

MANILA INTERNATIONAL AIRPORT AUTHORITY

Component					Annual Target	1st Quarter 2026													
Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale	2026	Target	Actual													
SOCIAL IMPACT	SO 1 Enhance Air Connectivity and Mobility Through Oversight and Regulation																		
	SM 1	Flight Volume	International + Domestic Flights	15%	Actual / Target	305,202	74,085 80,268												
	Sub-total		15%																
CUSTOMERS AND STAKEHOLDERS	SO 2 Enhance Customer Experience																		
	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%	90%	<p>A. 2025 CSM</p> <p>The CY 2025 CSM was submitted on 03 March 2026 to ARTA.</p> <p>B. 2026 CSM</p> <p>1. Analysis of 2025 CSM and final report preparation</p> <p>2. Start of CSM after every completed transaction through physical and online questionnaire</p> <table border="1"> <thead> <tr> <th colspan="2">Summary of 2026 CSM:</th> </tr> <tr> <th>External</th> <th>Responses</th> </tr> </thead> <tbody> <tr> <td>January</td> <td>22</td> </tr> <tr> <td>February</td> <td>55</td> </tr> <tr> <td>March</td> <td>33</td> </tr> <tr> <td>TOTAL</td> <td>110</td> </tr> </tbody> </table>	Summary of 2026 CSM:		External	Responses	January	22	February	55	March	33	TOTAL	110
	Summary of 2026 CSM:																		
	External	Responses																	
January	22																		
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TOTAL	110																		
SM 3	Rating for ACI-ASQ Survey (Overall Satisfaction)	Actual Rating for "Overall Satisfaction"	8%	Actual / Target 0% = If below 2	4.0	4.0 The ACI-ASQ Survey Results for the first quarter of 2026 have yet to be released by ACI.													
Sub-total		16%																	

*Based on GCG - ARTA Joint Memorandum Circular No. 1, s. 2023. Covers external customers only.

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FINANCIAL	SO 3	Sustainability and Financial Performance						
	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	19.072	4.768	4.751
	SM 5	EBITDA (in billion pesos)	Net Income before NG Share + Interest Expenses + Income Taxes + Depreciation + Amortization	13%	Actual / Target	19.303	4.865	5.799
	SM 6	Budget Utilization Rate (BUR)						
		a. Internally-Generated Funds (IGF)	Actual Disbursement / Total COB (Net of PS Cost)	5%	Actual / Target	90%	8%	9%
		Sub-total	31%					
INTERNAL PROCESSES	SO 4	Ensure Passenger Safety and Security						
	SM 7	Percentage of Security-Related Incidents Responded to within the Prescribed Time (8 minutes)	Actual Accomplishment	5%	All or Nothing	100%	100%	100%
	SO 5	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards						
	SM 8	Compliance with Quality Standards (ISO 9001:2015 QMS)	Actual Accomplishment	10%	All or Nothing	Maintain ISO 9001:2015 Certification <i>Pass 1st Surveillance Audit</i>	Approval of 2026 Internal Quality Audit Plan	The 2026 Audit Plan (IQA) was approved last 22 December 2025.
	SM 9	Number of Information Systems Strategic Plan (ISSP) Deliverables Implemented	Actual Number of Projects Implemented as of Yearend	8%	Actual / Target	Two (2)**	CAS: Chart of accounts mapping CHRIS: Submission of Requirements	CAS: Under pre-procurement evaluation of the Technical Working Group of the Bids and Awards Committee. CHRIS: The revised Terms of Reference / Technical Specifications of the MIAA CHRIS was forwarded to the Bids and Awards Committee (BAC) for further comments for further comments and/or review.
		Sub-total	23%					
**Project 1: Computerization of the Accounting System (CAS); Project 2: Comprehensive Human Resource Information System (CHRIS).								
LEARNING AND GROWTH	SO 6	Strengthen Workforce Competencies						
	SM 10	Percentage of Employees with Required Competencies Met***	Actual Accomplishment	10%	Actual / Target	Re-Establish Baseline	Award of contract to service provider	The target was premised on the assumption that the new OSSP of MIAA would be approved by January 2026. However, this assumption did not materialize, as the OSSP remains pending approval to date, resulting in the non-attainment of the target.

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LEARNING AND GROWTH	SM 11	Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	Implementation of Activities in the DRRM Plan	Implementation of Activities in the DRRM Plan	<p>ONGOING IMPLEMENTATION (25-30% Completed)</p> <p>1. Purchase and Acquisition of 616 sets of Emergency Gobags with hardhat and 6 units Bullhorn</p> <p>2. Participation in the Quarterly Nationwide Simultaneous Earthquake Drill (NSED) last 12 March 2026, 3:30PM</p> <p>3. Continuing coordination between Pasay City LGU and Office of the Civil Defense for Capacity Building of MIAA employees</p> <p>4. Timelines</p>
	Sub-total			15%				
***The quarterly targets are subject to, and contingent upon, MIAA's receipt and approval of the Organizational Structure and Staffing Pattern (OSSP).								
TOTAL			100%					

BONUS STRATEGIC MEASURES AND TARGETS							
Component					Annual Target	1st Quarter 2026	
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FINANCIAL	GAD Budget Utilization Rate	Actual Accomplishment	1%	All or Nothing	5% of Total COB	1% of Total COB	13.20%

Submitted by:



RAUL V. AUSTRIA
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4/20/26
Date

Approved by:



ERIC JOSE C. INES
General Manager

APR 30 2026

Date