



**CORPORATE
REPORT**

2015



MANILA
INTERNATIONAL
AIRPORT
AUTHORITY



MIAA

Our cornerstone of airport operation is the continuous strengthening of our **core values** focusing on Customer Service, Safety & Security, Integrity and Innovation.

1

We strive to achieve customer service excellence, demonstrating competence and sense of urgency in accommodating and addressing the concerns of the travelling public.

Customer Service

We continue to ensure safety and security in the airport according to international acceptable standards.

Safety & Security

We exert effort in performing our duties and functions to the best of our abilities and with utmost honesty and transparency.

Integrity

We will continue to explore new ideas and accept new trends in airport development and management for the benefit of not only our stakeholders, but of the entire country.

Innovation

The Manila International Airport Authority, by 2020, will be the leading organization in airport development and management pursuing excellence in customer service, world-class facilities, high quality security and safety standards, to encourage and promote international and domestic air traffic in the Country as a means of making the Philippines a center of international trade and tourism.

VISION

2

MIAA commits to uplift the Philippines by providing exceptional airport services through professionalism, unity and commitment of the management, ensured customer security and continuous development that suits evolving global standards at the service of international and local market.

MISSION



GM'S STATEMENT

The years 2010 to 2015 saw the growth of the aviation sector in Manila. And there is no more humbling place to bear witness to this than from the seat of the General Manager. On one hand, I mean it in a literal way. Drawing up the curtains in the office, I see the roads that lead to the terminals. One could almost hear the busy streets and feel the adrenaline of motorists speeding up to catch their flights.

From my office, I see heavy road developments leading to the airport. I also see the NAIA terminals and how they have progressed through the years to accommodate the demand. On the other hand, it is also from the seat of the General Manager and that of the entire Board that these opportunities for development emanate.

It has been MIAA's vision to usher in the Philippines as a center of international trade and tourism by means of propelling air traffic in Manila. Passengers flying in and out of the NAIA have kept on increasing year after year: from 27 million commercial passengers in 2010 to 36 million in 2015. This was made possible with the start of full operations of Terminal 3 in 2014 after years of hibernation. These numbers, however, are a testament to a greater achievement of forging and sustaining fruitful partnerships with airport stakeholders.

4 On top of new routes, six international carriers were added to the roster of airlines operating out of the NAIA in the past years connecting passengers to more than 90 destinations worldwide from Manila. More stringent measures have been forged by airport and aviation authorities – the MIAA, Civil Aviation Authority of the Philippines, and the Civil Aeronautics Board – to accommodate the demand for flights at the same time that the use of facilities is maximized.

Early on, the number of flight movements along the runways was placed at an efficient pace of 40 from 50 per hour. General aviation flights were also limited while aviation schools were made to operate in the provinces rather than in Manila – thus, freeing up more slots for commercial flights. Partner airlines have also been placed at a higher standard of responsibility to make sure that allocated slots are actually flown and are on time. Such measures have indeed ushered in a renewed sense of collaboration among stakeholders in an airport marred by a series of challenges.

We continued to move forward nevertheless. Our priority, as always, was to provide excellent service to the flying public for their travelling convenience. This was dramatically enhanced with the completion of the rehabilitation of Terminal 1 in 2015.

The passenger service charge or terminal fee for both domestic and international travel was successfully integrated into the airline ticket in 2012 and 2015 respectively, thus lessening queues. More transportation options for passengers were introduced. In 2013, a 24/7 transfer shuttle service was put in place to ferry passengers for free to other terminals for their connecting flights. Later on, the Airport Premium Bus Service was launched and a Transportation Network Company started picking up passengers at the airport via online booking.

It was always the passengers' best interests in mind when management pursued major projects.

In an effort to make travels safer, more modern full-body scanners were procured in 2015 allowing the detection of more objects other than just metal.

Major rehabilitation projects were also adopted for the terminals to make the infrastructure secure and to accommodate more passengers. The rehabilitation of Terminal 1, in particular, is the first time that the 30-year old terminal was rehabilitated by means of retrofitting the entire structure to make it more disaster resilient. In a move to decongest the said terminal, five foreign airlines were made to transfer to Terminal 3 following its full operation in 2014; resulting to the passenger volume of Terminal 1 decreased by roughly 3 million passengers annually.

Likewise, in making travels more convenient, airside developments were also completed. Runway 31 was once again reactivated for departures in 2015 allowing flight movements to take place concurrently on both runways. The primary runway, Runway 06/24, was repaired in 2013 to guarantee continued and safe operations. Taxiway N was extended in 2015 to further decongest the taxiway particularly at the intersection of the runways.

Such growth of the airport is manifested in its revenue performance in the past years. The MIAA's net profit steadily grew: from P540M in 2010 to P3B in 2015.

The Airport Authority, however, could not have done it without the people who make the gears of the airport turn every second of the day and who make those aircraft fly to make dreams of the public possible. My heartfelt appreciation goes out to them.

The direction of the authorities remains clear despite any change in management – and that is to serve the country and its people through excellence in the field of aviation.

It has been a privilege to have served from the seat of the General Manager.

General Manager
MGen JOSE ANGEL A HONRADO AFP (Ret)



BOARD OF DIRECTORS



Hon. Joseph Emilio Aguinaldo B. Abaya, Chairman
Department of Transportation



Hon. Jose Angel A. Honrado, Vice Chairman
Manila International Airport Authority



Hon. Helen R. Osias
Private Sector



Hon. William K. Hotchkiss
Civil Aviation Authority of the Philippines



Hon. Ramon R. Jimenez Jr.
Department of Tourism



Hon. Cesar V. Purisima
Department of Finance



Hon. Emmanuel L. Caparas
Department of Justice



Hon. Cesar A. Buenaventura
Private Sector

MANAGEMENT



Jose Angel A Honrado
General Manager



Vicente L. Guerzon
Senior Assistant General Manager



Herminia D. Castillo
Asst. General Manager Finance & Admin



PCSupt. Jesus Gordon P. Descanzo
Asst. General Manager Security & Emergency Services



Carlos B. Lozada
Asst. General Manager Engineering



Octavio F. Lina
Asst. General Manager Operations



Cecilio A. Bobila
Asst. GM Airport Development & Corporate Affairs



Dante B. Basanta
Terminal Manager - Terminal 1



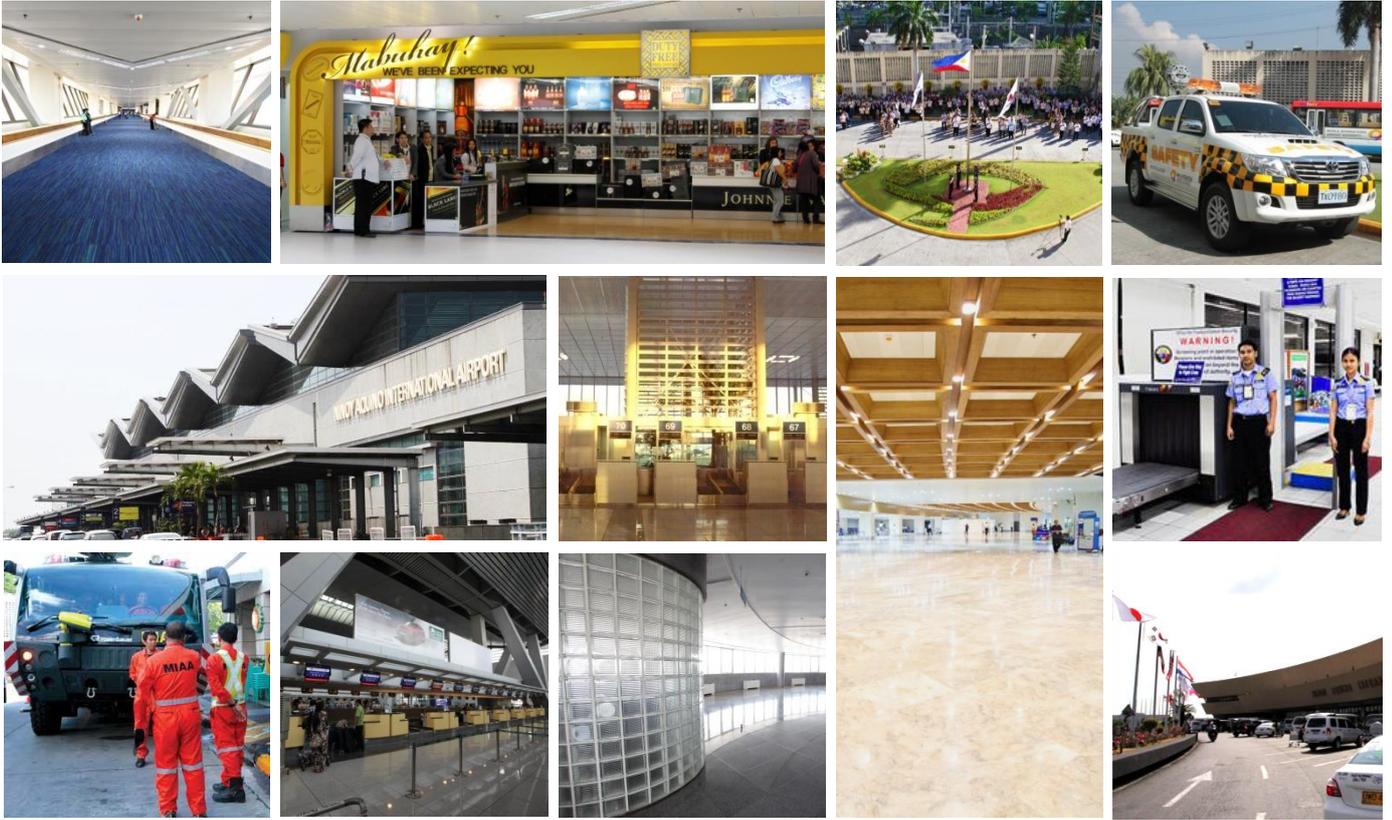
Enrico F. B. Gonzales
Terminal Manager - Terminal 2



Ricardo L. Medalla Jr.
Terminal Manager - Terminal 3



Joycelyn B. Mapanao
Terminal Manager - Terminal 4



NINYO AQUINO INTERNATIONAL AIRPORT

Table of Contents

01 Core Values 02 Vision and Mission 04 General Manager's Statement
06 Board of Directors 07 Management 10 Highlights

6 YEARS OF GROWTH AND ACHIEVEMENT

16 Projects Completed 2010–2015

ONGOING & FUTURE PLANS

32 Programs and Projects 2016 33 Future Development Plan 34 Thinking Forward

OPERATIONAL HIGHLIGHTS & FINANCIAL REVIEW 2010 - 2015

38 Aircraft Movements 39 Passengers 40 Air Cargo 41 Overall NAIA Statistics
42 Financial Overview 44 Statement of Comprehensive Income 46 Assets
48 Liabilities and Equity 50 Annual Share of National Government



HIGHLIGHTS

2010

- Soft Opening of International Flight Operations at NAIA Terminal 3
- Adoption of Quality Management Systems Program - ISO 9001-2008 Certification of Passenger Facilitation Processes at Terminals 1, 2, and 3
- Hosting of the 28th Annual Meeting of the ASEAN International Airports Association (AAA)
- Commemoration of the 27th Year Death Anniversary of Ninoy Aquino Jr.

11

- APD Re-Currency Training
- Crash and Rescue Exercise (CREX)
- NAIA passed the 2011 Annual Security Assessment (ASA) conducted by United States Transportation Security Administration (TSA)
- Donation to Various Charitable Indigent Institutions
- Commemoration of the 28th Year Death Anniversary of Ninoy Aquino Jr.

10

12

- Integration of Domestic Passenger Service Fee
- Commemoration of the 29th Year Death Anniversary of Ninoy Aquino Jr.
- MOA Signing for Overseas Absentee Voting by COMELEC-DFA-MIAA
- Arrival of The Sacred Relic of Our Holy Mother Saint Clare
- NAIA – Arrival of Russian Humanitarian Relief Goods.
- Opening Ceremony of the Free Wi-Fi at NAIA by Globe Telecom.
- Terminal Fee at NAIA reduced from P750.00 to P550.00
- MIAA GM Honrado leads the Foreign Object Debris Walk with airport employees at the ramp area to free the aircraft movement area of any foreign object debris for safety of aviation at NAIA.
- Inauguration of the Upgraded T2-T3 Access Road
- MIAA GM Honrado with Airport employees who won trophies in target shooting.
- Arrival of the Queen of Spain at NAIA Terminal 1
- Turnover Ceremony of Nayong Pilipino to MIAA
- MIAA donates unclaimed umbrellas from NAIA to the students of San Agustin Elementary School
- Awarding of Commendations at the MIAA Administration Building



Table Top Crash Rescue Exercise (CREX)



Commemoration of the Death Anniversary of Ninoy Aquino Jr.



GM. Honrado leads Foreign Objects Debris Walk



ISO 9001-2008 Certification of Passenger Facilitation



Awarding Commendations



Inauguration of the Upgraded T2-T3 Access Road



MOA Signing for Overseas Absentee Voting



Turnover Ceremony of Nayong Pilipino to MIAA



Arrival of Japanese Emperor



Arrival of Airbus 380



APEC 2015 - Economic Leaders' Meeting



CIP300 Scanner Inauguration T3



MOA signing of the IPSC Integration with Airlines



Secretary Abaya T1 Rehabilitation Inspection



Pope Francis' visit to the Philippines



United States Transport Security Agency Meeting



Inauguration of New MIAA Vehicles



Arrival of Ms. Universe Pia Wurtzbach

- Inauguration of New MIAA Vehicles (Fire Trucks, Buses and Bird Dispersal Equipment)
- 30th Death Anniversary of former Senator Benigno 'Ninoy' Aquino, Jr
- Repair of Runway 06/24

13

- Arrival of US President via Airforce One
- Terminal 4 Renovation
- Commemoration of the 31st Year Death Anniversary of Ninoy Aquino Jr.
- Arrival of World Economic Forum Delegates
- Arrival of Airbus 380 - Emirates Airlines.
- Blessing of New MIAA Transport Buses
- Ebola Virus Seminar
- Sec. Abaya T1 Rehabilitation Inspection
- United States Transport Security Agency Meeting
- Transfer of 5 International Airlines from Terminal 1 to Terminal 3

14

- Full Operation of Ninoy Aquino International Airport Terminal 3
- Pope Francis' visit to the Philippines
- APEC 2015—Economic Leaders' Meeting (AELM)
- Implementation of the International Passenger Service Charge (IPSC) Integration
- Completion of T1 Renovation
- Commemoration of the 31st Year Death Anniversary of Ninoy Aquino Jr.
- Earthquake Drill at MIAA Administration Building
- CIP300 Scanner Inauguration Terminal 3
- Crash and Rescue Exercise (CREX) Full Scale
- Body Scanner Inauguration
- Opening of Taxiway November Extension
- NAIA welcomes two more airlines: AirSWIFT and Jetstar Japan -March 2015
- MIAA and Grab, a Transportation Network Company (TNC), signed an agreement to pick up passengers from the four terminals of the NAIA.
- NAIA can now take a premium bus upon arriving Manila, aside from the current options of yellow taxis, coupon taxis, and car rentals by June that will ferry passengers to and from the NAIA on a 24-hour basis.
- AIR21 makes arrangements to complete its fleet of premium buses for the airport. AIR21 will be operating the premium Airport Bus Service under the brand name UBE Express.
- NAIA welcomed the maiden flight of Ethiopian Airlines
- US-TSA to assess NAIA security
- On April 1, 2015, right before the Holy Week holidays, President Aquino III and transport officials inspected major passenger terminals—the Batangas Port, the NAIA Terminals 1 and 3, and the JAM Liner bus terminal in Quezon City
- Inaugural Flight of Turkish Airlines
- New Duty Free shops at the Terminal 3 airside unveiled.

15



Customer Service

Safety & Security

Integrity

Innovation



6

YEARS OF
GROWTH &
ACHIEVEMENT

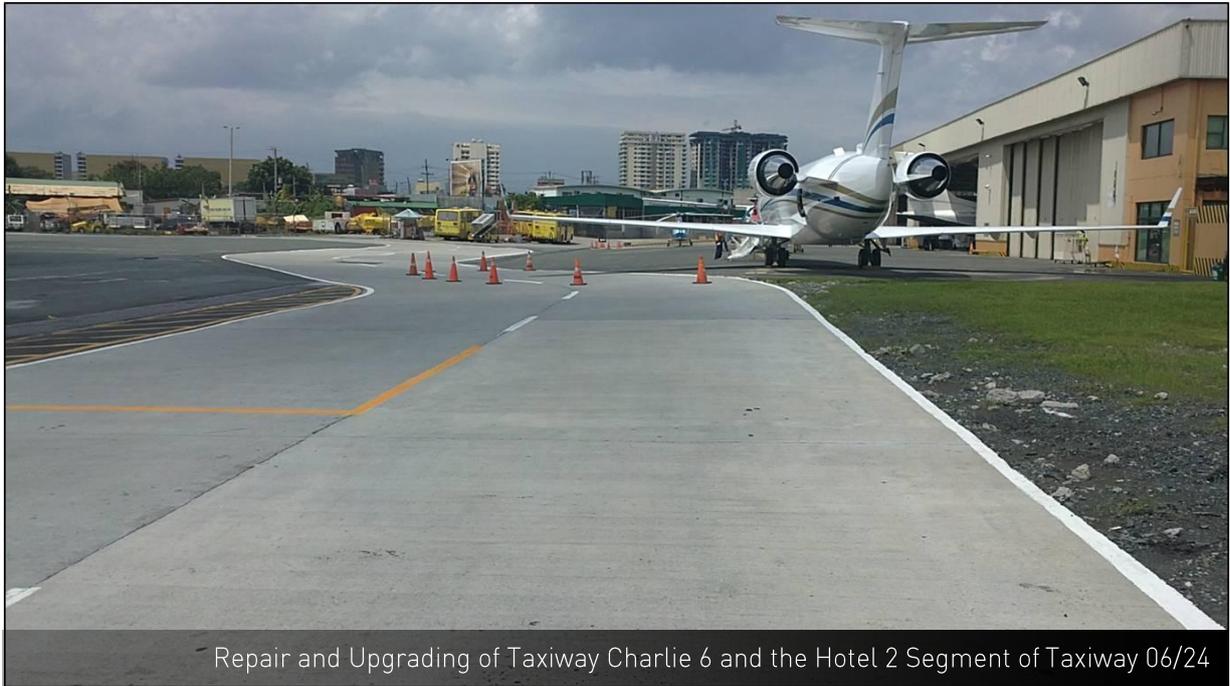
Projects Completed

	COST	START DATE	COMPLETION
MAJOR PROJECTS 2010			
Supply, Activation, and Upgrading of NAIA-3 VIS 108 In-line Explosive Detection System (EDS) Baggage Screening at NAIA 3	105.6 M	December 01, 2009	February 08, 2010
Sealing of Concrete Pavement, Aircraft Parking Bays / Envelope Area, Equipment Parking at NAIA Terminal 3	43 M	April 19, 2010	June 13, 2010
Repair and Upgrading of Taxiway Charlie 6 and the Hotel 2 Segment of Taxiway 06/24	Civil Works: 96 M Electrical Works: 9.4 M	Civil Works: June 06, 2010 Electrical Works: May 21, 2010	Civil Works: September 04, 2010 Electrical Works: October 15, 2010
Rehabilitation of Various NAIA Airfield Visual NAV-Aids/Lighting Systems	59 M	May 17, 2010	November 20, 2010

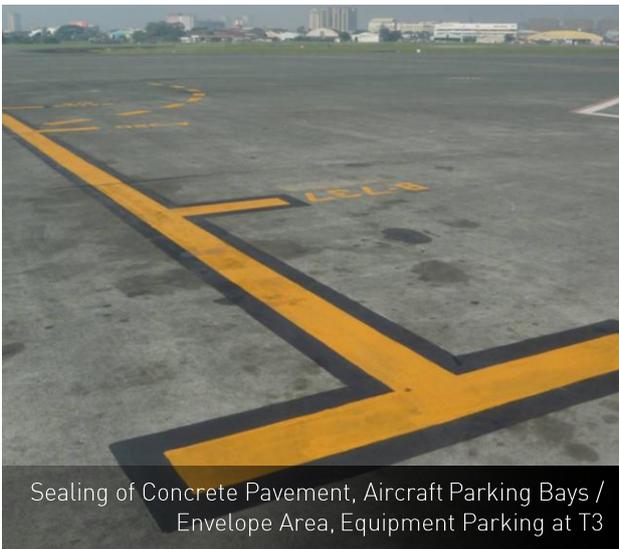
*M - Million
Cost unit is in Philippine Peso

NAIA AERODROME





Repair and Upgrading of Taxiway Charlie 6 and the Hotel 2 Segment of Taxiway 06/24

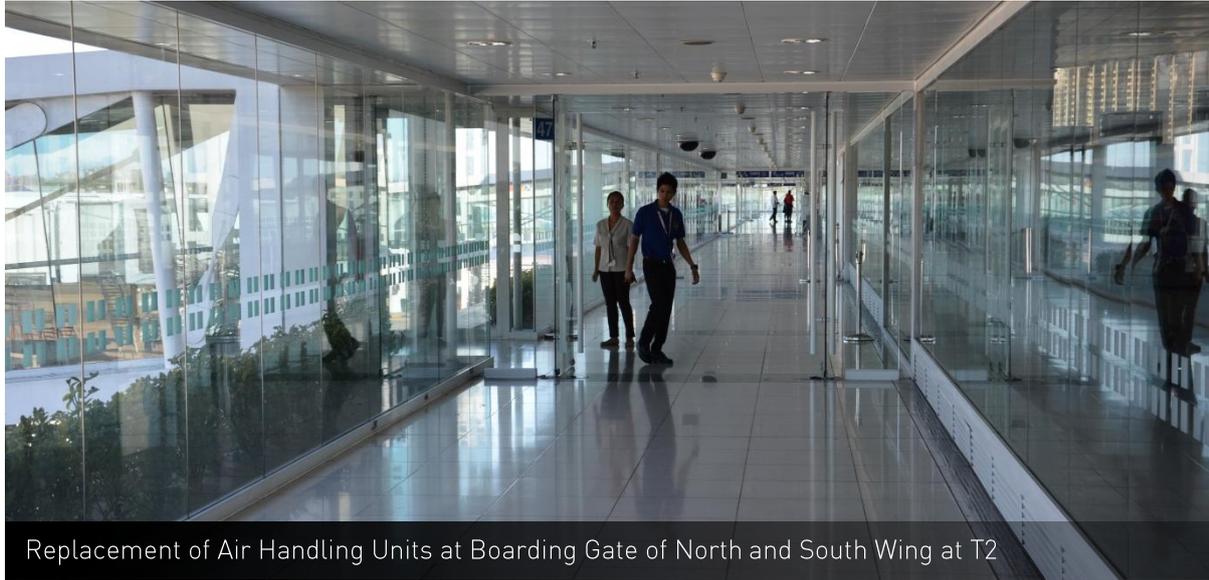


Sealing of Concrete Pavement, Aircraft Parking Bays / Envelope Area, Equipment Parking at T3

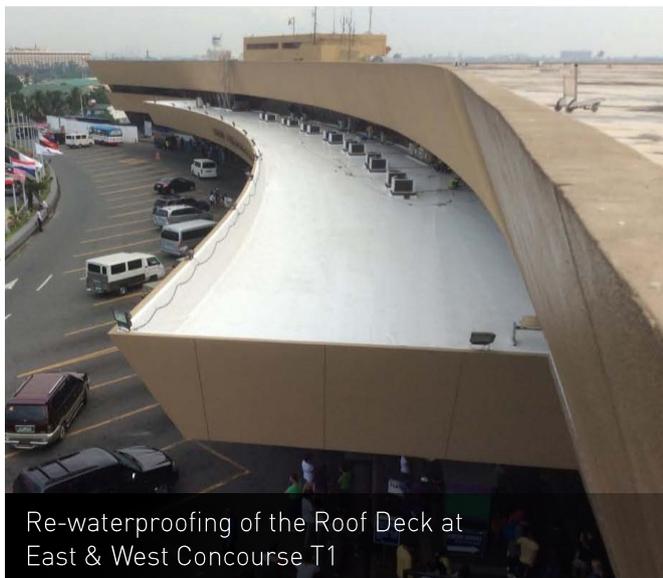


Rehabilitation of Visual NAV-Aids/Lighting Systems

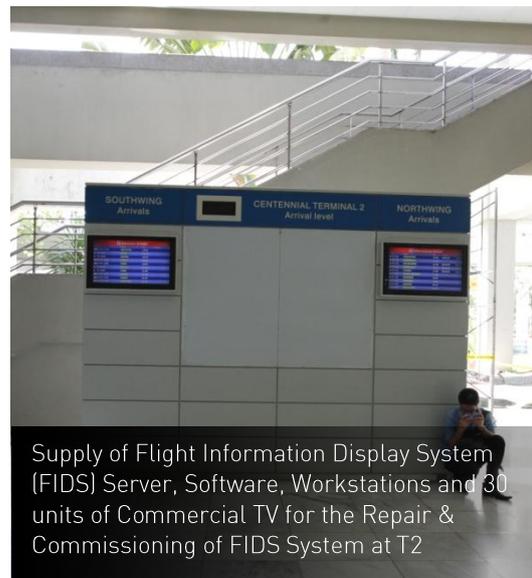
2010



Replacement of Air Handling Units at Boarding Gate of North and South Wing at T2



Re-waterproofing of the Roof Deck at East & West Concourse T1



Supply of Flight Information Display System (FIDS) Server, Software, Workstations and 30 units of Commercial TV for the Repair & Commissioning of FIDS System at T2



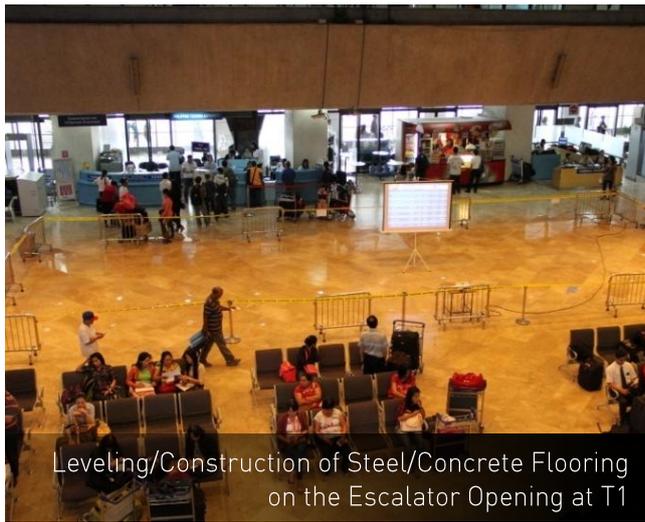
Renovation of 8 Restrooms at T1 and 1 additional Rest Room for Persons with Disabilities

	COST	START DATE	COMPLETION
MAJOR PROJECTS 2011			
Supply of Flight Information Display System (FIDS) Server, Software, Workstations and 30 units of Commercial TV for the Repair and Commissioning of FIDS System at NAIA Terminal 2	4.7 M	December 18, 2010	January 07, 2011
Upgrading of 20 units of Baggage X-ray Machines at Terminal 3	33 M	January 25, 2011	February 23, 2011
Improvement of Ceiling and Wall Cladding at East and West Satellites, NAIA Terminal 1	88.9 M	May 12, 2010	April 11, 2011
Re-waterproofing of the Roof Deck at the East and West Concourse of Terminal 1	13.4 M	July 12, 2011	September 12, 2011
Rehabilitation of Primary Lines of the AFL Systems and the Supply and Installation of Additional Taxiway Signs	196 M	June 15, 2010	October 18, 2011
Replacement of Air Handling Units at Boarding Gate of North and South Wing at NAIA Terminal 2	24.9 M	June 15, 2011	October 24, 2011
Repainting of Pavement Markings at Terminals 1 & 2, ICT, Balagbag, Remote Parking Apron (MIASCOR and JOCASP), at Phases 1 and 2	20.1 M	September 23, 2011	December 06, 2011
Renovation of 8 Rest Rooms at NAIA Terminal 1 and one additional Rest Room for Persons with Disabilities	16.9 M	January 2011	December 2011

	COST	START DATE	COMPLETION
MAJOR PROJECTS 2012			
Repair and Upgrading of T2 to T4 Access Road	53.8M	November 14, 2011	March 15, 2012
Repair and Upgrading of Terminal 4 Vehicular Lane from Lima Gate to Terminal 4 Ramp	23.9M	December 12, 2011	April 22, 2012
Repair and Resurfacing of North and South General Aviation	125.6M	January 04, 2012	June 01, 2012
Leveling/Construction of Steel/Concrete Flooring on the Escalator Opening at Terminal 1	3.1M	March 03, 2012	June 05, 2012
Renovation of Ramp Control Tower Facility at Terminal 1	3.9M	May 08, 2012	July 21, 2012
Upgrading of Lightning Protection System of Terminal 2, Air Control Tower, MIAA Corporate Building and Powerhouse (9 units with Isolation Transformers)	5.2M	July 19, 2012	October 11, 2012



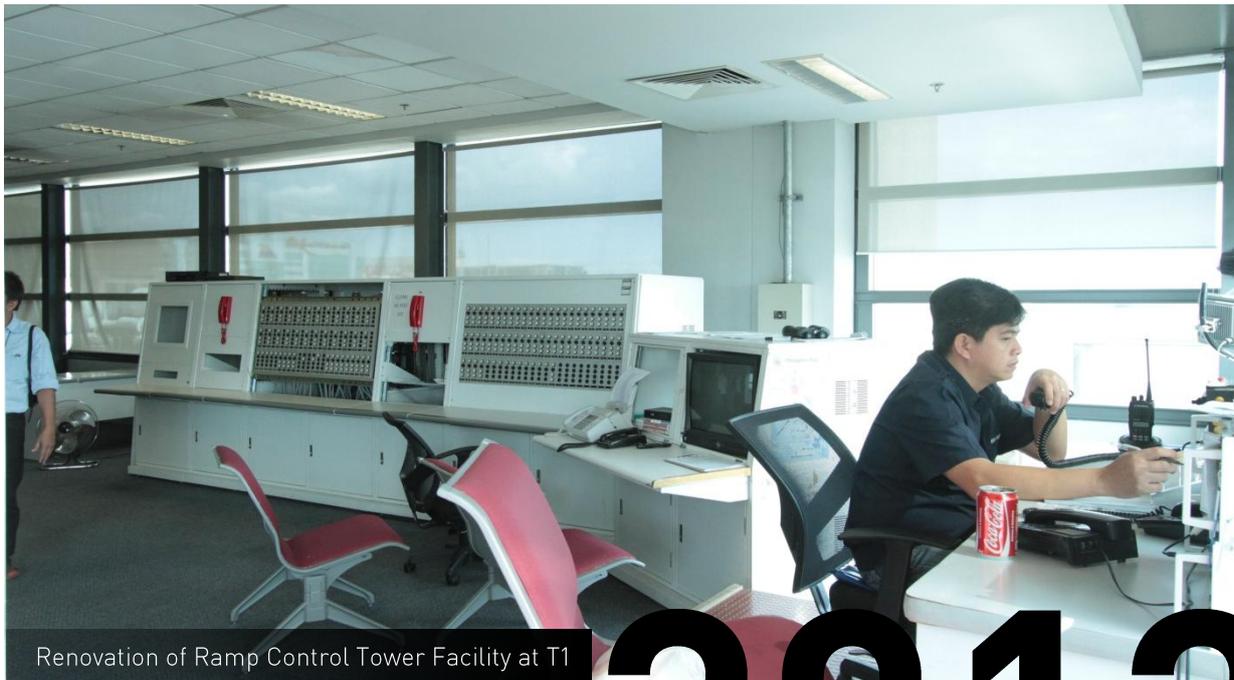
Repair and Upgrading of T2 to T4 Access Road



Leveling/Construction of Steel/Concrete Flooring on the Escalator Opening at T1



Repair and Resurfacing of North and South General Aviation



Renovation of Ramp Control Tower Facility at T1

2012



Repair & Upgrading of T4 Aprons (Bay Nos. 4,5,6,7,9, & 10)

22



Commissioning of Two (2) Units Mobile X-ray Security Screening System



T2 Upgrading of Public Address Systems



Purchase of 5 Units of Customized Shuttle Mini-Buses

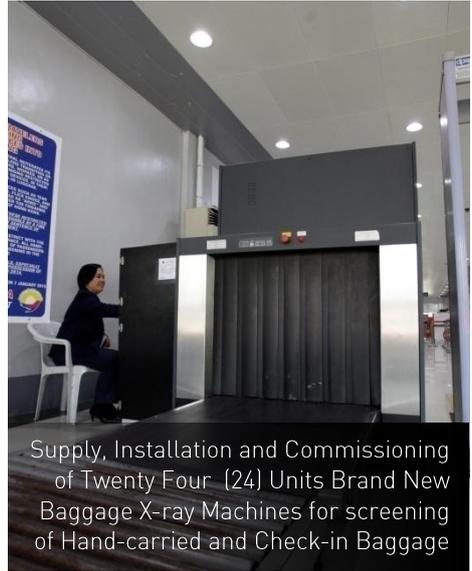
2013

	COST	START DATE	COMPLETION
MAJOR PROJECTS 2013			
Repair and Overlay of Runway 06/24	Civil Works: 315 M Electrical: 76 M	January 2012	February 2013
NAlA Terminal 3 Structural Retrofit	204 M	December 2012	July 2013
T1 Upgrading of Public Address Systems	15 M	April 2013	August 2013
T2 Upgrading of Public Address Systems	12 M	April 2013	August 2013
Improvement of MIAA Power plant Phase 1	121 M	December 2012	August 2013
Repair & Upgrading of T4 Aprons (Bay Nos. 4,5,6,7,9, & 10)	29 M	January 2012	September 2013
Rehabilitation of Comfort Rooms at T1 CR 207, 308, 302, 210, & 211 (M/F)	17 M	May 2012	September 2013
Commissioning of Two (2) Units Mobile X-ray Security Screening System	21.7 M	June 2013	November 2013
Supply and Installation of Remote Controlled & Monitored Air Navigation Hazard Prevention System	45 M	May 2013	October 2013
Purchase of 5 Units of Customized Shuttle Mini-Buses	14 M	July 2013	December 2013

	COST	START DATE	COMPLETION
MAJOR PROJECTS 2014			
Purchase of Airport Rescue and Firefighting Vehicles and Rapid Intervention Vehicle	200 M	December 2012	January 2014
Supply, Installation and Commissioning of Twenty Four (24) Units Brand New Baggage X-ray Machines for screening of Hand-carried and Check-in Baggage	93 M	Oct. 17, 2013	July 15, 2014
Supply, Installation and Commissioning of Four (4) Units Explosive Detection Security Screening System (EDS)	225 M	June 20, 2013	Sept. 25, 2014
Construction of Dignitaries Lounge at NAIA Terminal – 3	9.9 M	November 17, 2014	September 30, 2014
Passenger Boarding Bridge at NAIA Terminal – 3	170 M	September 2013	December 2014
Baggage Handling System at NAIA Terminal – 3	378 M	September 2013	Dec.17, 2014
Construction of Presidential Lounge at NAIA Terminal – 3	6.7 M	Sept 12, 2014	December 2014
Construction of VIP Room at NAIA Terminal – 3	4.4 M	October 2014	December 2014
Hydraulic Vehicle Barrier (13)	50 M	March 18, 2014	December 2014



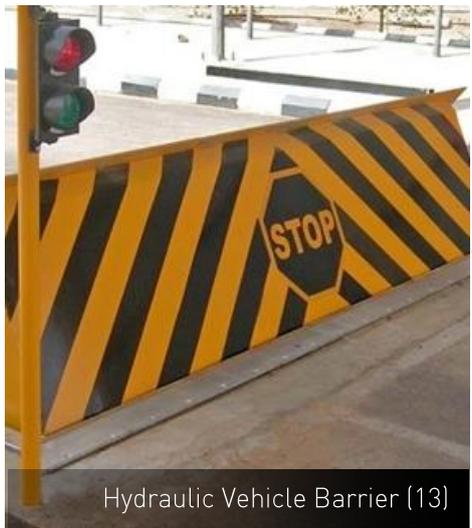
Construction of Presidential Lounge at T3



Supply, Installation and Commissioning of Twenty Four (24) Units Brand New Baggage X-ray Machines for screening of Hand-carried and Check-in Baggage



Airport Rescue and Firefighting Vehicles and Rapid Intervention Vehicle



Hydraulic Vehicle Barrier (13)

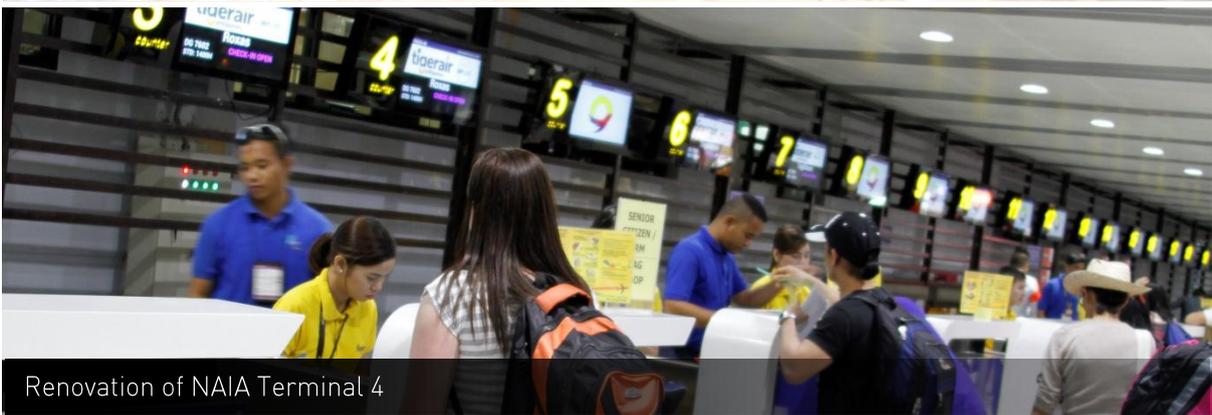


Replacement of Approach Lights at NAIA Approach 24

2014



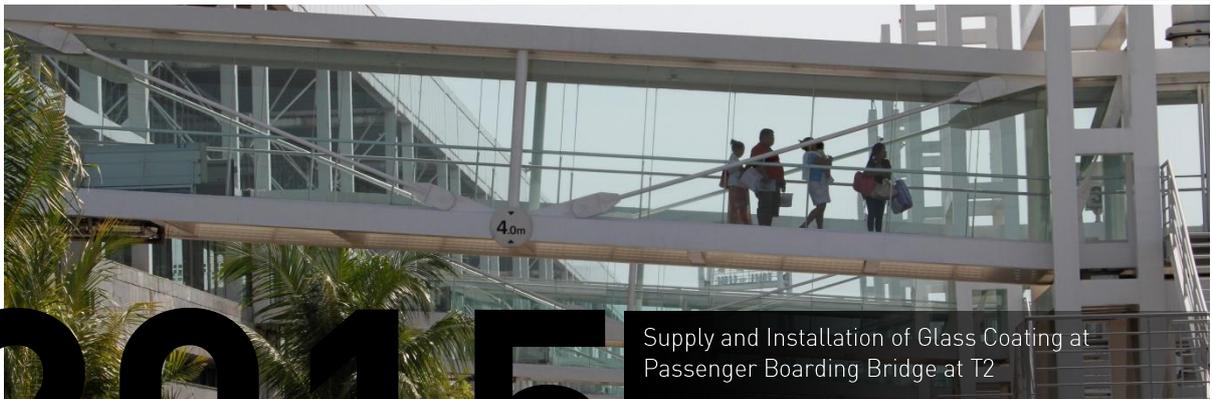
NAIA Terminal-1 Rehabilitation Project



Renovation of NAIA Terminal 4



Replacement of Check-in Counters and Improvement of Ceiling and Walls at T1



Supply and Installation of Glass Coating at Passenger Boarding Bridge at T2

Standing at the foot of technological and industrial breakthroughs, the Ninoy Aquino International Airport has undergone changes—both minor and groundbreaking. Whether it be the much awaited completion of the Terminal 1 Rehabilitation or the integration of the International Passenger Service Charge, the year 2015 has yet seen some of the more groundbreaking of these changes.

Completion of Terminal 1 Rehabilitation

Serving for more three decades, the NAIA Terminal 1 started its rehabilitation on 2013. This ambitious project is the first time that the 30-year old terminal was rehabilitated through structural retrofitting. It aimed not to only restore the Terminal's external aesthetics but also make it more disaster resilient through vital works such as Architectural and Electro-Mechanical Works, and Plumbing and Fire Protection Systems.

The project included the redesigning of hotel and transport lounges and Rehabilitation Works started on January of 2014 and was completed on January 2015.

Besides this, the Terminal's interior also underwent a much needed makeover. The Presidential and Dignitaries Lounges and its VIP Rooms all underwent renovation as works for these areas commenced shortly after the retrofitting works. Check-in counters were also replaced and improvements made to the terminal's walls and ceilings.

To ensure that the Terminal is at par with international standards, the Authority supplied and installed new quality updated signages for clearer readability and to avoid any confusion among the airport users.

In an attempt to effectively decongest Terminal 1, five foreign airlines were transferred to Terminal 3, namely: Delta Airlines, KLM Dutch Royal Airlines, Emirates, Singapore Airlines, and Cathay Pacific. The cooperation of airlines helped decongest Terminal 1 by approximately 3 million passengers annually.

As of date, operations in Terminal 1 is once again in full swing.

Integration of the International Passenger Service Charge (IPSC) to the Airline Tickets

Prior to the implementation of this project, passengers have to separately queue to purchase their airline tickets and to pay for the International Passenger Service Charge (IPSC), otherwise known as the Terminal Fee.

To alleviate this, MIAA, in cooperation with the airlines, has successfully integrated the IPSC into the airline tickets effective 01 August 2012 for domestic and 01 February 2015 for the international flights. This proved effective in lessening queuing for passengers comparable to international practice and providing great ease and convenience to the passengers, even leading to a sizeable area freed for passenger movement.

As a result of this integration program, 8.7M of international departing passengers and all 9.6M domestic travelers no longer queued to pay the terminal fee in 2015.

Full Operation of the NAIA Terminal 3

With the Terminal 1 threatening to reach its traffic limitations, MIAA sought to open the doors of Terminal 3 to full operations.

To fully operationalize the Terminal 3, the DOTC contracted the services of the Japanese consultant TAKENAKA in 2014 to complete the following 20 vital systems of the Terminal:

1. Flight Information Display System
2. Common User Terminal Equipment
3. Airport Operation Data Base
4. Baggage Reconciliation System
5. Terminal Management System
6. Gate Allocation System
7. Aircraft Docking Guidance Systems
8. PABX System
9. Hotline System
10. Local Area Network (LAN)
11. Public Address System (PAS)
12. Fire Detection and Protection System
13. CCTV System
14. Parking System
15. Master Antenna System
16. Access Door System
17. Building Management System
18. UPS System
19. Restructuring of Structures Cabling
20. Mechanical Works (Elevator and Escalators)

Terminal 3 lounges were also constructed in the same year. The Presidential Lounge was constructed from September to December; a Dignitaries Lounge from September to November; and a VIP room was completed in December after two months.

To complete the full operation of the Terminal 3, five (5) international airlines have transferred from the Terminal 1, namely: Delta Airlines, KLM Dutch Royal Airlines, Emirates, Singapore Airlines, and Cathay Pacific.

Still in the same year, the ISO 9001:2008 Certification was accorded to the MIAA for all its four passenger terminals. This certification is for the excellent service provided by MIAA in operations, facilities, maintenance, information, security and safety, purchasing, and HR training.

APEC 2015 Preparations

Being a critical economic event for the nations involved, APEC 2015 was sufficiently prepared for by the MIAA.

As host for the Asia-Pacific Economic Cooperation (APEC), the Philippines through the MIAA and other affiliated agencies did their part in the preparations. The MIAA, in particular, has overseen the plans and implementations thereof for the smooth arrival and departure of the Heads of States, Dignitaries and other VIPs.

Preparations involved the strategic allotting of aircraft parking to Heads of States, development of route plans for the itinerary of VIPs, renovation of Presidential and Dignitaries Lounges at the NAIA Terminals, and makeover of the surrounding areas near the MIAA Compound.

	COST	CALENDAR DAYS	COMPLETION
MAJOR PROJECTS 2015			
NAIA TERMINAL 3 –FULL OPERATION	\$39.8M (DOTC Proj.)	460 CD	Jan. 2015
Replacement of Defective Power Transformer at MIAA Substation No.2	31.50 M	160 CD	Jan. 2015
Supply and Installation of Signage at NAIA Terminal 1	6.83 M	60 CD	Mar. 2015
Replacement of Weighing and Feeder Conveyor at NAIA Terminal 1 (Mechanical Works Package 2)	54.32 M	175 CD	April 2015
Replacement of Check-in Counters and Improvement of Ceiling and Walls at NAIA T-1	24.17 M	120 CD	April 2015
Replacement of Joint Sealant at Terminal 2 Apron	15.93 M	131 CD	May 2015
Repainting of Pavement Markings at Terminal 1 & 2, ICT, Balagbag, Remote Parking Apron at MIASCOR & JOCASP	23.99 M	135 CD	May 2015
Rehabilitation of Chiller no.1 Circuit no.2 & Chiller no.4 Circuit no.2 at NAIA Terminal 2	11.67 M	60 CD	June 2015
Rewaterproofing of Terminal -1 Roofdeck Slab, Canopy, Level 5 and Boarding Bridges	68.49 M	210 CD	July 2015
Consultancy Services for the Review, Update and Revision of Taxiway November Extension	19.19 M	720 CD	July 2015
Supply, Installation and Commissioning of Fourteen (14) units Advanced Body Imaging Technology System at All Terminals	196.00 M	180 CD	July 2015
Retrofitting of Medium Voltage Breakers at MIAA Powerhouse, Substation 1 & 2	42.59 M	270 CD	Aug. 2015
Equipment Rental for Cleaning and Degreasing of NAIA T1, T2, T3 & T4 Ramps and Apron	13.51 M	365 CD	Aug. 2015
NAIA Terminal-1 Rehabilitation Project	1.299 B	619 CD	Sept. 2015
Replacement, Upgrading and Relocation of 3- Units Medium Voltage Switchgears ISOFLEX at Ramp Level-NAIA Terminal 1	6.67 M	81 CD	Sept. 2015
Architectural Upgrading of Parapet Walls, Eaves and Elevated Roadway at NAIA Terminal-1	159.31 M	585 CD	Sept. 2015
Supply and Delivery of AVDGS Spare Parts at NAIA Terminal 2	4.17 M	120 CD	Sept. 2015
Architectural Upgrading of Parapet Walls Eaves and Elevated Roadway at Terminal 1	159.31 M	585 CD	Sept. 2015
Hiring of Independent Laboratory Testing Firm for the Construction of Taxiway November Extension Package 1 - Civil Works at Taxiway November	5.08 M	300 CD	Oct. 2015
Construction of Taxiway November Extension - Civil Works	314.19 M	300 CD	Oct. 2015
Supply and Installation of Glass Coating at Passenger Boarding Bridge at NAIA Terminal 2	7.45 M	45 CD	Oct. 2015
Taxiway November Extension (Package 2: Electrical Works)	140.44 M	345 CD	Oct. 2015
Procurement Thirty Five (35) Walkthrough Metal Detectors System at All Terminals	15.75 M	90 CD	Oct. 2015
Proposed Improvement of Presidential Lounge at T1	4.76 M	60 CD	Nov. 2015
Asphalt Supply Support Agreement (Repair and Maintenance of Asphalt Pavement within NAIA Complex)	50.00 M	365 CD	Nov. 2015
Renovation of NAIA Terminal 4	55 M	365 CD	Nov. 2015
Retrofitting and Upgrading of Chillers 2 & 3 at NAIA Terminal 2	57.90 M	180 CD	Dec. 2015



Customer Service

Safety & Security

Integrity

Innovation

**PROJECTS AND
PROGRAMS 2016
&
PLANS FOR
THE FUTURE**



PROJECTS AND PROGRAMS

	COST	LOCATION	STATUS
Retrofitting of Public CR (SA104, SD204, NA104)	14.23 M	Terminal 2	Completed
Supply, Installation, and Commissioning of MIAA Telephone System (IP PABX)	27.09 M	All Terminals, Airport Police Department Headquarters, and Fire & Rescue Bldg.	Completed
Supply, Installation, Testing and Commissioning of New Digital Trunked Radio System (DTRS)	51.70 M	Terminal 1	Completed
Rehabilitation & Upgrading of Air-conditioning System	184 M	Terminal 2 & 3	Ongoing
MIAA Computerization Program	300 M	NAIA Complex	For Approval
Implementation of Rationalization Plan and Compensation Position Classification System (CPCS)	1.7 M	MIAA	Revisions to comply with requirements of GCG
ISO Certification 9001:2008	1 M	All Terminals	Continuous
Competency Framework	NA	MIAA	For Board's Approval
Strategic Performance Management System (SPMS)	NA	MIAA	Continuous
CCTV Surveillance Monitoring System & Perimeter Intrusion Detection System	486 M	All Terminals	For Approval
New MIAA Command Center	58.3 M	NAIA Complex	For Approval
Supply of Labor & Materials for the Rehabilitation & Upgrading of Deteriorated BAC Cooling Towers	18.59 M	Terminal 3	Ongoing, Target Completion date: July 2016
Equipment Rental for Cleaning and Degreasing	13.69 M	All Terminals' Ramps & Apron	Ongoing, Target Completion date: Oct. 2016
Rehabilitation and Upgrading of Baggage Handling System	378 M	Terminal 3	Ongoing, Target Completion date: Dec. 2016

FUTURE DEVELOPMENT PLAN

The Authority continuously plans for the development of the aerodrome to guarantee passenger convenience and to meet global standards. Below are major projects for the short, medium, and long term.

	2017
Short - Term Development Plan	MIAA Computerization Program
	Implementation of Rationalization Plan of MIAA
	Consultancy for the Expansion of Terminal 2
	Portion of Former Nayong Pilipino to be leased for T2 Expansion
	2018 - 2022
Medium-Term Development Plan	Proposed Total Transfer of General Aviation Operation to Sangley
	Implementation of New Fees and Charges
	Terminal 5 Construction (in coordination with CAAP)
	Rehabilitation of Terminal 2- North and South Wing Expansion and Structural Retrofitting
	Terminal 1 Construction of Greeters Area with Parking Facility funded by DOTC
	Landside Development- 40m Setback, Development of Pildera & Rivera Villages, and Andrews Ave.
	Improvement of NAIA Access Road Network System
Proposed Rapid Exit Taxiways	
	Beyond 2022
Long-Term Development Plan	New Manila International Airport



The Ninoy Aquino International Airport is the main gateway to the Philippines. The NAIA Aerodrome which is located within Pasay and Parañaque covering an area of 654 hectares is composed of an airside, with 420 hectares, and a landside of 234 hectares, which was developed into different uses such as commercial-mixed use, logistic support, residential, and export processing zones. The surroundings of the NAIA have already been urbanized hence the possibility for further development is very much limited.

The Airport has seen a steady increase in flights and passenger movements. In 2015, international flights increased by 45% from 2010 and international passenger movements increased by 39%. Domestic flights increased by 14% and passengers by 32%. Nevertheless, that growth rate is being slowed down due to runway capacity constraints. The runways, given its current length, number, and arrangement, are no longer capable of expansion.

34

With air travel incrementally picking up volume, we are seeking measures to secure capacity at an optimized level by looking at diverse alternatives such as runway extension and parallel runway construction among others. However, most of such alternatives require additional land to be purchased which is extremely difficult and time-consuming since areas surrounding the airport have already become urbanized. Therefore, these alternatives cannot accommodate the excess demand right away.

At best we, measures have been introduced to reduce flight delay and to accommodate more commercial flights. Among others, such measures include limiting general aviation flights and improving on the control and management of the terminals based on approved flight slots.

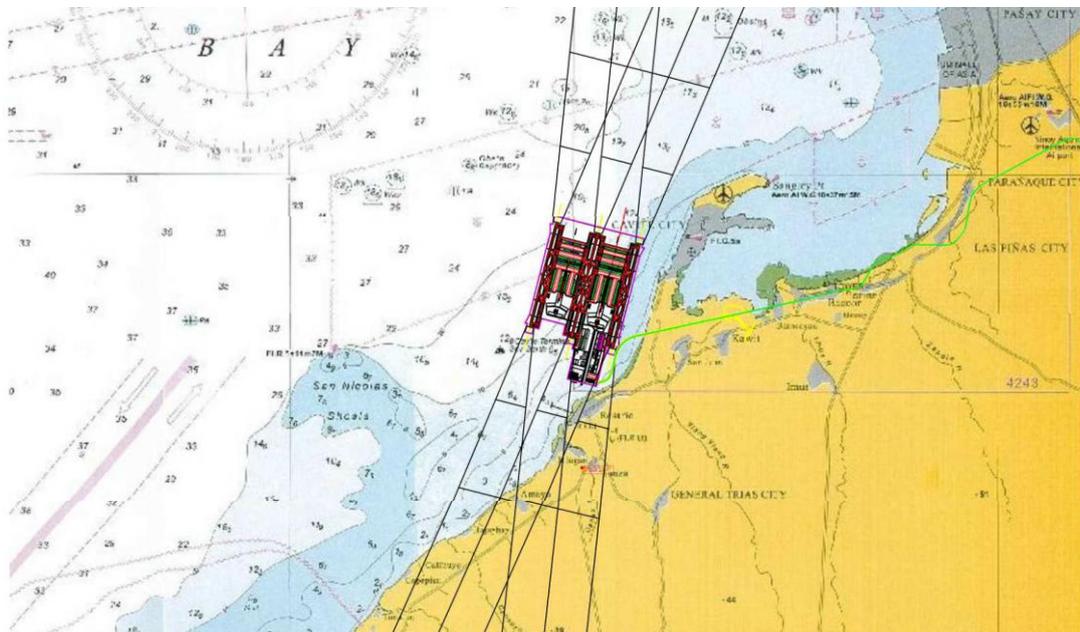
The capacity of the NAIA cannot be increased by merely expanding other facilities that handle passengers and aircraft without the expansion of its runways.

Development plans, including the transfer of operations are being considered before the NAIA exhausts its physical limits. Such plans include the use of Sangley as the NAIA's third and remote supplement runway and the construction of a New Manila International Airport (NMIA).



Shown is the preliminary runway layout for utilization of Sangley as the supplemental runway for NAIA. The development of the access bridge and airport facilities would take 4 to 6 years. The estimated cost for construction works is PHP 3 Billion.

Source: JICA's Information Collection Survey for New Manila International Airport in the Republic of the Philippines; Material for the Second Interagency Meeting, 30 June 2015.



One possible location for the NMIA is Sangley Point in Cavite. The NMIA will have three parallel runways capable of simultaneous operations.

Source: JICA's Information Collection Survey for New Manila International Airport in the Republic of the Philippines; Material for the Second Interagency Meeting, May 2015.

The Authority is working hand in hand with international agencies to further this study to ensure our country's constant growth.



Customer Service

Safety & Security

Integrity

Innovation



OPERATIONAL HIGHLIGHTS & FINANCIAL OVERVIEW

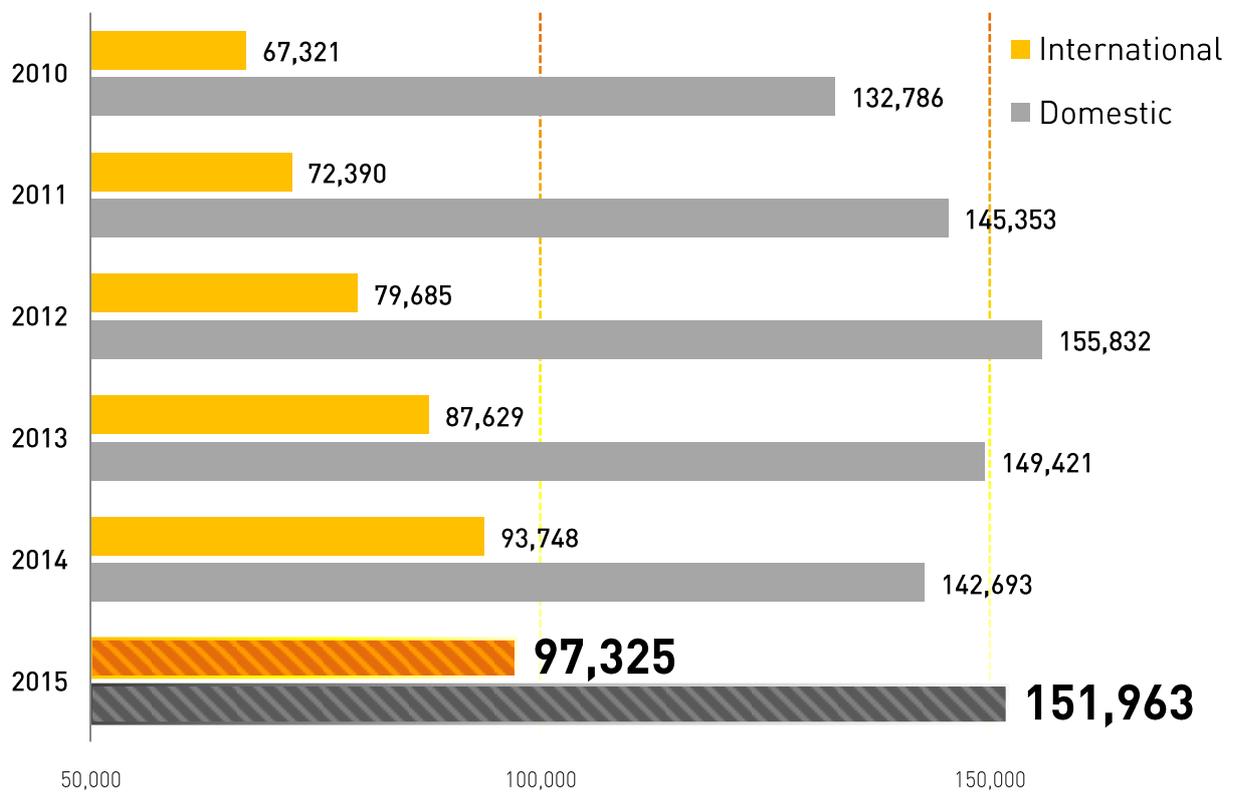


Aircraft Movements

(Unit: flights)

Our total number of flights in 2015 increased to 249,288, up 5.43% over year 2014. International flights accounted for 97,325 of the total, up 3.83%. The growth was due to the optimization of the flight schedules. Domestic flights accounted for 151,963, up 6.5%.

In comparison to 2010, 2015 flights increased up 24.58%. International flights increased up 44.57% and domestic flights up 14.44%.



2015 Total FLIGHTS
International and Domestic

249,288

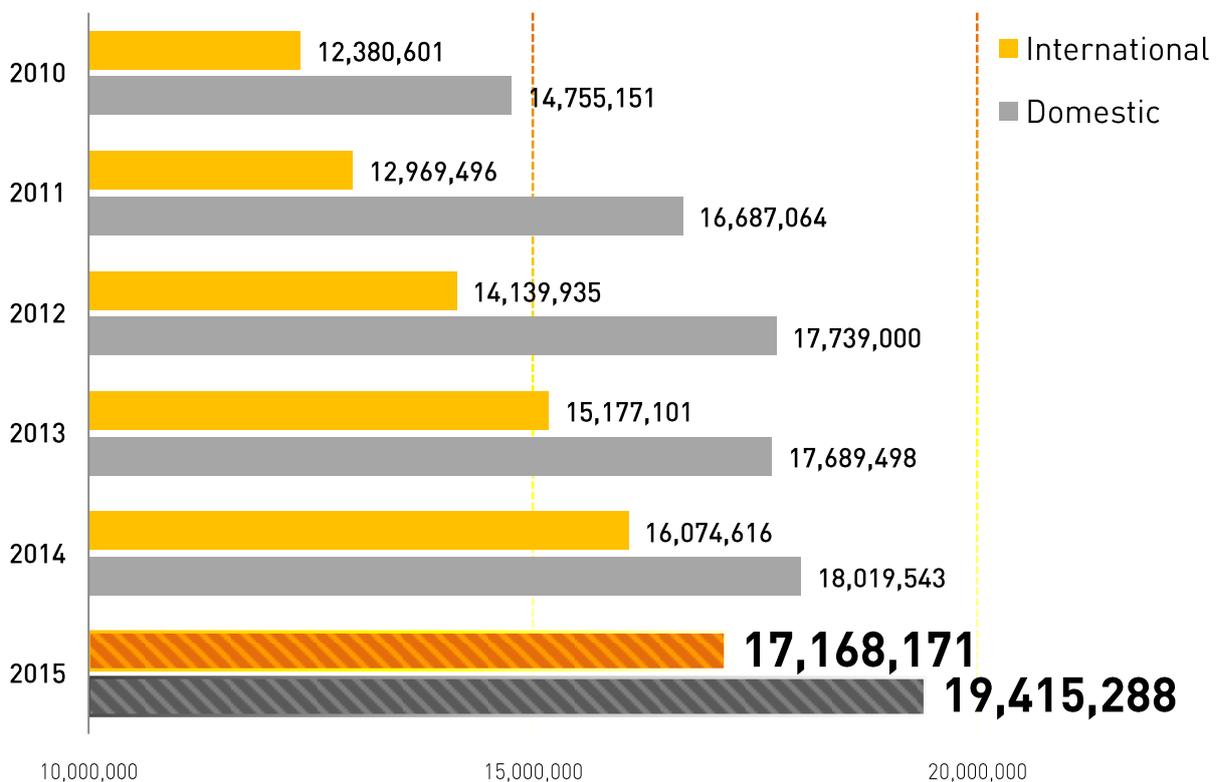


Passengers

(Unit: people)

36,583,459 passengers used NAIA in 2015. International passengers made up 17,168,171 or 47% of the total. 7.4% increase in total passengers in 2015 over year 2014. International passengers increased by 6.8% and domestic passengers by 7.75%.

In comparison to 2010, 2015 passengers increased up 34.81%. International passengers increased 38.67% and domestic passengers increased 31.58%.



2015 Total PASSENGERS
International and Domestic

36,583,459

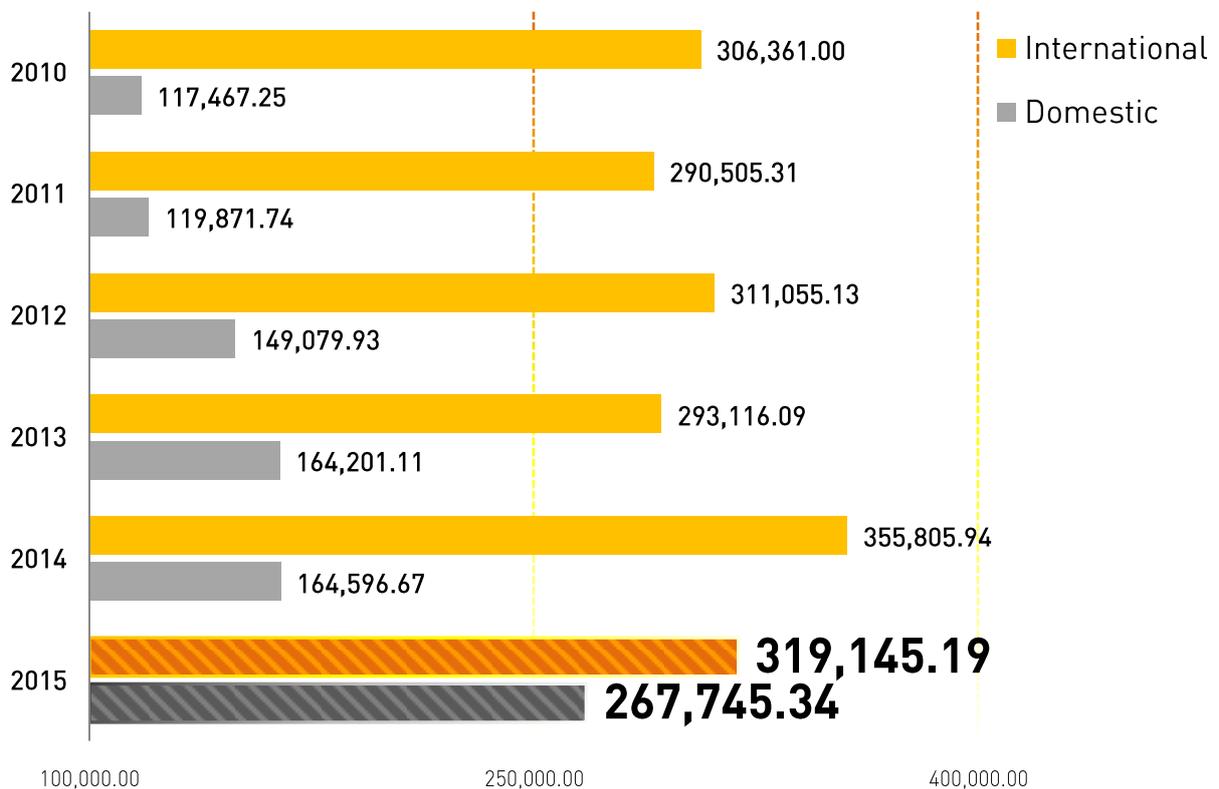


Air Cargo

(Unit: tons)

The total volume of air cargo for 2015 was 586,891 tons, up 12.78% from the year 2014. International air cargo decreased down 10.3% while domestic increased up 62.67%.

In comparison to 2010, 2015 total volume of cargo increased up 38.47%. International cargo volume slightly increased up 4.17% and domestic cargo volume an impressive increase of 127.93%.



2015 Total CARGO
International and Domestic

586,891

Overall NAIA Statistics (International, Domestic, and General Aviation)

	2010	2011	2012	2013	2014	2015
Flights						
International	67,321	72,390	79,685	87,629	93,748	97,325
Domestic	132,786	145,353	155,832	149,421	142,693	151,963
Gen. Aviation	35,887	37,411	37,561	34,416	29,819	31,637
Passengers						
International	12,380,601	12,969,496	14,139,935	15,177,101	16,074,616	17,168,171
Domestic	14,755,151	16,687,064	17,739,000	17,689,498	18,019,543	19,415,288
Gen. Aviation	204,395	226,832	242,718	250,310	183,813	178,607
Air Cargo						
International	306,361.00	290,505.31	311,055.13	293,116.09	355,805.94	319,145.19
Domestic	117,467.25	119,871.74	149,079.93	164,201.11	164,596.67	267,745.34
Gen. Aviation	1,528.40	1,521.20	1,414.94	978.42	296.97	248.24

41

2015 Total **FLIGHTS**
International, Domestic, and General Aviation **280,925**

2015 Total **PASSENGERS**
International, Domestic, and General Aviation **36,762,066**

2015 Total **AIR CARGO**
International, Domestic, and General Aviation **587,138.77**



Financial Overview

(Units: million pesos)

In 2015, NAIA had PHP 10,420 million in revenue and PHP 2,964 million net income. The revenue is up by 12.15% while the net income is down by 3.14% from the year 2014.

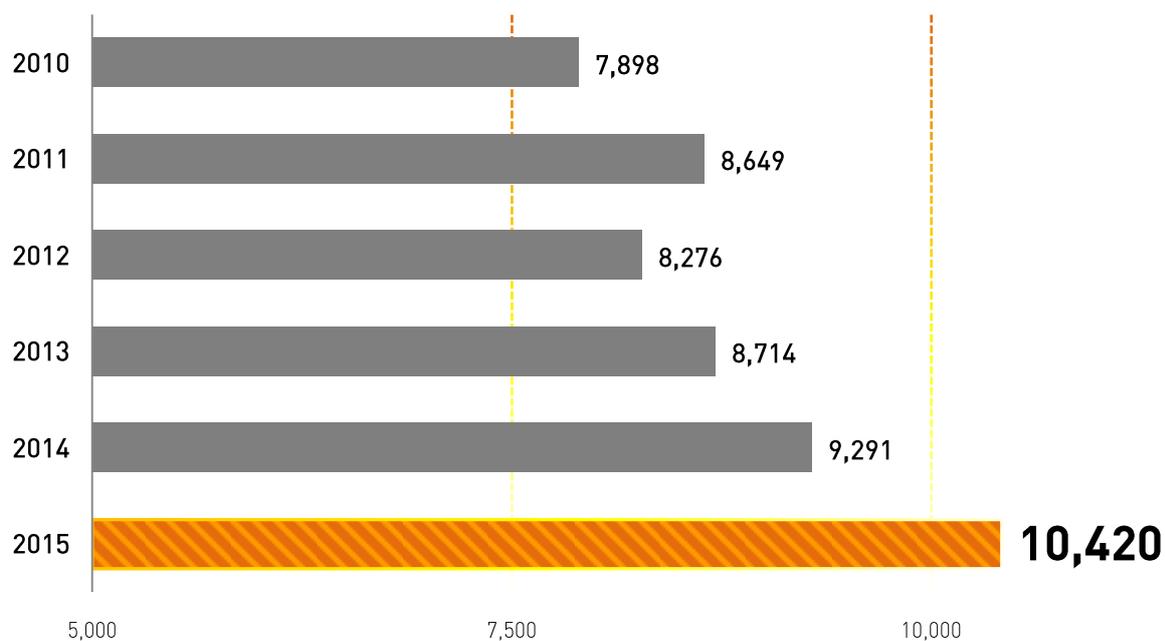
In comparison to 2010, gross revenue of 2015 is increased up 31.93% and net income by 448.89%.

42

	2010	2011	2012	2013	2014	2015
			Audited			Interim
Gross Revenue	7,898	8,649	8,276	8,714	9,291	10,420
Increase/Decrease		751	(373)	438	577	1,129
%Change		9.51%	(4.31%)	5.29%	6.62%	12.15%
Net Income (Loss)	540	1,884	2,641	2,914	3,060	2,964
Increase/Decrease		1,344	757	273	146	(96)
%Change		248.89%	40.18%	10.34%	5.01%	(3.14%)
Average % Change						

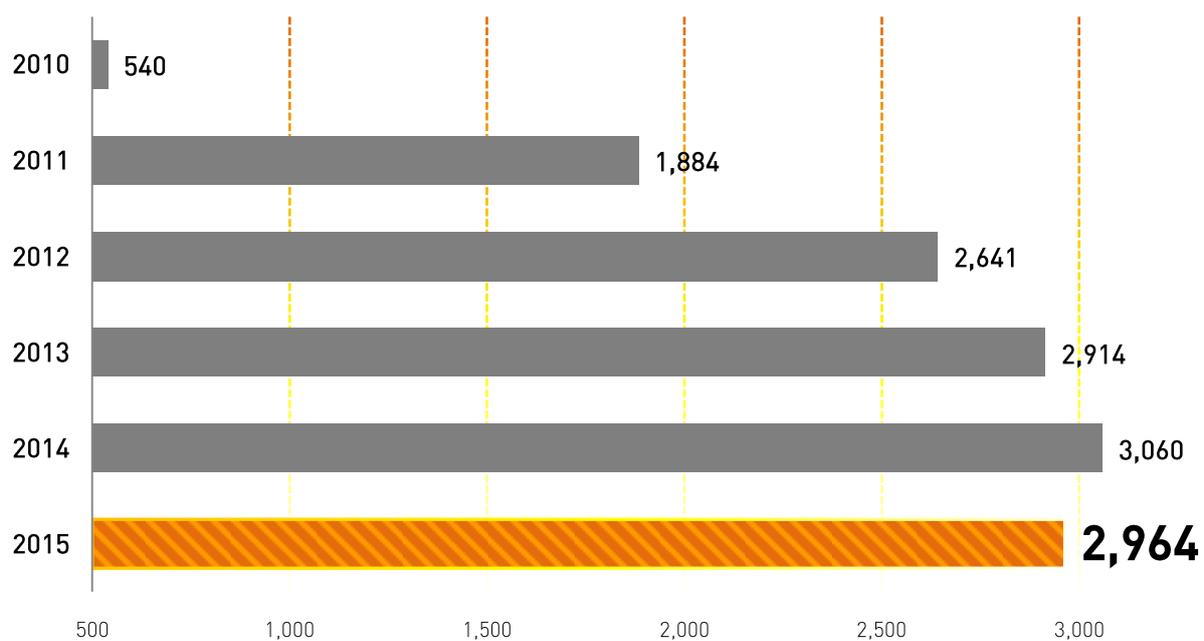
Gross Revenue

(Unit: millions)



Net Income

(Unit: millions)





Statement of Comprehensive Income

(Units: million pesos)

OPERATING INCOME	2010	2011	2012	2013	2014	2015
			Audited			Interim
Toll and Terminal Fees	2,827	3,088	3,235	3,353	3,506	3,949
Landing and Parking Fees	2,096	2,306	2,366	2,518	2,749	2,871
Rent Income	1,216	1,289	1,373	1,451	1,502	1,850
Other Service Income	1,068	1,143	341	272	385	418
Other Business Income	692	822	962	1,119	1,150	1,332
Total (Gross Revenue)	7,898	8,649	8,276	8,714	9,291	10,420
PROFIT FROM OPERATIONS	2010	2011	2012	2013	2014	2015
			Audited			Interim
OPERATING INCOME	7,898	8,649	8,276	8,714	9,291	10,420
National Government Share on MIAA's Gross Income	(893)	(937)	(934)	(1,177)	(1,085)	(1,225)
MIAA's Share on Operating Income	7,006	7,712	7,343	7,537	8,207	9,195
Operating Expenses						
Personal Services	(989)	(831)	(696)	(681)	(710)	(726)
MOOE	(3,946)	(3,673)	(3,417)	(3,631)	(3,613)	(4,199)
	(4,935)	(4,504)	(4,113)	(4,312)	(4,323)	(4,925)
Total	2,071	3,208	3,230	3,225	3,884	4,270

OTHER INCOME (EXPENSES)	2010	2011	2012	2013	2014	2015
	Audited					Interim
Interest Income	76	113	147	128	98	92
Fines and Penalties	5	2	4	2	3	5
Dividend Income	4	0	0	0	0	0
Miscellaneous Income	25	39	38	49	54	53
Financial Expenses	(327)	(316)	(425)	(357)	(320)	(285)
Gain(Loss) on ForEx, net	(788)	(261)	472	821	444	105
Gain(Loss) on Disposal of Assets	1	1	0	1	(5)	0
Total	(1,005)	(423)	236	644	275	(30)

	2010	2011	2012	2013	2014	2015
	Audited					Interim
PROFIT FROM OPERATIONS	2,071	3,208	3,230	3,225	3,884	4,270
OTHER INCOME (EXPENSES)	(1,005)	(423)	236	644	275	(30)
Profit Before Income Tax	1,066	2,785	3,466	3,869	4,159	4,240
Income Tax Expense	(526)	(901)	(826)	(955)	(1,099)	(1276)
Net Profit (Net Income)	540	1,884	2,641	2,914	3,060	2,964



Assets

(Unit: million pesos)

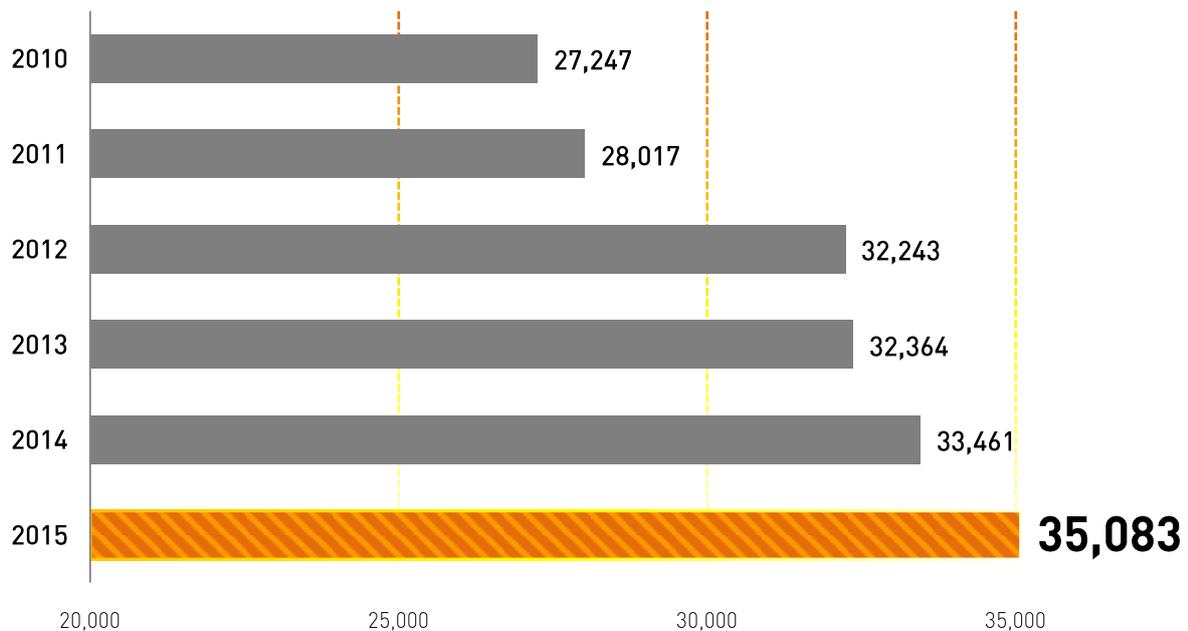
Current Assets	2010	2011	2012	2013	2014	2015
			Audited			Interim
Cash and Cash Equivalents	8,604	10,035	9,425	9,953	10,163	11,178
Receivables, net	1,973	2,101	2,716	1,974	2,142	2,726
Prepayments	199	204	226	522	383	323
Other Current Assets	179	122	44	60	205	231
Total	10,955	12,462	12,410	12,509	12,893	14,458

46

Non-Current Assets	2010	2011	2012	2013	2014	2015
			Audited			Interim
Long-Term Receivables, net	869	497	138	0	0	0
Investments	19	13	13	13	13	13
Property and Equipment, net	15,099	14,848	14,689	14,676	15,391	15,455
Investment Property, net	0	57	52	49	47	44
Other Non Current Assets	305	142	4,942	5,117	5,117	5,113
Total	16,292	15,556	19,833	19,854	20,567	20,625

	2010	2011	2012	2013	2014	2015
			Audited			Interim
Total Current Assets	10,955	12,462	12,410	12,509	12,893	14,458
Total Non-Current Assets	16,292	15,556	19,833	19,854	20,567	20,625
Total Assets	27,247	28,017	32,243	32,364	33,461	35,083

2015 Total ASSETS
Current and Non-Current **35,083**





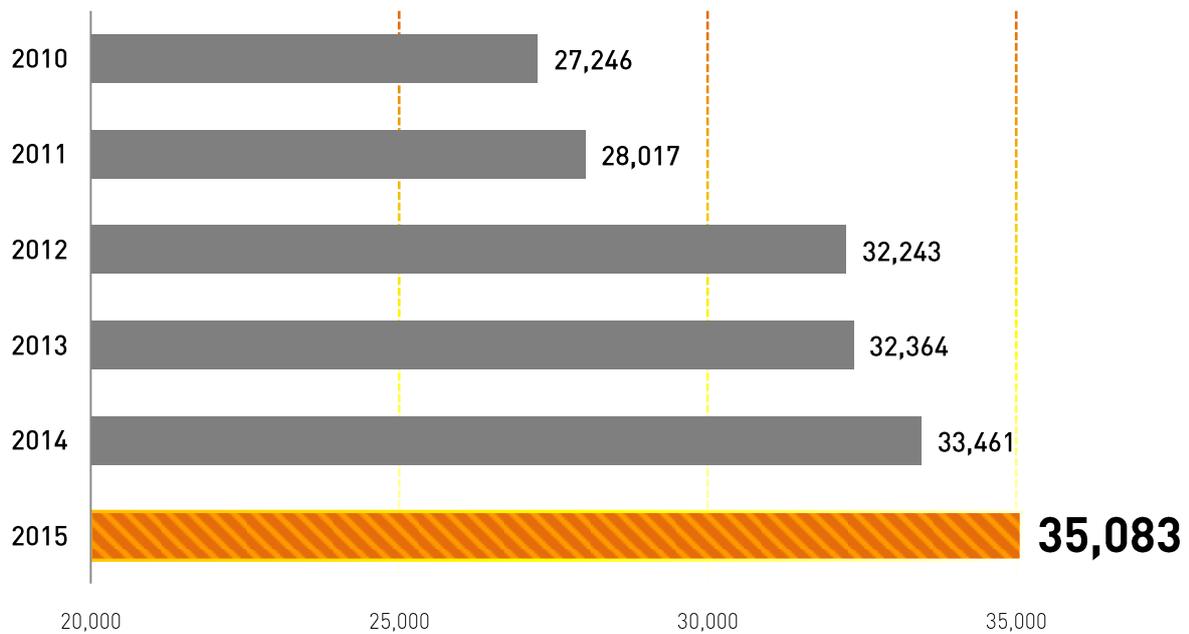
Liabilities and Equity

(Unit: million pesos)

Current Liabilities	2010	2011	2012	2013	2014	2015
			Audited			Interim
Payables	3,090	2,035	1,720	1,982	2,267	2,074
Inter-agency Payables	679	1,729	1,691	930	935	1,441
Current Portion of Loans Payable - Foreign	482	506	429	384	334	350
Current Portion of Loans Payable - Domestic	0	0	488	488	488	488
Other Current Liabilities	614	640	608	640	884	1,034
Total	4,865	4,909	4,937	4,424	4,908	5,387
<hr/>						
Non-Current Liabilities	2010	2011	2012	2013	2014	2015
			Audited			Interim
Loans Payable - Foreign	5,742	5,521	4,150	3,407	2,649	2,443
Loans Payable - Domestic	0	0	4,253	3,662	3,173	2,685
Other Long-Term Liabilities	0	0	0	0	0	0
Total	5,743	5,521	8,403	7,069	5,823	5,128

Liabilities and Equity	2010	2011	2012	2013	2014	2015
			Audited			Interim
Total Current Liabilities	4,865	4,909	4,937	4,424	4,908	5,387
Total Non-Current Liabilities	5,743	5,521	8,403	7,069	5,823	5,128
Deferred Credits	112	119	75	300	428	732
Equity	16,526	17,468	18,829	20,571	22,303	23,836
Total	27,246	28,017	32,243	32,364	33,461	35,083

2015 Total LIABILITIES and EQUITY **35,083**

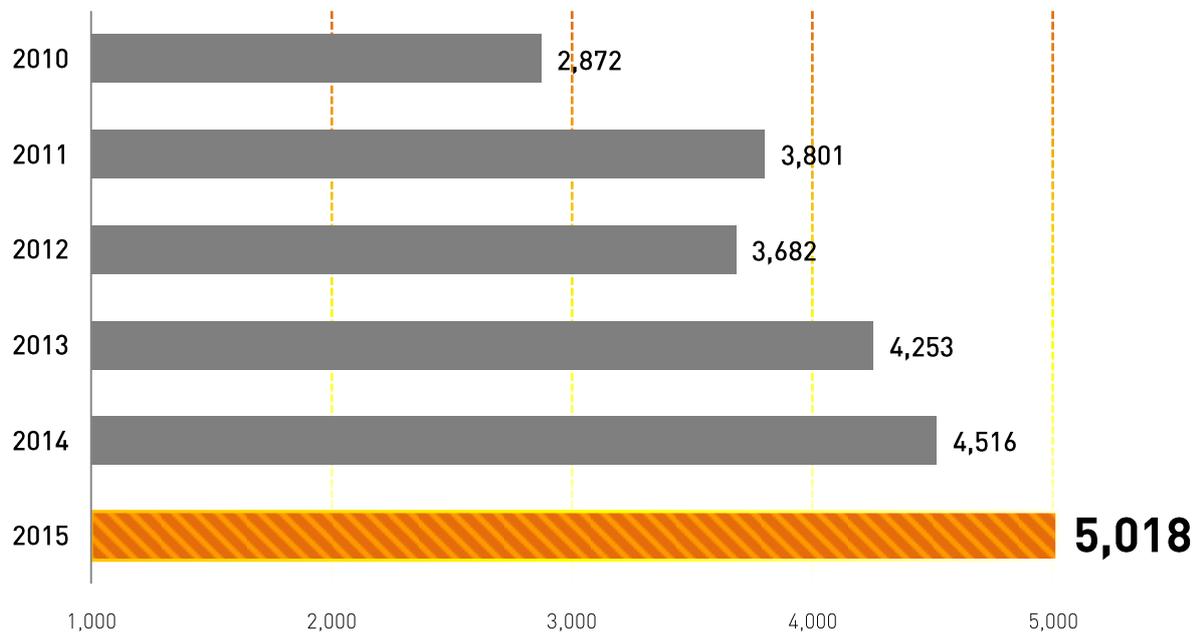




Annual Share of the National Government

(Unit: million pesos)

		2010	2011	2012	2013	2014	2015		
	Annual Dividend Due to the NG	638	1,087	1,008	1,150	1,313	1,579	6,775	
	20% NG Share (based on actual collections)	893	937	934	1,177	1,085	1,225	6,250	
	Corporate Income Tax	526	901	826	955	1,099	1,277	5,583	
50	PD 1957 (P 100/pax)	445	475	494	527	561	497	2,999	
	NCASC	IO	267	285	296	316	336	298	1,799
		DO	103	116	125	128	122	142	736
	Total	2,872	3,801	3,682	4,253	4,516	5,018	24,142	



2015 Total Annual Share of
National Government **5,018**

This Administration has proven itself up to the challenge of pushing for stable and reliable growth.

With the ever changing trends in the aviation industry, this Administration shall leave the Authority as prepared as it can ever be to face the challenges of 2016 and beyond.

From here on out, we leave a legacy of growth and lessons in preparation not only for the future but also for everything conceivable. Here, we leave a legacy of an airport on its way to achieve greater things, a stalwart and professional workforce ready to serve, and an overall world-class NAIA and MIAA.



MIAA Editorial Team

Ma. Luisa V. Mascardo
Rodel A. Tungala
Lyn C. Claridad
Brenette J. Gaudite
Mark A. Hernandez
Ronni S. Zantua

