

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

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>	Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG	
		a. Passengers		5.00%				Excluded*	Excluded*
		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.

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	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%		

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	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
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	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
						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

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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