



MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

MIA Road, NAA Complex  
Pasay City, Philippines 1300

www.miaa.gov.ph  
(632) 8877-1109

OCT 31 2025

**ATTY. MARIUS P. CORPUS**

Chairman

Governance Commission for GOCCs

3/F Citibank Centre, Citibank Plaza

Paseo de Roxas Cor. Villar Street

Makati City

Dear **Chairman Corpus**:

This refers to the GCG Memorandum Circular No. 2023-01 dated 19 January 2023, particularly Item no. 4, which mandates GOCCs to submit the following documents:

- PES Form 1 Charter Statement and Strategy Map
- PES Form 2 Board Approved Proposed Performance Scorecard
- PES Form 2a Measure Profile
- PES Form 2b Quarterly Target
- PES Form 3 Strategic Initiative Profile
- Briefer on the Rationale of CY 2024 Targets; and
- Approved Corporate Operating Budget (COB) for CY 2024

In view of this, we respectfully submit the required documents for your perusal and evaluation. We hope you find the documents in order.

Thank you.

Very truly yours,

  
**BRYAN ANDERSEN Y. CO**  
Officer-in-Charge, MIAA



MCAO-CX7VGC

### MANILA INTERNATIONAL AIRPORT AUTHORITY

Component					Baseline Data			Proposed Target  2024	
	Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating System	2021	2022	2023 Target		
SOCIAL IMPACT	SO 1. Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade								
	SM 1	Flight Volume	Actual Volume of Flights	11.0%	Actual / Target	121,095	246,724	289,397	308,601
	SM 2	Passenger Volume	Actual Volume of Passengers	11.0%		8,015,385	31,165,355	39,870,117	48,480,815
	SM 3	Cargo Volume (in Metric Tons)	Actual Volume of Cargo	10.0%		588,459	583,343	635,123	533,793
		Sub-total		32.0%					
CUSTOMERS AND STAKEHOLDERS	Enhance Passenger Comfort and Convenience								
	SM 4	Improvement of Terminal Facilities and Equipment							
	A.	Supply of Labor and Materials for the Replacement of Ventilation Fans at NAIA Terminal 3	Actual Accomplishment	1.0%	Actual / Target	N/A	N/A	N/A	100%
	B.	Replacement of 50 TR Modular Air-Cooled Water Chiller at NAIA Terminal 1	Actual Accomplishment	1.0%	Actual / Target	N/A	N/A	N/A	100%
	C.	Supply and Installation of Wheelchair Elevators at East and West Concourse, NAIA Terminal 1	Actual Accomplishment	1.0%	Actual / Target	N/A	N/A	N/A	100%
		Sub-total		3.0%					
	SO 3	Enhance Customer Experience							
	SM 5	Client Satisfaction Measurement (CSM)	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	10%	Actual / Target  0% = If less than 80%	N/A	N/A	N/A	90%
		Sub-total		10.0%					

## PES Form 2: Performance Scorecard CY 2024

Component					Baseline Data			Proposed Target	
	Strategic Objective (SO) / Strategic Measure (SM)		Formula	Weight	Rating System	2021	2022	2023 Target	2024
FINANCIAL	SO 4 Sustainability and Financial Performance								
	SM 6	Gross Revenues <i>(in Billion Pesos)</i>	Business and Service Income + Shares, Donations and Grants + Gains + Other Non-Operating Income	10.0%	Actual / Target	3.92	9.260 B	11.460 B	15.063
	SM 7	EBITDA <i>(in Billion Pesos)</i>	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	10.0%	Actual / Target	(0.48)	3.697 B	3.948 B	5.175
	SM 8	Budget Utilization Rate (BUR)							
		MOOE and Capital Outlay (CO) – Corporate Budget	Actual Disbursement / Planned Disbursement	3.0%	Actual / Target	95%	93%	90%	90%
		Sub-total			23.0%				
INTERNAL PROCESSES	SO5. Ensure Passenger Safety and Security								
	SM 9	Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies:							
	A.	Aircraft – 3 mins.	Actual Accomplishment	2.0%	All or Nothing	100%	100%	100%	100%
	B.	Security Related – 8 mins	Actual Accomplishment	2.0%	All or Nothing	100%	100%	100%	100%
	C.	Medical – 8 mins.	Actual Accomplishment	2.0%	All or Nothing	100%	100%	100%	100%
	SM10	Enhancement of Safety and Security Facilities and Equipment							
		Rehabilitation and/or replacement of Lightning Protection System of MIAA Terminals and Buildings	Actual Accomplishment	1.0%	Actual / Target	N/A	N/A	N/A	100%
	Sub-total			7.0%					



## PES Form 2: Performance Scorecard CY 2024

Component					Baseline Data			Proposed Target
	Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating System	2021	2022	2023 Target	2024
INTERNAL PROCESSES	<b>SO6. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>							
	<b>SM11 ISO Certification:</b>							
	a. ISO 9001:2015 (Quality Management System)	Actual Accomplishment	5.0%	All or Nothing	ISO 9001:2015 Recertified	Pass Surveillance Audit	Pass Surveillance Audit	PASS the Re- Certification Audits for continued ISO 9001:2015 certification
	b. ISO 45001:2015 (Environmental Management System)	Actual Accomplishment	5.0%	All or Nothing	ISO 14001:2015 Certified	Pass Surveillance Audit	Pass Surveillance Audit	PASS the Re- Certification Audits for continued ISO 14001:2015 certification
	c. ISO 45001:2018 (Occupational Health and Safety)	Actual Accomplishment	5.0%	All or Nothing	N/A	N/A	N/A	PASS the Certification Audit of ISO 45001:2018
	<b>SM12</b> Enhance Responsiveness to Emergencies  Contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency	All or Nothing	3.0%	Actual / Target	Contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency	Renewed contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency	Renewed contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency	Successfully execute the signed contract with the third-party, ensuring seamless implementation and effective utilization of their services from Jan. 7 2024 to Jan. 6 2025/ Subject to recommendation of AGMSES if contract will be renewed.

## PES Form 2: Performance Scorecard CY 2024

Component					Baseline Data			Proposed Target
	Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating System	2021	2022	2023 Target	2024
INTERNAL PROCESSES	SM13 Improvement of Airside Facilities:							
	A. Concreting of Taxiway November including Hiring of Independent laboratory, testing and Surveying Firm for the Concreting of Taxiway November	Actual Accomplishment	1.0%	Actual / Target	N/A	N/A	20% Accomplishment	80.0%
	B. Re-blocking of Concrete Pavement at Fire and Rescue Building	Actual Accomplishment	1.0%	Actual / Target	N/A	N/A	N/A	100.0%
	Sub-total		20.0%					
LEARNING AND GROWTH	SO7. Strengthen Workforce Competencies							
	SM14 Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	5.0%	Actual / Target x Weight	61.55% or 834 MIAA employees with competency gaps will be addressed from the total 1,355* employees	82.62% or 1,065 OF 1,289* with competency gaps have been addressed	100% of MIAA's Employees Meeting the Required Competencies	100% of MIAA's Employees Meeting the Required Competencies
	Sub-total		5.0%					
TOTAL			100%					

Submitted by:



ARLENE B. BRITANICO

OIC - AGM for Airport Development and Corporate Affairs

Approved by:



BRYAN ANDERSEN Y. CO

OIC - MIAA

OCT 20 2023

Date

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