



25 March 2024

HON. JAIME J. BAUTISTA
Chairman and DOTr Secretary

HON. ERIC JOSE C. INES
General Manager (GM)

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)
MIAA Administration Building
MIA Road, Pasay City

RE: TRANSMITTAL OF 2024 PERFORMANCE SCORECARD

Dear Secretary Bautista and GM Ines,

This is to formally transmit the 2024 Charter Statement and Strategy Map (**Annex A**) and 2024 Performance Scorecard (**Annex B**) of MIAA. The same is to be posted on MIAA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The MIAA-proposed Charter Statement and Strategy Map were **RETAINED** while the Performance Scorecard submitted through its letter dated 26 October 2023² was **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 20 December 2023, evaluation of revised documents submitted through letters dated 05 January 2024³ and 19 March 2024,⁴ and finalized during the Performance Target Conference (PTC) held on 25 March 2024.

We remind MIAA that Item 6 of GCG M.C. No. 2023-01⁵ requires GOCCs to submit their Quarterly Targets within 15 calendar days from receipt of the GCG-approved Performance Scorecard. Moreover, Item 7 of the same Circular directs GOCCs to accomplish the requisite Quarterly Monitoring Reports detailing their progress in accomplishing the performance targets. The Quarterly Monitoring Reports should disclose substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of targets.

FOR MIAA'S INFORMATION AND COMPLIANCE.

Very truly yours,

ATTY. MARIUS P. CORPUS
Chairperson

ATTY. BRIAN KEITH F. HOSAKA
Commissioner

ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ
Commissioner

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

² Officially received by the Governance Commission on 31 October 2023

³ Officially received by the Governance Commission on 05 January 2024.

⁴ Officially received by the Governance Commission on 19 March 2024.

⁵ PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 19 January 2023.





STRATEGY MAP
2024-2028

To provide a safe, secure, seamless and sustainable airport environment contributing to the economic growth of the Philippines.

M **MISSION**

- C** **ORE** **V** **ALUES**
- Integrity
 - Resilience
 - Innovation
 - Service Excellence
 - Sustainability

VISION

By 2028, NAIA will be a digitally transformed airport providing seamless connectivity and excellent customer experience showcasing Filipino hospitality and gender inclusivity.

Economic Impact

Governance

Social Impact

S01

Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade

Customer & Stakeholder

S02

Enhance Passenger Comfort and Convenience

S03

Enhance Customer Experience

Financial

S04

Sustainability and Financial Performance

Internal Process

S05

Ensure Passenger Safety and Security

S06

Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards

Learning & Growth

S07

Strengthen Workforce Competencies

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

Component					Baseline Data				Targets	
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024	
SO 1	Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade									
SM 1	Flight Volume	International + Domestic + General Aviation (Gen Av) Flights	Actual / Target	10%	305,622	111,953	121,095	246,724	289,397	308,601
SM 2	Passenger Volume	International + Domestic + Gen. Av. Passengers	Actual / Target	10%	48,101,474	11,274,353	8,015,385	31,165,355	39,870,117	48,480,815
SM 3	Cargo Volume (in metric tons)	International + Domestic Cargo	Actual / Target	10%	721,708	533,956	588,459	583,343	635,123	533,793
	Subtotal			30%						
SO 2	Enhance Passenger Comfort and Convenience									
SM 4	Number of Completed Projects for Improvement of Terminal Facilities and Equipment	Actual Number of Projects with 100% Completion as of yearend	Actual / Target	4%	N/A	N/A	N/A	One (1) Project Completed a. Replacement of Elevators PE1, PE2 and SE4 at NAIA Terminal 1	Two (2) Projects a. Renovation of Twelve (12) Units of Comfort Rooms at NAIA Terminal3 (T3) b. Installation of Primary Air Unit (PAU) and Air Handling Units (AHUs) at NAIA T3	Two (2) Projects a. Supply and Delivery of 6,000 Luggage Carts b. Supply and Delivery of 2,700 units Four (4) Seater Airport Seating for NAIA Terminals 1, 2 and 3

Component				Baseline Data				Targets			
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024		
SO 3	Enhance Customer Experience										
SM 5	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	Actual / Target 0% = if less than 80%	5%	84.42%	Passengers: <i>Excluded</i> Airlines 88% Concessionaires: 93%	Passengers: <i>Excluded</i> Airlines 89% Concessionaires: 83%	Passengers: 72.56% Airlines 88% Concessionaires: 67.74%	90%	90%	
	Subtotal			9%							
SO 4	Sustainability and Financial Performance										
FINANCIAL	SM 6	Gross Revenues (In Billion Pesos) ^a	Business and Service Income + Shares, Donations and Grants + Gains + Other Non-Operating Income	Actual / Target	10%	₱15.961	₱5.548	₱4.465	₱10.37	₱11.650	₱15.063
	SM 7	EBITDA (In Billion Pesos) ^a	Net Income After Tax but before Subsidy and NG Share in MIAA Income + Interest Expense + Income Taxes + Depreciation + Amortization		10%	₱9.567	₱1.156	(₱0.236)	₱5.226	₱3.873	₱7.053

Note: a. The baseline figures from 2019-2022 differ from the GCG-validated figures for Gross Revenues and EBITDA in previous years due to: (1) changes made in the 2024 performance scorecard concerning the formula used and (2) the restatements of the figures MIAA's Statement of Comprehensive Income based on the Commission on Audit (COA)'s Annual Audit Report (AAR).

Component				Baseline Data				Targets		
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024	
SM 8	Budget Utilization Rate (BUR)									
	a. Corporate Operating Budget (Total Uses excluding Personnel Services)	Actual Disbursement / Planned Disbursement	Actual / Target	5%	N/A	N/A	N/A	75.81%	90%	90%
	b. DOTr-downloaded funds	Actual Disbursement / Planned Disbursement	Actual / Target	5%	N/A	N/A	N/A	N/A	90%	90%
	Subtotal			30%						
SO 5	Ensure Passenger Safety and Security									
INTERNAL PROCESS SM 9	<i>Percentage of Incidents Responded to within ICAO Prescribed Response Time</i>									
	a. Aircraft - 3 mins.	Incidents Responded to Within Prescribed Response Time / Total Incidents During the year	All or Nothing	2%	100.00%	100.00%	100.00%	100.00%	100.00%	100%
	b. Security Related - 8 mins.			2%	100.00%	100.00%	100.00%	100.00%	100.00%	100%
	c. Medical - 8 mins.			2%	100.00%	100.00%	100.00%	100.00%	100.00%	100%

Component				Baseline Data				Targets		
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024	
SO 6	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards									
SM 10	<i>ISO Certification:</i>									
	a. ISO 9001:2015 (QMS)	Actual Accomplishment	All or Nothing	5%	Passed Surveillance Audit	Passed 2nd Surveillance Audit	ISO 9001:2015 Recertification	Passed Surveillance Audit	Pass 2nd Surveillance Audit	Pass Re-Certification Audit
	b. ISO 14001:2015 (EMS)		All or Nothing	5%	N/A	N/A	ISO 14001:2015 Certification	Passed Surveillance Audit	Pass 2nd Surveillance Audit	Pass Re-Certification Audits
	c. ISO 45001:2018 (Occupational Health and Safety)		All or Nothing	5%	N/A	N/A	N/A	N/A	N/A	ISO 45001:2018 Certified
SM 11	Enhanced Responsiveness to Emergencies	All or Nothing	Actual / Target	5%	Entered into a MOA with a Royal Cargo, Inc. on the Use/Provision of Equipment Required in Cases of Plane Overshooting in Runway	Accomplished Renewing the Contract with the Third Party on the Use/Provision of Equipment Required in Case of Emergency	Accomplished Renewing the Contract with the Third Party on the Use/Provision of Equipment Required in Case of Emergency	Accomplished Renewing the Contract with the Third Party on the Use/Provision of Equipment Required in Case of Emergency	Renewed Contract or Agreement with a Third Party on the Use/Provision of Equipment Required in Case of Emergency	Renewed Contract or Agreement with a Third Party on the Use/Provision of Equipment Required in Case of Emergency
	Subtotal			26%						

Component				Baseline Data				Targets			
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024		
LEARNING & GROWTH	SO 7	Strengthen Workforce Competencies									
	SM 12	Percentage of Employees Meeting the Required Competencies	Plantilla Employees Meeting Required Competencies / Total Filled Plantilla as of Yearend	Actual / Target	5%	30.28% (340 out of 1,123)	32.02% (341 out of 1,065)	60.07% (814 out of 1,355)	79.52% (1,025 of 1,289)	100%	100%
		Subtotal		5%							
		TOTAL		100%							

For GCG:

For MIAA:



ATTY. MARIUS P. CORPUS
Chairperson



HON. ERIC JOSE C. INES
General Manager