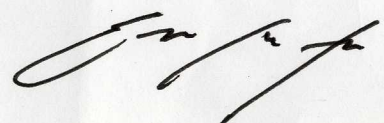


**CLARK INTERNATIONAL AIRPORT CORPORATION  
REVISED 2015 PERFORMANCE SCORECARD**

			Component		Baseline			Target
			Weight	Rating Scale	2012	2013	2014	2015
SOCIAL IMPACT	SO 1	Improved Accessibility & Mobility of Passenger						
	SM1	Increased Passenger Volume from Catchment Area	7.5%	Total number of passengers from Catchment Area by the end of CY2015	N/A	N/A	N/A	720,726
	SM2	Increased Passenger Volume from Northern Metro Manila Area (CAMANAVA)	7.5%	Total number of passengers from Northern Metro Manila Area by the end of CY2015	N/A	N/A	11,844	12,018
CUSTOMERS AND STAKEHOLDERS	SO 2	Enhanced Customer Experience						
	SM 3	Overall Level of Passenger Satisfaction as Measured by Survey Responses	5%	Average rating of passengers on a 5-point scale	N/A	4	4	Establish baseline
	SM 4	Implement a 72-hour Response to Formal Customer Complaints	5%	Total No. of Formal Complaints Responded to Within 72 Hrs / Total No. of Formal Complaints Received	N/A	N/A	N/A	100% Passenger Complaints Responded to Within 72 Hours
	SO 3	Enhanced Stakeholder Alliances						
	SM 5	Number of New Lease Agreements Signed (Locators)	6%	Cumulative number of new lease agreements signed (Locators)	21	21	23	28
	SM 6	Number of Concessionaire Contracts Signed (Concessionaires)	6%	Cumulative number of concessionaire contracts signed (concessionaires)	34	42	47	50
FINANCIAL	SO 4	Improved Financial Performance						
	SM 7	Revenues	5%	Total revenue for the year (in thousand pesos)	516,138	569,151	697,712	718,000
	SM 8	Net Income	5%	Total net income for the year (in thousand pesos)	-7,963	37,880	Breakeven	23,000






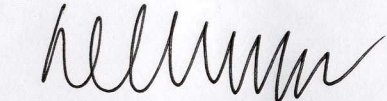


INTERNAL PROCESS	SM 9	EBITDA	6%	EBITDA Margin (in thousand pesos)	N/A	N/A	138,417	228,000
	SO 5	Diversified Non-Aeronautical Revenue Sources						
	SM 10	Income from Concessionaires Within the Terminal Building	5%	Total net income for the year (pesos)	1,137,580	9,546,508	1,837,815	2,000,000
	SM 11	Income from Locators Within CIAC	5%	Total net income for the year (in thousand pesos)	134,246	225,905	228,615	232,000
	SO 6	Engage in Infrastructure/Equipment Development/Upgrade that Accommodate Growth and Advance Strategic Objectives						
	SM 12	Certification from Skytrax	5%	Collected/ Collectible	N/A	N/A	N/A	Internal Inspection and Auditing of Facilities and Services Requirements
	SM 13	LCC Terminal	10%	Actual Accomplishment	N/A	N/A	N/A	NEDA Board Approval and Publishing of Consultancy Services for DED
	SO 7	Pursue Business Development Initiatives						
	SM 14	Participation in Road Shows and Travel Expos	3%	[(Actual number of road shows/travel expos attended)/ (Targeted number of road shows/travel expos to attend)*100%	3	2	4	4
	SM 15	Participation in Airline and Airport Networking Events	3%	(Actual number of events attended/ Targeted number of events to attend)*100%	2	2	2	2
	SM 16	ISO PQA Evaluation	6%	Actual Accomplishment	N/A	N/A	N/A	Submission of CIAC's PQA Application Report to DAP



LEARNING AND GROWTH	SO 8	Enhance Employee Competency and Motivation						
	SM17	Implementation of Effective Employee Performance Evaluation Systems Based on Measurable Results	5%	Progressive launch of the individual balanced scorecard	N/A	N/A	N/A	Development of Individual Scorecard
	SM 18	Competency Framework	5%	Approval by the GCG of Competency Framework	N/A	N/A	N/A	Submission of Board-Approved Competency Framework
	Total Weight		100%					

  
**RAINIER B. BUTALID**  
Commissioner, GCG

  
**RENE K. LIMCAOCO**  
DOTC Undersecretary and  
Alternate Chairman, CIAC

  
**EMIGDIO P. TANJUATCO III**  
President & CEO, CIAC *geon*



**CLARK INTERNATIONAL AIRPORT CORPORATION  
REVISED 2015 PERFORMANCE SCORECARD**


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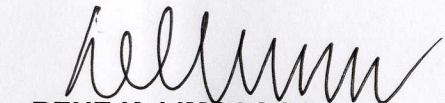


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