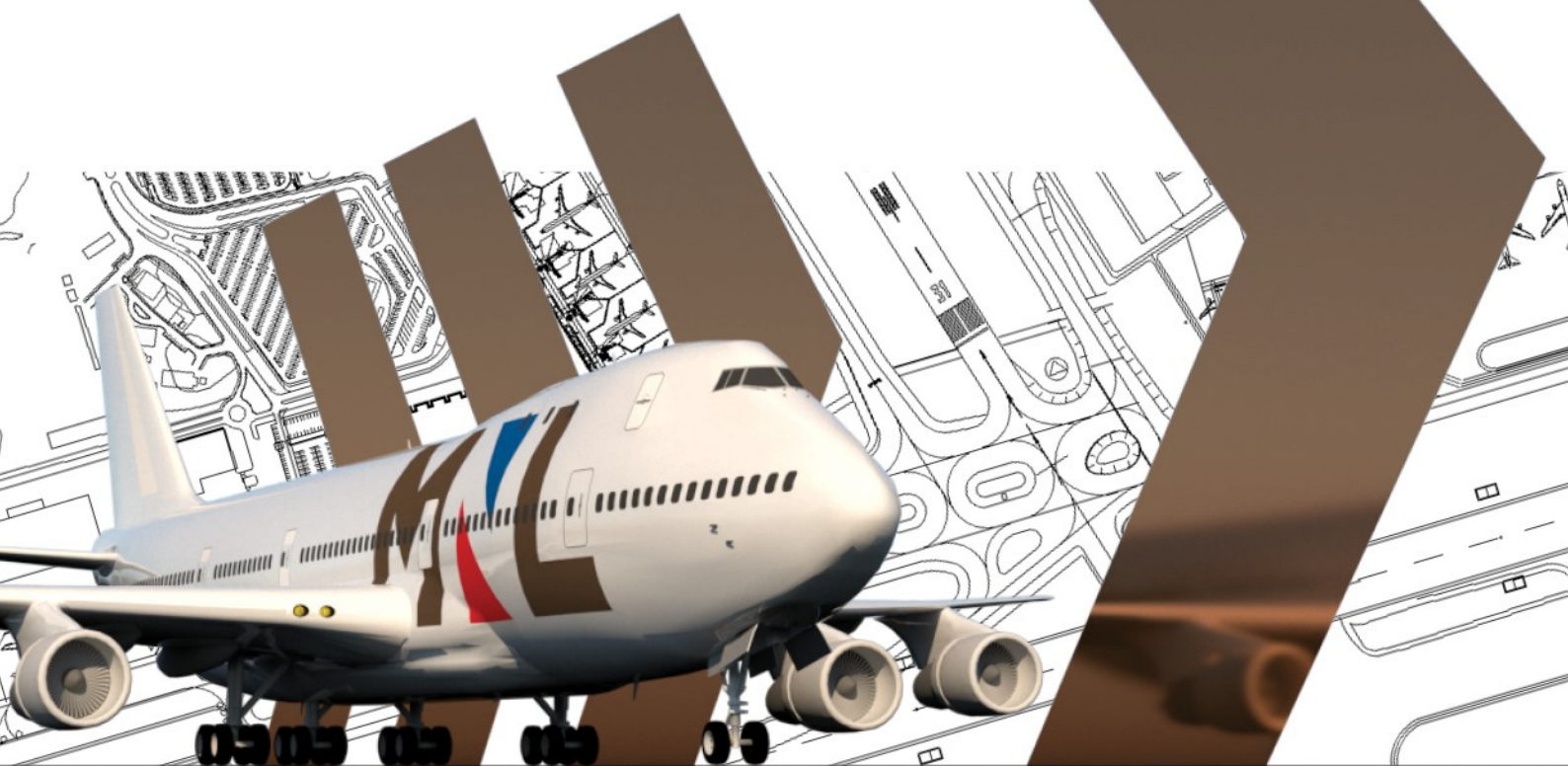


ANNUAL REPORT 20

MOVING FORWARD 19



MANILA
INTERNATIONAL
AIRPORT
AUTHORITY

ABOUT THE COVER

The cover illustrates an aircraft together with the arrows depicting a moving forward approach for the Manila International Airport Authority by managing and continuously improving the Ninoy Aquino International Airport as we aim to become a world-class Manila Airport.

ANNUAL REPORT 2019



MOVING FORWARD

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VISION

BY 2020, 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

BISYON

SA TAONG 2022, ANG NAIA,
NA PINAMAMAHALAAN AT
PINALALAKAD NG MIAA,
AY KINILALA BILANG ISA SA MGA
PINAKAMAHUSAY NA
PALIPARAN SA ASYA.

MISYON

MAGBIGAY NG LIGTAS, PAYAPA, AT
MABUTING KALIGIRAN UPANG
MAKAPAGHATID ANG MGA
STAKEHOLDER NG ISANG
MAGANDANG KARANASAN SA MGA
PASAHERO AT LAHAT NG
GUMAGAMIT NG PALIPARAN
HABANG NAG-AAMBAG SA
PANG-EKONOMIYANG
KAUNLARAN

THE GENERAL MANAGER'S REPORT

MIAA's vision to be recognized as among the best airports in Asia by 2022 is a rallying call to everyone in our Agency, an objective to be attained. The past year has seen MIAA steadfast to this commitment by staying true to the core of our mission to integrate airport environment, stakeholders and users and economic development at the forefront of our projects and deliverables.

2019 saw MIAA working persistently and tirelessly to attain just that. Evidenced by being assessed and re-certified with ISO9001:2015, we have passed the International Standard on the scope of Management of Passenger Facilitation Process and Provision of Support Processes to Passenger Facilitation at all NAIA Terminals, specifically Operations, Facilities and Maintenance, Information, Security and Safety, Purchasing and HR/Training.

The following statistics also proved an overall growth in our international and domestic operations. An increase of 7.93% on international movements and 3.25% for domestic movements correspond to a total of 122,902 international flights and 154,628 domestic flights, respectively. These increases in flight movements likewise brought more international passengers to NAIA; posting an increase of 8.88% or a total of 24,984,439 people going to the airport. Similarly, local flights experienced a 3.77% increase or a total of 22,913,607 people travelling within the country.

While we welcome this positive growth, the Authority marches forward, equipped with a purpose of continuously improving the aerodrome while maintaining the existing implements that led it to achieve its recent successes. The Philippine economy can expect great contributions from the aerodrome due to our ever-growing revenue stream. 2019 achieved a 6% or a total of PHP15.04 billion growth in our gross revenue. This led to our total contribution of PHP8.46 billion to the National Budget.

MIAA completed a total overlay of the Runway 06/24 in phases, as partial developments were done in order not to hamper operations. While this project led to small inconveniences such as runway closures and re-scheduling of flights, it served as testimony of our grit and resilience in fulfilling our commitment. This ordeal did not hinder our growth but merely served as a small snag that posed little to no threat on our capability to smoothly operate while simultaneously conducting vital works. Airlines can again welcome smooth usage of the Runway 06/24 for the coming year.

Terminal 2, dubbed as the Centennial Terminal conceived in 1998, has started undergoing rehabilitation to optimize passenger comfort and experience. Upon its completion, an upgraded terminal for the convenience of passengers and all airport users shall be available.

MIAA was also relentless in working with government agencies through successfully complying with the stringent security requirements demanded by our foreign auditors such as the United States – Transportation Security Administration (US-TSA). This accomplishment entailed the lifting of the travel advisory issued by the USA against the Philippines in 2019.

To expand on this, the Authority commissioned the latest models of Explosives and Drug Trace Detectors (ETD) and Walkthrough Metal Detectors- security implements that are enhancements to complement the existing system already in place. These improvements assisted MIAA in achieving an improved rating of "Satisfactory" for 2019, from a grade level of Acceptable in 2018, in terms of safety and security of our airport for passengers and stakeholders.

The Authority has also joined the efforts of the government in preventing the entry of African Swine Flu (ASF) by supporting the policies and measures implemented by the Bureau of Quarantine at the NAIA Terminals.

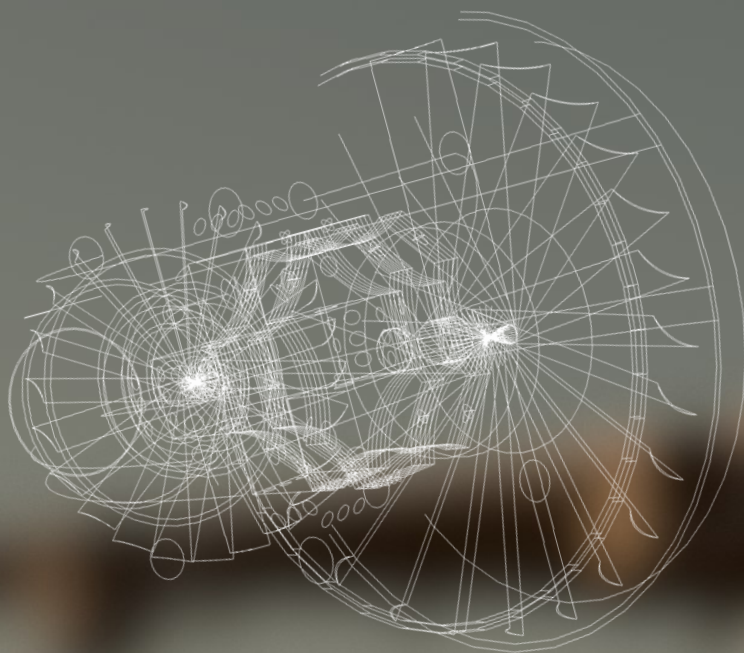
Moving forward, the Authority expresses its optimism that it can—and it will continue to deliver better service for the travelling public as well as its stakeholders. It has committed to implement the "Ease of Doing Business and Efficient Government Service Delivery Act" by revising its Citizen's Charter as required by the Anti-Red Tape Authority.

Furthermore, it has put into practice the #DisipliNAIA: A Civility Advocacy Campaign aimed to raise awareness and practice of good manners and right conduct, to cultivate a culture of courtesy, good work habits and empathy for airport citizens.

Through these challenges and feats, one fact remains clear: MIAA persists and remains stalwart in its commitment to achieve its vision to be recognized as among the best airports in Asia by 2022.



EDDIE V. MONREAL



TAKE OFF

A blurred image of an airplane's wing and tail, suggesting motion and travel.

20
19

AIR MILES
ACCOMPLISHMENT

A white triangle graphic in the bottom right corner.





AIRPORT INTEGRATED COMMAND AND CONTROL CENTER

The Manila International Airport Authority (MIAA) took an initiative to establish a primary linkage of communication within the NAIA Complex. The Authority created the Airport Integrated Command and Control Center (AICCC) dedicated to function as the central area of communication wherein flight status, flight advisories and flight information can be provided to any inquiring party.

Along with the goal of addressing inquiries directly and in a hassle-free manner, and with the available information accessible to the AICCC, certain can be observed such as immediate and effective coordination of aircraft movements to other Terminals (inter-terminal) based on the slot availability; immediate evaluation for applied new flight schedule (recovery flights) during emergencies or untoward incidents and decision-making based on real time data especially during emergency situations.

Other functions of the AICCC include the submission of On-Time Performance Report to Government offices, providing assistance to airlines, groundhandlers and other stakeholders concerning their operations in the Airport, and preparing a summary of delayed and cancelled flights.

The AICCC was lauded in the course of the most recent runway mishap in August 2018 wherein the Xiamen Air flight MF8667 skidded off at NAIA due to heavy rains, causing the closure of the Runway 06/24. Recovery flights were easily catered through the AICCC mitigating inconvenience to passengers brought by the incident.



MIAA'S CIVILITY CAMPAIGN

As Philippines' gateway to the world, Ninoy Aquino International Airport must showcase discipline by observing the rules and regulations which applies to its employees and all airport users.

That is why MIAA, together with MediaSense, launched DiscipLiNAIA – a social campaign that cultivates our positive Filipino traits such as being polite, courteous, approachable and well-mannered.

It also allows airport users to practice discipline towards following security protocols, responsible handling of baggage and proper queuing in line.

The said campaign is promoted through online and related activities so it can be shared using hashtags such as #GawinAngTama, #KasamaSaPagbabago, and #NowNa.

Seminars are held for the DiscipLiNAIA implementation to accustom airport employees, and its stakeholders to practice these positive behaviors.



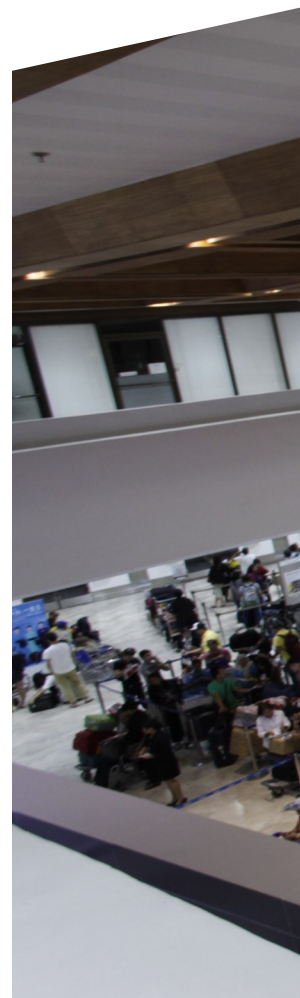


NAIA PASSED RIGID SCREENING OF FOREIGN ASSESSORS

2019 saw the US Department of Homeland Security (DHS) lifting the public notice on security conditions at the Ninoy Aquino International Airport (NAIA). With this move came the assurance to airport users that better security measures are implemented within the aerodrome. In addition, NAIA also passed two (2) consecutive assessments conducted by the US Transport Security Administration (US-TSA) in March and May of the same year, proving that NAIA is consistent in meeting the security standards set by the International Civil Aviation Organization (ICAO).

Demonstrating the willingness to work toward sustaining the improvements, the Authority implemented rigid screening measures to efficiently address the findings of the US-TSA, which made significant improvements in security operations at the country's main gateway. Furthermore, MIAA vowed to consistently exert efforts to ensure the safety and security of passengers and meeting international security standards.

Various improvements that were carried out were approval and publication of the updated NAIA Security Plan (ASP) and National Civil Aviation Security Program (NCASP); close coordination among all security units operating at the NAIA, such as the Office for Transportation Security (OTS), Philippine National Police Aviation Security Group, additional security screening officers; strict implementation of new security screening Standard Operating Procedures (SOPs); use of new screening equipment such as dual-view x-ray machines and explosive trace devices; operationalize access doors' alarm system functions; cooperation with airline companies, ground handlers, and concessionaires; implementation of the areas to segregate screened and unscreened bags and stamping procedure for screened baggage; implementation of measures and procedures regarding background checks for security personnel; and the creation of MIAA Security Quality Control Program (MSQCP) with nine (9) qualified Inspectors.





NAIA IS ONE OF THE BEST AIRPORT FOR BUSINESS TRAVELLERS

The Ninoy Aquino International Airport (NAIA) garnered an overall score of 38.19% in an assessment conducted by the United Kingdom's business class specialist - The Globe Hunters. The website analyzed 45 airports of the world's most popular for business travel and were ranked among those that *"offer a far better experience for those who are flying for business."*

Looking at the busiest airports around the globe, the assessment ranked these airports based on the facilities and services they offer, total number of passengers serviced, number of lounges available, on-time arrival performance, destinations served, number of airlines using the airport, airport rating, transit time for both private and public transport, and cost of parking at the airport.

As a result of the assessment, NAIA received an on-time arrival performance of 63.9% with an average of 48,101,474 passengers services, 93 destinations served and an airport rating of three put of five stars.



APPRECIATION & COMMITMENT



COMMENDABLE MIAA PERSONNEL

Celebrating MIAA's honest, exceptionally dedicated, and selfless employees, the Authority holds an award-giving ceremony during its Flag Ceremonies.

The MIAA Praise Committee hands out recognition and awards to employees who exhibited honesty in returning items and goods to their rightful owners. It also celebrates personnel who showcased dedication in their line of work by going above and beyond their call of duty through selfless service.





PASSENGER SATISFACTION SURVEY

As part of its commitment to public service, MIAA constantly strives to improve for the convenience of all its stakeholders and to live up to its vow of providing world-class services and facilities.

To gauge itself, the MIA Authority tapped the capabilities of Kantar Group, a media company who specializes in research by conducting data gathering implements such as surveys, data insight and other related disciplines.

MIAA, in partnership with Kantar, launched a survey in all NAIA terminals to obtain a pulse of public opinion.

Overall, the results were positive. Customers observed the pleasantness of staff behavior, facilities were found adequate and comfortable, and various amenities such as entertainment facilities, smoking lounges, nursing stations, and the like were readily made available.

As far as safety and security are concerned, security personnel were found to be polite, competent, and thorough in carrying out their tasks.

While MIAA enjoys a generally positive review from its stakeholders, it understands that improvements must still be made to ensure that a seamless airport operation is provided 24/7.



ISO 9001:2015

CERTIFICATE OF REGISTRATION

THIS IS TO CERTIFY THAT THE
QUALITY MANAGEMENT SYSTEM OF

Manila International Airport Authority

**MIAA Administration Building, MIA Road,
NAIA Complex, Pasay City 1300**

PHILIPPINES

Has been assessed and registered as complying with the requirements of the International Standard shown above for the following Scope. Further clarifications regarding the scope of this certificate and the applicability of ISO 9001:2015 requirements may be obtained by consulting the organisation.

Management of Passenger Facilitation Process and Provision of Support Processes to Passenger Facilitation at NAIA Terminals 1,2,3 and 4 specifically, Operations, Facilities and Maintenance, Information, Security and Safety, Purchasing and HR/Training.



Adnan

Tony Wilde
Group Chairman
ISC (Global), License #1150/2011 CC

Registration Number: QAC/R63/0218
Registration Date: 11/Sep/2018
Expiry Date: 12/Sep/2021

ISC (Global), Building 11, 7th Floor, Bay Square, Business Bay, Dubai, UAE.



This certificate is valid until the Expiry Date on the condition that audits are conducted and paid for as per the Certification Agreement. Should this condition not be met, cancellation procedures will be initiated and the client will be removed from the JAS-ANZ register. This Certificate remains the property of International Standards Certifications (Global) FZ LLC and must be returned upon request. It must not be altered in any way. Intentional misuse of this certificate will result in cancellation without prior notification.

MIAA PASSES THE ISO 9001:2015 RECERTIFICATION

The Manila International Airport Authority began its certification journey in 2008 when it first obtained its ISO certification under ISO 9001:2008 standards.

It has achieved another milestone in 2018 after obtaining its ISO certification under ISO 9001:2015-International Standard on the scope of Management of Passenger Facilitation Process and Provision of Support Processes to Passenger Facilitation

The certificate was awarded by the International Standards Certification Global, one of the pillars in developing ISO standards and is now one of the fastest-growing certification body in the industry.

As of date, the Authority is officially re-certified for ISO 9001:2015. The ISO 9001:2015 is focused on risk-based thinking along with meeting customer expectations. Organizations are now encouraged to use risk analysis in order to address challenges in their business processes.

The certification is particularly for the "Management of Passenger Facilitation Process and Provision of Support Processes to Passenger Facilitation at NAIA Terminals 1, 2, 3, and 4 specifically: Operations, Facilities and Maintenance, Information, Security and Safety, Purchasing and HR/Training."

The re-certification proves that the management is persistent in achieving its mission and vision by ensuring quality, safety and efficiency in its operations.



Consolidated oPC as of 3 January 2019...

MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Division /Individuals Accountable		
Strategic Objectives					
I. Increase in Gross Revenue	_____ % increase in the volume of passengers, flights and cargo		AGMO AGME	5 – more than the target 3 – met the target 1 – did not meet the target	5 4 3 2 1
	100% on-time billing and collection of aero fees and charges, Passenger Service Charge, Parking Fees, Access Pass and Passenger Assistance Fee		AGMFA AGMO AGMSES GMO AGME	5 – more than the target 3 – met the target 1 – did not meet the target	5 4 3 2 1
	_____ % share increase in MIAA Gross Revenue of Rental, CPF and other charges from Concessionaires of NAIA Terminal 1, 2, 3, 4, General Aviation and Other Areas		BDCMD	5 – more than the target 3 – met the target 1 – did not meet the target	5 4 3 2 1
	100% Strict implementation of Access Control Measures		AGMSES	5 – more than the target 3 – met the target 1 – did not meet the target	5 4 3 2 1
	100% processing of concessionaire's applications and issuance of construction permit.		AGME	5 – more than the target	5

STRATEGY

STRATEGIC PERFORMANCE MANAGEMENT SYSTEM ANNUAL PERFORMANCE PLANNING AND REVIEW CONFERENCE

The MIAA Management underwent a two-day planning sessions at the Dusit Thani Hotel last 10-11 January 2019.

This planning session sought to establish MIAA's vision by setting its target performance and measuring such outputs through indicators set by international standards.

The Authority focused on efforts according to the following perspectives: Social impact, Customers and Stakeholders, Financials, Internal Process, and Learning and Growth.

For each perspective, MIAA developed Strategic Objectives which shall serve as its guidepost for achieving its vision.

Social Impact is the effect of the overall operations of the aerodrome in the community it belongs. For this perspective, MIAA focused on maximizing international and domestic market share and dominance in tourism and commercial trade.

Customers and Stakeholders indicate the responsibilities the MIA Authority is charged with

when it comes to the airport users and the concessionaires alike. MIAA, as a service-oriented agency, promises world class facilities and service. Thus the Authority strives for enhancing passenger comfort and convenience, and overall customer experience was set as its focus.

As with any agency, operating the NAIA aerodrome requires sustainable funding. Hence it is this sustainability of financial performance which the MIA Authority strives for in its financials.

Apart from focusing on external factors, MIAA, through its vision, also sought to implement change from within. In this planning session, the management also saw fit to improve upon its internal processes to ensure passenger safety and security, and to ensure operational efficiency in accordance with international standards.

To further secure change among the ranks, the management also sought to strengthen workforce competencies through the planning of learning activities that shall aim at developing further the skills of not only the top management but also the rank and file.



NAIA'S PROGRAM FOR ELDERLY : SENIOR CITIZENS AS AIRPORT USHERS

Senior Citizens landed an initiated fifteen (15) days job as airport ushers made possible through a memorandum of agreement between Department of Labor and Employment (DOLE), Ang Probinsyano Partylist group and the Manila International Airport Authority (MIAA).

The Senior Citizens received a daily income of P537.00 equivalent to a minimum wage of an employee in Metro Manila by rendering services three (3) hours in the morning and three (3) hours in the afternoon.

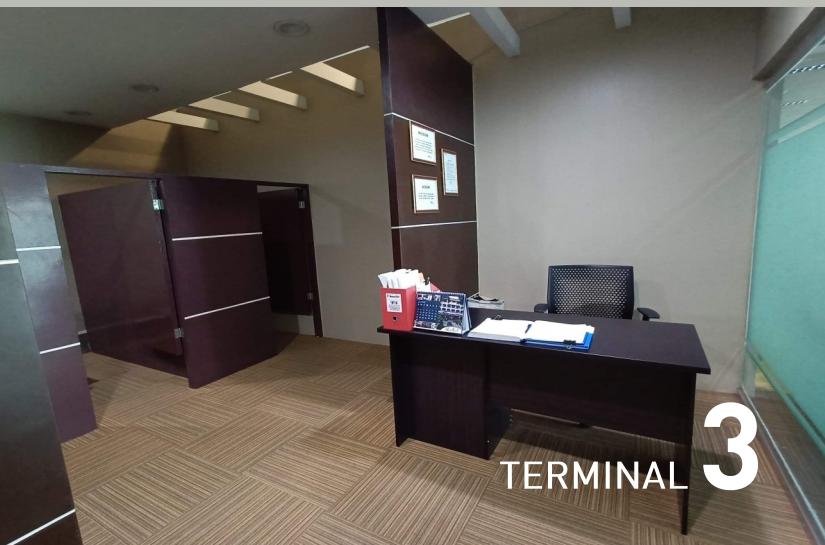
Tasks that are "not physically taxing" were assigned to them such as guiding airline passengers to assigned areas, straightening queues and/or office work that addresses concerns of the passengers.

This program is dedicated for senior citizens under the DOLE's Tulong Panghanapbuhay para sa Disadvantaged/Displaced Workers or TUPAD.

**"The elderlies are treasures
in our society."**



TERMINAL 1



TERMINAL 3



TERMINAL 4

GENDER AND DEVELOPMENT




BREASTFEEDING FACILITIES

In recognition of diverse needs in the airport, MIAA situated breastfeeding facilities in all four terminals to cater mothers-on-the-go with their essentials in attending to their children without the exposure to other airport users.

These implements shall be a safe space for mothers and their children within a fast-paced and fully-packed environment in the airport.

ALL GENDER RESTROOMS

In solidarity with our LGBT brethren, MIAA also allocated an "All Gender Restroom" in its Administration Building and all the four terminals.



WE REALIZE
THE IMPORTANCE
OF OUR VOICES
ONLY WHEN
WE ARE SILENCED

ORANGE
WOMEN'S
DAY
MONTH



The “Orange day” event stands for the stop of violence against women and children. By wearing orange shirts, MIAA personnel expressed their support for the said campaign.



Acknowledging the vital role of women in society and in the workplace, MIAA held a month-long festivity to celebrate women’s achievements as mothers, wives, co-workers and as partners.

This event marked the government’s support to international commitments on gender and development to promote and advocate women’s rights.

MIAA CORPORATE SOCIAL RESPONSIBILITY

WALK₄ HEALTH

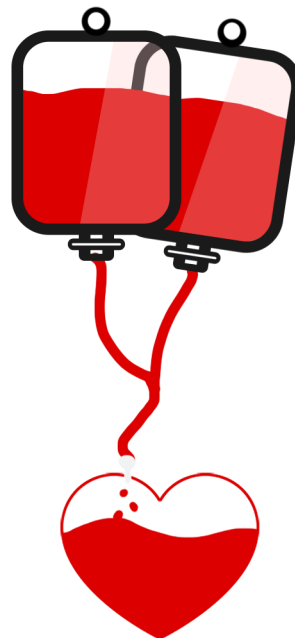
The 37th MIAA Anniversary kicked off with the “Walk for Health” event that encourages the employees to maintain a healthier work lifestyle through health and wellness campaign.





In coordination with the Philippine Red Cross Pasay City Chapter, the Authority held a blood-letting activity in support of the former's advocacy to alleviate human suffering and to recruit voluntary blood donors.

Blood Letting



MIAA REACHING OUT TO AETA COMMUNITY

Through the aid of the Foundation of Our Lady of Peace and Mission, Inc., MIAA donated a total of one hundred sixty four (164) boxes of clothes, shoes, pillows, linens and blankets to the Aeta's Tribe in Sitio Gala, Brgy. Sacatihan, Subic, Zambales also known as the Aeta Resettlement Area.



LINGAP KAPWA

In October 2019, Mindanao was rocked by a 6.6 magnitude earthquake resulting to a number of casualties as well as losing their homes.

MIAA initiated a "Lingap Kapwa," drive providing donations of food, medicine, tents, clothes, and blankets for the said earthquake v/ictims.





NOTABLE PROJECTS



OVERLAY OF RUNWAY 06/24

Completion Date: 15-Mar-2019

Project Cost: P727.01M

(inclusive of consultancy services: 23.36M)

Purpose:

To maintain reliability of facilities and navigational safety at the aerodrome.



INSTALLATION OF FOUR-SEATER AIRPORT SEATING

582 units for NAIA Terminals

Delivered: June 19, 2019

Cost: P14.55M

922 units for NAIA Terminals

Delivered: Dec. 2019

Cost: P20.88M

Purpose:

To replace/augment the existing units for the comfort and convenience of the passengers.



OTHER COMPLETED PROJECTS

Project	Cost	Completion Date
Thermoplastic Repainting of Pavement Markings (A)	20.39 M	September 9, 2019
Upgrading of Paging System at Terminal 3	38 M	June 19, 2019
Installation of Stainless Seismic Expansion Joint Covers (Phase 2) at NAIA Terminal 3	15.80 M	June 27, 2019
Installation of VRF Air Conditioning System at the Arrival Gallery of NAIA Terminal 2	14.78 M	June 27, 2019
Replacement of Fresh Air - Air Handling Units (AHU F1 & F2) at NAIA Terminal 2	16.70 M	August 8, 2019
Commissioning of 21 Units Explosive and Drug Trace Detector (ETD) and 4 Units Walk Through Metal Detectors (WTMD)	49.42 M	July 21, 2019



Commissioning of 39 Units Hold Baggage X-Ray Machines	228.54 M	October 18, 2019
Commissioning of 23 Units Cabin Baggage X-Ray Machines	127.88 M	October 28, 2019
Airside Perimeter Security Screening Checkpoints & Gate Canopies	18.87 M	December 23, 2019
Lightning Alert Shelter	3.26 M	November 2, 2019
Retrofitting of Medium Voltage Circuit Breakers to Medium Voltage Vacuum Circuit Breaker	85.59 M	March 9, 2019
Upgrading of Defective Uninterruptable Power Supply (UPS) at Balagbag Substation	47.5 M	September 23, 2019

ONGOING PROJECTS

REPAIR AND OVERLAY OF RUNWAY 13/31

Including: Interconnecting Taxiway; Upgrading of runway 13 extension; upgrading of H-3 segment; and construction of additional holding position

Target Completion Date:	11-Mar-2020
Total Project Cost:	P549.97M
Consultancy Services:	P15.84M
Civil and Electrical:	P534.13M
Actual Accomplishment:	1.331%
(as of Dec 4, 2019)	

Purpose:
The project supports the safe and reliable aircraft operation / maneuvering, decrease downtime. The repair and overlay of the runway also aims to accommodate new large domestic aircraft.



REHABILITATION OF NAIA TERMINAL 2



Target Completion Date :	11-Mar-2020
Project Cost:	P620.66M
Consultancy Services:	P16M
MIAA Funds:	P95.66M
DOTr Funds:	P509M

Actual Accomplishment : 17.84%
(as of Oct. 18, 2019)

Purpose:
To improve operational efficiency, passenger's experience, safety, comfort and convenience.

ELEVEN (11) UNITS OF NEW PASSENGER BOARDING BRIDGES AT NAIA TERMINAL 1



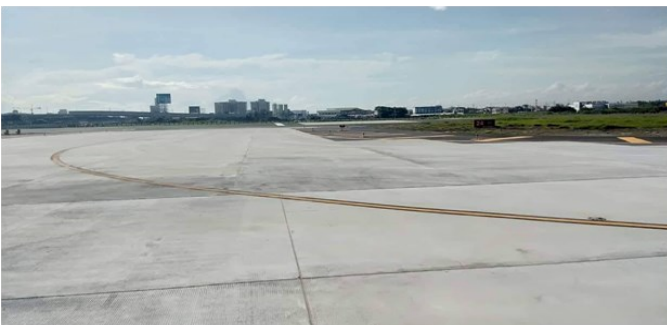
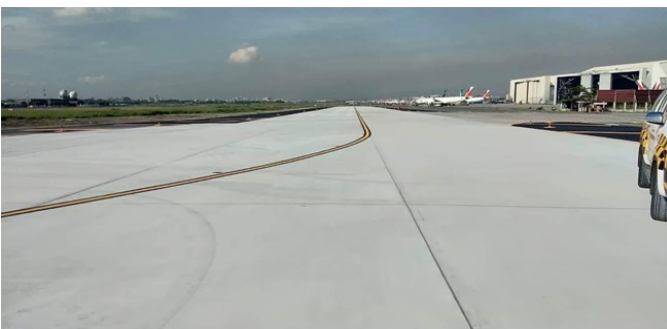
Target Completion Date: Dec-2020

Project Cost: P349.26M

Purpose:
Replacement of aging units that had recurring down-time.



REPAIR AND UPGRADING OF TAXIWAY H-1, C-1, C-2, C-3, C-4 AND C-5



Target Completion Date : 06-Jan-2022

Total Project Cost: P1,237.25M

Consultancy Services: P56.08M

Civil Works: P881.28M

Electrical Works: P299.89M

Actual Accomplishment : 40.81% Civil Works
(as of Dec. 4, 2019) 17.42% Electrical Works

Purpose:
The project aims to improve aerodrome safety.



FLIGHT






20
19

OPERATIONAL
HIGHLIGHTS



OVERALL NAIA STATISTICS

International, Domestic, and General Aviation

	2019	2018	Variance	% Change
 FLIGHTS 305,622	293,981	11,641	3.96%	↑
 PASSENGERS 48,101,474	45,251,506	2,849,968	6.30%	↑
 CARGO (metric tons) 721,708	738,698	-16,990	-2.30%	↓

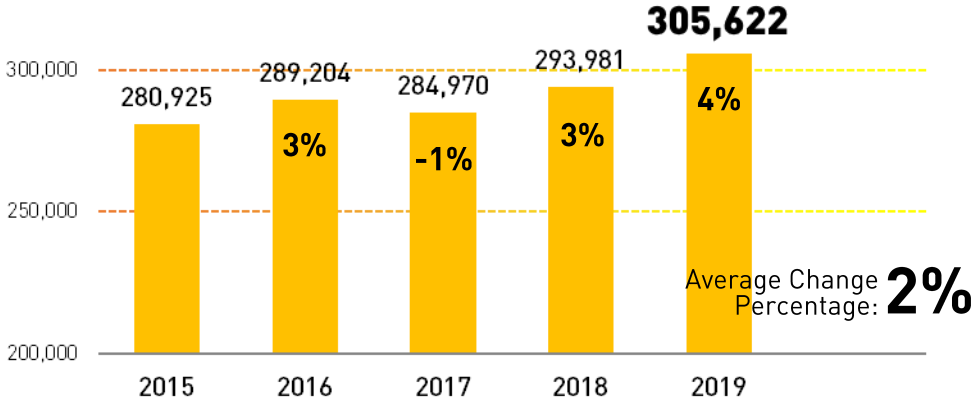
For the total NAIA operation of Terminals 1, 2, 3, 4, and General Aviation, flight movements for CY 2019 increased by 3.96% from 293,981 to 305,622 flights, while passenger movements posted an increase of 6.30% from 45,251,506 in 2018 to 48,101,474. Cargo volume on the other hand posted a decrease of 2.30% from 738,698 metric tons to 721,708 metric tons.

305,622 2019 Total FLIGHTS

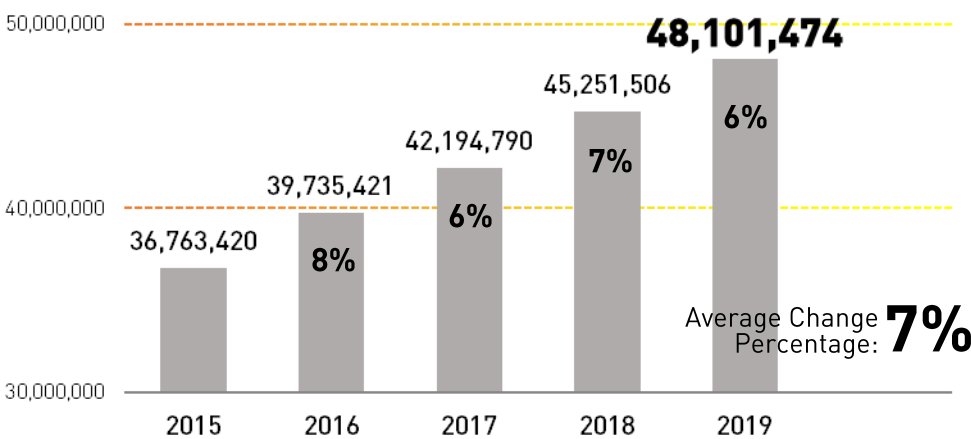
48,101,474 2019 Total PASSENGERS

721,708 2019 Total AIR CARGO

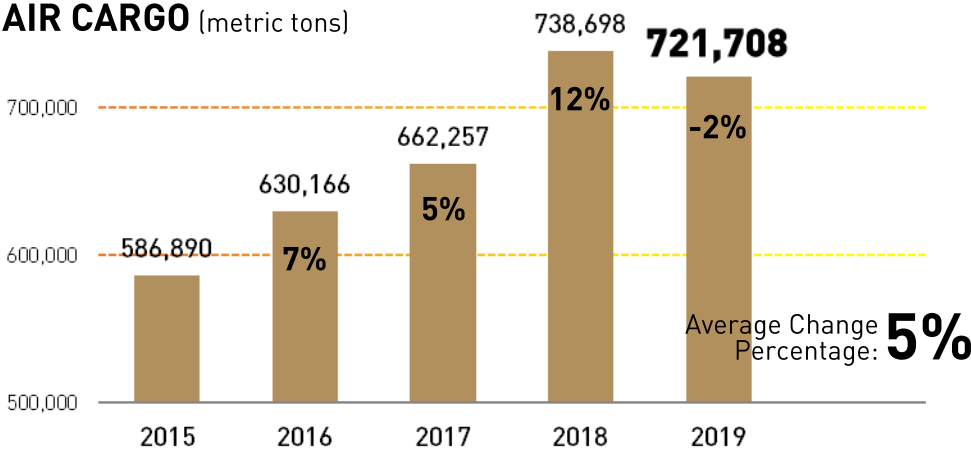
FLIGHTS



PASSENGERS



AIR CARGO (metric tons)

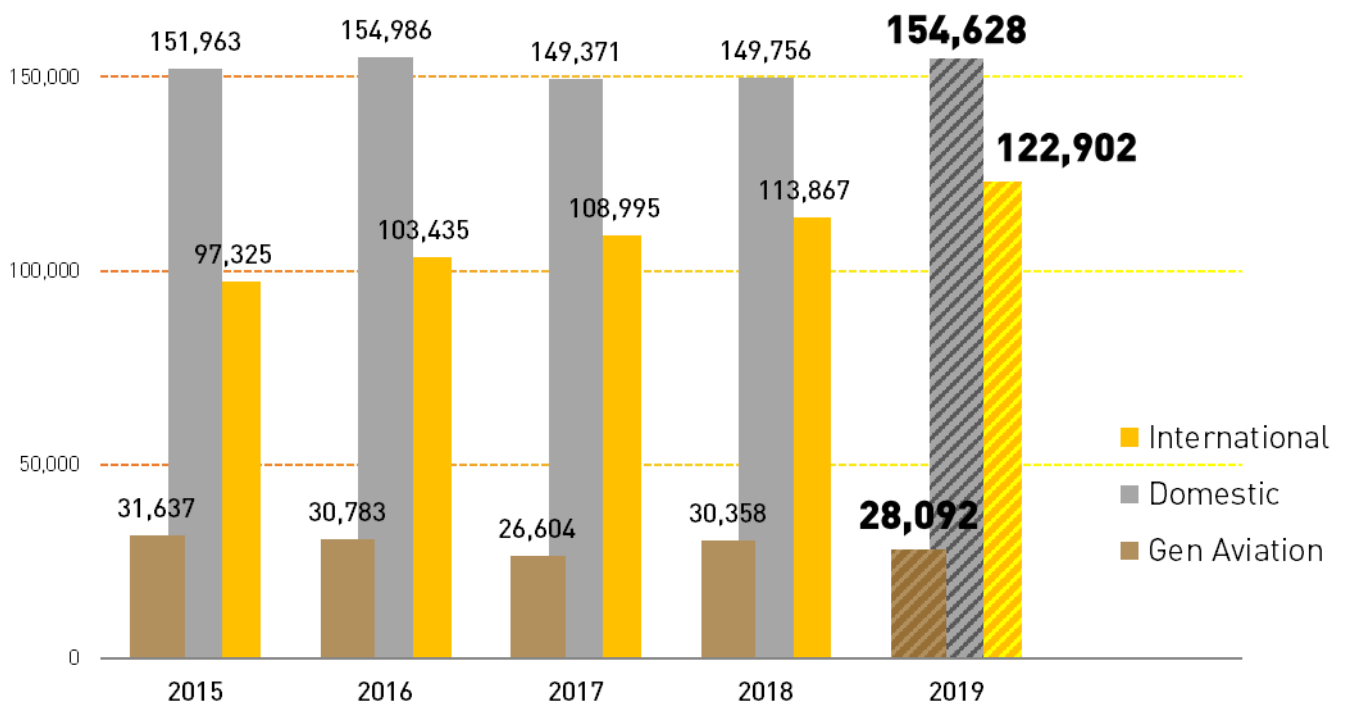




AIRCRAFT MOVEMENTS

(Unit: flights)

	2018	2019	Variance	% Change
International	113,867	122,902	9,035	8%
Domestic	149,756	154,628	4,872	3%
General Aviation	30,358	28,092	-2,266	(7%)



122,902

154,628

28,092

TOTAL: **305,622**

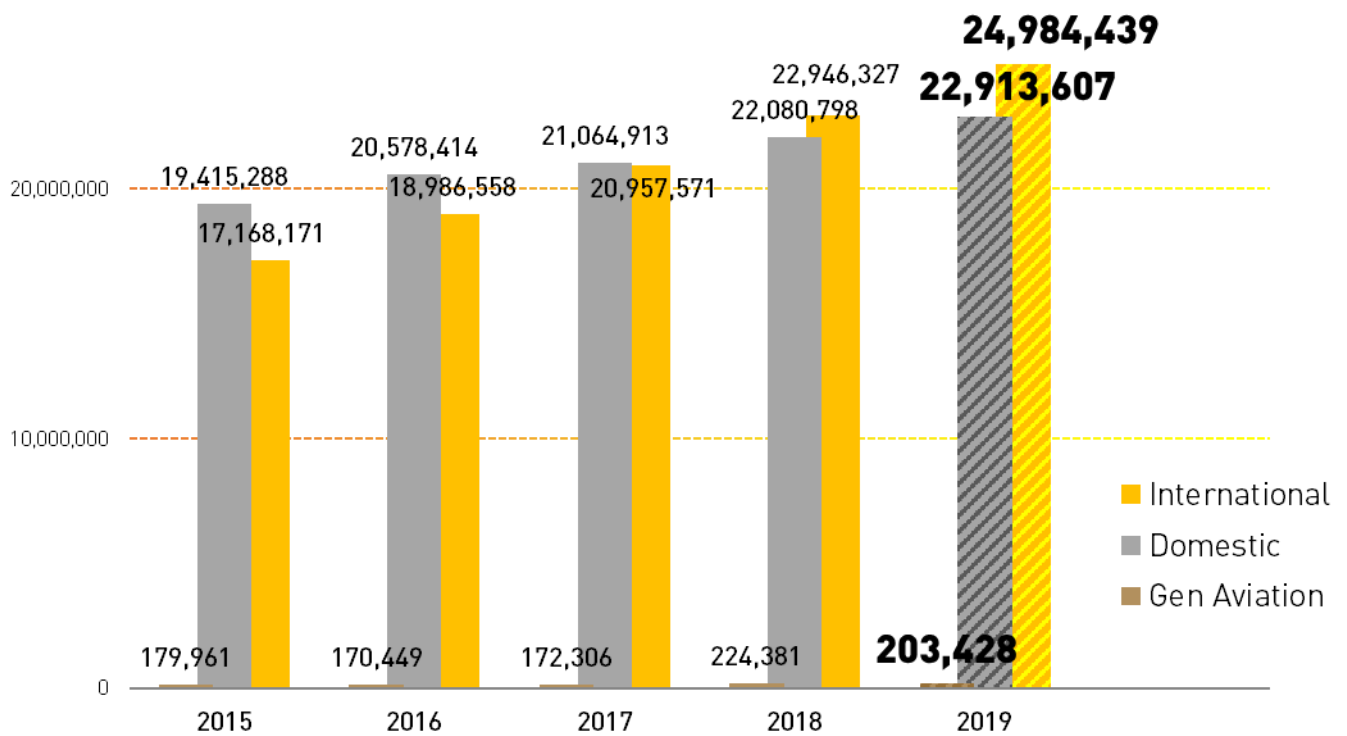
The total number of flights in 2019 increased to 305,622, up by 3.96% over the previous year. International flights posted an 8% increase or 122,902, while domestic flights increased by 3% or 154,628.

PASSENGERS

(Unit: People)



	2018	2019	Variance	% Change
International	22,946,327	24,984,439	2,038,112	9%
Domestic	22,080,798	22,913,607	832,809	4%
General Aviation	224,381	203,428	(20,953)	(9%)



24.98M

22.91M

0.20M

TOTAL: **48.10M**

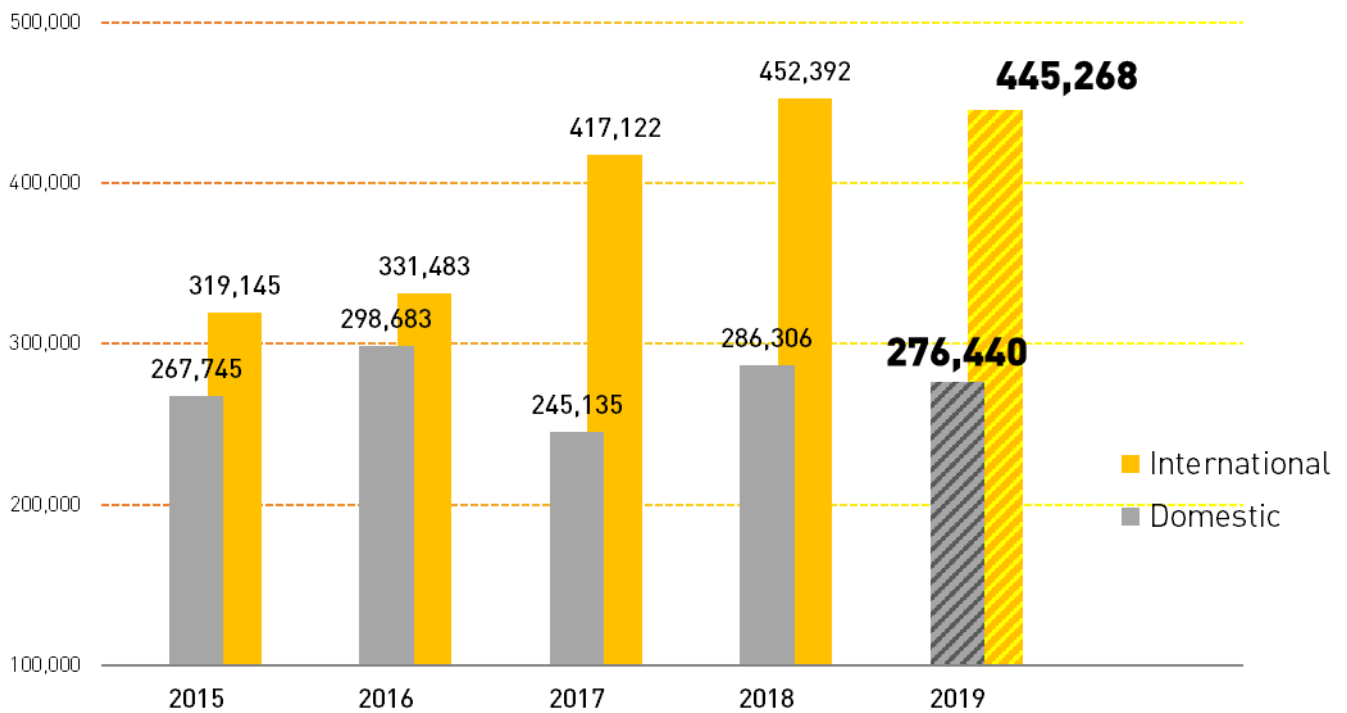
48.10 million passengers used NAIA in 2019. International passengers increased by 9% or a total of 24.98 million while domestic passengers posted a 4% increase with a total of 22.91 million.



AIR CARGO

(Unit: metric tons)

	2018	2019	Variance	% Change
International	452,392	445,268	(7,124)	(2%)
Domestic	286,306	276,440	(9,866)	(3%)
General Aviation				



445,268

276,440

TOTAL: 721,708

The total volume of air cargo for 2019 decreased to 721,708 metric tons, down by 2.30% from the year 2018.

ROUTES AT NAIA

INTERNATIONAL DESTINATIONS

Abu Dhabi
Addis Ababa
Amsterdam
Auckland
Bahrain
Bali
Bangkok
Beijing
Brisbane
BS Bagawan
Cairns
Dammam
Darwin
Detroit
Doha
Don Muang
Dubai
Fukuoka
Guam
Guangzhou
Hanoi
Ho Chi Minh
Hong Kong
Honolulu

Incheon
Istanbul
Jakarta
Jeddah
Jinjiang
Kansai
Kaohsiung
Koror
Kota Kinabalu
Kuala Lumpur
Kuching
Kuwait
London, Heathrow
Los Angeles
Macao
Melbourne
Muscat
Nagoya
New York, JFK
Phuket
Port Moresby
Pusan
Riyadh
San Francisco

Shanghai
Siem Reap
Singapore
Sydney
Taipei
Tokyo, Haneda
Tokyo, Narita
Toronto
Truk
Tyndall AFB
Vancouver
Xiamen
Zhengzhou

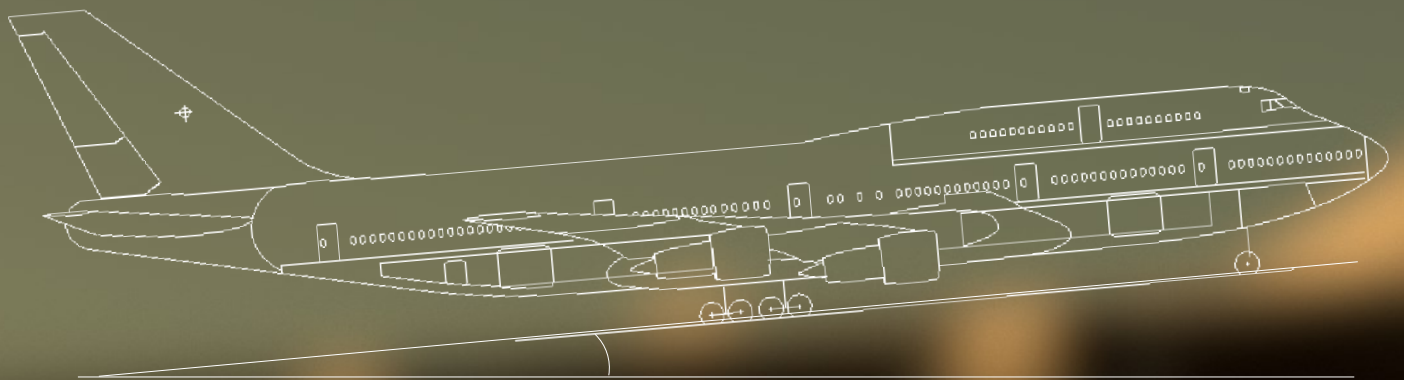


DOMESTIC DESTINATIONS

Bacolod
Basco
Busuanga
Butuan
Cagayan de Oro
Calbayog
Camarines Sur
Cataraman
Caticlan
Cebu
Clark
Cotabato
Davao
Dipolog

Dumaguete
El Nido
General Santos
Iloilo
Isabela
Kalibo
Laoag
Legazpi
Manila
Masbate
Ozamiz
Pagadian
Puerto Princesa
Roxas

San Jose
San Vicente
Siargao
Surigao
Tablas
Tagbilaran
Tagloban
Tuguegarao
Virac
Zamboanga

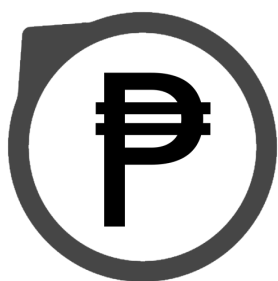


LANDING

A blurred image of a commercial airplane in flight, angled upwards from the bottom left towards the top right. The background is a dark, muted greenish-grey. The text '2019' is overlaid on the right side, with '20' in white and '19' in orange. Below the year, the words 'FINANCIAL STATEMENT' are written in white. A white triangle is in the bottom right corner.

20
19

FINANCIAL
STATEMENT



FINANCIAL OVERVIEW

(Units: million pesos)

	2017	2018	2019
	Audited		Interim
Gross Revenue	13,133	14,191	15,169
Increase/Decrease		1,058	1,789
%Change			7%
Net Income	3,700	6,206	5,019
Increase/Decrease		2,506	(1,187)
%Change			(19%)

In 2019, NAIA had PHP 15,169 million in revenue and PHP 5,019 , million net income. The revenue is up by 7% while the net income is down by 19% from the year 2018.

Contribution to the National Treasury

(Unit: million pesos)

	2018	2019	%
Dividends	3,424	6,000	(43%)
20% NG Share	1,714	1,789	4%
Income Tax	2,019	2,165	7%
Terminal Fee			
PD 1957 (P 100 / Departing Pax)	909	968	6%
Nat'l Civil Aviation Security Committee	704	742	5%
TOTAL	8,770	11,664	(4%)

15,169 GROSS PROFIT

5,019 NET PROFIT

11,664 CONTRIBUTION TO NATIONAL TREASURY





COMPARATIVE INCOME STATEMENT

Budget v 2019 v 2018





(Unit: million pesos)

	Budget	2019	2018	Budget	Variance	Last Year	
	A	B	C	B - A	%	B - C	%
Gross Revenues	14,445	15,169	14,191	724	5%	978	7%
Share of the National Government	1,859	1,789	1,714	(70)	(4%)	75	4%
Net Revenues After NG Share	12,586	13,380	12,478	794	6%	902	7%
Operating Expenses	7,235	6,546	6,246	(689)	(10%)	300	5%
Net Income From Operations	5,350	6,833	6,232	1,483	28%	601	10%
Other Income/(Expenses)	120	339	1,957	219	183%	(1,618)	(83%)
Net Income Before Tax	5,471	7,172	8,189	1,701	31%	(1,017)	(12%)
Provision for Income Tax	1,641	2,153	1,983	512	31%	170	9%
Net Income After Tax	3,829	5,019	6,206	1,190	31%	(1,187)	(19%)

2019 v 2018

GROSS REVENUE:	 P 978 M OR 7 %
OPERATING EXPENSES:	 P 300 M OR 5 %
NET INCOME FROM OPERATIONS:	 P 601 M OR 10 %
NET INCOME AFTER TAX:	 P 1,187 M OR 19%

2019 v Budget

GROSS REVENUE:	 P 724 M OR 5 %
OPERATING EXPENSES:	 P 689 M OR 10 %
NET INCOME FROM OPERATIONS:	 P 1,483 M OR 28 %
NET INCOME AFTER TAX:	 P 1,190 M OR 31 %

STATEMENT OF COMPREHENSIVE INCOME

The Manager's Summary

(Units: million pesos)

GROSS OPERATING INCOME	2018	2019
	Audited	Interim
Toll and Terminal Fees	5,085	5,497
Landing and Parking Fees	4,935	5,262
Rent Income	3,415	3,568
Other Service Income	632	334
Royalty Fees	124	128
Total (Gross Revenue)	14,191	15,169

MIAA'S PROFIT FROM OPERATIONS		
	Audited	Interim
GROSS OPERATING INCOME	14,191	15,169
National Government Share on MIAA's Gross Income	(1,714)	(1,789)
MIAA's Share on Operating Income	12,478	13,380
Operating Expenses		
Personal Services	(866)	(977)
MOOE	(5,380)	(5,737)
	(6,246)	(6,714)
Total	6,232	6,666

15,169 2019 GROSS PROFIT

OTHER INCOME (EXPENSES)		
	Audited	Interim
Interest Income	349	632
Fines and Penalties	82	67
Dividend Income	0	0
Miscellaneous Income	61	66
Financial Expenses	(193)	(226)
Gain(Loss) on ForEx, net	(163)	(104)
Gain(Loss) on Disposal of Assets	1,783	(85)
Income from Donations	0	25
Share in the Loss of Associate (PASSCOR)	0	(12)
Reversal of Impairment Loss	39	0
Total	1,957	339

	2018	2019
	Audited	Interim
MIAA'S PROFIT FROM OPERATIONS	6,232	6,833
OTHER INCOME (EXPENSES)	1,957	339
Profit Before Income Tax	8,189	7,172
Income Tax Expense	(1,983)	(2,153)
Net Profit (Net Income)	6,206	5,019

2019 NET PROFIT

5,019



The Manager's Summary Assets

(Unit: million pesos)

Current Assets	2018	2019
	Audited	Interim
Cash and Cash Equivalents	17,367	18,976
Receivables, net	4,148	3,186
Prepayments	660	753
Other Current Assets	88	87
Total	22,263	23,002

Non-Current Assets		
	Audited	Interim
Long-Term Receivables, net	0	0
Investments	13	0
Property Plant, and Equipment, net	35,601	36,193
Investment Property, net	36	33
Other Non Current Assets	1,411	1,788
Total	37,060	38,015

Total Assets		
	Audited	Interim
Total Current Assets	22,263	23,002
Total Non-Current Assets	37,060	38,015
Total	59,323	61,017

61,017

2019 Total ASSETS
Current and Non-Current

Liabilities and Equity

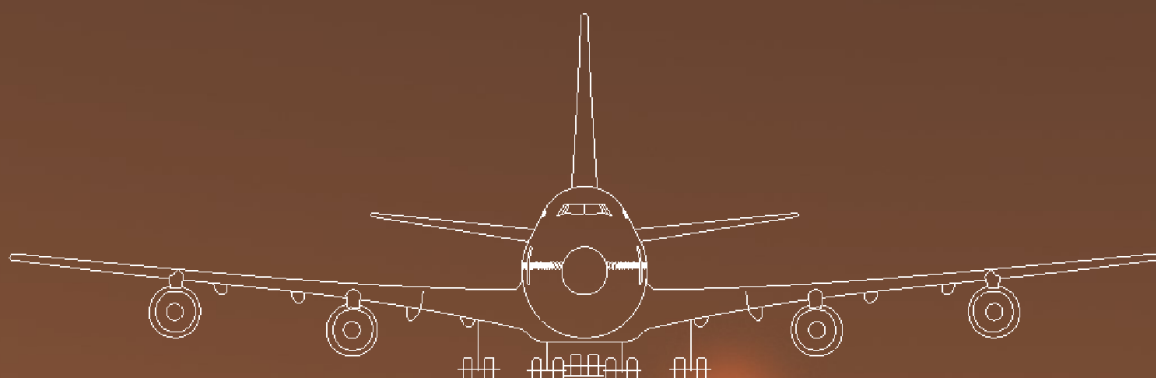
(Unit: million pesos)



Current Liabilities	2018	2019
	Audited	Interim
Payables	4,732	7,348
Inter-agency Payables	1,441	1,798
Current Portion of Loans Payable - Foreign	488	417
Current Portion of Loans Payable - Domestic	428	488
Current Portion of Finance Lease Payable	-	138
Other Current Liabilities	1,030	1,465
Non-Current Liabilities		
	Audited	Interim
Loans Payable - Foreign	1,700	1,241
Loans Payable - Domestic	1,221	732
Finance Lease Payable	0	418
Other Long-Term Liabilities	0	6
Total	2,920	2,397
Liabilities and Equity		
	Audited	Interim
Current Liabilities	8,118	11,653
Deferred Credits	661	684
Total Non-Current Liabilities	2,920	2,397
Equity	47,624	46,282
Total	59,323	60,348

2019 Total LIABILITIES and EQUITY

61,017



TOUCH DOWN

A blurred image of a train, likely a high-speed rail, moving from left to right. The train is orange and white, with the word 'L' visible on its side. The background is a solid brown color with a white triangle in the top right corner.

20
19

CORPORATE
AFFAIRS



binibining MIAA 2019



Showcasing their beauty, talent, and pizzazz the *Dalagang Filipina* should naturally possess, the Binibining MIAA candidates gave justice to the the universe's oldest and still unanswered question: "What is the essence of a woman?"

Aside from the usual categories such as casual wear, photogenic, talent competition, evening gowns and question and answers; the Binibing MIAA 2019 candidates also compete for the night gowns made from recycled materials showing off their creativity.



MIAA OFFERS OPPORTUNITIES TO EMPLOYEES

In line with its endeavor of pursuing its rationalization plan, MIAA launched the ETEEAP and Master's Program.

The Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP) aims to complement the lacking subject units of MIAA personnel who were not able to complete their college education. The Master's Program aims to provide a comprehensive Master's Degree education to MIAA personnel who wish to pursue higher education.

Partnering with the multi-accredited Philippine Christian University, MIAA management sought to improve its personnel's capabilities so that they meet the competency requirements once the rationalization plan commences.



MIAA SPORTS FEST

The Manila International Airport Authority is committed to develop a healthy and alert workforce and also aims to promote and sustain the development of sports in the MIAA community to foster physical fitness, self-discipline, team work and excellence.

Various sports events are participated by MIAA employees and outsourced personnel every year.





KASALANG BAYAN

The Manila International Airport Authority hosted the first Kasalang Bayan, a mass wedding for its personnel at Our Lady of the Airways Parish, Pasay City in 16 May 2019.

Said event was intended for MIAA employees either direct employees or outsourced personnel, who have never abandoned their dreams of getting married under the Roman Catholic wedding rites.

MIAA General Manager Eddie V. Monreal graced the wedding rites, and airport chaplain, Monsignor Modesto Teston, officiated the wedding rites of the six couples who received the sacrament of matrimony.



MIAA YEAR-END PARTY

Every year, MIAA employees are graced by a social gathering where they can relax, enjoy and mingle with other employees.

2019's theme was "Chill Party," where employees dressed in their laid-back attires as they enjoyed performances of Summer Matthews, the Hyperbeat Band, and Boyet Sison.

The said event was honored by the presence of the Department of Transportation Secretary, Hon. Arthur Tugade together with the GM Eddie Monreal. They have congratulated the employees for another year of dedication and hard work that should carry on for years to come.



BOARD OF DIRECTORS

BIOGRAPHY

Arthur P. Tugade is a lawyer and businessman from Cagayan, Cagayan Valley. Appointed by the President Rodrigo R. Duterte, he is the current Secretary of the Department of Transportation. Secretary Tugade graduated *Magna Cum Laude* in Law school at the San Beda College of Law in 1971. He also completed his post-graduate studies at the National University of Singapore under the NUS-Stanford Executive Program in 1985.

CAREER

Before joining the government service, Secretary Tugade was engaged in private law practice, partnered at Bengzon, Verano, Tugade and Escolin Law Office. He also pursued a career in global logistics, information technology, tourism and consumer products business serving as chairman and president of several firms, including Transnational Diversified Group, Yusen Air and Sea Services, TDG Asia Corporation, Harmony Organic Farms, and Easycall Communications.

Secretary Tugade assumed office as the 18th Secretary of the Department of Transportation on June 30, 2016. He previously held the position of President and Chief Executive Officer of Clark Development Corporation, an attached agency of the government-owned Bases Conversion and Development Authority under President Benigno Aquino III.

SEC. ARTHUR P. TUGADE

Chairman

Secretary of the Department of Transportation

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GM EDDIE V. MONREAL
Vice-Chairman
General Manager
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gmo@miaagovphils.onmicrosoft.com

Eddie V. Monreal comes from the Bicol Region. He graduated with a Bachelor of Science Degree in Industrial Engineering from the Adamson University in 1978.

CAREER

GM Monreal started working at the airport in 1978 and was recruited by Cathay Pacific Airlines as a Traffic Officer and worked his way to become the Station Manager in 1996 up until his retirement in 2015. He held the position of Chairman of the Airline Operators Council (AOC) from 1998 to 2001 and in 2010; Vice Chairman from 2006 to 2009 and 2002 to 2005.

Before his appointment as General Manager, he was a consultant of the Manila International Airport Authority for airport operations.

GM Monreal cemented his reputation as an airport guru in South East Asia and celebrated four decades in the aviation industry in 2018.



USEC. JESUS MELCHOR V. QUITAIN
Undersecretary of the Office of the President
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Jesus Melchor V. Quitain is a lawyer from Davao City. He is the current Undersecretary of the Office of the President since 2016. He graduated from the San Beda College of Law in 1970 and was awarded as an Outstanding Alumnus in the field of education.

CAREER

Undersecretary Quitain engaged in private law practice since 1971 representing a diverse clientele including banks, schools, hotels, malls, manufacturers, retail and trading companies. He also served in the academe as Dean of the College of Law of University of Mindanao. He joined the government in 2001 when President Duterte, then the Mayor of the Davao City, appointed him as City Legal Officer. He likewise served the City of Davao as an elected official when he was City Councilor of the First District in 2010.

Prior to his appointment in 2016 as Undersecretary to the Office of the President, Undersecretary Quitain was the City Administrator of Davao City. He was also the Former Resident Ombudsman of Davao City and was awarded as Outstanding Resident Ombudsman of the Philippines for 2008. He was the first National President of the Association of Resident Ombudsman in Government Agencies (AROGA) and Former President of the Rotary Club of South Davao.

Menardo I. Guevarra is the current Secretary of the Department of Justice. He took up graduate studies in Economics at the University of the Philippines after obtaining his A.B. degree, Major in Political Science, as *magna cum laude* from Ateneo de Manila in 1974. Secretary Guevarra was immediately recruited by the National Economic and Development Authority (NEDA), and was sent on scholarship to the University of the Philippines for graduate studies in Economics. He worked as a staff economist at NEDA until 1983, and then transferred to the Central Bank's Department of Economic Research to work as Bank Economist. While working full-time in these government institutions, he took up Law in the evening at the Ateneo School of Law in Makati.

CAREER

Prior to his current appointment on 05 April 2018 as the Secretary of the Department of Justice, Secretary Guevarra was Deputy Executive Secretary for Legal Affairs (DESLA) at the Office of the President, and he placed second in the 1985 bar examinations. His first job as a lawyer was with the technical staff of the 1986 Constitutional Commission. He later joined a well-known law firm in Makati and formed his own law partnership in 1990. Until April 2015 Secretary Guevarra was in-active private law practice and faculty member of the Ateneo School of Law. He returned to government service through his appointment as Member of the 2010 Philippine Truth Commission, Deputy Executive Secretary for legal affairs at the Office of the President in May 2015, and Commissioner, Philippine Competition Commission, in February 2016.

Bernadette Fatima T. Romulo-Puyat is the current Secretary of the Department of Tourism after being appointed by President Rodrigo Duterte in 2018. She attended the University of the Philippines and pursued an undergraduate and a Masters degree in Economics.

CAREER

Secretary Romulo-Puyat was a former lecturer at the UP School of Economics (1994-2006). She also worked as an Economic Consultant at the Housing and Urban Development Coordination Council (HUDCC) from 2001 to 2002 and the Presidential Management Staff (2005-2006), and was Deputy Cabinet Secretary at the Office of the President in 2006.

She was appointed as Undersecretary of the Department of Agriculture from 2007 to 2018 where she was designated to handle Special Concerns, Administration and Finance and Agribusiness and Marketing.

Secretary Romulo-Puyat assumed office as the Secretary of the Department of Tourism on May 14, 2018.



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DG JIM C. SYDIONGCO
Director General, Civil Aviation Authority of the
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Carlos G. Dominguez is the current Secretary of the Department of Finance after being appointed by President Rodrigo Roa Duterte. He completed his Master's Degree in Business Administration from Ateneo de Manila University and attended the Executive Management Program at the Stanford University.

CAREER

Carlos "Sonny" Dominguez has over 40 years of vast experience and an outstanding track record of achievements at the helm of various organizations in the public and private sectors. His expertise was borne out of his experiences as a shareholder, board chairman and being a member of over a dozen corporations across multi-industries such as power, agriculture, mining, banking, hospitality, real estate, and investment.

As the Secretary of Finance, he also serves as Chairman of the Land Bank of the Philippines, a government-owned and controlled corporation primarily tasked with spurring economic development in the countryside through the delivery of innovative financial services in rural areas. He also chairs, among others, the Philippine Deposit Insurance Corporation, and is a member of the Monetary Board.

He also served as Secretary of the Departments of Natural Resources and of Agriculture during the Presidency of Corazon Aquino.

Jim C. Sydiongco is the current Director General of the Civil Aviation Authority of the Philippines. Capt. Sydiongco earned his Bachelor of Arts in Philosophy at the University of Sto. Tomas Central Seminary in 1970. Capt. Sydiongco was a former college professor at the Divine Word University and Holy Infant College.

He joined and graduated from the Philippine Airlines Aviation School Class '72 as an Airline Captain with international operations experience, flying wide bodied aircrafts.

CAREER

Captain Jim C. Sydiongco was appointed as the Director General of the Civil Aviation Authority of the Philippines on 10 October 2016. Prior to his appointment, he was the Deputy Director General for Operations of the CAAP from 1 July 2016 to 9 October 2016.

A retired Airline Captain with international operations experience flying wide body aircraft, Captain Sydiongco was employed for about 20 years with Philippine Airlines and over 15 years with EVA Airways Corporation. He was also the Vice President of Flight Operations Department of Cebu Pacific Air for 3 years.

Leoncio Dakila S. Nakpil is a current member of the Manila International Airport Authority (MIAA) Board of Directors. He attended elementary and high school at the Aquinas School. He took a degree and graduated at the University of Sto. Tomas in 1975.

CAREER

Mr. Nakpil was a former Chairman of the Airline Operator's Council, the first to be elected as Chairman for four consecutive years. He was also a former Sub-Committee Chairman - Security Committee the Airline Operators' Council, a Permanent Member for the Airlines of the Airport Intelligence Coordinating Council, Senior Member of the Airport Security Council (ASC MIAA), Security Coordinator of the NAIA, and an Aviation Security Consultant of the PNP Aviation Security Group. In 2003, he was a committee member of the National Security Agency-NICA.

In 2004, he became a permanent representative to the National Civil Aviation Security Program. He also became a Permanent Representative to the ASEAN AOC Secretariat. In 1998 until 2009, Nakpil was a Senior Station Security Officer of the GulfAir Philippines and a year later, he became the Regional Security Manager of the GulfAir Asia & Pacific.

Along with his membership at the Manila International Airport Authority (MIAA) Board of Directors, Nakpil is also a Concurrent Chairman of the ASEAN Airline Operators' Council since 2010, Vice Chairman, Philippine National Police Aviation of the Security Group Advisory Council, and a present member of the Office of the Transportation Security, TSF and Risk Assessment Team since 2015.

Leonardo P. Lopez is from Cagayan de Oro City. He finished elementary and secondary education in public schools in Cagayan de Oro. In June 1963, he joined the Philippine Air Force Flying School and graduated as military pilot on May 2, 1965.

He applied his commission ship in lieu of ROTC and eventually graduated from the State University on May 30, 1965 with a degree of Bachelor of Science in Geology.

He was also a graduate of National Defense College of the Philippines with a degree of Master in National Security Administration and a graduate of Applied Geodesy and Photogrammetric at the University of the Philippines.

CAREER

Mr. Lopez held key positions in the Philippine Air Force include Chief of Personnel; Chief of Education and Training; Deputy Commander 205th Helicopter Wing and Vice Commander, 2 Air Division. Silver Wing medal, two (2) military Commendation medals and nine (9) other medals, decorations and badges. He was promoted to Brigadier General in October 1995 while serving as Wing Commander of 100 Training where he remained until his retirement in November 1997. He served as Philippine Senate Sgt-At-Arms from February 1998 until April 2002 when he tendered his voluntary resignation.



MR. LEONCIO DAKILA S. NAKPIL
Private Sector



MR. LEONARDO P. LOPEZ
Member
Private Sector



THE MANAGEMENT

GM

EDDIE V. MONREAL
General Manager



THE MANAGEMENT

SAGM

ELENITA M. FERNANDO
Senior Assistant General Manager
+ AGM Operations



THE MANAGEMENT

AGM

ENRICO FRANCISCO B. GONZALEZ
Airport Development and Corporate Affairs



ARLENE B. BRITANICO
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Budget Division

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Air-side Police Division

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Victor T. De Leon
Police Reaction and Detection Division

William D. Dolot
Terminal Police Division

Roque P. Alcantara
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Terminal 2

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Terminal 3

Cecilio A. Bobila
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Sean Joselito F. Sunga
Terminal 2

Lauro S. Francisco
Terminal 3

Bernald Joseph J. Juare
Terminal 3

Carmina D. Aguirre
Terminal 4



The principal objective of the 2019 Manila International Airport Authority's Annual Report is to provide a comprehensive and transparent view of the Authority's activities. This report contain a summary of our financial results, notable projects, and our activities on corporate social responsibility.

The Report also aims to provide basic information and important developments to our peers associates rating organizations, industry partners, client airlines, stakeholders and personnel who contributed to the accomplishment of our goals.

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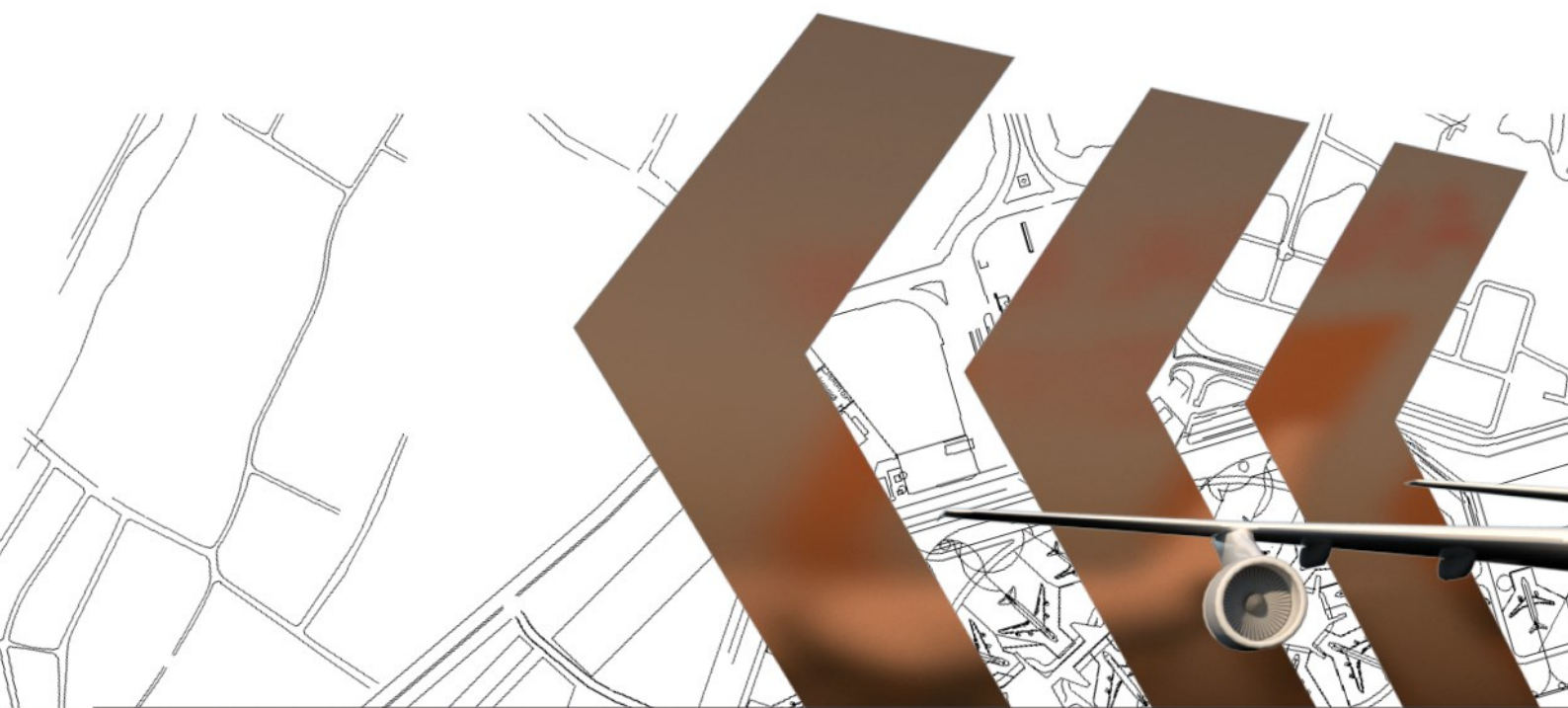
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