



MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

## SECRETARY'S CERTIFICATE

I, **LEONIDES F. CRUZ**, Corporate Secretary of the Manila International Airport Authority, do hereby certify that at its 2020-10th Regular Board Meeting on 15 December 2020, the MIAA Board passed the following Resolution:

### RESOLUTION NO. 2020-073

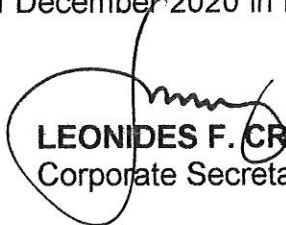
**"WHEREAS**, pursuant to MIAA Board Resolution No. 2020-052, the MIAA Board approved the Strategic Map and Proposed Performance Scorecard of MIAA for CY 2021;

**"WHEREAS**, during the Technical Panel Meeting (TPM) of Governance Commission for Government Owned or Controlled Corporation (GCG), MIAA is required to adjust the performance targets;

**"BE IT RESOLVED**, that in compliance therewith, the document presented before the Board, specifically, the Revised Performance Scorecard of MIAA for CY 2021, which are herein incorporated by reference and form integral part of this resolution, be, as they are hereby, **approved**, subject to existing rules and regulations."

I further certify that the foregoing Resolution is still in full force and effect, and has not been repealed, amended, or modified as of this date.

IN WITNESS WHEREOF, I have signed and affixed the seal of the MIAA to this Secretary's Certificate this 21<sup>st</sup> day of December 2020 in Pasay City.

  
**LEONIDES F. CRUZ**  
Corporate Secretary

ATTESTED BY:

  
**EDDIE V. MONREAL**  
General Manager 

**MANILA INTERNATIONAL AIRPORT AUTHORITY  
PERFORMANCE SCORECARD CY 2021**

	Measure				Baseline Data			Target	
	Measure	Formula	Weight	Rating System	2018	2019	2020 target	2021	
SOCIAL IMPACT	<b>SO1. Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>								
	SM1	Flight Volume (International & Domestic)	Actual Volume Flights	10.00%	Actual / Target X Weight	293,981	305,622	89,170	96,919
	SM2	Passenger Volume (International & Domestic)	Actual Volume Passengers	10.00%		45,251,506	48,101,474	9,899,187	5,135,416
	SM3	Cargo Volume (in metric tons) (International & Domestic)	Actual Volume of Cargo	10.00%		738,697	721,708	288,631	533,425
		Subtotal	<b>30.00%</b>						
	<b>SO2. Enhance Passenger Comfort and Convenience</b>								
CUSTOMERS AND STAKEHOLDERS	SM4	Percentage of Satisfied Customers:	Number of respondents which gave at least a Satisfactory rating / Total number of respondent	( Actual / Target ) x Weight  0% = If less than 80%	90% (using the Standard Methodology and Questionnaire developed by GCG)	The results for the 1st Quarter Conduct of CSS Peal Season: 87% Lean Season: 83%  CSS conducted on December 2019 has been completed.	90% CSS for Concessionaires & Airlines	Conduct of Customer Satisfaction Survey  80% of Respondents gave at least a satisfactory rating	
		5% Passengers							5.00%
		1% Concessionaires							1.00%
		1% Airlines							1.00%
		Subtotal	<b>7%</b>						
	<b>SO4. Sustainability and Financial Performance</b>								
FINANCIAL	SM5	Gross Revenue	Actual Accomplishment (in billion pesos)	15.00%	Actual / Target	13.13 B	16.465 B	4.57 B	5.27 B
	SM6	EBITDA	Actual Accomplishment (in billion pesos)	15.00%	Actual / Target	8.28 B	8.97 B	(1.97 B)	(1.21 B)
	SM7	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport infrastructure Projects	5.00%	Actual / Target	N/A	N/A	100%	100%
		subtotal	<b>35.00%</b>						

	Measure				Baseline Data			Target	
	Measure	Formula	Weight	Rating System	2018	2019	2020 target	2021	
<b>SO5. Ensure Passenger Safety and Security</b>									
INTERNAL PROCESS	SM8	Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies: A. Aircraft – 3 min. B. Security related – 10 min. C. Medical – 8 min.(T1, T2 & T4) 10 min. (T3)	Actual Accomplishment	3.00%	All or Nothing A. 1% B. 1% C.1%	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.
			<b>subtotal</b>	<b>3.00%</b>					
<b>SO6. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>									
INTERNAL PROCESS	SM9	ISO Certification: a. ISO 9001:2015 3%  b. ISO 14001:2015 3%	Actual Accomplishment	3.50%	All or Nothing	ISO 9001:2008 Re-Certification	ISO 9001:2015 Certified	Pass Surveillance Audit for ISO 9001:2015	ISO 9001:2015 Recertification
				3.50%	All or Nothing	N/A	N/A	N/A	ISO 14001:2015 Certification
	SM10	Enhanced Responsiveness to Emergencies	Actual Accomplishment	6.00%	Actual / Target x Weight a. 3%	N/A	a. Enter into a Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Renewed MOA with a Third Party on the Use / Provision of Equipment Required in Case of Emergency	a. Renew of contract with a 3rd party on emergency equipment
			b. 3%		N/A	b. Establishing of Business Continuity Plan (BCP) and Irregular Operations (IROPS) Policy	b. MOA with Stakeholders on IROPS Manual Implementation	b. Letter of Agreement with Airlines on the IROPS Manual	

		Measure				Baseline Data			Target
		Measure	Formula	Weight	Rating System	2018	2019	2020 target	2021
	SM11	Improvement of Airside Facilities: Repair and Upgrading of Taxiway Hotel-1 (H1), Charlie-1 (C1), Charlie-2 (C2), Charlie-3 (C3), Charlie-4 (C4) and Charlie-5 (C5) Civil and Electrical Works	Actual Accomplishment	4.00%	Actual / Target x weight	N/A	75% Completion of Repair and Upgrading of Taxiway ,Hotel 1 (H1), Charlie 1 (C1), Charlie 2 (C2), Charlie 3 (C3), Charlie 4 (C4) & Charlie 5 (C5)	100% Completion Repair and Overlay of Runway 13/31	100% completion
	SM 12	Electronic Billing System	Actual Accomplishment	4.00%	Actual / Target x weight	N/A	N/A	N/A	Est. 1,600 bills to be accessed by 600 clients through the web
				<b>21.00%</b>					
<b>LEARNING AND GROWTH</b>	<b>SO7. Strengthen Workforce Competencies</b>								
	SM13	Percentage of employees meeting the required competencies	Actual Accomplishment	4.00%	Actual / Target x Weight	A. Board approved Competency Model  B. Establish Baseline	Twenty percent (20%) of the competency gaps of the 325/1,225 (27%) of MIAA employees have been addressed	40% or 552 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	60% of the total number of MIAA employees (865/1,441) that have been assessed with competency gaps have met the required competencies.

**Subtotal 4.00%**  
**Overall Total 100.0%**