

MANILA INTERNATIONAL AIRPORT AUTHORITY

Component						3rd Quarter 2025																							
Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale	Annual Target	Target	Actual																							
SOCIAL IMPACT	SO 1 Ensure the pursuit of international and domestic market share and dominance in tourism and commercial trade																												
	SM 1	Flight Volume	International + Domestic + Gen. Aviation Flights	5%	Actual / Target	317,663	234,886	232,477																					
	Sub-total		5%																										
CUSTOMERS AND STAKEHOLDERS	SO 2 Enhance Passenger Comfort and Convenience																												
	SM 2	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	4	3																					
	SO 3 Enhance Customer Experience																												
	SM 3	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%	Continuous conduct of CSM for internal and external process after every completed transaction (through physical and online questionnaires)	<table border="1"> <tr> <td colspan="3">3rd 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>July</td> <td>112</td> <td>234</td> </tr> <tr> <td>August</td> <td>75</td> <td>109</td> </tr> <tr> <td>September</td> <td>53</td> <td>40</td> </tr> <tr> <td>TOTAL</td> <td>240</td> <td>383</td> </tr> </table>	3 rd Quarter 2025 Summary:			No. of Responses				External	Internal	July	112	234	August	75	109	September	53	40	TOTAL	240	383
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	External	Internal																											
July	112	234																											
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TOTAL	240	383																											
SM 4	Rating for ACI-ASQ Survey (Overall Satisfaction)	Actual Rating for "Overall Satisfaction"	5%	Actual / Target 0% = If below 2	3.0	3.0	4.06																						
Sub-total		21%																											

Component					3rd Quarter 2025			
Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale	Annual Target	Target	Actual		
FINANCIAL	SO 4 Sustainability and Financial Performance							
	SM 5	MIAA's Revenue Share (82.16%) from Gross Revenues of NNIC (in billion pesos)	Actual Collection	13%	Actual / Target	21.764	16.323	13.767
	SM 6	EBITDA (in billion pesos)	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	13%	Actual / Target	22.022	16.551	16.609
	SM 7	Budget Utilization Rate (BUR)						
		a. Internally Generated Funds (IGF)	Actual Disbursement / Total COB (Both Net of PS Cost)	5%	Actual / Target	90%	70%	31.56%
		b. DOTr-Downloaded Funds*	Actual Disbursement	5%	All or Nothing	₱ 1.6 Billion	-	-
Sub-total			36%	<i>*Augmentation of the funding for the acquisition of the properties owned by the BCDA at the NAIA Terminal 3</i>				
INTERNAL PROCESSES	SO 5 Ensure Passenger Safety and Security							
	SM 8	Percentage of Security-Related Incidents Responded to within the Prescribed Time (8 minutes)	Actual Accomplishment	5%	All or Nothing	100%	100%	100%
	SO 6 Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards							
SM 9	Certification to Quality Standards	Actual Accomplishment	10%	All or Nothing	ISO 9001:2015 (QMS) Certification	<p>Commencement of the consultancy service:</p> <ul style="list-style-type: none"> ➤ Revisiting/updating of existing documented information ➤ IMS Awareness and Orientation 	<p>The ISO Consultant has completed the review/updating of necessary ISO documented information:</p> <ul style="list-style-type: none"> ➤ Quality Manual ➤ SOPs, forms ➤ Context of the Organization (COTO) ➤ Risk Registry (each for General Manager's Office and per Bloc) <p>The consultant also facilitated several ISO related learning activities:</p> <ul style="list-style-type: none"> ➤ Gap Analysis for documented information ➤ ISO 9001 QMS Awareness ➤ Brainstorming and Workshop on COTO ➤ Risk Registry Workshop ➤ Internal Quality Audit Training ➤ Special Gap Analysis for Central Document Control and Document Custodians ➤ Root Cause Analysis Fundamentals 	

Component						3rd Quarter 2025	
Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale	Annual Target	Target	Actual	
INTERNAL PROCESSES	Improvement of Airside Facilities (initiated and funded by MIAA in coordination with NNIC):						
	SM 10	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	2
	SM 11	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	2
	Sub-total		28%				
LEARNING AND GROWTH	SO 7 Strengthen Workforce Competencies						
	SM 12	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	5%	All or Nothing	100%	100%
	SM 13	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 MIAA DRRM Manual
	Sub-total		10%				Updated draft presented to Board of Directors (BOD) Audit Risk Management and Security Committee (ARMS) Committee - 3rd Meeting
TOTAL		100%					
Bonus Measure/s							
	GAD Budget Utilization	Actual Disbursement for GAD-Related Activities / Total COB	1%	All or Nothing	5% of Total COB	4% of Total COB	19.20%
Sub-total		1%					

Submitted by:



RAUL V. AUSTRIA

AGM for Airport Development and Corporate Affairs

Recommending Approval:

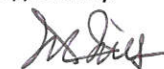


MARIA LOURDES S.J. REYES

Senior Assistant General Manager



Approved by:



ERIC JOSE C. INES

General Manager

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