

## MANILA INTERNATIONAL AIRPORT AUTHORITY

Component					2nd Quarter 2025																								
	Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale	Annual Target	Target	Actual																						
SOCIAL IMPACT	<b>SO 1</b>	<b>Ensure the pursuit of international and domestic market share and dominance in tourism and commercial trade</b>																											
	<b>SM 1</b>	Flight Volume	International + Domestic + Gen. Aviation Flights	5%	Actual / Target	317,663	155,404	158,513																					
	<b>Sub-total</b>			<b>5%</b>																									
CUSTOMERS AND STAKEHOLDERS	<b>SO 2</b>	<b>Enhance Passenger Comfort and Convenience</b>																											
	<b>SM 2</b>	Number of Completed Projects for Improvement of Terminal Facilities and Equipment	Actual Number of Projects with 100% Completion as of Yearend / Total of Six (6) Projects Committed	10%	Actual / Target	6	3	2																					
	<b>SO 3</b>	<b>Enhance Customer Experience</b>																											
	<b>SM 3</b>	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%	90%	1. Submission of Final Result CY 2024 CSM (external processes) on April 15, 2025  2. Continuous conduct of CSM for internal and external process after every completed transaction (through physical and online questionnaires)	Final CSM Report CY 2024 submitted and acknowledged by ARTA on April 07, 2025.  <table border="1"> <tr> <td colspan="3">2<sup>nd</sup> Quarter 2025 Summary:</td> </tr> <tr> <td colspan="3">No. of Responses</td> </tr> <tr> <td></td> <td>External</td> <td>Internal</td> </tr> <tr> <td>January</td> <td>25</td> <td>0</td> </tr> <tr> <td>February</td> <td>67</td> <td>3</td> </tr> <tr> <td>March</td> <td>92</td> <td>63</td> </tr> <tr> <td>No Date</td> <td>184</td> <td>66</td> </tr> </table>	2 <sup>nd</sup> Quarter 2025 Summary:			No. of Responses				External	Internal	January	25	0	February	67	3	March	92	63	No Date	184	66
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January	25	0																											
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<b>SM 4</b>	Rating for ACI-ASQ Survey (Overall Satisfaction)	Actual Rating for "Overall Satisfaction"	5%	Actual / Target 0% = If below 2	3.0	3.0	Communication/Letter from the NNIC dated May 06, 2025, received by the Office of the GM on May 13, 2025.																						
<b>Sub-total</b>			<b>21%</b>																										

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Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale	Annual Target	Target	Actual		
FINANCIAL	<b>SO 4 Sustainability and Financial Performance</b>							
	<b>SM 5</b>	MIAA's Revenue Share (82.16%) from Gross Revenues of NNIC (in billion pesos)	Actual Collection	13%	Actual / Target	21.764	10.882	8.882
	<b>SM 6</b>	EBITDA (in billion pesos)	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	13%	Actual / Target	22.022	11.197	10.783
	Budget Utilization Rate (BUR)							
	<b>SM 7</b>	a. Internally Generated Funds (IGF)	Actual Disbursement / Total COB (Both Net of PS Cost)	5%	Actual / Target	90%	40%	26.68%
		b. DOTr-Downloaded Funds	Actual Disbursement	5%	All or Nothing	₱ 1.6 Billion	-	-
	<b>Sub-total</b>			<b>36%</b>				
INTERNAL PROCESSES	<b>SO 5 Ensure Passenger Safety and Security</b>							
	<b>SM 8</b>	Percentage of Security-Related Incidents Responded to within the Prescribed Time (8 minutes)	Actual Accomplishment	5%	All or Nothing	100%	100%	100%
	<b>SO 6 Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>							
<b>SM 9</b>	Certification to Quality Standards	Actual Accomplishment	10%	All or Nothing	ISO 9001:2015 (QMS) Certification	Procurement / bidding process	<ul style="list-style-type: none"> <li>• Work Order for ISO Consultancy Service has been approved on March 18, 2025.</li> <li>• Work Order for Auditing Services of a Certifying Body (ISO 9001:2015 Certification) approved on June 17, 2025.</li> </ul>	

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	Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale	Annual Target	Target	Actual	
<b>INTERNAL PROCESSES</b>	Improvement of Airside Facilities (initiated and funded by MIAA in coordination with NNIC):							
	<b>SM 10</b>	Number of Completed Projects for Improvement of Airside Facilities	Actual Number of Projects with 100% Completion as of Yearend / Total of Five (5) Projects Committed	10%	Actual / Target	5	4	2
	<b>SM 11</b>	Number of Information Systems Strategic Plan (ISSP) Deliverables Implemented	Actual Number of Projects Implemented as of Yearend / Total of Three (3) Projects Committed	3%	Actual / Target	3	1	1
	<b>Sub-total</b>			<b>28%</b>				
<b>LEARNING AND GROWTH</b>	<b>SO 7 Strengthen Workforce Competencies</b>							
	<b>SM 12</b>	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	5%	All or Nothing	100%	100%	100% or 705 of 705* employees with competency gaps have been addressed.
	<b>SM 13</b>	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	Board-Approved Public Service Continuity Plan (PCCP)	Completion of the DRRM Plan for MIAA	The DRRM Plan for MIAA is currently in draft form.
	<b>Sub-total</b>			<b>10%</b>				*Total number of organic personnel complement as of June 30, 2025
	<b>TOTAL</b>			<b>100%</b>				
<b>Bonus Measure/s</b>								
	GAD Budget Utilization	Actual Disbursement for GAD-Related Activities / Total COB	1%	All or Nothing	5% of Total COB	2% of Total COB	(On-going Data Collection)	
<b>Sub-total</b>			<b>1%</b>					

Submitted by:

 7/29/25

**RAUL V. AUSTRIA**  
AGM for Airport Development and Corporate Affairs

Recommending Approval:

 7/31/25  
**MARIA LOURDES S.J. REYES**  
Senior Assistant General Manager

Approved by:

  
**ERIC JOSE C. INES**  
General Manager

**JUL 31 2025** 