

**SUMMARY OF AGREEMENTS
CLARK INTERNATIONAL AIRPORT CORPORATION
PERFORMANCE SCORECARD
2015**

	MEASURES			BASELINE			TARGET	GCG COMMENT/ RECOMMENDATION	PAN AGREEMENT					
	DESCRIPTION	FORMULA	WEIGHT	2012	2013	2014	2015		Measures	Formula	Weight	FULL YEAR 2015 TARGET	REMARKS	
	Proposed Social Impact Objective: Increased Mobility and Accessibility Resulting in a Better Quality of Life and Global Competitiveness									SO1 To Provide World Class Quality Airport Services and Facilities for Passengers in the Northern Metro Manila, Central and Northern Luzon Areas				
Social Impact								GCG recommends CIAC adopt a measure for Social Impact, e.g., increased market share thru increased airline presence and passenger and cargo volume.	SM1	Increased Passenger Volume from Catchment Area		7.5%		TWG will work on the actual targets
									SM2	Increased Passenger Volume from Northern Metro Manila Area		7.5%		
	SO 1 Enhanced Customer Experience									SO 2 Enhanced Customer Experience				
	SM 1 Overall Level of Passenger Satisfaction as Measured by Survey Responses	Average rating of passengers on a 5-point scale	8%	N/A	4	4	4			SM 3 Overall Level of Passenger Satisfaction as Measured by Survey Responses	Average rating of passengers on a 5-point scale	5%	Establish baseline	
	SM 2 Implement a 72-hour Response to Formal Customer Complaints	Total number of formal complaints responded to within 72 hours/Total number of formal complaints received	10%	N/A	N/A	N/A	100%			SM 4 Implement a 72-hour Response to Formal Customer Complaints	Total number of formal complaints responded to within 72 hours/Total number of formal complaints received	5%	100%	
	SO 2 Enhanced Stakeholder Alliances									SO 3 Enhanced Stakeholder Alliances				
	SM 3 Number of New Lease Agreements Signed (Locators)	Cumulative number of new lease agreements signed (Locators)	6%	21	21	23	25			SM 5 Number of New Lease Agreements Signed (Locators)	Cumulative number of new lease agreements signed (Locators)	6%	28	
			% change	-	-	10%	9%							
	SM 4 Number of Concessionaire Contracts Signed (Concessionaires)	Cumulative number of concessionaire contracts signed (concessionaires)	6%	34	42	47	48			SM 6 Number of Concessionaire Contracts Signed (Concessionaires)	Cumulative number of concessionaire contracts signed (concessionaires)	6%	50	
			% change	-	24%	12%	2%							
	SO 3 Improved Financial Performance									SO 4 Improved Financial Performance				
	SM 6 Revenues	Total revenue for the year (in thousand pesos)	3%	516,138	569,151	697,712	606,282			SM 7 Revenues	Total revenue for the year (in thousand pesos)	5%	718,000	
			% change	-	10%	23%	-13%							
	SM 7 Net Income	Total net income for the year (in thousand pesos)	2%	-7,963	37,880	Breakeven	22,862	Reason for net loss in 2014 is pulling out of Emirates and Air Asia flights		SM 8 Net Income	Total net income for the year (in thousand pesos)	5%	23,000	
			% change	-	-576%									
	SM 8 EBITDA	EBITDA Margin (in thousand pesos)	6%	N/A	N/A	138,417	228,157			SM 9 EBITDA	EBITDA Margin (in thousand pesos)	6%	228,000	
			% change	-	-	-	65%							
	SO 4 Diversified Non-Aeronautical Revenue Sources									SO 5 Diversified Non-Aeronautical Revenue Sources				
	SM 9 Income from Concessionaires Within the Terminal Building	Total net income for the year (pesos)	4%	1,137,580.12	9,546,508.52	1,837,815.80	1,992,615.80	Abnormally high amount of income from concessionaires in 2012 due to reclassified lease income of P8 Billion		SM 10 Income from Concessionaires Within the Terminal Building	Total net income for the year (pesos)	5%	2,000,000	
			% change	-	739%	-81%	8%							
	SM 10 Income from Locators Within CIAC	Total net income for the year (in thousand pesos)	5%	134,246	225,905	228,615	231,740			SM 11 Income from Locators Within CIAC	Total net income for the year (in thousand pesos)	5%	232,000	
			% change	-	68%	1%	1%							
	SO 5 Engage in Infrastructure/Equipment Development/Upgrade that Accommodate Growth and Advance Strategic Objectives									SO 6 Engage in Infrastructure/Equipment Development/Upgrade that Accommodate Growth and Advance Strategic Objectives				
	SM 11 Percentage Completion of Construction/Delivery/Installation of: 8 Diesel Engine Generator Sets with Scada, Power/Control Cables, Auto-Transfer and Bypass Switches; Advanced Visual Docking System; 50W Radio Transmitter/Receiver with Tx/RX; Traffic Signalling System with CCTV at Main Entrance at CM Recto; VHF Digital Radio Repeater System with 25 Units VHF Radio; Two (2) units Ramp Bus; X-ray Machine; Security Perimeter Fence and Perimeter Lighting	[(Actual line item delivered/installed)/(Target line item delivered installed)]*100%	13%	N/A	N/A	N/A	100%	Should DOTC not approve the aforementioned projects, said measure shall be the subject of exclusion/renegotiation. Weight of 3% was reallocated to Competency Framework Measure (SM 21)		SM 12 Certification from Skytrax		5%	Establishment of preliminary rating from Skytrax by 2015; 3 star by 2016; 5 star rating by 2020	

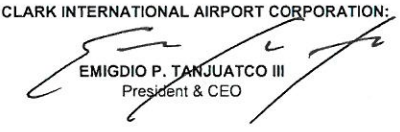
Internal Processes	SM 13	LCC Terminal								10%	NEDA Approval and Bidding out			
	SO 7 Ensure Aviation Safety and Security Through Key Performance Indicator Monitoring													
	SM 14	Number of Installed Xray machines	Total number of operational Xray machines	2%	4	4	4	4	These are output measures that have a bearing on Customers/Stakeholders satisfaction.					
			Total number of required calibration/preventive maintenance conducted per year	2%	N/A	N/A	N/A	4x/year						
	SM 15	Number of Installed Walk Through Metal Detectors (WTMD)	Total number of operational Walk Through Metal Detectors	2%	4	4	4	5						
			Total number of required calibration/preventive maintenance conducted per year	2%	N/A	N/A	N/A	4x/year						
	SM 16	Installation of CCTV Cameras at Passenger Terminal Building	Operational CCTV cameras at passenger terminal building	2%	N/A	N/A	N/A	85% of installed CCTV cameras are operational						
	SO 8 Pursue Business Development Initiatives													
	SO 7 Pursue Business Development Initiatives													
	SM 17	Participation in Road Shows and Travel Expos	[(Actual number of road shows/travel expos attended)/(Targeted number of road shows/travel expos to attend)*100%	3%	3	2	4	4		SM 14	Participation in Road Shows and Travel Expos	[(Actual number of road shows/travel expos attended)/(Targeted number of road shows/travel expos to attend)*100%	3%	4
SM 18	Participation in Airline and Airport Networking Events	(Actual number of events attended/ Targeted number of events to attend)*100%	3%	2	2	2	2	SM 15		Participation in Airline and Airport Networking Events	(Actual number of events attended/ Targeted number of events to attend)*100%	3%	2	
SO 9 Champion Organizational Performance Management Practices														
SM 19	ISO 9001:2008 Re-Certification Audit/ Surveillance Audit for International Passenger Terminal Facilitation and CIAC Internal Processes	(No of passed audited processes/Total number of processes audited)*100%	6%	100%	100%	100%	100%	SM 16	ISO POA Evaluation		6%		By 2016, it will be ISO 9001:2015	
Learning and Growth	SO 10 Commit to Individual Performance Management Practices													
	SO 8 Commit to Individual Performance Management Practices													
	SM 20	Implementation of Effective Employee Performance Evaluation Systems Based on Measurable Results	Progressive launch of the individual balanced scorecard	3%	N/A	N/A	N/A	Development	SM 17	Implementation of Effective Employee Performance Evaluation Systems Based on Measurable Results	Progressive launch of the individual balanced scorecard	5%	Development	
	SM 21	Competency Framework	Approval by the GCG of Competency Framework	3%	N/A	N/A	N/A	Development	SM 18	Competency Framework	Approval by the GCG of Competency Framework	5%	Development	
Total Weight			91%					Total Weights			100%			

For GOVERNANCE COMMISSION FOR GOCCs:


CESAR L. VILLANUEVA
Chairman


RAINIER B. BUTALID
Commissioner

For CLARK INTERNATIONAL AIRPORT CORPORATION:


EMIGDIO P. TANJUATCO III
President & CEO



July 11 =