



MANILA
INTERNATIONAL
AIRPORT
AUTHORITY

ANNUAL REPORT

2022

TOWARDS THE NEW VISION

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ABOUT THE COVER

For this year's cover, we opted to depict clear skies forming the figure of "2022." This is to emphasize our optimistic outlook as we move on from the challenges of bygone years and transition into the uncertain heights of the brave new world.

In this issue, we celebrate our achievements as well as commemorate the hardships and the lessons we have learned along the way.

As nations open their gateways once again, we take off and soar to usher in a fresh beginning towards our new vision.

VISION

By 2023, 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



DOTR SECRETARY'S MESSAGE



“ In performing your duties, focus on exemplifying professionalism, honesty, integrity, and credibility at all times. ”

Warmest greetings and congratulations to the Manila International Airport Authority on the publication of your 2022 MIAA Annual Report.

We at the Department of Transportation take pride in MIAA's achievements, operational, and financial highlights last year.

It is my honor to witness the Authority's completed and ongoing projects and programs at the Ninoy Aquino International Airport (NAIA).

Thank you for fulfilling our mandate of Full Speed Ahead for game-changing transportation infrastructures in the Aviation and Airport sector. Let us continue carrying out our pledge to President Ferdinand R. Marcos Jr. to transform the country's transport system and elevate it to global standards.

I urge all personnel of MIAA to anchor your efforts on making the travel experience of passengers comfortable, accessible, safe, sustainable, and affordable.

With NAIA at the forefront and being the window of the Philippines to the world, I expect the men and women of MIAA to continue upholding a high level of ethical standards, dedication, and commitment.

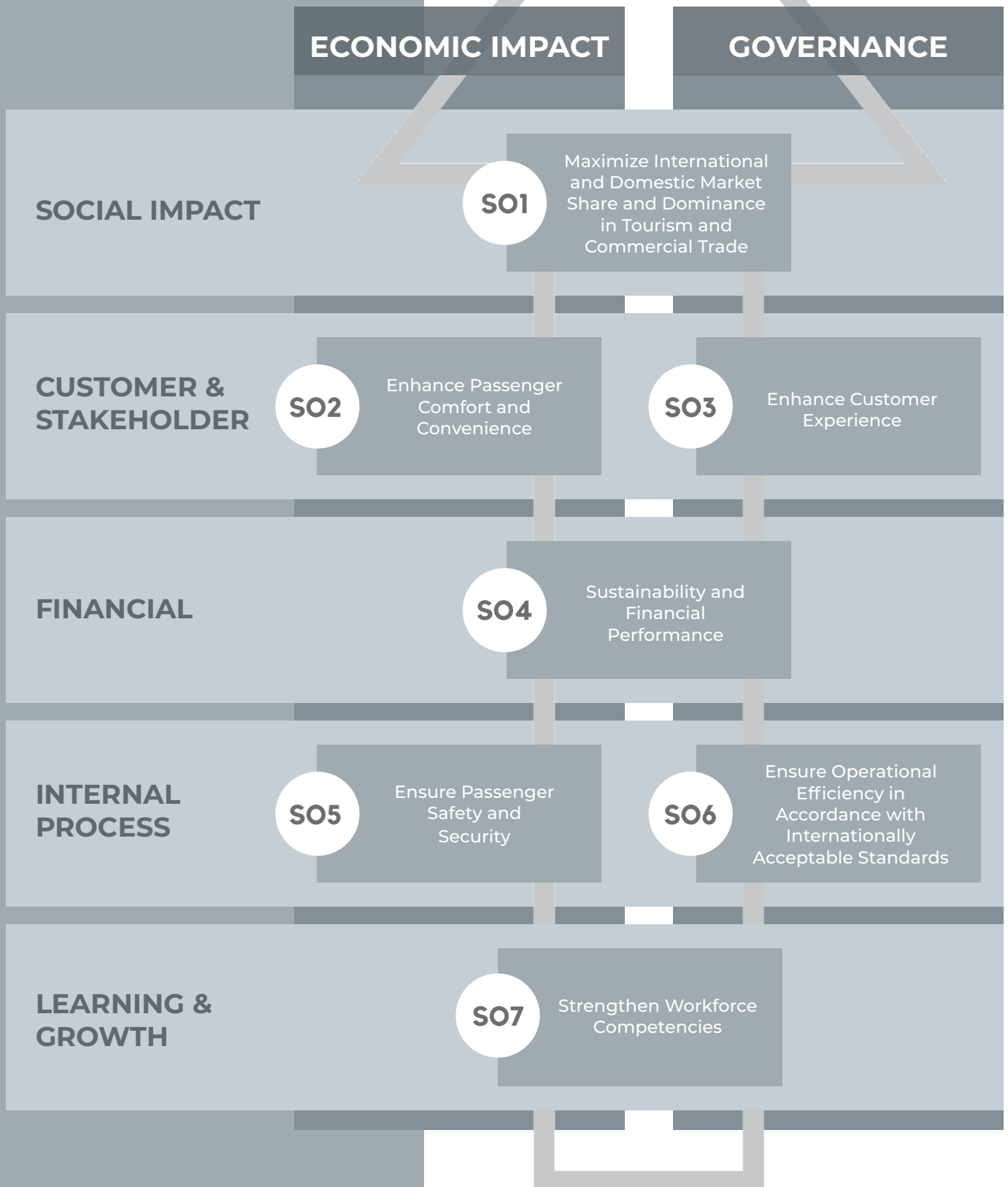
In performing your duties, focus on exemplifying professionalism, honesty, integrity, and credibility at all times.

Always remember that our responsibilities go beyond the mobility and connectivity of people, goods, and services. An effective and efficient air transport system ultimately paves the way for the economic and tourism development of our country.

Again, thank you and congratulations. Mabuhay ang MIAA!

HON. JAIME J. BAUTISTA
Secretary, Department of Transportation
Chairman of the Board, MIAA

MIAA STRATEGY MAP



TOWARDS THE NEW VISION

While the agency's vision statement of attaining recognition for NAAIA as among the best airports in Asia ended in 2022, this articulation remains true to this day. Therefore, our efforts toward this end will continue.

After hurdling the challenging pandemic years, our resolve to hasten our work in achieving our aspirations for the country's main international airport is stronger than ever. This year marked the beginning of the reversal of plummeting indicators of airport operations—in 2022, the number of passenger arrivals was nearing pre-pandemic levels.





*In hindsight,
let those
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In hindsight, let those challenges teach us the best ways to move forward. The lessons we learned during those pandemic years will be a good guide in charting a new path for the MIAA.

In a post-pandemic period, our focus remains thus: that travel and tourism ought to be supported by the agency whose success means its contribution to the country's economic development. In achieving such a vision, it needs to be sustained by trustworthy, honest, and competent people working as a team, as well as the availability of modernized facilities that will give travelers, especially our kababayans, the best airport experience.

THE GENERAL MANAGER'S VISION

Overcoming Challenges and Bouncing Back

It is with great pleasure that I reflect upon the significant achievements and progress we have made over the past year. Our collective efforts and commitment have allowed us to navigate through challenging times and emerge stronger than ever.

The year 2022 marked a turning point for MIAA. Despite the ongoing global pandemic and its impact on the aviation industry, we demonstrated resilience and adaptability in the face of difficulties.

Notably, we recorded a 303% increase in passenger traffic compared to the previous year. Data showed that in 2022, we served more than 30 million passengers, which was 65% of the pre-pandemic passenger volume in 2019, reflecting the trust and confidence placed in our airport. Likewise, the number of flights and the cargo volume were on the uptrend by the end of 2022. This growth was made possible through effective collaborations with our airline partners and stakeholders, and our commitment to providing an excellent travel experience.

Highlights

Safety remained our top priority in 2022 as we maintained stringent protocols and procedures. Our efforts ensured a safe and secure environment for passengers, airline partners, and employees, complying with regulations and international standards. We passed US TSA and Transport Canada security assessments and achieved the 2022 IMS Certification for Quality and Environmental Management Services without any findings or observations.

In terms of operational excellence, we invested strategically in infrastructure, technology, and process improvements. Our enhanced lightning alert systems reduced delays in the NAIA system, while the new In-line Baggage Handling System in Terminal 1 optimized baggage handling. We focused on improving compliance with airport slot guidelines, addressing violations, imposing penalties, and scheduling non-scheduled cargo/freighter operations during non-peak hours to enhance system On-Time Performance.

Through Sound Fiscal Management and strategic decision-making, we have witnessed remarkable outcomes that have fortified our financial position and fueled our growth.

One of the key indicators of our success is the increase in our cash balance. Through careful management of our resources and effective cost control measures, we have bolstered our cash reserves, providing us with greater financial stability and flexibility. This increased cash balance serves as a strong foundation for future investments and enables us to weather unforeseen challenges.



GM CESAR M. CHIONG

General Manager,
Manila International Airport Authority

“ All these achievements would not have been possible without our dedicated team at MIAA. As such, I would like to extend my deepest gratitude to the MIAA workforce. Your unwavering dedication, professionalism, and commitment to excellence have been instrumental in our success. ”

“

With the leadership and vision of our President, H.E. Ferdinand R. Marcos, Jr and through the guidance of DOTr Secretary Jaime J. Bautista, we will create an airport that is not only technologically advanced but also provides a warm and welcoming environment for all who pass through our gates. ”



Furthermore, we have successfully decreased our ageing receivables, emphasizing our commitment to efficient financial operations. By implementing strong collection processes, streamlining billing procedures, and nurturing strong relationships with our partners, we have optimized our cash flow and significantly reduced outstanding receivables. This achievement reflects our dedication to ensuring timely payments and enhancing financial liquidity.

All these achievements would not have been possible without our dedicated team at MIAA. As such, I would like to extend my deepest gratitude to the MIAA workforce. Your unwavering dedication, professionalism, and commitment to excellence have been instrumental in our success. Whether in customer service, operations, maintenance, or administration, each member of our team has contributed significantly to our achievements. Together, we have proven our ability to overcome challenges and embrace opportunities for growth.

I would also like to express my gratitude to our airline partners, regulatory authorities, government agencies, and other stakeholders for their continued support and collaboration. It is through these strong partnerships that we can collectively drive positive change and shape the future of the aviation industry.

Great Expectations

Looking ahead, I am filled with optimism and enthusiasm for the future. We remain committed to innovation, sustainability, and continued improvement. As we navigate the evolving landscape of the aviation industry, we will seize opportunities to enhance our infrastructure, expand our network, and deliver an exceptional travel experience for all.

We will embark on a transformative journey focused on digital advancements, terminal transfer connectivity, customer focus, and optimization of resources.

Digital Transformation: We will revolutionize our passenger services through digital initiatives, streamlining processes, and enhancing efficiency. This includes implementing self-service check-in kiosks, automated security processes, and biometric identification systems. These advancements reduce waiting times, empower passengers, and improve operational efficiency. We will

leverage technology to ensure a seamless and intuitive travel experience, from check-in to boarding.

Terminal Transfer Connectivity: We understand the importance of seamless transfers for our passengers, whether they are transitioning between flights or accessing other airport facilities. We will focus on enhancing terminal transfer connectivity by improving wayfinding systems, optimizing signages, and streamlining transit processes. By investing in state-of-the-art infrastructure and collaborative partnerships, we aim to create a seamless and efficient transfer experience that exceeds passenger expectations.

Customer Focus: We will prioritize the implementation of customer-centric initiatives, including personalized services, improved passenger assistance, and enhanced retail and dining offerings. By gathering feedback and actively listening to our customers, we will be able to identify areas for improvement and implement changes that positively impact their experience at our airport. Going forward, we will continue to place customers at the heart of our decisions, striving to deliver exceptional services and exceed their expectations.

Optimization of Resources: Sustainability and efficiency are critical considerations in our operations. We will focus on optimizing our resources, including energy consumption, waste management, and facility utilization. We will implement smart systems to monitor and control resource usage, enabling us to reduce our environmental footprint while maximizing operational efficiency. We will continue to explore innovative solutions and partnerships to further enhance resource optimization, contributing to a greener and more sustainable future.

In conclusion, I invite you all to explore the 2022 Annual Report, which provides comprehensive insights into our accomplishments, challenges, and plans for the future. It is a testament to our collective achievements and serves as a roadmap for our continued success. With the leadership and vision of our President, H.E. Ferdinand R. Marcos, Jr and through the guidance of DOTr Secretary Jaime J. Bautista, we will create an airport that is not only technologically advanced but also provides a warm and welcoming environment for all who pass through our gates.



NEW GM ASSUMES POST

General Manager Cesar M. Chiong was appointed new chief of the MIAA in July, and officially started his duties on August 1. He was welcomed by the MIAA employees in a flag ceremony.

However, prior to this, GM Chiong had done a surprise inspection of the NAIA terminals and a discussion with DOTr Sec. Jaime Bautista on enhancing passenger experience. They were joined by PAL Assistant Vice President for Airport Operations and other on-duty PAL staff and interacted with passengers and discussed improvements in the terminal facilities and processes. They were also joined by newly appointed DOTr Undersecretary for Aviation and Airports Atty. Roberto Cecilio O. Lim and Civil Aviation Authority of the Philippines (CAAP) Chief of Staff Atty. Danjun Lucas.

They inspected the check-in, security check and pre-departure areas as well as boarding gates while hundreds of outbound passengers lined up for health and security checks prior to their flights.

During the flag ceremony, GM Chiong revealed to the MIAA employees a principle he follows--practicing what one preaches. He also called on everyone to be honest and trustworthy, and encouraged them to work as a team in achieving the organization's goals.

Before his appointment to head the MIAA, GM Chiong, 52, rose from the ranks in the aviation industry, starting off as a management trainee at the Philippine Airlines when he was 19 years old, and later held management and leadership roles in various airlines, such as PAL Express and Air Philippines. He is not new to airport operations as he also handled the operation and maintenance of Boracay/Caticlan Airport in the past.



THANKSGIVING MASS AND BLESSING OF OFFICES

A thanksgiving mass was celebrated to welcome the new MIAA General Manager as he assumes his post.

The mass was held at the MIAA Administration Building and was followed by a visit to the MIAA offices for his familiarization of the NAIA facilities as well as the MIAA employees.





RESUMPTION OF OPERATION AT TERMINAL 4

Terminal 4 reopened to domestic flights in March 2022 after a two-year suspension beginning 2020 due to the Covid-19 pandemic.

Cebu Pacific's CebGo, AirAsia Philippines, and AirSWIFT Airlines resumed their domestic flights, which were temporarily moved to Terminal 3 in June 2020 following a special permission granted by the DOTr for special flights to the provinces as well as to ferry stranded international visitors back to Manila.



ACCOMPLISHMENTS



COMPLIANCES

MIAA COMPLETES FIRST SURVEILLANCE ISO AUDIT

The 1st Surveillance Audit on MIAA's system and procedures under its ISO 9001:2015 and ISO 14001:2015 certifications was completed by external auditors Certification Partner Global (CPG).

The surveillance audit, which was held from October 26 to 27, 2022, was conducted on the areas within the framework of organization, leadership, planning, support, operation, performance evaluation, and improvement.

Findings were generally positive albeit some areas of improvement were noted particularly on the fields of Support, Operation, and Performance Evaluation.

These findings and observation are made available to MIAA offices for purposes of transparency as well as their review before consolidation for the drafting of the report.





SECURITY AUDIT UNDERTAKEN TO CHECK ALL ASPECTS OF AIRPORT SECURITY PROGRAM

The Airport Security Inspectorate Office (ASIO) conducted a Security Audit from October 24 to November 06, 2022 to perform an in-depth examination of all the aspects of the Airport Security Program (ASP).

The Security Audit was undertaken in compliance with requirements of the ASP as well as the MIAA Security Quality Control Program (MSQCP), taking into account other MIAA existing rules and regulations applicable to determine the uniform implementation of the measures and procedures.

It further aimed to determine the degree of compliance to the ASP and MSQCP requirements, verify the implementation of security measures, and identify deficiencies outlined in the Annex 17 Standards, NCASP, MIAA ASP, associated procedures, and guidance materials as well as any security-related practices.



NOTABLE PROJECTS

GUIDELINES FOR THE NEW LIGHTNING ALERT SYSTEM

The MIAA issued guidelines for the new lightning alert system to concerned personnel and operation centers for preparedness for the eventuality.

Whether a Yellow or a Red warning, the MIAA Command Center makes redundant announcements of the lightning alert condition through telephone, mobile apps, or trunk radios to all concerned personnel and operation centers.

During Yellow Lightning Alert Condition, all ground servicing and activities continue with caution for possible upgrading to red lightning alert warning.

During Red Lightning Alert Warning, a single 15-seconds-long horn blast is sounded simultaneously from each lightning alert station around the aerodrome. The horn blast is repeated every 5 minutes until the warning of the red lightning alert condition is lifted. Moreover, it is triggered manually in case of internet connectivity problem.



THE FOLLOWING SAFETY GUIDELINES APPLY DURING THE RED LIGHTNING ALERT CONDITION:



All aircraft ground servicing, including refueling activities and towing of aircraft, cargo, and baggage, are ceased.



All Ground Support Equipment (GSE) except air step, Ground Power Unit (GPU), and Auxiliary Power Unit (APU) are removed.



All personnel at the ramp seek shelter at the terminal building or vehicles.



If the aircraft is at a remote parking bay, personnel seek shelter inside the aircraft passenger cabin or nearest lightning shelter until the alert is lifted.



Embarkation or disembarkation of passengers except those using the Passenger Boarding Bridges are suspended.



When passengers are on board, GPU and APU continue to maintain cabin temperature. Ground equipment operator endeavors to monitor GPU and APU visually.



UPGRADED TAXIWAY CHARLIE ALLOWS SMOOTHER AND FASTER MANEUVERING OF LARGE AIRCRAFT

Taxiway Charlie now enables smoother and faster maneuvering of large aircraft types, such as the Boeing 777, en route to the parking bay or the main runway.

The newly repaired and upgraded Taxiway Charlie Phase 2 of the Ninoy Aquino International Airport (NAIA) was inaugurated on February 25, 2022. The former Department of Transportation (DOTr) Secretary led the inauguration, together with then Secretary of Department of National Defense (DND) as well as the former MIAA General Manager.

The repair and upgrade of Taxiway Charlie included civil and electrical works and asphalt pavements of taxiways Hotel-1 and Charlie-1 to Charlie-5, further ensuring the safety and efficiency of flight movements at the NAIA. With this improvement, NAIA joined the ranks of its neighbors with airports with concrete taxiway pavement.

This development was expected to increase runway efficiency which will effectively improve NAIA operations.

The Taxiway Charlie upgrade was one of the relentless efforts of the Authority in providing enhanced air mobility and connectivity under the Build Build Build program.





UPGRADING OF AIRPORT FACILITIES NEARS COMPLETION

Improvement of the terminal and airside facilities which includes handling systems and taxiways, have been completed and others are nearing their completion in 2023 since the activities began in 2017.

The Departure Baggage Handling System at the NAIA Terminal 1 was completed to comply with the US-Transportation Security Administration (TSA) guidelines.

The repair and upgrading of Taxiway Hotel-1 and Charlie 1-5, which were started on December 7, 2017 involved civil and electrical works. This included the upgrading of Taxiway Charlie and H-1 from flexible to rigid pavement to make it load-bearing to accommodate new large aircraft. Electrical works involved the installation of new LED runway edge lights at Runway 06/24 to prevent runway incursions, allowing the smooth flow of taxiing aircraft.



MAJOR PROGRAMS AND PROJECTS





COMPLETED MAJOR PROGRAMS AND PROJECTS

THERMOPLASTIC REPAINTING OF PAVEMENT MARKINGS

Thermoplastic Repainting of Pavement Markings at Terminal 1 and 2, ICT, Balagbag, Remote Parking (MIASCOR and JOCASP) Apron was programmed for the revival of visual markings, such as side strip, centerline, non-load bearing areas, holding bar, connecting of inner taxiway, etc., to enhance visibility and to ensure the safety of aircraft operations and maneuvering at the aircraft movement areas as well as vehicular movement at the parking areas.

Cost: 23.605 M
Completion Date: July 31, 2022



THERMOPLASTIC REPAINTING OF TAXIWAYS

Thermoplastic Repainting of Pavement Markings in Taxiway Charlie-1 (C-1), Charlie-4 (C-4), and Charlie-6 (C-6) was programmed for the revival of visual markings, such as side strip, centerline, non-load bearing areas, holding bar, connecting of inner taxiway, etc., to enhance visibility and to ensure the safety of aircraft operations and maneuvering at the taxiway.

Cost: Php9.227 M
Completion Date: September 9, 2022



REPLACEMENT OF ELEVATORS

Replacement of elevators PE1, PE2 and SE4 at NAIA Terminal 1 was necessary to enhance safety, comfort and convenience of passengers and other airport users.

Cost: 18.207 M

Completion Date: Mar. 15, 2022



REPLACEMENT OF DEPARTURE BAGGAGE HANDLING SYSTEM

The project pertained to the replacement of existing baggage handling system of NAIA Terminal 1 with the integration of two Standard 3.1 In-Line Baggage Screening Machine in compliance with the guidelines issued by the US-TSA.

Cost: Php699.98 M

Completion Date: June 25, 2022



SCHEDULE AND TERMINAL ASSIGNMENT RATIONALIZATION (STAR) PROGRAM – PHASE 1

Transfer of international flights from Terminal 2 to Terminal 1

To manage terminal congestion at Terminal 2 and promote passenger comfort and convenience, the Authority initiated the transfer of seven Transpacific flights, four Middle East flights, and one Asia flight of Philippine Airlines from Terminal 2 to Terminal 1, comprised of the following destinations:

TRANSFERRED FLIGHT

- Transpacific flights to/from: San Francisco, Los Angeles, Guam, New York, Toronto, Vancouver and Honolulu
- Middle East flights to/from: Dammam, Doha, Dubai, Riyadh
- Asia flight to/from: Denpasar

Completion Date: December 1, 2022



TRANSFER OF PHILIPPINES AIR ASIA DOMESTIC FLIGHTS FROM TERMINAL 4 TO TERMINAL 3

To alleviate congestion at Terminal 4 due to the influx of domestic passengers, the Authority initiated the transfer of the following domestic flights of Philippine Air Asia from Terminal 4 to Terminal 3:


TRANSFERRED FLIGHT

- Manila to Cebu
- Manila to Caticlan

Completion Date: December 16, 2022



ONGOING MAJOR PROGRAMS AND PROJECTS



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

Consultancy Services: Detailed Engineering Design (DED) and Construction Management Supervision (CMS)

Consultancy Services include the preparation of complete design/engineering services and contract bidding documents and construction supervision of the project in compliance with international standards and practices.

Status: CMS ongoing

Cost: Php56.08 M



PACKAGE 1: CIVIL WORKS

Package 1 involves the upgrading of Taxiway Charlie and H-1 from flexible to rigid pavement, making it load bearing to accommodate the new large aircraft. The project improves aerodrome safety by allowing reliable aircraft operation and maneuvering.

**Status: 76.457% actual
as of December 31, 2022**

Cost: Php881.28 M



PACKAGE 2: ELECTRICAL WORKS

Package 2 involves the installation of new LED runway edge lights at Runway 06/24 to prevent runway incursions, allowing the smooth flow of taxiing aircrafts.

**Cost: Php299 M
Target Completion: August 27, 2023**



OPERATIONAL HIGHLIGHTS

NAIA ALMOST BACK TO NORMAL

NAIA OPERATIONS NEARING PRE-PANDEMIC LEVELS

The MIAA catered to more than 31 million passengers in international, domestic, and general aviation, reaching more than half the volume received in 2019.

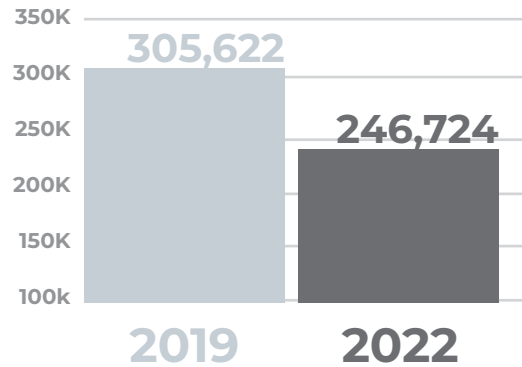
The Authority served nearly 250,000 flights in 2022, reaching more than 80% of over 300,000 served in 2019.

The MIAA also received nearly 600,000 metric tons of cargo, which was also more than 80% of those before the pandemic.

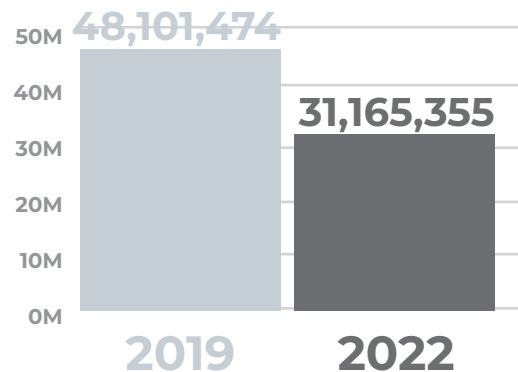


2019 VS 2022 OPERATIONAL STATISTICS

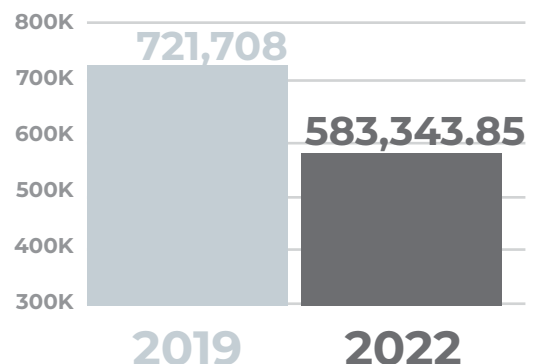
FLIGHTS



PASSENGER

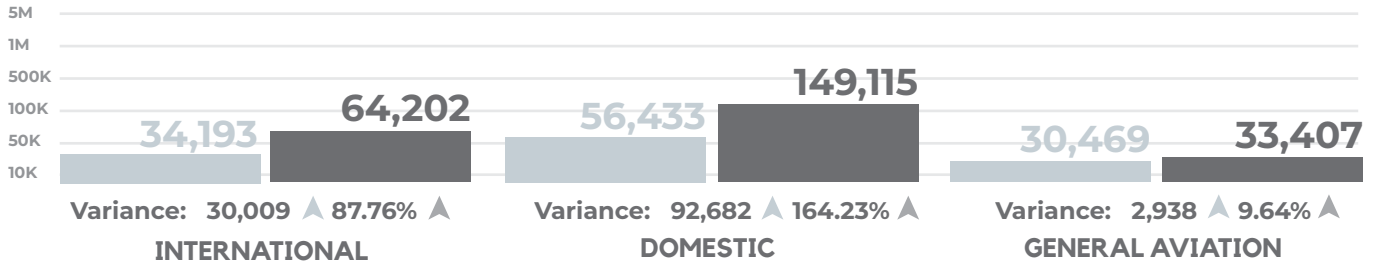


CARGO (METRIC TONS)

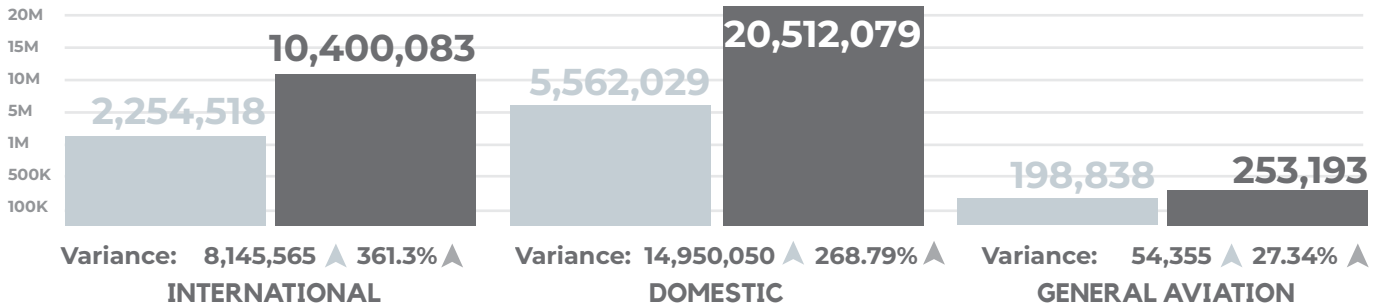


2021 VS 2022

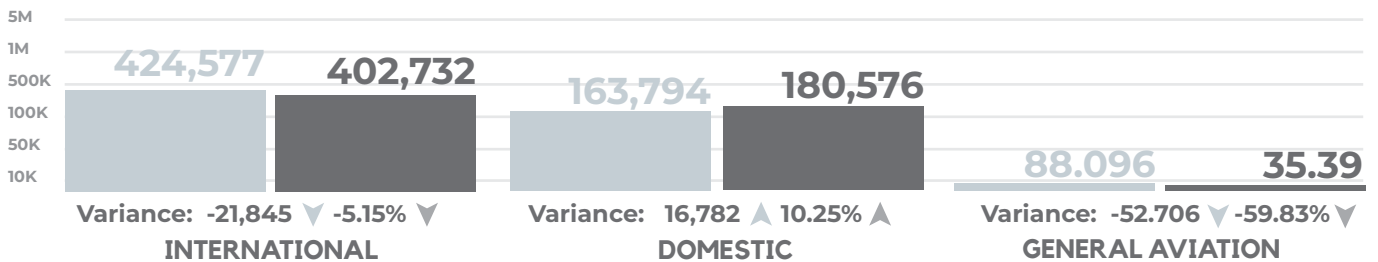
FLIGHTS



PASSENGER



CARGO (M.TONNES)



INTERNATIONAL OPERATIONS

- Flight movements is 64,202 up by 30,009 flights or 87.76%
- Passenger movements is 10,400,083 up by 8,145,565 passengers or 361.30%
- Cargo movements is 402,732 down by 21,845 metric tons or 5.15%

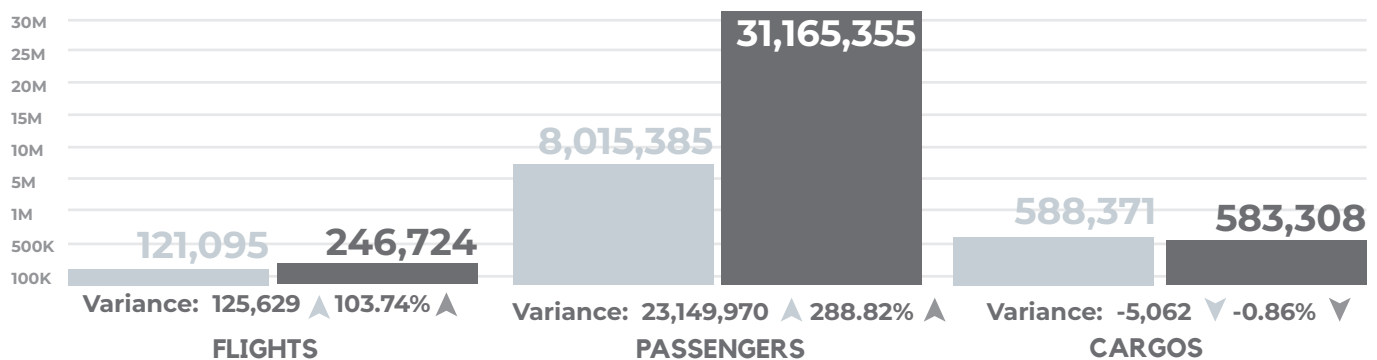
DOMESTIC OPERATIONS

- Flight movements is 149,115 up by 92,682 flights or 164.23%
- Passenger movements is 20,512,079 up by 14,950,050 passengers or 268.79%
- Cargo movements is 180,576 up by 16,783 metric tons or 10.25%

GENERAL AVIATION OPERATIONS

- Flight movements is 33,407 up by 2,938 flights or 9.64%
- Passenger movements is 253,193 up by 54,355 passengers or 27.34%

TOTAL NAIA OPERATIONS (INT'L + DOM + GEN. AV)



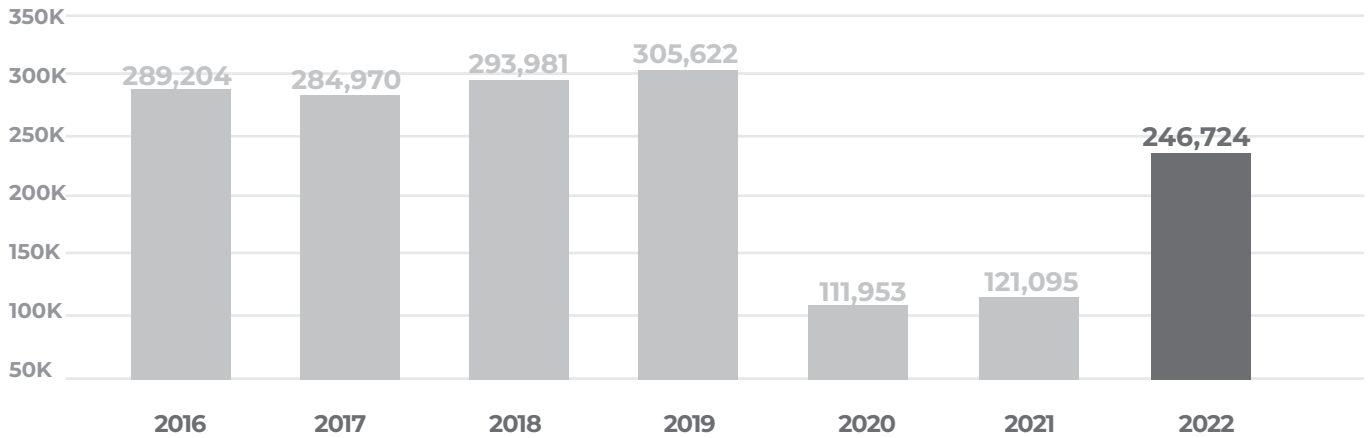
TOTAL NAIA OPERATIONS

- For the total NAIA operation of Terminals 1, 2, 3, 4, flight movements for CY 2022 are up by 103.74% vis-à-vis CY 2021, from 121,095 to 246,724 with a total increase of 125,629 flights, while passenger movements posted an increase of 288.82% from 8,015,385 to 31,165,355 with a total increase of 23,149,970 passengers. Cargo volume on the other hand posted a decrease of 0.86% from 588,371 metric tons to 583,308 metric tons with a total decrease of 5,062 metric tons.

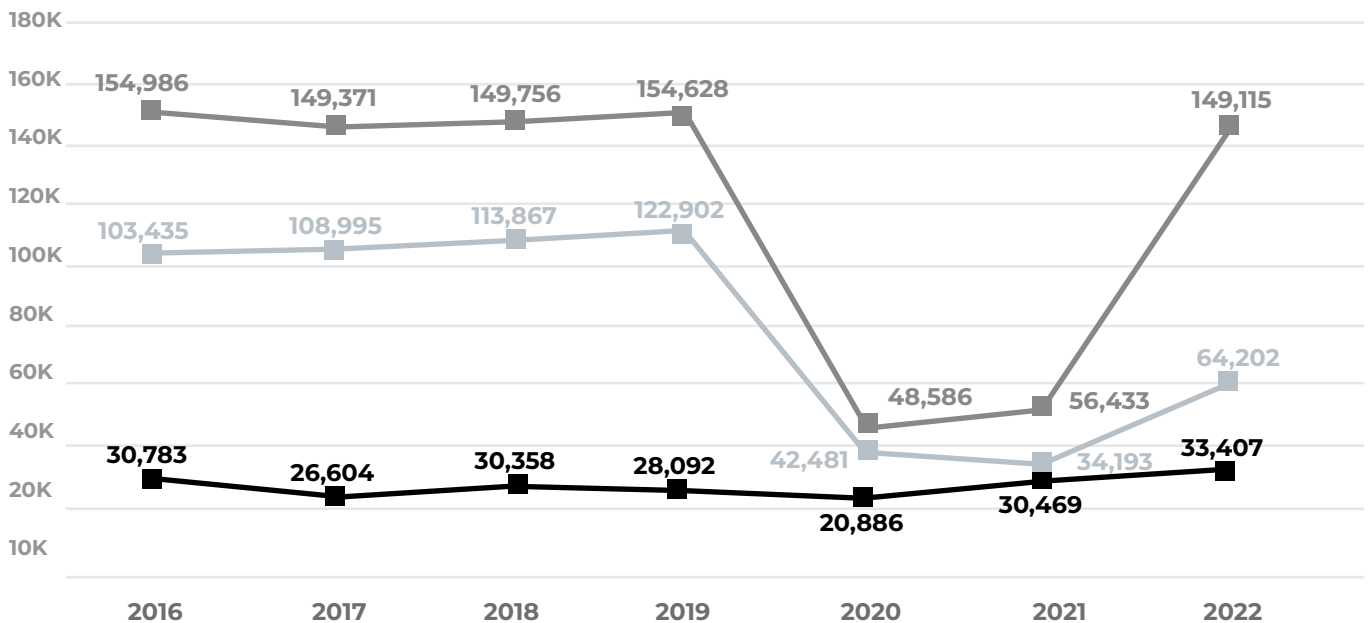
OVERALL FLIGHT MOVEMENTS

2016-2022

Domestic, International, and General Aviation



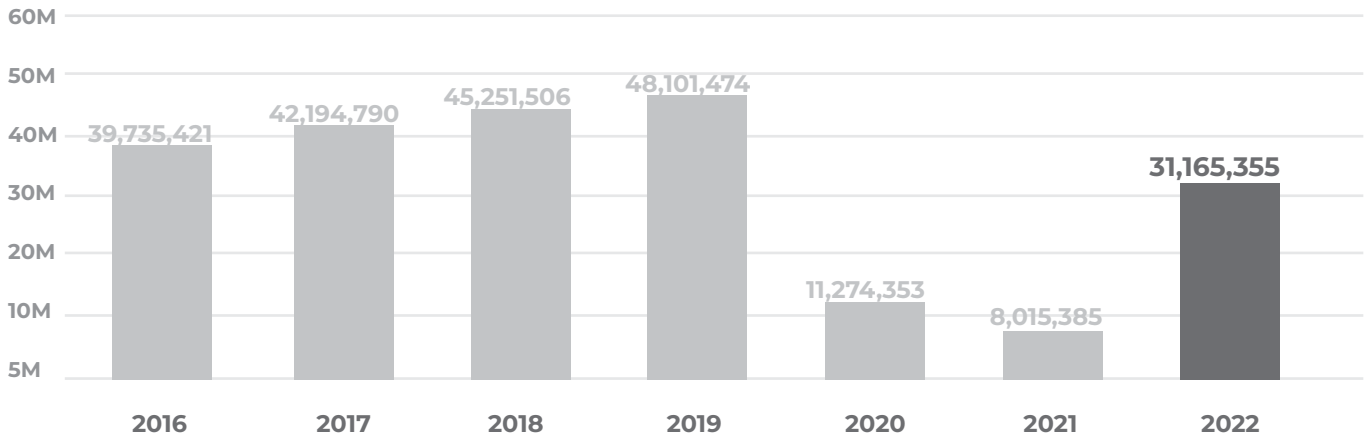
LEGEND: Domestic International General Aviation



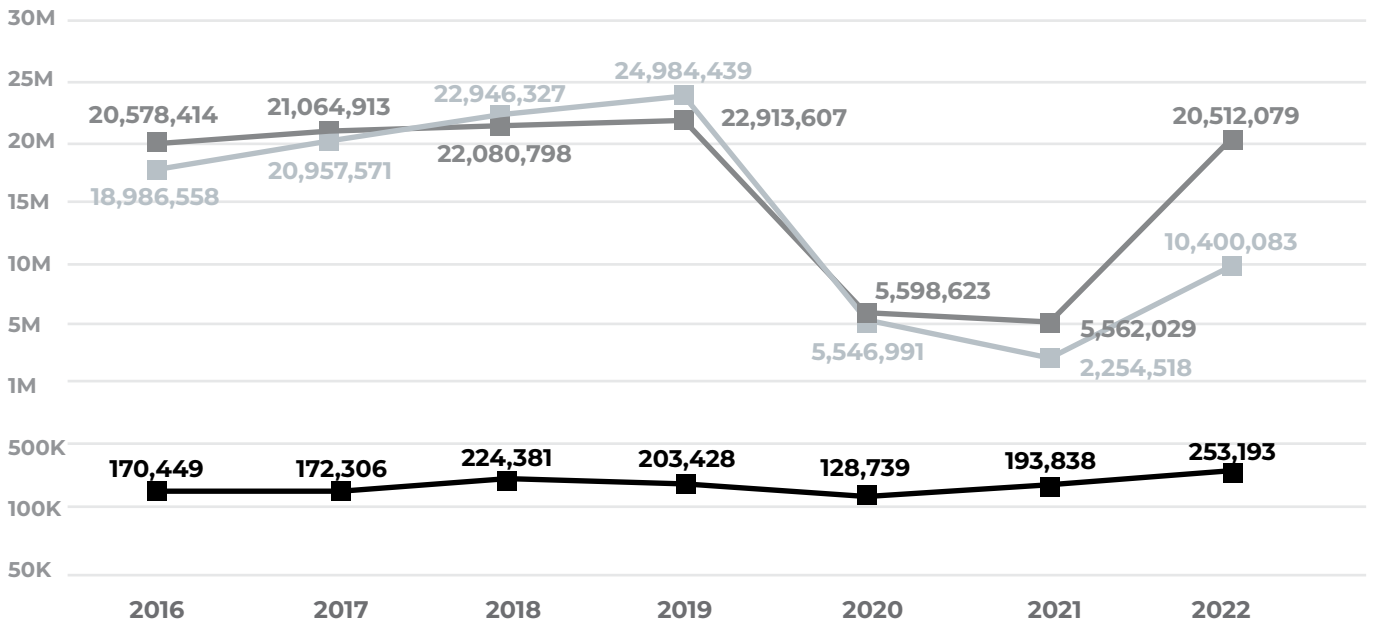
OVERALL PASSENGER MOVEMENTS

2016-2022

Domestic, International, and General Aviation



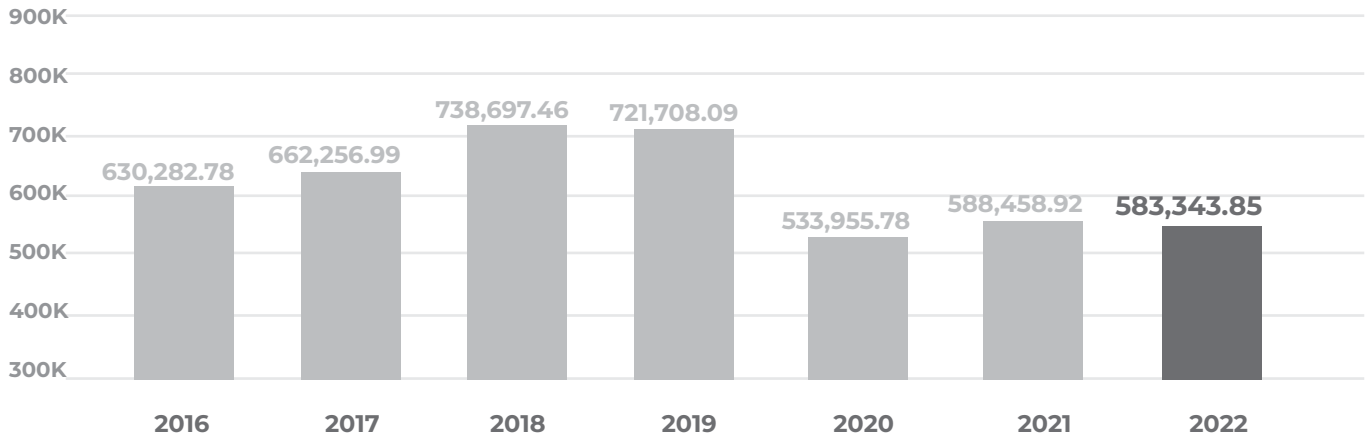
LEGEND: Domestic International General Aviation



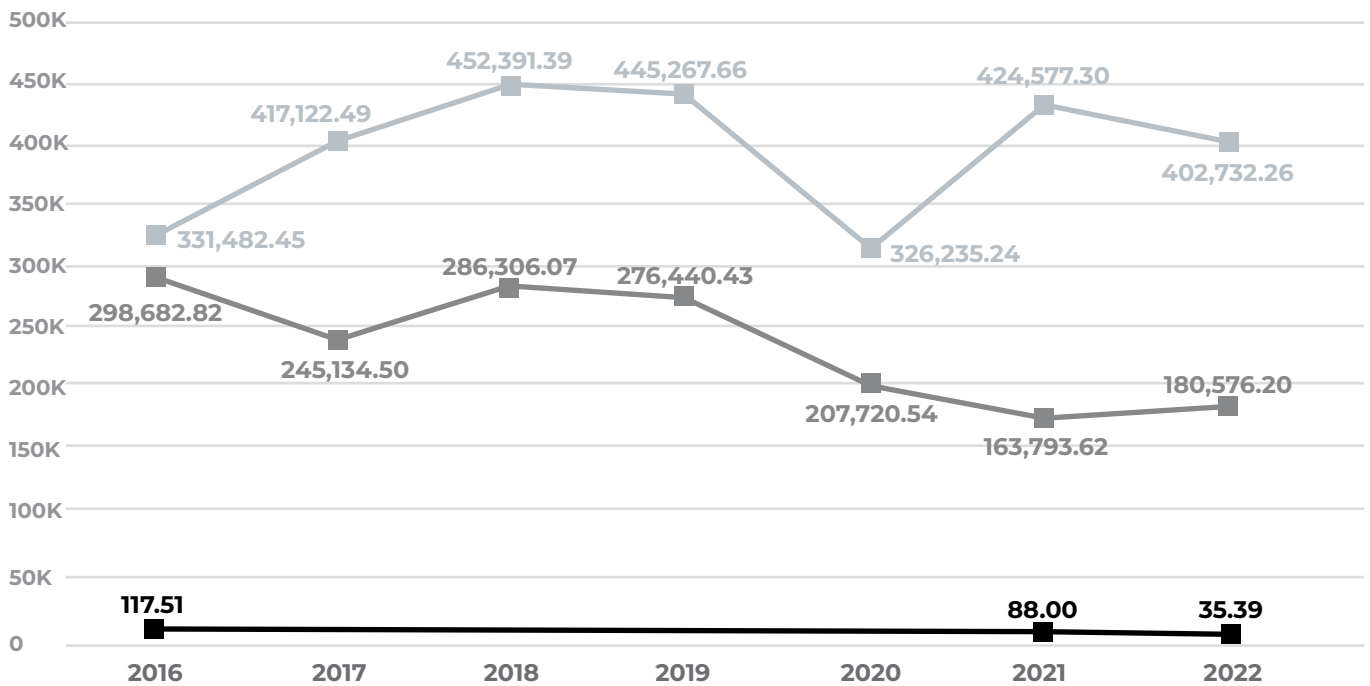
OVERALL CARGO MOVEMENTS

2016-2022

Domestic and International



LEGEND: Domestic International General Aviation





FINANCIAL HIGHLIGHTS

COMPARATIVE FINANCIAL REPORT

CY 2022

A. Condensed Income Statement (Interim)

Presented below are the Authority's results of operations for CY 2022 as compared with budget and CY 2021:

(In Million Pesos)	January 1 - December 31			Variance			
	Budget	2022	2021	Budget		Last Year	
	(A)	(B)	(C)	(B-A)	(%)	(B-C)	(%)
Gross Revenues	5,045	9,260	4,257	4,215	84%	5,003	118%
National Government Share	825	1,355	588	530	64%	767	130%
Net Revenues After NG Share	4,220	7,905	3,669	3,685	87%	4,236	115%
Operating Expenses	7,235	6,302	6,149	-933	-13%	153	2%
Net Income/(Loss) From Operations	-3,015	1,603	-2,480	4,618	153%	4,083	165%
Other Income/(Expenses)	-43	343	169	386	898%	174	103%
Net Income/(Loss) Before Tax	-3,058	1,946	-2,311	5,004	164%	4,257	184%
Tax Provision	50	666	141	616	1232%	525	372%
Net Income/(Loss) After Tax	-3,108	1,280	-2,452	4,388	141%	3,732	152%

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 P 100/pax	NCASC*		Total
					IO (60/pax)	DO (15/pax)	
2022	627	1,355	666	332	199	147	3,326
2021**	-	588	40	34	21	22	705
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

*National Civil Aviation Security Committee

**CY 2020-2021 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"

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 25% Corporate Income Tax (1% Minimum Corporate Income Tax for CY 2020-2021; 30% for CY 2016-2019); 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, 2022 (in Philippine Peso)

INTERIM

	2022 (Unaudited)
ASSETS	
Current Assets	
Cash and Cash Equivalents	7,150,041,183
Financial Assets	2,657,633,741
Receivables	3,463,533,325
Inventories	167,481,091
Other Current Assets	2,062,189,960
Total Current Assets	15,500,879,300
Non-Current Assets	
Investment Property	9,039,864,372
Property, Plant and Equipment	26,517,754,096
Intangible Assets	24,001,173
Deferred Tax Assets	551,874,741
Right-of-Use Assets	99,245,599
Other Non-Current Assets	655,000
Total Non-Current Assets	36,233,394,980
TOTAL ASSETS	51,734,274,280
LIABILITIES	
Current Liabilities	
Financial Liabilities	1,086,612,668
Inter-Agency Payables	1,051,220,780
Trust Liabilities	1,679,813,363
Deferred Credits/Unearned Income	634,052,414
Provisions	214,122,224
Lease Payable	112,948,043
Other Payables	1,263,834,927
Total Current Liabilities	6,042,604,419
Total Liabilities	6,042,604,419
EQUITY	
Government Equity	17,982,888,486
Retained Earnings/(Deficit)	27,708,781,376
Total Equity	45,691,669,861
TOTAL LIABILITIES AND EQUITY	51,734,274,280

STATEMENT OF COMPREHENSIVE INCOME

For the Year Ended December 31, 2022 (in Philippine Peso)

	2022 (Unaudited)
OPERATING INCOME	
Terminal Fees	2,970,028,795
Landing and Parking Fees	3,689,674,005
Rent/Lease Income	1,422,786,294
Concession Privilege Fees	1,112,474,007
Other Service Income	582,398,899
	9,777,362,000
National Government Share in Gross Income	1,429,706,937
INCOME AFTER NG SHARE	8,347,655,063
OPERATING EXPENSES	
Personnel Services	1,077,931,314
Maintenance and Other Operating Expenses	
Contracted Services	1,765,383,421
Depreciation	1,742,596,983
Utility Expenses	952,635,071
Repairs and Maintenance	561,657,495
Impairment Loss	260,406,613
Other Operating Expenses	279,830,352
	6,640,441,249
NET INCOME FROM OPERATIONS	1,707,213,814
OTHER INCOME/(EXPENSES)	
Interest Income	110,091,687
Fines and Penalties	335,929,035
Miscellaneous Income	29,714,986
Gain/(Loss) on Foreign Exchange	89,734,142
Gain/(Loss) on Disposal of Assets	(6,810,858)
Financial Expenses	(45,663,610)
	512,995,382
INCOME/(LOSS) BEFORE TAX	2,220,209,196
Income Tax Expenses	563,703,933
INCOME/(LOSS) AFTER TAX	1,656,505,263

STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2022 (in Philippine Peso)

	2022 (Unaudited)
CASH FLOWS FROM OPERATING ACTIVITIES	
Cash Inflows	
Collection of Income/Revenue	10,924,649,999
Collection of Receivables	528,112
Receipt of Inter-Agency Fund Transfers	1,606,361,606
Trust Receipts	280,079,958
Total Cash Inflows	12,811,619,676
Cash Outflows	
Payment of Expenses	(4,846,444,815)
Grant of Cash Advances	(218,908)
Remittance of Personnel Benefit Contributions and Mandatory Deductions	(126,901,196)
Grant of Financial Assistance/Subsidy/Contribution	(1,115,989,206)
Release of Inter-Agency Fund Transfers	(897,826,509)
Other Disbursements	(157,814,115)
Total Cash Outflows	(7,145,194,749)
Net Cash Provided by / (Used in) Operating Activities	5,666,424,927
CASH FLOWS FROM INVESTING ACTIVITIES	
Cash Inflows	
Proceeds from Matured Investments	4,669,156,259
Total Cash Inflows	4,669,156,259
Cash Outflows	
Purchase/Acquisition of Investments	(2,657,633,741)
Purchase/Construction of Property, Plant and Equipment	(619,851,619)
Total Cash Outflows	(3,277,485,359)
Net Cash Provided by / (Used in) Investing Activities	1,391,670,900
CASH FLOWS FROM FINANCING ACTIVITIES	
Cash Outflows	
Payment of Long-Term Liabilities	(624,793,538)
Payment of Interest on Loans and Other Financial Charges	(36,901,809)
Total Cash Outflows	(661,695,348)
Net Cash Used in Financing Activities	(661,695,348)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	6,396,400,479
EFFECTS OF FOREX ON CASH AND CASH EQUIVALENTS	50,253,018
CASH AND CASH EQUIVALENTS, BEGINNING	703,387,686
CASH AND CASH EQUIVALENTS, END	7,150,041,183



MIAA MILESTONES

GENDER AND DEVELOPMENT ACTIVITIES



In celebration of the National Women's Month, the MIAA GAD Committee spearheaded programs and projects in line with the theme "We Make Change Work for Women."

Women and men alike posed for souvenir shots in front of photo booths and banners set up around the terminals and the MIAA building.





SONGS AND FLOWERS FOR THE WOMEN OF MIAA

Songs and flowers greeted the women of MIAA to honor them on the commemoration of Women's Month this year. In a display of appreciation, the Authority's GAD (Gender and Development) team led the celebration by serenading the women members of its workforce, with flowers to boot.

SPECTRUM TO FEATURE STORIES OF GENDER EMPOWERMENT

Gender empowerment at the Authority would now be told in a newsletter, Spectrum.

Launched this year, Spectrum aims to ensure that the men and women in the aviation sector are empowered to institute gender-responsive regulatory policies, systems, and processes that provide world-class, competitive aviation services and facilities.

Spectrum is uploaded in the MIAA website.

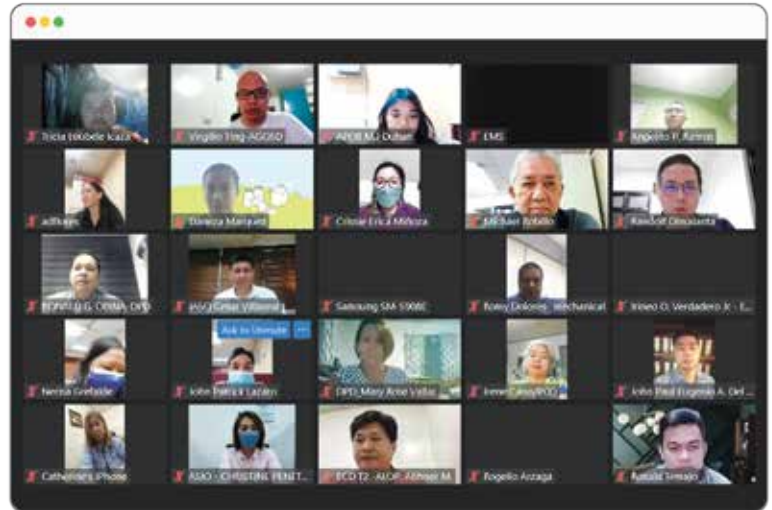


FOR THE EMPLOYEES

MIAA WORKFORCE CONTINUES TO UNDERGO PROFESSIONAL DEVELOPMENT

Employees of the MIAA continued to upgrade their capabilities, skills, and competencies in the Learning and Development Activities (LDA) they took up throughout the year. The sustained LDA aimed at strengthening the competencies of the MIAA human resource and ensuring a responsive and enabling organizational structure.

In 2022, the MIAA conducted a total of 191 LDAs.



EMPLOYEES COMPLETE OFFICE PRODUCTIVITY ONLINE TUTORIAL

In September 2022, MIAA personnel completed four-day online tutorial on office productivity held on September 14, 16, 23, and 30, 2022.

The tutorials aimed at expanding the essential office productivity skills of the participants required in handling computer hardware as well the safety precautions that must be observed; creating and manipulating documents and spreadsheets; displaying and conveying information through presentations using basic slides and visual elements; and managing email and calendar.

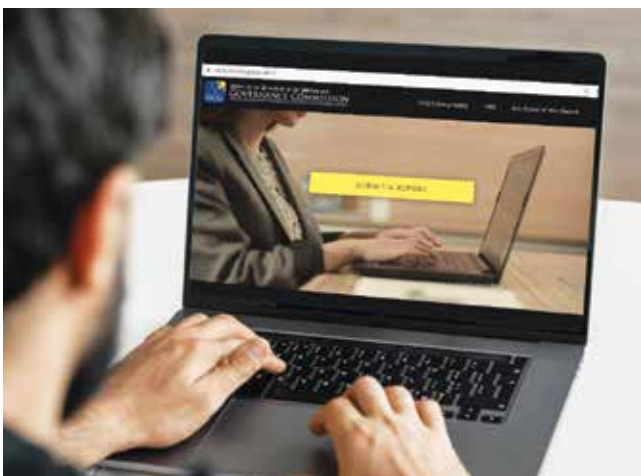


EMPLOYEES GET COVID-19 BOOSTER SHOTS

From March 10 to 12, 2022, the Authority offered and extended inoculation program to its employees as well as their families to ensure that they are well-equipped against the COVID-19 pandemic.

MIAA employees were also granted Special Privilege Leave if they exhibited adverse symptoms following their immunization, in line with the advisory of the Civil Service Commission (CSC) on Bayanihan, Bakunahan National Vaccination Days.

ANTI-CORRUPTION WEB PORTAL PRESENTED TO AIRPORT PERSONNEL AND PASSENGERS



In keeping with the whistleblowing policy under the government's intensified anti-corruption campaign, the MIAA introduced the portal, <https://whistleblowing.gcg.gov.ph>, to all airport management and employees as well as passengers and airport users while also encouraging them to report acts of corruption and inefficiencies encountered or observed. They were acquainted with the standard processes of case reporting, investigation, and prosecution.

The activity aimed at mainstreaming the whistleblowing policy into the standard protocols and practices of the MIAA and the NAIA terminals. This integration is aimed at enhancing the quality and profitability of airport operations as well as transparency and accountability in the conduct of business with the flying public.

The policy is seen to result in substantial savings for the airport authority and protect it from acts detrimental to the organization, which is allied with governments of different nationalities, international carriers, and accrediting bodies.

The whistleblowing web portal was opened by the Governance Commission for GOCCs (GCG). It serves as a platform for concerned citizens and government personnel to report instances of corruption.

USE OF E-MAIL ENCOURAGED TO HELP REDUCE PAPER CONSUMPTION

As part of MIAA's cost-saving measures particularly in the use of office supplies, the use of electronic mail to send correspondences and memoranda was encouraged by the office of the AGM for Finance and Administration.

This initiative promotes the use of electronic mail by requiring all offices to use their official email addresses while observing basic electronic mail etiquette.

As embodied in MC no. 18 series of 2018 Re: Guidelines on Reduction of Paper Consumption, this initiative is in line with the best practices on Environmental Management System or EMS which promotes the organization-wide paperless document dissemination to achieve its environmental goals. This effort is a step forward towards the goal of the digital transformation of the MIAA.





BASIC OSH TRAINING CONDUCTED FOR MIAA WORKFORCE

Basic Occupational Safety and Health (OSH) was regularly conducted for MIAA employees to equip them with the basic knowledge and skills on identifying safety, health, and environmental hazards, and determining appropriate control measures, and developing and implementing OSH policies and programs.

OSH covers all aspects of health and safety in the workplace while providing a strong focus on prevention of hazards. Its goal is to prevent accidents and harm to people from work-related activities.



MIAA CREATES COMMITTEE ON ANTI-RED TAPE

MIAA constituted a Committee on Anti-Red Tape (CART-MIAA) in compliance with MC NO. 2020-07, s. 2020 issued by the Anti-Red Tape Authority (ARTA).

The CART-MIAA, composed of 11 members, is tasked to comply with the requirements of RA 11032 and its IRR and subsequent issuances by ARTA as may be applicable.

Apart from the creation of the CART-MIAA, all the 2022 ARTA requirements have been complied with, following the submission of the Citizen's Charter and Certificate of Compliance, Client Satisfaction Measurement Report, Zero Backlog Report, and Initial Whole-of-Government (WOG) Reengineering Plan to ARTA in 2023.

Among other important tasks, it is also the responsibility of CART-MIAA to develop and foster a client feedback mechanism and client satisfaction measurement and report the results to ARTA. It should also establish and manage a public assistance complaints desk or ARTA Helpdesk to effectively receive complaints, feedback and monitor customer satisfaction via hotline numbers, SMS, ICT, or other mechanisms where clients may adequately express their complaints, comments, or suggestions.



MIAA OBTAINS 100% COMPLIANCE RATE IN 8888 CITIZENS' COMPLAINT CENTER

The MIAA acquired a 100% compliance rate in the 8888 Citizens' Complaint Center (CCC) for 2022.

Of the 85 citizens' concerns (tickets) referred to the MIAA office, all 85 tickets were acted upon, resulting in a compliance rate of 100% on the 72-hour compliance period and 100% resolution rate on all referred concerns within said period.

Moreover, the CCC received a total of 1,444 feedback on MIAA, peaking in September 2022 with registered feedback of 170, which could be attributed to the onset of the holiday season.



FREEDOM OF INFORMATION PROGRAM **MNL**

Agency : Manila International Airport Authority
 Receiving Officer : Michelle Sabado Medallon
 Designation : Researcher
 Office : Legal Office
 Receiving Office : Legal Office, 3rd Floor MIAA Admin Building, NAIA Road Pasay City
 Contact Nos. : (02) 8877-1109 local 3193. Direct line: (02) 8877-1738
 Email : legal@miaa.govphilis.onmicrosoft.com

Step 1 Go to [www.foi.govphil](#) 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-in, you will be directed to your Dashboard. The Dashboard contains all the FOI requests of the accounts 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. Accomplish 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 prepare the information for release based on your desired format. It will be sent to you depending on the request of preference.

Mode of request

STANDARD Submit request form with necessary personal documents **OR** **eFOI** Lodge a request through the eFOI Portal (MIAA.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@miaa.govphilis.onmicrosoft.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 this 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'S FOI MANUAL PROMULGATED

The MIAA Freedom of Information (FOI) Manual was promulgated in 2022 pursuant to Executive Order NO. 2, s. 2016, "Operationalizing in the Executive Branch the People's Constitutional Right to Information and the State Policies to Full Public Disclosure and Transparency in the Public Service and Providing Guidelines Therefor."

The FOI Manual prescribes the guidelines and procedures in accessing information in the MIAA for the information and guidance of MIAA employees and the public. It covers all requests for access to information filed with the MIAA.

Any interested party, in all MIAA offices, including the NAIA Passenger Terminals 1, 2, 3, and 4 and its cargo terminals, can exercise access to information pertaining to official acts, transactions, or decisions.



PASSENGERS APPRECIATED THROUGH MALASAKIT HELP KITS

Facilitated by MIAA, Malasakit Help Kits continued to be distributed to passengers as an act of appreciation for their continued patronage of the country's airports.

The kits are regularly distributed during extraordinary circumstances such as during flight surges or flight disruptions. Malasakit Help Kits are also given during special occasions such as International Women's Day and Valentine's Day.

Passengers also receive the help kits during the Oplan Biyaheng Ayos campaigns, which are mounted during dense transit seasons like Christmas, All Saints' Day and All Souls' Day, Holy Week, and school opening.



INITIAL SECURITY SCREENING EASED FOR BETTER AIR TRAVEL EXPERIENCE

In December, the Authority piloted the removal of the initial screening procedure in Terminal 1 of the NAIA, following the directive issued by Transport Secretary Jaime Baustista citing international practice. Bryan Co, MIAA Senior Assistant General Manager, also disclosed that most international airports do not apply an initial screening process.

The move, which was made in consultation with airlines and government security agencies, and was aimed at easing the entry process, eliminating long lines outside the airport before entering the terminal for the convenience of airport users but without compromising their security. Other security measures were put in place in conjunction with this initiative, such as the deployment of security and intelligence personnel to monitor the movement of people and pinpoint possible security threats.

The pilot test at Terminal 1 was closely observed, along with the conduct of necessary assessments, before the move could be implemented in the other terminals.



HIGHLIGHTS OF EVENTS



MARCH 08

SWIFT RESPONSE TO INCIDENT REOPENS RUNWAY IN 90 MINS

After one hour and 30 minutes of closure, both runways affected by an excursion involving aircraft RP-C7283 were reopened.

The aircraft, operated by Cebu Pacific, encountered crosswind at tail section upon landing that resulted in runway excursion at RWY (runway) 24, between TWY (taxiway) R2 and E3. Firetrucks were immediately dispatched at the site.

The aircraft, which flew in from Naga on March 8, was towed out of the grassy portion of the taxiway and brought to A+ hangar Terminal 4.

It was carrying 42 passengers and 4 crew members. No injuries were reported.



MARCH 11

MIAA PRESENTS STATUS REPORTS AT OSCET MEETING



Spearheaded by the MIAA, the Operational Safety and Capacity Enhancement Team (OSCET) meeting was held on March 11, in which industry updates were presented by representatives from the Civil Aviation Authority of the Philippines (CAAP), the Civil Aeronautics Board (CAB), the Airline Operators Council (AOC), the Airport Coordination Australia (ACA), the International Air Transport Association (IATA), airlines, groundhandlers and other airport stakeholders.

The MIAA presented several status reports and updates, including comparative flight and passenger statistical reports beginning in 2019 vs 2021 and 2022, the percentage of aircraft utilization, operational hazard reports, and NAIA runway aircraft incidents in 2020 and 2021.

For IATA's part, Samuel David, [Country Manager for the Philippines], reported on industry updates. Robin Alzona, of CAAP, reported on the concept of operations in Manila with reference to International Civil Aviation Organization (ICAO) Document 9971, the Manual on Collaborative Air Traffic Flow Management Basic Edition of 2018. Chadel T. Villabert, also of CAAP, delivered a report on the Manila Control Tower Traffic Count.

Craig McAlister reported on the global runway coordination, particularly on the current slots compared to pre-pandemic levels. Also held was a discussion among the airline pilots and CAAP representatives regarding Runway Occupancy Time Departure (ROTD) and Runway Occupancy Time Arrival (ROTA).



April 10-16

SMOOTH OPERATIONS FOR ANNUAL SEMANA SANTA INFLUX

As passenger influx was expected during the Holy Week, the MIAA launched the yearly OPLAN Biyaheng Ayos to ensure that the airport authority's personnel and systems ably respond to the requirements of passengers travelling during the period.

Under the OPLAN, the MIAA made certain that manpower and equipment were sufficient and airport facilities were available, including electricity, water, air conditioning, and communications that were critical for smooth operations. Passenger assistance desks were also up and Malasakit Help Kits were made available in case of extraordinary circumstances like flight disruptions or surges.

The influx, according to MIAA GM Chiong, was expected at the NAIA terminals throughout the 10-day Lenten rush when Filipinos travelled to their hometowns to observe customs and traditions as well as to take a quick break from work extended by additional leaves granted by their employers.



JUNE 20

EMERGENCY SERVICES DEPARTMENT RESPONDS TO TAXIWAY EXCURSION

MIAA's Fire and Rescue Division responded to an incident on June 20, involving inbound Saudia Airlines when it veered off the taxiway on its way to NAIA Terminal 1 parking bay. The MIAA unit responded to the aircraft's emergency call.

The Boeing 777 aircraft's six landing gears went off the taxiway pavement while maneuvering and were stuck at a grassy portion of the taxiway strip. Saudia Airlines flight SV862 came from Riyadh.

All 420 passengers and 21 cabin crew on the flight were all safe and unhurt. No other flights were affected by the incident.





September 30

RETIREES AND LOYALTY AWARDEES RECOGNIZED

MIAA held its annual recognition day for retirees and loyalty awardees on September 30, 2022, coinciding with the celebration of the 122nd Anniversary of Philippine Civil Service. The recognition ceremony was held at the NAIA Terminal 3 in Pasay City and streamed live on the “Ninoy Aquino International Airport MIAA” and “MIAA Personnel Division” Facebook pages.

Plaques, wristwatches, rings, and mementos were handed to the retirees and loyalty awardees who have rendered 20, 30, and 40 years of continuous and satisfactory service in the government.



ANNUAL OPLAN BIYAHENG AYOS SET UP FOR UNIDAS AND CHRISTMAS HOLIDAYS

MIAA joined the DOTr in preparing for the annual Oplan Biyaheng Ayos to assist passengers during All Saints' Day and All Souls' Day and Christmas holidays.

The yearly Oplan Biyaheng Ayos is set up to cope with the expected surge in passengers during these holidays. Personnel from the public affairs, operations, police, and medical units composed the MIAA team for the Oplan, who were available to assist passengers at the Help Desks. The security group also increased foot patrol in public areas around the airport to avert incidents of petty crimes, and perimeter patrol was also heightened.

A team from the Civil Aeronautics Board was also nearby to assist passengers during the Oplan.





December 5

NEW CONTACT TRACING PLATFORM ETRAVEL LAUNCHED

As the country eases to the new normal, contact tracing of inbound travelers has been made easy with the launching of eTravel, the new platform for arrival information and health declaration.

Replacing the One Health Pass and e-Arrival Card, eTravel was launched on December 5, 2022 at the POD-Conference Room in NAIA Terminal 3. eTravel can be accessed on its official website, <https://etravel.gov.ph/>.

eTravel was developed by the Department of Information and Communications Technology (DICT), in partnership with the Bureau of Immigration (BI), Bureau of Quarantine (BOQ), Bureau of Customs (BOC), Department of Tourism (DOT), Department of Health (DOH), Department of Justice (DOJ), and the Department of Transportation (DOTr).

The new platform also integrated into a single system the interconnection and data-sharing of the different agencies, driving the government's efforts toward e-governance.



“COLORS OF GENERATIONS” DEPICTED AT CHRISTMAS AND YEAR-END CELEBRATIONS

The 2022 MIAA Christmas and Year-End Party was held on December 7 at the Basketball Court, MIAA Administration Ground, recognizing everyone’s contribution to public service during the COVID-19 pandemic.

Themed “Colors of Generations,” the celebration saw the fashion trends in four eras worn by the partygoers: Baby Boomers (born 1946-1964), Generation X or Gen X (born 1965- 1980), Generation Y or Gen Y (born 1981-1996) and Generation Z or Gen Z (born 1997-2010).

The event began with a celebration of the Holy Eucharist, followed by a program of live band performances, bloc presentations, special awards, and raffle draws. The bloc presentations showcased the talents of its members, as well as their abilities to organize themselves as a team while having fun in the process.

December 15

“AIRPORT TO ANYWHERE” PARTNERSHIP WITH GRAB FORGED

A partnership, dubbed as “Airport to Anywhere,” or ATA, was forged between MIAA and Grab Philippines in December to enhance the transport service at the NAIA.

Under the program, a dedicated fleet of 200 Grab-accredited vehicles would be deployed to service the increasing demand for transport at the international airport.

ATA, which could be booked through the Grab mobile app, would offer fixed pricing based on drop-off location without surge charges.

Initial talks on this initiative started in September in anticipation of the holiday rush. Grab Philippines and the Land Transportation Franchise Regulatory Board (LTFRB) were instrumental in bringing the partnership to fruition.

The partnership would add on to MIAA’s airport vehicle fleet, enabling it to meet the usual increased passenger traffic when kababayans come home during the Christmas season.





BOARD OF DIRECTORS





SEC. JAIME J. BAUTISTA
Chairman
Secretary,
Department of Transportation (DOTr)

Sec. Jaime Bautista graduated magna cum laude from the Colegio de San Juan de Letran in 1977, with a degree of Bachelor of Science in Commerce, major in Accounting. He is a Certified Public Accountant. He received his Doctorate in Humanities (Honoris Causa) from the Central Luzon State University in 2018.



GM CESAR M. CHIONG
Vice Chairman
General Manager,
Manila International Airport Authority

Cesar Malinis Chiong is the current General Manager of the Manila International Airport Authority after being appointed by President Ferdinand Romualdez Marcos, Jr. He earned a Bachelor of Science Degree in Business Administration at the University of the Philippines in 1989.

MEMBERS



SEC. JESUS CRISPIN C. REMULLA

Member
Secretary, Department of Justice (DOJ)

Sec. Remulla took up political science as well as graduated from the University of the Philippines College of Law in 1987. He passed the bar exam in 1988.

SEC. BENJAMIN E. DIOKNO

Member
Secretary, Department of Finance (DOF)

Sec. Diokno completed his Public Administration undergraduate degree at the University of the Philippines Diliman in 1968 and earned his master's degrees in Public Administration (1970) and Economics (1974) from the same university.

SEC. MA. ESPERANZA CHRISTINA G. FRASCO

Member
Secretary, Department of Tourism (DOT)

Sec. Frasco earned her Bachelor's Degree in Legal Management from the Ateneo de Manila University. In 2006 from the same university she earned Juris Doctor. She passed the bar exam in 2007.



HON. PRIMITIVO Y. GARCIA, III
(Appointive)

Member
Private Sector

Atty Primitivo Yatco Garcia III is a lawyer by profession and an entrepreneur involved in real estate and property development. He completed his secondary education at La Salle Greenhills in 1972 and finished his Bachelor's Degree in Liberal Arts at the De la Salle University in 1975. He graduated with a Bachelor of Laws degree from the Ateneo Law School in 1980 and was admitted to the Philippine Bar in 1981.

HON. LEOPOLDO M. UBALDO
(Appointive)

Member
Private Sector

Leopoldo M. Ulbaldo is a businessman and banking executive who held various leadership positions in financial sector throughout his career. He earned a Bachelor of Science in Agriculture and a Bachelor of Science in Military Science at the University of the Philippines in Los Banos.

CAPT. MANUEL ANTONIO L. TAMAYO

Member
Acting Director General
Civil Aviation Authority of the Philippines (CAAP)

Capt. Tamayo is the Acting Director General of the Civil Aviation Authority of the Philippines. He earned a bachelor's degree at the University of the East in 1971. He joined the Philippine Air Force Flying School for Pilot Training in 1974. He earned a Masters of Business Administration from the De La Salle University in 1981.

HON. CHARITO A. ZAMORA (Not in photo)

Member
Senior Dep Exec. Secretary
Office of the President (OP)

Charito A. Zamora is among the distinguished alumni of San Beda University, having graduated from the School of Law in Mendiola in 1994. She was conferred a Certificate in American Law at the Berkeley School of Law, University of California, in 2015.

ALTERNATE MEMBERS



HON. BRANDON C. DOMINGO

Assistant Secretary
Office of the President (OP)

Atty. Brandon Carlos Domingo earned his degree in Political Science and French Studies from the Ateneo de Manila University, and his Law degree from San Beda University in Manila. He is a writer and a government relations and corporate affairs lawyer with extensive practice in legal clerkship at the Supreme Court of the Philippines, and as action officer at the Office of the President.

USEC. ROBERTO C.O. LIM

Alternate Chairman
Undersecretary
Dept. of Transportation (DOTr)

Atty. Roberto C.O. Lim is the Undersecretary for Aviation and Airports at the Department of Transportation. He took up a double degree in History/Political Science and Business Administration in De La Salle University. He finished law at the University of the Philippines and is a member of the Integrated Bar of the Philippines, and took up Masters of Law at King's College in England.

USEC. SHAHLIMAR HOFER TAMANO

Undersecretary
Department of Tourism (DOT)

Shahlimar Hofer Tamano is currently the Undersecretary of the Department of Tourism for Tourism Regulation, Coordination and Resource Generation and the concurrent Regional Director of Region VII.

USEC. MARK DENNIS Y.C. JOVEN

Undersecretary
Department of Finance (DOF)

Mark Dennis Y.C. Joven is the Undersecretary for the International Finance Group of the Philippine Department of Finance. He earned a Master of Laws degree from Harvard Law School (Tax Concentration) and a Bachelor of Laws (cum laude) from the UP College of Law. He completed a Bachelor of Business Administration and Accountancy degree (cum laude) at the UP College of Business Administration. He placed first in the 2001 CPA Board Examinations.



ATTY. DANJUN G. LUCAS
Deputy Director General
Civil Aviation Authority of the
Philippines (CAAP)

Danjun G. Lucas is the Chief of Staff/ Department Manager III of the Corporate Planning Division of the Civil Aviation Authority of the Philippines. Atty. Lucas completed his post-graduate studies at Hong Kong International Aviation Academy and Ecole Nationale de l'Aviation Civile-Degree of Advance Master of Air Transportation Management in 2019. He completed his Bachelor of Administration degree (cum laude) in 2008 at the University of the Philippines and his Juris Doctor (J.D.) degree in 2012.

USEC. GERONIMO L. SY
Undersecretary
Department of Justice (DOJ)

Usec. Sy is a juris doctor graduate of the Ateneo de Manila University. He earned his MA in public management from the University of the Philippines (UP) and is currently pursuing his doctorate in public administration from the National College of Public Administration and Governance.

JHAYDEE MAY T. SOLIS
Corporate Board Secretary



THE MANAGEMENT



Cesar M. Chiong
General Manager



Bryan Andersen Y. Co
Senior Assistant General Manager



OFFICE OF THE GENERAL MANAGER

Ma. Perla E. Dumo
Legal Office

Cesar Villareal
Internal Audit Services Office

Janette S. Sarmiento
Airport Security Inspectorate Office

Noel F. Butingan
Safety Management System Office

Mark Arthur N. Salvador
Business Development &
Concessions Department

Maria Juliet F. Torres
Terminal Concessions Division

Irene Cano
Business and Real Estate Investment
Development Division



AIRPORT DEVELOPMENT AND CORPORATE AFFAIRS

Arlene B. Britanico
ASSISTANT GENERAL MANAGER
Airport Development and Corporate Affairs

Cecilio A. Bobila
Corporate Management Services Department

Ma. Luisa V. Mascardo
Plans and Programs Division

Manuel P. Ereñeta
Management Information System Division

Josephine O. Mosot
Systems and Procedures Improvement Division



FINANCE AND ADMINISTRATION

Edelyn P. Solano
Administrative Department

Irene Rosario P. Montalbo
ASSISTANT GENERAL MANAGER
Finance and Administration

Miriam O. Ilarde
Finance Department

Alice R. Natividad
Personnel Division

Grace D. Gulinao
Accounting Division

Mario P. Villalobos
Human Resource Development Division

Robert A. Simon
Budget Division

Elsie P. Nitollano
Procurement Division

Rosemarie G. Ereñeta
Cashiering Division

Ma. Felisa T. Dizon
Property Management Division

Maria Cristina A. Robrigado
Collection Division

Romeo C. Gulinao
General Services Division



SECURITY AND EMERGENCY SERVICES

Nemensio B. Bawalan
Intelligence & ID Pass Control
Department

Simeon G. Valleser
Emergency Services Depart-
ment

Danilo R. Inalves
Police Intelligence and
Investigation Division

Cynthia B. Alviola
ID and Pass Control
Division

Maria Theresa C. Azores
Medical Division

Noel F. Butingan
Rescue and Firefighting
Division

Luis R. Cometa
Airport Police Department

**BGen. Manuel S. Gonzales,
AFP (Ret)**
ASSISTANT GENERAL MANAGER
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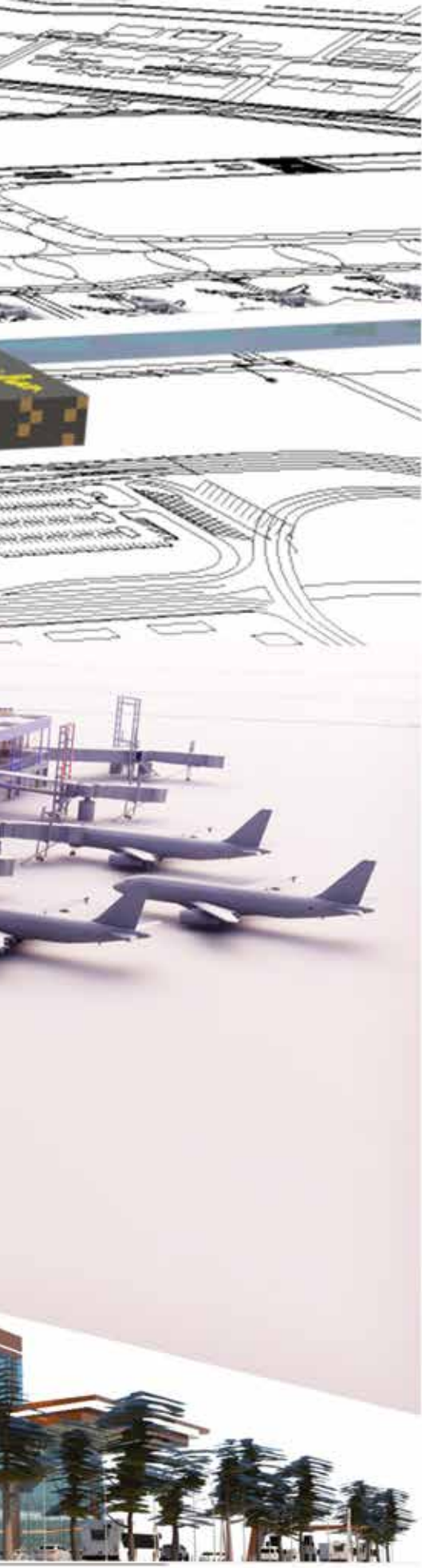
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