



17 March 2026

**HON. GIOVANNI Z. LOPEZ**  
*Acting Secretary, Department of Transportation (DOTr)*  
*and MIAA Chairperson*

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

**RE: TRANSMITTAL OF 2026 CHARTER STATEMENT AND  
STRATEGY MAP AND 2026 PERFORMANCE SCORECARD**

Dear Secretary Lopez and GM Ines,

This is to formally transmit the 2026 Charter Statement and Strategy Map (**Annex A**) and the 2026 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.<sup>1</sup>

The MIAA's proposed Charter Statement and Strategy Map were **RETAINED** while the proposed Performance Scorecard submitted through a letter dated 28 November 2025<sup>2</sup> was **MODIFIED** based on: (i) the discussions made during the Technical Panel Meeting (TPM) held on 18 December 2025; (ii) evaluation of revised documents submitted through the MIAA's letter dated 15 January 2026,<sup>3</sup> and (iii) agreements during the Performance Target Conference held on 10 March 2026.

Pursuant to Item 9 of GCG M.C. No. 2024-01,<sup>4</sup> GOCCs are required to accomplish and submit 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 shall likewise 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. GERALDINE MARIE B. BERBERABE-MARTINEZ**  
*Commissioner*

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 28 November 2025.

<sup>3</sup> Officially received by the Governance Commission on 15 January 2026.

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



Management System  
 ISO 9001:2015

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 ID 3105080109

2026 CHARTER STATEMENT AND STRATEGY MAP  
 MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

STRATEGY MAP

2025-2029



**VISION**

MIAA shall be a world class and financially viable aviation authority, leading the transformation of the nation’s premier gateway into a safe, resilient, and sustainable aviation hub, that is inclusive regardless of gender, disability or social standing and exemplifies regulatory excellence, Filipino hospitality, and environmental stewardship, driving global connectivity and national development.

Economic Impact

Governance

The Manila International Airport Authority (MIAA) is a corporate and regulatory government instrumentality committed to the safe, secure, efficient, and sustainable operation of the nation’s premier gateway, by ensuring compliance with international aviation standards and the Concession Agreement, through effective regulation and oversight, thereby fostering service excellence, global competitiveness, and inclusive economic growth. We fulfill this mission by harnessing the talent and passion of our people and by fostering a culture of belonging, growth, and accountability—where every employee is valued, respected, and empowered to succeed, both individually and as part of the organization.

**MISSION**

- CORE VALUES**
- Integrity
  - Resilience
  - Innovation
  - Service Excellence
  - Sustainability

**Social Impact**

S01 Enhance Air Connectivity and Mobility Through Oversight and Regulation

**Customer & Stakeholder**

S02 Enhance Customer Experience

**Financial**

S03 Sustainability and Financial Performance

**Internal Process**

S04 Ensure Passenger Safety and Security

S05 Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards

**Learning & Growth**

S06 Strengthen Workforce Competencies

**2026 PERFORMANCE SCORECARD  
MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)**

Component					Baseline	Targets			
	Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026	
<b>SOCIAL IMPACT</b>	<b>SO 1</b>	<b>Enhance Air Connectivity and Mobility Through Oversight and Regulation</b>							
	SM 1	Flight Volume	International + Domestic Flights	15%	Actual / Target	295,036	308,601	317,663	305,202
	<b>Sub-total</b>			<b>15%</b>					
	<b>SO 2</b>	<b>Enhance Customer Experience</b>							
<b>CUSTOMERS/ STAKEHOLDERS</b>	SM 2	Customer Satisfaction Survey (CSS)	Number of Respondents which gave at least a Satisfactory Rating / Total number of Respondents	8%	Actual / Target 0% = if less than 80%	96.78%	90%	90%	90% <sup>1</sup>
	SM 3	Rating for ACI-ASQ Survey (Overall Satisfaction)	Actual Rating for "Overall Satisfaction"	8%	Actual / Target 0% = if below 2	N/A	N/A	3.0	4.0
	<b>Sub-total</b>			<b>16%</b>					

<sup>1</sup> Based on GCG – ARTA Joint Memorandum Circular No. 1, s. 2023. Covers external customers only.

Component					Baseline	Targets		
Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026	
<b>SO 3</b>	<b>Sustainability and Financial Performance</b>							
SM 4	MIAA's Revenue Share (82.16%) from Gross Revenues of NNIC (in billion Pesos)	MIAA Revenue Share based on NNIC Actual Financial Statement	13%	Actual / Target	N/A	N/A	21.764	19.072
SM 5	EBITDA (in billion pesos)	Net Income before NG Share + Interest Expenses + Income Taxes + Depreciation + Amortization	13%	Actual / Target	6.924	7.053	22.022	19.303
SM 6	Budget Utilization Rate (BUR)							
	a. Internally Generated Funds (IGF)	Actual Disbursement / Total COB (Net of PS Cost)	5%	Actual / Target	62.72%	90%	90%	90%
<b>Sub-total</b>		<b>31%</b>						
<b>SO 4</b>	<b>Ensure Passenger Safety and Security</b>							
SM 7	Percentage of Security-Related Incidents Responded to within the Prescribed Time (8 mins)	Actual Accomplishment	5%	All or Nothing	100%	100%	100%	100%
<b>SO 5</b>	<b>Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>							
SM 8	Compliance with Quality Standards (ISO 9001:2015 QMS)	Actual Accomplishment	10%	All or Nothing	Passed 2 <sup>nd</sup> Surveillance Audit	Pass Re-Certification Audit	ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification Pass 1 <sup>st</sup> Surveillance Audit
SM 9	Number of Information Systems Strategic Plan (ISSP) Deliverables	Actual Number of Projects Implemented as of Yearend	8%	Actual / Target	N/A	N/A	Three (3)	Two (2)
<b>Sub-total</b>		<b>23%</b>						


Component					Baseline		Targets	
LEARNING AND GROWTH	Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026
	SO 6	<b>Strengthen Workforce Competencies</b>						
SM 10	Percentage of Employees with Required Competencies Met	Actual Accomplishment	10%	Actual / Target	100%	100%	100%	Re-Establish Baseline
SM 11	Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	Board-Approved Public Service Continuity Plan (PSCP)	Implementation of Activities in the DRRM Plan
<b>Sub-total</b>			<b>15%</b>					
<b>TOTAL</b>			<b>100%</b>					

BONUS STRATEGIC MEASURES AND TARGETS								
Component					Baseline		Targets	
FINANCIAL	Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026
		GAD Budget Utilization Rate	Actual Accomplishment	1%	All or Nothing	N/A	N/A	5% of Total Budget

For GCG:

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

For MIAA:

  
**HON. ERIC JOSE C. INES**  
*General Manager*