

**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)
Validated 2021 Performance Scorecard**

		Component				MIAA Submission		GCG Validation		Supporting Documents	Remarks											
Objective/Measure	Formula	Wt	Rating System ^{a/}	Target	Reported Accomplishment	Rating	Actual Accomplishment	Rating														
SO 1	Enhance NAIA's Role in Facilitating Tourism, Mobilization of Human Capital, and the Transfer of Raw Materials and Finished Goods																					
SOCIAL IMPACT	SM 1	Flight Volume	Actual Volume	10%	Actual/Target	96,919	127,095	10%	121,095	10%	<ul style="list-style-type: none"> Summary of Statistics for 2021 Operations Statistics uploaded on MIAA's website 	<table border="1"> <thead> <tr> <th>Flight</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>34,193</td> </tr> <tr> <td>Domestic</td> <td>56,433</td> </tr> <tr> <td>General Aviation</td> <td>30,469</td> </tr> <tr> <td>TOTAL</td> <td>121,095</td> </tr> </tbody> </table>	Flight	Volume	Int'l.	34,193	Domestic	56,433	General Aviation	30,469	TOTAL	121,095
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SM 2	Passenger Volume	10%	5,135,416	8,015,385	10%	8,015,385	10%	<table border="1"> <thead> <tr> <th>Passenger</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>2,254,518</td> </tr> <tr> <td>Domestic</td> <td>5,562,029</td> </tr> <tr> <td>General Aviation</td> <td>198,838</td> </tr> <tr> <td>TOTAL</td> <td>8,015,385</td> </tr> </tbody> </table>	Passenger	Volume	Int'l.	2,254,518	Domestic	5,562,029	General Aviation	198,838	TOTAL	8,015,385				
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SM 3	Cargo Volume (MT)	10%	533,425	588,459	10%	588,459	10%	<table border="1"> <thead> <tr> <th>Cargo (MT)</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>424,577</td> </tr> <tr> <td>Domestic</td> <td>163,794</td> </tr> <tr> <td>General Aviation</td> <td>88</td> </tr> <tr> <td>TOTAL</td> <td>588,459</td> </tr> </tbody> </table>	Cargo (MT)	Volume	Int'l.	424,577	Domestic	163,794	General Aviation	88	TOTAL	588,459				
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	Sub-total		30%			30%		30%														

EVALUATION OF 2021 PERFORMANCE SCORECARD

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	Objective/Measure	Formula	Wt	Rating System ^{a/}	Target	Reported Accomplishment	Rating	Actual Accomplishment	Rating													
CUSTOMERS AND 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 0% = If less than 80%	Using the Enhanced Standard Guideline on the Conduct of CSS by the GCG					<ul style="list-style-type: none"> Final Report on MIAA 2021 Customer Satisfaction Survey Sample Accomplished 2021 CSS Questionnaire Quality Control Reports Email Clarifications from MIAA 	The MIAA commissioned the Philippine Survey and Philippine Dynamics Inc. (PDI) to conduct its 2021 CSS. Based on the survey, 89 out of 100 Concessionaires (89%) and 24 out of 29 Airline Cos. (83%) have rated MIAA's services as either Satisfactory/ Very Satisfactory during the year.										
		a. Passengers				5%	N/A	Excluded	-	Excluded			-									
		b. Airlines				1%	90%	89%	0.89%	89%			0.98%									
		c. Concessionaires				1%	90%	84.4%	0.84%	83%			0.92%									
Sub-total		7%				1.73%		1.90%														
FINANCIAL	SO 4	Sustainability and Financial Performance																				
	SM 5	Gross Revenues (in Billion pesos)	Total Gross Revenues	15%	Actual / Target	5.267	4.27	12.16%	4.435	12.63%	<ul style="list-style-type: none"> MIAA's 2021 Financial Statements (FS) as audited by the Commission on Audit (COA) Notes to 2021 FS 	<table border="1"> <thead> <tr> <th>Income</th> <th>Amount (in P)</th> </tr> </thead> <tbody> <tr> <td>Business</td> <td>4,245,108,716</td> </tr> <tr> <td>Service</td> <td>189,791,988</td> </tr> <tr> <td>Total</td> <td>4,434,900,704</td> </tr> </tbody> </table>	Income	Amount (in P)	Business	4,245,108,716	Service	189,791,988	Total	4,434,900,704		
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SM 6	EBITDA (in Million pesos)	Net Income + Interest Expense + Taxes + Depreciation + Amortization	15%	Actual / Target	(1,288)	(230)	15%	(715.63)	15%	<table border="1"> <thead> <tr> <th>Particulars</th> <th>(in '000 P)</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>(2,451,979)</td> </tr> <tr> <td>Interest</td> <td>89,428</td> </tr> <tr> <td>Income Tax</td> <td>140,764</td> </tr> <tr> <td>Depreciation</td> <td>1,506,154</td> </tr> <tr> <td>EBITDA</td> <td>(715,632)</td> </tr> </tbody> </table>	Particulars	(in '000 P)	Net Income	(2,451,979)	Interest	89,428	Income Tax	140,764	Depreciation	1,506,154	EBITDA	(715,632)
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SM 7	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport Infrastructure Projects	5%	Actual / Target	100%	95%	4.75%	100%	5.00%	<ul style="list-style-type: none"> MIAA 2021 Corporate Operating Budget (COB) BUR Schedule for 2021 Disbursement Vouchers, Contracts, and Work Orders 	The 2021 budget for the four (4) identified Airport Infrastructure Projects was 100% obligated by MIAA during the year, with a combined total of ₱10.789 million.		
		Sub-total	35%				31.91%		32.63%				
SO 5	Ensure Passenger Safety and Security												
INTERNAL PROCESS	Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies:										<ul style="list-style-type: none"> Summary of Annual Emergency Incidents Received and Acted Within ICAO Prescribed Time as of 31 December 2021 Quarterly Monitoring Reports Individual Emergency Response Reports from Handling Units 		
	SM 8	a. Aircraft – 3 mins	Actual Accomplishment	1%	All or Nothing	100%	100%	1%	100%	1%			Zero (0) aircraft-related emergencies were recorded.
	b. Security Related – 10 mins	1%	All or Nothing	100%	100%	1%	100%	1%	All 14,304 security-related (non-aircraft) emergencies were responded to within the standard time.				
	c. Medical – T1, T2, T4 – 8 mins T3 – 10 mins	1%	All or Nothing	100%	100%	1%	100%	1%	All 341 medical (sick calls) emergencies were responded to within the standard time.				

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Objective/Measure	Formula	Wt	Rating System ^{a/}	Target	Reported Accomplishment	Rating	Actual Accomplishment	Rating			
SO 6	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards										
SM 8	<i>ISO Certification</i>										
	a. ISO 9001:2015	Actual Accomplishment	3.5%	All or Nothing	ISO 9001:2015 Re-certification	ISO 9001:2015 Recertification	3.5%	ISO 9001:2015 Recertification	3.5%	<ul style="list-style-type: none"> Copies of ISO Certificates issued by Certification Partner Global 	The Recertification was issued to MIAA on 18 October 2021.
	b. ISO 14001:2015	Actual Accomplishment	3.5%	All or Nothing	ISO 14001:2015 Certification	ISO 14001:2015 Certification	3.5%	ISO 14001:2015 Certification	3.5%		The Registered/Certification was issued to MIAA on 06 December 2021, valid for three (3) years.
SM 10	Enhanced Responsiveness to Emergencies	Actual Accomplishment	3%	Actual / Target	a. Contract 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%	Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	3%	<ul style="list-style-type: none"> Copy of MIAA letter dated 17 Nov 2020 to Royal Cargo, Inc. Copy MIAA Email Dated 29 October 2021 Sent to AOC's President 	Royal Cargo Air signed its conformity to MIAA's letter on 19 November 2020 to renew the Contract of Retainership on the Use/Provision of Equipment Required in Case of Emergency.
			3%		b. Letter of Agreement with Airlines on the IROPS Manual	No additional Letter of Agreement (LOA)	3%	No additional Letter of Agreement (LOA) signed	0%		No additional LOAs were received from the airlines within 2021, despite the diligent efforts of MIAA and constant coordination of the matter with the Airline Operators Council (AOC) Chairman, with follow-ups being made during meetings with the airlines.

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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) Airside Facilities	Actual Accomplishment	4%	Actual / Target	100% Completion of Phase 2 (part of Taxiway C-3, and Taxiway C-5)	100% Completed	4%	100% Completed	4%	<ul style="list-style-type: none"> • Certificate of Completion • Photo Documentation of the Completed Project 	<p>In anticipation of the completion of the Repair and Overlay of Runway 13/31 on 15 May 2021, the 100% Completion of Phase 2 (part of Taxiway C-3, and Taxiway C-5) was projected by MIAA for 2021.</p> <p>In this regard, the Project Taxiway Charlie 5 of the Repair and Upgrading of Taxiway H-1, C-1, C-2, C-3, C-4, and C-5 under Package 1 (Civil Works), which runs from Station 0+115 to station 0+960, was satisfactorily completed by Readycon Trading and Construction Corp. on 22 December 2021.</p>
SM 12	Electronic Billing System	No. of bills accessed by clients through the web / Total No. of bills	4%	Actual / Target	1,600 Bills to be Accessed by 600 Clients Through the Web	Total of 21,591 bills processed using FMIS	4%	18,661 bills issued	4%	<ul style="list-style-type: none"> • Screen Captures of the FMIS • FMIS application on MIAA website • Billing Summary for 2021 	<p>MIAA's online billing system, the Financial Management Information System (FMIS), can be accessed through MIAA's website by its clients. In 2021, data generated by the system showed that 18,661 bills were issued as accessed by its clients.</p>
Sub-total			24%				24%		21%		

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Objective/Measure	Formula	Wt	Rating System ^{a/}	Target	Reported Accomplishment	Rating	Actual Accomplishment	Rating			
SO 7	Strengthen Workforce Competency										
SM 13	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	4%	Actual/Target	60% of MIAA's Employees Meeting the Required Competencies	61.55% or 834 MIAA employees with competency gaps have been addressed from the total of 1,355 employees	4%	60.07% <i>(814 out of 1,355) employees meeting the required competencies of their positions</i>	4%	<ul style="list-style-type: none"> • Summary of MIAA Employees' Competencies as of 31 Dec. 2021 • Detailed Report on the Status Competencies of incumbents per Office 	As of 2021, a total of 814 employees were assessed as competent out of 1,355 total employees of MIAA, translating to a competency rating of 60.07%.
	Sub-total		4%				4%		4%		
	TOTAL		100%				91.64%		89.53%		
	LESS: EXCLUDED WEIGHTS		(5%)								
	VALIDATED TOTAL		95%					89.53 / 95.00 = 94.24%			

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

LEARNING AND GROWTH