

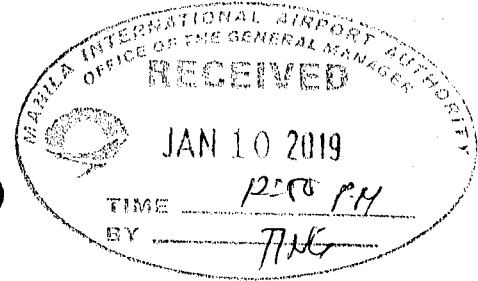


03 January 2019

ATTY. ARTHUR P. TUGADE
 Chairman and DOTr Secretary

MR. EDDIE V. MONREAL
 General Manager

MANILA INTERNATIONAL AIRPORT AUTHORITY(MIAA)
 MIAA Administration Building, NAIA Complex
 Pasay City



RE: TRANSMITTAL OF 2019 PERFORMANCE SCORECARD

Dear Sec. Tugade and GM Monreal,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2019 Performance Scorecard (**Annex B**) of MIAA. The same is to be posted in MIAA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The MIAA-proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its email dated 24 September 2018 were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 15 October 2018 and evaluation of revised documents submitted through its letter dated 31 October 2018.²

We take this opportunity to **REMIND** MIAA that Item 5 of GCG Memorandum Circular No. 2017-02³ mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter.

FOR YOUR COMPLIANCE.

Very truly yours,

SAMUEL G. DAGPIN JR.
 Chairman

MICHAEL P. CLORIBEL
 Commissioner

MARITES CRUZ-DORAL
 Commissioner

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 05 November 2018.

³ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

5



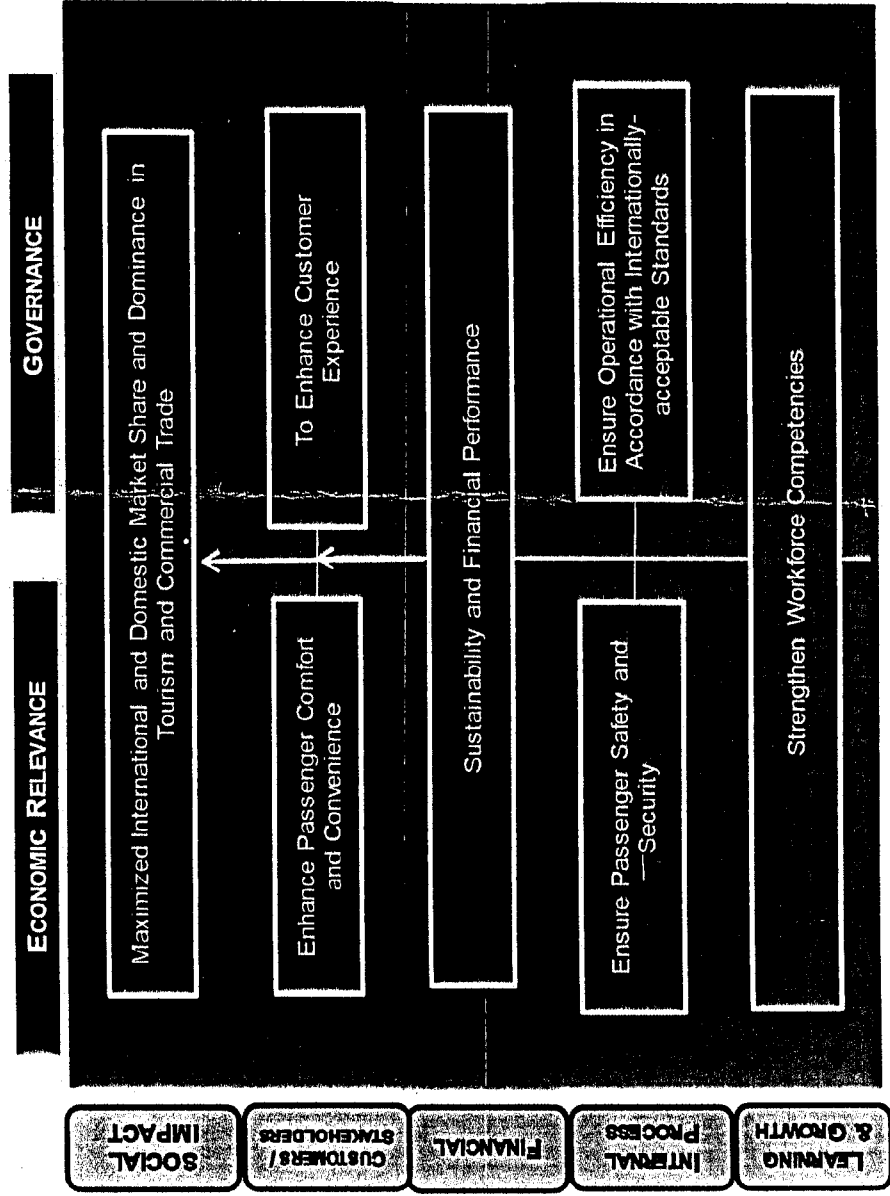
Manila International Airport Authority

VISION

By 2022, NAIA, as managed and operated by MIAA, is recognized as among the best airports in Asia

STRATEGY MAP 2017-2022

| | |
|--------------------|--|
| MISSION | Provide a safe, secure and efficient environment to enable stakeholders to deliver a seamless experience for passengers and all airport users, while contributing to economic development |
| CORE VALUES | <p>Integrity – honesty, transparency & uprightness.</p> <p>Service Orientation – sensitive & responsive.</p> <p>Innovation – adapt & respond.</p> <p>Professionalism – competent, dedicated, reliable & accountable.</p> |



2019 PERFORMANCE SCORECARD (ANNEX B)

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

| Component | | Baseline Data | | | | Targets | |
|--|----------------------------------|---|-----------------------------|------------|--|----------------------------------|------------------------------|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | 2016 | 2017 | 2018 | 2019 |
| SO1 Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade | | | | | | | |
| SM 1 | Flight Volume | 10% | Actual / Target x Weight | 258,279 | 258,366 | 271,223 | 262,546 |
| SM 2 | Passenger Volume | 10% | | 39,534,991 | 42,022,484 | 44,665,698 | 46,902,015 |
| SM 3 | Cargo Volume | 10% | | 630,166 | 662,256 | 695,965 | 691,487 |
| | | | Sub-total | | | | |
| SO2 Enhance Passenger Comfort and Convenience | | | | | | | |
| Improvement of Terminal Building and Facilities | | | | | | | |
| SM 4 | a. Implemented Approved Projects | Number of Approved Projects / Number of Approved Projects | 10% | N/A | 100% Completion of: (a) Canopy Extension at T3 Departure Curbside (b) Purchase of 586 Units of 4-seater for NAIA Terminals | Implemented 10 Approved Projects | 10 Projects Awarded |
| | b. Completed Awarded Projects | Number of Awarded Projects Completed / Number of Awarded Projects | 5% | N/A | | Completed 7 Awarded Projects | 5 Awarded Projects Completed |

SOCIAL IMPACT

CUSTOMERS & STAKEHOLDERS

| Component | | Baseline Data | | | | Targets | |
|---|---|---|---|---------|---|--|---|
| Objective/Measure | Formula | Weight | Rating System ^{al} | 2016 | 2017 | 2018 | 2019 |
| S03 Enhance Customer Experience | | | | | | | |
| SM 5 | Percentage of Satisfied Customers | Number of respondents which gave at least a Satisfactory rating / Total number of respondents | (Actual / Target) x Weight 0% = If less than 80% | N/A | N/A | 90%** | 90%* |
| | | Sub-total | | | | | |
| S04 Sustainability and Financial Performance | | | | | | | |
| SM 6 | Gross Revenues | Actual Accomplishment (in Billion pesos) | Actual / Target x Weight | 11.96** | 13.13 | 13.13 | 16.465 |
| SM 7 | EBITDA | | Actual / Target x Weight | 14.19** | 6.997 | 8.28 | 8.97 |
| | | Sub-total | | | | | |
| S05 Ensure Passenger Safety and Security | | | | | | | |
| SM 8 | Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies: A. Aircraft – 3 mins B. Security – 10 mins C. Medical – 8 mins | Actual Accomplishment | All or Nothing A. Aircraft – 1% B. Security – 1% C. Medical – 1% | 100% | Responded to within the Prescribed ICAO Standard Time: - Aircraft – 86% - Security-Related – 100% - Medical – 100% | 100% Responded to Within ICAO- Prescribed Standard Time | 100% Responded to Within ICAO- Prescribed Standard Time |

FINANCE

INTERNAL PROCESS

* Using the Standard Methodology and Questionnaire developed by GCG.
** Based on the 2016 Restated figures in the MIAA 2017 Audited Financial Statements.

| | | Component | | | | Baseline Data | | | | Targets | |
|---|--|-----------------------|------------|--|----------------------------|--|--|---|--|---------|--|
| Objective/Measure | | Formula | Weight | Rating System ^{a/} | 2016 | 2017 | 2018 | 2019 | | | |
| SO 6: Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards | | | | | | | | | | | |
| SM 9 | ISO Certification | Actual Accomplishment | 5% | All or Nothing | ISO 9001:2008 Re-certified | IQA Report Writing Workshop and Re-Certification to ISO 9001:2008 | ISO 9001:2015 Certified | Pass Surveillance Audit | | | |
| SM 10 | Improvement of Airside Facilities | Actual Accomplishment | 3% | Actual / Target x Weight a. 1.5% b. 1.5% | N/A | a. 100% of Pavement Markings Repainted b. 100% Completion of the installation of Stop Bar at Runway | Installation of RET at Runway 06/24 (Civil & Electrical) Project | a. 75% Completion of Phase 1: Repair and Upgrading of Taxiway Charlie b. 100% Completion of the Repair and Overlay of Runway 06/24 | | | |
| SM 11 | Enhanced Responsiveness to Emergencies in the Runway | Actual Accomplishment | 2% | Actual / Target x Weight a. 1% b. 1% | N/A | N/A | N/A | a. Enter into a Memorandum of Agreement (MOA) with a Third Party on the Use/ Provision of Equipment Required in Cases of Emergency; and b. Establishment of Business Continuity Plan (BCP) and Irregular Operations (IROPS) Policy | | | |
| | | Sub-total | 13% | | | | | | | | |

| Component | | Baseline Data | | | | Targets | | |
|--|---|-----------------------|-----------------------------|--------------------------|------|-------------------------------------|---|---|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | 2016 | 2017 | 2018 | 2019 | |
| S07 Strengthen Workforce Competencies | | | | | | | | |
| SM 12 | Percentage of Employees Meeting Required Competencies | Actual Accomplishment | 5% | Actual / Target x Weight | N/A | Competency Model for Board Approval | a. Board-Approved Competency Model b. Establish Baseline | Twenty percent (20%) of the 325 MIAA Employees That Have Been Assessed with Competency Gaps Will Meet the Required Competencies |
| | | Sub-total | 5% | | | | | |
| | | TOTAL | 100% | | | | | |

LEARNING AND GROWTH

^{a/} But not to exceed the weight assigned per indicator.