



14 June 2021

ATTY. ARTHUR P. TUGADE
Chairman and DOTr Secretary

MR. EDDIE V. MONREAL
General Manager

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)
MIAA Administration Building
MIA Road, Pasay City

RE: TRANSMITTAL OF 2021 PERFORMANCE SCORECARD

Dear Sec. Tugade and GM Monreal,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2021 Performance Scorecard (**Annex B**) of MIAA. The same is to be posted on MIAA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The MIAA-proposed Performance Scorecard submitted through its letters dated 30 September 2020² and 22 October 2020³ were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 07 December 2020 and evaluation of additional documents submitted via emails on 05 January 2021,⁴ and 07 May 2021.⁵

We take this opportunity to remind MIAA that Item 5 of GCG M.C. No. 2017-02⁶ mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. MIAA is requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the 2nd Quarter Monitoring Report for 2021.

Finally, under GCG M.C. No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2021 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

FOR MIAA'S COMPLIANCE.

Very truly yours,

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 01 October 2020.

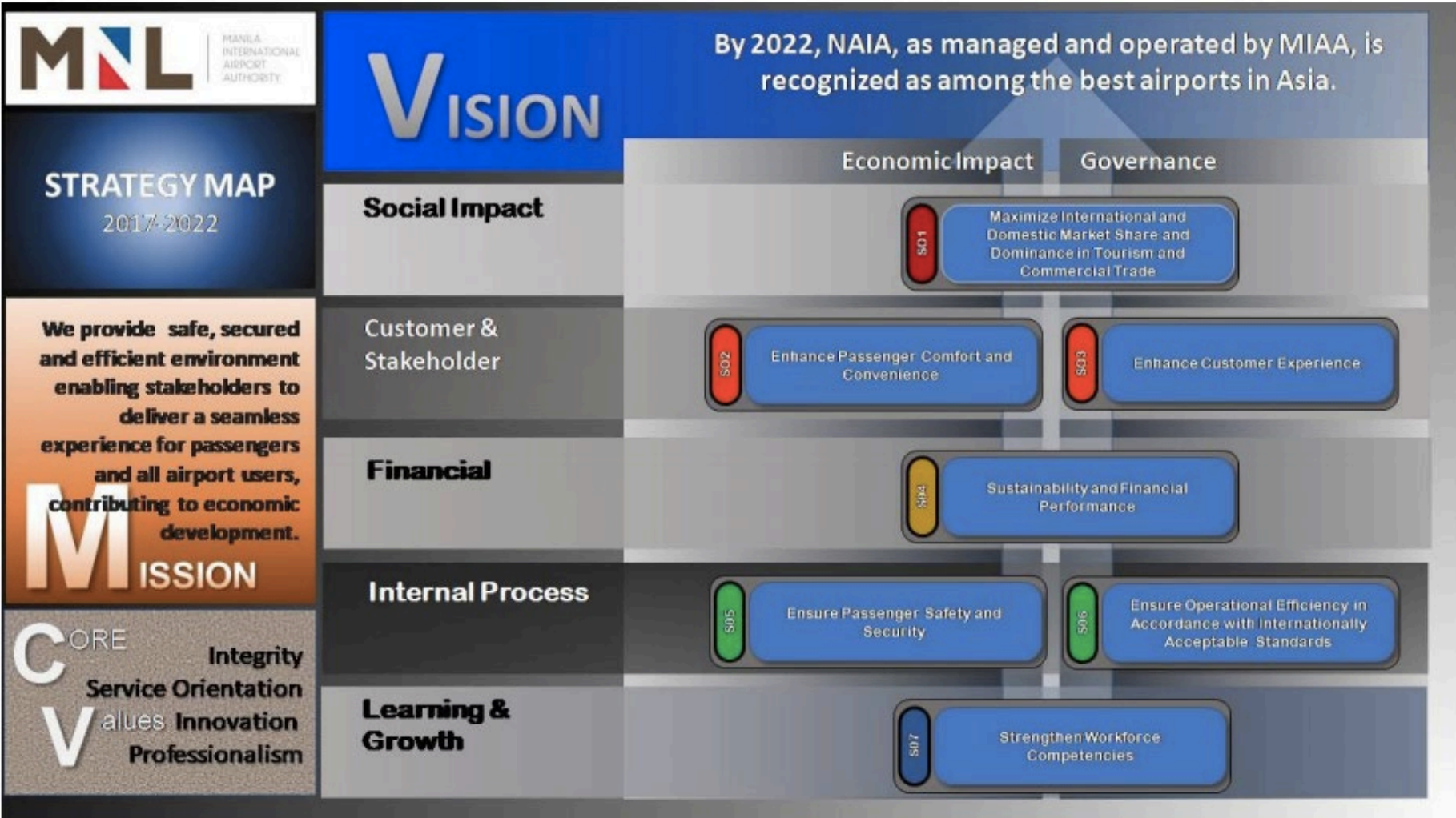
³ Officially received by the Governance Commission on 22 October 2020.

⁴ Officially received by the Governance Commission on 05 January 2021.

⁵ Officially received by the Governance Commission on 07 May 2021.

⁶ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)



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| Component | | | | | Baseline Data | | Recalibrated | Target | |
|--------------------------|-------------------|--|--|-----------------------------|---|---|--|---|------------------|
| | Objective/Measure | Formula | Weight | Rating System ^{al} | 2018 | 2019 | 2020 | 2021 | |
| SOCIAL IMPACT | SO 1 | Enhance NAIA's Role in Facilitating Tourism, Mobilization of Human Capital, and the Transfer of Raw Materials and Finished Goods | | | | | | | |
| | SM 1 | Flight Volume | Actual Volume of Flights | 10.00% | Actual / Target | 293,981 | 305,622 | 89,170 | 96,919 |
| | SM 2 | Passenger Volume | Actual Volume of Passengers | 10.00% | | 45,251,506 | 48,101,474 | 9,899,187 | 5,135,416 |
| | SM 3 | Cargo Volume (in Metric Tons) | Actual Volume of Cargo | 10.00% | | 739,982 | 721,708 | 288,631 | 533,425 |
| | Sub-total | | | 30.00% | | | | | |
| CUSTOMERS & STAKEHOLDERS | SO 2 | Enhance Customer Experience | | | | | | | |
| | SM 4 | Percentage of Satisfied Customers | Number of respondents which gave at least a Satisfactory rating / Total number of respondents | | Actual / Target <i>0% = If less than 80%</i> | Contract and Notice to Proceed was granted to the 3 rd Party Surveyor (Kantar Phils, Inc.) | 84.42%* <i>*However, did not meet the requirements on GCG Standard Methodology.</i> | <i>Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG</i> | |
| | | a. Passengers | | 5.00% | | | | <i>Excluded*</i> | <i>Excluded*</i> |
| | | b. Concessionaires | | 1.00% | | | | 90% | 90% |
| | c. Airlines | 1.00% | 90% | 90% | | | | | |
| Sub-total | | | 7.00% | | | | | | |
| FINANCIAL | SO 4 | Sustainability and Financial Performance | | | | | | | |
| | SM 5 | Gross Revenues (in Billion pesos) | Total Gross Revenues | 15.00% | Actual / Target | 14.191 | 15.169 | 4.57 | 5.267 |

* Strategic Measure approved for exclusion in view of the circumstances brought about by the COVID-19 pandemic, and further considering the safety of the customers. The customer segment is identified for intercept or face-to-face interview, which cannot otherwise be subjected to other survey methods such as telephone or online interviews.

| Component | | | | | Baseline Data | | Recalibrated | Target | |
|---|--------------------------|---|---|--------------------------------|--------------------------|------------------------------|--------------------------------|--------|---------|
| | Objective/Measure | Formula | Weight | Rating System ^{a/} | 2018 | 2019 | 2020 | 2021 | |
| | SM 6 | EBITDA (in Billion pesos) | Net Income + Interest Expense + Income Taxes + Depreciation + Amortization | 15.00% | Actual / Target | 9.907 | 8.969 | (1.97) | (1.288) |
| | SM 7 | Budget Utilization Rate (BUR) | Total Amount Utilized / Total Budget for Major Airport Infrastructure Projects | 5.00% | Actual / Target | N/A | N/A | 100% | 100% |
| | Sub-total | | | 35.00% | | | | | |
| INTERNAL PROCESS | SO 5 | Ensure Passenger Safety and Security | | | | | | | |
| | SM 8 | Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies: | | | | | | | |
| | | a. Aircraft – 3 mins | Actual Accomplishment | 1.00% | All or Nothing | 100% (1 out of 1) | 100% (55 out of 55) | 100% | 100% |
| | | b. Security Related – 10 mins | Actual Accomplishment | 1.00% | All or Nothing | 100% (8,686 out of 8,686) | 100% (10,440 out of 10,440) | 100% | 100% |
| c. Medical – T1, T2, T4 – 8 mins T3 – 10 mins | Actual Accomplishment | 1.00% | All or Nothing | 99.92% (1,185 out of 1,186) | 100% (223 out of 223) | 100% | 100% | | |

| Component | | | | | Baseline Data | | Recalibrated | Target |
|---------------------------|--|-----------------------|-----------------------------|-----------------|-------------------------|---|--|--|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | 2018 | 2019 | 2020 | 2021 | |
| SO 6 | Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards | | | | | | | |
| SM 9 | <i>ISO Certification:</i> | | | | | | | |
| | a. ISO 9001:2015 | Actual Accomplishment | 3.50% | All or Nothing | ISO 9001:2015 Certified | Passed Surveillance Audit | Pass Surveillance Audit | ISO 9001:2015 Recertification |
| | b. ISO 14001:2015 | | 3.50% | | N/A | N/A | N/A | ISO 14001:2015 Certification |
| INTERNAL PROCESS SM 10 | Enhanced Responsiveness to Emergencies | Actual Accomplishment | 3.00% | Actual / Target | N/A | a. Entered into a Memorandum of Agreement (MOA) with Royal Cargo, Inc. on the Use/ Provision of Equipment Required in Cases of Plane Overshooting in Runway | a. Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency | a. Contract with a Third Party on the Use/Provision of Equipment Required in Case of Emergency |
| | | | 3.00% | | N/A | b. Approved Irregular Operations (IROPS) Contingency Plan Manual for NAIA [1st Edition, Dec. 2019] | b. MOA with Stakeholders on IROPS Manual Implementation | b. Letter of Agreement with Airlines on the IROPS Manual |

| Component | | | | | Baseline Data | | Recalibrated | Target | |
|---------------------|-------------------|---|---|-----------------------------|--------------------------|---|--|---|---|
| | Objective/Measure | Formula | Weight | Rating System ^{a/} | 2018 | 2019 | 2020 | 2021 | |
| INTERNAL PROCESS | SM 11 | Improvement of Airside Facilities: Repair and Upgrading of Taxiway Hotel-1 (H1), Charlie-1 (C1), Charlie-2 (C2), Charlie-3 (C3), Charlie-4 (C4) and Charlie-5 (C5) Package 1: Civil Works (Phase 2) | Actual Accomplishment | 4.00% | Actual / Target x Weight | Installation of RET at Runway 06/24 (Civil & Electrical) Project | a. 100% Completion of Phase 1: Repair and Upgrading of Taxiway Charlie b. 100% Completion of the Repair and Overlay of Runway 06/24 | 100% Completion of Repair and Overlay of Runway 13/31 | 100% Completion of Phase 2 (part of Taxiway C-3, and Taxiway C-5) |
| | SM 12 | Electronic Billing System | No. of bills accessed by clients through the web / Total No. of bills | 4.00% | Actual / Target | N/A | N/A | N/A | 1,600 Bills to be Accessed by 600 Clients Through the Web |
| | Sub-total | | | 24.00% | | | | | |
| LEARNING AND GROWTH | SO 7 | Strengthen Workforce Competency | | | | | | | |
| | SM 13 | Percentage of Employees Meeting Required Competencies | Actual Accomplishment | 4.00% | Actual / Target x Weight | a. Board-Approved Competency Model b. 1.06% (7 out of 662 employees) | 30.28% (340 out of 1,123 employees) | 40% of MIAA's Employees Meeting the Required Competencies | 60% of MIAA's Employees Meeting the Required Competencies |
| | Sub-total | | | 4.00% | | | | | |
| TOTAL | | | 100% | | | | | | |

a/ But not to exceed the weight assigned per indicator