



19 March 2025

HON. ERIC JOSE C. INES
General Manager (GM)
MANILA INTERNATIONAL AIRPORT AUTHORITY
MIAA Administration Building
MIA Road, Pasay City



**RE: TRANSMITTAL OF 2025 CHARTER STATEMENT AND
STRATEGY MAP AND 2025 PERFORMANCE SCORECARD**

Dear GM Ines,

This is to formally transmit the 2025 Charter Statement and Strategy Map (**Annex A**) and the 2025 Performance Scorecard (**Annex B**) of the **MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)**, to be posted on the MIAA's website in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The MIAA's proposed Charter Statement and Strategy Map were RETAINED while the Performance Scorecard submitted through a letter dated 27 December 2024² was MODIFIED based on: (i) discussions made during the Technical Panel Meeting (TPM) held on 13 January 2024; (ii) evaluation of revised documents submitted through email, the last of which was submitted on 28 January 2025;³ and (iii) agreements during the Performance Target Conference held on 17 March 2025.

Item 9 of GCG M.C. No. 2024-01⁴ mandates GOCCs to accomplish the requisite Quarterly Monitoring Reports (*i.e.*, PES Form 4) for the calendar year, detailing their progress in accomplishing their performance targets. The Quarterly Monitoring Reports should also disclose any substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of the targets.

FOR THE 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

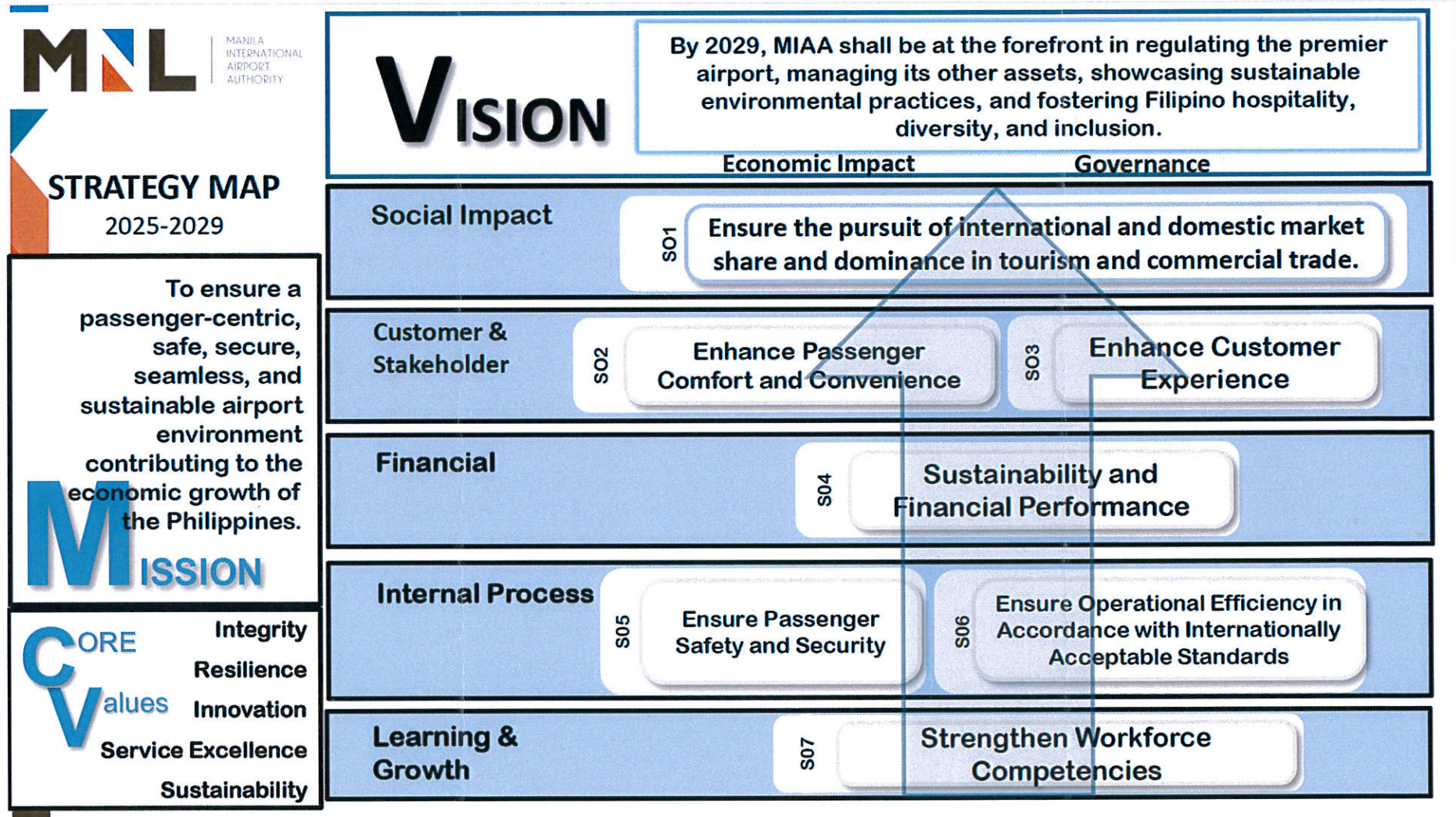
¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 27 December 2024.

³ Officially received by the Governance Commission on 10 March 2025.

⁴ ENHANCED PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 28 June 2024.

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)



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2025 Performance Scorecard of MIAA (ANNEX B)

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

	Component				Baseline		Targets		
	Strategic Objectives/Measures		Formula	Wt.	Rating Scale	2022	2023	2024	2025
SOCIAL IMPACT	SO 1	Ensure the Pursuit of International and Domestic Market Share and Dominance in Tourism and Commercial Trade							
	SM 1	Flight Volume	International + Domestic + Gen. Aviation Flights	5%	Actual / Target	246,724	295,036	308,601	317,663
		Subtotal		5%					
CUSTOMER AND STAKEHOLDERS	SO 2	Enhance Passenger Comfort and Convenience							
	SM 2	Number of Completed Projects for Improvement of Terminal Facilities and Equipment	Actual Number of Projects with 100% Completion as of Yearend	10%	Actual / Target	1	1 (89% Completed)	2	6
	SO 3	Enhance Customer Experience							
	SM 3	Percentage of Satisfied Customers	Number of Respondents which gave at least a Satisfactory Rating / Total number of Respondents	6%	Actual / Target 0% = If less than 80%	Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG	In accordance with the issuances on the Harmonized Client Satisfaction Measurement (CSM) by the ARTA and GCG		
						Passengers - 72.56%	96.78%	90%	90%
						Airlines - 88%			
		Concessionaires - 67.74%							
SM 4	Rating for ACI-ASQ Survey (Overall Satisfaction)	Actual Rating for "Overall Satisfaction"	5%	Actual / Target 0% = If below 2	N/A	N/A	N/A	3.0	
	Subtotal		21%						

	Component				Baseline		Targets		
	Strategic Objectives/Measures		Formula	Wt.	Rating Scale	2022	2023	2024	2025
FINANCIAL	SO 4	Sustainability and Financial Performance							
	SM 5	MIAA's Revenue Share (82.16%) from Gross Revenues of NNIC (<i>in billion pesos</i>)	Actual Collection	13%	Actual / Target	N/A	N/A	N/A	21.764
	SM 6	EBITDA (<i>in billion pesos</i>)	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	13%	Actual / Target	4.018	6.924	7.053	22.022
	SM 7	Budget Utilization Rate (BUR)							
		a. Internally Generated Funds (IGF)	Actual Disbursement / Total COB (Both Net of PS Cost)	5%	Actual / Target	75.81%	62.72%	90%	90%
		b. DOTr-Downloaded Funds	Actual Disbursement	5%	All or Nothing	N/A	Measure Excluded	90%	₱1.6 billion
		Subtotal		36%					
INTERNAL PROCESS	SO 5	Ensure Passenger Safety and Security							
	SM 8	Percentage of Security-Related Incidents Responded to within the Prescribed Time (8 minutes)	Actual Accomplishment	5%	All or Nothing	100%	100%	100%	100%
	SO 6	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards							
	SM 9	Certification to Quality Standards	Actual Accomplishment	10%	All or Nothing	Passed 1 st Surveillance Audits for ISO 9001:2015 (QMS) & ISO 14001:2015 (EMS)	Passed 2 nd Surveillance Audits for ISO 9001:2015 (QMS) & ISO 14001:2015 (EMS)	Pass the Re-certification Audits for ISO 9001:2015 (QMS) & ISO 14001:2015 (EMS)	ISO 9001:2015 (QMS) Certification



	Component					Baseline		Targets	
	Strategic Objectives/Measures		Formula	Wt.	Rating Scale	2022	2023	2024	2025
								Pass the Certification Audit on ISO 45001:2018 (OH&S)	
	SM 10	Number of Completed Projects for Improvement of Airside Facilities	Actual Number of Projects with 100% Completion	10%	Actual / Target	2	1 (18.67% completed)	N/A	5
	SM 11	Number of Information Systems Strategic Plan (ISSP) Deliverables Implemented	Actual Number of Projects Implemented as of Yearend	3%	Actual / Target	N/A	N/A	N/A	3
		Subtotal		28%					
LEARNING AND GROWTH	SO 7	Strengthen Workforce Competencies							
	SM 12	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	5%	All or Nothing	79.52%	100%	100%	100%
	SM 13	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	Board-Approved Public Service Continuity Plan (PSCP)
		Subtotal		10%					
		TOTAL		100%					



Component					Baseline		Targets	
Strategic Objectives/Measures	Formula	Wt.	Rating Scale		2022	2023	2024	2025
Bonus Measure								
GAD Budget Utilization	Actual disbursement for GAD-related Activities / Total COB	1%	All or Nothing		N/A	N/A	N/A	5% of Total COB
<i>Subtotal</i>		1%						

For GCG:



**ATTY. GERALDINE MARIE B.
BERBERABE-MARTINEZ**

Commissioner

For MIAA:



HON. ERIC JOSE C. INES

General Manager