



SERVICE WITH PASSION
PERFORMANCE THROUGH ACTION



MIAA

MANILA INTERNATIONAL AIRPORT AUTHORITY
ANNUAL REPORT

2016



CONTENTS



The Theme

Annual Report 2016 projects the upward trajectory of flights, the push forward, and the slant skyward of things present and to come. This theme represents how the MIAA leadership serves with passion and performs through action, and how it commits to hurdle any challenge that may confront the mission, vision, and objectives of the Authority. These pages are the theaters wherein the play of lines, images, and graphics is sustained, to signify a constant corporate take off – that create the seamless airport experience.

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Vision

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.

Mission

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

Purposes and Objectives

- Help encourage and promote international and domestic air traffic in the country;
- Formulate and adopt for application in the airport internationally acceptable standards of airport accommodation and service;
- Upgrade and provide safe, efficient and reliable airport facilities for international and domestic air travel.



Republic of the Philippines
Department of Transportation



Message

2016 was a productive year for the Manila International Airport Authority (MIAA).

In line with President Rodrigo Roa Duterte administration's thrust of upholding "Tapang at Malasakit," the MIAA has implemented various reforms to provide effective and efficient service, as well as to make flying through our country's premier gateway comfortable, convenient, safe and secure.

To decongest air traffic and avoid flight delays at the Ninoy Aquino International Airport (NAIA), the MIAA prioritized commercial flights and limited general aviation activities to two cycles per hour. General aviation activities were restricted during peak hours from 12 noon to 7:00 p.m. Some general aviation operations were moved at the Clark International Airport.

Another initiative to improve the flow of air traffic and discipline among airlines at the premier airport is the strict implementation of flight schedules and the five-minute rule. This rule applies the flight schedules strictly. Pilots who have signified readiness for aircraft flight take-off must do so within a prescribed time, otherwise they shall be placed at the back of the flight queue. As a result, within the first 100 days of the Duterte administration, flight On Time Performance (OTP) improved from 40% to 78%.

To allow aircrafts to leave the runway at higher speeds and increase flight movements, two (2) new Rapid Exit Taxiways are being constructed.

The provision of cleaner toilets and a Well-Wisher's Area at Terminal 1; the installation of an additional 300 seats in terminal 3 and a few hundred more that will soon be placed at all NAIA terminals; free Smart Wifi access; and availability of regular taxi services at designated points at NAIA Complex are just some of the changes that now makes the NAIA terminals

more welcoming to the travel weary air transport passengers.

The MIAA does not stop here. This 2017, various system have already been put in place to make the NAIA Complex safer and more passenger-friendly.

To keep travellers safe and secured, armed security personnel on buddy system have been ordered to patrol the Complex to deter lawless elements. This initiative has become a template in all transport sectors to ensure safety and security in transport facilities.

Another initiative that has significant impact to passengers, especially OFWs, is the signing of a Memorandum of Agreement last March 2017 between the Department of Transportation-MIAA and 40 airline companies operating at NAIA to honour the exemption of OFWs at the point of sale of airline ticket. This resulted to shorter queues, more convenient and hassle-free travel experience.

These are just some of the highlights of MIAA's accomplishments, the details of which are contained in this Annual Report.

To our stakeholders, rest assured that the Department of Transportation, through the Manila International Airport, will continuously find ways to improve services at the NAIA.

To the men and women of MIAA, my congratulations for a very fruitful year!

May this Annual Report be an instrument that will further fuel your desire to serve with excellence, integrity, courage and compassion. Adhering to these principles will make NAIA soar.

Mabuhay!

ATTY. ARTHUR P. TUGADE
Secretary

Manila International Airport Authority
Board of Directors





Arthur P. Tugade
Chairman of the Board
Secretary
Department of Transportation (DOTr)



Eddie V. Monreal
Vice-Chairman
General Manager
Manila International Airport Authority
(MIAA)



Jesus Melchor V. Quitain
Member
Undersecretary
Office of the President (OP)



Alma Rita D. Jimenez
Member
Undersecretary
Department of Tourism (DOT)



Antonio T. Kho, Jr.
Member
Undersecretary
Department of Justice (DOJ)



Carlos G. Dominguez
Member
Secretary
Department of Finance (DOF)



Jim C. Sydiongco
Member
Director-General
Civil Aviation Authority of the
Philippines (CAAP)



Helen R. Osias
Member
Private Sector



Leoncio Dakila
Soliman Nakpil II
Member
Private Sector

THE GENERAL MANAGER

Service with passion, performance through action





MIAA General Manager Eddie V. Monreal was formerly a handling agent of Cathay Pacific in 1982. Since then, he has not left the private sector. After establishing Cathay Pacific operations at the Cebu Airport where he stayed from 1982 to 1995, he joined the Cathay Pacific management team at the NAIA Terminal 1 until his retirement as station manager in 2014. He became a consultant of the MIAA from 2014 to 2016. In July 2016, he was appointed GM in the Authority where his rally call of *Simply Fly* gains positive influence.

What GM Monreal brings into the Manila International Airport Authority after nearly a lifetime of serving the private sector was his wealth of experience in the airline industry. The transition to the public sector, to him, was not a challenge but a mind opener.

“I used to be critical of the bureaucracy in my younger years, but in my new calling, I find myself on the opposite side of the fence. There were systems I thought could have been easily done which I now find to be more of the ideal rather than the real. In government, there are processes that implementing and collaborating agencies are bound to follow on parallel tracks, and this takes time.”

Commitment to deliver

GM Monreal’s commitment is to deliver world-class airport services to people in transit, so they could just *Simply Fly*. “I am action-oriented, but with reason. I can be impatient with deadlines because I believe that slow services can compromise the movement of time-bound people, cargoes, and commodities,” he says of his governing style, “our round-the-clock operations leave no room for time loss, because people watch over our shoulders.

“My point is,” he continued, “we live by the perceptions of the general public and not all of them understand the cycle of governmental machinery.”

Motivating people to care

For such reasons, the GM values MIAA’s corporate and terminal staff as his partners and co-players. He believes in people development, in motivating and equipping them to function as a care group to adequately serve the critical mass of multi-national airlines, their passengers and flight crew, the various technical support and maintenance providers, and the terminal concessionaires and business partners.

Making things simple in serving these stakeholders is the order of things at the MIAA nowadays because, according to the GM, “the business is not all about providing the needs of customers in terms of technologies. It is in recognizing and respecting their culture, their customs and beliefs, in bridging the barriers of communications, and in providing the small necessities that matter to them.”

Inter-agency collaboration

Partnering and regulating agencies like the Department of Transportation, the Civil Aeronautics Board, the Civil Aviation Authority of the Philippines and other entities that tandem with the MIAA in synchronizing flight operations get along well with the Authority. GM Monreal, who grew professionally within the shadows of the airport alongside peer executives in these agencies, meets with them regularly at monthly Board meetings and special conferences. This is where they consolidate common platforms in new development programs, carry out consensual decisions on major issues, and formulate action plans in the interest of Philippine air travel and aviation.

Ties and alliances with flag carriers and airlines that dock at the airport, whether these are traditional, new or emerging clients, are “like old friends” since the GM has worked beside many of them for the greater part of his private engagement.

Toward future growth

As of this report, the GM informs, MIAA’s four terminals are operating at capacity. International carriers that are not accommodated, for reasons of either traffic or slotting overload, are diverted to the Clark International Airport. Once Clark is fully developed and outfitted with commercial quantity boarding bridges, processing counters and other facilities, it becomes the extension of the NAIA.

With space planning, innovative engineering, systems upgrading, and partnership strengthening, the Philippines’ capital airport hopes to be as competitive as its counterparts in the ASEAN and other Asian countries.

Leveling up the people’s trust

The MIAA seeks to level up the trust of the people in the Authority’s commitment to provide airport services that are excellent and world-class, one that respects different cultural identities and ethnicities, and is dedicated to working with an ever widening circle of partners. To achieve this, the Authority is taking a multi-linear direction. It is fully equipping personnel, continually upgrading amenities and conveniences, rationally exploring opportunities for expansion. All this is being done in compliance with international standards in flight operations by implementing fully-redundant maintenance programs, and by observing transparency and accountability in financial management.

“Our vision is to provide a seamless experience to the plane-riding public through an airport that we are gradually shaping to be as competitive as our neighboring countries, yet maintaining a kind of service distinctively and unmistakably Filipino in character. Our goal is to serve with passion, and perform through action.” This was GM Monreal’s summative preview of things to come: a rebirthing that will take place at Manila’s harbor to the skies. ✈️



THE SENIOR ASSISTANT GENERAL MANAGER

Watching the beat from the top



In 2016, the NAIA continued to serve as a revenue center to keep up with the increasing pace of country development. As more foreign businesses are invited to invest, as more visitors are enticed to come, as more OFWs fly to and return from abroad, and as more airlines become clients of the NAIA, the demand upon its service capacity rises.

The Office of the Senior Assistant General Manager (OSAGM) is a position of trust and leverage. It is the documenter of important business and other matters on the MIAA's top desk. It is a clearing house as well as it watches the beat in all areas of supervision to address needs and respond to shortfalls that may be raised to the office from operations to engineering, from corporate affairs to administration and finance, or from the terminals to the emergency teams.

The OSAGM likewise renders advisories for the systematic management, supervision and control of the internal affairs of the Authority. Reports to the General Manager (GM) emanating from subordinate units or external agencies are first sifted thoroughly for the purpose of gathering ideas, innovations, and measures that level up the operational effectiveness of the Authority. The SAGM is also designated, at times, to represent the GM in national and international forums, summits, and conferences.

The dynamics are interesting, albeit not so easy to manage. In human resource management, for instance, the Office helps solve problems that bear on personnel selection, assignments, and re-appointments. The management has to mind the playing field where it comes face-to-face with primary clients.

In 2016: Pursuing revenue generation

The Office is in touch with all the cogs and gears of the airport machinery. The Authority is collecting fees from concessionaires,



ELENITA M. FERNANDO
Senior Assistant General Manager

passengers, parking vehicles, and other business partners. Topping all these are aeronautical fees from multiple international and domestic airlines. Such charges have made the airport muscle up as one of the revenue centers of the national government.

In 2016, the airport continued to serve as such a revenue center to keep up with the increasing pace of country development. As more foreign businesses are invited to invest locally, as more visitors are enticed to come to newly-opened destinations, as more Filipino skilled workers swell the numbers of OFWs abroad, and as more airlines enlist as clients of the NAIA, the demand upon the MIAA's service capacity

increases, even as the influx of passengers, goods, and cargoes intensifies.

Partnership development

Importantly, the OSAGM interacts with government agencies that partner with the MIAA on matters of domestic and international tourism, travel and aviation. These alliances are vital for the installation of various safeguards such as the enforcement of quarantine to guard the Philippine population from diseases of external origin, providing for the safety and security of aircrafts and passengers from external threats, and for the conservation of endangered animals and species against illegal trafficking, among other intents and purposes. MIAA nurtures and strengthens its partnership with these agencies that help deliver its services.

Leading committees for organizational strengthening

The OSAGM oversees various committees created to strengthen the Authority’s organizational framework and internal affairs management as well as to provide advisories on socially relevant issues. SAGM Elenita M. Fernando chairs the MIAA Gender and Development (GAD) Committee, Revision of Fees Committee, Change Management Team, and Performance Management Team.

The OSAGM also keeps track of decisions, resolutions, plans, and activities of the Committee on the Creation of the MIAA Security Council and the Board of Trustees of the MIAA Provident Fund Association, Inc.

Some current priorities

The work list of the OSAGM is interminable as developments unfold, but as of this report, it includes the following:

- Providing the basis for the promotion of employees with 12 to 14 years’ service record;
- Integration of passenger terminal fees into the standard air fares of airline companies;

**Partner Agencies of the
Manila International
Airport Authority**

- Bureau of Animal Industry
- Bureau of Customs
- Bureau of Fisheries and Aquatic Resources
- Bureau of Immigration
- Bureau of Plant Industry
- Bureau of Quarantine
- Commission on Audit
- Civil Aeronautics Board
- Civil Aviation Authority of the Philippines
- Commission on Filipinos Overseas
- DENR Wildlife Traffic Monitoring Unit
- Department of Transportation
- Department of Finance
- Department of Tourism
- National Bureau of Investigation
- Office of Transportation Security
- Overseas Workers Welfare Administration
- Philippine Atmospheric, Geophysical and Astronomical Services Administration
- Philippine Drug Enforcement Agency
- Philippine Overseas Employment Administration
- Philippine Postal Corporation
- Philippine Tourism Authority

- Documenting and coordinating meetings of the Airline Operators’ Council (AOC) to raise unresolved issues to the MIAA;
- Providing facilitation and technical support to the International Organization for Standardization (ISO), the international accreditation body that needs assistance from the MIAA for (1) institution of the Quality Management System (QMS) in government agencies including the MIAA, and (2) the MIAA’s certification as an ISO 9001-2015 institution;
- Full automation of systems and procedures in all MIAA departments, divisions and offices; ✈️



NAIA Reports

One airport, Four Terminals

Creating a seamless experience



NAIA TERMINAL 1

T1 transformed: Terminal of the times



It is in keeping abreast of developments in the international aviation industry that moves NAIA Terminal 1 to observe total quality management practices and provide ISO-certified services that it commits to sustain over time.

The Ninoy Aquino International Airport Terminal 1 (T1) is a heritage airport that in the past, made it to the list of the world’s less-favored. By 2016 however, the transformation of Terminal 1 came full round, turning it into a heritage preserved.

Its spacious and brightly lit interiors in the arrival and departure atriums and the sleek treatments of the building exteriors accentuate its presence. This made good and lasting impressions on regular business fliers or first-time travelers, officials on mission or overseas workers on home visits alike. Even airline executives and visiting global personalities have seen the changes that turned T1 into a terminal of the times.

Accomplishments in 2016: Small leads to big

The directional tone set in 2016 by the Authority, according to Terminal 1 Manager Dante B. Basanta, revolved around the concepts of change, of attention to detail, and simplification of tedious process. This approach was taken since small problems that could spiral out of context can be prevented by giving attention to the smallest part that leads to the completion of the whole.




Thus, in Terminal 1, problems spotted are immediately brought to the attention of caretakers responsible and addressed at source.

Terminal management monitors activities at the Terminal on a daily basis to observe the state of facilities and the readiness of the staff to



DANTE B. BASANTA
Terminal Manager, Terminal 1

NAIA TERMINAL 1 PROFILE

Start of Operations: 1981	Floor Area: 104,708 square meters
 Original Design Capacity: 4.5 Million International Passengers	 Modified Design Capacity: 6.5 Million International Passengers
 2016 Terminal Traffic: 6.61 Million International Passengers	

serve. This is crucial to Board decision-making, prodded by the power of social media to call public attention to the slightest blight. Any unlighted signage, long queue, or adverse behavior of personnel that passengers or terminal users may detect and post on line can bring the organization down.



Leaders are aware that anyone is a potential reporter. Hence, netizens are viewed as stakeholders.

Handling the limitations of Manila

Though Php1.3 billion has been invested in renovating T1, there is much room left to move into – renovation of the greeters’ building and the descending ramp at the arrival area are much awaited. On the airside, a sobering fact to face is that Pasay City that locates the airport has run out of open and negotiable spaces, inclusive of government-owned properties, to allow the free lateral expansion of the NAIA.

Significantly, all four terminals share a single runway that services all international and domestic flights inbound and outbound. In comparison, airports in other ASEAN and Asian countries boast of multiple parallel runways complemented by a menagerie of taxiways, aprons and parking stations that smoothly usher departing or arriving flights. This is a feat that requires the best of minds to handle, in order to bring NAIA close to global expectation.

Moreover, there are flag carriers and commercial airlines, some of them former clients of the

MIAA, desirous of discussing the inclusion of Manila into their flight routes. Examples of these are Lufthansa and Garuda Indonesia that have pending applications with the Philippine Civil Aeronautics Board. In this connection, the process of slotting presents another hump to hurdle.

Over the past two years, international airlines with regular flights to and from Manila are Oman Air, Jetstar Japan, Turkish Airlines, and Ethiopian Airlines. Meanwhile, airlines that moved to NAIA Terminal 3, in the process decongesting T1 considerably are KLM, Delta Airlines, Cathay Pacific, Emirates, and Singapore Airlines. These, and existing client airlines, have combined to scale up T1’s total passenger count from 5.4 million in 2015 to 6.6 million in 2016.

Fast travel concept

The NAIA supports airline activities, policies and standards of the International Air Transport Association (IATA), a trade association of 268 mostly major carriers of 117 countries, in particular its latest Fast Air Travel Program. This program provides passengers worldwide with more choices, quality passenger services, and lower airfares.

It is in keeping abreast of developments in the international aviation industry that moves NAIA Terminal 1 to observe total quality management practices and provide ISO-certified services that it commits to sustain over time.

Regularly carried out are technical tests of all the engineering and mechanized features of T1 facilities and equipment including the air cooling system in all levels, X-ray machines, vertical lifts, ITC communications capabilities, and information display systems. Stress is laid on the immediate application of corrective action whenever anomalies across the systems are detected.

Management by example and partnership

Terminal managers find it important to lead by example and to keep within the high visibility of all. They relate closely to the passengers, the multi-national airline executives and flight crew, the service and maintenance providers, and business partners.

Regular feedback from stakeholders was maintained throughout 2016. All Terminal Managers attend the Inter-Agency Committee meetings once a month to review all decisions and courses of action taken in joint collaboration on matters of immigration, customs, quarantine, airport security, and aviation, among others.

Terminal 1 Client Airlines

- 1. Air China
- 2. Air Niugini
- 3. Asiana Airlines
- 4. China Airlines
- 5. China Eastern
- 6. China Southern
- 7. Ethiopian Airlines
- 8. Etihad Airways
- 9. Eva Air
- 10. Gulf Air
- 11. Japan Airlines
- 12. Jeju Air
- 13. Jetstar Asia
- 14. Jetstar Japan
- 15. Korean Airlines
- 16. Kuwait Airways
- 17. Malaysia Airlines
- 18. Oman Air
- 19. Qantas Airways
- 20. Qatar Airways
- 21. Royal Brunei
- 22. Saudi Airlines
- 23. Thai Airlines
- 24. Tiger Air
- 25. Turkish Airlines
- 26. United Airlines
- 27. Xiamen Airlines



Real time flow of passengers

To further strengthen partnerships, a simulation exercise was conceived by the MIAA and implemented in 2016 that views the real time flow of passengers in arrival and departure areas. This will enable management to see, if the Terminal’s check-in patterns follow and comply with ISO criteria in passenger and cargo handling.

To rigidly follow security guidelines, lapses that compromise safety regulations within Terminal areas of responsibility are prevented. If programs to ensure passenger comfort and convenience are carried out all the way from plane exit to the taxi bays, this translates into convenience. Importantly, the simulation also predicts how much faster a system can go and be maximized toward the delivery of excellent service.

Renovating the greeters’ place

The transformation of T1 will continue to evolve, with the prospect of a renovated Greeters’ Building that will contain amenities that cater to the comfort of well-wishers. In project planning, there is a need to strengthen partnerships with allied groups in the national and international aviation industry. Management is confident that such an unfolding will be as exciting as the Terminal’s earlier rebirth.

TM Basanta counsels fellow workers to always leave things better than when they found them the day before. Given their mandate and positions of trust, they are expected to explore opportunities that create change, keeping in mind that this organization will survive and outlive its leaders. ✈️





**TERMINAL 1 STRUCTURES
AND FACILITIES**

14
5
1

Aircraft
Parking Bays

Curbside Pick-up

Drop off base

5
14

Remote
Parking Bays

Parking Bays

43

Restrooms

78

Check-in
Counters

95

Total
Concessionaires

18

Boarding
Gates

10

Baggage
Carousels

PERFORMANCE 2011-2016

PASSENGER VOLUME 2011-2016

Year	Departure	Arrival	Total
2012	4,111,466	3,994,316	8,105,782
2013	4,271,234	4,149,085	8,420,319
2014	3,620,401	3,480,661	7,101,062
2015	2,767,937	2,704,783	5,472,720
2016	3,186,233	3,424,612	6,610,845

FLIGHT VOLUME 2011-2016

Year	Departure	Arrival	Total
2012	19,580	19,577	39,157
2013	20,844	20,854	41,698
2014	18,389	18,418	36,807
2015	15,806	16,083	31,889
2016	17,414	18,550	35,964

NAIA TERMINAL 2

Serving the country's flagship airline



Terminal 2 and Philippine Airlines work alongside to address land and airside challenges. When runway repairs and construction projects are called for, both parties implement measures to prevent operational paralysis. Tandem programs in 2016 were in the areas of physical and support infrastructure, passenger service and assistance, partnership building, and personnel training.

NAIA Terminal 2 is called the Centennial Terminal that caters to all PAL flights. Reasons are one, the airport started to operate in 1998, a full “century” after the declaration of Philippine Independence and the raising of the Philippine flag at Kawit, Cavite; and two, it is the fly-out and fly-in hub of the country’s flag-carrier.

Accomplishments in 2016: The T2 - PAL synchrony

There is synchrony between the terminal and the airline. This relationship is harmonious, with both working in tandem to address the needs of domestic and international passengers. Both have unbroken lines of communications between them.

Terminal management monitors activities on a daily basis. Preventive measures in the form of regular inspection and assessment of facilities and equipment are done to ensure that these are fully operational and facilitative of standards-compliant flight, passenger, and cargo movements.

Maintaining high-pitched responsiveness




The terminal maintains a high level of alertness to respond to challenges and threats that may occur and destabilize operations.

Disturbances commonly faced are: one, when natural disasters or weather anomalies affect



IRENE P. MONTALBO
Terminal Manager, Terminal 2

NAIA TERMINAL 2 PROFILE

Start of Operations: 1998	Floor Area: 73,000 square meters
	Original Design Capacity 9.0 Million Domestic Passengers
	Modified Design Capacity: 2.5 Million International Passengers 5.0 Million Domestic Passengers
	2016 Terminal Traffic: 5.27 Million International Passengers 3.73 Million Domestic Passengers



or impede operations; two, sudden disabling of facilities and equipment; three, airport closure incidents due to runway repairs, aircraft accidents, and disabilities in which cases the affected aircraft is towed away from the runway; four, long and excessive queuing at the processing counters due to the lack of bureau or agency officers; five, long queuing at the taxi bay; and six, when tower authorities encounter difficulties in managing heavy airborne traffic that result in delayed airline landing and departure.

Addressing the challenges

Terminal 2 and PAL work alongside to address land and airside challenges. When runway repairs and construction projects are called for, both parties implement measures to prevent operational paralysis. Should unforeseen obstructions occur along the runway, management declares an airport closure.

Long passenger lines at the counters are handled by both airline and terminal personnel who institute fast-track systems to keep the

lines flowing. At the curbside, the terminal has recently allowed the entry of accredited regular white taxis and other transport services.

Tandem accomplishments in 2016

Tandem programs in 2016 were in the areas of physical and support infrastructure, passenger service and assistance, partnership building, and personnel training. These were the following:

Physical infrastructure development and maintenance

- Replacement and installation of additional conveyor systems;
- Installation of lighted signages at the terminal;
- Proposals for the expansion of arrival and departure areas for the accommodation of international and domestic flights;
- Repair and replacement of chillers for the air-conditioning system.

Service infrastructure for enhanced passenger and user assistance

- Installation of an adequate number of signages at the terminal for the guidance of passengers, well-wishers, greeters, and stakeholders;
- Procurement of 180 additional gang-chairs or airport seating at the pre-boarding area for added passenger comfort and convenience;
- Provision of accredited regular white taxis and application-controlled transport services such as the GRAB car and cab services.

Partnership building through joint programs

- Foreign Object Damage (FOD) Walk, an initiative of PAL and Terminal 2, was regularly practiced. Essentially, this is a garbage-picking activity in the ramp area for the raising of environmental awareness among members of the airport community;

- Maintenance and repair of terminal facilities and equipment;

- Installation of an additional air-conditioning system proposed by PAL;

- Planned inclusion of a Mabuhay Lounge atop the Presidential Lounge.

Equally in 2016, T2 conducted the Aerobridge Operation Training Course to familiarize personnel with the use, operation and maintenance of facilities at the aerobridge.

To keep the workforce highly responsive, T2 Manager Irene Montalbo regularly meets with the staff to address sudden or emerging problems and their effects. Towards this end, she conducts regular walk-through inspections at both domestic and international gateways that are closely monitored and documented for appropriate solutions. ✈️



TERMINAL 2 STRUCTURES
AND FACILITIES



PERFORMANCE 2011-2016

PASSENGER VOLUME 2011-2016			
Year	Departure	Arrival	Total
2012	3,951,541	3,835,268	7,786,909
2013	3,653,870	3,627,661	7,281,531
2014	3,911,905	3,882,798	7,794,703
2015	4,182,928	4,253,418	8,436,346
2016	4,596,461	4,407,593	9,004,054

FLIGHTS VOLUME 2011-2016			
Year	Departure	Arrival	Total
2012	27,412	27,414	54,826
2013	25,883	25,922	51,805
2014	25,918	26,377	52,295
2015	27,476	28,061	55,537
2016	28,505	28,189	56,694

NAIA TERMINAL 3

A brand of swift action at Terminal 3



The T3 building is the biggest and longest of the four NAIA terminals in terms of floor area that stretches to a total length of 1.1 kilometers. This is understandable since it was planned and designed to relieve Terminal 1 of the sheer volume of a ballooning number of international carriers. T3 is preparing for busier days ahead as more foreign carriers are about to join its client list.

The NAIA Terminal 3, now connected by a Runway Bridge built to the opposite commercial city, is leapfrogging toward its goal: that of being an international cum domestic transporter in the service of passengers, cargoes, goods to and from points around the globe.

An open and people-friendly terminal

Of the four terminals of NAIA, this is the only open airport where airline guests and their send-off parties are allowed to go beyond the counters bordering the exclusive pre-departure lounges.




The T3 building is the biggest and longest of the four terminals in terms of floor area that stretches to a total length of 1.1 kilometers. This is understandable from a historical perspective, since it was intentionally planned and designed to relieve Terminal 1 of the sheer volume of a ballooning number of international carriers.

The critical slotting function is clear to the TM who checks terminal capacity, gates available for aircraft embarkation and disembarkation, sufficiency of baggage carousels, and state of passenger queues at the counters prior to the allotment of slots for incoming or departing aircraft. Recommendations are then submitted to the Civil Aeronautics Board for approval.



RICARDO L. MEDALLA JR.
Terminal Manager, Terminal 3

NAIA TERMINAL 3 PROFILE

Start of Operations: 2002	Floor Area: 183,000 square meters
 Original Design Capacity 13.0 Million International Passengers	
 Modified Design Capacity: 9.0 Million International Passengers 5.0 Million Domestic Passengers	
 2016 Terminal Traffic: 7.07 Million International Passengers 13.18 Million Domestic Passengers	



Airside operations are closely monitored, such as the availability of runways and taxiways, adequacy of landing lights, and the effectiveness of instrumentation for nightfall landing and take-off. These situations are cross-checked with the Civil Aviation Authority of the Philippines. Engineering teams collaborate with security and safety officers to ensure that flight operations are failsafe.

Accomplishments in 2016: Priorities and swift action

Without compromising the concept of a ‘people-friendly’ terminal and the need for tight security, steel railings were installed at the arrival foyer to demarcate passengers from their well-wishers.

Security and safety measures were heightened further through the establishment of X-ray machines and walk-through metal detectors in all strategic entry and exit passages.

All critical facilities like air-conditioning systems, boarding bridges, the Common User Terminal Equipment (CUTE) at the counters, baggage claim carousels, and information display systems are subjected to preventive function

Terminal 3 Airlines

International Flights

- 1. All Nippon Airways
- 2. Air Asia
- 3. Air Asia Zest
- 4. Cebu Pacific
- 5. Cathay Pacific
- 6. Delta Airlines
- 7. Emirates Airlines
- 8. KLM Dutch Royal Airlines
- 9. Singapore Airlines

Domestic Flights

- 1. Cebu Pacific
- 2. PAL Express



checks to guarantee fail-proof performance at all times. These checks are conducted by independent maintenance contractors who are regarded as partners in the service.

Like piloting a long train

The T3 building, from afar, resembles a long train. Mobilizing physical, technological, and human resources for the benefit of passengers and terminal users likewise calls for long walks from end to end, and the fast implementation of rules through the length of the terminal.

At present, T3 has nine airlines that dock on the multiple boarding bridges, few in comparison to T1 that serves 28 airlines. T3's current clients are Cebu Pacific Airlines with domestic and international flights, PAL Express (domestic), Air Asia International, Delta Airlines, Cathay Pacific Airlines, Singapore Airlines, All Nippon Airways (ANA), KLM Airlines, and Emirates Airlines.

T3 has 140 counters in contrast to T1 with 78 counters. Comparatively, T3 has the physical

attributes to serve a greater bulk of the flying population. Expected to join T3's list of airline clientele are Japan Airlines, Ethiopian Airlines, Turkish Airlines, Qatar Airways, Jetstar Airlines, and Qantas Airlines.

Present and future projects

T3 is preparing for busier days ahead as more foreign carriers desire to join its client list. Management is laying a heavy stress on upgrading, improving, and maintaining in A-1 condition all conveyors including 29 elevators, 20 escalators, and, uniquely for this terminal, 9 walkalators.

The walkalators are beneficial to passengers, in particular the elderly, the infirm and disabled, and those burdened with oversized luggage who have to leg it from disembarkation channels all the way to the transport bays.

T3 presently has 18 boarding bridges and 34 aero bridges, the maintenance of which may be soon outsourced after careful deliberation and provider selection, since it is personnel of these

companies who have the training and capability to keep the airport's assets in perfect running condition. Focal attention is likewise being paid to the Flight Information Display System (FIDS) and Local Area Network (LAN) systems, and in the area of safety and security, the installation of additional closed circuit television (CCTV) cameras in and outside the terminal building for heightened surveillance capability, and the preservation of peace and order within the premises.

Other outstanding features of the T3 building which its peer terminals may not have had the luxury of having due to space constraints are its five-level parking spaces. Of these, Levels 1, 2 and 3 are dedicated to public parking slots while Levels 4 and 5 are for concessionaire and government use. Outdoor ground parking, meanwhile, will be expanded to comprise three to five hectares.

Keys to good management

The keys to the good management of T3 and for that matter, the whole of the NAIA complex, according to management, lies in the hands of the people who run the airport down to the lowest ranking personnel. For an open and expansive facility that T3 is, duties and responsibilities are downstreamed effectively to the personnel in direct touch with the flying public and who represent the NAIA and its mission.

Personnel are reminded that tour of duty is impermanent and subject to change in response to the demands of the service and the decisions of higher authorities. As counseled by Terminal Manager Ricardo Medalla, “There will be others who will come after us and all the more should we be circumspect in our actions, consciously answerable to the people we serve.” ✈️



TERMINAL 3 STRUCTURES
AND FACILITIES



PERFORMANCE 2011-2016

PASSENGER VOLUME 2011-2016

Year	Departure	Arrival	Total
2012	6,859,390	6,786,045	13,645,435
2013	7,064,836	7,013,318	14,078,154
2014	7,846,245	7,772,050	15,618,295
2015	9,414,690	9,379,996	18,794,686
2016	10,175,755	10,107,557	20,283,312

FLIGHT VOLUME 2011-2016

Year	Departure	Arrival	Total
2012	58,543	58,202	116,745
2013	57,796	57,280	115,076
2014	59,369	58,960	118,329
2015	65,668	65,120	130,788
2016	65,527	65,019	130,546

NAIA TERMINAL 4

*Welcoming guests in a budget-sized
but cozy terminal*



In financial performance, T4, along with its peer terminals, is a revenue center that contributes to agency and country growth. According to flight volume records, the total count of 30,254 flights in 2015 soared to 35,217 in 2016, an increase of 16%.

The NAIA Terminal 4 falls in line with the MIAA directive of back-to-the-basics and simplified approach to service delivery. To carry this out effectively, management is closely examining the terminal’s strengths, weaknesses, and opportunities.

It is surveying stakeholders’ views – of how client airlines and their flying guests assess terminal facilities and contact points of service. Perceptions of international airlines previously accommodated as well as those of the current domestic airlines and their passengers matter, and are carefully noted down. In sum, T4 is a budget airport that connects passengers to any point around the Philippines.

Brave move sideways



The T4 operating crew saw this as the starting line on the terminal re-development drawing board. Brave plans for a horizontal and vertical growth are in mind. Acceptably, size expansion is contentious, given the airport’s measurement, land area, survey of adjacent structures, and the coordinating body’s restrictions governing infrastructure development within the four-terminal complex.

There are moves to expand T4 horizontally to face increasing passenger and flight volumes. There will also be efforts to maximize available internal spaces on either side of the terminal building for greater functional use considering that T4 was designed for a total servicing capacity of only 3 million passengers per year. Meantime, the TM is sourcing for more immediate doable solutions that would overcome challenges. With a professional equipping rooted in accountancy, she leads



JOYCELYN B. MAPANAO
Terminal Manager, Terminal 4

NAIA TERMINAL 4 PROFILE

Start of Operations: 1948	Floor Area: 6,100 square meters
 Design Capacity 3.0 Million Domestic Passengers	
 2016 Terminal Traffic: 3.66 Million Domestic Passengers	

the team in analyzing the service-to-revenue ratio and commits to work within the financial and operational parameters of a new plan or program.

Emphasis on relations building

As of this report, T4 serves four domestic carriers with regular flights to Philippine tourist destinations. These are:

1. Air Asia Philippines, a subsidiary of Air Asia Malaysia, with flights to Cebu, Kalibo, Davao and Kuala Lumpur among other places;
2. CEBGO Airlines, a low-cost airline that is a subsidiary of Cebu Pacific owned by JG Summit;
3. SKYJET Airlines, a boutique airline that flies to Basco, Boracay, Siargao and other destinations, and ;
4. AirSWIFT, a luxury carrier with flights at T4 to El Nido.

Establishing good relations with these airlines is one of the keys to prospering the terminal in terms of client patronage, passenger and cargo growth rates, and revenue generation.

It is important as well to nurture relationships with internal stakeholders. Management views staff less as co-workers and more as a collaborative team since they are in public service with the mission to serve a specific target group. They are called to align personal and professional objectives with the directions of the Authority and beyond this, with that of the national government.

Like a household welcoming guests

Due to its diminutive size and coziness, T4 is managed like a household that gives warm welcome, attention, hospitality, and value to house guests. In this context, the broad

operating spectrum is kept in sight. Inside the terminal, the focus spans across the passenger movement areas inclusive of the following: check-in counters, restrooms, security and communications facilities, pre-departure lounges, baggage claim and conveyor systems, concession shops, and curbside services. On the airside, since T4 passengers embark and disembark from their aircraft and step on to the tarmac, roll-on and roll-off staircase facilities and baggage conveyors are kept in excellent working condition, as well as amenities for the elderly and disabled.

Major accomplishments in 2016

Service upgrading was a constant. Among major accomplishments/projects in 2016 were:

- Provision of comfortable airport seats for passengers;
- Improvement of the public address system;
- With the transfer of international flights to other terminals, utilization of spaces for walkways;
- Conversion of offices to a lounge for transfer passengers;
- Widening of arrival and departure areas;
- Replacement of the Flight Information Display System (FIDS);





- Replacement of Roof and Repair of Ceiling at the Baggage Build-Up Area.

In financial performance, T4, along with its peer terminals, is a revenue center that contributes to agency and country growth. According to T4 flight volume records, the total count of 30,254 flights in 2015 soared to 35,217 in 2016, or an increase of 16%.

Overcoming challenges

Addressing problems frequently associated with air travel are dealt with according to operating protocols. Terminal Manager Joycelyn B. Mapanao cited that, “we assure passengers who need to maintain connectivity in business or personal communications that they have uninterrupted network linkages while in the terminal.”

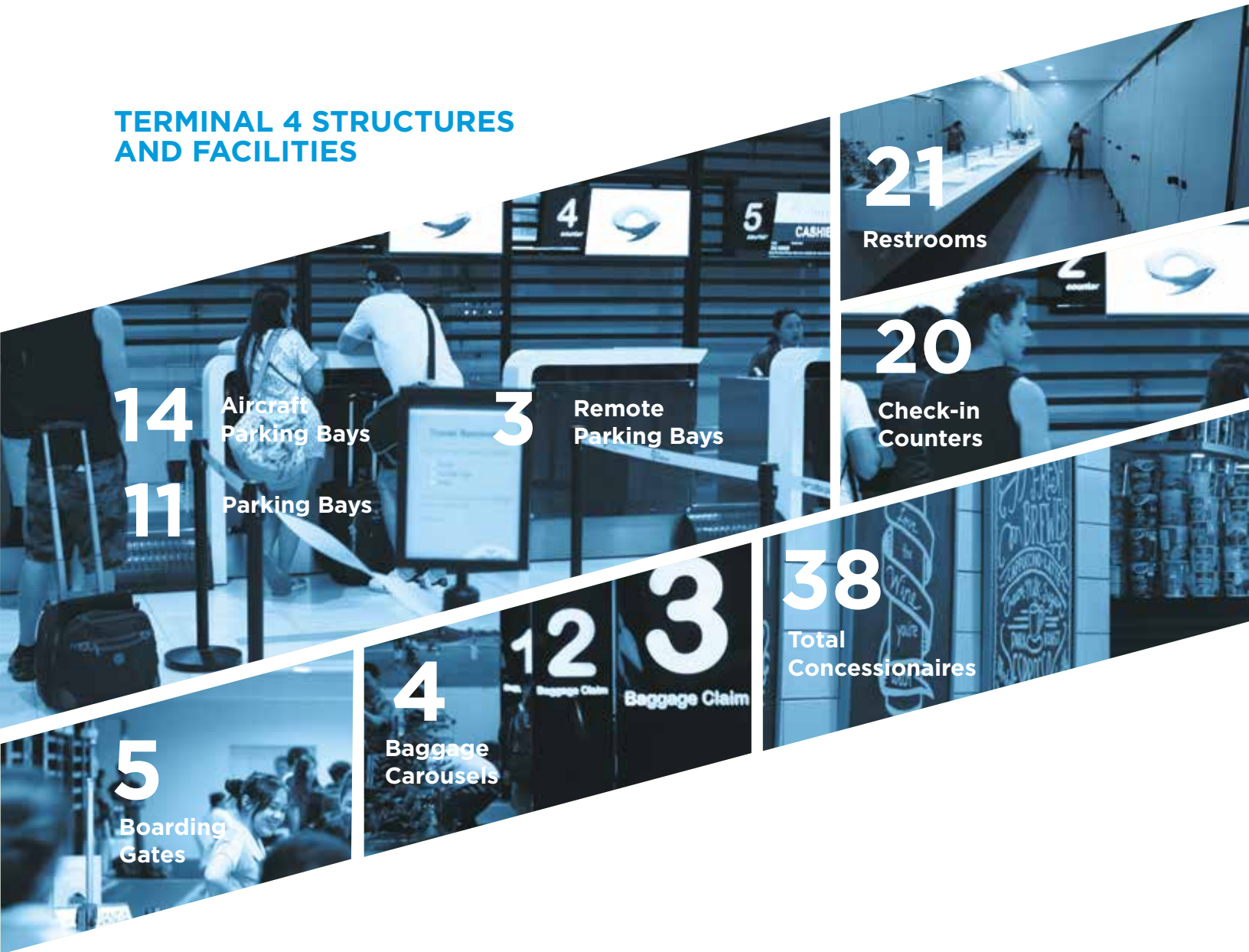
Aside from plans to extend the structural seams of the terminal and adding more restrooms, another one to squarely face is the steadily growing aggressive attitude of emerging airlines. As their holding capacities get bigger and better, they expect terminals to be able to soak up the increasing volume of their passengers, cargoes, and flight frequencies.

T4, at the moment, is being considered as a port of call by airlines with larger-types of aircraft. With the addition of such airlines to its current list of clients, T4 has to harness its potentials, and undertake the expansion of its facilities.

While passenger and cargo congestion is addressable through efficient mechanical and engineering technologies like upbeat baggage handling systems, there is another challenge gaining momentum far from the terminal borders. The rapid development of new tourist destinations results in the corresponding rise in flight numbers and frequencies. The direction for T4 appears to be - to simply study and anticipate trends in the travel and hospitality industries, and to craft appropriate practical solutions.

Courageously facing the future

Management is looking forward to leaving a legacy worth continuing by successors, because they regard terminals as workplaces where operations are day-to-day even on weekends and holidays. As terminal workers, they are commissioned to simply improve on daily duties. ✈️



PASSENGER VOLUME 2011-2016

Year	Departure	Arrival	Total
2012	1,127,250	1,213,659	2,340,909
2013	1,496,114	1,590,481	3,086,595
2014	1,773,093	1,807,006	3,580,099
2015	1,932,656	1,947,051	3,879,707
2016	1,842,589	1,824,172	3,666,761

FLIGHT VOLUME 2011-2016

Year	Departure	Arrival	Total
2012	12,430	12,359	24,789
2013	14,263	14,208	28,471
2014	14,539	14,471	29,010
2015	15,596	15,478	31,074
2016	17,646	17,571	35,217



The Assistant General Managers

*Airport Development and Corporate Affairs
Operations
Engineering
Security and Emergency Services
Finance and Administration*

AIRPORT DEVELOPMENT AND CORPORATE AFFAIRS

Planning a premiere airport in name and in fact



Just where the NAIA and its regional counterparts in the ASEAN region are in the context of the times is a situation to ponder. Technologies are gaining complexity, and developments are further pushed by intensifying passenger demands for innovations in services and air travel.

Due to the fast-paced and robust strides in international aviation, the Philippines is taking every opportunity to catch up. The MIAA, led by the office of the Airport Development and Corporate Affairs, is formulating a well-defined strategy that would guide the course of airport development in the near, medium, and the long terms.

Accomplishments in 2016

The ADCA provided leadership in the areas of planning and development as it looked forward to the continuous improvement, upgrading and outfitting of the four NAIA terminals and the whole of NAIA complex. After the rehabilitation of Terminal 1 and full operationalization of Terminal 3, work in 2016 involved planning for the re-development of Terminal 2 in collaboration with MIAA engineers. Detailed engineering design is now ongoing and will be completed for public bidding and the start of project mobilization.

The project will be undertaken under a public-private partnership (PPP) arrangement, in which a partner will be outsourced to bring in appropriate expertise, technologies, and innovations in airport design.

Heading corporate affairs

The office of the ADCA also serves as MIAA’s corporate planning arm. A systems study done in 2016 surfaced the need for the computerization of NAIA management and operations that would result in curbing the process time of flight and passenger arrivals and departures.



CECILIO A. BOBILA
AGM for Airport Development and Corporate Affairs

Additionally, the ADCA represents the MIAA and the Department of Transportation (DOTr) when the Philippines is called upon to participate in bi-lateral negotiations with transport sectors in the ASEAN and other Asian countries like China, Japan, and the European Union. These joint or tripartite activities involve the inking of air transport agreements and other co-operating contracts. The ADCA also represents the MIAA in the technical working group of ASEAN member countries that meets twice a year.

The outlook in the air transport industry is now broader in the context of a wider playing field, but more focused and incisive when it comes to airport operations. It is, indeed, quite a challenge to manage one airport with four terminal processing centers.



Airport management nationwide

The Civil Aviation Authority of the Philippines lists the total number of airports countrywide to be 84, 46 of which are categorized as international in operations. One of these is the NAIA while most of the airports are managed and operated by the CAAP, examples of which are the Mactan and Clark International Airports.

Just where the NAIA and its regional counterparts in the ASEAN region are in the context of the times, is a good situation to ponder. The airport is transforming, given the pace of changes in global aviation. Technologies are rapidly gaining complexity as well as obsolescence. Developments are further pushed by intensifying passenger demands for innovations in services and air travel.

Airports as engines of growth

Manila's airport and its counterpart in the provinces have grown into individual personalities in themselves, able to hasten and help catalyze economic activities for local and national development. The patronizing public should view the bigger picture, the AGM emphasizes, because the challenges compound over time.

A premiere airport in name and in fact

The MIAA and its workplace terminals are focusing on human potential so that the

staff will run with the Board of Directors and management in the race to achieve airport excellence to be proud of. AGM Bobila says that "energy and passion is required of every worker. Whether we like it or not, the MIAA should plan a premiere airport in name and in fact."

While management is open to adapting to new and emerging technologies, it is still bound by its limitations in size, particularly in the layout of its runways. The recourse is efficient and class "A" delivery of service. At present, the AGM points out, there are systems blockades that demand the application of correct technologies, expertise, and fearless innovations. "We should be discerning in this regard," he says.

Since there are financial considerations in government budgeting and project planning, the keys to the acquisition of up-to-date innovative technologies needs prioritization. The revenue generation of airports has taken a good leap with the integration of terminal fees in passenger ticketing. Front-running measures like this will have to be continually explored and tested.

Part of the global village

At present, the MIAA acknowledges and values the assistance of experts within and outside the Philippines since its managers should be willing learners as part of the larger global village. ✈️

OPERATIONS

Operating NALA as an up-to-the-minute airport



The Office is further simplifying its operations to suit the requirements of client airlines and partner authorities. The first approach is to scale up the quality of services to make the NAIA a truly up-to-minute and responsive gateway, as iconic as possible to other international airports in the region.

The scope of airport operations is wide. It extends from the buildings across the four terminals, through the ramps, and on to the airside - wherever works transpire at the parking stations, aprons, taxiways, and the major runway. The point is to ascertain that the airport, from curb to airside and vice versa, is operating at prescribed efficiency, without a snag.

The centers of action are correspondingly multiple. Operational assessments are carried out across any and all types of mechanized equipment, components, and fixtures like conveyors, boarding bridges, vertical and horizontal lifts, roll-on and roll-off mechanisms for plane-side mechanics, technicians, handlers, and the general service crew.

Accomplishments in 2016: Smooth slotting coordination

In the performance of its mission, the Office of the AGM for Operations Office (AGMO) targets passenger comfort and above all, the reduction of delays in flight arrivals and departures.

It facilitates and ensures the smooth slotting coordination between the independent slot coordinators and ramp controllers on the part of the MIAA, and the air traffic controllers of the Civil Aviation Authority of the Philippines



OCTAVIO F. LINA
AGM for Operations

Slotting is a major and complex scheme of operations wherein the NAIA and allied agencies of the Civil Aeronautics Board and the CAAP are triangularly involved. The slotting schemes adhere to the global pattern of weather forecasts.

Prior to scheduling a certain airline, terminal operators and the AGMO deliberate on slotting arrangements to be accommodated and finalized, depending on the hourly sequence of flights, the availability of check-in counters, access to the baggage handling systems and carousels, the number of free passenger boarding bridges, and the status of parking bays.



General aviation

The AGMO holds jurisdiction over activities in general aviation.

In general aviation, it wields control over chartered and special flights, private jet travels as well as air routes commissioned by business executives, corporations, gaming operators, and organizers of special events and international conferences.

The AGMO likewise authorizes and monitors special flights and the use of aircraft owned or hired by fishing entities and other commercial renters from source provinces to key cities. Emergency flights of medical ambulances to Manila are likewise under the jurisdiction of the AGMO.

Handling high-value incidents

There are high-value incidents, in the face of which the Office is prepared to deliver

precise and immediate response. Alerts may be triggered by accidental or emergency landings, threats of bombs and explosives inside approaching aircraft, on the tarmac, or within building perimeters, plane mishaps such as flat tires, smoke in the cabins, and landing gear jams.

On a minor scale, there are common day-to-day occurrences that may be encountered by passengers which are brought to the attention of the AGMO. Among these are when passengers lose their belongings, miss their flights, fail to settle the required fees, face immigration issues, or when their luggage are retrieved by the wrong hands or are left behind, to be loaded on the succeeding flight.

Attention to these situations is brought to bear on the AGMO that has to rise up to the demands and expectations of the affected passengers, regardless of the importance or triviality of these incidents.

Simply providing comfort and convenience

The aim of the Office is simply to provide comfort and convenience to passengers, be these regular travelers, official delegations, OFWs, or tourists who travel through the NAIA. Operations management and staff work to free them of any concern, should disturbances arise. In so doing, the leadership arms itself with foreknowledge of the passengers’ cultural mindsets, so that the airport could open its doors and make them feel that staff is readily available to help them achieve their purpose.

The Office, according to AGM for Operations Octavio Lina, is simplifying its operations to suit the requirements of client airlines’ management

and partner authorities. The first approach is to scale up the quality of services to make the NAIA a truly up-to-minute and responsive gateway, as iconic as possible to other international airports in the region.

The second approach is to master the craft of airport operations, because there is no fixed range of solutions to the problem of delay that tests the capability of even the world’s best airports.

The bottom line, according to AGM Lina, is still “public service, and it is our take to serve and provide people of all nationalities who use the NAIA, with all-out and unconditional service. ✈️



ENGINEERING

Laying down good principles in airport engineering



The 24-hour watch of the Engineering Office goes beyond fail-safe structures, It attends to a triad of contingencies known as the Principle of Full Redundancy in the maintenance of electrical, water, and telecom facilities.

The Office of the Assistant General Manager for Engineering (OAGME), in 2016, attended to program planning and timeline-setting to make both corporate and terminal engineering activities up to par.

**Accomplishments in 2016:
Reducing downturns**

The Office sought the timely completion of all the electro-mechanical detailing, monitoring and maintenance activities within the complex.

The objective was to reduce downtime in the three major utility components of electrical power, water services, and telecommunications to ensure excellent working condition on a day- to-day basis.

The 24-hour watch, however, goes beyond fail-safe structures, The Office attends to a triad of contingencies called the Principle of Full Redundancy in the maintenance of electrical, water and telecom facilities. In electrical power maintenance, for instance, the primary layer in the triad is commercial power access provided by MERALCO; the second layer is MIAA's own power plant; and the third layer is brought up by the sub-units or stand-by generators that are kept at peak condition.



PHILIP A. LERUM
AGM for Engineering

Roadmap to avert crisis: The 4 Ps

The AGME calls on all department and division managers to conduct periodic assessments of all facilities installed in and out of buildings to ascertain their condition for indicative upgrading or replacement. Equipment nearing expiry or malfunction are targeted for replacement. He also prescribes a sequence of preventive maintenance checks based on existing manuals and the protocol of the 4 Ps that stand for Predict, Prevent, Prepare and Perform.





Problem-resolving posture

All challenges confronting engineering planning and program operations NAIA-wide are brought to the OAGME for appropriate address and resolution.

Delays that may be encountered in terminal building and maintenance projects are prevented through the close observance of schedules, prompt delivery of supplies, and proper fielding of labor. This facilitates the movement of resources, such as the transfer of workers from one terminal to another terminal in need of additional workforce.

Future-oriented programs

The Office leadership formulates plans in the short, medium and long-terms - with the added edge of execution on time. Thus, the airport should measure up to the expectations of the flying public in terms of persistent civil works improvement.

Other programs being eyed or are in the initial phases of implementation are the following:

- At Terminal 1, extension of the arrival and departure areas of the North and South Wings; and construction of a multi-level parking at Parking B to accommodate both arrival and departing passengers;

- At Terminal 3, extension of the arrival areas equally at the North and South Wings,
- Developing idle lots for remote parking,
- Planning, design and construction of another runway with terminal building to absorb the influx of domestic and international tourists, a project forecasted in the MIAA’s Five-Year Development Plan.

Significantly considered is the terminal-wide adoption of the Fast Track Travel Kiosk, a self-check-in mechanism already in operation at the NAIA Terminal 4. This would have the value of eliminating the tiresome lines at the counters and contributing to traveler convenience.

Rising to a higher altitude

Overall, the OAGME is confident that the NAIA quartet of terminals is gradually morphing into an Airport of the People. As long as its services are superior, its domestic and international patronage is expected to flourish. Consequently, income generation follows, along with substantial contributions to the national treasury. The Office is determined to rise to the level of development, until the altitude of full redundancy is reached. ✈️

SECURITY AND EMERGENCY SERVICES

Securing the NAIA better than ever



In 2016, NAIA continued to follow rigid screening processes and the strict implementation of laws, rules and regulations designed to prevent any kind of disturbance that could threaten the security of the terminals and to preserve peace and order.

A security enforcer, safety vanguard, firefighter, first aid responder, and health care provider –these sum up the competencies of the Office of the Assistant General Manager for Security and Emergency Services (OAGMSES). Its manifold functions encompass the following:

- Maintaining a 24-hour watch over all operating units at corporate and terminal levels;
- Enforcing policies and guidelines governing security access, intelligence investigation, and emergency management;
- Leading initiatives in aircraft and passenger protection and in the undisturbed functioning of systems and processes to pre-empt threats to lives and property;
- Initiates new programs to maintain and promote a safe and secure environment at the NAIA.

In carrying out these functions, SES teams in 2016 secured the NAIA with the standard of excellence in mind.

Accomplishments in 2016

In 2016, NAIA’S safety protocols were handled with extreme attention to details. This protocol compels SES management to attain a high level of risk containment observance, since airports are vulnerable places where safety can be compromised by natural, accidental, or



AGM for Security and Emergency Services
Col. Allen A. Capuyan, AFP (Ret)

manmade factors. Thus, the NAIA cluster of terminals is equipped with security screening equipment, fire alarms, fire hydrants, fire-proof and non-incendiary electrical facilities, and medical response teams.

Throughout 2016, the OAGMSES continued to review and regularly update its manuals of operations, preventive practices, and multiple technical devices aided by resources that support the safety delivery system.

The units commissioned to secure the NAIA are the Intelligence and Access Management Department (IAMD), Airport Police Department (APD), and Emergency Services Department



(ESD). These departments operate round-the-clock in order to ensure the safety, security, convenience and regularity.

Emergency measures

NAIA's emergency response system was designed to address any kind of risk that could impact on the lives of travelers, their belongings, and airlifted cargoes. Emergency awareness extends to the check-in and check-out, embarkation and disembarkation, and aircraft arrival and departure processes. Well-designed interventions are adopted to respond adequately to possible emergencies. In case of sudden fire, for instance, the alarm system signals the prompt deployment of rescue and firefighting teams to the targeted area.

As a matter of routine, the NAIA regularly conducts medical check-ups on passengers of client airlines who need medical attention. The medical teams are on call for mobilization anytime the airlines require further assistance. In extreme cases, ill passengers are referred to partner institutional health care providers.

Security regulations

NAIA continued to follow rigid screening processes and the strict implementation of laws, rules and regulations designed to prevent any kind of disturbance that could threaten the security of the terminals and to preserve peace and order. This entailed the security screening and strict monitoring of the movements of passengers and their well-wishers, NAIA personnel and business owners, cargoes, and vehicles.

Security measures were strictly enforced over all the areas under the jurisdiction of the Authority, inclusive of the airside and landside of the Aerodrome.

Moreover, the SES Bloc organized and conducted security awareness seminars to educate airport staff on the need for a holistic approach to security. It collaborated with the airlines, shop concessionaires, and terminal management for the scheduled conduct of fire drills, earthquake drills, and other SES-related events.

The SES Bloc is quick to respond to bomb threats, plane hijack, cyber attack, lighting failure, and disturbances tracked by tower personnel of the Civil Aviation Authority of the Philippines in accordance with general aviation rules. A case in point was when Saudia Airlines set off its transponder hijack alarm. SES instantly presumed a critical situation and fielded airport police to secure and isolate the aircraft upon landing. Fortunately, investigation revealed that the cabin crew accidentally pressed down the alarm button.

State-of-the-art systems

The SES line up of emergency vehicles and threat-detection systems that are kept on high alert in 2016 are points of interest. These included the following

1. ARFF Major Foam Tender Vehicles 6x6 needed to comply within the response time of two (2) minutes but not more than three (3) minutes expected of an Aerodrome Category

10 classification of MIAA, based on the ICAO Index in case of an emergency situation;

2. ARFF Rapid Intervention Vehicle Major Foam Tender Vehicles (RIV VEHICLE 4 x 4) needed to comply within the response time of two (2) minutes but not more than three (3) minutes expected of an Aerodrome Category 10 classification of MIAA, based on the ICAO Index in case of an emergency situation.

Detection mechanisms

The SES array of detection mechanisms in 2016 consisted of the following:

- Explosive Detection System X-ray Machines used for the automatic detection of explosives on baggage using 3-dimensional imaging technology;
- Baggage X-ray Machines used for screening passenger checked-in and hand-carried baggage.





- Advanced Body Imaging Technology System used for non-contact, fast, and reliable screening of passengers for the detection of weapons, explosives and prohibited items concealed under clothing. These include:

- Walk-through Metal Detector System used as security screening equipment for passenger and personnel; this is capable of detecting metals prior to entry into restricted areas of NAIA terminals;

- Mobile X-ray Machines used for screening of passengers' baggage on chartered and VIP flights at the remote parking bays;

- Hand-Held Metal Detectors used for the detection of concealed metal weapons or metal contraband carried on a person and/or concealed by nonmetal objects;

- Hydraulic Security Vehicle Barrier at airside gates used to prevent unauthorized vehicle

intrusion into the airside, capable of stopping a minimum 6,810kg of vehicles running at a speed of 80 km/h.

The NAIA terminals are equipped with CCTV cameras to detect perimeter intrusion and enhance security monitoring within the perimeter areas. These cameras are integrated within the Approach Lighting System of Runway 06/24 to observe and monitor aircraft movement, monitor the movement of vehicles at the Perimeter Access Road, and serve as a deterrent against intruders.

The K-9 units

An integral part of the MIAA SES service are the Narcotics Detection Dogs and Explosive Detection Dogs trained and cared for by the K-9 Services.

These duty dogs assist in the detection of dangerous drugs and explosives that may be concealed in luggage and hand-carried belongings of passengers.

An invitation to the SES endeavor

The OAGMSES enjoins other airport stakeholders to cooperate with its own endeavor to achieve the Authority’s mission to secure all airport users against any acts of unlawful interference.

As articulated by AGM for SES Allen Capuyan, “We want to capitalize on the strong relationship among various security forces that play a crucial role in ensuring security compliance at the NAIA.”

The AGM adds that the NAIA is “far better now than it was before. Its breed of leaders are committed to explore and invest in new opportunities in airport development, the career advancement of personnel, and the improvement of security and emergency services to keep the NAIA on par with its global counterparts.

“We are making great strides in line with our government’s thrust to serve the public. There are challenges and controversies we encounter by the day, but all these only serve to challenge us to do better,” the AGM concluded with confidence. ✈️



FINANCE AND ADMINISTRATION

Prospering financial and human resources



Investments in airport improvement and expansion could be recouped in the long run because NAIA is anchored on its earning centers – the aeronautical fees expected to grow with the influx of new airline clients, the increasing number of concessionaires, and terminal fees.

Under the MIAA’s governing structure, the MIAA’s financial and human resource and asset administration is jointly managed by the Office for Assistant General Manager for Finance and Administration (AGMFA).

2016 Accomplishments in administrative management

The MIAA is staffed by management and rank-and-file employees across its corporate and terminal offices. This complement consists of 1,257 organic personnel while 2,301 are outsourced.

The Authority is categorized as a Government Owned and Controlled Corporation (GOCC) by virtue of Executive Order 778 issued in 1982 (the MIAA Charter) as amended by Executive Order 903.

Movements in the organizational hierarchy are governed by the Civil Service Commission’s Merit Promotions Plan. In recent times, the pace of promotions was challenged by the hire freeze ordered by higher government, stiff hiring criteria, and the need for airport-specific qualifications and exposures, among other factors.

As an outcome, the volume of the workforce in the Authority has remained moderately constant. Of this, about half or 50% of the staff are aged 40 and above while the other 50% are aged 30 and below. There is, thus, a fair equilibrium of institutional wisdom and fresh outlook.



ARLENE B. BRITANICO
OIC, Office of the AGM for Finance and
Administration

In their regular rounds of the departmental and terminal work stations, the Office frequently counsels workers “to fully know, understand, and appreciate their duties and responsibilities to the Authority, and to view their work not as a job, but as a missioning to do what is right.”

In other administrative matters, the Office of the FA sought improvements in structural facilities at the MIAA Building that contribute to staff efficiency and the creation of a pleasant working environment.

Under the Administrative Bloc equipment and vital housekeeping supplies were procured and added to the current inventories to enhance general services.

To be at par with other organizations in terms of human resource, the Authority, through the Administration Department, has embarked on a competency-based system that will strengthen human resource practices by establishing clear criteria for hiring, training, evaluating, developing, and rewarding employees. This will lead to more improved productivity since it will involve identification and enhancement of key competences. Thus, this drives the organization to attain its vision and goals.

Currently, the Authority thru the Finance and Administration Department is filling up vacant positions. It is also working double time to fast-track the approval of its rationalization plan that will boost the morale of its employees.

Accomplishments in financial management

In terms of revenue, the MIAA, on the basis of its financial performance, has been liquid based on its assets and financial structure. Workers are proud to belong to a revenue-generating body and a self-generating corporation. For CY 2016, total remittances to the national government amounted to Php6.7 Billion.

In 2016, the FA Office worked on revisions to the Memorandum of Agreement for the Passenger

Service Charge (PSC) Integration Program honoring all exemptions at the point of sales.

Investments in airport improvement and expansion could be recouped in the long run because the NAIA is anchored on its earning centers – the aeronautical fees expected to grow with the influx of new airline clients, the increasing number of renters and concessionaires, and terminal fees integrated in airline tickets, plus other income generating prospects.

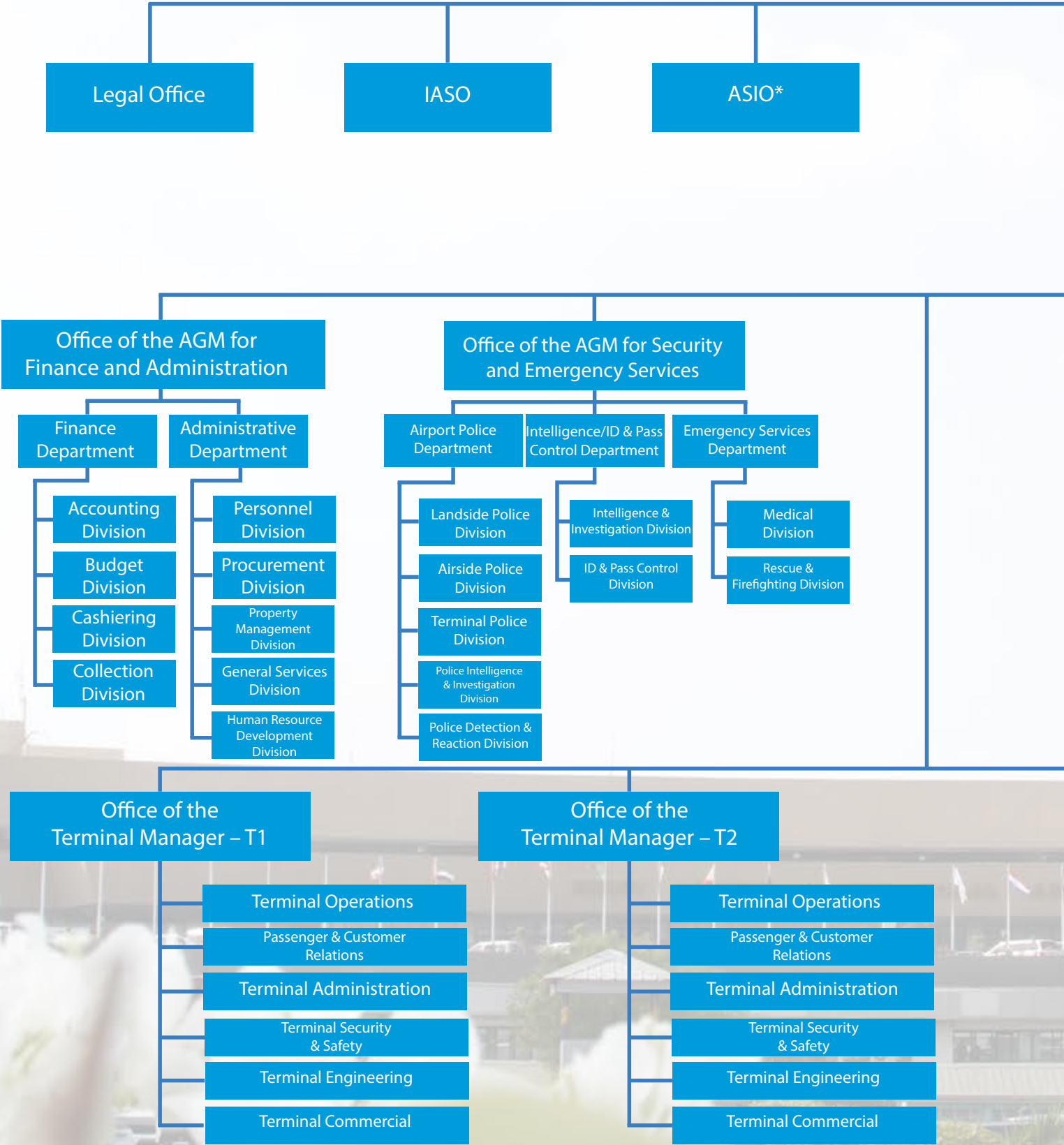
AGM for Finance and Administration Arlene B. Britanico presides over all financial transactions of the Authority and reports regularly to the Board on the state of financial condition and results of operations. The Office ensures that all transactions are compliant with the rules and regulations imposed by the Commission on Audit in the preparation of the MIAA's Annual Financial Report.

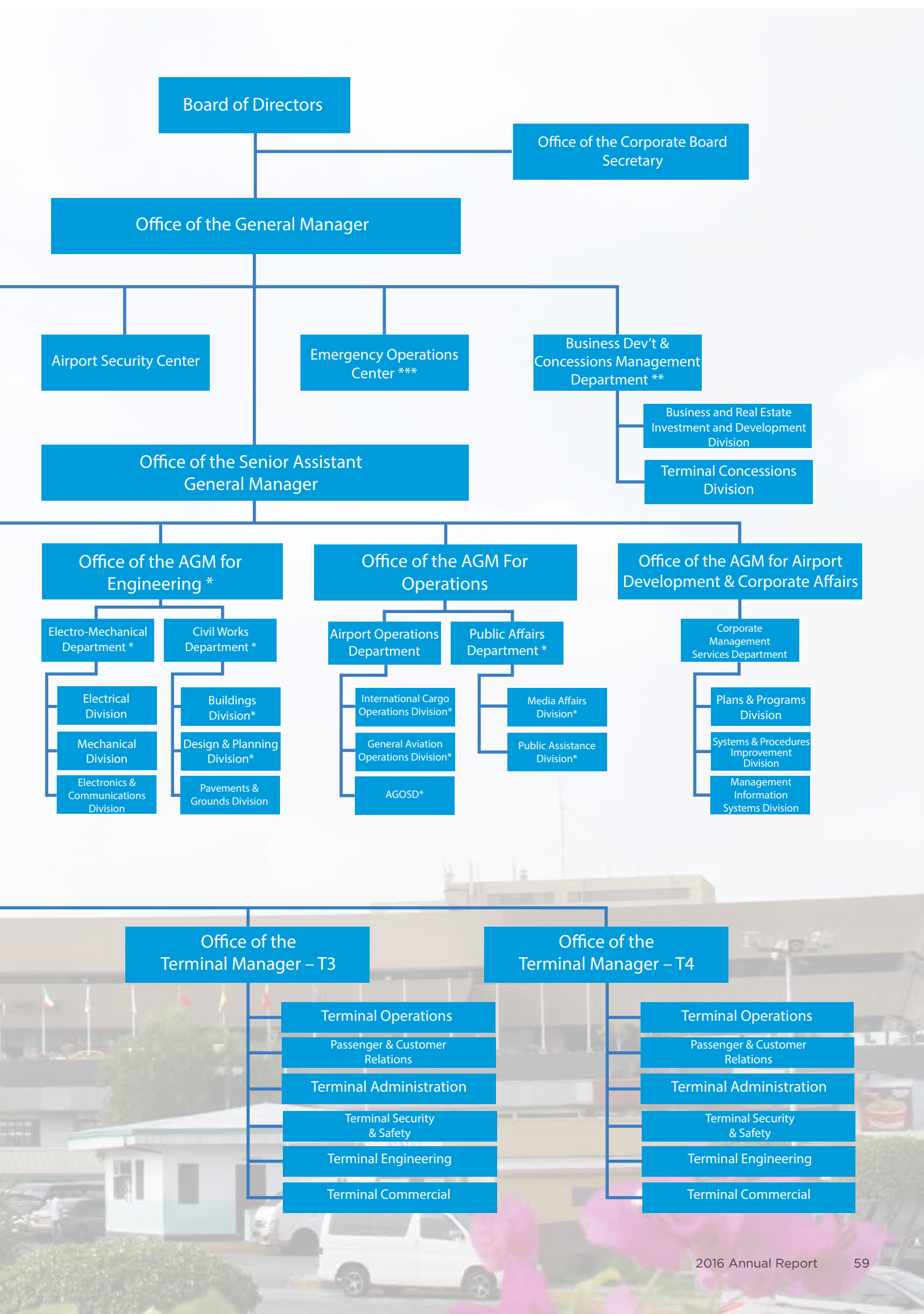
In addition, the Office ensures that the Monthly Income Statement is submitted to the Chairperson of the Board, Secretary Tugade of the Department of Transportation on or before the 5th of every month. ✈️





MIAA 2016 Organizational Structure



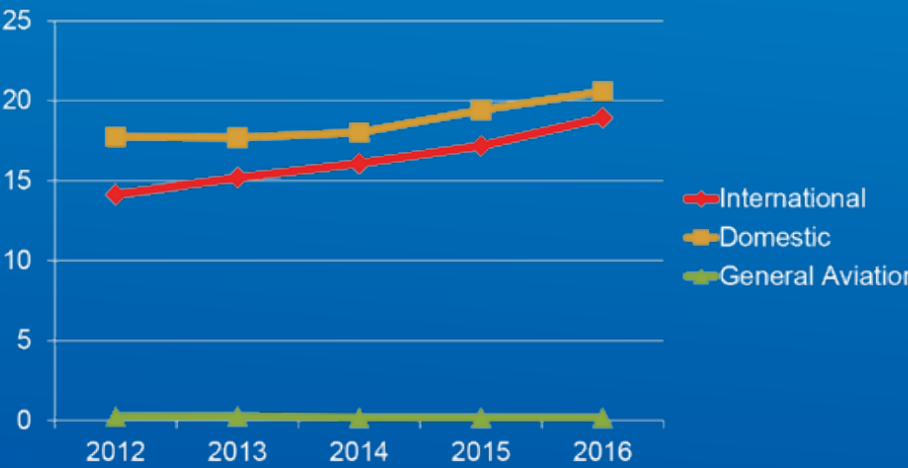


Operational Highlights 2016



PASSENGER VOLUME

in millions



18.99 M
International

20.58 M
Domestic

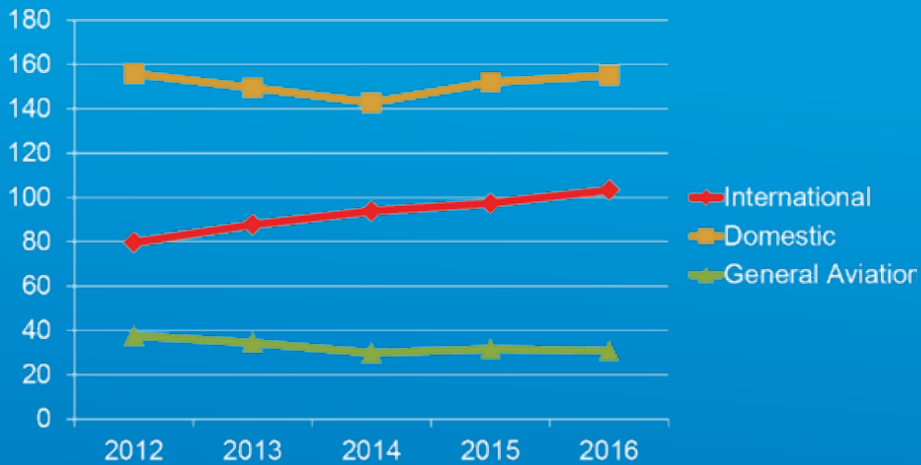
0.17 M
General Aviation

39.74 M
Total



FLIGHT MOVEMENT

in thousands



103,435

International

154,986

Domestic

30,783

General Aviation

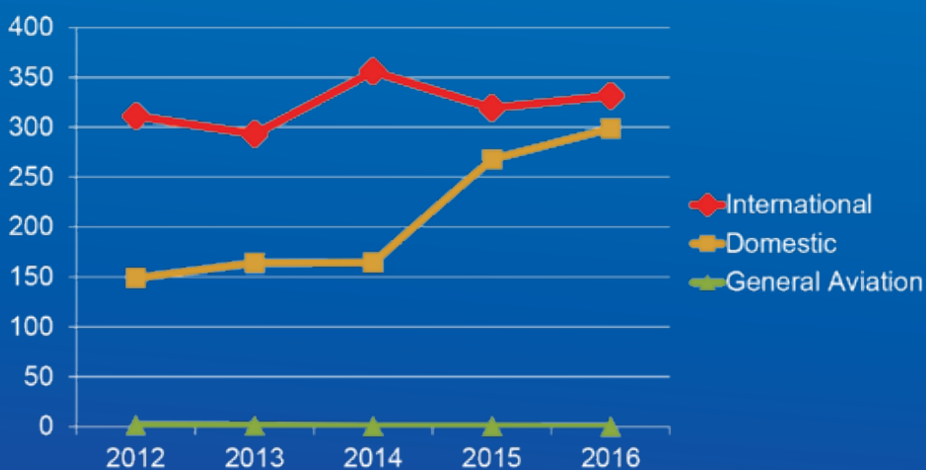
289,204

Total



CARGO VOLUME

in metric tonnes



331,483

International

298,683

Domestic

118

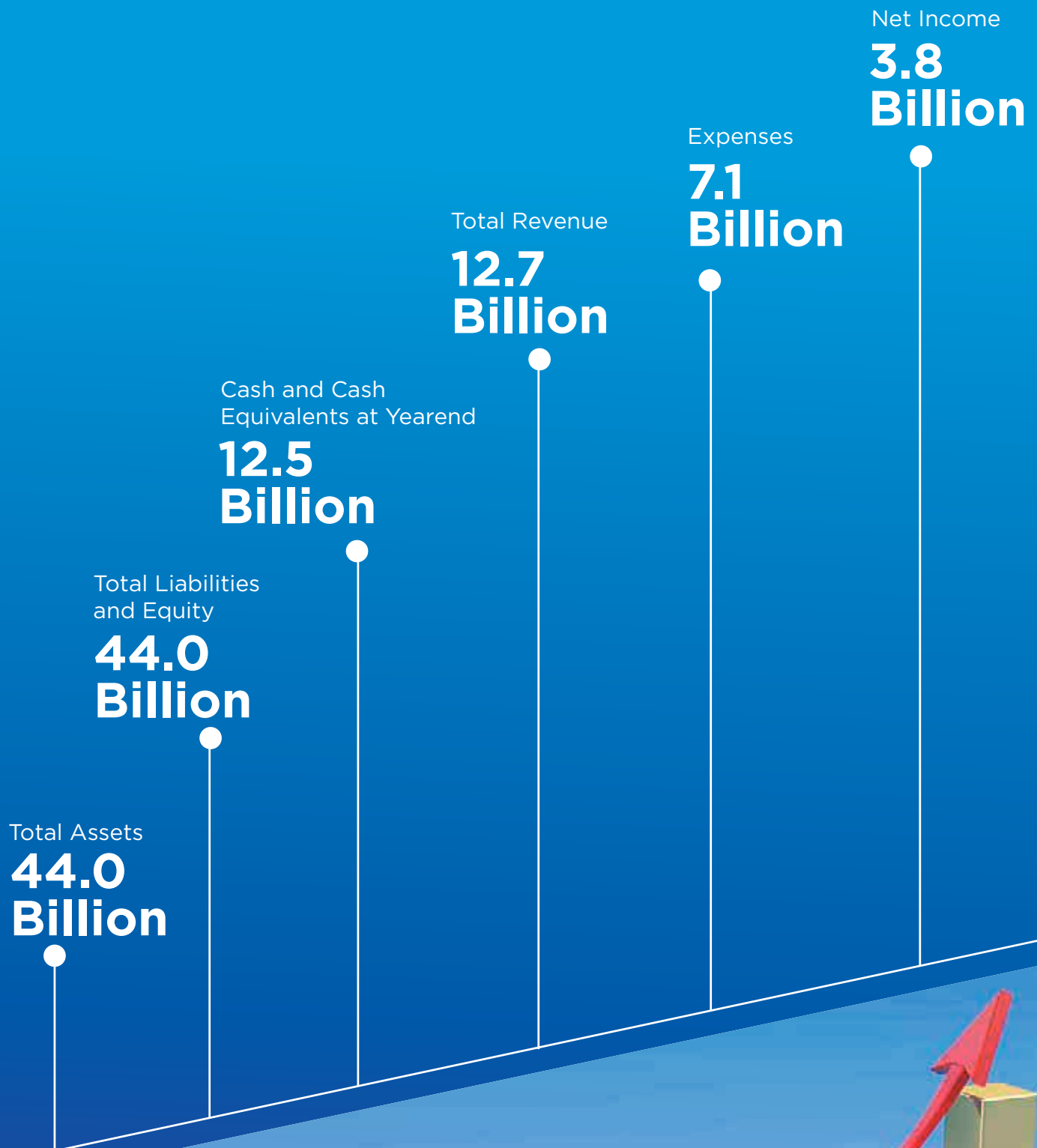
General Aviation

630,284

Total (metric tonnes)



Financial Highlights 2016



2016 Financial Report





Republic of the Philippines
Manila International Airport Authority
 Ninoy Aquino International Airport, Metro Manila

STATEMENT OF CASH FLOWS

For the Years Ended December 31, 2016 and 2015
 (in thousand pesos)

	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES		
Subsidy received from NG thru DOTr	20,475,837	-
Income from operations	12,241,969	9,962,363
Trust receipts	2,467,864	3,126,642
Interest income on bank deposits	138,680	73,550
Miscellaneous income	117,355	277,187
Payment of operating expenses	(4,050,178)	(4,524,158)
Remittance of trust receipts	(3,191,053)	(2,907,199)
Remittance of share of National Government	(1,433,431)	(898,146)
Advances to other agencies	(12,529)	(18,399)
Advances to officers and employees	(9,278)	(9,393)
Net cash generated from operations	26,745,237	5,082,446
Corporate income tax paid	(1,462,018)	(1,079,527)
Net cash provided by operating activities	25,283,219	4,002,919
CASH FLOWS FROM INVESTING ACTIVITIES		
Pre-termination of escrow deposits	4,927,365	-
Proceeds of short-term investments	1,202,683	-
Interest earned on escrow deposits	224,968	-
Just compensation - T3 building (from NG Subsidy)	(20,400,279)	-
Just compensation - T3 building (from MIAA Fund)	(5,839,604)	-
Acquisition of property and equipment	(109,911)	(750,157)
Proceeds from sale of property and equipment	-	5,837
Net cash used in investing activities	(19,994,779)	(744,320)
CASH FLOWS FROM FINANCING ACTIVITIES		
Dividends paid	(1,578,995)	(1,312,538)
Debt servicing	(1,140,263)	(947,536)
Net cash used in financing activities	(2,719,258)	(2,260,074)
Effects of exchange rate changes on cash and cash equivalents	391,351	126,445
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	2,960,532	1,124,970
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	9,585,614	8,460,643
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	12,546,146	9,585,614



Republic of the Philippines
Manila International Airport Authority
 Ninoy Aquino International Airport, Metro Manila

STATEMENT OF FINANCIAL POSITION
 December 31, 2016 and 2015
 (in thousand pesos)

	2016	2015
ASSETS		
Current Assets		
Cash and cash equivalents	12,546,146	9,585,614
Short-term investments	500,000	1,702,683
Receivables, net	2,368,825	2,679,557
Prepayments	466,026	551,476
Other current assets	5,491	5,491
Total Current Assets	15,886,488	14,524,820
Non-Current Assets		
Investment in stocks	12,505	12,505
Property and equipment, net	27,628,348	28,348,501
Investment property, net	41,271	43,890
Other non-current assets	475,197	5,102,557
Total Non-Current Assets	28,157,321	33,507,453
TOTAL ASSETS	44,043,809	48,032,273
LIABILITIES AND EQUITY		
Current Liabilities		
Due to PIATCO	-	25,601,802
Payables	3,321,235	2,241,152
Inter-agency payables	1,458,773	1,492,170
Current portion of loans payable - domestic	488,228	488,228
Current portion of loans payable - foreign	378,337	350,232
Other current liabilities	1,099,787	1,043,727
Total Current Liabilities	6,746,361	31,217,310
Non-Current Liabilities		
Loans payable - domestic	2,197,025	2,685,253
Loans payable - foreign	2,266,682	2,442,708
Total Non-Current Liabilities	4,463,707	5,127,961
Deferred Credits	752,994	734,936
Equity	32,080,747	10,952,066
TOTAL LIABILITIES AND EQUITY	44,043,809	48,032,273



Republic of the Philippines
Manila International Airport Authority
 Ninoy Aquino International Airport, Metro Manila

STATEMENT OF PROFIT OR LOSS

For the Years Ended December 31, 2016 and 2015
 (in thousand pesos)

	2016	2015
OPERATING INCOME		
Business income	11,562,560	10,114,835
Service income	353,135	303,124
	11,915,695	10,417,959
National Government share on MIAA's gross income	(1,482,861)	(1,225,040)
MIAA'S SHARE ON OPERATING INCOME	10,432,834	9,192,919
OPERATING EXPENSES		
Personal services	(776,311)	(726,062)
Maintenance and other operating expenses	(4,417,532)	(4,209,728)
	(5,193,842)	(4,935,790)
PROFIT FROM OPERATIONS	5,238,991	4,257,129
OTHER INCOME (EXPENSES)		
Interest income	355,636	91,601
Gain on foreign exchange	178,477	105,504
Miscellaneous income	62,425	52,828
Gain (loss) on sale of disposed assets	(2,231)	309
Financial expenses	(257,815)	(285,435)
	336,492	(35,194)
PROFIT BEFORE INCOME TAX	5,575,483	4,221,935
Income tax expense	(1,756,031)	(1,276,109)
NET PROFIT AFTER TAX	3,819,452	2,945,826
Subsidy from National Government - DOTr - PIATCO	20,475,837	-
Other Maintenance and Operating Expenses - PIATCO	(1,007,156)	(770,382)
NET PROFIT	23,288,134	2,175,444

2016 EVENTS





MIAA Anniversary 2016

Colorful festivities and merriment abound as the Manila International Airport Authority celebrates its 34th Anniversary.

Tiangges, karaoke machines, and a talent show were

held in celebration of the talent of the MIAA employees. In this celebration, MIAA looks forward to dishing more years of world-class service and the Filipino brand of hospitality.



SOA MIAA-Grab

This event marks the Authority's accreditation of Grab Car Services. Airport users may now enjoy the services of Grab and book a cab even within NAIA terminals.

This was spearheaded in the hopes of alleviating the long queues passengers experience when taking cabs.



Turn Over K9 Units to PNP

This event marks the turnover of the K-9 units trained by the Authority to the Philippine National Police.

The retired dogs turned over will be used as studs for breeding purposes to raise a new generation of service dogs that will help safeguard the airports..



Shake Drill

In an effort to raise awareness in earthquakes and the preparations in dealing with one, the Authority, in coordination with the National Disaster Risk Reduction and Management Council (NDRRMC) hosted the Shake Drill—an event testing the response time of the MIAA Security Bloc and briefing the MIAA personnel on how to react during an actual earthquake.



SMPP Anniversary

This event celebrates the founding anniversary of the Samahan ng Manggagawa sa Paliparan ng Pilipinas (SMPP)—a union of airport employees working for the welfare and benefits of their fellow employees.

This day also commemorates the numerous contributions of the union to the airport.



White Taxi Opening at Terminal 1

In an effort to give ease to airport users in finding rides, the MIAA allowed the white taxis to operate within the NAIA terminals, subject to the Authority’s policies.

Aside from the accreditation of Uber within NAIA terminals, this move was also deemed to lessen waiting times in taxi queues within the airport complex.



HMO Contract Signing

The MIAA Management signed into contract a Health Coverage plans for its organic employees. Through this, MIAA employees may enjoy an annual health coverage for themselves and their dependents should the need arise

This move renews the Agency’s vow to not only maintain excellent service but to also provide topnotch health-care for its loyal and hardworking personnel.

Provided by AsianLife health packages in the contract include coverage for confinement, consultations and check-ups and other benefits for the health needs of each employee.



IID Donation Drive

Spearheaded by the Intelligence and Investigation Division, MIAA employees rush to donate clothes, food, and other goods that may be used for everyday lives. This community outreach program is in tandem with the Chinese General Hospital and Medical Center.



This program aims to provide any form of relief to those in need—be they victims of disasters or be they poor and downtrodden.

This is part of the agency’s Corporate Social Responsibility programs, wherein it shall pursue the betterment of the communities within reach of the NAIA airport.



Incoming MIAA GM meeting with JOP employee

The MIAA employees greet their new General Manager, Ed Monreal, with warm smiles and jovial greetings. Hailing from Cathay Pacific, GM Monreal promises a well-managed airport.



Ninoy Aquino 33rd Death Anniversary

Flower wreaths, yellow ribbons and commemorative celebrations were held in honor of the late Benigno Ninoy Aquino, Jr. who was assassinated in the tarmac.

This day also commemorates the catalyst for the EDSA People Power—a rally that toppled then President Marcos and catapulted President Cory Aquino to power.



Presscon of President Duterte

The president held a presscon at the Bay 16 of T3 following the deaths of 3 navy personnel who were killed in an anti-drug operation while serving an arrest warrant to Moks Masgal.

The President extended his condolences to the families of the brave men who were killed in action.

Opening of East and West Curbside Greeters' Area at Terminal 1

This event celebrates the opening of the east and west curbside departure Greeters' area at T1. It was a star-studded event attended by the GM and Jollibee.

The opened area provides a spacious venue for greeters to see and reunite with their loved ones.

CSC Anniversary

In celebration of the anniversary of the Civil Service Commission (CSC), MIAA awarded its employees who have served for more than 20 years with plaques of recognition.

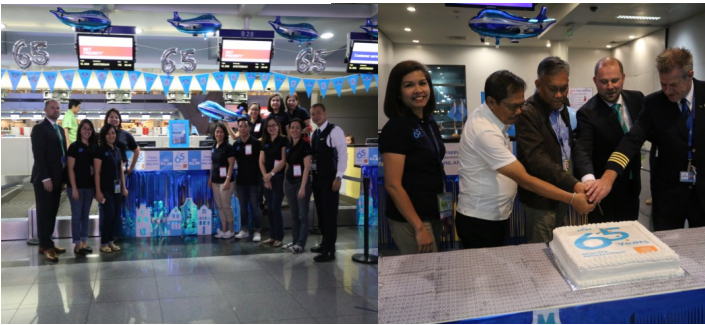
Employees serving for more than 20 years were also given plaques of recognition to celebrate their tireless and unwavering service to the government and the people.

Opening Ceremony of Training Course Team Australia

This is the opening ceremony of the training course between Australia and Philippines—a joint endeavour to better the service level of MIAA personnel.

The course specifically focused on security matters, augmenting the capabilities of the Authority should unwanted or untoward incidences occur.





KLM 65th ANNIVERSARY

This day marks the anniversary of the KLM Royal Dutch Airlines.

This marks the 97th anniversary of the airlines, marking almost a century of excellent service.

OPLAN NINA

Amidst the wrath of Typhoon Nina, MIAA braced itself to accommodate hundreds of cancelled and rescheduled flights along with the thousands of passengers that may be stranded.

The MIAA personnel stood stalwart during the OPLAN, providing assistance in the best way possible.



MIAA CHILDREN'S CHRISTMAS PARTY

In the truest sense of Christmas spirit, the Authority hosted a Christmas Party for the children of MIAA employees.

The event saw hundreds of children with big smiles in their faces as they got to socialize and have fun and even meet the MIAA General Manager himself. All in all it was a fun day for the kids and kids at heart.



PAMASKONG HANDOG OWWA

In celebration of the Yuletide Season, the Overseas Workers Welfare Administration (OWWA) hosted the Pamaskong Handog— an event celebrating the sacrifices and heroism of Overseas Filipino Workers (OFWs).

During this event, President Rodrigo Duterte gave cash and gifts to the returning OFWs.

Other priority services and celebrations were also held in honor of OFWs, and both MIAA and OWWA employees assist the homecoming OFWs with smile in their faces.





2017

REPORT

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VISION

By 2022, NAIA, as managed and operated by MIAA, is recognized as among the best airports in ASIA.

MISSION

Provide a safe, secure and efficient environment to enable stakeholders to deliver a seamless experience for passengers and all airport users, while contributing to economic development

CORE VALUES

Integrity, Service Orientation, Innovation, Professionalism



MANILA INTERNATIONAL AIRPORT AUTHORITY BOARD OF DIRECTORS



Arthur P. Tugade
Chairman of the Board
Secretary
Department of Transportation



Eddie V. Monreal
Vice Chairman
General Manager
Manila International Airport Authority



Jesus Melchor V. Quitain

Member
Undersecretary
Office of the President



Wanda Corazon T. Teo

Member
Secretary
Department of Tourism



Antonio T. Kho, Jr.

Member
Undersecretary
Department of Justice



Carlos G. Dominguez

Member
Secretary
Department of Finance



Jim C. Sydiongco
Member
Director General
Civil Aviation Authority of the Philippines



Leonardo P. Lopez
Member
Private Sector



Leoncio Dakila S. Nakpil II
Member
Private Sector

MANILA INTERNATIONAL AIRPORT AUTHORITY OFFICIALS

GENERAL MANAGER

Eddie V. Monreal

SENIOR ASSISTANT GENERAL MANAGER

Elenita M. Fernando

ASSISTANT GENERAL MANAGERS

Cecilio A. Bobila	Airport Development and Corporate Affairs
Arlene B. Britanico	Finance and Administration
Allen A. Capuyan	Security and Emergency Services
Octavio F. Lina	Operations
Ricardo L. Medalla, Jr.	Engineering

TERMINAL MANAGERS

Dante B. Basanta	Terminal Manager, T1
Irene P. Montalbo	Terminal Manager, T2
Octavio F. Lina	Terminal Manager, T3
Manuel P. Ereñeta	Terminal Manager, T4



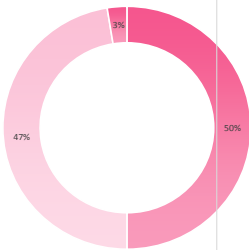
OPERATIONAL HIGHLIGHTS



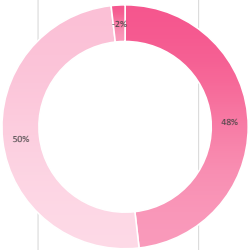
Flight Movement

Flight Movement	Jan.-Dec. 2017	Jan.-Dec. 2016	Variance	% Change
International	108,995	103,435	5,560	5.38
Domestic	149,371	154,986	-5,615	-3.62
General Aviation	26,604	30,783	-4,179	-13.58

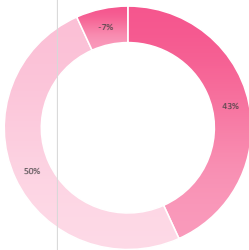
International



Domestic



Cargo



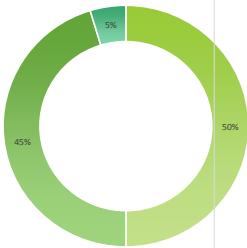
Jan—Dec 2017 Jan—Dec 2016 Variance



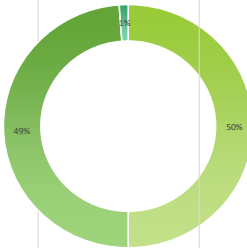
Passenger Volume

Passenger Volume	Jan.-Dec. 2017	Jan.-Dec. 2016	Variance	% Change
International	20,957,571	18,986,558	1,971,013	10.38
Domestic	21,064,913	20,578,414	486,499	2.36
General Aviation	172,306	170,449	1,857	1.09

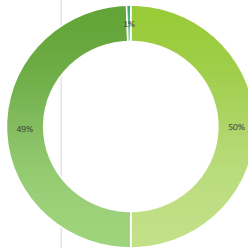
International



Domestic



Cargo



Jan—Dec 2017

Jan—Dec 2016

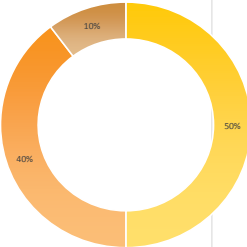
Variance



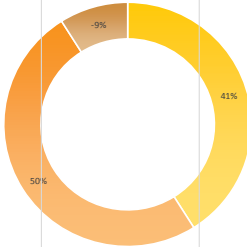
Cargo Volume

Flight Movement	Jan.-Dec. 2017	Jan.-Dec. 2016	Variance	% Change
International	417,122.49	331,482.87	85,639.62	25.84
Domestic	245,134.50	298,682.82	-53,548	-17.93
General Aviation	0	117.51	-117.51	-100

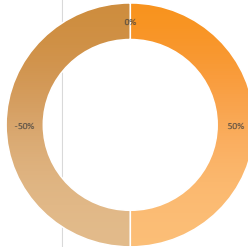
International



Domestic



Cargo



Jan—Dec 2017

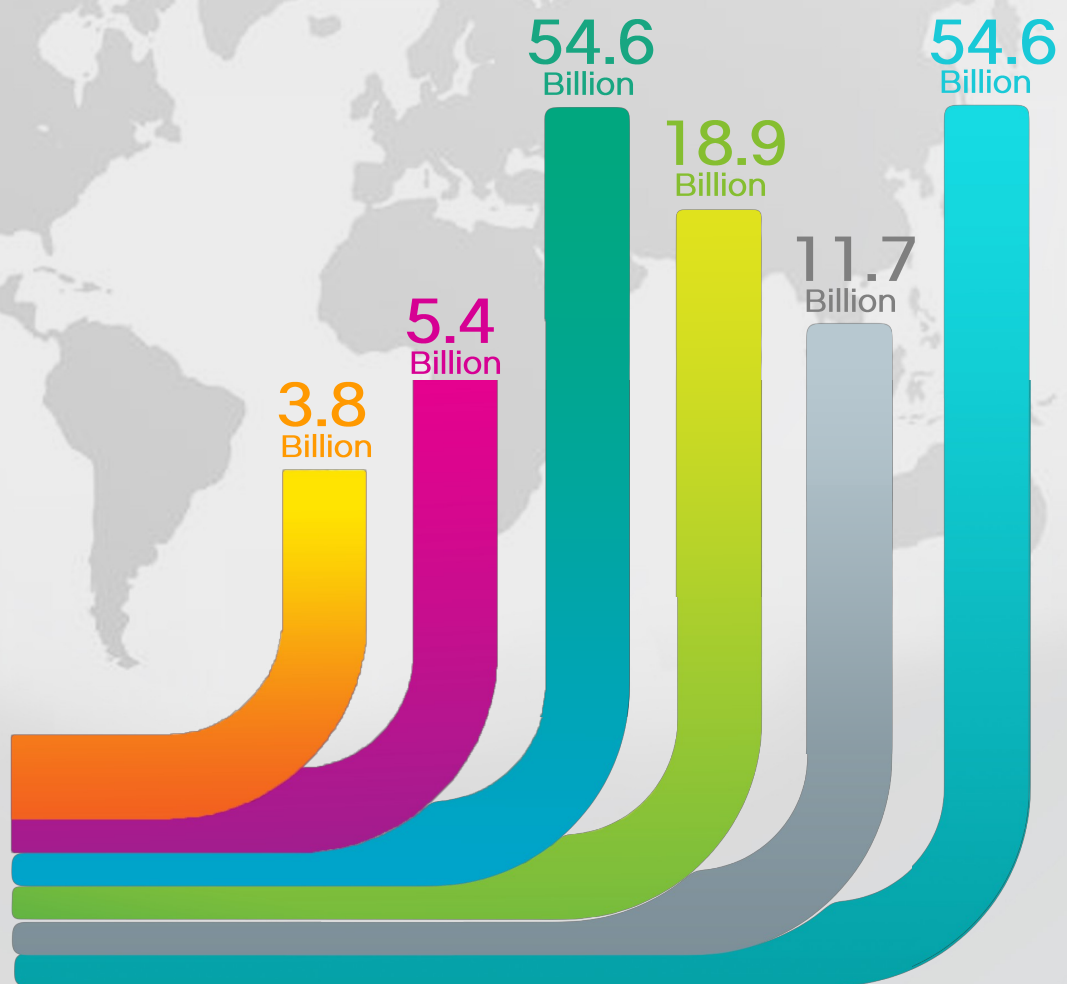
Jan—Dec 2016

Variance

Total NAIA Operations (Int'l + Dom+GenAv)	Jan.-Dec. 2017	Jan.-Dec. 2016	Variance	% Change
Flights	284,970	289,204	-4,234	(1.46)
Passenger	42,194,790	39,735,421	2,459,369	6.19
Cargo (tons)	662,257	630,283	31,974	5.07



-  Cash and Cash Equivalents at Yearend
-  Net Income
-  Total Assets
-  Total Revenue
-  Expenses
-  Total Liabilities and Equity



For CY 2017 Annual Audit Report, the Commission on Audit (COA) rendered a Clean or Unmodified Audit Opinion which is the best opinion that a government agency can get from COA.

While there were some observations noted by the COA in the annual report, these are not enough to warrant a lesser opinion. Accordingly, these observations were lengthily discussed in the exit conference conducted in May 24, 2018 and are contained in the 2017 Annual Audit Report including the comments of MIAA Management.

FINANCIAL HIGHLIGHTS 2017

STATEMENT OF CASHFLOW

For the Years Ended December 31, 2017 and 2016 (in Philippine Peso)

	2017	2016 (As restated)
CASH FLOWS FROM OPERATING ACTIVITIES		
Income from operations	13,398,802,876	12,073,485,272
Trust receipts	3,174,907,994	2,988,467,170
Miscellaneous income	93,373,270	60,366,046
Interest income on bank deposits	75,911,504	98,656,471
Payment of operating expenses	(5,008,413,592)	(4,226,529,946)
Remittance of trust receipts	(1,328,865,479)	(1,472,879,150)
Remittance of share of National Government	(3,075,498,889)	(3,197,933,347)
Subsidy received from NG thru DOTr	-	20,475,836,716
Advances to other agencies	(18,519,828)	(12,528,742)
Advances to officers and employees	(2,672,898)	(9,278,302)
Net cash generated from operations	7,309,024,958	26,777,662,187
Corporate income tax paid	(1,617,009,355)	(1,462,017,930)
Net cash provided by operating activities	5,692,015,603	25,315,644,257
CASH FLOWS FROM INVESTING ACTIVITIES		
Pre-termination of escrow deposits	-	4,927,364,960
Interest earned on escrow deposits	-	224,967,563
Proceeds of short-term investments	9,779,854,715	11,670,025,479
Investment in time deposits	(20,693,644,786)	(3,575,496,303)
Just compensation - T3 building (from NG Subsidy)	-	(20,400,278,997)
Just compensation - T3 building (from MIAA Fund)	-	(5,839,603,947)
Acquisition of property and equipment	(241,790,969)	(213,035,262)
Proceeds from sale of property and equipment	-	-
Net cash used in investing activities	(11,155,581,040)	(13,206,056,506)
CASH FLOWS FROM FINANCING ACTIVITIES		
Dividends paid	(2,226,520,158)	(1,578,994,797)
Debt servicing	(1,091,081,655)	(1,141,303,766)
Net cash used in financing activities	(3,317,601,813)	(2,720,298,563)
Effects of exchange rate changes on cash and cash equivalents	(2,765,715)	412,551,733
NET INCREASE IN CASH AND CASH EQUIVALENTS	(8,783,932,965)	9,801,840,921
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	12,546,145,879	2,744,304,958
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	3,762,212,913	12,546,145,879

STATEMENT OF FINANCIAL POSITION

For the Years Ended December 31, 2017 and 2016 (in Philippine Peso)

	2017	2016 (As Restated)
ASSETS		
Current Assets		
Cash and cash equivalents	3,762,212,913	12,546,145,879
Short-Term Investments	11,489,484,208	500,000,000
Trade and Other Receivables, net	1,946,139,435	2,362,841,363
Prepayments	449,116,773	405,586,280
Other Current Assets	87,535,504	88,295,897
Total Current Assets	17,734,488,834	15,902,869,418
Non-Currrrent Assets		
Property and Equipment, net	35,990,679,911	37,215,028,584
Investment Property, net	38,651,372	41,270,757
Investments in Stocks	12,505,000	12,505,000
Other Non-Current Assets	872,623,681	1,130,148,884
Total Non-Current Assets	36,914,459,963	38,398,953,225
TOTAL ASSETS	54,648,948,797	54,301,822,643
LIABILITIES AND EQUITY		
Current Liabilities		
Trade and Other Payables, net	3,178,997,455	3,661,463,188
Inter-agency payables	1,249,181,662	1,152,787,189
Current portion of loans payable-domestic	488,227,800	488,227,800
Current portion of loans payable-foreign	397,721,316	378,337,407
Other current liabilities	689,780,378	600,330,221
Total Current Liabilities	6,003,908,610	6,281,145,805
Non-Current Liabilities		
Loans payable-domestic	1,708,797,300	2,197,025,100
Loans payable-foreign	1,978,242,428	2,266,681,642
Total Non-Current Liabilities	3,687,039,728	4,463,706,742
Deferred Revenue	1,026,047,598	1,045,358,902
Equity	43,931,952,860	42,511,611,194
TOTAL LIABILITIES AND EQUITY	54,648,948,797	54,301,822,643

STATEMENT OF PROFIT AND LOSS

For the Years Ended December 31, 2017 and 2016 (in Philippine Peso)

	2017	2016 (As Restated)
REVENUES	16,742,632,525	32,737,941,490
National Government Share on MIAA's gross income	-1,625,714,196	-1,482,860,915
MIAA'S SHARE ON OPERATING INCOME	15,116,918,329	31,255,080,574
EXPENSES		
Personal Services	840,667,624	782,350,745
Maintenance and Other Operating Expenses	8,794,750,047	18,067,317,227
TOTAL OPERATING EXPENSES	9,635,417,671	18,849,667,972
INCOME FROM OPERATIONS	5,481,500,658	12,405,412,602
OTHER INCOME (EXPENSES), NET	-71,112,255	463,165,548
PROFIT BEFORE INCOME TAX	5,410,388,403	12,868,578,150
INCOME TAX EXPENSE	-1,710,560,907	-1,667,352,553
NET PROFIT AFTER TAX	3,699,827,496	11,201,225,597



ACCOMPLISHMENTS

COMPLETED MAJOR PROGRAMS AND PROJECTS

	Project	Cost (Php)	Completion Date
1	Extension of APD Headquarters	19.98 M	January 2017
2	Purchase of two (2) units Aircraft Rescue and Fire Fighting Major Foam Vehicles (6x6)	83.96 M	February 2017
3	Purchase of one (1) Rapid Intervention Vehicle (4x4)	37.28 M	February 2017
4	Replacement Of 26.6MVA Power Transformer at MIAA Substation No. 1	25.90 M	April 2017
5	Repair of Deteriorated Waterproofing at Terminal 3 (10,210.28 sqm / 78,703.25 sqm = 13%)	16.23 M	April 2017
6	Replacement of Cooling Coils of Eleven (11) Air Handling Units at Terminal 3	5.40 M	June 2017
7	Servicing of Lightning Arrester at All Terminals and Admin Building and Supply Installation of LPS at ICT Building	1.97 M	June 2017
8	Rehabilitation and Expansion of Existing Toilets M/F/PWD and Re-orientation of the Location of PWD at Terminals 1, 2, & 3 by Administration	7.63 M	June 2017
9	Replacement of Constant Pressure Pump No. 2 of Reverse Osmosis System at Terminal 2	1.5 M	July 2017
10	Replacement of Fixed Glass Panels at Terminal 1	8.9 M	August 2017
11	Extension of Canopy at Departure Curbside, Terminal 3	2.61 M	August 2017
12	MOA Signing with Air Carriers to honor all exemptions from the payment of Passenger Service Charge (PSC) at the Point of Sale of Airline Ticket Effectivity Date: April 30, 2017 – Over-the-counter booking outside the Philippines July 31, 2017 – Online booking	N/A	

Project		Cost (Php)	Completion Date
13	Replacement of Cooling Coils of 16 Air Handling Units at NAIA Terminal 3	5.41 M	August 24, 2017
14	Replacement of Constant Pressure Pump no. 1 at Terminal 2	4.12 M	September 2017
15	Installation of Power Cables and 1600A Circuit Breaker at MIAA Flood Control Building, Domestic Terminal Ramp Area	1.61 M	October 2017
16	Installation, Operation and Maintenance of Common User Terminal Equipment (CUTE) at NAIA Terminals 1 and 2	108.15 M	Supply & Installation of equipment : July 8 - October 31, 2016 (Completed) On-going Operation & Maintenance by SITA (for 3 Years, Starting Dec. 1, 2016)
17	Replacement of Arrival Baggage Conveyor at Terminal 2	36 M	October 2017
18	Thermoplastic Repainting of Pavement Markings in Taxiway Juliet, Charlie, Delta, Terminal 3 Ramp, Apron and Parking, and Terminal 4 Ramp and Apron including North and South General Aviation	27.94 M	November 22, 2017
19	Operation and Maintenance (O&M) of Ventilation & Air-conditioning System including SSA of Spare Parts Materials at Terminal 3	O&M: 23.49 M SSA: 12 M	Official start of O&M - December 16, 2017
20	Operation and Maintenance of Common User terminal Equipment (CUTE) System and Supply Support Agreement for CUTE Hardware for NAIA Terminal 3	O&M: 17.22 M SSA: 2.00 M	On-going operation and maintenance by SITA
21	Replacement of Joint Sealant at Terminal 3	18.35 M	November 25, 2017
22	Supply, Installation and Commissioning of Two (2) CCTV Cameras at F1B with Monitoring at Manila Control Tower and Domestic	5.29 M	Completed on November 10, 2017

ON-GOING MAJOR PROGRAMS AND PROJECTS

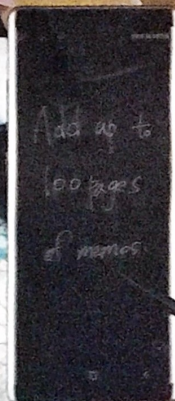
Project	Cost (Php)	Duration	Status (as of Dec. 31, 2017)
<p>1</p> <p>Upgrading of 9 Passenger Boarding Bridges (PBB) Including Layout of New Power feeder Line Cable at NAIA Terminal 1</p>	318.99 M	300 CD	<p>Waiting for delivery</p> <p>Target delivery on April 2018</p>
<p>2</p> <p>Detailed Engineering Design (DED) and Construction Management Supervision (CMS)</p> <p>Repair and Upgrading of Taxiway Hotel 1 (H-1), Charlie 1 (C-1), Charlie 2 (C-2), Charlie 3 (C-3), and Charlie 4 (C-4) and Charlie 5 (C-5)</p>	56.07 M	<p>Start: Nov. 22, 2017</p> <p>Target Completion: June 2022</p>	<p>On-going</p> <p>For submission of PhilJac re: Budget for the Contract to be Bid (Agency Estimate)</p>
<p>3</p> <p>Upgrading of Conveyor No. 4 & 5 into 4 units Carousel at International Arrival Terminal 2</p>	26 M	180 CD	<p>Approved by Board</p> <p>Waiting for contract approval</p>
<p>4</p> <p>Detailed Engineering Design (DED) and Construction Management Supervision (CMS)</p> <p>Milling and Paving of Runway 06/24</p>	23.36 M	<p>Start: Nov. 22, 2017</p> <p>Target Completion: February 2020</p>	PhilJac submitted the documents on Dec. 22, 2017 re: Budget for the Contract to be Bid (Agency Estimate)
<p>5</p> <p>Replacement of Existing Conventional Lighting Fixtures and Lamps to LED Lightings at NAIA Terminal 3</p>	29.9 M	<p>Start: Sept. 6, 2017</p> <p>Target Completion: Feb. 2, 2018</p>	<p>Waiting for delivery</p> <p>Materials are still pending at BoC</p>
<p>6</p> <p>Detailed Engineering Design (DED) and Construction Management Supervision (CMS)</p> <p>Repair and Overlay of Runway 13/31 including Interconnecting Taxiway and Repair and Upgrading of Runway 13 Extension and Hotel-3 (H3) Segment of Runway 13/31 and Construction of Additional Holding Position (H5) At Runway 13</p>	15.84 M	<p>Start: October 21, 2017</p> <p>Target Completion: May 2020</p>	<p>SCHEMA Konsult submitted the following documents regarding Budget for the Contract to be Bid (Agency Estimate):</p> <p>Preliminary Report</p> <p>Topographic Survey Report</p> <p>Drawing Plans</p>

	Project	Cost (Php)	Duration	Status (as of Dec. 31, 2017)
7	Maintenance Services for Mitsubishi Elevators, Escalators and Moving Walkways at NAIA Terminal 1, 2, 3 and SSA for Replacement Parts	14.98 M	365 CD	On-going maintenance Day 1 started on Nov 3, 2017 for 365 calendar days
8	Replacement of Conventional Apron Lightings and Departure Viaduct Lightings with LED Lightings at NAIA Terminal 2	10.65 M	Start: Oct. 13, 2017 Target Completion: Feb. 9, 2018	Mobilization started on Jan. 9, 2018
9	Replacement of Defective Power Cable from Substation Roadway 2 to Substation South Concourse at Terminal 3	5.99 M	Start: Sept. 2, 2017 Target Completion: Jan. 29, 2017	88% completed as of Jan. 7, 2018
10	Comprehensive Preventive Maintenance Service of Terminal 3 Electrical	6.53 M	Start: May 8, 2017 Target Completion: Sept. 20, 2017	Pending approval of suspension of work , in lieu of the completion of project: Defective Power Cable (MSV)
11	Rehabilitation of Powerhouse Mimic Board Relay Interlocking System	4.87 M	Start: Oct. 11, 2017 Target Completion: Feb 8,2018	As of Dec. 20, 2017: Actual: 57.2% Programmed: 58.8% Slippage: (-)1.6%
12	Upgrading and Expansion of Flight Information Display System (FIDS) at Terminal 2	2.3 M	120 CD	For rebidding

Project	Cost (Php)	Duration	Status (as of Dec. 31, 2017)
13			
Construction of Rapid Exit Taxiway at Runway 06/24			
Package 1 - Civil Works	212.548 M	Package 1 : Date Started : June 15, 2017	As of January 9, 2018:
		Completion Date : June 14, 2018	Actual: 26.57% Variance: (-) 3.843% due to no activity on Holiday Season
Package 2 - Electrical	<u>98.683 M</u>		As of January 9, 2018:
		Package 2 : Date Started : June 15, 2017	Actual: 9.749% Variance: (+) 0.345%
Total	<u>311.231 M</u>	Completion Date : July 5, 2018	



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Camera

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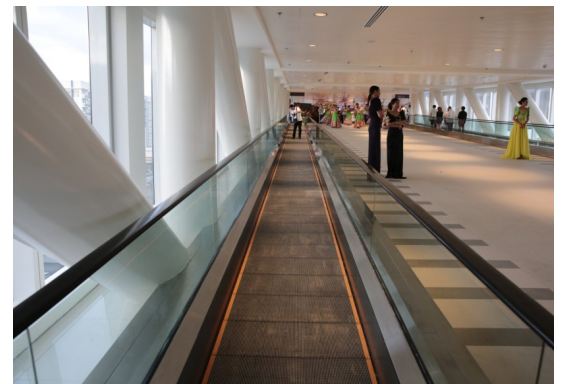
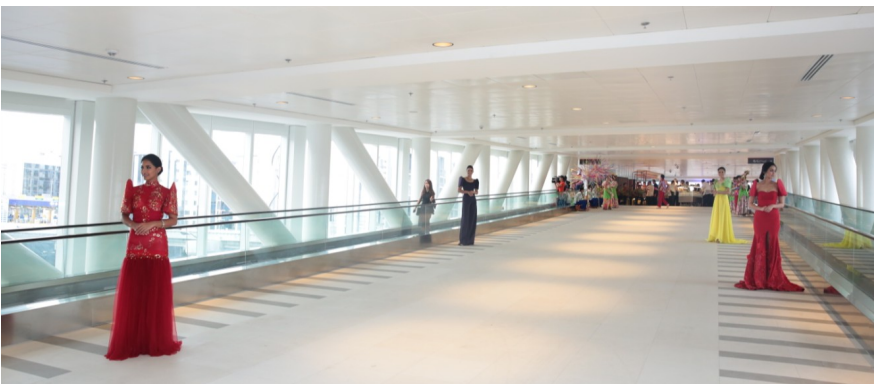
2017 EVENTS



Semana Santa 2017

The MIAA, spearheaded by its General Manager, Mr. Eddie V. Monreal, commenced the implementation of the Oplan Semana Santa 2017. In anticipation of the influx of the passengers during the holidays, the GM Monreal formed a management team that was tasked to prepare for the incoming passengers.

The Authority intensified its intelligence gathering and information-sharing with the Civil Aviation Authority of the Philippines (CAAP) and other agencies to monitor any suspect activities within the NAIA Compound and to ensure the smooth flow of operations at the NAIA Terminals.



Runway Manila

The DOTr, in cooperation with the Department of Public Works and Highways (DPWH) and Alliance Global Group Inc., launched the 220-meter pedestrian link bridge dubbed as the Runway Manila.

This is the Philippines' first pedestrian bridge that links the

NAIA Terminal 3 directly to the Newport City in Pasay.

Complete with moving walkways, air-conditioned facilities, and PWD-friendly amenities, Runway Manila marks a tourism milestone for the country as it will provide an enjoyable experience with the safety and convenience of tourists and travellers as the utmost consideration.



ASEAN 2017

Touching down last April of 2017, the heads of states and delegates that attended the ASEAN Summit were greeted by the full force of the MIAA top officials and the agencies concerned in the event.

Security operations in the Ninoy Aquino International Airport were in full swing as well as the Presidential Security Group, PNP-Aviation Security Group, and the Pasay and Parañaque local government.

In total, 21 government agencies were mobilized for the ASEAN Security. These agencies include: AFP, PSG, NBI, BI, NICA, PCTC, CAAP, PCG, BFP, BJMP, DPWH, MMDA, NDRRMC, LTO, DOTr, DOT, and others.

The airport staff, along with all coordinated agencies proved more than competent to handle the event as the delegates arrived in droves toward the ASEAN Summit 2017.

This is not to mention that the event coincided with the Labor Day weekend when many Filipinos are expected to travel. Security was intensified and in full force, however, steps were taken to ensure that passengers' comfort and convenience were not sacrificed.

Delegates and Heads of States were assisted by the MIAA Public Affairs Office (PAO) from their touchdown, through the lounges, and until their departure.

Other MIAA employees also worked tirelessly, exerting the maximum effort before, during, and after the event to ensure that operations are smooth without compromising security or the good impression of the foreign delegates.

Overall, the welcoming party for the ASEAN delegates was warm, with a touch of the country's trademark hospitality.



In line with the "No Endo" policy of the President Rodrigo Duterte, the Authority is relentlessly pursuing its Rationalization Plan

Duterte, the Authority is relentlessly pursuing its Rationalization Plan—an overdue endeavor set to award loyal and efficient MIAA employees their served promotions and to end the contractual status of the existing contractual personnel currently working for the Authority.

For this endeavour, the MIAA is working tirelessly to meet the requirements set by the Governance Commission for GOCCs (GCG).



Earthquake Drill

In coordination with the National Disaster Risk Reduction and Management Council (NDRRMC), the MIAA participated in the Metrowide Shake Drill 2017.

This drill tested the readiness of the MIAA staff in times of earthquakes, and the quickness in response of the safety and emergency personnel.



During the drill, the response time of fire trucks and medics were found satisfactory.



CREX

The Crash and Rescue Exercise (CREX) is a simulation of a crash and rescue scenario where the grit and efficiency of safety and emergency personnel are put to the test.

Simulation results were found satisfactory as the MIAA Security Bloc responded with agility and a formidable presence of mind.



MOA Signing of Terminal Fee

In an innovative move, the Authority signed a Memorandum of Agreement (MOA) with airlines that will grant Overseas Filipino Workers (OFWs) an exemption from paying the Php550.00 terminal fee, starting 30 April 2017.

Originally planned to be implemented on March 2017, the signing of the MOA was finally conducted on April through a long process with many details that were hammered out effectively.

Thereafter, OFWs now enjoy smoother departures as they are no longer required to pay terminal fees. Other passengers reap the benefits of this move as well as they will no longer have to go through separate queues just to pay for the Terminal Fees.



Walk for a Cause

Rising as early as 4 on the morning of the MIAA Anniversary celebration, MIAA employees prepped themselves to Walk for a Cause—an endeavour that aims to promote healthy lifestyle and charity work.

The activity was an attempt to raise funds for MIAA personnel who are afflicted with debilitating illnesses.

Likewise it was a move to support MIAA employees who are at risk of negative health conditions by promoting bodily fitness through activities and healthy lifestyle.

MIAA Strategic Planning Conference 2017

The MIAA held its long overdue Strategic Planning Conference at the Sofitel, Philippines Plaza Manila on 30-31 March 2017.

The two-day conference set the new direction of the Authority, renewing its Mission and Vision Statements together with its vow to continue providing world-class service for airport users.



President Duterte’s Arrival in Terminal 2

NAIA Terminal 2 personnel were all hands on deck as the airport welcomed the arrival of President Rodrigo Duterte after his 3-day visits in Da Nang, Vietnam for the APEC Summit 2017 Meeting of World Leaders.

For this event, an honorary welcome was prepared and security personnel were put on heightened alert to ensure the president's safety and security on his trip back to the Malacañan Palace.



OPLAN UNDAS

MIAA General Manager Ed Monreal formed a team of airport police personnel to monitor suspect individuals or acts during the annual holiday Undas. All hands on deck with an uncompromising security was implemented

Apart from this, a “no leave” policy was put in place by the APD to ensure maximum deployment of personnel.

This is in view that the holiday will be a peak season for Filipino travelers who will be going to their respective provinces to visit their departed loved ones.



Blessing of New APD Building

MIAA General Manager Ed Monreal, together with the Airport Police Department (APD) personnel, are all smiles during the ribbon-cutting ceremony for the opening and blessing of the new APD Building.



This building serves as an extension to the original structure of the APD headquarters, which will greatly augment the capabilities of the Airport Police by providing facilities for utility and other uses as seen fit by the Police Department.



New Fire Truck

The MIAA welcomed the newly procured Php83M Aircraft Rescue and Firefighting Major Foam Vehicle (6x6) to its arsenal of safety equipment. This vehicle shall be used to ensure safety within the NAIA terminals in times of emergencies



NAIA Heightened Security

Following the aftermath of the fiasco of the attack at the Resorts World Manila, the MIAA went on high alert and tightened security within the NAIA terminals.

Passengers with flights scheduled to depart from the NAIA were advised to arrive early to avoid any delay that may be caused amid the implemented security measures.

To deter any attempt that may disrupt peace and order in the NAIA terminals, the Office of Transportation Security (OTS) placed the NAIA complex at "Security Condition 3."

Checkpoints were also set in strategic points within and nearby the airport complex to ensure that criminal elements will not exploit the momentary panic caused by the Resorts World attack to wreak havoc within the airport terminals and to the passengers and airport users.



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Manila International Airport Authority

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