

MANILA INTERNATIONAL AIRPORT AUTHORITY

Component						1st 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	75,201	78,555																		
	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	2	1																		
	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%	1. Preparation of Final Result CY 2024 CSM (external processes) 2. Conduct of CSM for internal and external processes after every completed transaction (through physical and online questionnaires)	1. The final CSM Report for CY 2024 was approved by the Assistant General Manager for Airport Development and Corporate Affairs on 04 April 2025. 2. Conduct of CSM for CY 2025: <div>1st Quarter 2025 Summary:<table><tr><th colspan="3">No. of Responses</th></tr><tr><th></th><th>External</th><th>Internal</th></tr><tr><td>January</td><td>8</td><td>0</td></tr><tr><td>February</td><td>61</td><td>6</td></tr><tr><td>March</td><td>86</td><td>15</td></tr><tr><td>No Date</td><td>11</td><td>1</td></tr></table></div>	No. of Responses				External	Internal	January	8	0	February	61	6	March	86	15	No Date	11	1
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	External	Internal																								
January	8	0																								
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No Date	11	1																								
SM 4	Rating for ACI-ASQ Survey (Overall Satisfaction)	Actual Rating for "Overall Satisfaction"	5%	Actual / Target 0% = If below 2	3.0	Submission of necessary documents by the NNIC to ACI-ASQ Team for its 2nd quarter 2025 participation (i.e. signed ASQ Survey Participation and Accreditation Agreements, Airport Information Data)	The NNIC submitted the necessary documents (i.e. signed ASQ Survey Participation and Accreditation Agreements, Airport Information Data) to ACI-ASQ Team for its 2nd quarter 2025 participation.																			
Sub-total			21%																							

Component						1st 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	5.441	4.916
	SM 6	EBITDA (<i>in billion pesos</i>)	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	13%	Actual / Target	22.022	5.626	5.925
	SM 7	Budget Utilization Rate (BUR)						
		a. Internally Generated Funds (IGF)	Actual Disbursement / Total COB (Both Net of PS Cost)	5%	Actual / Target	90%	15%	15.76%
		b. DOTr-Downloaded Funds	Actual Disbursement	5%	All or Nothing	₱ 1.6 Billion	Approved Memorandum of Agreement entered into by Department of Transportation (DOTr) and Manila International Airport Authority (MIAA) for the transfer of Php 1,636,000,000.00 to augment the funding required by MIAA for the acquisition of properties owned by BCDA in NAIA Terminal 3.	Approved and Notarized MOA endorsed by DOTr to MIAA on 05 February 2025.
		Sub-total		36%				
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	Preparation and approval of the Terms of Reference	TOR for ISO Consultancy Service was signed by the GM on 30 January 2025, while the Work Order has been approved on 18 March 2025.

Component						1st 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	1
	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	Submission of the new MIAA ISSP to DICT The MIAA ISSP is currently being reviewed and revised by the Management to include the following projects in 2025: <ul style="list-style-type: none">• Comprehensive Human Resource Information System (CHRIS)• Computerization of the Accounting System
		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% 712 of 712* employees with competency gaps have been addressed.
	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) Creation of DRRM Committee	The DRRM Committee was created on 13 February 2025 through the issuance of MIAA Office Order No. 016 Series of 2025.
		Sub-total		10%	*Total number of organic personnel complement as of April 22, 2025		
		TOTAL		100%			
Bonus Measure/s							
	GAD Budget Utilization	Actual Disbursement for GAD-Related Activities / Total COB	1%	All or Nothing	5% of Total COB	1% of Total COB	1.43% Actual Disbursement: Php 64,238,586.23 Total COB: Php 4,486,436,000.00
	Sub-total		1%				

Submitted by:



RAUL V. AUSTRIA

AGM for Airport Development and Corporate Affairs

Recommending Approval:

ON-LEAVE

MARIA LOURDES S.J. REYES

Senior Assistant General Manager

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Approved by:



ERIC JOSE C. INES

General Manager

APR 29 2025