

ANNUAL REPORT 2021



MNL

TABLE OF CONTENTS

Mission / Vision / Core Values.....	3
2017-2022 Strategy Map.....	4
Message from the DOTr Secretary.....	5
A Season of Transformation	
The General Manager’s Report.....	6
On the Road to Recovery.....	8
Vaccine Arrival in the Philippines.....	10
MIAA Vaccination Drive.....	12
MIAA Milestones.....	13
Gender and Development.....	22
On Governance.....	23
Notable Programs and Projects.....	24
Operational Highlights.....	29
Financial Highlights.....	32
A Walk Through in the Past Years.....	38
Annual Statistical Report.....	52
The Board of Directors.....	56
Alternate Members.....	62
The Management.....	63
Airlines Operating at NAIA.....	69
Government Agencies Operating at NAIA.....	70
Pagsulong!.....	71

About the Cover

The cover shows what is perhaps the dream of the airport management and maybe even that of the Filipino people: A return to normalcy.

The Cover shows a 3D wireframe render depicting our normal passenger traffic before the pandemic struck. In what is perhaps a fleeting view to our future, the Cover expresses a hope shared across this Report’s theme: “Road to Recovery.”

However optimistic this may be, the Cover expresses not a naïve hope, but a realistic one as it depicts not the old normal but the new one which we all look forward to. Note that while the artwork features what is considered the average passenger traffic, attention is given to detail such that people falling in line are observing the proper physical distancing. This signifies that while we wish to kindle the hope for recovery, we do so without breaking caution. While we look forward to a bright future we will remain, as ever, mindful of the safety and security of airport passengers and stakeholders without sacrificing the capability to provide their well-deserved world-class service.

VISION

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

MISSION

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

CORE VALUES

Integrity
Service Oriented
Innovation
Professionalism



MIAA Vision 2022: So Close and Yet...

From being the "Worst Airport in the World," we have come a long way from having prolific cases of "Laglag Bala" and faulty facilities literally falling on the heads of passengers, to being awarded with the latest ISO Certification 9001:2015, and being among the "Most Improved Airports in the World." Indeed, NAIA has risen from the ashes of its former self and was on its way into greatness. The succeeding years have seen exponential growth for passenger and flight traffic and everything were smoothly sailing.

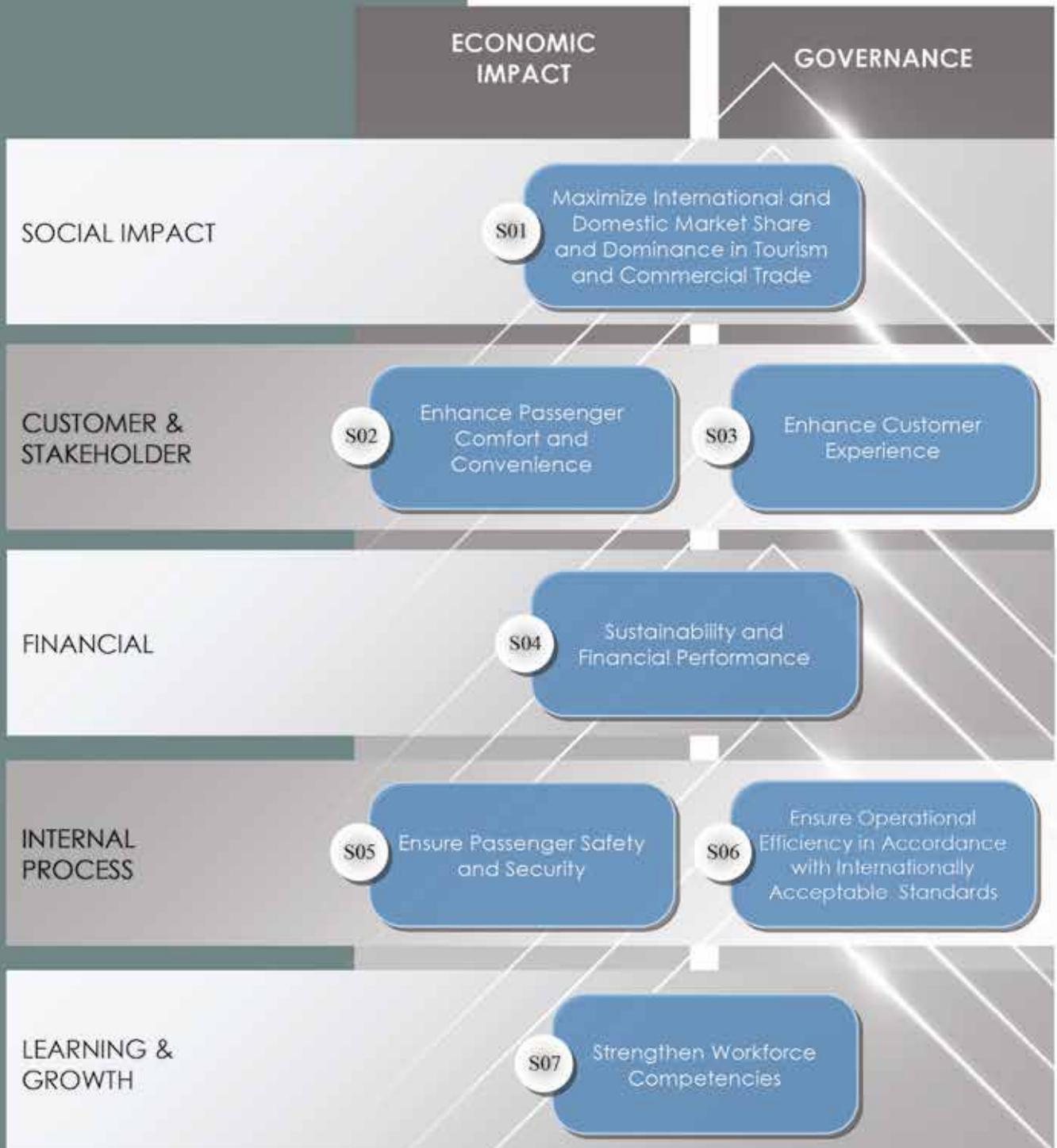
However, this joy like all else, was fleeting, 2020 saw the outbreak of the COVID-19 pandemic which dealt a significant blow to every industry especially aviation as governments worldwide closed their borders and implemented various travel restrictions in the hopes of stopping the contagion.

NAIA's growth was effectively cut short.

Despite this, the Authority worked tirelessly with the National Government in alleviating the damage caused by the pandemic both in the country's economy and its morale. As we aspire to return to normal, MIAA shall continue persisting in its efforts of providing world-class service to its stakeholders. We may not meet our vision of being among the best airports in Asia come 2022, yet. But it is with confidence and assurance that we can guarantee that we will get there.

2017 — 2022

STRATEGY MAP



Message from the DOTr Secretary



When the Duterte Administration took over in 2016, we were greeted with longstanding issues that require immediate action- problems we have inherited from the past, which have tested our resolve and tarnished the reputation of our primary gateway, the Ninoy Aquino International Airport (NAIA).

However, in over five years, it cannot be denied that the Manila International Airport Authority (MIAA) rose above the challenges and continue to achieve remarkable progress that has gained back the trust and confidence of our countrymen and visitors.

From being tagged as the “worst airports” globally, the NAIA has been recognized as one of the most improved. In 2019, the NAIA likewise passed rigid screening of foreign assessors, proving that the airport consistently meets the international security standards.

Amid the COVID-19 pandemic and despite being one of the hardest-hit sectors, you have been instrumental to help the airline industry survive by waiving certain airport fees and granting all terminal store concessionaires a rental holiday. The MIAA, under the leadership of General Manager Ed Monreal, has also

set the bar high as it has been consistent as one of the top-performing agencies to remit a record-breaking amount of dividends to the National Government. Moreover, as continuing response to the directive of the President Rodrigo Roa Duterte to make the Filipino life comfortable and convenient, I commend the untiring efforts of the MIAA personnel in assisting our returning Overseas Filipino Workers (OFWs) through the NAIA One-Stop-Shops.

In 2021, we were more than eager to deliver on our mandate of providing safe, efficient, and reliable airport facilities as we have inaugurated the much-improved NAIA runway, which was completed despite the pandemic.

With the advancements we are seeing and the continuous developments we are reaching through the efforts of men and women of the MIAA, I am proud to say that this administration will be leaving with a legacy that will indeed become fundamental in making the Philippines a center of international and domestic air travel.

Let us carry on and showcase the best of what the Philippines has to offer.

Mabuhay kayong lahat.

ARTHUR P. TUGADE
Secretary, Department of Transportation
Chairman of the Board, MIAA

“I am proud to say that this administration will be leaving with a legacy that will indeed become fundamental in making the Philippines a center of international and domestic air travel”



A Season of Transformation

THE GENERAL MANAGER'S REPORT



“Our achievements thus far were made possible by a team of dedicated men and women who believe that little steps taken together will see us through tumultuous times.”

Amid extraordinary times and unparalleled setbacks in the last two years brought about by the Covid-19 public health crisis, the Manila International Airport Authority (MIAA) resolutely carries out its carefully crafted plan to recovery, guided by one clear vision –to create unique opportunities for transformation to better serve the public in the best of its capacities.

Crises are no stranger to MIAA, whose operations inevitably get affected by major events in the country and in the world – natural calamities, travel and public health emergencies, even political and social disruptions. Amidst all these, the challenge and duty is to maintain and upgrade standards of operations, the commitment to raise passenger confidence and support while maintaining a safe working environment for our employees. Every day at MIAA is a brand new day that we welcome with optimism, dedication, and yes, adrenaline to work and get back on track.

Anchored on our mission to provide a safe, secure, and efficient environment that would enable stakeholders to deliver a seamless experience for passengers and airport users, the MIAA has modified operations and adapted new models – expanding its reach not just to cater to passengers and cargo but also serve as a network to address the current crisis.

FIGHT AGAINST COVID-19. At the onset of the COVID-19 pandemic, the MIAA was quick to put in place anti-transmission control measures to keep airport workers and passengers safe. Like in any public health emergency, prevention is the best way to face this challenge head-on.

In February 2021, the Ninoy Aquino International Airport (NAIA) saw the arrival of the first batch of vaccines from China and hosted more deliveries to this day. The opportunity of being a key player in the supply chain for vaccines to reach the various Local Government Units is a humble contribution that MIAA will always look back to with great pride.

Looking after our own employees, the MIAA partnered with the Department of Health and launched its own vaccination program in August 2021. Not soon after, we heeded a higher call and participated in the nationwide vaccination drive dubbed as “Bayanihan, Bakunahan” in November 2021.

CHALLENGES AS OPPORTUNITIES. The months of the pandemic afforded MIAA the time and space to implement digitization efforts, infrastructure rehabilitation, facilities improvement and security equipment and system upgrades.

2020-2021 saw the completion of the NAIA Terminal 2 rehabilitation project, runway rehabilitation, taxiway upgrading and a host of other important projects, the benefits of which are expected to outlive the crashing effects of the COVID-19 pandemic.



Believing that there is always light after the tunnel, we viewed it as an opportunity to improve or adjust in a way that would leave MIAA better off in the future. Keeping a positive spirit during what may be considered as the most difficult time in MIAA's history, makes future problems easier to tackle and promotes a reinforcing attitude for all.

NEW MINDSET. With the change in aviation landscape, MIAA saw the need to modify behaviors and reshape training programs to gain not only new necessary skills, but the correct mindset. This was made possible through our **#DisipliNAIA –Kasama sa Pagbabago** civility program which aimed to encourage people to become good airport citizens and raise awareness about good manners and right conduct among all airport users.

#DisipliNAIA is a campaign to return to Filipino positive values, especially respect for other people and mindfulness of one's action at all times. We undertook immersion activities to the realities that happen in NAIA everyday in order for us to get a firsthand grasp of the different views, reactions and opinions of people about their NAIA experience. With the new normal, it is imperative for employees to understand their role in propagating this "return to basics" campaign being at the forefront of 'new operations'.

#DisipliNAIA-Kasama sa Pagbabago civility campaign is also our modest contribution to the call of President Rodrigo Roa Duterte when he launched the Values Restoration Act and challenged government agencies and GOCCs to share in the transformation effort that would restore known and loved Filipino values.

TRANSPARENCY IN GOVERNMENT. With our strong commitment to Executive Order No. 2 of 2016 issued by President Rodrigo Roa Duterte, the MIAA crafted its own Freedom of Information (FOI) manual and made it known and accessible to every employee.

To further this effort, the Committee on Anti-Red Tape (MIAA-CART) was created to ensure adherence and compliance with the guidelines under Memorandum Circular 2020-07 issued by the Anti-Red Tape Authority (ARTA) and the Philippine Anti-Red Tape law (RA11032).

CONTINUING IMPROVEMENT

Notwithstanding the crippling effect of lockdowns and restrictive alert levels, MIAA was able to satisfy the requirements of two important certifications given the limited manpower available to work on them.

2021 achieved for the MIAA a Certificate of Recognition from the Civil Service Commission for advancing to Level 2 of the Enhance PRIME-HRM, a mechanism that empowers government agencies by developing their human resource management competencies, systems and practices toward HR excellence

Also on the same year, the agency obtained a recertification of the ISO 9001-2015 for quality management systems and initial certification of the ISO 14001-2015 for environmental management systems.

Capping the year, MIAA was granted by the Civil Aviation Authority of the Philippines a renewal of its Temporary Aerodrome Certification until April 2022 to ensure NAIA's compliance with national and international standards on aerodrome safety.

Onwards to 2022 and Beyond

Our achievements thus far were made possible by a team of dedicated men and women who believe that little steps taken together will see us through tumultuous times. There is no contribution so small not to matter if we all want to be agents of change.

It has been a ride full of new and unfamiliar challenges, drawbacks and small hiccups. Our resilience will help us bounce back from adversities. With courage, we braved the loss of loved ones and learned to fight and live for another day. With optimism, we commit to see the day when people and the world begin to reconnect through travel.

The flight forward may be arduous still but we must all nurture the hope that the life-changing effects of the COVID-19 pandemic shall soon come to pass.

EDDIE V. MONREAL
General Manager



On The Road





To Recovery



Vaccine Arrival in the Philippines



As the country's premier gateway, the Ninoy Aquino International Airport (NAIA) served as the main drop-off point for the vaccines arriving in the Philippines. On February 28, 2021, NAIA saw the first arrival of 600,000 doses of Sinovac donated by the Chinese Government with the rest arriving on the following schedules:



August 11	100,000 doses of Sinopharm	Donation fr UAE Govt
August 20	739,200 doses of Sinopharm	
August 21	260,800 doses of Sinopharm	



February 28	600,000 doses of Sinovac	Donated by Chinese Govt
March 24	400,000 doses of Sinovac	Donated by Chinese Govt
March 29	1 million doses of Sinovac	Government Procured
April 11	500,00 doses of Sinovac	Government Procured
April 22	500,00 doses of Sinovac	Government Procured
April 29	500,00 doses of Sinovac	Government Procured
May 7	1.5 million doses of Sinovac	Government Procured
June 6	1 million doses of Sinovac	Government Procured
June 10	1 million doses of Sinovac	Government Procured
May 20	500,000 doses of Sinovac	Government Procured
June 17	1.5 million doses of Sinovac	Government Procured
June 24	2 million doses of Sinovac	Government Procured
June 28	1 million doses of Sinovac	Government Procured
July 14	1 million doses of Sinovac	Government Procured
July 17	1.5 million doses of Sinovac	Government Procured
July 22	1.5 million doses of Sinovac	Government Procured
July 23	1 million doses of Sinovac	Government Procured
July 29	1.5 million doses of Sinovac	Government Procured
July 30	1 million doses of Sinovac	Government Procured
August 5	1 million doses of Sinovac	Govt Procured
August 12	2 million doses of Sinovac	Govt Procured
August 19	3 million doses of Sinovac	Govt Procured
August 21	1 million doses of Sinovac	Govt Procured
August 31	3 million doses of Sinovac	Govt Procured
September 10	1.5 million doses of Sinovac	Govt Procured
September 13	2 million doses of Sinovac	Govt Procured
September 19	3 million doses of Sinovac	Govt Procured
September 26	3 million doses of Sinovac	Govt Procured
October 1	2.5 million doses of Sinovac	Govt Procured - ADB
October 24	3 million doses of Sinovac	Govt Procured - ADB
November 10	3 million doses of Sinovac	Govt Procured - ADB
November 17	3,530,400 doses of Sinovac	Govt Procured - ADB
December 14	2 million doses of Sinovac	Govt Procured - ADB



May 1	15,000 doses of Sputnik 1	Govt Procured
May 12	15,000 doses of Sputnik V 2	Govt Procured
May 30	50,000 doses of Sputnik V	Govt Procured
June 11	100,000 doses of Sputnik V	
July 9	132,000 doses of Sputnik V	
July 10	37,800 doses of Sputnik V	
August 13	15,000 doses of Sputnik V 2	Govt Procured
August 31	15,000 doses of Sputnik V 2	Govt Procured
September 18	190,000 doses of Sputnik V	
October 16	720,000 doses of Sputnik V	
October 22	400,000 doses of Sputnik	Govt Procured
November 2	2.7 million doses of Sputnik	
November 8	2,805,000 doses of Sputnik	With PRRD in VAB
November 19	2,805,000 doses of Sputnik	Govt Procured
November 19	5000 doses of Sputnik Light	Russian Govt Donation



May 10	193,050 doses of Pfizer	COVAX Facility
June 10	2.28 million doses of Pfizer	COVAX Facility
July 21	562,770 doses of Pfizer	
August 11	813,150 doses of Pfizer	Govt Procured
August 18	365,040 doses of Pfizer	
August 25	362,700 doses of Pfizer	
September 1	703,170 doses of Pfizer	
September 2	188,370 doses of Pfizer	
September 15	753,480 doses of Pfizer	
September 19	2 million doses of Pfizer	
September 20	561,600 doses of Pfizer	
September 22	899,730 doses of Pfizer	
September 29	391,950 doses of Pfizer	
October 1	883,350 doses of Pfizer	Thru COVAX Facility
October 2	889,200 doses of Pfizer	Thru COVAX Facility
October 3	1,813,500 doses of Pfizer	Thru COVAX Facility
October 6	939,510 doses of Pfizer	
October 7	1,003,860 doses of Pfizer	
October 10	1,842,750 doses of Pfizer	Thru COVAX Facility
October 11	924,300 doses of Pfizer	Thru COVAX Facility
October 11	276,610 doses of Pfizer	Govt-ADB
October 14	939,510 doses of Pfizer	Govt Procured
October 15	926,640 doses of Pfizer	Govt Procured
October 16	207,090 doses of Pfizer	Govt Procured
October 20	914,940 doses of Pfizer	Govt Procured



July 16	1,606,600 doses Johnson & Johnson	Thru COVAX
July 17	1,606,600 doses Johnson & Johnson	Thru COVAX
December 14	945,600 doses of Johnson & Johnson	Dutch Govt Donation
December 14	266,400 doses of Johnson & Johnson	Australia Govt Donation
December 14	1,512,000 doses of Johnson & Johnson	Swedish Govt Donation
December 15	3,055,200 doses of Johnson & Johnson	Dutch Govt Donation



March 4	487,200 doses of AstraZeneca	COVAX Facility
March 7	38,400 doses of AstraZeneca	COVAX Facility
May 8	2,030,400 doses of AstraZeneca	COVAX Facility
July 8	1 million doses of AstraZeneca	
July 9	2,028,000 doses of AstraZeneca	
July 16	1,150,800 doses of AstraZeneca	Private Procurement
August 2	415,040 doses of AstraZeneca	Donation from UK Gov't
August 13	578,000 doses of AstraZeneca	Private Procurement
August 20, 2	582,500 doses of AstraZeneca	
September 10	502,00 doses of AstraZeneca	Private Procurement
September 17	661,200 doses of AstraZeneca	Private Procurement
October 8	661,100 doses of AstraZeneca	
October 15	844,800 doses of AstraZeneca	German Govt Donation
October 20	2,000 doses of AstraZeneca	Brunei Govt Donation
October 22	698,600 doses of AstraZeneca	Private Sector Proc
October 28	896,000 doses of AstraZeneca	Japan Govt Donation
October 30	1,065,600 doses of AstraZeneca	Japan Govt Donation
October 30	1,546,200 doses of AstraZeneca	Thru COVAX Facility
November 9	793,000 doses of AstraZeneca	German Govt Donation
November 24	700,000 doses of AstraZeneca	Australian Govt Donation
November 25	1,747,560 doses of AstraZeneca	UK Govt Donation
November 26	2,001,480 doses of AstraZeneca	UK Govt Donation
November 27	1,746,160 doses of AstraZeneca	UK Govt Donation
November 28	547,000 doses of AstraZeneca	Poland Govt Donation
November 30	539,430 doses of AstraZeneca	SoKor Govt Donation
December 1	1,632,900 doses of AstraZeneca	French Govt Donation
December 9	255,200 doses of AstraZeneca	Private Sector Proc
December 10	698,600 doses of AstraZeneca	Private Sector Proc
December 15	214,500 doses of AstraZeneca	UK Govt Donation
December 15	2,249,400 doses of AstraZeneca	Private Sector Proc
December 19	663,400 doses of AstraZeneca	Private Sector Proc
December 21	500,000 doses of AstraZeneca	Argentina Govt Donation
December 21	1,697,000 doses of AstraZeneca	France Govt Donation
December 21	500,000 doses of AstraZeneca	Argentina Govt Donation
December 26	1,957,000 doses of AstraZeneca	Private Sector Proc
December 28	2,005,300 doses of AstraZeneca	Private Sector Proc
December 29	1,981,500 doses of AstraZeneca	Private Sector Proc

October 21	913,770 doses of Pfizer	Govt Procured
October 22	914,940 doses of Pfizer	Govt Procured
October 28	976,950 doses of Pfizer	Govt Procured
October 28	976,950 doses of Pfizer	Govt Procured
October 29	973,449 doses of Pfizer	
October 31	2,098,980 doses of Pfizer	US Govt Donation
November 5	866,970 doses of Pfizer	
November 6	866,970 doses of Pfizer	
November 10	866,970 doses of Pfizer	Govt Procured - ADB
November 11	866,970 doses of Pfizer	Govt Procured - ADB
November 15	301,860 doses of Pfizer	US Govt Donation
November 18	609,570 doses of Pfizer	
November 19	609,570 doses of Pfizer	
November 24	609,570 doses of Pfizer	Govt Procured
November 25	1,017,900 doses of Pfizer	Govt Procured
November 26	201,240 doses of Pfizer	
December 1	1,078,740 doses of Pfizer	Govt Procured - ADB
December 2	1,082,250 doses of Pfizer	
December 4	222,300 doses of Pfizer	
December 6	1,085,760 doses of Pfizer	
December 8	1,082,250 doses of Pfizer	Govt Procured
December 9	1,017,900 doses of Pfizer	Govt Procured
December 15	1,082,250 doses of Pfizer	Govt Procured
December 16	526,500 doses of Pfizer	Govt Procured
December 17	1,164,150 doses of Pfizer	Govt Procured
December 18	811,980 doses of Pfizer	Govt Procured
December 20	1,775,955 doses of Pfizer	Thru COVAX Facility
December 20	976,950 doses of Pfizer	Govt Procured
December 23	1,187,550 871 doses of Pfizer	Govt Procured
December 23	1,543,230 doses of Pfizer	Govt Procured
December 24	1,405,170 doses of Pfizer	Govt Procured
December 27	1,187,550 doses of Pfizer	Govt Procured
December 28	367,380 doses of Pfizer	Govt Procured
December 30	609,5700 doses of Pfizer	Govt Procured



June 27	249,600 doses of Moderna	
July 15	562,800 doses of Moderna	Private and Govt Proc
August 3	3,000,060 doses of Moderna	Thru COVAX
August 15	469,200 doses of Moderna	
September 18	961,000 doses of Moderna	
September 30	369,500 doses of Moderna	Private Procurement
September 30	863,800 doses of Moderna	Govt Procured
October 8	2,132,140 doses of Moderna	
October 9	1,363,300 doses of Moderna	
November 13	1,279,000 doses of Moderna	
November 16	1,353,800 doses of Moderna	Govt Procured
November 19	1,306,000 doses of Moderna	Govt Procured
December 6	1,497,200 doses of Moderna	
December 10	2,948,000 doses of Moderna	Govt & Private Proc
December 14	1,058,400 doses of Moderna	France Govt Donation
December 14	453,600 doses of Moderna	Spain Govt Donation
December 23	361,480 doses of Moderna	
December 15	3,696,900 doses of Moderna	Govt Procured
December 17	1,020,500 doses of Moderna	German Govt Donation
December 17	940,800 doses of Moderna	German Govt Donation
December 19	1,062,100 doses of Moderna	German Govt Donation
December 19	535,300 doses of Moderna	German Govt Donation
December 21	1,358,600 doses of Moderna	Private Sector Proc
December 23	3,225,690 doses of Moderna	German Govt Donation
December 27	587,800 doses of Moderna	German Govt Donation
December 29	1,357,300 doses of Moderna	Private Sector Proc
December 29	1,230,800 doses of Moderna	Private Sector Proc

As of December 31, 2021, the Philippines has received more than 210 million doses of vaccine. Of this number, 138 million were procured by the government while the rest were donated by different countries to the Philippines through the COVAX Facility.

Vaccine Webinar for MIAA Employees

In anticipation of the arrival of COVID-19 vaccines and in support of the national government's vaccination drive, the Authority held a webinar on the COVID-19 vaccination program on 18 February 2021. The webinar was streamed live through MIAA's official Facebook page to equip MIAA personnel with proper information and knowledge on the need for the vaccination and sought to prevent "vaccine hesitancy" among them. A medical practitioner served as resource person and discussed subjects on the basics of immunology, the vaccine development process and manufacture, different vaccine brands, possible side effects, and the need to combat common fears and misinformation.

MIAA Vaccination Drive

The first quarter of 2021 saw the arrival of the first batch of vaccines in the Philippines. MIAA served as the central drop-off point of these life-saving doses and in August 2021, MIAA launched the first run of its own vaccination drive.

In coordination with the One Stop Shop (OSS) and the Philippine Coast Guard (PCG), NAIA Terminal 4 was operationalized during its downtime to serve as the venue of the endeavor, enabling the inoculation of MIAA frontline personnel as well as passengers and other airport stakeholders who registered for the activity.

From November 29 to December 1, MIAA hosted the program, "*Bayanihan, Bakunahan.*" In cooperation with the Bureau of Quarantine (BOQ) and OSS, Terminal 4 opened its doors to airport agencies, OSS member agencies and their family members who are unvaccinated adults and children 12 to 17 years old. The activity was also opened to the general public, targeting a total of 15 million Filipinos that would help the country achieve herd immunity in response to the pandemic.



MIAA Milestones





Inauguration of Improved Runway 13/31



On February 16, 2021, GM Eddie V. Monreal, with Executive Secretary Salvador Medialdea, DOTr Secretary Arthur Tugade, Defense Secretary Delfin Lorenzana, and Tourism Secretary Bernadette Romulo-Puyat led the blessing, inauguration and commissioning of the PhP645.43 million Runway 13/31 project.

The runway, which intersects Runway 06/24, underwent cement overlay, the addition of a holding area (Hotel-5) to boost maximum threshold to 44 flight movements

per hour, runway extension of 200 meters to total 2.8 kilometers, asphalt overlay on the entire runway pavement and exits, painting of runway markers for safe landing and take-off, and repair and upgrading of the Terminal 4 apron and taxiways.

Secretary Arthur Tugade said that works were non-stop even prior to the pandemic to improve the country's premier gateway, aiming to alleviate heavy airport traffic and enable NAIA to efficiently host the continued arrival of COVID-19 vaccines.



Earthquake Drill

MIAA conducted a full-scale earthquake drill on February 11, 2021 to enable staff to put in practice safety measures and acquire resilience during unpredictable disasters. Headed by the Security and Emergency Services bloc, 175 employees from NAIA Terminal 4 performed “duck, cover, and hold” as they evacuated the buildings with aid from the Fire and Rescue team, medical team, and the Airport Police Department that stood ready to provide assistance and instructions.

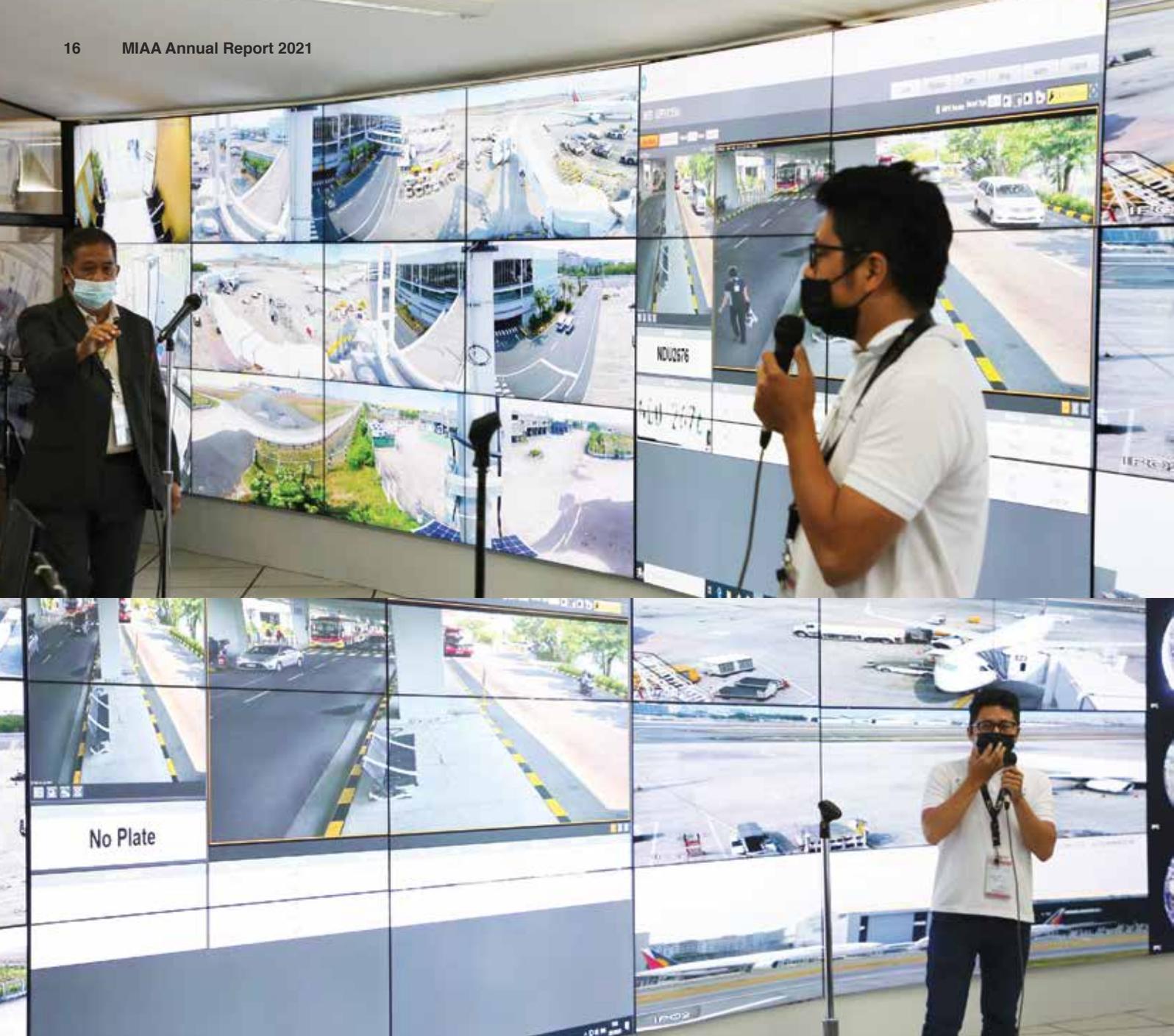


MIAA Anniversary Mass

Due to the pandemic, the Holy Sacrifice of the Mass to commemorate MIAA’s 39th founding anniversary was held virtually. The MIAA General Manager and selected officials personally attended the mass held at the audio-visual room.

With hopes and prayers for an end to the pandemic and the continuous recovery of the aviation industry, MIAA marked the event with the theme, “Celebrating Unity Amidst Adversity” and paid tribute to the workforce through a video presentation of program activities of the past year.





Inauguration of Command Center

June 1, 2021 saw the soft opening of the Authority's CCTV Command Center. Located on the sixth floor of the NAIA Terminal 2, the Command and Control Center oversees all of the CCTV cameras deployed within the four NAIA Terminals.

Serving as the eye in the sky, the CCTV cameras are placed strategically in various parts of the aerodrome complex to secure and protect the perimeter.

Dedicated to the security of airport users, security cameras use cutting edge technology that features high resolution video and imaging system, facial



and license plate recognition, behavior solution, geo-fencing, and motion detection.

The state of the art security system shall yet be another step into turning the NAIA into a world-class airport where passengers shall feel safe and secure while inside our terminals.

Two ISO Certifications Received in 2021



MIAA planted yet another milestone after receiving two ISO certifications this year.

Accomplishing its targets committed in the Performance Scorecard before the set deadline, the Authority attained the recertification of the ISO 9001:2015 after successfully meeting requirements for quality management systems and achieving customer satisfaction. Said certification was initially awarded in 2018.

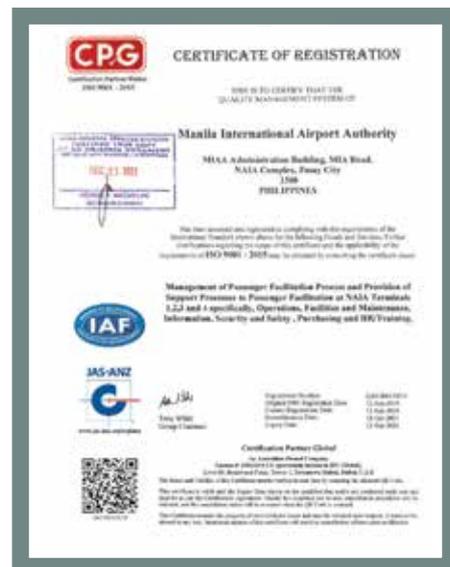
As mandated by Executive Order No. 605 which requires all government agencies to adopt ISO 9001:2000 Quality Management System, MIAA remains true to its commitment to provide safe, efficient and reliable airport facilities for domestic and international air travel.

This is not the first time that the Authority has received a certification under the same scope as the ISO 9001:2000 was granted to MIAA in 2009 for its Management of Passenger Facilitation Process at NAIA Terminal 1, making the Authority the first government agency to be awarded compliant with the ISO Certification.

The Authority has also embarked on the initial certification of ISO 14001:2015 Environmental Management Systems (EMS) as part of its efforts to improve and uphold the government's environmental initiatives.

The awarding ceremony was held on December 15, 2021 at the audio-visual room of the head office and was virtually attended by the officers and staff of MIAA, and other government agencies via the Zoom online platform.

QMS Certification : ISO 9001:2015



EMS Certification : ISO 14001:2015





New Satellite Fire Station

On December 29, 2021, two days before the New Year, the Authority held the opening and Ribbon Cutting Ceremony for its new Aircraft Rescue and Firefighting (ARFF) Satellite Station.

Constructed along the access road between the Terminals 2 and 4, the newly built ARFF shall serve as a permanent Fire Station that will respond to any emergencies within the terminals, meeting ICAO’s standard response time in all aircraft-related incident.

Originally planned in 2012, the project was spearheaded by the Emergency Services Department (ESD) in coordination with the Electro-Mechanical Department together with a team composed of the Operations Bloc, General Aviation, and the Business and Real Estate Development Division (BRIDD). This team led the study of a possible area for the planned station.

In collaboration with the newly-established Security Management System Office (SMS), the plans and designs for the ARFF were thus completed and deemed compliant with ICAO standards.

New Vehicles



On December 2021, MIAA received 26 utility vehicles and three passenger vans for the use of offices and units in the operation of their mandated duties and responsibilities. The procurement covers nine utility vehicles and ten pick-ups for the Airport Police Department, six multi-purpose vehicles for Terminal 3, General Services, Pavements and Grounds, and Buildings Divisions, and three passenger vans each for the SPI, RF, and public affairs divisions. Bid invitations will soon be issued for the supply, delivery, and after sales service of the vehicles.

Full-Scale Security Exercise on Active Shooting and Discovery of IEDs

Despite the ongoing pandemic, MIAA continued to improve airport security measures by teaming up with the Philippine National Police-Aviation Security Group (PNP-AVSEGroup) in the conduct of a Full-Scale Security Exercise (FSSE) on the active shooting and interception of improvised explosive devices (IEDs) at NAIA Terminal 3 on December 7, 2021.

With strict observance of public health protocols, the inter-agency cooperation sought to assess and improve security response and operational preparedness in handling unwanted shooting and other related incidences

within the vicinity of the airport. This Contingency Plan Exercises is conducted as required by ICAO Annex 17, National Civil Aviation Security Program, and MIAA Airport Security Program.

GM Ed Monreal said that the exercise demonstrated the readiness of the Authority to respond to threats that endanger public safety. After the event, MIAA officials, invited guests and observers, and representatives from government agencies gathered at the function hall of Terminal 3 to discuss comments and observations.



MIAA Computerization Project



In line with the Republic Act No. 11032, otherwise known as "Ease of Doing Business and Efficient Government Service Delivery Act of 2018," the Authority launched the project "MIAA Computerization Project." Setting a different course from previous computerization projects, a major part of this endeavor is the Financial Management Information System (FMIS) which establishes and maintains a computerized billing system.

On personnel end, this project integrates the functions of several blocs into a single automated system to decrease the amount of manual effort required to collect and process information, as well as to provide more timely and accurate information for analysis and reporting.

On stakeholders' end, this would entail a seamless online process where they can find a one stop shop to acquire concessionaire billing, post payment for transactions such as Aeronautical Fees and Metered Utilities, and other similar processes to facilitate reconciliation of Statements of Account. Using the internet, stakeholders may now view and download their bills hassle-free.

Consequently, the Authority's operators are provided with devices equipped with apps specifically developed to record and transmit essential information immediately to the system to generate reports required by the Authority's financial group. With this, MIAA stakeholders can expect a more efficient management information system, timeliness in accessing financial records and monitoring of financial data.

Prime HRM

MIAA is happy and honored to receive a Certificate of Recognition from the Civil Service Commission, NCR for obtaining Maturity Level 2 of the Enhanced PRIME-HRM in the following human resource areas: recruitment, selection, and placement of personnel, performance management, learning and development, and rewards and recognition. The certificate was given on July 21, 2021. It is viewed as a testament to the Authority's determined efforts to promote people excellence so they could deliver efficient and effective public service to stakeholders in the aviation industry.



Among the various programs and activities undertaken by MIAA that groomed it for the level-up were policy and guideline issuances for the promotion of the Equal Opportunity Principle, the crafting of its Learning and Development Plan, the MIAA Mental Health Program, Competency Framework Program, and service recognition program, the automation of HR processes, assistance to MIAA personnel in crisis situations, and the streamlining of records management.



NCIP Photo Exhibit

Faithful to its yearly tradition, MIAA once more hosted the Photo Exhibit showcasing the culture of Filipino cultural and indigenous communities (ICCs and IPs) in October 2021 at NAIA Terminals 1, 2 and 3. The activity was held in close collaboration with the National Commission on Indigenous Peoples (NCIP). The yearly event is a welcome opportunity to both the Commission and the Authority to honor the nation's cultural heritage, as well as to promote tourist destinations found within tribal ancestral domains.

LBP Banking Portal Eases MIAA Payment Collection

MIAA's clients and business partners can now avail of a faster, more efficient scheme in the payment of their monetary obligations to the Authority. MIAA partnered with the Land Bank of the Philippines in the use of their electronic banking portal, Link.Biz, that not only eases payment collection, but more importantly, reduces health risks posed by personal over-the-counter transactions. Under the scheme, documentary requirements and payment requests can be submitted online, and the payments automatically debited from client accounts and credited to MIAA.

MIAA Personnel Trained in Transport Security

MIAA personnel attended the Basic AVSEC (Aviation Security) Course and AVSEC Refresher Course which were conducted by the Office for Transportation Security (OTS) of the Department of Transportation on October 14 to 18, 2019 in line with its program of instruction. Training materials for these sessions were also provided by the OTS.

NAIA Aerodrome Certification



The Civil Aviation Authority of the Philippines renewed the Temporary Aerodrome Certification of NAIA terminals for another six months, from October 2021 to April 2022, for having satisfactorily complied with conditions cited in the CAAP surveillance audit to ensure compliance with national and international standards on aerodrome efficiency. In a related move, NAIA's Safety Management System (SMS) was granted full acceptance by CAAP in November 2021, in recognition of NAIA's continued commitment to maintain an acceptable level of safety in aerodrome operations.

US - Donated Advance Imaging Technology (AIT) Full Body Scanner



MIAA has added another layer to its aviation security shield. This is the Advanced Imaging Technology (AIT), a breakthrough in full body scanning that could more effectively protect airline passengers, airport users, and the general public from emerging threats. The system, that ably detects dangerous devices concealed under clothing, has been installed at NAIA Terminals 1, 2, and 3 in November 2021. MIAA personnel in these operating areas were correspondingly trained in the AIT system operation.

Gender and Development



Women's Month Celebration

MIAA Upholds Violence Against Women (VAW)

MIAA held an 18-day Campaign to End Violence Against Women (VAW) from November 25 to December 12, 2021 in line with the Safe Space Act of the national government.

In support of the program, MIAA displayed VAW-inspired streamers in the NAIA terminals, participated in seminars hosted by the Philippine Commission on Women, posted promotional commercials on television, declared an "Orange Day" for MIAA personnel, and distributed bottled water with VAW campaign stickers to passengers at the four NAIA terminals.



Babaeng BiyaHERO Kiosk

The MIAA continued to implement the Gender and Development Program (GAD) meant to ensure the safety and security of women travelers, women OFWs, and airport users, the provision of needed information and directional guidelines to their points of destination inside and outside the country, and other forms of assistance and welfare. In 2021, the MIAA, in tandem with the NAIA terminals, launched the Babaeng BiyaHero Information Kiosk to provide women travelers with needed assistance and information requirements.

On Governance

Affirming Strong Commitment to Citizens' Freedom of Information

FREEDOM OF INFORMATION PROGRAM

MIAA

Agency : Manila International Airport Authority
 Receiving Officer : Micheline Sabado Medallon
 Designation : Researcher
 Office : Legal Office
 Receiving Office : Legal Office, 3rd Floor MIAA Admin Building, NAIA Road Pasay City
 Contact No. : (02) 8877-1109 local 3193. Direct line: (02) 8877-1738
 Email : legal@miaagovphits.ornmicrosoft.com

Step 1 Go to www.foi.gov.ph to your browser's home address.

Step 2 Click the Sign Up button and provide all the required fields. Attach a valid ID to create an account.

Step 3 Once logged on, you will be directed to your Dashboard. The Dashboard contains all the FOI requests of the account owner.

Step 4 Click the Make a Request button. From select the name of the agency you wish to ask.

Step 5 You will now be directed to the Make a Request Page. Accordion all fields then click Send My Request.

Step 6 The agency will evaluate your request and will notify you within 15 working days.

Step 7 The agency will compare the information for release, based on your chosen format. It will be sent to you depending on the receipt of preference.

Mode of request

STANDARD Submit request form with necessary personal documents

OR

eFOI Lodge a request through the eFOI Form (foi.gov.ph)

FOI Appeals
 If you are not satisfied with the response to your FOI request, you may ask us to carry out an internal review of the response by writing to legal@miaagovphits.ornmicrosoft.com. Your review request should explain why you are dissatisfied with the response, and should be made within 15 calendar days from the date when you received the letter. We will complete the review and tell you the result within 30 calendar days from the date when we receive your appeal.

FREEDOM OF INFORMATION PHILIPPINES Be informed. Be engaged. Know your government better.

MIAA affirms its strong commitment to Executive Order No. 2 of 2016 issued by President Rodrigo Duterte that operationalizes state policies on Filipinos’ constitutional right to information, full disclosure, and transparency in public service.

To carry this out, the Authority conceived and disseminated its Freedom of Information (FOI) Manual for the information and guidance of all MIAA officials and employees.

The FOI Manual covers all requests for access to information filed with the Authority by any person or entity in all MIAA offices, passenger terminals and operating areas that pertain to official acts, transactions, and decisions. The manual also guides users on how to avail of their FOI rights and where to avail of assistance.

In addition, MIAA will regularly post on its website and online platforms the timely, true, accurate and updated information on its mandate, structure, powers, functions, decisions, personnel information, work programs and bidding procedures, so the public would know and be able to participate in these activities and events.

ARTA
 ANTI-RED TAPE AUTHORITY
 OFFICE OF THE PRESIDENT

REPUBLIC OF THE PHILIPPINES
ANTI-RED TAPE AUTHORITY

MIAA Implements Anti-Red Tape Practices

MIAA created its own Committee on Anti-Red Tape (MIAA-CART) to ensure that all policies, procedures, and transactional processes of the Authority are done in compliance with Memorandum Circular 2020-07 issued by the Anti-Red Tape Authority (ARTA) and the Philippine Anti-Red Tape law (RA11032).

Among other imperatives under this initiative, MIAA conducts the regular evaluation and monitoring of all its services, disseminates information on anti-red tape among employees through trainings, set up service standards in accordance with the Citizen’s Charter utilizing electronic management systems, enforce the zero-contact policy, institute a client feedback mechanism such as the ARTA help desk in terminals for immediate assistance and response to issues that may be raised by the concerned public.

Notable Programs and Projects





REHABILITATION OF NAIA TERMINAL 2

The project includes the expansion of Arrival Baggage Hall Departure Check-in area, installation of additional air conditioning, power and lightings, fire protection, electronics and communication system. The project aims to improve operational efficiency, passenger safety, experience, comfort and convenience.

Cost: 517.55 M
 Completion Date: April 15, 2021



THERMOPLASTIC REPAINTING OF PAVEMENT MARKINGS

The project involves the thermoplastic repainting of pavement markings at Delta, Terminal 3 Ramp, Apron Parking and Terminal 4 Ramp and Apron including North & South GAA to enhance the visibility of the pavement markings at the aircraft movement areas to ensure the safety of aircraft operations and maneuvering.

Cost: 33.29 M
 Completion Date: May 7, 2021





REPAIR AND OVELAY OF RUNWAY 13-31

The project includes the enhancement of Aircraft Movement Area (AMA) of Runway 13/31 including the interconnecting taxiway to support the safe and reliable aircraft operation / maneuvering, and to accommodate new large domestic aircraft.

Cost: 645.43 M
Completion Date: May 15, 2021



REPLACEMENT AND UPGRADING OF ELEVEN (11) UNITS OF PASSENGER BOARDING BRIDGES AT NAIA TERMINAL 1

The project involves the replacement and upgrading of eleven (11) units of Passenger Boarding Bridges at NAIA Terminal 1 to promote a seamless airport operation by eliminating the downtime brought by the ageing units of Passenger Boarding Bridges.

Cost: 349.26 M
Completion Date: August 6, 2021



SUPPLY AND INSTALLATION OF STOP BAR LIGHTS AT RUNWAY 06/24 AND REHABILITATION OF PRIMARY LINES AND AFL SYSTEM AT RUNWAY 13/31

The project involves the installation of new stop bar lights at Runway 06/24 to promote aerodrome safety by preventing runway incursions or any incorrect presence of an aircraft, vehicle or person.

The scope of work includes the construction of landholes, manholes and all ducting works for a concealed circuit connection from Runway 13/31 to Balagbag Transformer Vault where the constant current regulators are installed.

Cost: 338.59 M
 Completion: Date: September 13, 2021



REHABILITATION OF THE SEWAGE TREATMENT PLANT (STP) OF NAIA TERMINAL 3

Rehabilitation and upgrading are necessary to comply with the new standards set by the DENR through the issuance of Administrative Order 2016-08 titled, Water Quality Guidelines and General Effluent Standards of 2016. These standards aim to:

- Ensure water quality reliability and safety for the comfort and convenience of passengers and stakeholders.
- Eliminate contaminants of wastewater that may bring discomfort to the elderly, pregnant women, men and women passengers, and other stakeholders.

Cost: 84.5 M
 Completion Date: September 15, 2021



OPERATION AND MAINTENANCE OF CUTE SYSTEM AT NAIA TERMINAL 2 AND NAIA TERMINAL 3

The project involves the supply, installation, operation and maintenance of additional workstations and peripherals/printers of the existing NAIA 2 CUTE system for NAIA 2 South Wing.

The project also involves the replacement of workstations and peripherals using existing NAIA 3 CUTE system applications, LDCS, BRS and reporting tools at NAIA Terminal 3.

Cost: 179 M
 Completion Date: October 31, 2022



REPAIR AND UPGRADING OF TAXIWAY HOTEL-1 (H1), CHARLIE-1 (C1), CHARLIE-2 (C2), CHARLIE-3 (C3), CHARLIE-4 (C4) AND CHARLIE-5 (C5)

Package 1 involves the upgrading of Taxiway Charlie and H-1 from flexible to rigid pavement capable of bearing and accommodating the weight of new larger aircraft. The project likewise improves aerodrome safety by allowing safe and reliable aircraft operation and maneuvering.

Package 2 involves the installation of new Stopbar Lights at Runway 06/24 to prevent runway incursions, permitting the smooth flow of taxiing aircrafts

Cost: 1,236.36 M

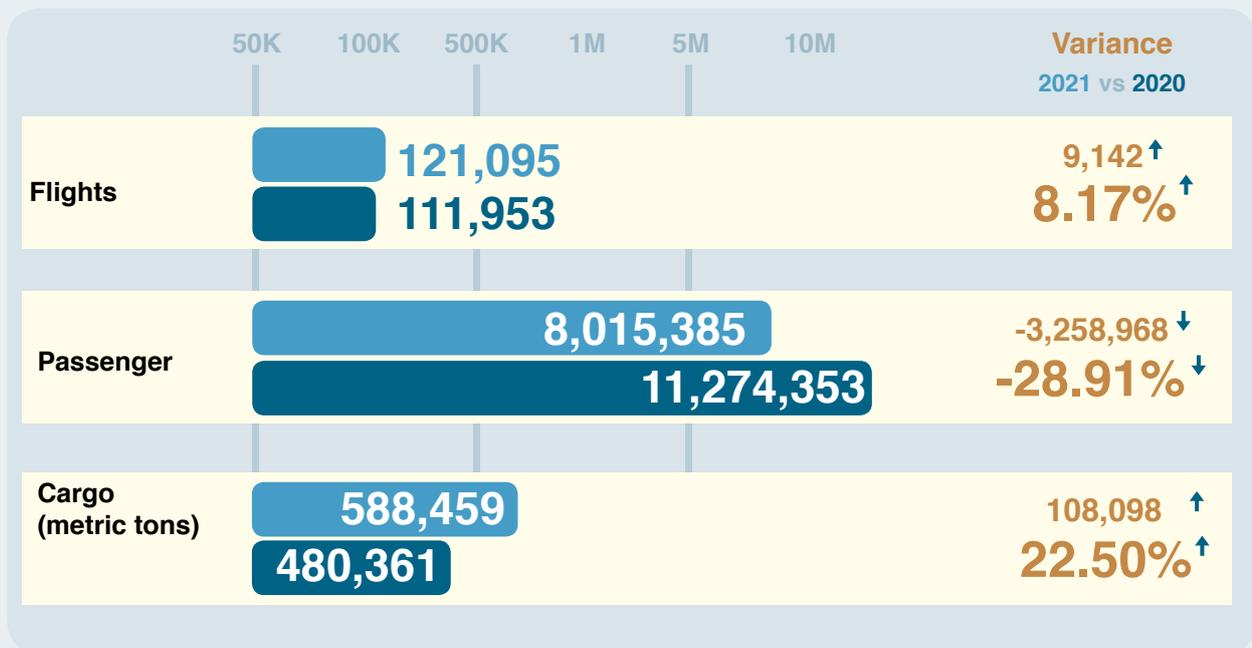


Operational Highlights



Overall NAIA Statistics 2021

In **Total NAIA Operations**, the broad spectrum in 2021 across NAIA Terminals 1, 2, 3 and 4 will show that flights movements rose up by 8.17%, from 111,953 to 121,095, for a total increase of 9,142 flights. Passenger movements, on the other hand, posted a downtrend of 28.91%, from 11,274,353 to 8,015,385, showing a total decrease of 3,258,969 passengers. Cargo volume, meanwhile, posted an increase of 22.5%, from 480,361 metric tons to 588,459 metric tons, reflecting a total increase of 108,098 metric tons.



● 2021 ● 2020

A review of NAIA Operational Statistics in 2021 reveals the following:

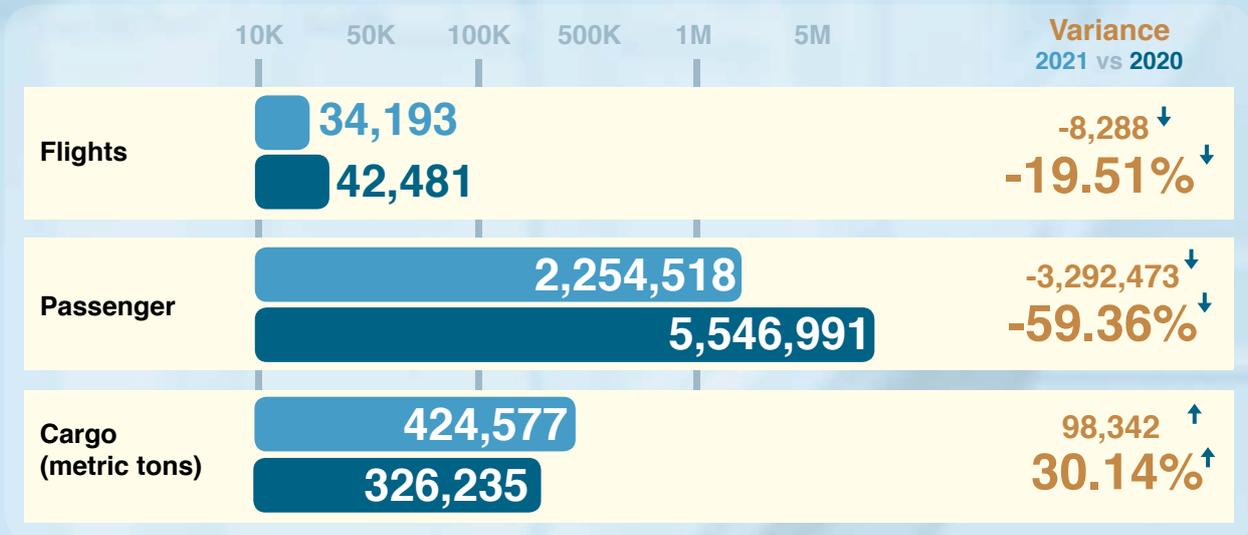
In **International Operations**, flight movements was 34,193, down by 8,288 flights or 19.5%. Passenger movements by yearend was 2,254,518, down by 3,292,473 passengers or 59.36%. In contrast, cargo volume was 424,577 metric tons, up by 98,342 metric tons or 30.14%,

In **Domestic Operations**, flight movements rose to 56,433, up by 7,847 flights or 16.15%. Passenger movements went downward by 36,594 passengers to 5,562,029, or 0.65%. Cargo volume was 163,794 metric tons, up by 9,668 metric tons, or 6.27%.

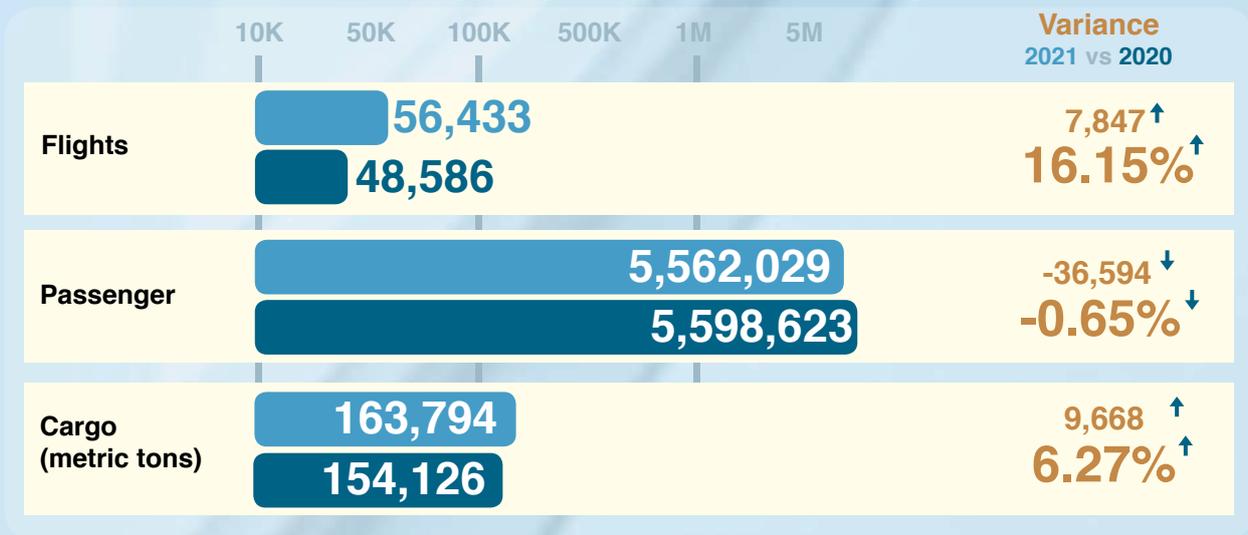
In **General Aviation Operations**, flight movements was 30,469, an increase by 9,583 flights or 45.88%, while passenger movements was 198,838, up by 70,099 passengers or 54.45%. Cargo volume was 88,093 metric tons compared to 0 in 2020.

2021 2020

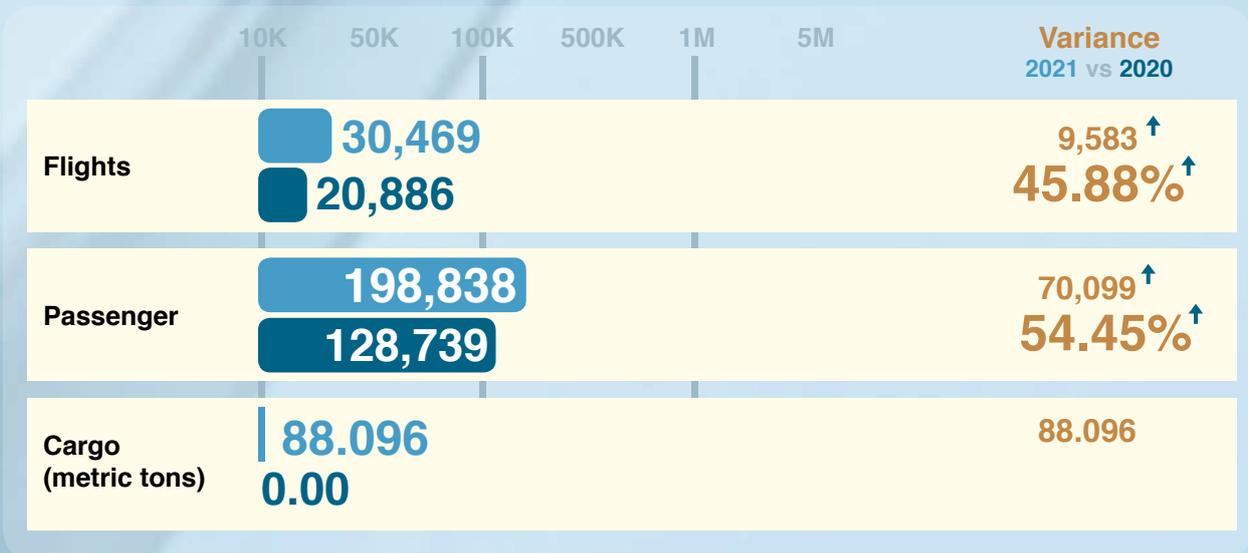
International Operations



Domestic Operations



General Aviation Operations



Financial Highlights



COMPARATIVE FINANCIAL REPORT CY 2021

A. Condensed Income Statement (Interim)

Presented below is the Authority's results of operations for FY 2021 as compared with budget and FY 2020:

(In Million Pesos)	January 1 - December 31			Variance			
	Budget	2021	2020	Budget		Last Year	
	(A)	(B)	(C)	(B - A)	%	(B - C)	%
Gross Revenues	5,267	4,273	5,127	-994	-19%	-854	-17%
Share of the National Government	945	588	563	-357	-38%	25	4%
Net Revenues After NG Share	4,322	3,685	4,564	-637	-15%	-879	-19%
Operating Expenses	7,449	5,959	5,771	-1,490	-20%	188	3%
Net Income/(Loss) From Operations	-3,127	-2,274	-1,207	853	27%	-1,067	-88%
Other Income/(Expenses)	12	169	369	157	1308%	-200	-54%
Net Income/(Loss) Before Tax	-3,115	-2,105	-838	1,010	32%	-1,267	-151%
Provision for Income Tax (MCIT)	105	149	37	44	42%	112	303%
Net Income/(Loss) After Tax	-3,220	-2,254	-875	966	30%	-1,379	-158%

FY 2021 versus FY 2020

- Gross Revenues is P 4.273 billion, down by P 854 million or 17%
- Operating Expenses is P 5.959 billion, up by P 188 million or 3%
- Net Loss from Operations is P 2.274 billion, down by P 1.067 billion or 88%
- Net Loss After Tax is P 2.254 billion, down by P 1.379 billion or 158%

Actual versus Budget

- Gross Revenues is lower than projections by P 994 million or 19%
- Operating Expenses is lower than projections by P 1.49 billion or 20%
- Net Loss from Operations is lower than projections by P 853 million or 27%
- Net Loss After Tax is lower than projections by P 966 million or 30%

B. Remittances to the National Government

The table shows our remittances to the National Treasury (in million pesos):

Year	Dividend	20% NG Share	Corporate Income Tax	PD 1957	NCASC***		TOTAL
				P 100/pax	IO (60/pax)	DO (15/pax)	
2021*	-	588	39	34	21	21	703
2020**	-	563	77	212	127	38	1,018
2019***	6,000	1,789	2,165	1,013	608	164	11,739
2018	3,424	1,714	2,019	909	545	159	8,770
2017	2,251	1,626	1,641	813	488	152	6,971
2016	2,227	1,483	1,756	701	421	147	6,735
2015	1,579	1,225	1,277	579	348	138	5,146

*CY 2021 dividend is zero due to net loss

**CY 2020 dividend is zero due to net loss

***CY 2019 dividend was adjusted from the initial 3B to 6B pesos based on the request of Department of Finance (DOF) pursuant to Republic Act (RA) No. 11469 known as the "Bayanihan to Heal as One Act", and RA 7656 known as the "Dividend Law"

****National Civil Aviation Security Committee

- The Authority remits 50% or more of its net income as dividends to the National Treasury; this is apart from the
- 20% National Government (NG) share in the Authority's operating income based on actual collections, excluding income from utilities and terminal fees/Passenger Service Charge (PSC); and the
- 30% Corporate Income Tax (1% Minimum Corporate Income Tax for CY 2020-2021); as well as the
- 100 pesos share on Passenger Service Charge (PSC); and the
- Contributions to National Civil Aviation Security Committee (NCASC):
 - 60 pesos for every international passenger, and
 - 15 pesos for every domestic passenger.

STATEMENT OF FINANCIAL POSITION
As of December 31, 2021, 2020 and 2019
(in Philippine Peso)

	Note	2021 (Unaudited)	2020 (Restated)	2019 (Restated)
ASSETS				
Current Assets				
Cash and Cash Equivalents	6	703,387,686	350,972,168	11,077,714,859
Financial Assets	7	4,636,448,496	8,944,325,524	7,898,339,759
Receivables	8	4,427,099,895	3,955,140,407	3,244,527,979
Inventories	9	151,067,117	118,913,704	135,971,796
Other Current Assets	10	2,482,479,268	2,014,203,591	1,849,849,973
Total Current Assets		12,400,482,461	15,383,555,394	24,206,404,367
Non-Current Assets				
Investment Property	11	7,726,035,202	7,726,035,202	7,726,035,202
Property, Plant and Equipment	12	28,676,497,936	28,710,343,869	28,754,317,115
Intangible Assets	13	24,001,173	21,128,643	21,128,643
Deferred Tax Assets	14, 37	563,437,315	673,679,885	639,848,496
Other Non-Current Assets	14	655,000	655,000	655,000
Total Non-Current Assets		36,990,626,626	37,131,842,598	37,141,984,456
TOTAL ASSETS		49,391,109,087	52,515,397,992	61,348,388,823
LIABILITIES				
Current Liabilities				
Financial Liabilities	15, 17-19	1,778,940,178	2,001,984,691	2,015,701,230
Inter-Agency Payables	16	312,699,722	374,693,908	1,798,046,997
Trust Liabilities	20	1,462,741,927	1,345,734,510	1,259,829,081
Deferred Credits/Unearned Income	21	603,682,646	539,725,871	684,091,990
Provisions	22	180,142,654	186,245,435	176,254,225
Other Payables	23	531,989,349	541,677,974	6,404,936,196
Total Current Liabilities		4,870,196,476	4,990,062,388	12,338,859,719
Non-Current Liabilities				
Financial Liabilities	15, 17-19	502,331,774	1,336,376,157	2,391,597,073
Deferred Tax Liabilities	24	-	-	5,544,516
Total Non-Current Liabilities		502,331,774	1,336,376,157	2,397,141,589
Total Liabilities		5,372,528,250	6,326,438,545	14,736,001,308
EQUITY				
Government Equity	25	16,270,552,821	16,235,157,609	15,852,251,370
Retained Earnings/(Deficit)	26	27,748,028,017	29,953,801,838	30,760,136,145
Total Equity		44,018,580,838	46,188,959,447	46,612,387,515
TOTAL LIABILITIES AND EQUITY		49,391,109,087	52,515,397,992	61,348,388,823

STATEMENT OF COMPREHENSIVE INCOME
For the Year Ended December 31, 2021 and 2020
(in Philippine Peso)

	Note	2021 (Unaudited)	2020 (Restated)
INCOME			
Business and Service Income	27	4,432,341,813	5,497,751,755
Shares, Donations and Grants	30	1,091,000	25,334,700
Gains/(Losses)	31	19,777,265	(85,334,849)
Other Non-Operating Income	32	18,427,220	24,577,054
Total Income		4,471,637,297	5,462,328,660
EXPENSES			
Personnel Services	33	921,221,471	975,311,366
Maintenance and Other Operating Expenses	34	3,266,699,319	3,118,900,075
Financial Expenses	35	100,520,907	161,128,897
Non-Cash Expenses		1,771,302,564	1,677,207,493
Total Expenses		6,059,744,260	5,932,547,831
INCOME/(LOSS) BEFORE TAX		(1,588,106,963)	(470,219,171)
Income Tax Expenses	37	148,827,698	37,759,811
INCOME/(LOSS) AFTER TAX		(1,736,934,662)	(507,978,982)
Subsidy from National Government - DOTr	28	70,591,586	195,614,753
Subsidy to Other Funds	29	(587,571,176)	(563,051,129)
NET INCOME/(LOSS)		(2,253,914,251)	(875,415,358)

STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2021 and 2020
(in Philippine Peso)

	Government Equity	Contributed Capital	Retained Earnings	Total
BALANCES, JANUARY 1, 2020	10,000,000,000	5,852,251,370	30,760,236,198	46,612,487,568
Adjustments/Correction of Errors				
PPC prior year adjustments			(100,053)	(100,053)
BALANCES, JANUARY 1, 2020 (Restated)	10,000,000,000	5,852,251,370	30,760,136,145	46,612,387,515
Changes in Equity for 2020				
Net loss for the year			(1,051,112,870)	(1,051,112,870)
Dividends declared			-	-
Reversal of December 2019 FOREX revaluation			68,980,998	68,980,998
Liquidation of DOTr funds transferred to MIAA for the NAIA Terminal 2 Rehabilitation Project		382,906,239		382,906,239
PPE prior year adjustments			(113,396)	(113,396)
MVP prior year adjustments			144,560,468	144,560,468
Lease Modification per COA AOM No. 2021-018			31,350,492	31,350,492
Accrual of expenses for unliquidated cash advances to NGAs:				
Reversal of unliquidated balance, beginning of the year			5,290,563	5,290,563
Liquidation of cash advances, prior years			(2,474,443)	(2,474,443)
Unliquidated cash advances, end of the year			(2,816,120)	(2,816,120)
BALANCES, DECEMBER 31, 2020 (Restated)	10,000,000,000	6,235,157,609	29,953,801,838	46,188,959,447
Changes in Equity for 2021				
Net loss for the year			(2,253,914,251)	(2,253,914,251)
Dividends declared			-	-
Reversal of December 2020 FOREX revaluation			48,140,430	48,140,430
Liquidation of DOTr funds transferred to MIAA for the NAIA Terminal 2 Rehabilitation Project		35,395,212		35,395,212
Accrual of expenses for unliquidated cash advances to NGAs:				
Reversal of unliquidated balance, beginning of the year			2,816,120	2,816,120
Unliquidated cash advances, end of the year			(2,816,120)	(2,816,120)
BALANCES, DECEMBER 31, 2021	10,000,000,000	6,270,552,821	27,748,028,017	44,018,580,838

STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2021 and 2020
(in Philippine Peso)

	2021 (Unaudited)	2020 (Audited)
CASH FLOWS FROM OPERATING ACTIVITIES		
Collection of Income/Revenue	3,577,533,698	4,863,510,941
Receipt of Inter-Agency Fund Transfers	410,226,729	825,755,401
Trust Receipts	205,142,518	220,652,266
Payment of Expenses	(4,889,578,885)	(4,561,991,091)
Grant of Cash Advances	32,253	(691,105)
Remittance of Personnel Benefit Contributions and Mandatory Deducti	(123,335,881)	(83,632,927)
Grant of Financial Assistance/Subsidy/Contribution	(491,720,029)	(926,913,097)
Release of Inter-Agency Fund Transfers	(451,375,427)	(1,156,772,115)
Other Disbursements	(208,125,163)	(180,309,429)
Payment of Corporate Income Tax	-	(805,181,072)
Net Cash Provided by/(Used in) Operating Activities	(1,971,200,188)	(1,805,572,229)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from Matured Investments	14,153,480,920	18,201,771,157
Purchase/Acquisition of Investments	(9,740,385,476)	(18,983,690,268)
Purchase/Construction of Property, Plant and Equipment	(1,141,976,976)	(1,101,959,271)
Net Cash Provided by/(Used in) Investing Activities	3,271,118,469	(1,883,878,382)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payment of Long-Term Liabilities	(895,297,787)	(903,748,636)
Payment of Interest on Loans and Other Financial Charges	(71,633,085)	(116,492,905)
Payment of Cash Dividends	-	(6,000,000,000)
Net Cash Used in Financing Activities	(966,930,873)	(7,020,241,542)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	332,987,409	(10,709,692,152)
EFFECTS OF FOREX ON CASH AND CASH EQUIVALENTS	19,428,109	(17,050,539)
CASH AND CASH EQUIVALENTS, BEGINNING	350,972,168	11,077,714,859
CASH AND CASH EQUIVALENTS, END	703,387,686	350,972,168

“A Walk Through in the Past Years”



MIAA recalls its years of service to the Philippine aviation industry starting from 2016. In this journey through time, we track our efforts to keep abreast with innovative technologies, to procure goods and services that kept us mobile and responsive to emerging demands, to build and retrofit facilities to raise the level of comfort and convenience of our client passengers, visitors, and stakeholders, and to sustain conversations with peer and support agencies for greater inclusiveness in the performance of our mission.

As we retrace these steps, we renew our commitment to heighten the quality of our service, while endeavoring to continually improve and do better. We thus ask you to walk with us in the next few pages of this Report, hoping that in tightening the spirit of togetherness with our diverse publics, we could more effectively achieve more.

Emergency Vehicles

The SES line up of emergency vehicles and threat-detection systems that are kept on high alert in 2016 are points of interest. These included the ARFF Major Foam Tender Vehicles 6x6 and the ARFF Rapid Intervention Vehicle Major Foam.



Statement of Agreement between MIAA and Grab

MIAA accredited GRAB Car Services, lined up emergency vehicles, and installed high-alert threat detection systems at the NAIA terminals for the greater safety and protection of airport users. These improvements helped reduce long queues on the curb side of the terminals.



Retrofitting of Public Comfort Rooms at Terminal 2

Public restrooms at NAIA Terminal 2 were retrofitted in immaculate white for the greater comfort of airport users.



Transformation of NAIA Terminal 1

NAIA Terminal 1 has transformed from being on the list of less-favored airports into a heritage-preserved gateway that is on par with the world's best.



Runway Manila

The Philippines' first pedestrian bridge was launched by the transport and highways departments at NAIA Terminal 3. The 220-meterfoot bridge links the terminal with the Newport Zone of Pasay City.



MIAA Strategic Planning Conference 2017

MIAA held its Strategic Planning Conference in March 2017 at Sofitel Philippine Plaza to chart annual directions, review vision and mission, and continually provide world class services to clients.

Replacement of Arrival Baggage Conveyor at Terminal 2

The arrival area of NAIA Terminal 2 now sports a new baggage conveyor system for the benefit of arriving passengers of client airlines.



ASEAN 2017

Delegates to the 2017 ASEAN Summit were welcomed by top officials of MIAA and national government agencies at the NAIA, where security operations were tightened by elements of the presidential security group, PNP-Aviation, and the Pasay and Paranaque LGUs.



Purchase of Aircraft Rescue and Fire Fighting Vehicles

MIAA procured two units each of aircraft rescue and 6x6 fire-fighting major foam vehicles to boost the capability of its rescue and fire-fighting missions.

Purchase of Rapid Intervention Vehicle (4x4)

MIAA procured one unit of a 4x4 rapid intervention vehicle to address emergency situations at the NAIA.

Crash and Rescue Activity

MIAA held a Crash and Rescue (CREX) activity to strengthen the capability of airport personnel in responding to emergencies. Simulation results were found to be satisfactory.



Contribution to the National Treasury

The Authority’s overall contribution to the National Treasury reached Php8.77 billion, up by 25.81% in 2017: gross revenue of Php14.19 billion surpassed the previous year’s revenue by 8%, net income of Php6.17 billion by 64%, and total remittance of Php3.42 billion by 52.11%; additionally, Php5.35 billion was remitted from corporate income taxes.

Transition to Higher ISO

MIAA’s ISO Certification was upgraded from 9001-2008 to 9001-2015 by the International Organization for Standardization.



Construction of Rapid Exit Taxiway at Runway 06/24

A new Rapid Exit Taxiway at Runway 06/24 was constructed to ease traffic and allow greater freedom of navigation of aircraft at the major landing and take-off areas.

NAIA is Among World’s 10 Most Improved Airports in 2018

NAIA placed 10th in the most improved airports category of the 2018 World Airport Awards granted by SKYTRAX, an international airport rating organization.



Upgrading of Conveyors 4 and 5 into a 4-unit Carousel, Terminal 2

Conveyors 4 and 5 at the International Arrival section of NAIA Terminal 2 were upgraded into a 4-unit carousel.



Installation of Electronic Immigration Gates

The Bureau of Immigration installed the Electronic Gate System (E-Gate) to cut processing time for international passengers and reduce queues at the four NAIA terminals. The E-Gate is also a border system that detects persons of interest attempting to cross territorial boundaries.



Enabling Freedom of Information

MIAA institutionalized Freedom of Information in support of the central government’s Full Disclosure Policy and public access to airport information of concern.

Upgrading of Passenger Boarding Bridges

Nine Passenger Boarding Bridges (PBB) were upgraded, including the layout of a new power feeder line cable at NAIA Terminal 1.



Xiamen Experience

Xiamen Flight 8667 overshot NAIA's Runway 06/24 in August 2018; all 157 passengers and flight crew on board were safe and unharmed, thanks to the prompt responses of the fire, rescue, and medical teams of the Civil Aeronautics Administration of the Philippines (CAAP)



Airport Integrated Command and Control Center

MIAA created the Airport Integrated Command and Control Center to serve as a central hub of communications on flight status, advisories, and information. The center likewise coordinates interterminal aircraft movements and re-scheduling of recovering flights during emergencies.



Overlay of Runway 06/24

The concrete overlay of Runway 06/24 was recently completed at the cost of Php727 million to ensure the reliability of facilities and the navigational safety of aircraft at the NAIA aerodrome.



NAIA Passed Rigid Screening of Foreign Assessors

The NAIA passed the rigid screening of the US Department of Homeland Security, attributed to its better security profile; it likewise passed two consecutive assessments conducted by the US Transport Security Administration in March and May 1991 for having met security standards set by the ICAO.

Four-Seater Gang Chairs Installed at NAIA Terminal 2

Five hundred eighty-two units of four-seater gang chairs were installed at the NAIA Terminal 2 to accommodate inbound and outbound airline passengers.



Upgrading of Paging System at Terminal 3

Passengers at NAIA Terminal 3 are now assured of promptly receiving clear and accurate flight announcements, thanks to the upgraded paging system at the terminal which was completed recently.



Supply and Delivery of four-seater seats at NAIA Terminal 1

A total of 922 units of four-seater sitting facilities worth Php20 million were installed at NAIA Terminal 1 to augment existing units and for the comfort and convenience of passengers awaiting flights.

Commissioning of Explosive and Drug Trace Detectors (ETDs) and Walk-Through Metal Detectors

21 units of Explosives and Drug Trace Detectors (ETD) and four units of Walk-Through Metal Detectors (WTMD) were commissioned for active service recently at the NAIA aerodrome for the safety and protection of airport users, crime prevention, and border control.

Commissioning of 39 Units Hold Baggage X-Ray Machines and 23 Units Cabin Baggage X-Ray Machines



NAIA Named Best Airport for Business Travelers

NAIA scored 38.19 percentage points, making it one of the best airports for business travelers out of a total of 45 other international airports, per the assessment of UK's The Global Hunters, an international airport rating organization.



Airside Perimeter Security Screening Checkpoints & Gate Canopies



ISO 9001:2015 Recertification

NAIA attained its ISO 9001:2015 certification by ISC Global, by virtue of meeting customer expectations based on the results of risk analyses.



Helping Local Carriers and Concessionaires Survive

To help local air carriers and concessionaires survive the financial impact dealt by COVID-19, MIAA granted them reprieves from the payment of airport fees and charges, as well as rental holidays for stores operating at the terminals.

Supporting the Bayanihan to Heal as One Act

In support of the Bayanihan to Heal as One Act and the Dividend Law, MIAA remitted Php3 billion to the Bureau of Treasury in April 2020 in addition to Php3 billion in dividends remitted in March 2020.

One-Stop-Shop in Terminals now in the service of the OFWs

One-Stop-Shops were established at NAIA Terminals 1 and 2 to assist OFWs undergo their mandatory 14-day quarantines to rule out COVID-19 infections.

NAIA Safety Management System

NAIA is the first airport in the country to establish a Safety Management System (SMS) which was granted full acceptance by the Civil Aviation Authority of the Philippines (CAAP).



Customer Satisfaction Survey

MIAA conducted a Customer Satisfaction Survey to gauge airline, passenger, and concessionaire satisfaction at the NAIA terminals. Positive feedback was received from Filipino and foreign passengers, with highest satisfaction obtained at Terminal 3, owing to the spaciousness of the facility that allows greater freedom of movement, personal comfort, and convenience.



Babaeng BiyaHERO Help Kiosk Installed at NAIA Terminal 1

To promote the rights and welfare of women travelers and OFWs, MIAA supported the installation of the BabaengBiyaHero Information Kiosk at the pre-departure lounge of NAIA Terminal 1 which became operational in November 2020.



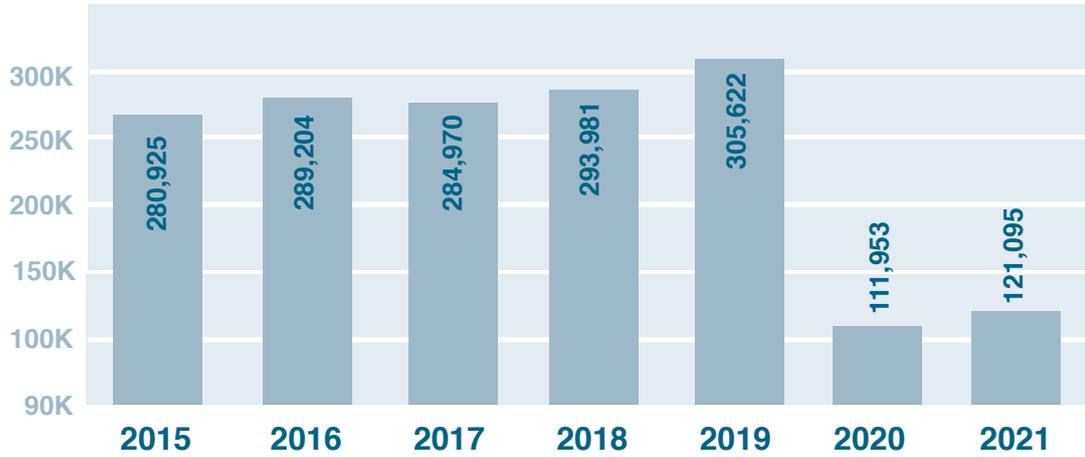
Annual Statistical Report



Flight Movements

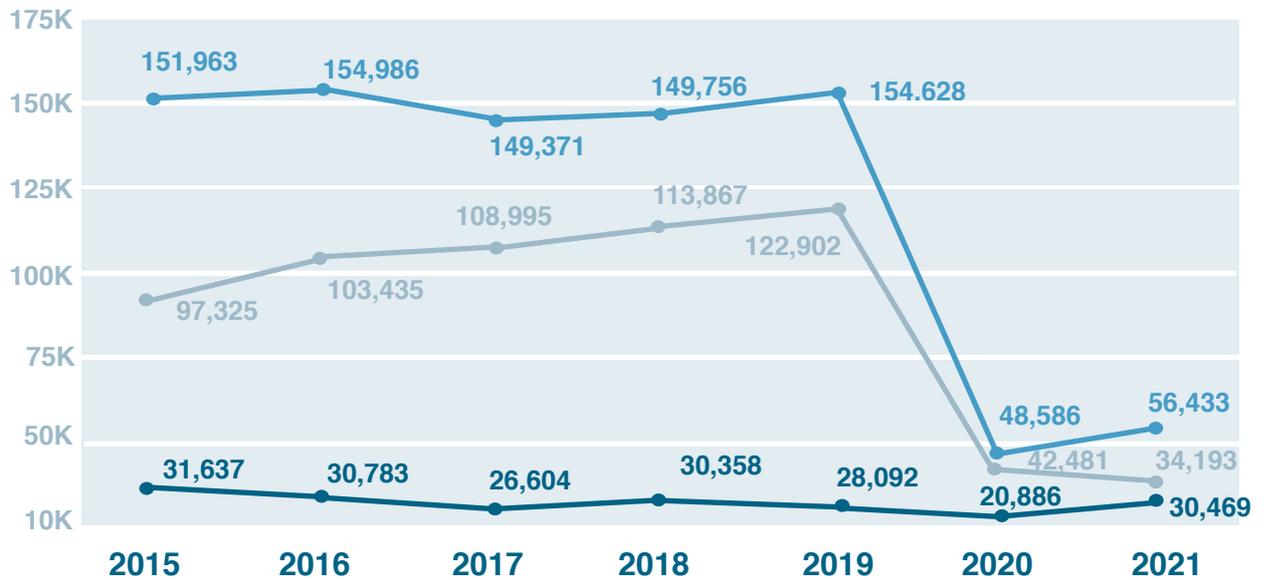
Overall Flight Movements

Domestic, International, and General Aviation



Flight Movements

Domestic International General Aviation



Passenger Movements

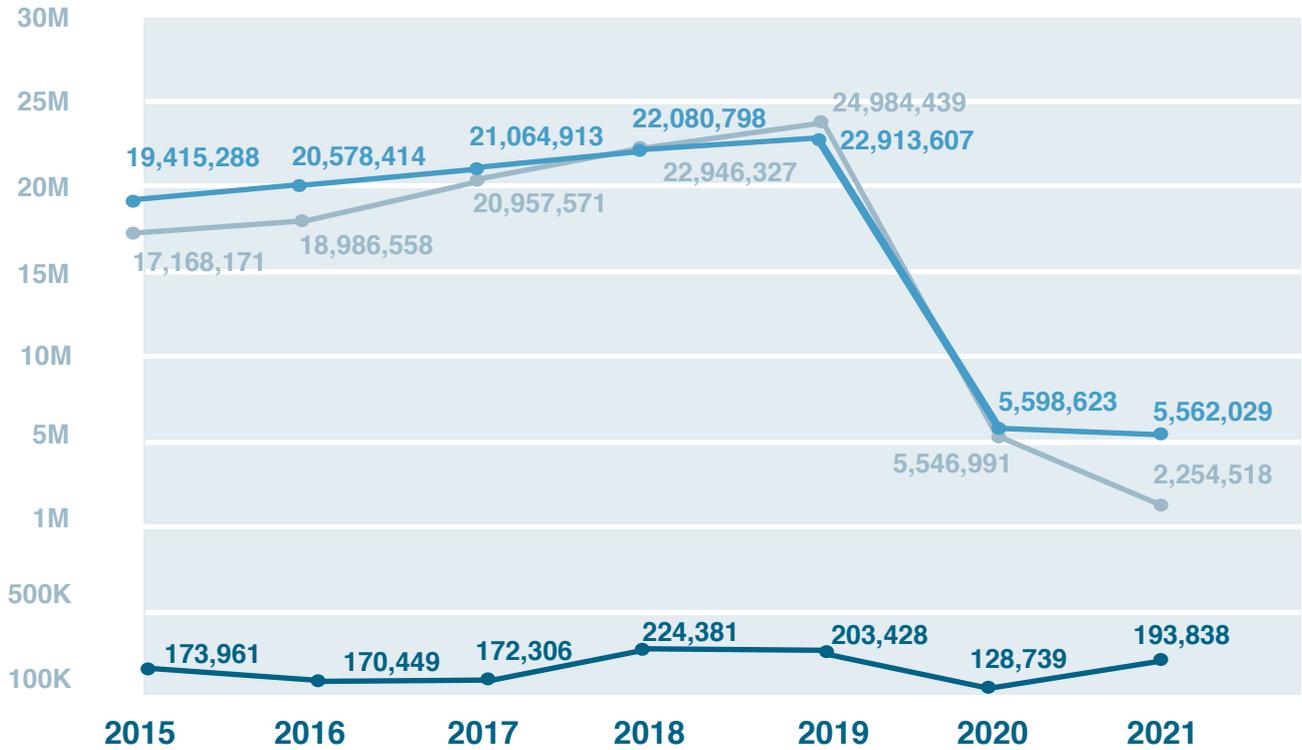
Overall Passenger Movements

Domestic, International, and General Aviation



Passenger Movements

Domestic International General Aviation



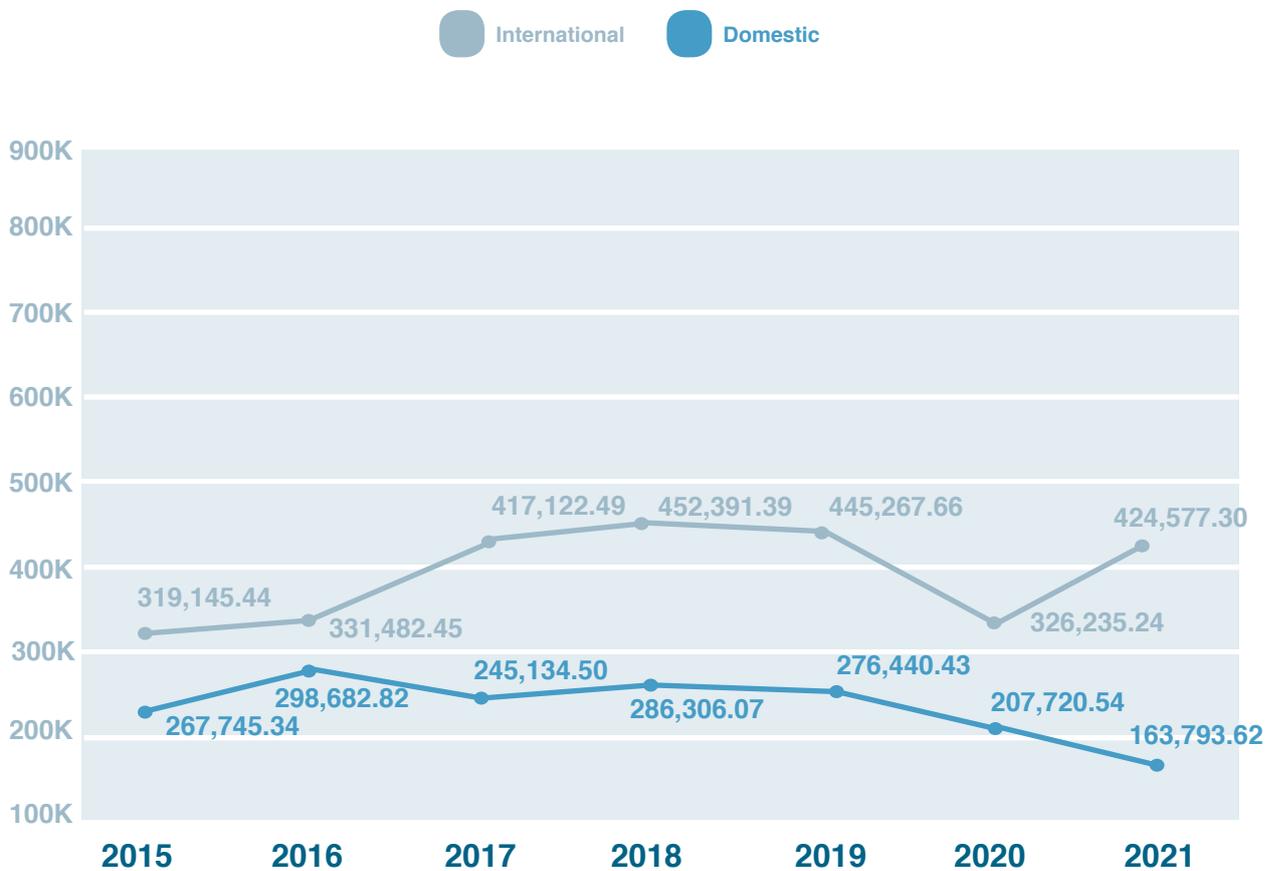
Cargo Movements

Overall Cargo Movements

Domestic and International



Cargo Movements



The Board of Directors



The Board of Directors



ARTHUR P. TUGADE

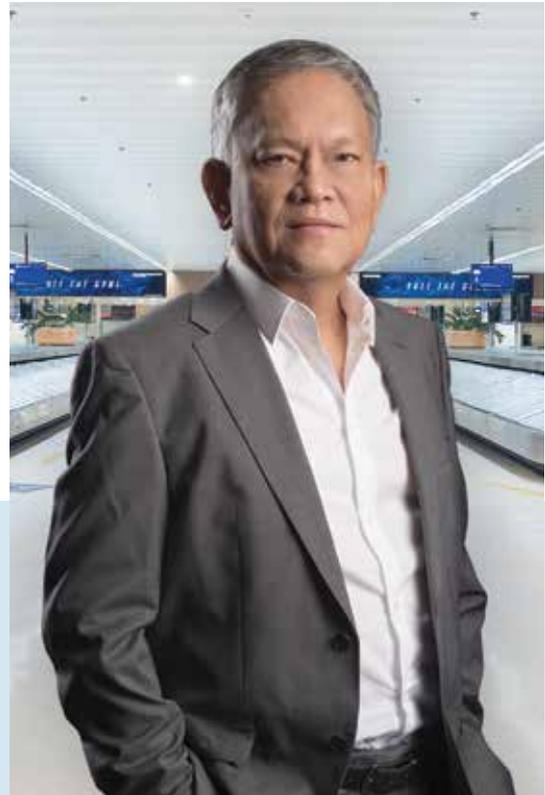
Chairman
Secretary,
Department of Transportation

BIOGRAPHY

Arthur P. Tugade is a lawyer and businessman from Cagayan, Cagayan Valley. He is the current Secretary of the Department of Transportation appointed by President Rodrigo Duterte. A scholar of San Beda College, Sec. Tugade graduated Magna Cum Laude for his undergraduate degree in Philosophy in 1967 and Cum Laude for his law degree in 1976. He completed his post-graduate studies at the National University of Singapore under the NUS-Stanford Executive Program in 1985.

CAREER

Secretary Arthur Tugade engaged in private law practice before joining government and pursued a career in global logistics, information technology, tourism, and consumer products business, serving as chairman and president of various firms. He assumed office as the 18th Secretary of the DOTr in 2016, before which he was president and CEO of Clark Development Corporation, an attached agency of the Bases Conversion and Development Authority



EDDIE V. MONREAL

Vice Chairman
General Manager,
Manila International Airport Authority

BIOGRAPHY

Eddie V. Monreal hails from the Bicol Region and is the current General Manager of the Manila International Airport Authority after being appointed by Secretary Tugade in 2016. He finished elementary at the Daraga Elementary School and attended high school at the Divine Word College, Legaspi City. He graduated with a Bachelor of Science Degree in Industrial Engineering at the Adamson University in 1978.

CAREER

GM Monreal started working at the airport in 1978. He was recruited in 1982 by Cathay Pacific and was appointed as Station Manager in 1996 until he retired in 2015. He served as Chairman of the Airline Operators Council from 1998 until 2001 and 2010, then Vice-Chair of the Council from 2006 to 2009. Prior to his current post as General Manager, he was a consultant of the Manila International Airport Authority (MIAA) airport operations.

The Board of Directors



CARLOS G. DOMINGUEZ III

Member
Secretary, Department of Finance

BIOGRAPHY

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

With over 40 years of track record in the service of the public and private sectors, Carlos Dominguez has gained a wealth of experience across multi-industries. Concurrent to his position as finance secretary, he chairs the Land Bank of the Philippines and the Philippine Deposit Insurance Corporation, and sits as member of the Monetary Board. He was former secretary of the departments of the environment and natural resources and agriculture and has extensively served the banking sector. Under his leadership, the DOF championed the Tax Reform for Acceleration and Inclusion (TRAIN) Act signed into effect in 2017.



BERNADETTE ROMULO-PUYAT

Member
Secretary, Department of Tourism

BIOGRAPHY

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

Prior to her position as DOT secretary she assumed in 2018, Bernadette Romulo-Puyat was formerly a lecturer of the UP School of Economics, consultant of the Housing and Urban Development Coordination Council, a member of the Presidential Management Staff, and deputy cabinet secretary at the Office of the President. She was appointed 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.

The Board of Directors



MENARDO I. GUEVARRA

Member
Secretary, Department of Justice

BIOGRAPHY

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 appointment in 2018 as Secretary of Justice, Menardo Guevarra was Deputy Executive Secretary for Legal Affairs (DESLA) under the Office of the President. Early in his career, he joined the technical staff of the 1986 Constitutional Commission before establishing his own law firm in 1990. He engaged in active legal practice and became a faculty member of the Ateneo College of Law. He returned to government as member of the 2010 Philippine Truth Commission, then as deputy executive secretary of the Office of the President, and as commissioner, Philippine Competition Commission.



JESUS MELCHOR V. QUITAIN

Member
Undersecretary, Office of the President

BIOGRAPHY

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 he was awarded as an Outstanding Alumnus in the field of education.

CAREER

Undersecretary Quitain engaged in private law practice since 1971 representing clients across diverse sectors. He served as Dean of the College of Law, University of Mindanao and joined government in 2001 when he was appointed City Legal Officer of Davao City. He was elected city councilor in 2010. Prior to his current position, Undersecretary Quitain served as city administrator then as resident ombudsman when he gained recognition. He was the first national president of the Association of Resident Ombudsman in Government Agencies (AROGA) and former president, Rotary Club of South Davao.

The Board of Directors



JIM C. SYDIONGCO

Member
Director General,
Civil Aviation Authority of the Philippines

BIOGRAPHY

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 body aircraft.

CAREER

Jim C. Sydiongco was appointed Director General of CAAP in 2016, before which he served as Deputy Director General for Operations of the Authority until 2016. Prior to this, he was vice-president of Cebu Pacific Air, chief pilot of Philippine Airlines, and senior safety officer of EVA Air. He spent a total of 20 years with these carriers. He holds an Aviation Safety Certificate from the University of Southern California and is a practitioner in aircraft safety as an individual member of the International Society of Air Safety, and a human factor specialist in operations safety, flight data monitoring, and crew resource management.



LEONCIO DAKILA S. NAKPIL

Member
Private Sector

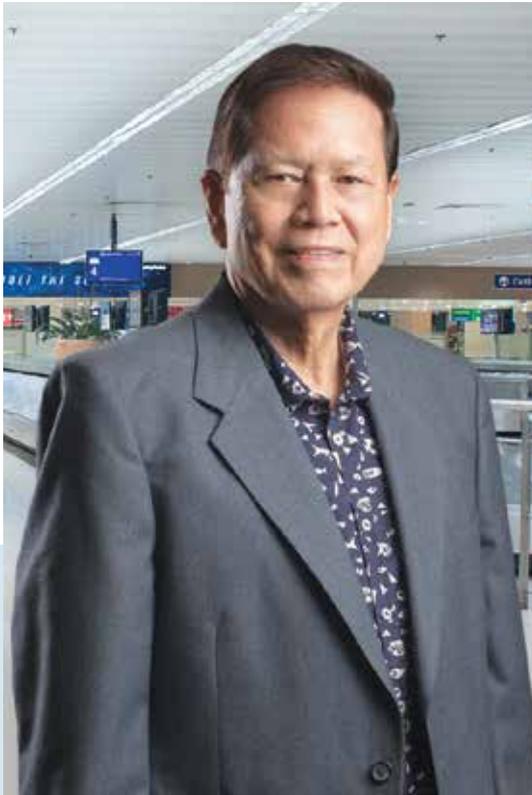
BIOGRAPHY

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

Leoncio Nakpil was former chair of the Airline Operator's Council, member of the Airport Intelligence Coordinating Council, senior member of the Airport Security Council, security coordinator of NAIA, and aviation security consultant of the PNP Aviation Security Group. He has extensively served the National Security Agency, the National Civil Aviation Security Program, GulfAir Philippines, and GulfAir Asia & Pacific. He concurrently chairs the ASEAN AOC, vice-chairs the PNP ASG Advisory Council. He is also a member of the Office of the Transportation Security, TSF and Risk Assessment Team.

The Board of Directors



LEONARDO P. LOPEZ

Member
Private Sector

BIOGRAPHY

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. Being unable to graduate at the University of the Philippines due to lack of ROTC units, 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. In 1978, he was conferred Master in Management degree at the Asian Institute of Management. He took up Command and General Staff Course at the Air University in Alabama USA in 1982. 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. He also took up Photo interpretation at Huntingdon England.

CAREER

Leonardo Lopez held various key positions in the Philippine Air Force where he served as chief of personnel, education and training, as deputy commander of the 205th Helicopter Wing, and as vice commander of the 2nd Air Division. In these capacities, he was awarded the Silver Wing medal, two military commendation medals, and nine other decorations and badges. He was the former Commander of the PAF 100th Training Wing where he remained until his retirement in 1997. He went on to serve national government as senate sergeant-at-arms until 2002.



LEONIDES F. CRUZ

Corporate Board Secretary

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Manuel P. Ereñeta
Terminal 2

Joycelyn B. Mapanao
Terminal 3

Cecilio A. Bobila
Terminal 4

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Assistant Terminal Manager

Sean Joselito F. Sunga
Assistant Terminal Manager

Lauro S. Francisco
Assistant Terminal Manager
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Bernald Joseph J. Juare
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Carmina D. Aguirre
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Procurement Division

Rosemarie G. Ereñeta
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Roque P. Alcantara
Intelligence & ID Pass
Control Department

Simeon G. Valleser
Emergency Services
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Anatalio S. Salaysay
Screening Division

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Investigation Division

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Rescue & Firefighting
Division

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Police Detection and Reaction Division

Joseph Eric P. Miranda
Surveillance Division

Edelyn P. Solano
ID and Pass Control Division

Ma. Caridad I. Nuas
Medical Division

Teotimo M. Cruz
Landside Police Division

Antonio D. Callanta
Airside Police Division

Airlines Operating at NAIA

TERMINAL 1

AIR CHINA
 AIR NUIGINI
 ASIANA AIRLINES
 CHINA AIRLINES
 CHINA EASTERN AIRLINES
 CHINA SOUTHERN AIRLINES
 ETHIOPIAN AIRLINES
 ETIHAD AIRWAYS
 EVA AIR
 GULF AIR

HESTON AIRLINES
 HONGKONG AIRLINES
 JAPAN AIRLINES
 JEJU AIR
 JETSTAR ASIA
 JETSTAR JAPAN
 KOREAN AIRLINES
 KUWAIT AIRLINES
 LANMEI AIRLINES
 MALAYSIAN AIRLINES
 MYANMAR AIRWAYS

OMAN AIR
 PHILIPPINE AIRLINES
 QATAR AIRWAYS
 ROYAL AIR
 ROYAL BRUNEI AIRLINES
 SAUDI ARABIAN AIRLINES
 THAI AIRWAYS INTERNATIONAL
 SCOOT AIRWAYS
 STARLUX
 XIAMEN AIRLINES

TERMINAL 2

PALEX
 PHILIPPINE AIRLINES

TERMINAL 3

AIR ASIA
 AIR ASIA PHILIPPINES
 ALL NIPPON AIRWAYS
 CATHAY PACIFIC
 CEBU PACIFIC
 DELTA AIR

EMIRATES AIRLINE
 ETIHAD AIRLINES
 KLM ROYAL DUTCH AIRLINES
 PANPACIFIC AIRLINES
 QANTAS AIRWAYS

QATAR AIRWAYS
 ROYAL DUTCH AIRLINE
 SINGAPORE AIRLINES
 TURKISH AIRLINES
 UNITED AIRLINES
 PAN PACIFIC

TERMINAL 4

AIR ASIA
 AIRSWIFT
 CEBGO
 ROYAL AIR
 SKY JET



Government Agencies Operating at NAIA



Department of Transportation (DOTr)



Bureau of Animal Industry (BAI)



Bureau of Customs (BOC)



Bureau of Fisheries and Aquatic Resources (BFAR)



Bureau of Immigration (BI)



Bureau of Plant Industry (BPI)



Bureau of Quarantine



Office of the President of the Philippines
COMMISSION ON FILIPINOS OVERSEAS

Commission on Filipinos Overseas (CFO)



Department of Environment and Natural Resources (DENR)
-NCR-Wildlife Traffic Monitoring



Department of Tourism (DOT)



National Bureau of Investigations (NBI)



Overseas Workers Welfare Administration (OWWA)



Philippine Overseas Employment Administration (POEA)



Tourism Infrastructure and Enterprise Zone Authority (TIEZA)



Office for Transportation Security



Philippine National Police Aviation Security Group



Civil Aviation Authority of the Philippines



Civil Aeronautics Board



Philippine Postal Corporation





Pagsulong!

Pagsulong in the Filipino tongue means to keep going or to move onward. Consistent with the Filipino spirit of resilience and tenacity, the Manila International Airport Authority shall keep on pressing ever forward, braving the uncertainty of the future and the continuous onslaught of the COVID-19 pandemic.

2021 saw the gradual restoration of normalcy as our infection rate goes on a downward trend. This coming year, we express our fervent and optimistic wish that, as vaccination rollouts proceed, so shall our infection rates continue to decline.

Meanwhile, we at the MIAA shall be business as usual, serving the travelling public within the best of our capabilities and within the bounds of legality. We kindle the hope that our gradual resurgence shall soon translate into the previous glory of the aviation industry, if not greater.

To this we all say, with one voice, “Pagsulong!”



Credits

MIAA Editorial Team

Cecilio A. Bobila
Airport Development and Corporate Affairs

Enrico Francisco B. Gonzalez
Corporate Management Services Department

Ma. Luisa V. Mascardo
Plans and Programs Division

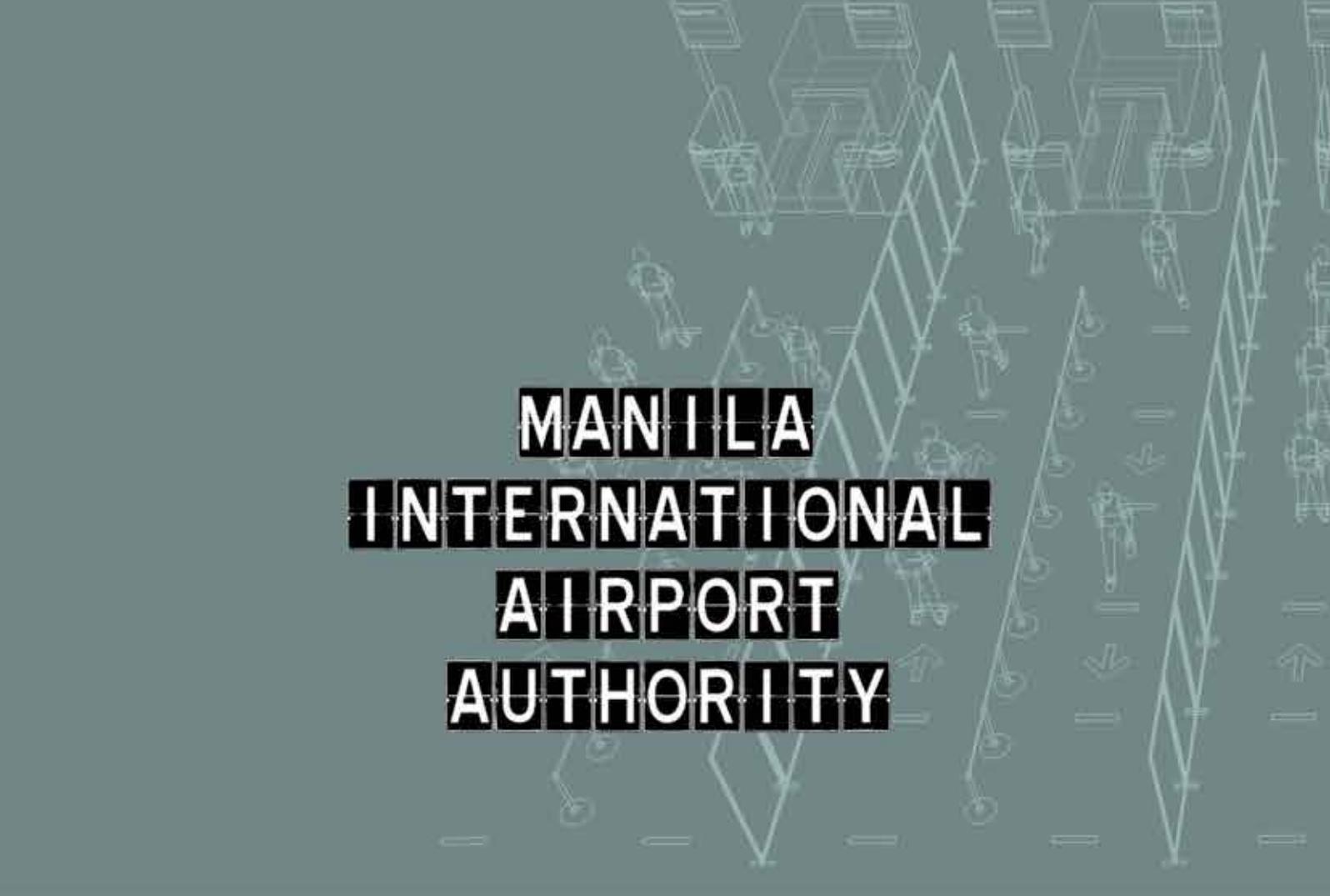
Rodel A. Tungala
Lalaine Tracy E. Domingo
Jerome Aaron L. Salcedo

Writers:
Ronn Mikkhael S. Zantua
Patricia Viktoria G. Ong

Graphics/Layout:
Mark Anthony A. Hernandez

VJ Graphic Arts, Inc.
Design and Print

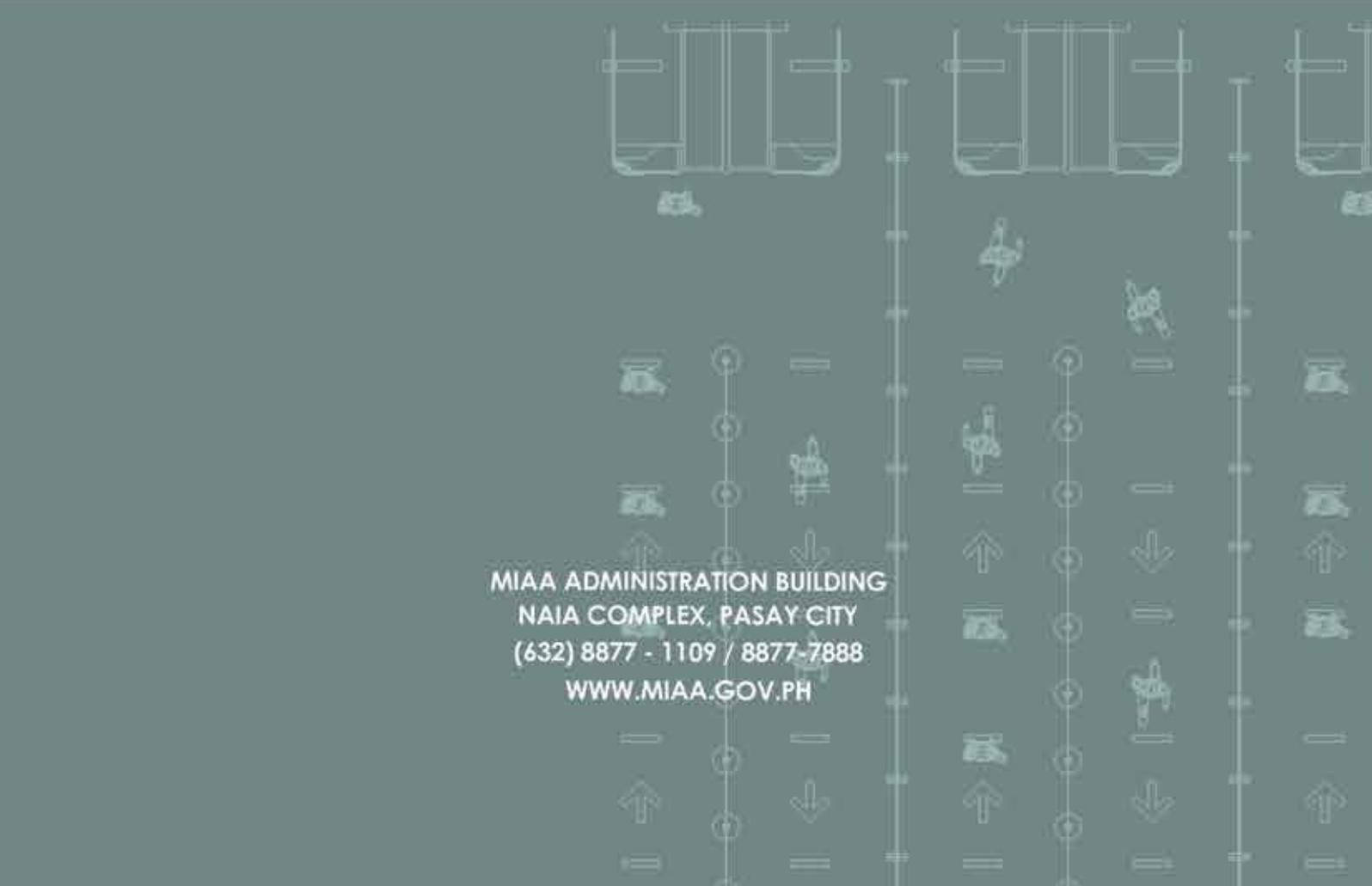
Mary Anne Barcelona
Managing Editor



MANILA INTERNATIONAL AIRPORT AUTHORITY



90



MIAA ADMINISTRATION BUILDING
NAIA COMPLEX, PASAY CITY
(632) 8877 - 1109 / 8877-7888
WWW.MIAA.GOV.PH