

**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													
SOCIAL IMPACT	SO 1	Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade																				
	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
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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		
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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		
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		Sub-total	30%				29.38%		29.38%													

		Component				MIAA Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Weight	Rating System ^{a/}	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.	
SO 3	Enhance Customer Experience											
	<i>Percentage of Satisfied Customers (Using the Enhanced Standard Guideline on the Conduct of CSS by the GCG)</i>											
CUSTOMERS AND STAKEHOLDERS	SM 5	a. Passengers	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	Actual / Target <i>0% = If less than 80%</i>	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%			

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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			
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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
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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%				
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Disbursement	4,345.89																						
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		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%	All sixty-five (65) aircraft-related emergencies were responded to within the standard time.
		b. Security Related – 10 mins		1%		100%	100%	1%	100%		1.00%	All 10,769 security-related (non-aircraft) emergencies were responded to within the standard time.
		c. Medical – T1, T2, T4 – 8 mins T3 – 10 mins		1%		100%	100%	1%	100%		1.00%	All 757 medical (sick calls) emergencies were responded to within the standard time.
		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.</p> <p>MIAA was recommended for continued certification for both ISO standards.</p>

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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 	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.

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Improvement of Airside Facilities											
a. Thermoplastic Repainting of											
SM 12	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%		

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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.