

CY 2017 CHARTER STATEMENT AND STRATEGY MAP (ANNEX A)



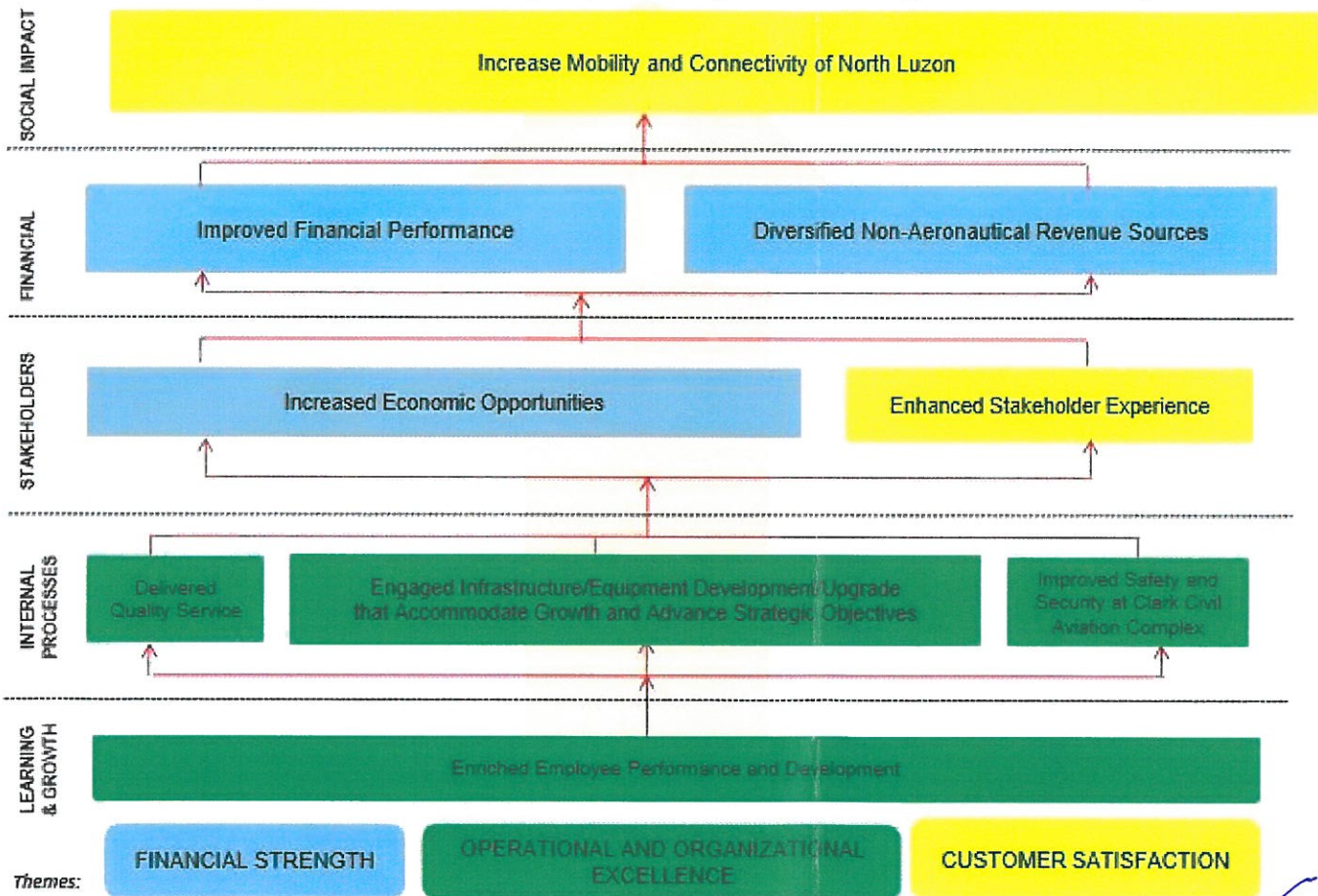
MISSION:

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

CORE VALUES:

- Commitment
- Integrity
- Accountability
- Competence
- Teamwork
- Inclusiveness and Corporate Citizenship
- Excellence
- Service

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



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CY 2017 PERFORMANCE SCORECARD (ANNEX B)

CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Component					Baseline Data		Target	
Objective/Measure			Formula	Weight	Rating Scale	2015	2016	2017
SOCIAL IMPACT	SO 1	Increase Mobility and Connectivity of North Luzon						
	SM 1	Passenger Volume from Catchment Area (Regions I, II, III, and CAR)	Total number of passengers from Catchment Area	10%	Actual / Target x Weight	738,249	951,007	1,252,058
	SM 2	Annual Aircraft Operations	Total takeoffs and landings for passenger domestic & int'l flights	10%		6,057	6,212	11,161
	SM 3	Increase in Serviced Destinations	Total number of domestic and int'l destinations	10%		N/A	8	15
		Subtotal		30%				
FINANCIAL	SO 2	Improved Financial Performance						
	SM 4	Revenues (in thousand pesos)	Absolute Amount	10%	Actual / Target x Weight	598,679	672,676	760,847
	SM 5	EBITDA (in thousand pesos)	Absolute Amount	8%		200,228	271,586	306,892
	SO 3	Diversified Non-Aeronautical Revenue Sources						
	SM 6	Non-Aeronautical Revenues ¹	Absolute Amount	7%	Actual / Target x Weight	319,393	373,632	417,470
	Subtotal		25%					

¹ Includes lease from locators, concessionaires within PTB, CPF, income from locators, income from parking spaces, income from warehouse space lease, and other non-aero revenue sources.

		Component				Baseline Data		Target
		Objective/Measure	Formula	Weight	Rating Scale	2015	2016	2017
STAKEHOLDERS	SO 4	Increased Economic Opportunities						
	SM 7	Number of Lease Agreements signed (Locators within CCAC)	Cumulative Number	6%	Actual / Target x Weight	49	61	69
	SO 5	Enhanced Stakeholder Experience						
	SM 8	Passenger Satisfaction Survey	Average rating of passengers on a 5-point scale	8%	4.2 and above – 5% 3 to 4.1 – 2.5% Below 3 – 0%	4	4.42	4.2
		Subtotal		14%				
INTERNAL PROCESS	SO 6	Delivered Quality Service						
	SM 9	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	ISO 9001:2008 Certified	Awareness Course and IQA Conducted	ISO 9001:2015 Certified
	SM 10	Aerodrome Certification	Actual Accomplishment	5%	All or Nothing	Provisional Certification	Aerodrome Certification Awarded	Aerodrome Certification Maintained
	SO 7	Engaged in Infrastructure/Equipment Development/Upgrade that Accommodate Growth and Advance Strategic Objectives						
	SM 11	Budget Utilization Rate	(Budget Utilized/ Total Allocated Amount for 2017 Airport Projects) x 100	8%	Actual / Target x Weight	N/A	N/A	100%

Component					Baseline Data		Target
Objective/Measure		Formula	Weight	Rating Scale	2015	2016	2017
LEARNING AND GROWTH	SO 8	Improved Safety and Security at Clark Civil Aviation Complex					
	SM 12	Percentage Compliance with the Prescribed Response Time to Safety and Security incidents/Emergencies at CCAC					
		a. Aircraft Emergencies	(Actual no. of incidents or emergencies responded to within the prescribed time/ Total number of incidents or emergencies) x 100%	1%	All or Nothing	100%	100% (3 mins)
		b. Security-related Airport Incidents		1%		100%	100% (10 mins)
		c. Medical Emergencies		1%		100%	100% (3 mins)
	Subtotal			21%			
	SO 9	Enriched Employee Performance and Development					
	SM 13	Competency Framework	Actual Accomplishment	5%	All or Nothing	Developed Employee Performance Planning, Monitoring and Appraisal Program (EPPMAP) for Rank and File	Identified competencies required for the Departments under the Airport Operations Management Group
	SM 14	Rationalization Plan (RP)	Actual Accomplishment	5%	All or Nothing	N/A	Submitted Current State Assessment
	Subtotal			10%			
TOTAL				100%			