOE and CO	5%	Actual / Target	N/A	N/A	N/A	90%	90%	90%
	Sub-total				35%						

	Component				Baseline Data				Target	CIAC Submission	
	Strategic Objective (SO) / Strategic Measure(SM)	Formula	Weight	Rating Scale ¹	2019	2020	2021	2022	2023	2024	
Stakeholders	SO 3	Increased Economic Opportunities									
	SM 6	Number of Lease Agreements Signed (Locators within CCAC)	Retained + New Lease Agreements Less Expired / Terminated / Merged	10%	Actual / Target	159	47	51	51	Additional 10 Locators from 2022 Cumulative Total	Additional 5 Lease Agreements (Locators) from 2023 Cumulative Total
	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 <i>0% = If less than 80%</i>	92.86%	95.00%	97.78%	90%	90%	90%
	Sub-total		15%								

		Component				Baseline Data				Target	CIAC Submission
		Strategic Objective (SO) / Strategic Measure(SM)	Formula	Weight	Rating Scale ¹	2019	2020	2021	2022	2023	2024
Internal Processes	SO 5	Strengthen Business Processes									
	SM 8	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	Measure Excluded (due to transfer of O&M function)	Certified to ISO 9001: 2015	Maintained ISO 9001:2015 (Passed 1 st Surveillance Audit)	Maintained ISO 9001:2015 (Passed 2 nd Surveillance Audit)	Pass Re-Certification Audit	Maintain ISO 9001:2015 Certification
	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	10%	Actual / Target	N/A	Submitted Bidding Docs and TOR to BCDA on 07 Oct 2020	21.606% actual progress on Design and Construction of New CRK Control Tower	39.60% Completed	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments

Component					Baseline Data				Target	CIAC Submission
Strategic Objective (SO) / Strategic Measure(SM)		Formula	Weight	Rating Scale ¹	2019	2020	2021	2022	2023	2024
	Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR)	Actual Accomplishment	10%	Actual / Target	N/A	N/A	N/A	100% completion of Phase 1 of the project Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar and Secondary Surveillance Radar	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments
	Supply, Installation, Testing & Commissioning of New Air Traffic Communication System and Relocation of Various Communication, Navigation, and Surveillance (CNS) Equipment	Actual Accomplishment	15%	Actual / Target	N/A	N/A	N/A	N/A	N/A	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments
Sub-total			40%							

	Component				Baseline Data				Target	CIAC Submission	
	Strategic Objective (SO) / Strategic Measure(SM)	Formula	Weight	Rating Scale ¹	2019	2020	2021	2022	2023	2024	
Learning and Growth	SO 7	Enrich Employee Performance and Development									
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual / Target	10% Improve ment from Establish ed Baseline 74.34% (84 out of 113 employees)	85.19% (92 out of 108 employees)	100% (112 out of 112 employees)	100% (108 out of 108 employees)	100%	100%
	Sub-total			5%							
	TOTAL			100%							