



09 August 2023

HON. JAIME J. BAUTISTA

Chairman and DOTr Secretary

MR. CESAR M. CHIONG

General Manager (GM)

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

MIAA Administration Building

MIA Road, Pasay City

**RE: VALIDATION RESULTS OF MIAA'S
2022 PERFORMANCE SCORECARD**

Dear Secretary Bautista and GM Chiong,

We respectfully furnish you with the validation result of MIAA's 2022 Performance Scorecard (**Annex A**) where MIAA obtained an overall score of **92.54%**.

Very truly yours,

ATTY. MARIUS P. CORPUS

Chairperson

ATTY. BRIAN KEITH F. HOSAKA

Commissioner

**ATTY. GERALDINE MARIE
BERBERABE-MARTINEZ**

Commissioner

cc: COA Resident Auditor – MIAA



**MANILA INTERNATIONAL AIRPORT AUTHORITY
Validated 2022 Performance Scorecard**

| | | Component | | | MIAA Submission | | GCG Validation | | Supporting Documents | Remarks | | | | | | | | | | | | |
|----------------------|--|-----------------------------|-----------------------------|---------------|-------------------------|------------|-----------------------|---------------|----------------------|---|---|---|--------|------------|----------|------------|------------------|---------|------------------|-------------------|--------------|----------------|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | Target | Reported Accomplishment | Rating | Actual Accomplishment | Rating | | | | | | | | | | | | | | |
| SO 1 | Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade | | | | | | | | | | | | | | | | | | | | | |
| SOCIAL IMPACT | SM 1 | Flight Volume | Actual Volume of Flights | 10% | Actual/Target | 149,447 | 246,724 | 10% | 246,724 | 10.00% | <ul style="list-style-type: none"> Summary of Statistics (NAIA Operations) for 2022 signed by OIC of Plans and Programs Division | <table border="1"> <thead> <tr> <th>Flight</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>64,202</td> </tr> <tr> <td>Domestic</td> <td>149,115</td> </tr> <tr> <td>General Aviation</td> <td>33,407</td> </tr> <tr> <td>TOTAL</td> <td>246,724</td> </tr> </tbody> </table> | Flight | Volume | Int'l. | 64,202 | Domestic | 149,115 | General Aviation | 33,407 | TOTAL | 246,724 |
| | Flight | Volume | | | | | | | | | | | | | | | | | | | | |
| | Int'l. | 64,202 | | | | | | | | | | | | | | | | | | | | |
| | Domestic | 149,115 | | | | | | | | | | | | | | | | | | | | |
| General Aviation | 33,407 | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | 246,724 | | | | | | | | | | | | | | | | | | | | | |
| SM 2 | Passenger Volume | Actual Volume of Passengers | 10% | Actual/Target | 9,565,841 | 31,165,355 | 10% | 31,165,355 | 10.00% | <table border="1"> <thead> <tr> <th>Passenger</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>10,400,083</td> </tr> <tr> <td>Domestic</td> <td>20,512,079</td> </tr> <tr> <td>General Aviation</td> <td>253,193</td> </tr> <tr> <td>TOTAL</td> <td>31,165,355</td> </tr> </tbody> </table> | Passenger | Volume | Int'l. | 10,400,083 | Domestic | 20,512,079 | General Aviation | 253,193 | TOTAL | 31,165,355 | | |
| Passenger | Volume | | | | | | | | | | | | | | | | | | | | | |
| Int'l. | 10,400,083 | | | | | | | | | | | | | | | | | | | | | |
| Domestic | 20,512,079 | | | | | | | | | | | | | | | | | | | | | |
| General Aviation | 253,193 | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | 31,165,355 | | | | | | | | | | | | | | | | | | | | | |
| SM 3 | Cargo Volume (MT) | Actual Volume of cargo | 10% | Actual/Target | 622,072 | 583,343 | 9.38% | 583,343 | 9.38% | <table border="1"> <thead> <tr> <th>Cargo (MT)</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>402,732</td> </tr> <tr> <td>Domestic</td> <td>180,576</td> </tr> <tr> <td>General Aviation</td> <td>35</td> </tr> <tr> <td>TOTAL</td> <td>583,343</td> </tr> </tbody> </table> | Cargo (MT) | Volume | Int'l. | 402,732 | Domestic | 180,576 | General Aviation | 35 | TOTAL | 583,343 | | |
| Cargo (MT) | Volume | | | | | | | | | | | | | | | | | | | | | |
| Int'l. | 402,732 | | | | | | | | | | | | | | | | | | | | | |
| Domestic | 180,576 | | | | | | | | | | | | | | | | | | | | | |
| General Aviation | 35 | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | 583,343 | | | | | | | | | | | | | | | | | | | | | |
| | | Sub-total | | 30% | | | | 29.38% | | 29.38% | | | | | | | | | | | | |

| | Component | | | | MIAA Submission | | GCG Validation | | Supporting Documents | Remarks | | | |
|----------------------------|---|--|-----------------------|---|-----------------|--|----------------|-----------------------|----------------------|--------------|---|--|--|
| | Objective/Measure | Formula | Weight | Rating System ^{al} | Target | Reported Accomplishment | Rating | Actual Accomplishment | | | Rating | | |
| | SO 2 Enhanced Passenger Comfort and Convenience | | | | | | | | | | | | |
| | Improvement of Terminal Facilities and Equipment | | | | | | | | | | | | |
| | SM 4 | Replacement of Elevators PE1, PE2 and SE4 at NAIA Terminal 1 | Actual Accomplishment | 3% | Actual / Target | 100% Completion | 100% Completed | 3% | 100% Completed | 3.00% | - Certification signed by the AGM for Engineering - Certification of 100% completion from the contractor, MSV Construction | Replacement of elevators was 100% completed as of 15 March 2022. The said contract was billed at ₱18,207,589.20. | |
| CUSTOMERS AND STAKEHOLDERS | SO 3 Enhance Customer Experience | | | | | | | | | | | | |
| | <i>Percentage of Satisfied Customers (Using the Enhanced Standard Guideline on the Conduct of CSS by the GCG)</i> | | | | | | | | | | | | |
| | | SM 5 | a. Passengers | Number of respondents who gave at least a Satisfactory rating / Total number of respondents | 5% | Actual / Target 0% = If less than 80% | 90% | 72.53% | 0% | 72.56% | 0.00% | <ul style="list-style-type: none"> Final Report on MIAA 2022 Customer Satisfaction Survey Sample Accomplished 2022 CSS, Airline Companies, and Concessionaires Questionnaire | The MIAA commissioned the Development Academy of the Philippines (DAP) to conduct its 2022 CSS. Based on the survey, 809 out of 1115 Passengers (73%), 21 out of 31 Airline Companies (67%), and 88 out of 100 Concessionaires (88%) rated MIAA's services as either Satisfactory/Very Satisfactory. |
| | | | b. Concessionaires | | 1% | | 90% | 88.00% | 0.977% | 88.00% | 0.98% | | |
| | | | c. Airlines | | 1% | | 90% | 67.74% | 0% | 67.74% | 0.00% | | |
| | | Sub-total | | 10% | | | | 3.977% | | 3.98% | | | |

| Component | | | | | MIAA Submission | | GCG Validation | | Supporting Documents | Remarks | | | | | | | | | | | | | |
|---|-------------------------------------|--|-----------------------------|-----------------|-------------------------|--------|-----------------------|--------|----------------------|--|---|--|-------------|---------------|---------------|---------------|------------|-------------|---------------|-----------------------|---------------|---------------|----------------------|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | Target | Reported Accomplishment | Rating | Actual Accomplishment | Rating | | | | | | | | | | | | | | | |
| Sustainability and Financial Performance | | | | | | | | | | | | | | | | | | | | | | | |
| FINANCIAL | SM 6 | Gross Revenues <i>(in Billion pesos)</i> | Total Gross Revenues | 15% | Actual / Target | 5.045 | 9.26 | 15% | 10.22 | 15.00% | <ul style="list-style-type: none"> MIAA's 2022 Financial Statements (FS) as submitted to the Commission on Audit (COA) | <table border="1"> <thead> <tr> <th>Income</th> <th>Amount (in P)</th> </tr> </thead> <tbody> <tr> <td>Business</td> <td>9,731,176,678</td> </tr> <tr> <td>Service</td> <td>492,206,044</td> </tr> <tr> <td>Total</td> <td>10,223,382,722</td> </tr> </tbody> </table> | Income | Amount (in P) | Business | 9,731,176,678 | Service | 492,206,044 | Total | 10,223,382,722 | | | |
| | Income | Amount (in P) | | | | | | | | | | | | | | | | | | | | | |
| | Business | 9,731,176,678 | | | | | | | | | | | | | | | | | | | | | |
| | Service | 492,206,044 | | | | | | | | | | | | | | | | | | | | | |
| Total | 10,223,382,722 | | | | | | | | | | | | | | | | | | | | | | |
| SM 7 | EBITDA <i>(in Billion pesos)</i> | Net Income + Interest Expense + Taxes + Depreciation + Amortization | 15% | Actual / Target | 0.300 | 4.008 | 15% | 4.018 | 15.00% | <ul style="list-style-type: none"> Memorandum from the Accounting Division re MIAA Submittals for CY 2022 Performance Scorecard Validation | <table border="1"> <thead> <tr> <th>Particulars</th> <th>(in '000 P)</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>1,671,534,737</td> </tr> <tr> <td>Interest</td> <td>45,374,615</td> </tr> <tr> <td>Income Tax</td> <td>548,674,459</td> </tr> <tr> <td>Depreciation</td> <td>1,752,596,983</td> </tr> <tr> <td>EBITDA</td> <td>4,018,180,794</td> </tr> </tbody> </table> | Particulars | (in '000 P) | Net Income | 1,671,534,737 | Interest | 45,374,615 | Income Tax | 548,674,459 | Depreciation | 1,752,596,983 | EBITDA | 4,018,180,794 |
| Particulars | (in '000 P) | | | | | | | | | | | | | | | | | | | | | | |
| Net Income | 1,671,534,737 | | | | | | | | | | | | | | | | | | | | | | |
| Interest | 45,374,615 | | | | | | | | | | | | | | | | | | | | | | |
| Income Tax | 548,674,459 | | | | | | | | | | | | | | | | | | | | | | |
| Depreciation | 1,752,596,983 | | | | | | | | | | | | | | | | | | | | | | |
| EBITDA | 4,018,180,794 | | | | | | | | | | | | | | | | | | | | | | |
| SM 8 | Budget Utilization Rate (BUR) | Actual Disbursement / Total Approved Corporate Operating Budget (Both Net of PS Cost) | 5% | Actual / Target | 90% | 93% | 5% | 75.81% | 4.21% | <ul style="list-style-type: none"> MIAA 2022 Corporate Operating Budget (COB) BUR Schedule for 2022 Disbursement Vouchers, Contracts, and Work Orders | <table border="1"> <thead> <tr> <th>2022 (in millions)</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Disbursement</td> <td>4,345.89</td> </tr> <tr> <td>Total COB</td> <td>5,732.86</td> </tr> <tr> <td>BUR</td> <td>75.81%</td> </tr> </tbody> </table> | 2022 (in millions) | Total | Disbursement | 4,345.89 | Total COB | 5,732.86 | BUR | 75.81% | | | | |
| 2022 (in millions) | Total | | | | | | | | | | | | | | | | | | | | | | |
| Disbursement | 4,345.89 | | | | | | | | | | | | | | | | | | | | | | |
| Total COB | 5,732.86 | | | | | | | | | | | | | | | | | | | | | | |
| BUR | 75.81% | | | | | | | | | | | | | | | | | | | | | | |
| | | Sub-total | 35% | | | | 35% | | 34.21% | | MOOE disbursement for the year amounted to ₱3.68 billion and ₱665.04 million for Capital Outlay. 83.33% is the disbursement rate for MOOE and 50.55% is the disbursement for Capital Outlay. | | | | | | | | | | | | |

| | Component | | | | MIAA Submission | | GCG Validation | | Supporting Documents | Remarks | | |
|------------------|--|--|-----------------------|-----------------------------|-----------------|---------------------------|---------------------------|-----------------------|---------------------------|--|--|-------|
| | Objective/Measure | Formula | Weight | Rating System ^{a/} | Target | Reported Accomplishment | Rating | Actual Accomplishment | | | Rating | |
| INTERNAL PROCESS | SO 5 Ensure Passenger Safety and Security | | | | | | | | | | | |
| | <i>Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies:</i> | | | | | | | | | <ul style="list-style-type: none"> Summary of Annual Emergency Incidents Received and Acted Within ICAO Prescribed Time as of 31 December 2022 Quarterly Monitoring Reports Individual Emergency Response Reports from Handling Units | | |
| | SM 9 | a. Aircraft – 3 mins | Actual Accomplishment | 1% | All or Nothing | 100% | 100% | 1% | 100% | | | 1.00% |
| | | b. Security Related – 10 mins | | 1% | | 100% | 100% | 1% | 100% | | | 1.00% |
| | | c. Medical – T1, T2, T4 – 8 mins T3 – 10 mins | | 1% | | 100% | 100% | 1% | 100% | | | 1.00% |
| | | Sub-total | | 3% | | | | 3% | | 3.00% | | |
| | SO 6 Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards | | | | | | | | | | | |
| | <i>ISO Certification</i> | | | | | | | | | | | |
| | SM 10 | a. ISO 9001:2015 | Actual Accomplishment | 3% | All or Nothing | Passed Surveillance Audit | Passed Surveillance Audit | 3% | Passed Surveillance Audit | 3.00% | <ul style="list-style-type: none"> Audit Report issued by Certification Partner Global for the Surveillance Audit conducted for MIAA dated 28 November 2022. <p>The surveillance audit was done from 26-27 October 2022. MIAA was recommended for continued certification for both ISO standards.</p> | |

| Component | | | | | MIAA Submission | | GCG Validation | | Supporting Documents | Remarks |
|-------------------|--|-----------------------|-----------------------------|----------------|--|--|-----------------------|--|----------------------|---|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | Target | Reported Accomplishment | Rating | Actual Accomplishment | Rating | | |
| | b. ISO 14001:2015 | Actual Accomplishment | 3% | All or Nothing | Passed Surveillance Audit | Passed Surveillance Audit | 3% | Passed Surveillance Audit | 3.00% | The scope of the ISO 9001:2015 & 14001:2015 Certifications are both "Management of Passenger Facilitation Process and Provision of Support Processes to Passenger Facilitation at NAIA Terminals 1, 2, 3, and 4 specifically, Operations, Facilities and Maintenance, Information, Security and Safety, Purchasing and HR/Training." |
| SM 11 | Enhanced Responsiveness to Emergencies | Actual Accomplishment | 3% | All or Nothing | Renewed Contract with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency | Renewed Contract with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency | 3% | Renewed Contract with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency | 3.00% | <ul style="list-style-type: none"> • Copy of MIAA letter dated 24 November 2022 to Royal Cargo, Inc. for renewal of the Contract <p>Royal Cargo Air signed its conformity to MIAA's letter on 29 November 2022 to renew the Contract of Retainership on the Use/Provision of Equipment Required in Case of Emergency. The said conformity renews the Contract of Retainership from 07 January 2023 to 06 January 2024.</p> |

| Component | | MIAA Submission | | | GCG Validation | | Supporting Documents | Remarks | | | |
|--|---|---|-----------------------------|-----------------|--|--|----------------------|---|---|--|--|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | Target | Reported Accomplishment | Rating | | | Actual Accomplishment | Rating | |
| SM 12 | Improvement of Airside Facilities | | | | | | | | | | |
| | a. Thermoplastic Repainting of | | | | | | | | | | |
| | 1. Pavement Markings at Terminals 1 and 2, ICT, Balagbag, Remote Parking (MIASCOR and JOCASP) Apron | Actual Accomplishment | 2% | Actual / Target | 100% Completion | 100% completed | 2% | 100% completed | 2.00% | <ul style="list-style-type: none"> • Signed Certificate of Completion • Photo Documentation of the Completed Project | Traffic Supplies and Construction Corporation, the contractor, completed the project from 24 March 2022 to 31 July 2022 and was issued the Certificate of Completion on 24 October 2022. |
| 2. Taxiway Charlie-1 (C1), Charlie-4 (C4) & Charlie-6 (C6) | Actual Accomplishment | 2% | Actual / Target | 100% Completion | 100% completed | 2% | 100% completed | 2.00% | The same contractor, Traffic Supplies and Construction Corporation completed the project from 27 June 2022 to 9 September 2022 and was issued the Certificate of Completion on 24 October 2022. | | |
| SM 13 | Electronic Billing System | No. of bills accessed by clients through the web / Total No. of bills | 4% | Actual / Target | 100% of Bills Accessed by Clients through the FMIS | Total of 45,117 bills processed using FMIS | 4% | 100% of 23,538 bills generated in 2022 accessed by clients through the FMIS | 4.00% | <ul style="list-style-type: none"> • Billing Summary for 2022 • FMIS Implementation Report (As of 31 December 2022) | For the calendar year 2022, 23,538 bills were processed through the FMIS. MIAA no longer processes bills manually, thereby achieving the intention of the target for this measure. |
| Sub-total | | 17% | | | | 17% | | 17.00% | | | |

| | Component | | | | | MIAA Submission | | GCG Validation | | Supporting Documents | Remarks | |
|----------------------------|-------------------|---|-----------------------|-----------------------------|---------------|-------------------------|----------------------------|-----------------------|----------------------------|----------------------|---|---|
| | Objective/Measure | Formula | Weight | Rating System ^{a/} | Target | Reported Accomplishment | Rating | Actual Accomplishment | Rating | | | |
| LEARNING AND GROWTH | SO 7 | Strengthen Workforce Competency | | | | | | | | | | |
| | SM 14 | Percentage of Employees Meeting Required Competencies | Actual Accomplishment | 5% | Actual/Target | 80% | 82.62% (1,065 of 1,289) | 5% | 79.52% (1,025 of 1,289) | 4.97% | <ul style="list-style-type: none"> Summary of MIAA Employees' Competencies as of 31 Dec. 2022 Detailed Report on the Status Competencies of incumbents per Office | As of 2022 yearend, a total of 1,025 employees were assessed as competent out of 1,289 total employees of MIAA, translating to a competency rating of 79.52%. |
| | | Sub-total | | 5% | | | | 5% | | 4.97% | | |
| | | TOTAL | | 100% | | | | 93.35% | | 92.54% | | |

a/ But not to exceed the weight assigned per indicator.