



MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

## SECRETARY'S CERTIFICATE

I, **LEONIDES F. CRUZ**, Corporate Secretary of the Manila International Airport Authority, do hereby certify that at its 2020-7th Regular Board Meeting on 25 September 2020, the MIAA Board passed the following Resolution:

### RESOLUTION NO. 2020-051

"**WHEREAS**, due to the onset of Corona Virus Disease 2019 (COVID-19), the Governance Commission for Government Owned or Controlled Corporations (GCG) has directed the Manila International Airport Authority (MIAA) to prepare and submit a Recalibrated Performance Evaluation Scorecard (PES) 2020;

"**BE IT RESOLVED**, in compliance therewith, that the MIAA Recalibrated Performance Evaluation Scorecard (PES) 2020, as presented to the Board, and which is herein incorporated by reference and forms an integral part of this resolution, be, as it is hereby, **approved**, subject to existing rules and regulations."

I further certify that the foregoing Resolution is still in full force and effect, and has not been repealed, amended, or modified as of this date.

IN WITNESS WHEREOF, I have signed and affixed the seal of the MIAA to this Secretary's Certificate this 11<sup>th</sup> day of October 2020 in Pasay City.

  
**LEONIDES F. CRUZ**  
Corporate Secretary

ATTESTED BY:

  
**EDDIE V. MONREAL**  
General Manager



**MANILA INTERNATIONAL AIRPORT AUTHORITY  
RECALIBRATED PERFORMANCE SCORECARD CY 2020**

	Measure						Original Target	Recalibrated Target	
	Measure	Formula	Weight	Rating System	2018	2019 Target	2020	2020	
<b>SOCIAL IMPACT</b>	<b>SO1. Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>								
	SM 1	Flight Volume (International & Domestic)	Actual Volume of Flights	10.00%	Actual / Target X Weight	293,981	305,622	285,114	89,170
	SM 2	Passenger Volume (International & Domestic)	Actual Volume of Passengers	10.00%		45,251,506	48,101,474	48,973,930	9,899,187
	SM 3	Cargo Volume (International & Domestic)	Actual Volume of Cargo (in metric tons)	10.00%		738,697	721,708	719,615	288,631
		<b>Subtotal</b>	<b>30.00%</b>						
	<b>SO2. Enhance Passenger Comfort and Convenience</b>								
<b>CUSTOMERS AND STAKEHOLDERS</b>	SM4	Percentage of Satisfied Customers:  5% Passengers 1% Concessionaires 1% Airlines	Number of respondents which gave at least a Satisfactory rating / Total number of respondent	7.00%	( Actual / Target ) x Weight  0% = If less than 80%	90% (using the Standard Methodology and Questionnaire developed by GCG)	90% of respondents gave a rating of at least 80%	90% (Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG.)	90% CSS for Concessionaires & Airlines
			<b>Subtotal</b>	<b>7.00%</b>					

	Measure						Original Target	Recalibrated Target	
	Measure	Formula	Weight	Rating System	2018	2019 Target	2020	2020	
	<b>SO4. Sustainability and Financial Performance</b>								
FINANCIAL	SM5	Gross Revenue	Actual Accomplishment (in Billion Pesos)	15.00%	Actual / Target	13.13 B	16.465 B	15.432 B	4.57 B
	SM6	EBITDA		15.00%	Actual / Target	8.28 B	8.97 B	6.519 B	(1.97 B)
			<b>Subtotal</b>	<b>30.00%</b>					
	<b>SO5. Ensure Passenger Safety and Security</b>								
INTERNAL PROCESS	SM7	Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies: A. Aircraft – 3 min. B. Security related – 10 min. C. Medical – 8 min.	Actual Accomplishment	3.00%	All or Nothing A.1% B.1% C.1%	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.
				<b>Subtotal</b>	<b>3.00%</b>				

	Measure				2018	2019 Target	Original Target	Recalibrated Target
	Measure	Formula	Weight	Rating System			2020	2020
<b>SO6. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>								
SM8	ISO Certification 9001:2015	Actual Accomplishment	5.00%	All or Nothing	ISO 9001:2015 Certified	PASS Surveillance Audit for ISO 9001:2015	PASS Surveillance Audit	PASS Surveillance Audit
SM9	Process Efficiency Monitoring (PEM): To ascertain that we meet international standards	Actual Accomplishment	4.00%	Actual / Target x weight	N/A	N/A	8/8 Passenger Processes Standards met	Request for Exclusion due to COVID-19
SM10	Improvement of Airside Facilities: Ensure availability of both Runways and Taxiways at all times 100% Completion Repair and Overlay of Runway 13/31	Actual Accomplishment	6.00%	Actual / Target x Weight	N/A	75% Completion of Repair and Upgrading of Taxiway ,Hotel 1 (H1), Charlie 1 (C1), Charlie 2 (C2), Charlie 3 (C3), Charlie 4 (C4) & Charlie 5 (C5)	100% Completion Repair and Overlay of Runway 13/31	100% Completion Repair and Overlay of Runway 13/31 (Phase 1)

	Measure						Original Target	Recalibrated Target	
	Measure	Formula	Weight	Rating System	2018	2019 Target	2020	2020	
	SM11	Enhanced Responsiveness to Emergencies in the Runway	Actual Accomplishment	4.00%	Actual / Target x Weight a. 2%	N/A	a. Enter into a Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Renewed MOA with a Third Party on the Use / Provision of Equipment Required in Case of Emergency	
					b. 2%				b. Establishing of Business Continuity Plan (BCP) and Irregular Operations (IROPS) Policy
	SM12	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport Infrastructure Projects	6.00%	Actual / Target x Weight	N/A	N/A	100%	100%
			<b>Subtotal</b>	<b>25.00%</b>					

	Measure						Original Target	Recalibrated Target
	Measure	Formula	Weight	Rating System	2018	2019 Target	2020	2020
<b>LEARNING AND GROWTH</b>	<b>SO7. Strengthen Workforce Competencies</b>							
	SM13	Percentage of employees meeting the required competencies	Actual Accomplishment	5.00%	Actual / Target x Weight	A. Board approved Competency Model B. Establish Baseline	Twenty Percent (20%) of 325 MIAA Employees that have been assessed with competency gaps will meet the required competency	40% or 552  MIAA employees with competency gaps will be addressed from the total of 1,379 employees

Subtotal 5.00%  
Overall Total 100.0%