

CLARK INTERNATIONAL AIRPORT CORPORATION

| | Component | | | | Annual Target | [4th] Quarter | | |
|----------------------|--|---|--|----------------------------|----------------------------|---------------|--------------|----------|
| | Strategic Objective (SO)/ Strategic Measure(SM) | Formula | Weight | Rating System ^a | | Target | Actual | |
| | | | | | | | | |
| Social Impact | SO 1 | Increased 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 | 2,656,796 pax | 706,611 | 973,114 |
| | SM 2 | Annual aircraft operations | Total takeoffs and landings for passenger domestic and international flights | 10% | | 32,904 | 8,592 | 9,426 |
| | SM 3 | Increase in Serviced destinations | Total number of domestic and international destinations | 10% | | 31 | 31 (Q1 – Q4) | 33 |
| | Sub-total | | | 30% | | | | |
| Financial | SO 2 | Improved Financial Performance | | | | | | |
| | SM 4 | Revenues (in thousand pesos) | Absolute Amount | 10% | (Actual / Target) x Weight | 1,014,274 | 196,728 | 123,193 |
| | SM 5 | EBITDA (in thousand pesos) | Absolute Amount | 10% | | 372,877 | 76,428 | (64,330) |
| | SO 3 | Diversified Non-Aeronautical Revenue Sources | | | | | | |
| | SM 6 | Non-Aeronautical Revenues ^b (in thousand pesos) | Absolute Amount | 10% | (Actual / Target) x Weight | 505,887 | 104,901 | 123,175 |
| Sub-total | | | 30% | | | | | |

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| | | | | | | | | |
| Stakeholders | SO 4 | Increased Economic Opportunities | | | | | | |
| | SM 7 | Number of Lease Agreements signed (Locators within CCAC) | Cumulative Number | 8% | (Actual / Target) x Weight | 131 | 131 | 52 110 (transferred to LIPAD on 16 August 2019) |
| | SO 5 | Enhanced Stakeholder Experience | | | | | | |
| | SM 8 | Percentage of Satisfied Customers | Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents | 5% | (Actual / Target) x Weight <i>0% = If less than 80%</i> | 90% ¹ | 90% ¹ | 92.86% (40.48% - Very Satisfied; 52.38% - Satisfied) |
| | Sub-total | | | 13% | | | | |

¹ Using the Standard Methodology and Questionnaire developed by GCG

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| | | | | | | | | |
| Internal Process | SO 6 | Delivered Quality Service | | | | | | |
| | SM 9 | ISO 9001:2015 | Actual Accomplishment | 5% | All or Nothing | Pass the Surveillance Audit (ISO 9001:2015) | Re-Certified to ISO 9001: 2015 | Due to the change in scope of the business of CIAC, CIAC's Quality Management System has to reevaluate the fulfilment of the requirements of the ISO 9001:2015. As a result, CIAC will no longer undergo a Re-Certification Audit this year as recommended by TUV Rheinland, which is CIAC's Certifying Body. |
| | SM 10 | Aerodrome Certification | Actual Accomplishment | 5% | All or Nothing | Aerodrome Certification Maintained | Aerodrome Certification Maintained | Aerodrome Certification Maintained |

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| Strategic Objective (SO)/ Strategic Measure(SM) | | Formula | Weight | Rating System ^a | | Target | Actual |
| 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 2019 Airport Projects) x100 | 9% | Actual / Target x Weight | 100% | 100% (Q1 – Q4) | 866,869/866,869 100% (Q1-Q4) |
| 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)x100 | 1% | All or nothing | 100% (3 mins) | 100% (3 mins) | 100% (4/4) |
| | b. Security-related Airport Incidents | | 1% | | 100% (10 mins) | 100% (10 mins) | 100% (13/13) |
| | c. Medical emergencies | | 1% | | 100% (3 mins) | 100% (3 mins) | 100% (11/11) |
| Sub-total | | | 22% | | | | |

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| | | | | | | | | |
| Learning and Growth | SO 9 | Enriched Employee Performance and Development | | | | | | |
| | SM 13 | Percentage of Employees Meeting Required Competencies | Actual Accomplishment | 5% | All or Nothing | 10% Improvement from Established Baseline | 10% Improvement from Established Baseline (Q1 – Q4) | 10% improvement from 2018 baseline Based on the remaining 113 employees, 72 /113 (64%) are meeting the required competencies for 2018. For 2019, 84/113 (74%) met the required competencies – equivalent to a 10% improvement from the baseline. |
| | Sub-total | | | 5% | | | | |
| | TOTAL | | | 100% | | | | |

a/ But not to exceed the weight assigned per indicator

b/ 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 source