

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

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# VISION

# 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.

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*"We will make the next few years the golden age of infrastructure in the Philippines to enhance our mobility and connectivity, and thereby spur development growth equitably. In other words, we are going to build, build and build."*

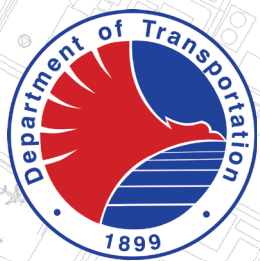
**President Rodrigo Duterte**

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President Rodrigo Duterte on the administration's push for infrastructure development in the Philippines  
SONA 2017

*Photo credits:  
Presidential Communications Operations Office*





## Message from the Chairman



Warmest congratulations to the Manila International Airport Authority (MIAA) on the publication of your Annual Report.

The succeeding pages are testament to how the MIAA has achieved a full turnaround for the Ninoy Aquino International Airport (NAIA), from being among the worst to now one of the most improved airports in the world. This is resounding proof that public trust is returning.

I laud the men and women of MIAA, under the able leadership of General Manager Eddie Monreal, for living up to the mandate of the agency.

The year brought forth its own set of trials that tested your capacity and resolve. But, through unity and collective action, the MIAA prevailed over adversity. Your dedication to the corporate vision and mission has allowed MIAA to rise to the challenges of the times.

May the success in operational performance and growth inspire the leadership and ranks of MIAA to exceed revenue targets even further, and more importantly, transform NAIA into the premier gateway that Filipinos can truly take pride in for its world-class amenities, efficient air transport management, and unassailable security measures.

As we remain in the pursuit of excellence, let us be guided by the words of President Rodrigo Roa Duterte, make the Filipino life comfortable.

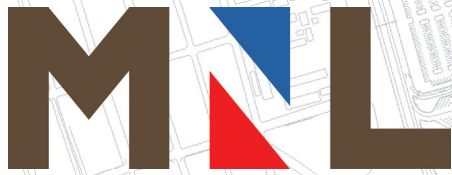
Mabuhay ang MIAA!

  
Arthur P. Tugade

Secretary, Department of Transportation  
Chairman of the Board, MIAA



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## From the General Manager



It is my honor and privilege to present this year's Annual Report to the stakeholders of the Manila International Airport Authority (MIAA), highlighting operational and financial milestones achieved during the year.

### **Our Strengths**

In 2018, our gross revenues of Php14.19 Billion surpassed our previous revenues by 8% or by Php1.06 Billion. Meanwhile, our net income of Php6.17 Billion exceeded the income posted in 2017 by 64%.

The Authority's total remittance of Php3.42 Billion in dividends to the National Treasury, an impressive 52.11% increase than the previous year is also the Authority's highest recorded dividend remittance. In addition, we remitted Php5.35 Billion to the National Government from corporate income taxes, the national government's share in MIAA's gross revenues and from passenger terminal fees. Thereby bringing the Authority's overall contribution to the National Treasury to Php8.77 Billion in 2018, a significant increase by 25.81% from that of 2017.

To keep up with the aviation market growth and in support of our national leadership to build new or rebuild and replace existing airport and airfield structures, we improved on the existing taxiways to accommodate wide bodied jets.

Moreover, in our continuous effort to uphold our Mission statement, all resources are being utilized to ensure a seamless experience for passengers and all airport users in line with development plans across all airport terminals.

Significantly, we worked more closely with customs, immigration, civil aviation and civil defense authorities in the Philippines, with peer airports and national governments overseas, with the standards-setting organization - International Civil Aviation Organization (ICAO), airport rating body- International Air Travel Association (IATA), and the International Criminal Police Organization (Interpol) in an effort to strengthen collaborative ties in implementing international security standards compliant with foreign and local assessors.

### **Our Compliance**

The conferment of our ISO 9001:2015 Certification is a tribute to all who worked on a performance agenda to raise the MNL on par with other airports in the region. In doing so, we drew direction from our Strategy Map of 2017 to 2022.

This certification is a result of the dedication of all the men and women of MIAA. The enhancement to the quality of service my team is providing is the cornerstone for the future MIAA. We're united in upholding this objective towards the betterment of our services.

### **Our Resilience**

2018 witnessed our capability to respond to emergencies prevalent to airport operations worldwide, and to stand up to face and address the issues, concerns and public criticism arising from these events.

We examined various areas of opportunity in need of improvement to conduct appropriate analysis and derive favorable results, thus creating sustainable plans of action. We reinforced communication with all airlines to come up with preparations for potential emergencies or incidents like that of the Xiamen Air runway offshoot.

In response to recent international assessments, internal efforts were made to align our security operations with prescribed practices.

### **Our Work-In-Progress**

In elevating the airport experience we provide, I recognize the role of my team to propel our service quality to a level at par with international aviation standards.

Moving forward, this mindset is the key to the success of any endeavor we engage in. Therefore, this being said, we will continue to invest on the men and women of MIAA to build on the already achieved honor of NAIA as one of the most improved airports in the world.



Eddie V. Monreal



# The Board of Directors



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Chairman  
Secretary  
Department of Transportation



**EDDIE V. MONREAL**  
Vice-Chairman  
General Manager  
Manila International Airport Authority





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Undersecretary  
Office of the President

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Secretary  
Department of Justice

JIM C. SYDIONGCO  
Director General  
Civil Aviation Authority of the Philippines

BERNADETTE ROMULO-PUYAT  
Secretary  
Department of Tourism

CARLOS G. DOMINGUEZ  
Secretary  
Department of Finance

LEONCIO DAKILA S. NAKPIL  
Private Sector

LEONARDO P. LOPEZ  
Private Sector



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Department of Transportation  
& Communication (DOTr)

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Department of Tourism  
(DOT)

MARK DENNIS Y.C.  
JOVEN  
Undersecretary  
Department of  
Finance (DOF)

GEORGE O. ORTHA, II  
Assistant Secretary  
Department of Justice (DOJ)

RICARDO C. BANAYAT  
Deputy Director General  
Civil Aviation Authority of the  
Philippines (CAAP)

NO PHOTO: NOAH N. NOCON  
Technical Assistant,  
Office of the President (OP)

## Corporate Board Secretary



LEONIDES F. CRUZ  
Corporate Board Secretary  
Legal Office



## The Management



EDDIE V. MONREAL  
General Manager

ELENITA M. FERNANDO  
Senior Assistant General Manager

CECILIO A. BOBILA  
Assistant General Manager  
Airport Development  
and Corporate Affairs

ARLENE B. BRITANICO  
Assistant General Manager  
Finance and Administration

OCTAVIO F. LINA  
Assistant General Manager,  
Operations

RICARDO L. MEDALLA, JR.  
Assistant General Manager  
Engineering

ARNULFO B. JUNIO  
Assistant General Manager,  
Security and Emergency Services





## OFFICE OF THE GENERAL MANAGER

RAUL V. AUSTRIA  
Chief of Staff

RANDOLPH JOHN A. BUENAVENTURA  
Head Executive Assistant

CESAR J. VILAREAL  
Internal Audit Services Office

ALDEN G. GAY  
Airport Security Inspectorate Office

MA. CONSUELO I. BUNGAG  
Public Affairs Department

## FINANCE AND ADMINISTRATION

MIRIAM O. ILARDE  
Finance Department

GRACE D. GULINAO  
Accounting Division

VICTOR B. DIOKNO  
Budget Division

GRACE A. PUZON  
Cashiering Division

ROMEO C. GULINAO  
Collection Division

EMELVYN C. VALENCIA  
Administrative Department

BERNALD JOSEPH J. JUARE  
Personnel Division

MARIE ROSE A. SIMON  
Human Resource Development Division

ELSIE P. NITOLLANO  
Procurement Division

ROSEMARIE G. ERENETA  
Property Management Division

WILFREDO E. VICENCIO, JR.  
General Services Division

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ROMEO L. LABADOR  
Airport Police Department

LUIS R. COMETA, JR.  
Police Intelligence & Investigation Division

WILLIAM D. DOLOT  
Terminal Police Division

REYNANTE J. DATU  
Police Detection and Reaction Division

TEOTIMO M. CRUZ  
Airside Police Division

ADRIAN C. TECSON  
Landside Police Division

ROQUE P. ALCANTARA  
Intelligence & ID Pass Control Department


EDELYN P. SOLANO  
ID & Pass Control Division

JOSEPH ERIC P. MIRANDA  
Surveillance Division

RODERICK A. MEJIA  
Intelligence and Investigation Division

MELCHOR N. DELOS SANTOS  
Emergency Services Department

SIMEON G. VALLESER  
Rescue and Firefighting Division

MA. CARIDAD IPAC NUAS  
Medical Division 

## OPERATIONS

ALVIN V. CANDELARIA  
Airport Operations Department

RAFAEL S. REGULAR  
Airport Grounds Operations & Safety Division

LEONARDO T. DELA ROSA  
International Cargo Operations Division

EDUARDO A. ESPIRITU  
General Aviation Operations Division

JUAN MARCOS O. REYES  
Business Development & Concession Management Department

JOSEPHINE O. MOSOT  
Business and Investment Development Division

VICTOR E. OCAMPO  
Terminal Concessions Division

## ENGINEERING

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Civil Works Department

SERGIO T. POLICARPIO  
Buildings Division

AGAPITO S. CALANDRIA, JR.  
Design & Planning Division

ANTONIO P. MENDOZA  
Pavements & Grounds Division

LLLEWELLYN A. VILLAMOR  
Electro-Mechanical Department

MANUEL J. OCHOA  
Mechanical Division

PHILIP A. LERUM  
Electronics & Communications Division

RODELITO G. CUENCO  
Electrical Division

## AIRPORT DEVELOPMENT AND CORPORATE AFFAIRS

ENRICO FRANCISCO B. GONZALEZ  
Corporate Management Services Dept.  
Management Information Systems Division

MA. LUISA V. MASCARDO  
Plans and Programs Division

CYNTHIA B. ALVIOLA  
Systems and Procedures Improvement Division

## TERMINAL MANAGERS

IRENE P. MOTALBO  
Terminal Manager, T1

JOYCELYN B. MAPANAO  
Terminal Manager, T2

DANTE B. BASANTA  
Terminal Manager, T3

MANUEL P. EREÑETA  
Terminal Manager, T4

## ASSISTANT TERMINAL MANAGERS

ELEUTERIO B. TORRECAMPO  
Assistant Terminal Manager, T1

SEAN JOSELITO F. SUNGA  
Assistant Terminal Manager, T2

LAURO S. FRANCISCO  
Assistant Terminal Manager, T3

CARMINA D. AGUIRRE  
Assistant Terminal Manager, T4





# MANILA INTERNATIONAL AIRPORT AUTHORITY Strategy Map 2017-2022

The 2017 to 2022 MIAA Strategy Map is guided by five (5) perspectives which serve as the cornerstones of the Authority's initiatives. These perspectives are underlined by seven (7) strategic objectives (SOs) in which the Authority's programs and projects are based.

**Perspective 1** pertains to social impact, focusing on enhancing NAIA's role in international and domestic markets, and the country's dominance in tourism and commercial trade. The strategy is to increase the volume of flights, passengers, and cargo. The growing East Asian economy is expected to increase the number of the travelling middle class. In view of this, MIAA will continue to develop and optimize terminal facilities on landside and airside.

**Perspective 2** pertains to customers and stakeholders. The aim is to provide comfort and convenience to the flying public, and enhance customers' experience. Customer satisfaction will be surveyed to gauge the expectations and needs of passengers.

**Perspective 3** refers to the financial aspect of airport operations. The strategy is to maintain the financial sustainability of MIAA through effective fiscal controls, enhanced revenue sources, identified new business opportunities, and optimized expenses where possible.

**Perspective 4** refers to internal processes. Its objectives are first, to ensure the safety and security of passengers through enhanced programs and projects; and second, to improve operational efficiency through compliance with internationally accepted standards. Through these endeavours, MIAA was issued the ISO 9001:2015 Certification on October 10, 2018. Together with these undertakings, the Authority shall implement the Quality Management System (QMS) to guarantee that MIAA is at par with its counterparts abroad and that it meets the standards set by international bodies.

**Perspective 5** Considering that personnel is its own lifeblood, MIAA's aim through this endeavor is to hone its workforce through training programs, ensuring that they have sufficient capabilities and skills needed to meet the Authority's goals and rigorous demands of the aviation industry.



## STRATEGY MAP 2017-2022

We provide safe, secured and efficient environment enabling stakeholders to deliver a seamless experience for passengers and all airport users, contributing to economic development.

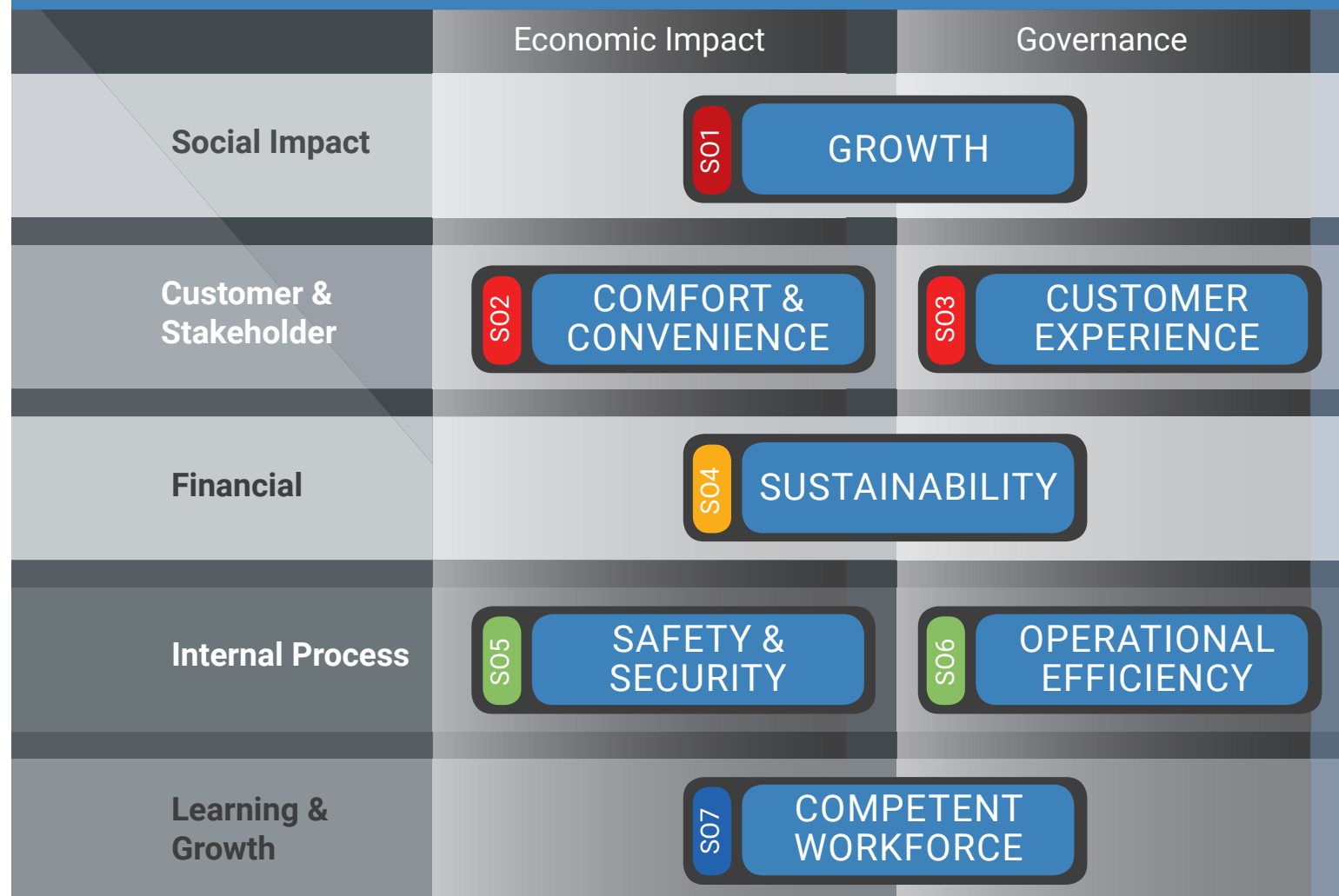
## MISSION

Integrity  
Service Orientation  
Innovation  
Professionalism

## CORE VALUES

# VISION

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









ACCOMPLISHMENTS:

# Air Miles in 2018

The year 2018 was highlighted by the air miles we covered in programs and projects inclusive of civil works, airside infrastructure, and facilities improvement undertaken across the four terminals of the Ninoy Aquino International Airport. This was equally the year when we were conferred a higher ISO rating by the International Standards Organization and opted for a change in the design of our organizational logo. Projects featured in the next pages include those that were completed, on-going, and in the pre-implementation stages by the yearend.





## Transition to Higher ISO, Steeper Challenges

A milestone achievement in 2018 was the upgrading of MIAA's Certification from ISO 9001:2008 to ISO 9001:2015 issued on October 10, 2018.

The Certification was issued by International Organization for Standardization (ISO), a pillar in the development of industries worldwide. The Authority has sustained the spirit of ISO 9001 by complying with the standards. We began our certification journey when we obtained our first ISO 9001:2008 that focused on meeting customer expectations in products and services.

Our new certification will serve as a challenge to the Authority on account of its risk-based orientation which requires the analyses of the seven management principles of leadership, people engagement, process approach, improvement, evidence-based decision making, and relationship management. This Certification is a symbol of our continuing commitment to comply with international standards of service.



**ISO 9001:2015**  
**Issued: 10-Oct-2018**  
**Upgrading our certification**  
**from 9001:2008 to**  
**9001:2015**





MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

## The MNL Logo: Inspired by IATA

2018 saw another change in MIAA through the inauguration of the Authority's new corporate logo. Adhering to the IATA code identifier, MIAA saw fit to design a minimalistic logo depicting the three-letter code designation assigned to the country's premier airport.

MNL, short for the country's national capital, MaNiLa, embodies the master brand people would more readily associate with the Manila International Airport Authority and the four hubs of the Ninoy Aquino International Airport.

The MNL logo departs from the old in terms of design rendition, font choice, and color keys that are classic, bolder, and more enduring. Two triangles were arranged to represent the symbiosis between the Authority and terminal management, and between the MIAA and its client airlines and their flying public. The up and downward slants of the triangular figures also indicate flight movements of arrival and departure.

Corporate colors veer this time toward red, blue, and brown, the latter symbolic of the Filipino race. Holistically, the design approach complies with the IATA codes of practice—simplicity and significance.

The Authority had felt it timely to rebrand, compelled by developments in the communication industry and the need to connect with stakeholder patrons and partners across its operational landscape as well as those beyond, inclusive of the widening range of social media users.

With this development, the MIAA leadership articulates, however, that public servants of the Authority should go beyond the brand and commit themselves to service excellence, responding first and foremost to the mission of delivering a seamless experience for all those who use, and pass through, Manila airports.





## NAIA is Among World's 10 Most Improved Airports in 2018

The country's premier gateway, the Ninoy Aquino International Airport, has sprinted to 10th place in the category of SKYTRAX's Most Improved Airports based on the 2018 World Airport Awards. The Awards are conferred on national gateways by SKYTRAX, an international airport rating organization.



NAIA's placement was based on the relative year-on-year quality performance by airports covered in the World Airport Survey, a global customer satisfaction survey that gauges the flight experiences of air travelers who are given the opportunity to name airports to the Awards. The 2018 survey covered 550 airports worldwide and evaluated traveler experience across key performance indicators like check-in, arrival, transfer, shopping, immigration, security, and departure.

SKYTRAX considers the Awards as the benchmark of airport excellence.



This recognition, according to MIAA General Manager Ed Monreal, was the fruition of the combined "small efforts" made by the Authority to upgrade, level up, and closely monitor facilities and structures in the four-terminal complex. It is the outcome of various reforms instituted by management aimed at reducing flight delays and runway congestion, improving air traffic control efficiencies, providing orderly amenities and free WiFi access, and tightening passenger security measures.



The change from the "worst" to one of the "most improved" was a welcome transformation for the NAIA which it intends to sustain by focusing not solely on physical restructuring but even more intensively, on relations building among stakeholders inclusive of client airlines, partner agencies and service organizations, airport concessionaires, multi-industry support groups, peer international airports, foreign governments, and air travelers at large.

Garnering 10th place in world standing, according to leadership, serves as an inspiration for the MIAA to gain an even greater mileage in the delivery of quality airport services.





## Terminal Rationalization

The MIAA has initialized the Terminal Rationalization Program in 2018 that aims to mitigate airport congestion, raise the quality of operations, and reduce the incidence of flight delays along the runway.

The rationalization took into account the design of the terminals. Terminals 1 and 3 were designated as hubs for international carriers, while Terminals 2 and 4 were assigned as ports for domestic airlines.







## New Rapid Exit Taxiways Inaugurated

Two new Rapid Exit Taxiways (RETs) at the main runway of the NAIA were completed and inaugurated on September 2018.

With the new additions, we now have a total of four high-speed exits for the use of commercial airlines, two of which could accommodate smaller aircraft such as the Airbus320 and the two others capable of serving large wide-bodied jets. The two new RETs were constructed at the cost of Php309 Million including civil and electrical components.

The construction of the RETs was carried out simultaneously, with airport operations remaining as usual and uninterrupted. The new taxiways are expected to shorten aircraft spacing requirements for air traffic control and improve runway

occupancy time (ROT). In this way, they provide quicker entry or exit for transiting aircraft, facilitating quick arrivals and take-offs. They also save time, since arriving or departing aircraft no longer need to wait or traverse the whole length of the runway and instead take the taxiways to their disembarkation or take-off points.

Design parameters of the taxiways were based on the Aerodrome Design Manual of the International Civil Aviation organization (ICAO). The taxiway pavements were calculated based on the requirements of large new aircraft, and designed to be durable enough to last at least 20 years.



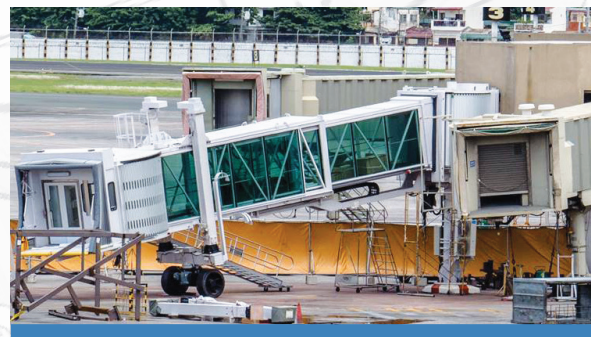
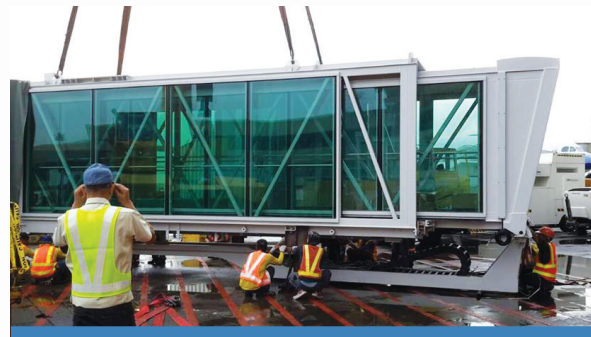


## New Aerobridges Replace Old One

Another remarkable feat in 2018 was the installation of our new Passenger Boarding Bridges that connect terminal building corridors directly to the aircraft and convey air travelers as they board or disembark. The project, which entailed the design, manufacture, factory-testing, and installation of the new customized units, was undertaken to replace the old boarding bridges at Terminal 1 that had been in service for the past 37 years.

The new bridges are of apron and pedestal-types, and equipped with full view glass panels, air-conditioning units, CCTV cameras, programmable motor controllers, and ground power units.

Phase 1 of the project replaced nine units. In Phase 2 procurement process is ongoing for the replacement of eleven units.





## Tightened Safety and Security Measures

We take modest pride in another major move we made in 2018, which was the tightening of safety and security measures for the protection of domestic and international passengers and their well-wishers, resident agencies and airport personnel, allied service and maintenance industries, and all end-users of the airport in accordance with the global standards set by the IATA.

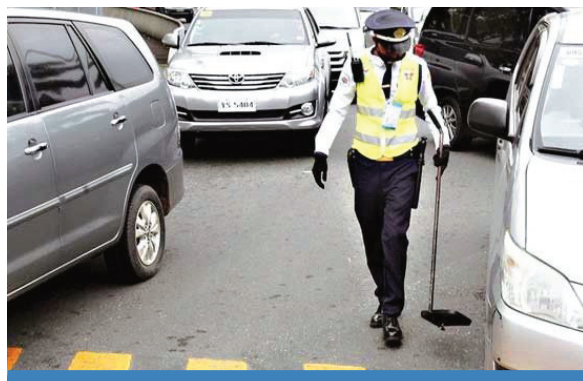
This involved a synchronized systems level-up that encompassed the following:

- Continuous training of airport security personnel;
- Inter-agency coordination with other countries and the International Police (Interpol) with which the Philippine

Bureau of Immigration maintains live connection to prevent human trafficking and the entry of undesirable aliens or known criminals;

- Installation of double-view X-ray machines for initial and final security checks in all passenger entry/exit points and planned procurement of 62 X-ray units

We are encouraged by the fact that for the past three years, the Philippines has retained its Category 1 level of security, the highest security level in terms of the campaign against human trafficking, the only country in the ASEAN Region with Category 1 status.



## Installation of Electronic Immigration Gates



The Bureau of Immigration launched the Electronic Gate System or E-Gate project that intends to cut short the time it takes to process international passengers and reduce long queues at the four terminals. Additionally, the E-Gate system is a fast-travel and border system that detects persons of interest attempting to cross territorial boundaries.

The E-Gates have multiple advantages. They aid in shortening the Bureau's average processing time for a single passenger from 45 to a mere 8-15 seconds. They also enhance the agency's ability to detect passengers with bad records including wanted fugitives and those on the immigration watch list, black list, and hold-departure list.

The E-Gates sport modern security features such as facial recognition, biometric scanning, bar code reading and smart card recognition. As standard precautionary practice, children and senior citizens on wheelchairs and other disabled passengers would still have to go through the counters and security protocols. The project has become initially operational for local passengers with machine-readable passports.

A total of 21 E-Gates will be installed in five of the country's international airports including Terminals 1 and 3 of the Manila airport, Mactan International Airport, Clark International Airport, and Davao International Airport.





## Personnel Commended at NAIA

On each and every first Monday of the month in 2018, during flag-raising ceremonies led by the General Manager or his managerial representatives, the Manila International Airport Authority took opportunity to cite honest and well-performing members of the workforce.

MIAA personnel who gained recognition and were accordingly commended were those who displayed outstanding performance at work, traits of honesty, exemplary work ethics, personal integrity, and those who persevered beyond the call of duty. They also included personnel who turned over lost or left behind belongings of passengers and airport workers, who helped in corporate social responsibility programs and initiatives, and aided airport security teams in the performance of their mission.

Each of the awardees received certificates of commendation.



## Notable Programs and Projects

### COMPLETED PROJECTS



### Replacement of Conventional Lighting to LED Lights at Terminal 3

This project was aimed at minimizing energy consumption. It was estimated that savings worth PhP1.74 Million per month could be realized with the adoption of the LED lights. ROI is achievable within 18-months.

**Project Cost: PhP29.9 Million**  
**Completion Date: 04-Mar-2018**





## Replacement of Conventional Apron Lighting and Departure Viaduct Lighting with LED Lighting at Terminal 2

This project aims to minimize energy consumption through an estimated savings of about 265,000 pesos per month with the adoption of the new system. ROI is achievable within 3.34 years.

**Project Cost: PhP10.65 Million**

**Completion Date: 06-Feb-2018**

## New Baggage Claim Conveyors at Terminal 2

This project was conceived to replace aging conveyor units and to reconfigure the entire conveyor system through the installation of more belts that facilitate simultaneous arrival operations.

**Project Cost: PhP24.85 Million**

**Completion Date: 31-May-2018**



## Commissioning of CCTV System and Arrival Baggage Monitoring

CCTV systems were targeted for installation in all four terminals to safeguard passenger security and ensure transparency in baggage handling and processing, leading to passenger peace of mind.

**Project Cost: PhP2.12 Million**

**Completion Date: 31-Dec-2018**





## Replacement of Power Cables from Substation Roadway 2 to Substation South Concourse at Terminal 3

The power cable initiative prevents and minimizes the possible incidence of fire in Terminal 3.

**Project Cost: PhP2.12 Million**  
**Completion Date: 31-Dec-2018**

## Rehabilitation of Powerhouse Mimic Board Relay

Rehabilitation of the powerhouse mimic board relay, on the other hand, results in the effective control and management of power facilities within the airport complex.

**Project Cost: PhP24.85 Million**  
**Completion Date: 31-May-2018**



## Completion of Terminal 4 Projects

Completed in 2018 were the following improvement projects at Terminal 4:

Included in this improvement are the construction of steel gate at trash depot near the RFD substation, installation of polycarbonate canopy extension at the white taxi lane area, fabrication and installation of steel railings at the yellow taxi lane area, construction of vertical garden at white taxi lane area, provision for pre-departure extension area, and walkway improvement at airside.

**Project Cost: PhP2.12 Million**  
**Completion Date: 31-Dec-2018**





## ON-GOING PROJECTS:



### Upgrading of Taxiway Charlie

Detailed engineering design and construction management supervision of the Repair and Upgrading of Taxiway Hotel (H-1), Charlie 1, Charlie 2, Charlie 3, Charlie 4, and Charlie 5

**Project Cost: PhP 56.07 Million**

**Target Completion Date: Jan. 6 2023**



### Rehabilitation of Terminal 2

Major repair works to enhance the aesthetics of Terminal 2 involves expansion of the arrival baggage claim and departure check-in hall, replacement of the glass skylights, installation of additional airconditioning systems, power and lighting, fire protection, and electronics and communication systems.

**Project Cost: PhP 590 Million**

**Target Completion Date: Mar-2020**



### Overlay of Runway 06/24

Detailed engineering design and construction management supervision for the milling and paving of runway 06/24 and ongoing overlay

**Project Cost: PhP 703.65 Million**

**Target Completion Date: Feb-2019 For civil works  
Jun-2019 For electrical works**



## PRE-IMPLEMENTATION PROJECTS



### Rehabilitation of Arrival Extension, Improvement of Greeters and Parking Area at Terminal 1

This project aims to rehabilitate the arrival extension area and improve the greeters' facilities in order to accommodate a greater number of well wishers and airport users.

**Project Cost: PhP 220 Million**  
**Duration: 540 CD**

### Replacement of Chillers at Terminal 2

The project involves the replacement of chillers at NAIA Terminal 2 in order to provide and maintain a comfortable indoor temperature for the comfort and convenience of passengers.

**Project Cost: PhP156 Million**  
**Duration: 365 CD**



### Upgrading of Paging System at Terminal 3

The project includes the supply of labor, materials and equipment necessary for the upgrading of the paging system at NAIA Terminal 3. This will deliver flight announcements to the passengers more clearly and effectively.

**Project Cost: PhP38 Million**  
**Target completion Date: June 22, 2019**



## On Governance

### Enabling Freedom of Information

The Manila International Airport Authority stands squarely behind Presidential Executive Order No. 02 establishing the Freedom of Information (FOI) Program of government that was signed into law by President Rodrigo Duterte in July 2016.

Under the law, all executive departments, agencies, bureaus and offices including government owned and controlled corporations, state colleges and universities, and local government units are mandated to fully disclose their respective public records, contracts, transactions and any other kind of information that may be sought by the public, except for those relating to matters of national security and items of information included in the inventory of exceptions issued by the Office of the President.

The law safeguards the right of the public to know the workings of government, and protects their constitutional right to access knowledge on any government action or decision,

and any research data used as basis for policy development. It likewise obliges all government officials to make available for public examination their individual statements of assets, liabilities and net worth (SALNs) in accordance with the implementing rules of the executive order.

MIAA governance has institutionalized the program down the ranks, embracing the central government's full disclosure policy, and enabling the public to gain quick access to information on airport operations, plans and programs, or to issues of concern to them. Management and airport personnel were oriented on the requirements of the order and a standard format was designed for the benefit of information seekers. Information requesting parties are asked to accomplish this form citing the specific purpose for which they would like to obtain the data or information needed.

### Aligning with the Government-wide Whistleblowing Policy

The Governance Commission for GOCCs (GCG) has opened a whistleblowing web portal for GOCCs that serves as a platform for concerned citizens and government personnel to report instances of corruption. This falls under the national government's intensified anti-corruption campaign and leads to the removal of errant public servants from the bureaucracy.

The whistleblowing public may use the portal to report incidences of corruption and follow up corresponding responses on the part of the agencies responsible. This enables the GCG to act with dispatch on cases and allows whistleblowers to monitor case build-up and progress. The policy incorporates measures that protect the reporting public from retaliatory acts and ensures confidentiality of information given.

The MIAA had introduced the portal ([www.whistleblowing.gcg.gov.ph](http://www.whistleblowing.gcg.gov.ph)) to all airport management and employees, encouraging them as well as passengers and airport users to report acts of corruption and inefficiencies that may be encountered or spotted. They were acquainted with the standard processes of case reporting, investigation, and prosecution.

By mainstreaming the whistleblowing policy into the standard protocols and practices of MIAA and the MNL terminals, the quality and profitability of airport operations could be further enhanced, as well as transparency and accountability in the conduct of business with the flying public. Moreover, the whistleblowing policy could result in substantial savings for the Authority, and protect it from acts detrimental to an organization that is allied with governments of different nationalities, international carriers, and accrediting bodies.



# Corporate Social Responsibility

## MNL Runway Run 2018

In 2018, MIAA held a one-of-a-kind walking activity in the Philippines dubbed as MNL Runway Run 2018. This five-kilometer untimed fun run was organized to invite public attention to one of the airport's most exclusive areas—domestic Runway 13/31. Timing of the event coincided with the closure of the runway.

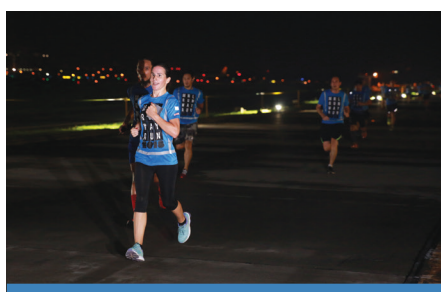
As part of MIAA's corporate social responsibility (CSR) initiatives, proceeds of this event went to the Philippine General Hospital's Cleft-Lip Palate Foundation.

The fun run was also held to celebrate the MNL's nomination to the Top 10 Most Improved Airports in 2018 by the international airport awards organization, Skytrax.

Close to 3,000 runners who participated were provided with reflectorized race shirts incorporated in their individual registration fee of Php750. Stringent security protocols were followed to check participants and their belongings before they were transported to the venue.

A pre- and post-event program was held at the Terminal 2 remote parking area that included warm-up activities and a mini concert. Airport concessionaires were asked to set-up food kiosks for the benefit of the participants.

MIAA General Manager Ed Monreal and guests were on hand to grace the activity which the twin objectives of fulfilling the Authority's CSR mandate and marking the Skytrax recognition with the blessing of public support. The Authority was assisted in the runway undertaking by Philippine Air Lines, MacGrafics Carranz, Globe, New Balance, Nike, Holiday Inn Express, Star-8, Ube Bus and Allied Bankers Insurance.







## OPLAN Mayon Community Outreach

In February 2018, as part of MIAA's 36th Anniversary, MIAA personnel went to Daraga, Albay for a medical mission and relief distribution to families affected by the eruption of Mayon Volcano which led to the communities' temporary displacement.

MIAA was joined by its partners AIR21, Cargohaus, the Philippine Army, Manila Chinatown Lions Club, Radio Emergency Communication Operations Network Philippines Inc. (Rescue RECON) and local government units.



## Service with a Heart: MIAA's Brand of Social Responsibility

One OFW passenger lost her bag while on board a Queensmen Taxi from the MNL airport. The bag contained expensive jewelry, bank cards, personal items and several employment documents. The articles were not recovered or turned over to the Lost and Found facility of the MNL.

MIAA security conducted a pursuit operation in collaboration with transport authorities to locate the taxi operator who was asked to recall the driver, a resident of Rodriguez, Rizal. In July 2018, airport police officers accompanied the passenger to the driver's resident barangay. The driver

first denied taking the articles into his possession but later admitted that he had pawned some jewelry to a regular pawnshop and a neighbour. He finally returned the bag to the owner who found the other items intact. Appropriate charges were eventually filed against the driver, while the operator was delisted from MIAA's accredited line-up of service vehicles.

In gratitude, the passenger wrote the MIAA thanking the team for acting swiftly on her complaint. In response, General Manager Ed Monreal said that this was MIAA's brand of public service with a heart.







## Medical Mission and Gift Giving to Indigenous Peoples

On October 27, 2018 MIAA, in partnership with the Office of the Presidential Adviser on Indigenous Peoples Concern (OPAIPC) and MAFP Medical Center, carried out a medical mission and gift giving activity to IP families at the Old Nayong Pilipino, Pasay City.

The activity was highlighted by music and dances performed by the IP youth and their family members in celebration of the cultural traditions of the tribe.

## Keeping NAIA Summer-fit for Passengers

Keeping our MNL airports cool and comfortable is a top agenda of the MIAA whenever the Philippine summer exodus to local and foreign destinations begins. This is when the holding capacity of check-in, pre-departure, and arrival lounges are strained to the fullest, and the peak heat season when cooling and power generation units need closest monitoring for sustained and fail-safe functionality.

In 2018, the MIAA kept in constant touch with local carriers plying domestic routes to ensure that counters are well-staffed to handle the crowd of families flying with the elderly and young children. In anticipation, MIAA replaced all defective cooling coils and installed stand-alone air-conditioning units at Terminal 3 so passengers could move around in comfort while awaiting their flights.

On the curbside, security components were tasked to work with land transportation authorities and the



private sector in monitoring taxi operations to keep fares within reasonable rates in favor of the riding public. Security personnel increased foot and mobile patrols, K9 visibility, traffic aides, and intelligence gathering within terminal premises and adjacent road networks. Terminal management also saw to it that all vital facilities were functional, and that restroom amenities and supplies were sufficient to cope with occupancies at flight time, at par with international standards of service.

To keep lines short and avoid delays, passengers were also reminded to check their flight schedules and terminal assignments, avoid carrying banned items, know baggage weight limits, observe safety rules, and report suspicious items or activities to the airport police.



## Facing Challenges and Future Moves

### The Xiamen Experience

On August 16, 2017, Xiamen Air Flight MF8667 overshot Runway 06/24 of the NAIA during heavy rains, with all 157 passengers and flight crew on board thankfully safe and unharmed.

In league with our teams, Civil Aeronautics Administration investigators were promptly on site to determine the cause of the accident, even as our fire and rescue, medical and operation teams, safety and airport police units joined in to deliver quick response.

Passengers were evacuated and brought to NAIA Terminal 1 for attendance by terminal and MIAA personnel, and the airline ground crew that provided

blankets and food. The passengers were then transported to a hotel for temporary accommodation until aircraft recovery, runway clearing, and flight operations had resumed.

The tail end of the aircraft was lifted to facilitate plane retrieval, baggage offloading, and the safety from exposure of the recovery crew. Concerted operations took some 36 hours due to the difficulty of lifting the 43-ton aircraft, mobilization and demobilization time of heavy equipment, and ground/weather conditions. Throughout the procedure, however, waiting passengers were kept informed of the state of operations and revised flight schedules.







The plane was ultimately transported to the Balagbag ramp for case assessments by airline authorities and domestic investigators.

To the Authority and to the Department of Transportation, this incident was an eye-opener and wake-up call that should prod all involved sectors to put in place a pro-active system in response to runway mishaps. It also compels our airline clients negotiating our runways to more closely monitor and improve maneuvering protocols in anticipation of such incidences especially during weather disturbances.







## Business Consortium Proposes to Redevelop NAIA

Another unfolding development that took place in 2018 concerning the future of Philippine airports was the proposal by a consortium of seven business conglomerates seeking to redevelop the NAIA.

The business conglomerates are Metro Pacific Investments Corporation, Aboitiz InfraCapital Inc., AC Infrastructure Holdings Corporation, Alliance Global Group Inc., Asia's Emerging Dragon Corporation, and JG Summit Holdings, Inc. Under the proposal, the consortium will invest PhP102 Billion to rehabilitate, upgrade, expand, operate, and maintain the ageing airport which has been in service since 1948. Originally designed to handle 30 million passengers, the NAIA is currently overwhelmed by 40 million passengers.

The group has been granted original proponent status by the MIAA and the Department of Transportation after it submitted

its proposal in February 2018. The feasibility and soundness of the proposal is currently under study, and processes are underway to pursue the initiative following the government's level processes.

The dream aspired for by the business group hopes to transform the NAIA into a competitive Asian hub with an expanded capacity to meet anticipated growth in passenger, cargo, and tourist traffic. This will ultimately provide the upscale "seamless" airport experience.

Detailed plans involve interconnecting the existing terminals, upgrading airside facilities, developing commercial areas, improving administrative efficiencies, enhancing passenger comfort and convenience, and elevating the NAIA into a premiere international gateway. The proposed project is supportive of the government's Build Build Build program.



# Highlights of Events 2018

7/5/2018

## PNP Aviation Security Group Marked 27th Year

The Philippine National Police (PNP) Aviation Security Group marked its 27th Anniversary in 2018. PNP Chief Oscar Albayalde was the guest speaker during the celebratory program held at the Headquarters Avsegroup, Crash Gate 1, NAIA Complex, Pasay City.

The security group's achievements, particularly the feats posted by the Special Reaction Team was cited. Other activities were the static display of K-9 units in charge of guarding the NAIA complex. Following the ceremony, awards were handed out to the outstanding members of the Group.



10/29/2018

## MIAA's Oplan Undas

MIAA revved itself up in preparation for the influx of passengers during and after the celebration of All Saints/ Souls' Day on November 1-2, 2018.



The Authority ensured proper personnel deployment, in particular the quick response emergency crew, medical teams, and Air Police safety and security personnel. Additionally, the rest rooms were inspected to guarantee the efficient functioning of equipment and the adequate supply of water and other amenities. Help desks were set up throughout the season in aid of passengers with special needs and inquiries.



**10/5/2018**

## Arrival of the Padre Pio Relic

MIAA was blessed by the visit to the Philippines of the heart relic of Saint Padre Pio of Pietrelcina, Italy. The relic arrived at the NAIA Terminal 1 on board Qatar Airways on October 5, 2018. Padre Pio was a friar-priest and mystic who bore the stigma of Christ on both hands and is venerated by the Roman Catholic Church. He was canonized a saint by the Vatican for the multiple miracles attributed to him.

The relic that was transported in a hard case hand carried by a member of the Catholic clergy. It was displayed at the NAIA lounge for the viewing and prayer offerings of officials and employees. MIAA GM Ed Monreal, officials from other government offices and airline personnel joined the line-up to spend some time with the miraculous relic of Saint Padre Pio.



**10/24/2018**

## Kapihan sa NAIA

The first Kapihan sa NAIA was held on October 24, 2018. This coffeeshop activity was held among Department of Transportation and MIAA officials to lightly discuss matters of import to both agencies.

Present at the affair were DoTr Undersecretary Manuel Tamayo, MIAA GM Ed Monreal, Civil Aeronautics Board Executive Director Carmelo Arcilla and Civil Aviation Authority of the Philippines Deputy Director General for Operations Don Mendoza.



**11/20/2018**

## Arrival of China President Xi Jinping

President Xi Jinping of China arrived at the NAIA airport Terminal 1 on November 20, 2018 for a two-day state visit for the purpose of improving ties of friendship, trade relations and diplomacy between China and the Philippines.

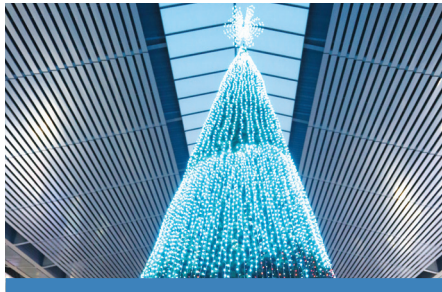
President Xi's visit was marked by the signing of the framework for the joint exploration of the South China Sea by both countries.



**12/2018**

## Christmas 2018 at the NAIA

The MIAA, in collaboration with the different stakeholders and concessionaires of the four terminals of NAIA, welcomed the 2018 Christmas season with the setting up of holiday displays at the terminals.



During the seasonal observance, arriving air travelers were treated to a concert of Christmas carols performed by some choral groups. Stakeholders like Globe also marked the holidays by gift-giving to the passengers.

**12/4/2018**

## Bombing Exercise Rehearsed

The Ninoy Aquino International Airport (NAIA) Crisis Management Organization (CMO) conducted a full-scale security exercise on December 4, 2018 for the purpose of putting into practice its Crisis Action Plan on the handling of possible acts of unlawful interference that may occur at the airport. These acts include incidences of bomb explosion. The activity was held at the NAIA Terminal 3 last 04 December 2018.

The Crisis Action Plan contains tactical guidelines and procedures to be followed by the different agencies involved in ensuring the safety and security of the airport, its queuing, waiting and transiting passengers, on site businesses, and other stakeholders.







## MIAA Anniversary

The Manila International Airport Authority celebrated its 36th Anniversary on March 2, 2018. Activities held to mark the occasion were the following: Walk for a Cause; Blood Letting organized in partnership with the Philippine Red Cross; and the MIAA Mini Olympics that showcased different *Palarong Pinoy* (Filipino Games) participated in by MIAA employees.

On the eve of the celebration, the Anniversary dinner was held. The whole day affair was one for the memories.



Mini Olympics



Blood Letting Walk for a Cause





# MANILA INTERNATIONAL AIRPORT AUTHORITY

## Operational and Financial Highlights 2018

This Financial and Performance Report presents the Authority's accomplishments in 2018.

The Financial section covers the condensed income statements, breakdown of revenue sources, and contribution to the Philippine national treasury.

The Performance section features operational information, statistics and data on flight movement, passenger movement, and cargo volume.

MOONWALK SUBDIVISION

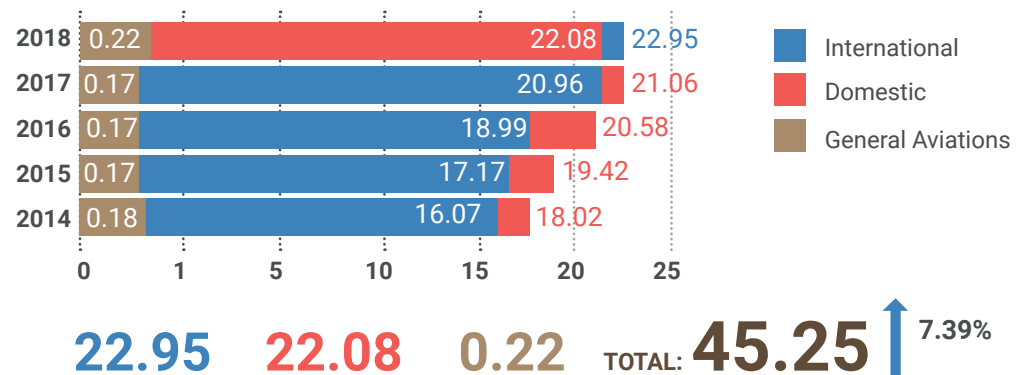
BRICKTOWN SUBDIVISION



## Operational Highlights

### Passenger Movements (in millions)

Graph1.  
Passenger Movements  
2014-2018



From the graphic illustration of the 5-year trend in passenger volume, it could be discerned that international passenger volume had steadily grown. In 2014, the number of domestic passengers exceeded that of international passengers, a momentum that continued to prevail until 2017. After this, however, the domestic flow was visibly overtaken by international passenger movements in 2018.

Table 1.  
2018 Summary of  
Passenger Movements

### 2018 Summary of Passenger Movements

Passengers	2018	2017	Variance	% Change
International Passengers	22,946,327	20,957,571	1,988,756	9.49%
Domestic Passengers	22,080,798	21,064,913	1,015,885	4.82%
General Aviation Passengers	224,381	172,306	52,075	30.22%
<b>Total Passengers</b>	<b>45,251,506</b>	<b>42,194,790</b>	<b>3,056,716</b>	<b>7.24%</b>

From the summative figures on the Table, international passengers totaling 22,946,327 in 2018 increased by 1,988,756, or 9.49% higher than the previous year. The increase was attributed to the steadily growing demand for international travel and to the increasing arrival of tourists from China brought about by the Visa-Upon-Arrival (VUA) option for Chinese nationals.

The domestic passenger count of 22,080,798 in 2018 increased by 1,015,885 or 4.82% higher than the previous year, owing mainly to wider-bodied aircraft that local airlines are deploying to optimize their use of runway slotting.

General aviation passengers in 2018 rose in number to 224,381 by 52,075, which is 30.22% higher than the previous year.

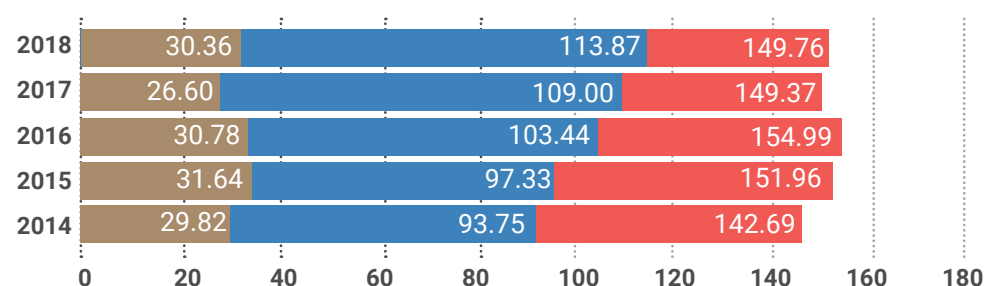
In total, the country's passenger movements in 2018 totaled 45,251,506, up by 3,056,716 or 7.24% over the previous year.



Graph 2.  
Flight Movements  
2014-2018

International  
Domestic  
General Aviations

### Flight Movements (in thousands)



**113.87** **149.76** **30.36** TOTAL: **293.99** ↑ 3.16%

From the visual presentation of the 5-year trend in flight movements from 2014 to 2018, it will be seen that there was a sustained growth in international flight movements. This differs from trends on the domestic front, where flight movements were more irregular, similar to the behavior of general aviation flights.

Table 2.  
Summary of Flight  
Movements, 2018

### 2018 Summary of Flight Movements

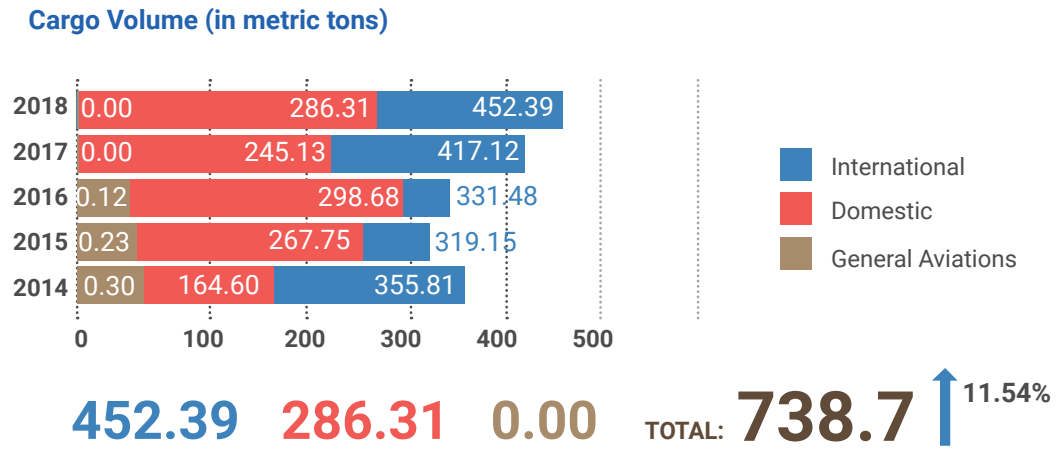
Flights	2018	2017	Variance	% Change
International Flights	113,867	108,995	4,872	4.47%
Domestic Flights	149,756	149,371	385	0.26%
General Aviation Flights	30,358	26,604	3,754	14.11%
Total Flights	293,981	284,970	9,011	3.16%

From the summative Table on total flight movements, the 2018 international flight movement figure of 113,867 increased by 4,872 flights or 4.47% higher than the previous year. On the local front, domestic flight movement of 149,756 accelerated by 385 flights or 0.26% higher than the previous year. In general aviation, flight movements totaling 30,358 rose by 3,754 flights or 14.11% higher than the previous year.

In sum, the spectrum of flight movements in 2018 of 293,981 was numerically stronger by 9,011 flights or 3.16% up from the previous year.



Graph 3.  
Cargo Volume 2014-2018



The graphic rendition of Cargo Volume over a period of five years shows no significant change or remarkable trend.

Table 3.  
Summary of Cargo Volume,  
2018

#### 2018 Summary of Cargo Volume

Cargos	2018	2017	Variance	% Change
International Cargos	452,392	417,122	35,270	8.46%
Domestic Cargos	286,306	245,135	41,171	16.80%
General Aviation Cargos	0	0	0	0%
<b>Total Cargos</b>	<b>738,698</b>	<b>662,257</b>	<b>76,441</b>	<b>11.54%</b>

International cargo volume is 452,392 metric tons which increased by 35,270 metric tons or 8.46% higher than the previous year.

Domestic cargo volume is 286,306 metric tons which increased by 41,171 metric tons or 16.80% higher than the previous year.

General aviation cargo volume has been 0 metric tons since July 2016 due to the implementation of the ban on fish-run operations to decongest the runways.

Total cargo volume for 2018 is 738,698 which is up by 76,441 metric tons or 11.54% increase from the previous year.

Table 4.  
Total Airport Operations

#### Total NAIA Operations

Total Operations (International + Domestic + Gen Av)	2018	2017	Variance	% Change
Flights	293,981	284,970	9,011	3.16%
Passenger	45,251,506	42,194,790	3,056,716	7.24%
Cargo (metric tons)	738,698	662,257	76,441	11.54%

Across all Manila Terminals 1, 2, 3, and 4, overall flight movements in 2018 rose up by 3.16% from 284,970 to 293,981, equivalent to a total increase of 9,011 flights. Passenger movements equally posted an increase of 7.39%, from 42,194,790 to 45,312,297 with the greater influx of 3,117,507 passengers. Cargo movements posted an increase within the year of 11.54%, from 662,257 metric tons to 738,698 metric tons equivalent to a total increase of 76,411 metric tons.



## Financial Highlights

Table 5.  
Performance Highlights  
vs  
Previous Year  
and Budget

(In Million Pesos)	January 1 - December 31			Variance			
	Budget (A)	2018 (B)	2017 (C)	Budget (B - A)	% (B - A)	Last Year (B - C)	% (B - C)
<b>Gross Revenues</b>	<b>12,872</b>	<b>14,191</b>	<b>13,133</b>	<b>1,319</b>	<b>10%</b>	<b>1,058</b>	<b>8%</b>
Share of the National Government	1,634	1,714	1,626	80	5%	88	5%
Net Revenues After NG Share	11,238	12,477	11,507	1,239	11%	970	8%
<b>Operating Expenses</b>	<b>7,516</b>	<b>6,246</b>	<b>6,026</b>	<b>-1,270</b>	<b>-17%</b>	<b>220</b>	<b>4%</b>
<b>Net Income From Operations</b>	<b>3,722</b>	<b>6,231</b>	<b>5,481</b>	<b>2,509</b>	<b>67%</b>	<b>750</b>	<b>14%</b>
Other Income/(Expenses)	73	1,957	-71	1,884	2581%	2,028	-2856%
Net Income Before Tax	3,796	8,188	5,410	4,392	116%	2,778	51%
Provision for Income Tax	1,139	2,019	1,641	880	77%	378	23%
<b>Net Income After Tax</b>	<b>2,657</b>	<b>6,169</b>	<b>3,769</b>	<b>3,512</b>	<b>132%</b>	<b>2,400</b>	<b>64%</b>

### December 2018 versus December 2017

Our financial performance by the end of 2018 showed marked improvement compared to financial standings by yearend 2017.

Our Gross Revenues of PhP14.19 Billion exceeded our previous revenue of PhP1.06 Billion in 2017 by 8%. Operating Expenses was PhP6.25 Billion, up by PhP220 Million in the previous year.

Net Income from Operations of PhP6.23 Billion surpassed our gains in 2017 by 14% which was only PhP750 Million, while our Net Income After Tax of PhP6.17 Billion visibly surpassed the previous year's by PhP2.4 Billion or 64%.

### December 2018 versus Budget

Viewed against predictions in our 2018 Budget allocation, financial performance showed encouraging mark-ups: Gross Revenues jumped higher than projections by PhP1.32 Billion or 10%, while Operating Expenses showed a favorable variance of PhP1.27 Billion or 17%.

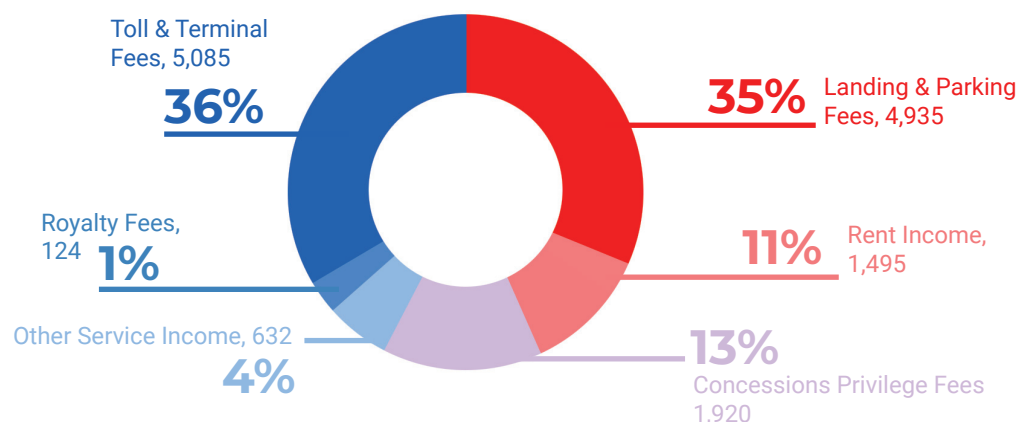
Net Income from Operations amounting to PhP2.51 Billion accelerated faster than expected by 67%. Net Income After Tax of PhP3.51 Billion likewise exceeded budgetary expectations by 132%.



### Breakdown of Revenue Sources

(Unaudited Figures, as of April 10, 2019)

### Revenue Breakdown (in million pesos)



Toll and Terminal fees accounted for majority of our income sources, with a total share of PhP5.09 Billion or 36% of total revenues.

Landing and Parking fees followed next at PhP4.94 Billion or 35% of total revenues. This is followed by Concessions Privilege Fee comprising the balance of 13%, Rent Income (11%) Other Revenues (4%), and Royalty Fees (1%).

Table 6. Contributions to the National Government 2017-2018

### Contribution to the National Treasury (in Millions)

PARTICULARS	2018	2017	%
Dividends	3,424	2,251	52.11
20% NG Share	1,714	1,626	5.41
Income Tax	2,019	1,641	23.03
Terminal Fee			
PD 1957 (PhP100/Departing Pax)	909	813	11.81
Nat'l Civil Aviation Security Committee	704	640	10.00
<b>TOTAL</b>	<b>8,770</b>	<b>6,971</b>	<b>25.81%</b>

### Summary of Contributions to the National Treasury

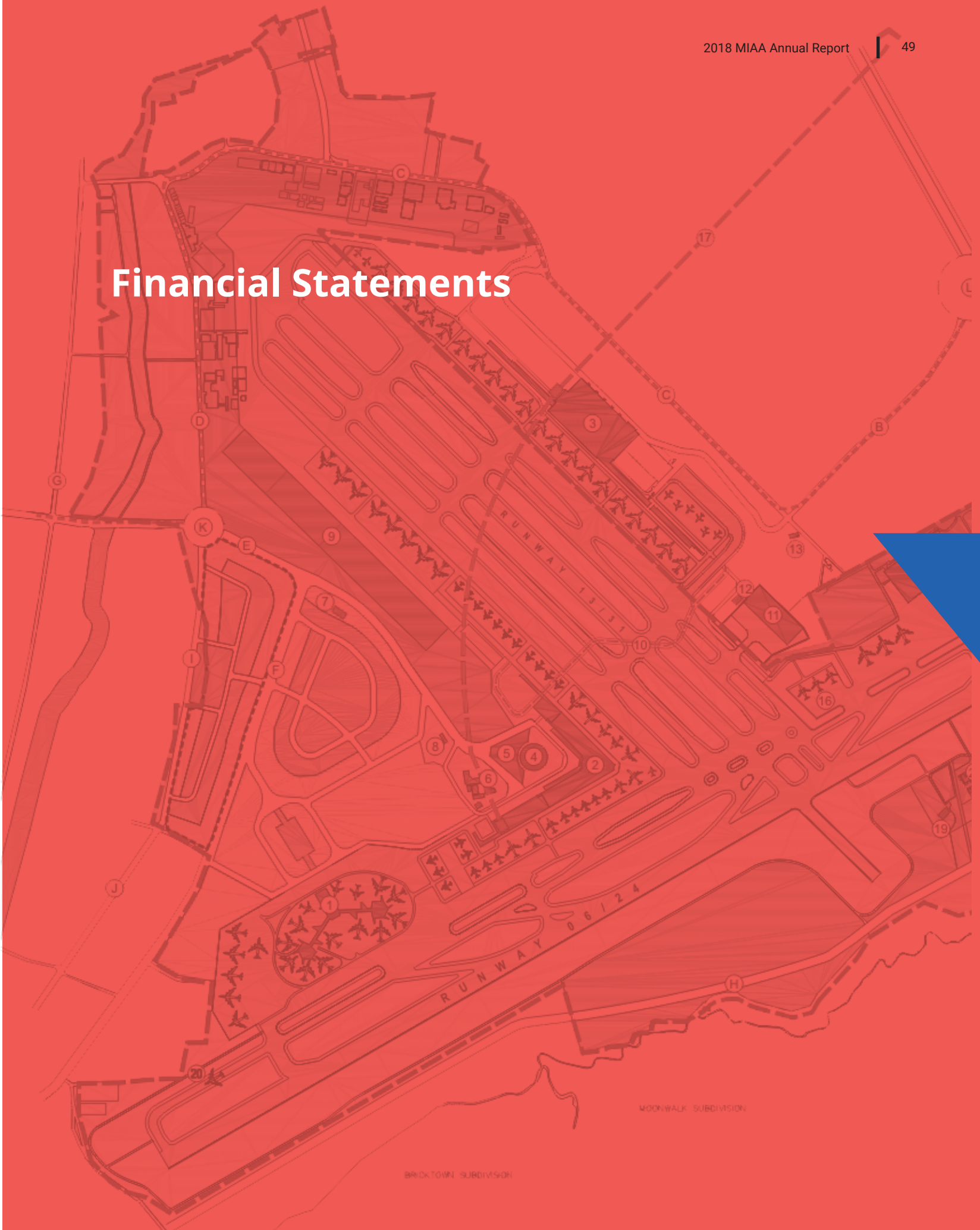
In 2018, dividends accounted to 50% of the Authority's Net Income (per Republic Act 7656) or an impressive increase of 52.11% compared to the previous year. We also increased by 5.41% the National Government Share representing 20% of the Authority's Gross Revenues (excluding Passenger Terminal Fees and Utilities per EO 903).

Remittances for every departing passenger (per Presidential Decree 1957) increased by 11.81%, while Domestic Aviation and International Aviation Security Fees (per Executive Order 30) increased by 10%.

The Authority's overall contribution to the National Treasury in 2018 significantly increased by 25.81% compared to the previous year.



# Financial Statements





## VI. Annexes (Unaudited FS, as of April 10, 2019)

### DETAILED BALANCE SHEET

For the Year Ended December 31, 2018

#### ASSETS

##### Current Assets

##### Cash and Cash Equivalents

##### Cash on Hand

Cash - Collecting Officers	140,498,466	
Petty Cash	852,028	141,350,494

##### Cash in Bank - Local Currency

Cash in Bank - Local Currency, Current Account - LBP	486,594,687	
Cash in Bank - Local Currency, Savings Account	409,835,691	896,430,379

##### Cash in Bank - Foreign Currency

Cash in Bank - Foreign Currency, Current Account	211,169	
Cash in Bank - Foreign Currency, Savings Account	81,706,933	81,918,102

##### Cash Equivalents

Time Deposits - Local Currency	3,949,049,506	3,949,049,506	5,068,748,480
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##### Short-term Investments

##### Investments in Time Deposits

Investment in Time Deposits - Local Currency			12,298,735,714
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##### Trade and Other Receivables

##### Loans and Receivable Accounts

Accounts Receivable	3,075,785,179	
<i>Allowance for Doubtful Accounts</i>	<i>(1,318,867,027)</i>	1,756,918,152
Interest Receivable		107,627,635

##### Inter-Agency Receivables

Due from NGAs	1,847,342,000	1,847,342,000
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##### Advances

Advances to Special Disbursing Officer	11,149	11,149
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##### Other Receivables

Receivables - Disallowances/Charges	166,844,119	
Due from Officers and Employees	117,147	
Other Receivables	268,853,726	435,814,992
		4,147,713,928

##### Prepayments

##### Prepayments

Advances to Contractors	188,422,384	
Prepaid Insurance	1,263,081	
Input Tax	219,067,129	
Deferred Input Tax	34,339,284	
Withholding Tax at Source	195,912,282	639,004,160

##### Inventory Held for Consumption

Office Supplies Inventory	3,655,035	
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Accountable Forms, Plates and Stickers Inventory	190,320		
Drugs and Medicines Inventory	183,540		
Medical, Dental and Laboratory Supplies Inventory	408,916		
Fuels, Oil and Lubricants Inventory	605,704		
Agricultural and Marine Supplies Inventory	-		
Military, Police and Traffic Supplies Inventory	34,994.20		
Construction Materials Inventory	2,599,917		
Electrical Supplies and Materials Inventory	10,484,053		
Other Supplies Inventory	2,959,905	21,122,385	660,126,545
<b>Other-Current Assets</b>			
<b>Deposits</b>			
Deposit Letters of Credit	288,558		
Guaranty Deposits	87,246,946	87,535,504	87,535,504
<b>TOTAL CURRENT ASSETS</b>			<b>22,262,860,171</b>
<b>Non-Current Assets</b>			
<b>Investment Property</b>			
<b>Land and Buildings</b>			
Investment Property, Buildings		334,126,026	
Accumulated Depreciation - Investment Property, Buildings		(298,094,039)	36,031,987
<b>Property, Plant and Equipment</b>			
<b>Land</b>			
Land	14,789,332,033	14,789,332,033	
<b>Land Improvements</b>			
Other Land Improvements	4,285,117,800		
Accumulated Depreciation - Other Land Improvements	(4,125,650,922)	159,466,878	
<b>Infrastructure Assets</b>			
Airport System	25,932,249,245		
Accumulated Depreciation - Airport System	(8,052,150,432)	17,880,098,813	
<b>Buildings and Other Structures</b>			
Office Buildings	410,012,528		
Accumulated Depreciation - Buildings and Other Structures	(316,423,968)	93,588,560	
<b>Machinery and Equipment</b>			
Office Equipment	31,821,772		
Accumulated Depreciation - Office Equipment	(21,874,526)	9,947,247	
Information and Communication Technology, Equipment	160,788,795		
Accumulated Depreciation - Information and Communication Technology, Equipment	(124,011,444)	36,777,351	
Airport Equipment	4,378,762,517		
Accumulated Depreciation - Airport Equipment	(3,042,137,666)	1,336,624,852	
Communication Equipment	369,288,740		
Accumulated Depreciation - Communication Equipment	(260,758,414)	108,530,326	



Disaster Response and Rescue Equipment	442,756,475		
Accumulated Depreciation - Disaster Response and Rescue Equipment	(280,404,159)	162,352,316	
Military, Police and Security Equipment	105,316,527		
Accumulated Depreciation - Military, Police and Security Equipment	(32,655,216)	72,661,310	
Medical Equipment	14,682,112		
Accumulated Depreciation - Medical Equipment	(12,530,136)	2,151,976	
Other Machinery and Equipment	1,781,523,449		
Accumulated Depreciation - Other Machinery and Equipment	(1,216,013,908)	565,509,542	
<b>Transportation Equipment</b>			
Motor Vehicles	246,011,128		
Accumulated Depreciation - Motor Vehicles	(195,897,534)	50,113,593.53	
<b>Furniture, Fixtures and Books</b>			
Furnitures and Fixtures	378,897,459		
Accumulated Depreciation - Furnitures and Fixtures	(279,140,791)	99,756,668	
Books	991,060		
Accumulated Depreciation - Books	(895,806)	95,253	
<b>Leased Assets Improvements</b>			
Leased Assets Improvement, Building	122,381,872		
Accumulated Depreciation - Leased Assets Improvement, Building	(110,143,685)	12,238,187	
<b>Other Property, Plant and Equipment</b>			
Work/Zoo Animals	7,971,013		
Accumulated Depreciation - Work Animals	(7,572,465)	398,548	
Other Property, Plant and Equipment	140,704,757		
Accumulated Depreciation - Other Property, Plant and Equipment	(114,091,303)	26,613,455	
<b>Construction in Progress</b>			
Construction in Progress - Land Improvements	194,662,514	194,662,514	35,600,919,421
<b>Investment in Stocks</b>			
<b>Investments in Associates</b>			
Investments in Associates		11,850,000	
<b>Investments in Subsidiaries</b>			
Investments in Subsidiaries		655,000	12,505,000
<b>Other Non-Current Assets</b>			
<b>Deferred Tax Assets</b>	622,002,380	622,002,380	
<b>Restricted Fund</b>			
Restricted Fund	788,741,025	788,741,025	1,410,743,405
<b>TOTAL NON-CURRENT ASSETS</b>			<b>37,060,199,813</b>
<b>TOTAL ASSETS</b>			<b>59,323,059,984</b>



## LIABILITIES

## Current Liabilities

## Trade and Other Payables

Accounts Payable		986,231,937	
Dividend Payable	3,423,662,888		
Interest Payable	31,564,518		
Due to Officers and Employees	10,455,770		
Other Payables	279,806,932	3,745,490,107	4,731,722,045

## Inter-Agency Payables

Due to BIR		806,192,250	
Due to GSIS		16,374,436	
Due to PAG-IBIG		1,880,178	
Due to Philhealth		1,710,350	
Due to Other NGAs		59,631,678	
Due to Treasurer of the Philippines		555,261,914	1,441,050,806

## Loans Payable

Loans Payable - Domestic(current)		488,227,800	
Loans Payable - Foreign(current)		427,514,270	915,742,070

## Deferred Revenue

## Deferred Credits

Output Tax	93,596,563		
Deferred Output Tax	244,580,330		
Other Deferred Credits	167,573,465	505,750,359	

Unearned Revenue/Income	154,984,355	154,984,355	660,734,714
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## Other Current Liabilities

Customers' Deposits Payable		433,767,042	
Leave Benefits Payable		132,901,189	
Trust Liabilities		311,162,814	
Guaranty/Security Deposits Payable		119,220,039	
Tax Refunds Payable		32,583,550	1,029,634,635

<b>TOTAL CURRENT LIABILITIES</b>			<b>8,778,884,269</b>
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## Non Current Liabilities

Loans Payable - Domestic		1,220,569,500	
Loans Payable - Foreign		1,699,725,667	2,920,295,167

<b>TOTAL NON-CURRENT LIABILITIES</b>			<b>2,920,295,167</b>
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<b>TOTAL LIABILITIES</b>			<b>11,699,179,436</b>
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## EQUITY

## Government Equity

## Government Equity

Government Equity	10,000,000,000		
Land-Capital Contribution	5,461,552,821	15,461,552,821	



<b>Retained Earnings</b>		
<b>Retained Earnings</b>		<b>32,162,327,728      47,623,880,549</b>
Beginning Balance	28,707,305,594.04	
Deduct: CY 2018 Dividend	(3,423,662,888.16)	
<b>Retained Operation Surplus:</b>		
CY 2018 Dividend		
Unliquidated cash advances from NGAs and LGUs	-	
Reclassification - Foreign Revaluation	(12,487,919.60)	
Impairment Loss - Loans and Receivables	-	
Current Operations	6,891,172,941.48	
<b>TOTAL EQUITY</b>		<b>47,623,880,549</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>59,323,059,984</b>



**DETAILED STATEMENT OF REVENUES AND EXPENSES**

For the Year Ended December 31, 2018

**REVENUES****Operating Income**

Terminal Fees	Php	5,085,278,264	
Landing and Parking Fees		4,935,047,399	
Rent/Lease Income		3,404,257,549	
Parking Fees		352,534,034	
Other Service Income		279,151,627	Php 14,056,268,874

**Other Income**

Fines and Penalties - Business Income		82,034,766	
Interest Income		349,471,860	
Accreditation Fees		11,032,951	
Royalty Fees		123,990,660	
Reversal of Impairment Loss		38,898,216	
Miscellaneous Income		60,551,460	665,979,912

**Subsidy Income**

Subsidy from National Government - DOTr (NAIAT2)		509,000,000	
Subsidy from National Government - OTS		176,298,217	685,298,217

**15,407,547,004****NET GAINS / (LOSSES)**

Gain (Loss) on Foreign Exchange		(24,205,520)	
Gain on Foreign Revaluation		(139,215,870)	
Gain (Loss) on Sale of Property, Plant and Equipment		1,782,831,870	
		<b>1,619,410,480</b>	

**EXPENSES****Personal Services****Salaries and Wages**

Salaries and Wages - Regular	361,789,680
Salaries and Wages - Casual	31,122,077
	392,911,757

**Other Compensation**

Personnel Economic Relief Allowance (PERA)	29,063,964
Representation Allowance (RA)	22,428,211
Clothing Uniform Allowance	8,960,519
Laundry Allowance	57,750
Hazard Pay	10,052,317
Overtime and Night Pay	120,918,953
Year-End Bonus	32,881,618
Cash Gift	6,034,750
Other Bonuses and Allowances	130,776,720
	361,174,801



**Personel Benefits Contribution**

Retirement and Insurance Premium	46,863,054	
PAG-IBIG Contribution	1,452,800	
Philhealth Contribution	4,880,901	
Employees Compensation Insurance Premiums	1,459,100	
	54,655,855	

**Other Personnel Benefits**

Retirement Gratuity	1,303,169	
Terminal Leave Benefits	6,936,724	
Other Personnel Benefits	49,472,006	
	57,711,899	866,454,311

**Maintenance and Other Operating Expenses****Traveling Expenses**

Traveling Expenses - Local	1,039,327	
Traveling Expenses - Foreign	266,365	
	1,305,692	

**Training and Scholarship Expenses**

Training Expenses	1,624,461	
	1,624,461	

**Supplies and Materials Expenses**

Office Supplies Expense	20,074,489	
Accountable Forms Expenses	416,232	
Drugs and Medicines Expenses	911,741	
Medical, Dental, and Laboratory Supplies Expenses	613,703	
Fuel, Oil and Lubricants Expenses	13,234,237	
Military, Police and Traffic Supplies Expense	2,856,452	
Semi-Expendable Machinery & Equipment Exp.	7,769,320	
Semi-Expendable Furniture, Fixtures & Books Exp.	5,387,909	
Other Supplies and Materials Expense	26,781,287	
	78,045,369	

**Utility Expenses**

Water Expenses	107,588,000	
Electricity Expenses	915,272,215	
	1,022,860,215	

**Communication Expenses**

Postage and Courier Services	54,726	
Telephone Expenses	11,634,850	
Internet Subscription Expenses	1,282,363	
	12,971,939	

**Confidential, Intelligence, Extraordinary Expenses**

Extraordinary and Miscellaneous Expenses	28,401,902	
	28,401,902	

**Professional Services**

Legal Services	1,776,288	
Auditing Services	12,375,995	
Consultancy Services	6,684,956	



Other Professional Services	723,400,624	
	744,237,864	
<b>General Services</b>		
Janitorial Services	291,588,515	
Security Services	476,182,117	
	767,770,632	
<b>Repairs and Maintenance</b>		
Land Improvements	114,699,092	
Infrastructure Assets	147,713,039	
Buildings and Other Structures	86,385,081	
Machinery and Equipment	510,906,217	
Transportation Equipment	7,094,277	
Furniture and Fixtures	5,367,845	
Other Property, Plant and Equipment	1,646,653	
	873,812,205	
<b>Financial Assistance/Subsidy/Contributions</b>		
Subsidy to Other Funds	1,713,623,946	
	1,713,623,946	
<b>Taxes, Insurance Premiums and Other Fees</b>		
Taxes, Duties and Licenses	2,519,661	
Fidelity Bond Premiums	411,878	
Insurance Expenses	58,104,442	
	61,035,981	
<b>Other Maintenance and Operating Expenses</b>		
Advertising, Promotional and Marketing Expenses	543,820	
Printing and Publication Expenses	4,336	
Representation Expenses	1,409,993	
Transportation and Delivery Expenses	3,330	
Rent/Lease Expenses	157,698,354	
Membership Dues and Contribution to Organizations	2,201,928	
Subscription Expenses	1,105,215	
Other Maintenance and Operating Expenses - Service Fee	221,525,019	
Other Maintenance and Operating Expenses	9,782,516	
	394,274,511	5,699,964,716
<b>Financial Expenses</b>		
<b>Financial Expenses</b>		
Interest Expenses	167,855,471	
Guaranty Fees	19,529,112	
Bank Charges	83,439	
Other Financial Charges	5,499,589	192,967,611
<b>Non-Cash Expenses</b>		
<b>Depreciation</b>		
Investment Property	2,619,385	
Land Improvements	39,184,732	
Infrastructure Assets	872,168,261	
Building and Other Structures	139,656,297	



Machinery and Equipment	286,289,214	
Transportation Equipment	11,297,516	
Furnitures, Fixtures and Books	12,022,716	
Other Property, Plant and Equipment	10,682,001	
	1,373,920,122	
<b>Impairment Loss</b>		
Impairment Loss - Loans and Receivables	19,438,369	
	19,438,369	1,393,358,491
<b>TOTAL EXPENSES</b>		<b>Php 8,152,745,129</b>
<b>INCOME BEFORE INCOME TAX</b>		<b>8,874,212,354</b>
Corporate Income Tax		1,983,039,413
<b>INCOME AFTER TAX</b>		<b>Php 6,891,172,941</b>



## STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2018

**CASH FLOWS FROM OPERATING ACTIVITIES**

Income from operations	Php	13,856,875,628
Trust receipts		3,233,907,098
Miscellaneous income		78,582,924
Interest income on bank deposits		71,567,158
Payment of operating expenses		(5,607,219,776)
Remittance of trust receipts		(1,158,432,385)
Remittance of share of National Government		(3,223,558,540)
Advances to other agencies		(21,382,823)
Advances to officers and employees		(1,446,779)
Net cash generated from operations		7,228,892,504
Corporate income tax paid		(1,498,558,968)
<b>Net cash provided by operating activities</b>		<b>5,730,333,537</b>

**CASH FLOWS FROM INVESTING ACTIVITIES**

Pre-termination of escrow deposits		
Interest earned on escrow deposits		
Proceeds of short-term investments		23,374,271,007
Investment in time deposits		(23,958,660,571)
Acquisition of property and equipment		(481,061,714)
<b>Net cash used in investing activities</b>		<b>(1,065,451,278)</b>

**CASH FLOWS FROM FINANCING ACTIVITIES**

Dividends paid		(2,250,721,253)
Debt servicing		(1,107,567,195)
<b>Net cash used in financing activities</b>		<b>(3,358,288,448)</b>

Effects of exchange rate changes on cash and cash equivalents		(58,245)
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<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>1,306,535,566</b>
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<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>		<b>3,762,212,913</b>
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<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	Php	<b>5,068,748,480</b>
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## The Flight Forward

We at the Manila International Airport Authority wish to thank our peer associates, rating organizations, industry partners, client airlines, stakeholders, and personnel who contributed to the accomplishment of our goals in 2018 as documented in this Report. May what we have gained lead us to greater achievements in the coming years.

Our assets of strength, resilience, and commitment to our corporate vision and values enabled us to overcome the challenges we faced. As we look toward the future with renewed hope and resolve, we will continue to build a duty-oriented and responsive MNL to deliver a seamless experience for passengers and all airport users.

Our aim is simple: enable our passengers to simply fly. Our goal is clear: to be counted among the world's best airports in the Asian region.