



Office of the President of the Philippines
GOVERNANCE COMMISSION
 FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
 3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



12 May 2026

HON. GIOVANNI Z. LOPEZ
Acting Secretary, Department of Transportation (DOTr)
and MIAA Chairperson
HON. ERIC JOSE C. INES
General Manager (GM)
MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)
 MIAA Administration Building
 MIA Road, Pasay City

**RE: VALIDATION RESULT OF THE 2024
 PERFORMANCE SCORECARD OF MIAA**

Dear Secretary Lopez and GM Ines,

This is to formally transmit the validation result of MIAA's 2024 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, MIAA obtained an overall score of **92.75% (Annex A)**. The same is to be posted on MIAA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

FOR THE MIAA'S INFORMATION AND GUIDANCE.

Very truly yours,

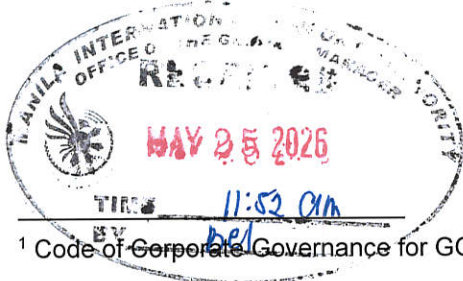
ATTY. MARIUS P. CORPUS
Chairperson



ATTY. BRIAN KEITH F. HOSAKA
Commissioner

**ATTY. GERALDINE MARIE B.
 BERBERABE-MARTINEZ**
Commissioner

cc: COA Resident Auditor – MIAA



¹ Code of Corporate Governance for GOCCs, dated 28 November 2012.



**MANILA INTERNATIONAL AIRPORT AUTHORITY
Validated 2024 Performance Scorecard**

	Component					MIAA Submission		GCG Validation		Supporting Documents	Remarks																												
	Objective/Measure	Formula	Rating Scale	Wt.	Target	Actual	Rating	Score	Rating																														
SOCIAL IMPACT	SO 1 Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade																																						
	SM 1	Flight Volume	International + Domestic + General Aviation (Gen Av) Flights	Actual / Target	10%	308,601	315,981	10%	315,981	10%	<table border="1"> <thead> <tr> <th>Flight</th> <th>Traffic</th> </tr> </thead> <tbody> <tr> <td>International</td> <td>114,793</td> </tr> <tr> <td>Domestic</td> <td>178,640</td> </tr> <tr> <td>Gen Av</td> <td>22,548</td> </tr> <tr> <td>Total</td> <td>315,981</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Passenger</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>International</td> <td>23,365,779</td> </tr> <tr> <td>Domestic</td> <td>26,990,686</td> </tr> <tr> <td>Gen Av</td> <td>32,078</td> </tr> <tr> <td>Total</td> <td>50,388,543</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Cargo (in MT)</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>International</td> <td>404,607.93</td> </tr> <tr> <td>Domestic</td> <td>211,870.59</td> </tr> <tr> <td>Total</td> <td>616,478.52</td> </tr> </tbody> </table>	Flight	Traffic	International	114,793	Domestic	178,640	Gen Av	22,548	Total	315,981	Passenger	Volume	International	23,365,779	Domestic	26,990,686	Gen Av	32,078	Total	50,388,543	Cargo (in MT)	Volume	International	404,607.93	Domestic	211,870.59	Total	616,478.52
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SM 2	Passenger Volume	International + Domestic + Gen. Av. Passengers	Actual / Target	10%	48,480,815	50,388,543	10.0%	50,388,543	10%																														
SM 3	Cargo Volume (in metric tons)	International + Domestic Cargo	Actual / Target	10%	533,793	616,479	10.0%	616,479	10%																														
	Subtotal			30%			30%		30%																														

	Component					MIAA Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Rating Scale	Wt.	Target	Actual	Rating	Score	Rating			
	SO 2	Enhance Passenger Comfort and Convenience										
CUSTOMERS & STAKEHOLDERS	SM 4	Number of Completed Projects for Improvement of Terminal Facilities and Equipment	Actual Number of Projects with 100% Completion as of yearend	Actual / Target 0% = If less than 80%	4%	Two (2) Projects a. Supply and Delivery of 6,000 Luggage Carts b. Supply and Delivery of 2,700 units Four (4) Seater Airport Seating for NAIA Terminals 1, 2 and 3	The projects were canceled.	Excluded	Measure Excluded	-	- Minutes of Meetings - Timeline of Activities - Concession Agreement - Resolutions	<p><i>Measure excluded.</i></p> <p>The project was cancelled following the recommendation of the MIAA's Bids and Awards Committee (BAC). This is due to the transition of O&M functions to New NAIA Infrastructure Corporation (NNIC), as stipulated in the Concession Agreement. The implementation of the project was no longer feasible within the remaining pre-turnover period.</p> <p>The MIAA identified certain projects listed in their 2024 Annual Procurement Plan (APP) as Work-in-Progress Assets deemed critical to the continuity of airport operations and to ensure "business as usual" at NAIA. The projects covered under this measure are not included among those classified as critical.</p>
		SO 3	Enhance Customer Experience									
		SM 5	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	Actual / Target 0% = if less than 80%	5%	90%	94.45%	5.00%	95.78%	5%	- MIAA CSM Report - ARTA CSM Validation Results
		Subtotal			9%			5%		5%		

	Component					MIAA Submission		GCG Validation		Supporting Documents	Remarks															
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SO 4 Sustainability and Financial Performance																										
FINANCIAL	SM 6	Gross Revenues (In Billion Pesos)	Business and Service Income + Shares, Donations and Grants + Gains + Other Non-Operating Income	Actual / Target	10%	15.063	19.787	10%	19.296	10%	- COA-Audited 2024 Financial Statements of MIAA	<table border="1"> <thead> <tr> <th>Item</th> <th>Amount (in P)</th> </tr> </thead> <tbody> <tr> <td>Business Income</td> <td>18,671,526,684</td> </tr> <tr> <td>Service Income</td> <td>550,261,807</td> </tr> <tr> <td>Gains</td> <td>46,664,296</td> </tr> <tr> <td>Shares/Donations/Grants</td> <td>-</td> </tr> <tr> <td>Other Non-operating Income</td> <td>28,115,358</td> </tr> <tr> <td>Total</td> <td>19,296,568,145</td> </tr> </tbody> </table>	Item	Amount (in P)	Business Income	18,671,526,684	Service Income	550,261,807	Gains	46,664,296	Shares/Donations/Grants	-	Other Non-operating Income	28,115,358	Total	19,296,568,145
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SM 7	EBITDA (In Billion Pesos)	Net Income After Tax but before Subsidy and NG Share in MIAA Income + Interest Expense + Income Taxes + Depreciation + Amortization	Actual / Target	10%	7.053	14.171	10%	13.345	10%	<table border="1"> <thead> <tr> <th>Item</th> <th>Amount (in P)</th> </tr> </thead> <tbody> <tr> <td>Net Income (before Subsidy to other funds)</td> <td>9,354,485,871</td> </tr> <tr> <td><i>Add:</i></td> <td></td> </tr> <tr> <td>Income Taxes</td> <td>2,268,820,977</td> </tr> <tr> <td>Depreciation</td> <td>1,717,640,948</td> </tr> <tr> <td>Amortization</td> <td>4,560,223</td> </tr> <tr> <td>Total</td> <td>13,345,508,019</td> </tr> </tbody> </table>	Item	Amount (in P)	Net Income (before Subsidy to other funds)	9,354,485,871	<i>Add:</i>		Income Taxes	2,268,820,977	Depreciation	1,717,640,948	Amortization	4,560,223	Total	13,345,508,019		
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SM 8	Budget Utilization Rate (BUR)																																					
a. Corporate Operating Budget (Total Uses excluding Personnel Services)	Actual Disbursement / Planned Disbursement	Actual / Target	5%	90%	46.66%	Excluded	74.25%	4.13%	- COA-Audited 2024 Financial Statements of MIAA - DBM-approved 2024 Corporate Operating Budget - Statement of Appropriations, Allotments, Obligations, Disbursement, and Balances (SAOODB) from ICRS - Report on Maintenance and Operating Expenditures (MOOE) and Capital Expenditure Projects affected by PPP for CY 2024	<table border="1"> <thead> <tr> <th>Item</th> <th>Amount ((in '000 P))</th> </tr> </thead> <tbody> <tr> <td colspan="2">DBM-Approved COB (A)</td> </tr> <tr> <td>MOOE</td> <td>6,199,985</td> </tr> <tr> <td>CO</td> <td>4,371,212</td> </tr> <tr> <td><i>Subtotal</i></td> <td><i>10,571,197</i></td> </tr> <tr> <td colspan="2">Cancelled/Novated Projects due to PPP (B)</td> </tr> <tr> <td>MOOE</td> <td>1,174,528</td> </tr> <tr> <td>CO</td> <td>2,753,179</td> </tr> <tr> <td><i>Subtotal</i></td> <td><i>3,927,707</i></td> </tr> <tr> <td colspan="2">Disbursed (C)</td> </tr> <tr> <td>MOOE</td> <td>4,072,037</td> </tr> <tr> <td>CO</td> <td>860,433</td> </tr> <tr> <td><i>Subtotal</i></td> <td><i>5,068,577</i></td> </tr> <tr> <td>BUR [C/(A-B)]</td> <td>74.25%</td> </tr> </tbody> </table>	Item	Amount ((in '000 P))	DBM-Approved COB (A)		MOOE	6,199,985	CO	4,371,212	<i>Subtotal</i>	<i>10,571,197</i>	Cancelled/Novated Projects due to PPP (B)		MOOE	1,174,528	CO	2,753,179	<i>Subtotal</i>	<i>3,927,707</i>	Disbursed (C)		MOOE	4,072,037	CO	860,433	<i>Subtotal</i>	<i>5,068,577</i>	BUR [C/(A-B)]	74.25%
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b. DOTr-downloaded funds		Actual Disbursement / Planned Disbursement	Actual / Target	5%	90%	Funds were reverted to DOTr due to its expiration on 31 December 2024.	Excluded	Measure Excluded	-	<ul style="list-style-type: none"> - Minutes of Meetings - Timeline of Activities - Contract Agreement - Notice of Award - Notice to Proceed - Memorandum of Agreements - Proof of Downloading of funds 	<p>DOTr funds to be utilized include the following:</p> <ul style="list-style-type: none"> • ₱33.88 million for Rehabilitation and Upgrading of Sewerage Treatment Plant (STP) 1 and 2; and • ₱1.636 billion for the Supply, Installation, and Commissioning of Visual Docking Guidance System (VDGS) at NAIA Terminals 1,2,3 and 4 and Supply of Labor and Materials for the Replacement of twenty-four (24) units of Passenger Boarding Bridges (PBB) at NAIA Terminal 3 <p>The STP 1 and 2 project is listed among Work-in-Progress Assets that must be procured even beyond the O&M (NAIA PPP Project) Start Date. MIAA reverted the unused funds to the DOTr, as it was stipulated in the MOA between the DOTr and MIAA that the funds must be obligated and disbursed by 31 December 2023. Instead, MIAA included the budget for the project in its 2025 Corporate Operating Budget (COB) as the project was already awarded in 2024.</p> <p>The ₱1.636 billion downloaded by DOTr in 2024 was not utilized for its originally intended infrastructure projects due to the strategic realignment of priorities under the NAIA PPP project. Instead, the funds were redirected to support the acquisition of BCDA-owned properties, which was a necessary and government-approved adjustment.</p>
Subtotal				30%			20%		24.13%		

	Component					MIAA Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Rating Scale	Wt.	Target	Actual	Rating	Score	Rating			
INTERNAL PROCESS	SO 5	Ensure Passenger Safety and Security										
		Percentage of Incident Responded to within ICAO Prescribed Response Time										
	SM 9	a. Aircraft – 3 mins.	Incidents Responded to Within Prescribed Response Time / Total Incidents During the year	All or Nothing	2%	100%	100%	2%	100%	2%	- Monitoring Reports from the Airport Police, Medical Division, and Rescue and Firefighting Division - Sample incident reports	0 incidents. "No Emergency Plan #1 was activated" in 2024
		b. Security Related – 8 mins.		All or Nothing	2%	100%	100%	2%	100%	2%		18,103 security-related incidents.
		c. Medical – 8 mins.		All or Nothing	2%	100%	100%	2%	100%	2%		843 medical-related emergencies.
		ISO Certification										
	SM 10	a. ISO 9001:2015 (QMS)	Actual Accomplishment	All or Nothing	5%	Pass Re-Certification Audit	17 th Management Review was completed on September 11, 2024. Certification Audits for QMS, EMS, and OHSAS did not push through.	Excluded	Measure Excluded	-	- Timeline of Activities - Roadmap of MIAA ISO Activities	Measure excluded. The 17th Management Review was completed on 11 September 2024, but Certification Audits for QMS, EMS, and OHS did not proceed due to the NAIA PPP implementation. With NNIC taking over NAIA's operations on 14 September 2024, MIAA's ISO certification scope will be revised to reflect its new role as a regulator.
		b. ISO 14001:2015 (EMS)	Actual Accomplishment	All or Nothing	5%	Pass Re-Certification Audit		Excluded	Measure Excluded	-		
		c. ISO 45001:2018 (Occupational Health and Safety)	Actual Accomplishment	All or Nothing	5%	ISO 45001:2018 Certified	- Turnover the of the NAIA-PPP Project Land to NNIC on September 14, 2024 which includes all the NAIA Terminals.	Excluded	No Accomplishment	0%		Target not accomplished. Even with the NAIA PPP shifting MIAA to a regulatory role, ISO 45001:2018 remains essential because it covers the health and safety of MIAA's internal workforce, offices, and facilities, which are all still under its direct control. The Airport Police Department (APD) also remains under MIAA, and the higher-risk nature of police work makes OH&S management even more critical. Unlike QMS and EMS, which shift with operational scope, ISO 45001:2018 continues to apply to MIAA's internal workplace conditions regardless of the PPP transition.

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	SM 11	Enhanced Responsiveness to Emergencies	Actual Accomplishment	All or Nothing	5%	Renewed Contract or Agreement with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	Contract of retainership between MIAA and Royal Cargo, Inc. Period: 07 January 2024 to 06 January 2025	5%	Renewed Contract or Agreement with a Third Party on the Use/Provision of Equipment Required in Case of Emergency	5%	- MIAA letter dated 06 Nov 2023 on renewal of contract retainership with Royal Cargo Inc. (RCI)	MIAA's letter to RCI dated 06 November 2023 requesting the renewal of the previous Contract of Retainership from 07 January 2024 to 06 January 2025 was signed by both parties in 2023.
		Subtotal			26%			11%		11%		
LEARNING AND GROWTH	SO 7	Strengthen Workforce Competencies										
	SM 12	Percentage of Employees Meeting the Required Competencies	Plantilla Employees Meeting Required Competencies / Total Filled Plantilla as of Yearend	Actual / Target	5%	100%	100% or 734 or 734 employees with competency gaps have been addressed	5.0%	100%	5%	- Competency Assessment Breakdown Report - Sample Competency Assessment Reports	734 out of 734 employees were assessed to have met competencies required for their positions.
			Sub-total		5%			5%		5%		
			TOTAL Excluded Weights		100% (19%)			71%		75.13%		
			VALIDATED TOTAL		81%				75.13 / 81 = 92.75%			

Annex A Reviewed and Certified Correct by:


ATTY. MARICOR E. LACAMBACAL
 Director IV
 Corporate Governance Office B