



2023 ANNUAL REPORT



NAVIGATING THE FUTURE: OUR JOURNEY FORWARD



ABOUT THE COVER

The elements in the cover visually communicate the Authority's primary responsibility to manage and operate the Ninoy Aquino International Airport.

The runway symbolizes movement, progress, and the continuous flow of air traffic. By incorporating this imagery, the annual report conveys MIAA's commitment to ensuring safe and efficient movement of passengers, cargo, and aircraft within the NAIA.

Blue skies evoke a sense of optimism, openness, and clarity. Including imagery of blue skies in the annual report conveys a positive outlook for the aviation industry as it reinforces MIAA's dedication to providing a conducive environment for safe, secured, and seamless air travel.

CONTENTS

Vision, Mission, Core Values	1
Strategy Map	2
Message of the Secretary	3
Message of the General Manager	4
PERFORMANCE AT A GLANCE	5
MILESTONES	7
MIAA Strategic Planning CY 2023-2029	8
Transforming NAIA: A Bold Step Forward in Airport Rehabilitation	8
NAIA Rise in Global Rankings: Solidifying its Position as one of the World's Most Internationally Connected Airports	9
MIAA Strengthens Airport Security through Full-Scale Exercise	9
NAIA Expands its Horizons: Welcoming Two New Airlines in 2023	9
MIAA Secures Permanent Aerodrome Certificate, Marking a Milestone Achievement	9
NAIA Achieves Historic Flight Record in 2023; Passenger Volume Rebounds to 95% of Pre-Pandemic Levels	10
MIAA Demonstrates NAIA's Emergency Response Preparedness with CREX 2023	10
MIAA Teams Up with GrabFood: A New Era of Swift Refreshment Deliveries	10
Celebrating Service: MIAA Honors Long-Serving Employees During CSC Anniversary	11
Preparations for Holiday Passenger Influx	11
ON GOVERNANCE	13
MIAA Soars High with Top Marks Exemplary Performance	14
Streamlining Success: MIAA's Commitment to Efficiency and Excellence Recognized	14
CORPORATE SOCIAL RESPONSIBILITY	15
GENDER AND DEVELOPMENT ACTIVITIES	16
NOTABLE PROJECTS	17
STAR PROGRAM	18
MAJOR PROGRAMS AND PROJECTS	18
OPERATIONAL AND FINANCIAL HIGHLIGHTS	23
Operational Highlights	24
Financial Highlights	26
FOR THE EMPLOYEES	31
Learning and Development	32
Celebrating MIAA's 41 st Anniversary: Embracing Diversity and Talent	34
Social Latin Dances Showdown: A Celebration of Rhythm and Talent	36
Celebrating Excellence: MIAA Honors Dedicated Employees	37
LIST OF AIRLINES OPERATING AT NAIA	38
GATEWAY TO THE WORLD: AIRLINES OPERATING AT NAIA	39
DOMESTIC AIRPORTS	41
THE BOARD OF DIRECTORS	42
THE MANAGEMENT CY 2023 & 2024	48

VISION

By 2028, NAIA will be a digitally transformed airport providing seamless connectivity and excellent customer experience showcasing Filipino hospitality and gender inclusivity.



MISSION

To provide a safe, secure, seamless and sustainable airport environment contributing to the economic growth of the Philippines.

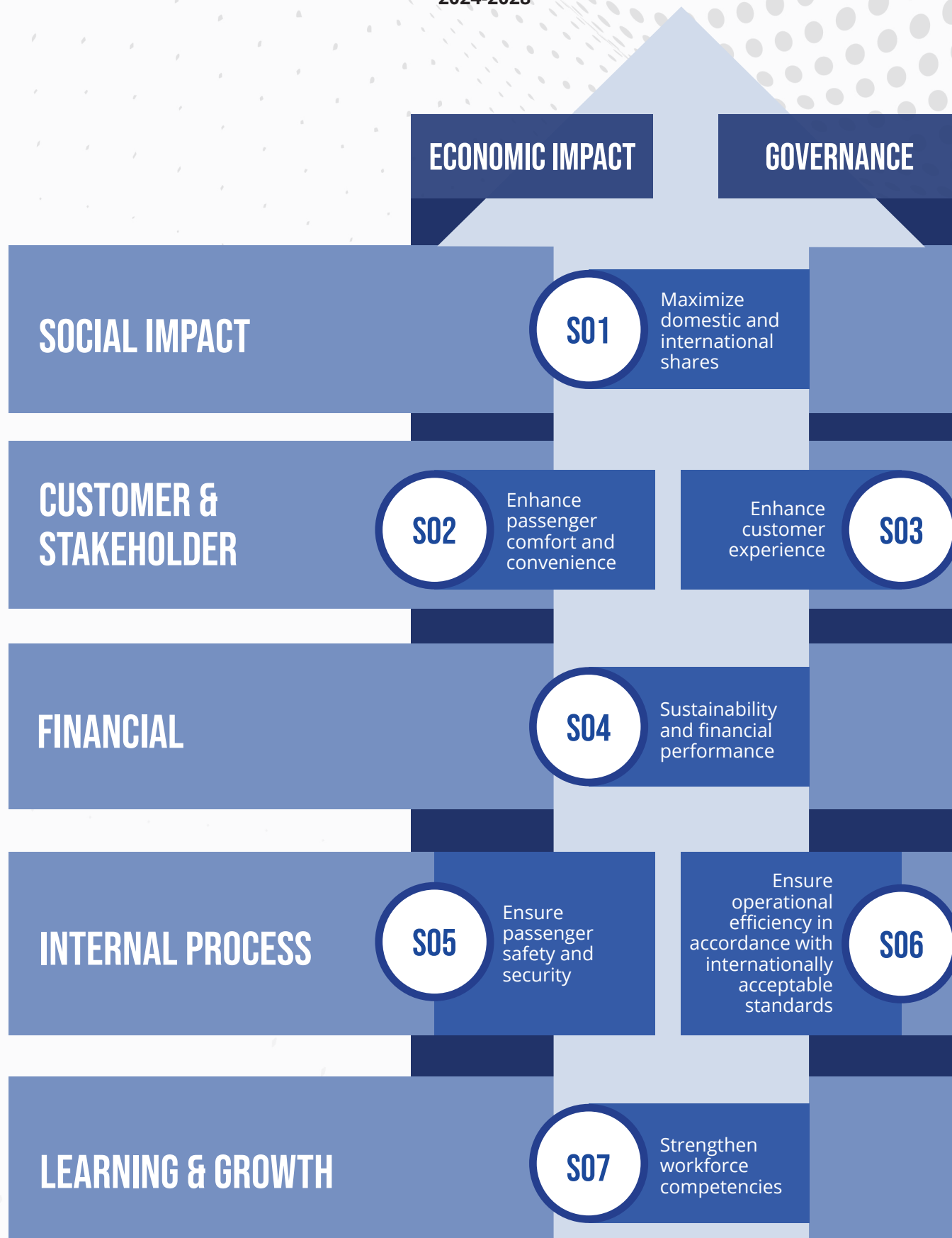
CORE VALUES

Integrity
Resilience
Innovation
Service Excellence
Sustainability



STRATEGY MAP

2024-2028





MESSAGE OF THE DOTR SECRETARY

The critical role of the Manila International Airport Authority (MIAA) at keeping the Ninoy Aquino International Airport (NAIA) operating at maximum efficiency can best be gleaned from performance indicators reflected in this annual report.

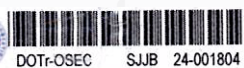
Despite the limitations, MIAA successfully handled more than 45.6 million domestic and international passengers in 2023, manifesting your level of adaptability and commitment to deliver.

The challenges the men and women of MIAA overcame in handling the rush of air travellers at the start of the post-pandemic recovery serve to indicate the professionalism of MIAA personnel.

As you transition to the role of regulator, your extensive experience will help you align any structural and operational enhancements to established world standards.

Again, congratulations on your outstanding performance in 2023.


JAIME J. BAUTISTA
Secretary





MESSAGE OF THE GENERAL MANAGER

When I stepped into the role as General Manager of the Manila International Airport Authority (MIAA) in late December 2023, I was fully aware of the remarkable achievements that have defined this organization throughout the years, as well as the big challenges we have to face and continue to overcome. From the effects of the pandemic to the negative public perception of the airport facilities and services, we have remained resilient, worked hard, and emerged stronger if only to elevate our airport's operations and services to have a significant and positive impact on the lives and experiences of our airport passengers, employees, and partners.


With determination and hope, we have moved forward to a remarkable financial recovery this 2024 as we embark on the right path in delivering better services, upgrading facilities, and enhancing the total passenger experience in our terminals. We have introduced notable progress in our operations and infrastructure resulting to an increase in passenger capacity, stronger runways, and fully functioning terminal facilities, all of which reflect our unwavering commitment to offering world-class services and ensuring the safety and comfort to every traveler.

We have set the stage for future successes and we are more than ready to meet the demands for tomorrow with confidence and a fervent hope of being one of the best gateways in the world for everyone who steps through our doors.

As we look ahead, we recognize the unlimited potential brought about by the approval of our Public-Private-Partnership, a major initiative focused on further enhancing the airport's capacity, efficiency, and ensuring sustained success and progress. This 2024, we are gearing up for crucial milestones including the anticipated awarding of the NAIA project in February and the formal signing in March. From my perspective, being in the aviation industry for more than 30 years, it is my position that this partnership with the private sector exponentially increases our capacity and potential of elevating NAIA as a premier international hub.

While my journey here at MIAA is just beginning, I eagerly invite each and every one of you to join me and together, we will build on the strong foundation we have laid down in 2023. We shall continue to prioritize and be driven by the basic tenets of public service, innovation, and strengthened partnerships, as we navigate the challenges and seize the opportunities that lie ahead, always striving for excellence, and more importantly, always as one MIAA family.

Mabuhay po tayong lahat at mabuhay and Bagong Pilipinas!


ERIC JOSE C. INES
General Manager

PERFORMANCE AT A GLANCE



SUMMARY OF OPERATIONAL AND FINANCIAL PERFORMANCE

Sky's the Limit: MIAA's Remarkable Resurgence in 2023



increase from the previous year

The Manila International Airport Authority (MIAA) showcased impressive financial performance in 2023, marked by significant operational milestones. Gross revenue soared to ₱14,433 million, reflecting a 47% increase from the previous year, while operating expenses rose moderately by 20% to ₱8,292 million.



International flight movements



rise in international passenger traffic

Operationally, Ninoy Aquino International Airport (NAIA) experienced a remarkable 60.24% surge in international flights, with 96.38% increase in passenger numbers nearly doubling to 20.42 million.



Domestic flight movements



Rise in domestic passenger traffic

Domestic flights also saw a boost, increasing by 12.69%, accompanied by a 21.27% rise in passenger traffic, totaling 24.88 million. Conversely, general aviation faced a downturn, with flight movements decreasing by 27.78% and passenger numbers plummeting by 87.61%.

These achievements underscore MIAA's robust recovery and operational efficiency, positioning it as a pivotal player in the country's aviation sector post-pandemic.

Key projects undertaken included the improvement of runway, taxiway, and apron strength to meet ICAO standards, alongside enhancements to terminal facilities. Noteworthy improvements encompassed the following:

₱198 MILLION

replacement of cooling towers at Terminal 3

₱1.266 BILLION

ten Passenger Boarding Bridges

₱934.96 MILLION

installation of a new Passenger Processing System

Moreover, renovations were carried out on seismic expansion joints and comfort rooms at Terminal 3, while power infrastructure upgrades, including a **₱56.5 million project for new feeder line power cables, were initiated.**



Overall, 2023 was characterized by substantial financial recovery and operational enhancements for MIAA, solidifying NAIA's position as a pivotal aviation hub in the region.

MILESTONES



MIAA STRATEGIC PLANNING CY 2023-2029:

MIAA's Strategic Vision for 2023-2029: Embracing Change and Driving Success

In order to ensure the long-term success and sustainability of the Authority, a two-day Strategic Planning Conference was held on February 24-25, 2023 at the Marriott Hotel Manila. Said undertaking involved the assessment of strengths, opportunities, and challenges in order to craft a comprehensive roadmap that will serve as a guide for the Authority over the next six years.

A Commitment to Excellence

With the conclusion of MIAA's previous six-year strategic plan in 2022 and the advent of new administration, MIAA's commitment to developing inclusive and integrated strategic plans remained steadfast. Hence, the Authority recognized the need for a fresh and comprehensive outlook to address current concerns and set future goals to navigate the path ahead.

Facing Industry Challenges Head-On



A two-day Strategic Planning Conference on February 24-25, 2023, at the Marriott Hotel Manila



As the unprecedented disruption brought by the COVID-19 pandemic profoundly impacted the aviation industry, the MIAA top management ensured to craft strategic plans that are resilient and adaptable to global economic shifts and technological advances. Guided by the lessons learned from the pandemic, the importance of thinking ahead was highlighted. This includes the examination of airport policies, processes, designs, and operations in order to ensure safety and well-being of airport stakeholders.



Shaping the Future Together

The MIAA Strategic Plan CY 2023-2028 reaffirmed the Authority's commitment to uphold its reputation as the country's primary gateway to the world. By continuously evolving and implementing strategic plans, MIAA is committed to deliver enhanced services to its stakeholders while contributing to national economic development.

The MIAA is ready to conquer greater heights as it navigate the challenges and opportunities that may come its way, while keeping focused on the goal to better serve the community and the nation.

TRANSFORMING NAIA: A BOLD STEP FORWARD IN AIRPORT REHABILITATION

Enhancing Philippine Airports through Public-Private Partnerships

The National Economic and Development Authority (NEDA) Board, led by President Ferdinand "Bongbong" Marcos Jr., approved two significant Public-Private Partnership (PPP) projects aimed at transforming the Philippines' airport infrastructure: the Ninoy Aquino International Airport (NAIA) and the Laguindingan Airport.

The NAIA project involves its rehabilitation, operation, expansion, and transfer, with an estimated cost of ₱170.588 billion. This initiative will increase the airport's capacity from 35 million to 62 million passengers per year and will raise air traffic movement from 40 to 48 per hour. The Department of Transportation (DOTr) and the Manila International Airport Authority (MIAA) will

oversee this 15-year project, with an optional 10-year extension. Key goals include alleviating congestion, enhancing regional connectivity, and improving passenger experience. This redevelopment aims to modernize facilities, upgrade security, and boost operational efficiency, positioning NAIA as a key international travel and trade hub.

Executive Director of the PPP Center, Ma. Cynthia Hernandez, expressed pride in the dedication that led to these approvals, highlighting the transformative potential of public-private partnerships. For the NAIA project, the DOTr and MIAA began the bidding process to select qualified partners, while negotiations with the original proponent advanced the Laguindingan project.

The approval of these PPP projects marked a significant milestone in the Philippines' infrastructure development, promising a more dynamic and prosperous future. The PPP Center remained committed to fostering sustainable and equitable growth through effective public-private collaborations.

Supported by the PPP Center and the Asian Development Bank, the DOTr and MIAA are set to transform NAIA. On December 27, 2023, they opened submissions for the ₱170.6-billion rehabilitation project. DOTr Secretary Jaime J. Bautista highlighted the goal to double NAIA's capacity to 60 million passengers annually. The PBAC, led by Undersecretary Timothy John R. Batan, reviewed bids from four consortia. Qualified bidders were announced on January 6, 2024, with technical proposals opening January 15 and the contract awarded by February 15, 2024. Operations and maintenance will begin on September 11, 2024.

NAIA'S RISE IN GLOBAL RANKINGS: SOLIDIFYING ITS POSITION AS ONE OF THE WORLD'S MOST INTERNATIONALLY CONNECTED AIRPORTS

The Ninoy Aquino International Airport (NAIA), IATA code MNL, surged in global rankings, ranking 15th in the 2023 Megahubs Index by OAG and 3rd among low-cost carrier airport megahubs. Philippine Airlines led with a 32% share of flights. MNL ranked 6th among Asia Pacific international megahubs. With 40 international carriers serving 58 destinations, including new additions ZIPAIR, Philippine Airlines, and Air China, NAIA expanded its connectivity. Cebu Pacific Air added new routes, such as Da Nang. Officer-in-Charge Bryan Co affirmed NAIA's commitment to expanding travel options. New launches by HK Express and United Airlines highlighted NAIA's growing significance.

MIAA STRENGTHENS AIRPORT SECURITY THROUGH FULL-SCALE EXERCISE



In partnership with the Philippine National Police-Aviation Security Unit, MIAA conducted the Full-Scale Security Exercise (FSSE 2023) to evaluate and enhance its response to unlawful acts of interference. Aligned with international standards, the exercise simulated emergency plan nos. 8 and 9 outlined in the MIAA Airport Emergency Plan, focusing on an active shooting incident escalating into a bombing situation at NAIA Terminal 2. The exercise involved various security and non-security units to ensure the prompt restoration of airport operations. Bryan Co, MIAA Officer-in-Charge, assured the public of uninterrupted NAIA operations during the exercise.

NAIA EXPANDS ITS HORIZONS: WELCOMING TWO NEW AIRLINES IN 2023

In 2023, two new airlines, the Hong Kong-based budget airline HK Express and United Airlines, commenced operations at NAIA. Additionally, Greater Bay Airlines and Malaysian-based Batik Air are slated to soon operate at NAIA. Currently, NAIA hosts 48 air carriers, with 42 international carriers serving 57 international destinations.

NAIA recently attained the 15th position in the OAG Megahub Index 2023's top 50 global airport megahubs. It also secured the 6th spot among the top international megahubs in the Asia Pacific region and ranked 3rd among the top 25 low-cost carrier airport megahubs.

NAIA SECURES PERMANENT AERODROME CERTIFICATE, MARKING A MILESTONE ACHIEVEMENT

In 2023, CAAP awarded NAIA a permanent Aerodrome Certificate. This certification confirmed that NAIA fulfilled its commitment to meet and comply with CAAP's required standards. It validated MIAA's leadership and efforts to enhance the gateway's operational efficiency, safety, security, and passenger experience. Since 2015, MIAA systematically addressed findings and compliance issues, achieving a 90.69% effective compliance score in March 2021.



Awarding of permanent Aerodrome certificate



NAIA ACHIEVES HISTORIC FLIGHT RECORD IN 2023; PASSENGER VOLUME REBOUNDS TO 95% OF PRE-PANDEMIC LEVELS

In 2023, NAIA achieved a remarkable milestone, surpassing pre-pandemic flight volumes and marking the highest flight movements in its history. Managed by MIAA, NAIA recorded a total of 270,911 flights, comprising 168,035 domestic and 102,876 international flights, representing a 27% increase compared to 2022. Passenger volume rebounded to 95% of pre-pandemic levels, with December logging the most flights and July seeing the highest passenger numbers. MIAA implemented measures such as the STAR program and effective schedule management by the AICCC to optimize terminal capacity and accommodate the surge in flights. Further enhancements in facilities, infrastructure, and terminals are underway to accommodate increasing passenger and flight volumes, with the NAIA PPP Project currently in bidding. Ines expressed confidence in delivering an improved NAIA experience moving forward, with a focus on enhancing public satisfaction.

MIAA DEMONSTRATES NAIA'S EMERGENCY RESPONSE PREPAREDNESS WITH CREX 2023



MIAA showcased its emergency response capability and preparedness during the Crash and Rescue Exercise (CREX) 2023 at NAIA. The successful simulation allowed MIAA to ensure that its emergency plans can effectively address incidents at or near the airport. The exercise tested communication and coordination among MIAA offices and external agencies, assessing responders' ability to handle simulated aircraft crash and mass casualty event. Notably, Cebu Pacific participated, marking the first partnership of its kind. The event, held every two years to meet international aviation standards, emphasized the importance of continuous improvement in emergency response. MIAA expressed gratitude to all participating agencies and stakeholders for their contributions to maintaining NAIA's safety and security standards.

MIAA TEAMS UP WITH GRABFOOD: A NEW ERA OF SWIFT REFRESHMENT DELIVERIES



MIAA and GrabFood partnered to launch the GrabForBusiness portal at NAIA, aimed at facilitating swift refreshment delivery during disruptions. The portal offers diverse food options, ensuring timely service regardless of delays. This collaboration underscores MIAA's commitment to exceptional service, advancing its dedication to improving airport operations and enhancing passenger experiences.

CELEBRATING SERVICE: MIAA HONORS LONG-SERVING EMPLOYEES DURING CSC ANNIVERSARY



In a heartwarming celebration at NAIA Terminal 3, MIAA recently honored its long-serving employees for their unwavering commitment to public service. Led by MIAA Officer-In-Charge Bryan Co and Civil Service Commission Director IV Victoria Esber, the event recognized individuals with 20, 30, and 40 years of dedicated service, highlighting their invaluable contributions to the community.

PREPARATIONS FOR HOLIDAY PASSENGER INFLUX

MIAA Gears Up for Holy Week 2023: Successfully Manages 1.2M Passengers

During the period from October 27 to November 5, 2023, MIAA successfully serviced 1.2 million passengers and 8,000 flights, achieving a remarkable on-time performance rating of 84%. This accomplishment was attributed to the initiative named *"OPLAN Byaheng Ayos: Barangay and Sangguniang Kabataan Elections and Undas 2023,"* which utilized MIAA's Schedule and Terminal Assignment Rationalization program. This program allowed for terminal reassignments for selected airlines to optimize the capacity of the four NAIA terminals. The highest number of passengers for domestic and international flights reached 134,353 on November 5 during the covered period, surpassing the volume in 2022 by 39%.

MIAA Wraps Up OPLAN Biyaheng Ayos



The Manila International Airport Authority (MIAA) successfully concluded its *"OPLAN Biyaheng Ayos: Barangay & Sangguniang Kabataan Elections and Undas 2023"* initiative at Ninoy Aquino International Airport (NAIA). From October 27 to November 5, NAIA handled 1.2 million passengers and 8,000 flights, achieving an impressive On-Time Performance (OTP) rating of 84%.

During these ten days, including the Undas season, NAIA welcomed 1,232,130 passengers—606,845 international and 625,285 domestic—averaging 123,213 passengers daily, a 44% increase from 2022. November 5 saw the highest volume with 134,353 passengers, a 39% rise from last year.



NAIA managed 8,001 flight movements, averaging 800 flights per day, including 3,055 international, 4,754 domestic, and 192 cargo flights, a 25% increase from last year. Despite the surge, MIAA maintained an 84% OTP, peaking at 89% on November 2 and 3.

Bryan Co, MIAA's Officer-in-Charge, expressed pride in these achievements, noting the sector's recovery from the pandemic. Apart from MIAA's STAR program, the success was also attributed to the extensive collaboration with partners, airlines, and government agencies.

Co emphasized ongoing improvements to enhance the passenger experience at NAIA. With "OPLAN Biyaheng Ayos" successfully guiding passengers through Undas 2023.



ON GOVERNANCE



MIAA SOARS HIGH WITH TOP MARKS FOR EXEMPLARY PERFORMANCE

The Manila International Airport Authority (MIAA) received an impressive rating on the scorecard administered by the Governance Commission for Government-Owned and Controlled Corporations (GCG). This outstanding rating reflected MIAA's exemplary performance across critical metrics. Notably, MIAA excelled in social impact, demonstrating significant positive contributions to society through its operations. The Authority's commitment to customer service and stakeholder engagement also played a pivotal role in its high score, highlighting its dedication to meeting the needs and expectations of those it served.

Furthermore, MIAA's financial performance was robust, showcasing effective management and sustainability. Internal processes were streamlined and efficient, ensuring smooth operations and enhancing overall productivity. The focus on learning and growth indicated MIAA's investment in developing its workforce and continuously improving its capabilities. Collectively, these factors underscored MIAA's comprehensive and well-rounded approach to governance and operational excellence, securing its position as a leading entity in the industry.

In the past year, the Anti-Red Tape Authority (ARTA) awarded the Manila International Airport Authority (MIAA) with a Certificate of Compliance. This acknowledgment highlighted MIAA's commitment to adhering to the provisions of the Ease of Doing Business and Efficient Government Service Delivery Act. The certificate recognized MIAA's efforts in streamlining processes, reducing bureaucratic red tape, and enhancing overall efficiency in its operations.

MIAA's compliance involved the successful implementation of reforms aimed at improving transparency, accountability, and the delivery of government services. These measures facilitated better service for stakeholders and the general public, setting a benchmark for other agencies to follow.

This achievement was a testament to MIAA's dedication to fostering a more efficient and business-friendly environment, aligning with the broader goals of national development and economic growth. The certificate served as formal recognition of MIAA's proactive approach and effective governance practices.

STREAMLINING SUCCESS: MIAA'S COMMITMENT TO EFFICIENCY AND EXCELLENCE RECOGNIZED



CORPORATE SOCIAL RESPONSIBILITY

DONATION DRIVE



MIAA Donation Drive: Giving Back to the Community

The Manila International Airport Authority (MIAA) has launched a donation drive aimed at supporting local communities. Recognizing the importance of giving back, MIAA has donated various disposable assets to Local Government Units, particularly the Barangays surrounding the NAIA Complex. This initiative underscores our commitment to community welfare and our dedication to making a positive impact on the lives of our neighbors.

By transferring these assets, MIAA not only promotes sustainable practices but also strengthens its ties with the local community. This effort is a testament to our ongoing mission to support and uplift the communities that are integral to the airport's operations and success.

GENDER AND DEVELOPMENT ACTIVITIES



Celebrating National Women's Month: Championing Gender Equality

The 2023 National Women's Month Celebration introduced the new theme for 2023-2028: *"WE for Gender Equality and Inclusive Society."* To mark the occasion, the Manila International Airport Authority (MIAA) organized various activities promoting gender equality. During the flag-raising ceremony, MIAA presented flowers to women employees as a symbol of gratitude. The Gender and Development Committee set up photo booths at the MIAA Admin building and NAIA Terminals.

MIAA also hosted informative seminars, including sessions on Anti-Violence Against Women, Gender-Fair Language, and Gender Sensitivity Orientation. These initiatives aimed to raise awareness and foster an inclusive workplace. Through these efforts, MIAA reaffirms its commitment to gender equality and an inclusive society.

NOTABLE PROJECTS



STAR PROGRAM

MIAA's Successful Terminal Reassignments: A Milestone in the STAR Program



MIAA successfully concluded its terminal reassignments under the Schedule and Terminal Assignment Rationalization (STAR) program in July 2023.

AirAsia Philippines and Royal Air Philippines shifted their domestic flights to NAIA Terminal 2, while Sunlight Air moved to NAIA Terminal 4, which also serves Cebgo and AirSWIFT. NAIA Terminal 2 now exclusively handles domestic flights operated by Philippines Airlines, AirAsia, and Royal Air.

Additionally, Jetstar Asia, Jetstar Japan, China Southern Airlines, Scoot, and STARLUX Airlines completed their transfer to NAIA Terminal 3, alongside Gulf Air, Thai Airways, Jeju Air, and Ethiopian Airlines. PAL finalized the transfer of all its international flights to NAIA Terminal 1.

MIAA continues its efforts to expand the capacity of Terminal 2. Moreover, passengers at NAIA Terminals 1 and 3 now enjoy a wider selection of food and retail stores, with more new restaurants expected to open soon.

Major Programs and Projects

A. Improvement of the Airside

01

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: Upgrade Taxiway Charlie and H-1 from flexible to rigid pavement to accommodate larger aircraft, enhancing aerodrome safety and reliable aircraft operations.

Package 2: Install new LED runway edge lights at Runway 06/24 to prevent runway incursions and ensure smooth taxiing of aircraft.

Total Cost: 1,236.36 M

B. Improvement of Operational Efficiency

01

Schedule and Terminal Assignment Rationalization (STAR) Program

In an effort to optimize the capacity of NAIA terminals, the Schedule and Terminal Assignment Rationalization (STAR) program was initiated.

The project involves the reassignment of airlines to consolidate international operations within Terminals 1 and 2, transitioning Terminal 2 into a fully domestic terminal.

C. Improvement of the Airside

01

Proposed Concreting of Taxiway November

This project involves the replacement of existing asphalt concrete at Taxiway November to Portland Concrete Cement Pavement to sustain continuous operations by arresting the rutting of asphalt pavement.

Cost: ₱564.47 M (Civil Works)
 Date Started: November 6, 2023
 Target Completion Date: March 6, 2025

02

Proposed Milling and Paving of Taxiway Charlie 2, Taxiway Echo 5, Taxiway Golf 9 and Taxiway Charlie 5 including Construction of Taxiway Echo 5 fillet and Taxiway Gulf 9 fillet (Supplemental Budget)

This project involves mill and pave of the existing whole stretch of Taxiway Charlie 2, between Golf-1 (G-1) to Echo-1 (E-1).

the airstrip can stand up to the weight of aircraft.

This will keep the runway in top shape to limit risks and to ensure that

Cost: ₱273 M

Completion Date: June 19, 2023

D. Improvement of Terminal Facilities

01

Replacement of Twelve (12) Deteriorated Battery Banks at MIAA ICT, NAIA 1, 2, 3 and Balagbag

The replacement of deteriorated Battery Banks is necessary to prevent sudden breakdown of power supply due to battery failure that may hamper the operations of the facilities.

source to Generator Set Auxiliary and Protective Relays and Control Switch of Medium Voltage Switchgears (MVSG).

The battery banks were replaced with new and reliable 125 vdc power

Cost: ₱6.79M

Completion Date: May 19, 2023

02

Supply of Labor and Materials for the Replacement of 3 UPS Battery Bank at ELUS 2, ELUS 4 and PUS 4 at Substation 2 and 4 at T2

The objective of this project is to ensure automatic operation of switchgear at substation 4, NAIA Terminal 2.

Cost: ₱2.29M

Completion Date: June 4, 2023

03

Supply of Labor and Materials for the Replacement of Defective MV Power Cables and Vacuum Circuit Breaker Located at Substation Roadway 2 And Substation South Concourse at T3

This project involves the replacement of defective MV Power Cables and Vacuum Circuit Breaker to prevent insulation failure that may lead to power outage.

Cost: ₱27.12M

Completion Date: August 15, 2023

04

Replacement of Two (2) Units Malfunctioning 2500AMP Main Low Voltage Switchgear (LVSG) Air Circuit Breaker at Central Plant Terminal 2

Due to natural wear and tear, the replacement of circuit breaker is initiated to prevent sudden outage of Centralized Air Circuit System and other connected loads of the Terminal 2.

Cost: ₱4.70M

Completion Date: September 23, 2023

05

Proposed Replacement of Joint Sealant at Terminal 2 Apron

This project is programmed to replace the deteriorated joint sealant every five (5) years with flexible materials to cover the gap in construction joints and to prevent intrusion of corrosive materials. The joint sealant was last replaced in May 2015.

Cost: ₱18.91M

Completion Date: September 12, 2023

06

Replacement of PVC Fills of Cooling Towers 1,2,3,4, & 5 at NAIA Terminal 1

This project involves the replacement of PVC fills of Cooling Towers 1 to 5 at NAIA Terminal 1. Apart from maximizing heat transfer efficiency, this project is in compliance to our mandate to ensure comfort and convenience of the riding public.

Cost: ₱15.6M

Completion Date: November 7, 2023

07

Supply of Labor and Materials for the Replacement of Vacuum Circuit Breaker at NAIA Terminal 3

The replacement of defective vacuum circuit breakers is necessary to provide safe and reliable circuit protection for the high voltage distribution line supplying different areas at NAIA Terminal 3.

Cost: ₱44.45M

Completion Date: December 7, 2023

E. Improvement of the Airside

01

Thermoplastic Repainting of Pavement Markings in Taxiway Delta; Terminal 3 Ramp, Apron and Parking; Terminal 4 Ramp and Apron; North and South General Aviation Area.

This project involves the thermoplastic repainting of pavement markings at the aircraft movement areas to enhance its visibility and to ensure the safety of aircraft operations and maneuvering.

Date Started: June 5, 2023
 Target Date of Completion: March 31, 2024
 Cost: ₱38.56M

02

Equipment Rental for Cleaning and Degreasing of NAIA T1, T2, T3 and T4 Ramps and Apron

This project involves equipment rental for the degreasing and maintenance of NAIA Ramp/Apron in accordance with airport safety standards and practices,

Date Started: September 16, 2023
 Target Completion Date: September 25, 2024
 Cost: ₱12.49M

F. Improvement of Terminal Facilities

01

Setting and Testing of Protection Relays of NAIA Terminal 1, 2, 3, Powerhouse and International Cargo Terminal

The main purpose of this project is to correct the setting of protection relay to achieve accurate and comprehensive value for MIAA Protection and Tripping Device, and Relay Coordination Settings ensuring safe, reliable, and efficient operation of the airport.

Date Started: June 6, 2023
 Target Date of Completion: January 28, 2024
 Cost: ₱12.51M

02

Replacement and Relocation of New Feederline XLPE Power Cables from MIAA Substation 2 to MIAA Powerhouse Power Room

The replacement of the 40-year-old power cable is to restore the power supply of line 2. The proposed new and reliable XLPE power cables will carry the main loads of NAIA T1, NAIA T2, Airfield Lightings, Manila Control Tower, ICT, MIAA Admin Building and Compound, PABX.

Phase 1 (cable and bridge)
 Cost: ₱32.62M

Date Started: May 9, 2023
 Target Date of Completion: December 19, 2024
 Phase 2 (cable)
 Cost: ₱23.88M
 Date Started: November 25, 2023
 Status: As of Dec 31, 2023, Manufacturing Stage

03

Supply of Labor and Materials for the Installation of PAUs and AHUs at NAIA Terminal 3

The main purpose of the project will replace the existing one (1) Primary Air Unit (PAU 22002) and upgrading of two (2) Air Handling Units (AHU 23117 and AHU 23119) to maintain comfort cooling and acceptable indoor air temperature, particularly at Departure Gate 117 & 118 and Immigration – Arrival Area, for the comfort and convenience of passengers and other airport users.

Cost: ₱45M
 Date Started: July 19, 2023
 Target Date of Completion: January 8, 2024

04

Supply of Labor and Materials for the Replacement of Dilapidated Fan Coil Units at NAIA T3

The replacement of dilapidated Fan Coil Units (FCUs) is necessary to maintain an acceptable indoor air temperature by providing proper cooling of equipment and facilities that will provide comfort and convenience to airport stakeholders.

Date Started: July 7, 2023
 Target Date of Completion: January 3, 2024
 Cost: ₱28.9M

05

Operation and Maintenance of Ventilation and Air Conditioning System at NAIA Terminal 3 and Supply Support Agreement (SSA)

This project involves the maintenance of air conditioning and ventilation system at NAIA Terminal 3 to ensure continuous, reliable, and efficient operations.

Started Date: July 18, 2023
 Target Date of Completion: July 17, 2024
 Cost: ₱7.16M

G. Ensure Passenger Safety and Security

01

Proposed Comprehensive Service Maintenance Agreement (CSMA) Contract for the Maintenance and Service of Leidos Security Equipment (Dual View X-Ray Machines, Full Body Scanners (FBS), Explosive Trace Detectors (ETDs) and CEIA Walk-Thru Metal Detectors with Supply Support Agreement (SSA) for Leidos Parts & Consumables

This project involves the maintenance and service of Leidos Screening Security Equipment to prolong its service life in accordance with manufacturing standards.

Date started: March 4, 2023
Target date of completion: March 3, 2024
Cost: ₱146.05M

02

Consolidated Comprehensive Service Maintenance Agreement (CSMA) Contract with Revision in the Number of Units; for the Maintenance and Service of Smiths Heimann/Detection and CEIA Security Screening Equipment (SSE) Installed at the NAIA Terminals with Supply Support Agreement (SSA) for Parts & Consumables

In compliance to the directives of local and foreign aviation security auditors, this project aims to ensure efficient, economical, and long-term preventive maintenance on Smith Detection (Smith Heimann) and CEIA Security Screening Equipment (SSE) deployed at NAIA Terminals 1 to 4.

Date started: February 18, 2023
Target date of completion: February 17, 2024
Cost: ₱79.22M

H. Other Programs and Projects

01

Repair and Maintenance of Asphalt Pavement within NAIA Complex

This project involves the immediate asphalt pavement repair of potholes and soft spots within NAIA Complex
Start date: April 19, 2023

Target date of completion: April 18, 2024
Cost: ₱60M

Projects Under Procurement Stage

A. Improvement of the Airside

01

Hiring of Independent Laboratory, Testing and Surveying Firm for the Concreting of Taxiway November

This project involves the hiring of laboratory firm to conduct testing and surveying for the proposed concreting of Taxiway November.

Cost: ₱10.97M
Duration: 16 months

02

Geotechnical Investigation, Evaluation and Analysis of the Pavement Strength of Runway, Taxiway and Apron using Heavy Weight Deflectometer in Analyzing Pavement Classification Number – Aircraft Classification Number (PCN-ACN) at NAIA Complex

MIAA intends to engage the services of an experienced and qualified contractor which possess the necessary experience and expertise to perform the test procedure, evaluation and analysis of the pavement strength of runway, taxiway and apron and to come up with PCN-ACN values in accordance with the ICAO requirements.

Cost: ₱18.37M
Duration: 3 months
Status: As of Dec 31, 2023

B. Improvement of the Terminal Facilities

01

Supply of Labor and Materials for the Replacement of Main Vacuum Circuit Breaker Switchgear to RMU Distribution Network at NAIA Terminal 3

This project involves the replacement of main vacuum circuit breaker switchgear to provide a more reliable back-up power network in case of an equipment malfunction.

Cost: ₱60M
Duration: 6 months

02

Replacement of Cooling Towers for Centralized Air Conditioning at NAIA T3

The replacement of six (6) units cooling towers is necessary to attain the required maximum heat rejection of chiller units. This will restore its design capacity and improve the overall efficiency of the chiller plant for the comfort and convenience of airport users.

Cost: ₱198M
Duration: 6 months

03

Replacement of Ten (10) Passenger Boarding Bridges (PBB) at NAIA Terminal 3 including Testing and Commissioning

This project is necessary to ensure operational availability and readiness of PBBs at Gate Nos. 112, 113, 114, 115 and 116 for the safety, comfort and convenience of passengers and other airport users.

Cost: ₱318 M (Corporate funded)
 ₱948 M (DOTr funded)
 Duration: 380 Calendar Days

04

Supply, Installation, Operation and Services of Passenger Processing System at NAIA 1, 2 and 3

This project involves the commissioning of service provider for the supply, installation, and testing of Passenger Processing System at NAIA 1,2 and 3.

With a duration of five (5) years for the operations and services, this project will manage the increasing number of airport travelers and will make passenger check-in and boarding faster and more secure.

Cost: ₱934.96M

05

Supply & Installation of Seismic Expansion Joint and Covers (Phase 3) at NAIA Terminal-3

The Phase-3 of this project involves the replacement of damaged seismic joint and covers inside NAIA Terminal 3 and roof deck.

Cost: ₱17.99M
 Duration: 5 months

06

Proposed Renovations of Twelve (12) Units of Comfort Rooms at NAIA Terminal-3

This project involves the rehabilitation of comfort rooms located in passenger movement areas at NAIA Terminal 3 to improve passenger comfort and convenience.

Cost: ₱16.93M
 Duration: 4 months

C. Ensure Passenger Safety and Security

01

Supply, Installation and Commissioning of five (5) units Explosive Detection System (EDS) "TSA CERTIFIED EDS FOR CHECK BAGGAGE/HOLD BAGGAGE and ECAC STANDARD 3.1 FOR HOLD BAGGAGE" Level 1 and 2 for Check Baggage Inspection System (CBIS) In-line EDS machines to replace the existing End-of Life (EOL) VIS 108 at NAIA Terminal 3

This project involves the replacement of existing End-of-Life (EOL) VIS 108 used for in-line Baggage Handling System (BHS) at NAIA Terminal 3, in compliance with the requirement set by the International Security Auditors.

Cost: ₱938M
 Duration: 9 months

02

Proposed Rehabilitation of Security Perimeter Fence Beside PADC Hangar, Back of Sunlight Hangar and Back of MIASCOR Hangar

This project aims to rehabilitate the security perimeter fence beside PADC Hangar, back of Sunlight Hangar, and back of MIASCOR Hangar.

etc. This will also prevent unauthorized persons from entering the Security Restricted Area (SRA).

In compliance with the MIAA Airport Security Program (ASP), the new perimeter fence will serve as physical barrier to separate the airside and landside areas in order to protect vital facilities, aircraft, runway

Cost: ₱7M
 Duration: 4 months

03

Construction of Aircraft Rescue and Firefighting Station (ARFF) Permanent Satellite Station

The construction of the permanent satellite station will enable the emergency response unit to respond immediately and safely to emergency situations.

exceeding three (3) minutes to any point of each operational runway and/or to any other part of movement area.

This is initiated by the Emergency Services Department in compliance with the operational objective of ICAO to achieve a response time not

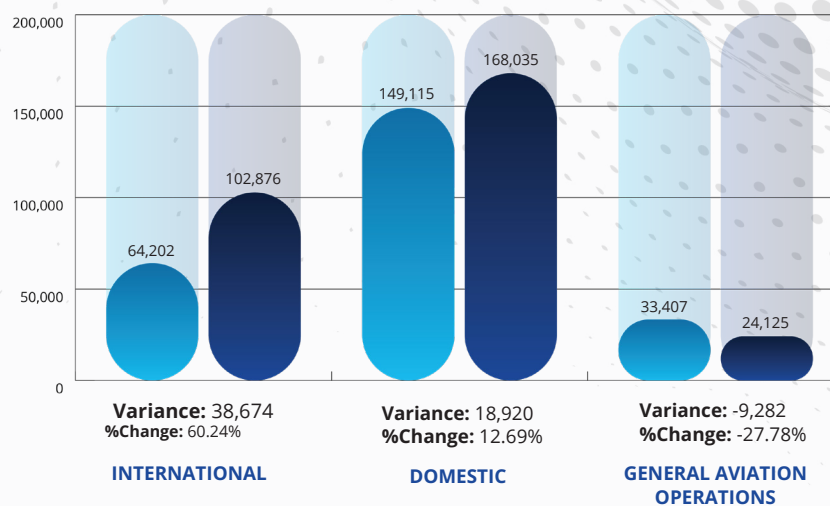
Cost: ₱25M
 Duration: 5 months

OPERATIONAL AND FINANCIAL HIGHLIGHTS

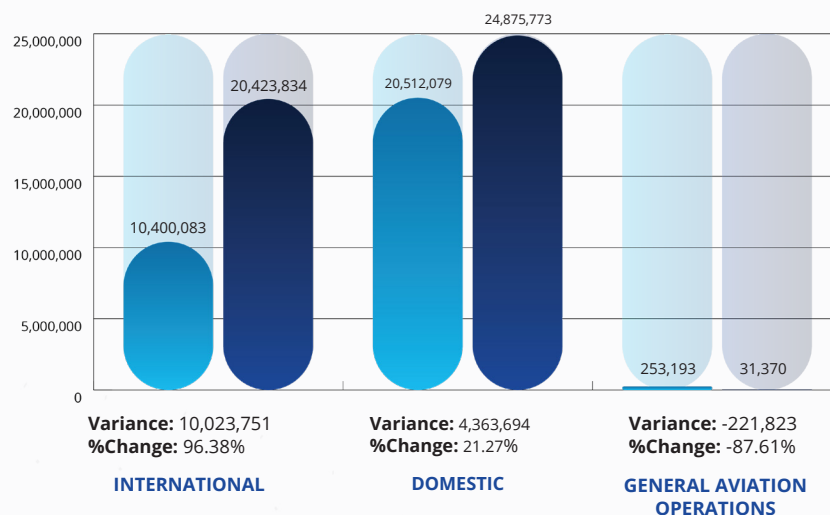


OPERATIONAL HIGHLIGHTS

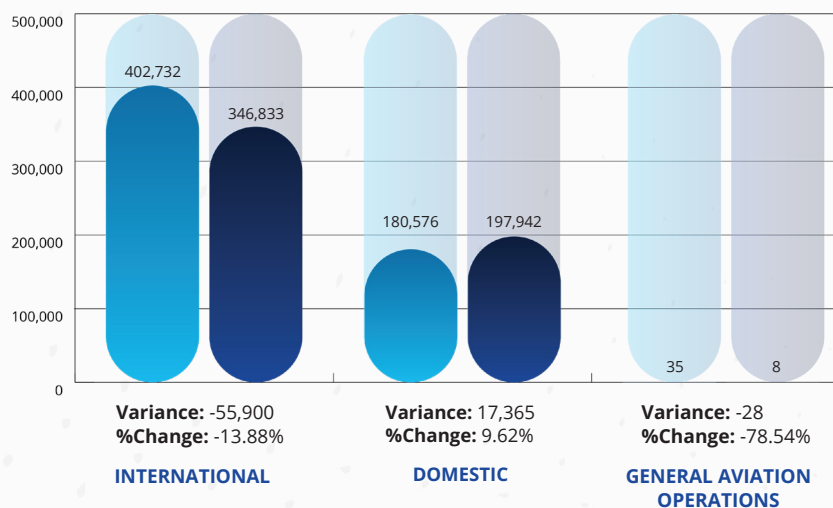
2022 VS 2023 FLIGHTS



PASSENGERS



CARGOS (IN METRIC TONS)



INTERNATIONAL OPERATIONS



Flight movements is **102,876** up by **38,674** flights or **60.24%**



Passenger movements is **20,423,834** up by **10,023,751** passengers or **96.38%**



Cargo movements is **346,833** down by **55,900** metric tons or **13.88%**

DOMESTIC OPERATIONS



Flight movements is **168,035** up by **18,920** flights or **12.69%**



Passenger movements is **24,875,773** up by **4,363,694** passengers or **21.27%**



Cargo movements is **197,942** up by **17,365** metric tons or **9.62%**

GENERAL AVIATION OPERATIONS



Flight movements is **24,125** down by **9,282** flights or **27.78%**



Passenger movements is **31,370** down by **221,823** passengers or **87.61%**

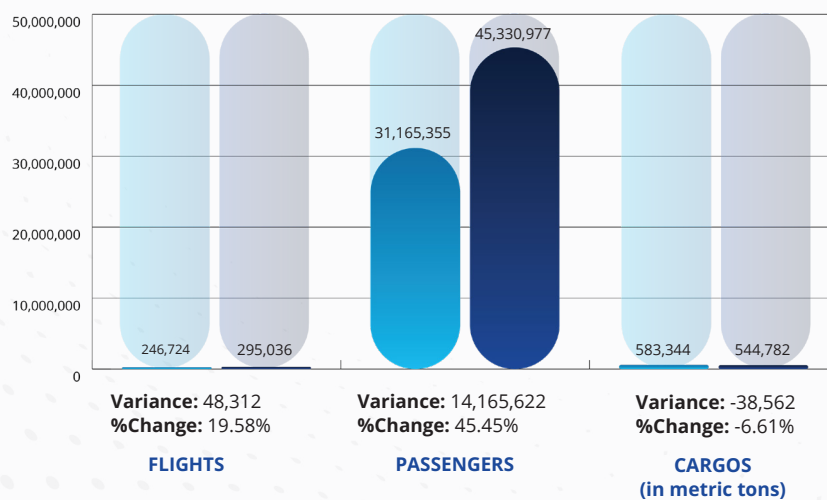


Cargo movements is **8** down by **28** metric tons or **78.54%**

2022 VS 2023

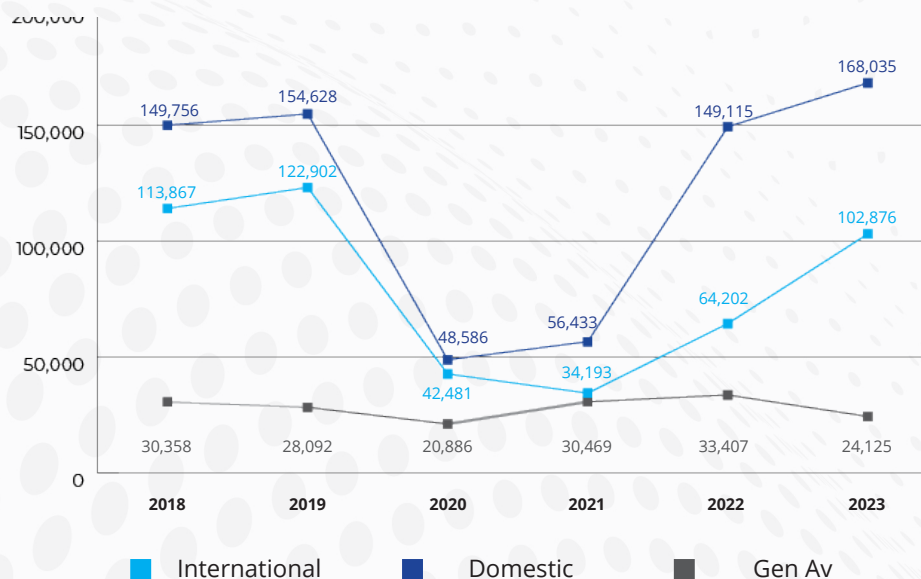
TOTAL NAIA OPERATIONS

(Int'l + Dom + Gen. Av)

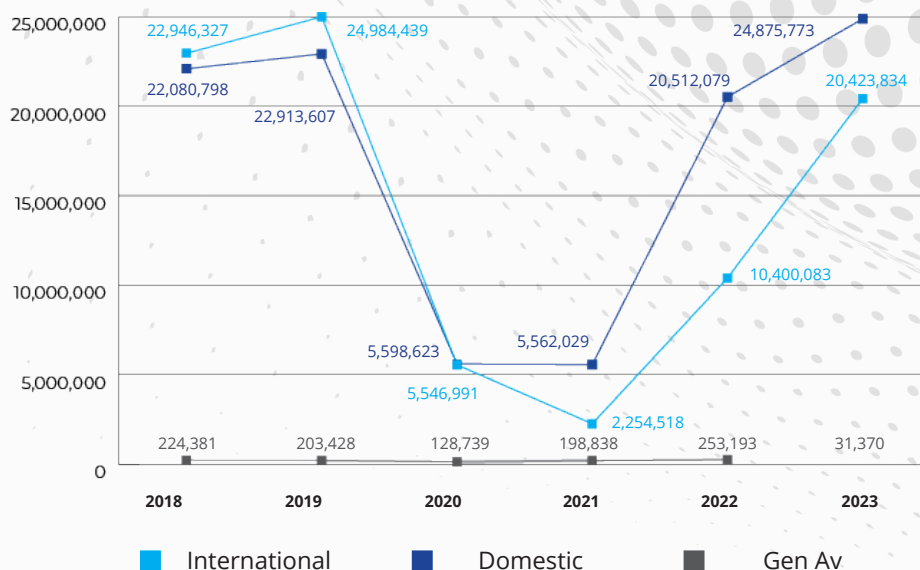


NAIA OPERATIONS OVER THE YEARS

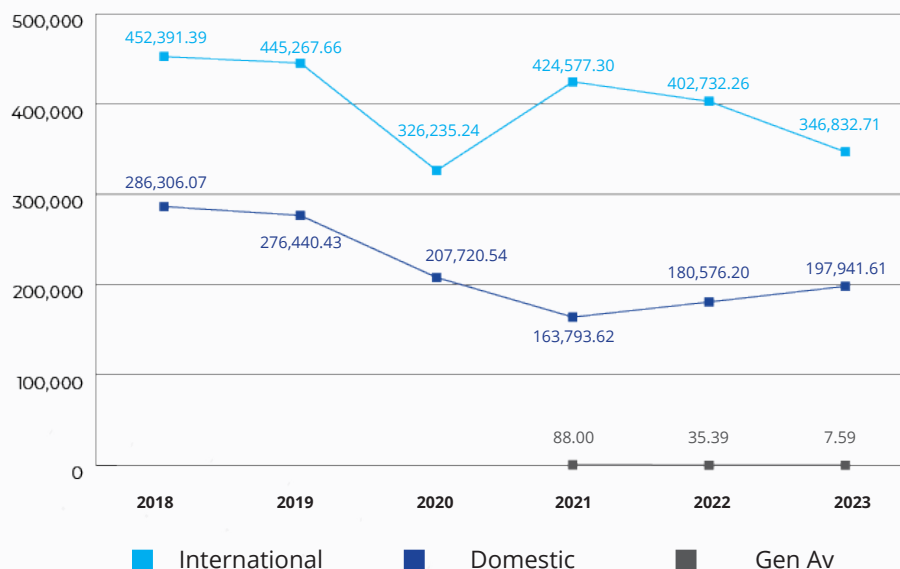
FLIGHTS (2018-2023)



PASSENGERS (2018-2023)



CARGO (2018-2023)



FINANCIAL HIGHLIGHTS

A. Condensed Income Statement (Audited)

Presented below are the Authority's results of operations for CY 2023 as compared with Budget and CY 2022:

(In Million Pesos)	January 1 - December 31			Variance			
	Budget	2023	2022	Budget		Last Year	
	(A)	(B)	(C)	(B-A)	%	(B-C)	%
Gross Revenues	11,460	14,433	9,790	2,973	26%	4,643	47%
National Government Share	(1,458)	(1,858)	(1,430)	(400)	-27%	(428)	-30%
Net Revenues After NG Share	10,002	12,575	8,360	2,573	26%	4,215	50%
Operating Expenses	(7,934)	(8,292)	(6,897)	(358)	-5%	(1,395)	-20%

Net Income/(Loss) From Operations	2,068	4,283	1,463	2,215	107%	2,820	193%
Other Income/(Expenses)	87	782	571	695	799%	211	37%
Net Income/(Loss) Before Tax	2,155	5,065	2,034	2,910	135%	3,031	149%
Tax Provision	(539)	(1,307)	(110)	(768)	-142%	(1,197)	-1088%
Net Income/(Loss) After Tax	1,616	3,758	1,924	2,142	133%	1,834	95%

JANUARY TO DECEMBER 2023 VERSUS JANUARY TO DECEMBER 2022



Gross Revenues is **₱14.43 billion**, up by **₱4.64 billion** or **47%**



Operating Expenses is **₱8.29 billion**, up by **₱1.4 million** or **20%**



Net Income from Operations is **₱4.28 billion**, up by **₱2.82 billion** or **193%**



Net Income After Tax is **₱3.76 billion**, up by **₱1.83 billion** or **95%**

JANUARY TO DECEMBER 2023 VERSUS BUDGET



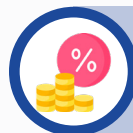
Gross Revenues is higher than projections by **₱2.97 billion** or **26%**



Operating Expenses is higher than projections by **₱358 million** or **5%**



Net Income from Operations is higher than projections by **₱2.22 billion** or **107%**



Net Income After Tax is higher than projections by **₱2.14 billion** or **133%**

B. Remittances to the National Government

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

Year	Dividend	20% Share	Corporate Income Tax	PD 1957	NCASC*		TOTAL
				P 100/pax	IO (60/pax)	DO (15/pax)	
2023	3,459	1,858	1,336	834	500	180	8,167
2022	154	1,430	88	369	221	146	2,408
2021**	-	588	41	34	21	21	705
2020**	-	563	77	207	124	38	1,009
2019***	6,000	1,789	2,165	1,009	606	166	11,736
2018	3,424	1,714	2,019	909	545	159	8,770
2017	2,251	1,626	1,641	813	488	152	6,971

*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 2020-2022; 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, 2023
(in Philippine Peso)

	2023 (Unaudited)
ASSETS	
Current Assets	
Cash and Cash Equivalents	17,431,678,113
Receivables	1,920,879,535
Inventories	165,096,189
Other Current Assets	1,859,731,908
Total Current Assets	21,377,385,745
Non-Current Assets	
Investment Property	9,039,864,372
Property, Plant and Equipment	25,188,486,021
Intangible Assets	14,120,690
Deferred Tax Assets	580,724,828
Other Non-Current Assets	655,000
Total Non-Current Assets	34,823,850,911
TOTAL ASSETS	56,201,236,656
LIABILITIES	
Current Liabilities	
Financial Liabilities	1,133,044,323
Inter-Agency Payables	947,624,033
Trust Liabilities	2,079,361,572
Deferred Credits/Unearned Income	638,557,690
Provisions	211,679,889
Other Payables	409,204,892
Total Current Liabilities	5,419,472,399
Total Liabilities	5,419,472,399
EQUITY	
Government Equity	18,010,052,336
Retained Earnings/(Deficit)	32,771,711,921
Total Equity	50,781,764,257
TOTAL LIABILITIES AND EQUITY	56,201,236,656

STATEMENT OF COMPREHENSIVE INCOME

For the Year Ended December 31, 2023
(in Philippine Peso)

	2023 (Unaudited)
OPERATING INCOME	
Terminal Fees	5,004,396,518
Landing and Parking Fees	5,006,722,253
Rent/Lease Income	1,863,375,840
Concession Privilege Fees	1,753,250,444
Other Service Income	805,145,635
	14,432,890,690
NATIONAL GOVERNMENT SHARE	(1,857,871,713)
NET INCOME AFTER NG SHARE	12,575,018,977
OPERATING EXPENSES	
Personnel Services	(1,116,096,403)
Maintenance and Other Operating Expenses	
Contracted Services	(1,954,864,934)
Depreciation	(1,843,753,020)
Utility Expenses	(1,180,173,560)
Impairment Loss	(941,387,056)
Repairs and Maintenance	(708,326,912)
Other Operating Expenses	(546,982,545)
	(8,291,584,430)
NET INCOME FROM OPERATIONS	4,283,434,547
OTHER INCOME/(EXPENSES)	781,985,703
NET INCOME BEFORE TAX	5,065,420,250
INCOME TAX EXPENSES	(1,306,623,408)
NET INCOME AFTER TAX	3,758,796,842

STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2023
(in Philippine Peso)

	2023 (Unaudited)
CASH FLOWS FROM OPERATING ACTIVITIES	
Cash Inflows	
Collection of Income/Revenue	15,344,810,339
Collection of Receivables	1,651,011
Receipt of Inter-Agency Fund Transfers	2,721,928,421
Trust Receipts	195,532,270
Total Cash Inflows	18,263,922,041
Cash Outflows	
Payment of Expenses	(5,142,117,945)
Grant of Cash Advances	(18,142)
Remittance of Personnel Benefit Contributions and Mandatory Deductions	(131,708,390)
Grant of Financial Assistance/Subsidy/Contribution	(1,892,889,058)
Release of Inter-Agency Fund Transfers	(2,104,839,006)
Other Disbursements	(220,069,721)
Payment of Corporate Income Tax	(220,304,809)
Total Cash Outflows	(9,711,947,071)
Net Cash Provided by / (Used in) Operating Activities	8,551,974,970
CASH FLOWS FROM INVESTING ACTIVITIES	
Cash Inflows	
Proceeds from Matured Investments	2,679,367,279
Total Cash Inflows	2,679,367,279
Cash Outflows	
Purchase/Construction of Property, Plant and Equipment	(416,274,522)
Total Cash Outflows	(416,274,522)
Net Cash Provided by / (Used in) Investing Activities	2,263,092,757
CASH FLOWS FROM FINANCING ACTIVITIES	
Cash Outflows	
Payment of Long-Term Liabilities	(358,686,396)
Payment of Interest on Loans and Other Financial Charges	(13,895,418)
Payment of Cash Dividends	(153,601,798)
Total Cash Outflows	(526,183,612)
Net Cash Used in Financing Activities	(526,183,612)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	10,288,884,115
EFFECTS OF FOREX ON CASH AND CASH EQUIVALENTS	(4,733,100)
CASH AND CASH EQUIVALENTS, BEGINNING	7,147,527,098
CASH AND CASH EQUIVALENTS, END	17,431,678,113

A photograph of four police officers in dark blue uniforms and black face masks, saluting with their right hands. They are walking on a paved area in front of a large, modern building with white columns and many windows. The scene is viewed through a large, oval-shaped airplane window frame. The text "FOR THE EMPLOYEES" is overlaid in white, bold, sans-serif capital letters across the middle of the image.

FOR THE EMPLOYEES

LEARNING AND DEVELOPMENT

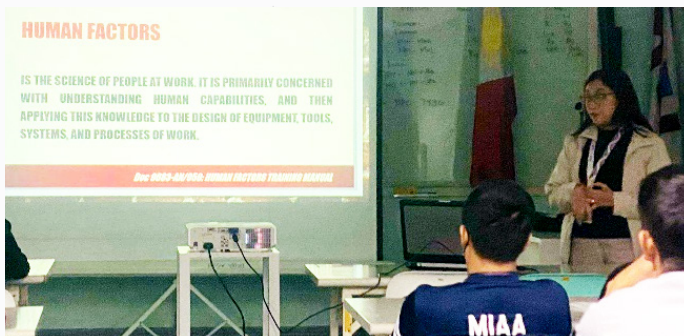
FUNDAMENTALS OF HUMAN FACTORS TRAININGS

September 22, 2023

ICT Learning and Development Room, ICT Building, NAIA Complex, Pasay City

Driven by a commitment to continuous improvement, management established the “*Fundamentals of Human Factors Training*” to enhance performance and foster a culture of safety and respect. Through Dnata, Inc., Emirates Airlines generously shared the course materials and provided a subject matter expert (SME) to lead this engaging, half-day session. This collaborative effort underscored the organization’s dedication to operational excellence and a supportive work environment.

Fundamentals of Human Factors Training focuses on how to improve performance and promote a culture of safety and respect.



RAMP CONTROL TRAINING COURSE (RCTC 01/23)

May – August 2023

Family Assistance Center former Nayong Pilipino, Administration Building, NAIA Complex, Pasay City



This learning activity was conducted by the Civil Aviation Authority of the Philippines (CAAP) through the Civil Aviation Training Center (CATC) at the NAIA Complex.

This course was designed to provide prospective Ramp Controllers with the skills, knowledge, and attitude required to handle aerodrome general control operation with basic air traffic control indoctrination, flight permission request/notification efficiently and effectively in accordance with applicable national and internationally prescribed standards and recommended practices.



The said course contained an interactive program that invited participation and discussion to encourage a culture of learning through experience sharing. Additionally, a variety of learning techniques were used, including analysis of case studies, simulation or laboratory exercises, group and individual exercises, participant presentations, peer-evaluation, and self-assessment tests (final exams and on-the-job training).

BASIC SUPERVISORY COURSE FOR EMERGING LEADERS

NAIA Terminal 3 Learning and Development Room, 2/F, NAIA Complex, Pasay City



This learning activity was conducted by the Center of Empowerment Seminars and Workshops, Inc. (CESWI) at the MIAA Complex.

According to CESWI, this workshop was designed to empower team leaders and newly promoted supervisors to become a catalyst of positive change in the organization by expanding their knowledge and skills on leadership and management. This course aimed to provide participants with a holistic view of their responsibilities, as well as techniques on how they can better develop their people towards the achievement of organizational goals.

The said course contained a highly interactive and engaging program that invited participation and discussion to encourage a culture of learning through experience sharing. Additionally, a variety of learning techniques were used, including case studies, breakout sessions, participant presentations, peer-evaluation, and self-assessment tests (pre-tests and post tests).

IN-HOUSE TRAFFIC MANAGEMENT COURSE FOR TRAFFIC LAW ENFORCERS – LEVEL 1

July 3-7, 10 and 14, 2023

Family Assistance Center former Nayong Pilipino, Administration Building,
NAIA Complex, Pasay City



The objective of this course is to enhance the ability to regulate traffic, minimize congestion, prevent road crashes and ensure the seamless movement of vehicles within the NAIA Complex by providing the knowledge and practical skills necessary.



APRON OPERATIONS AND MANAGEMENT COURSE

July 3-7, 10 and 14, 2023

Family Assistance Center former Nayong Pilipino, Administration Building,
NAIA Complex, Pasay City



The objective of this learning activity is to strengthen the ability to establish standards, rules and regulations to carry out the day-to-day operations and support services associated with the arrival and departure of passengers, aircrafts and cargoes at the Passenger Terminal. It includes gathering of information on flight, passenger and cargo movements, Check-in Counter (CIC) usage, aeronautical charges and other information.

SEMINAR ON THE EIGHT (8) NORMS OF CONDUCT FOR PUBLIC OFFICIALS AND EMPLOYEES

June 9, 2023

Audio Visual Room, 4FMIAA Administration Building, NAIA Complex, Pasay City / Family Assistance
Center former Nayong Pilipino, Administration Building, NAIA Complex, Pasay City



The objective of this course is to promote the idea that even in the smallest of matters, a "LingkodBayani" should be able to withstand temptation, reject mediocrity and protect his/her integrity.



CELEBRATING MIAA'S 41ST ANNIVERSARY: EMBRACING DIVERSITY AND TALENT



MIAA's 41 Years of Service: Reflecting on Excellence, Embracing Future Growth

On March 3, 2023, MIAA celebrated its 41st year of public service and dedication, reflecting on four decades of providing exceptional airport facilities and services to the Philippines and its visitors. Officials from the Department of Transportation, the Airline Operators Council, and executives from major airlines joined the celebration hosted by MIAA General Manager Cesar Chiong. Acknowledging MIAA's rich history, Chiong emphasized the agency's commitment to overcoming challenges and delivering the best service to passengers. The event also highlighted MIAA's ongoing initiatives for growth, including improvements in terminal operations and digitalization projects aimed at enhancing passenger experience. Department of Transportation Secretary Jaime Bautista expressed confidence in MIAA's vision to transform

NAIA into one of the world's premier airports, emphasizing the importance of service excellence and continuous improvement.





Clash of Queens: Promoting Gender Equality

In celebration of its 41st anniversary, the Manila International Airport Authority (MIAA) reaffirmed its commitment to gender equality and inclusivity with the inaugural "Clash of Queens" contest. This vibrant event featured participants from the transgender and gay communities, showcasing the diverse talents within MIAA. Contestants hailed from various sectors, including the Corporate Group and NAIA Terminals 1 to 4. The competition highlighted the organization's support for a diverse and inclusive workplace. Ms. Lara Jane Pablo from the Corporate Group was crowned the first-ever MIAA Clash of Queens 2023, marking a historic moment for the organization.

Mardi Gras Dance Presentation: Celebrating Creativity

In addition to the Clash of Queens, MIAA employees had the opportunity to showcase their artistic talents through a dazzling Mardi Gras dance presentation. This colorful performance featured elaborate costumes and captivating designs, reflecting the creativity and enthusiasm of the MIAA team. The Mardi Gras dance not only celebrated the organization's anniversary but also fostered a sense of community and pride among employees.

These events during MIAA's 41st anniversary celebration exemplify the organization's dedication to fostering an inclusive environment and celebrating the diverse talents of its workforce.





MIAA Year-End Party: Magic and Glam of Havana

To wrap up a successful year, the Manila International Airport Authority (MIAA) hosted a festive Christmas and year-end celebration with the enchanting theme *"Magic and Glam of Havana."* This vibrant event showcased the creativity of MIAA employees, transforming the celebration into a colorful Cuban fiesta adorned with bright colors, tropical flowers, and lush greenery.

The *"Magic and Glam of Havana"* theme brought a lively and exotic atmosphere to the celebration, encouraging employees to embrace their artistic side. The event was filled with joyful performances, stunning decorations, and a spirited sense of camaraderie, reflecting MIAA's appreciation for its hardworking staff.

By celebrating with such flair and creativity, MIAA not only marked the end of the year on a high note but also reinforced the sense of community and pride among its employees, setting a positive tone for the year ahead.



Social Latin Dances Showdown: A Celebration of Rhythm and Talent

Adding to the festive spirit of the Manila International Airport Authority's (MIAA) year-end celebrations, the Social Latin Dances Showdown showcased the rhythm and talent of its employees. Five groups from the Corporate Group and NAIA Terminals participated in the competition, each presenting their unique Latin dance routines.

This vibrant showdown provided a platform for employees to demonstrate their dance skills and creativity, bringing energy and excitement to the event. The competition not only highlighted the diverse talents within MIAA but also fostered a sense of unity and camaraderie among participants and spectators alike.

The Social Latin Dances Showdown was a memorable highlight of the year-end festivities, reflecting MIAA's commitment to celebrating the diverse abilities and spirited engagement of its workforce.

Celebrating Timeless Elegance

The Manila International Airport Authority (MIAA) hosted the “Search for Oldies but Beauties” contest, celebrating women aged 60-65. This event aimed to promote self-esteem, healthy aging, and the idea that beauty transcends age. Participants showcased talents reflecting their life experiences, highlighting MIAA’s commitment to inclusivity and workplace respect. Ma. Isabel de Guzman from Terminal 1 emerged as the winner, exemplifying the spirit of the competition with her grace, talent, and inspiring presence.



CELEBRATING EXCELLENCE: MIAA HONORS DEDICATED EMPLOYEES



The Manila International Airport Authority (MIAA) celebrates its employees’ outstanding performance and integrity by awarding certificates of appreciation during monthly flag-raising ceremonies.

On the first Monday of each month in 2023, the General Manager or his representatives led these ceremonies, recognizing employees for their exceptional work, honesty, and dedication. Honored employees included those who went above and beyond their duties, returned lost belongings, supported corporate social responsibility programs, and assisted in security missions.

Each awardee received a certificate of commendation, reflecting MIAA’s appreciation for their invaluable contributions and commitment to excellence.



LIST OF AIRLINES OPERATING AT NAIA

as of December 31, 2023

T1

INTERNATIONAL

Air China (CA)
 Air Niugini (PX)
 Asiana Airlines (OZ)
 China Airlines (CI)
 China Eastern (MU)
 Eva Air (BR)
 Japan Airlines (JL)

Korean Air (KE)
 Kuwait Airways (KU)
 Malaysia Airlines (MH)
 Oman Air (WY)
 Philippine Airlines (PR)
 Royal Air (RW)
 Royal Brunei Airlines (BI)

Saudia (SV)
 Shenzhen Airline (ZH)
 Xiamen Air (MF)
 Zip Air (ZG)
 Hong Kong Airlines (HX)
 Iraero Airline (IO)

T1

CARGO

China Airlines (CI)
 China Eastern (MU)

Korean Air (KE)
 Malaysia Airlines (MH)

Xiamen Air (MF)

T2

DOMESTIC

Philippine Airlines (PR)
 PAL Express (2P)

Royal Air (RW)
 Air Asia Philippines (Z2)

T3

INTERNATIONAL

Air Asia Berhad (AK)
 Air Asia Philippines (Z2)
 All Nippon Airways (NH)
 Cathay Pacific (CX)
 Cebu Pacific (5J)
 China Southern Airlines (CZ)
 Emirates (EK)
 Ethiopian Airlines (ET)
 Etihad Airways (EY)
 Greater Bay Airline (HB)

Gulf Air (GF)
 Hong Kong Express (UO)
 Jeju Air (7C)
 Jetstar Asia (3K)
 Jetstar Japan (GK)
 KLM Royal Dutch Airlines (KL)
 Qantas (QF)
 Qatar Airways (QR)
 SCOOT (TR)
 Singapore Airlines (SQ)

Starlux Airlines (JX)
 Thai Airways (TG)
 Turkish Airlines (TK)
 United Airlines (UA)
 Thai Air Asia (FD)
 Batik Air Malaysia (OD)
 Spring Airlines (9C)
 AEROK (RF)

T3

DOMESTIC

Cebu Pacific (5J)

T3

CARGO

Air Hong Kong (LD)

T4

DOMESTIC

Airswift (T6)
 CEBGO (DG)
 Sunlight Express (2R)

GEN AV (DOMESTIC)

Island Aviation (SOY)

GATEWAY TO THE WORLD: AIRLINES OPERATING AT NAIA

Ninoy Aquino International Airport (NAIA) serves as a bustling hub for both domestic and international flights. The following table provides a comprehensive overview of the airlines operating at NAIA, categorized by their respective terminals and services as of December 2023. This detailed list highlights the diverse array of carriers connecting the Philippines to the world, ensuring a seamless travel experience for millions of passengers annually.

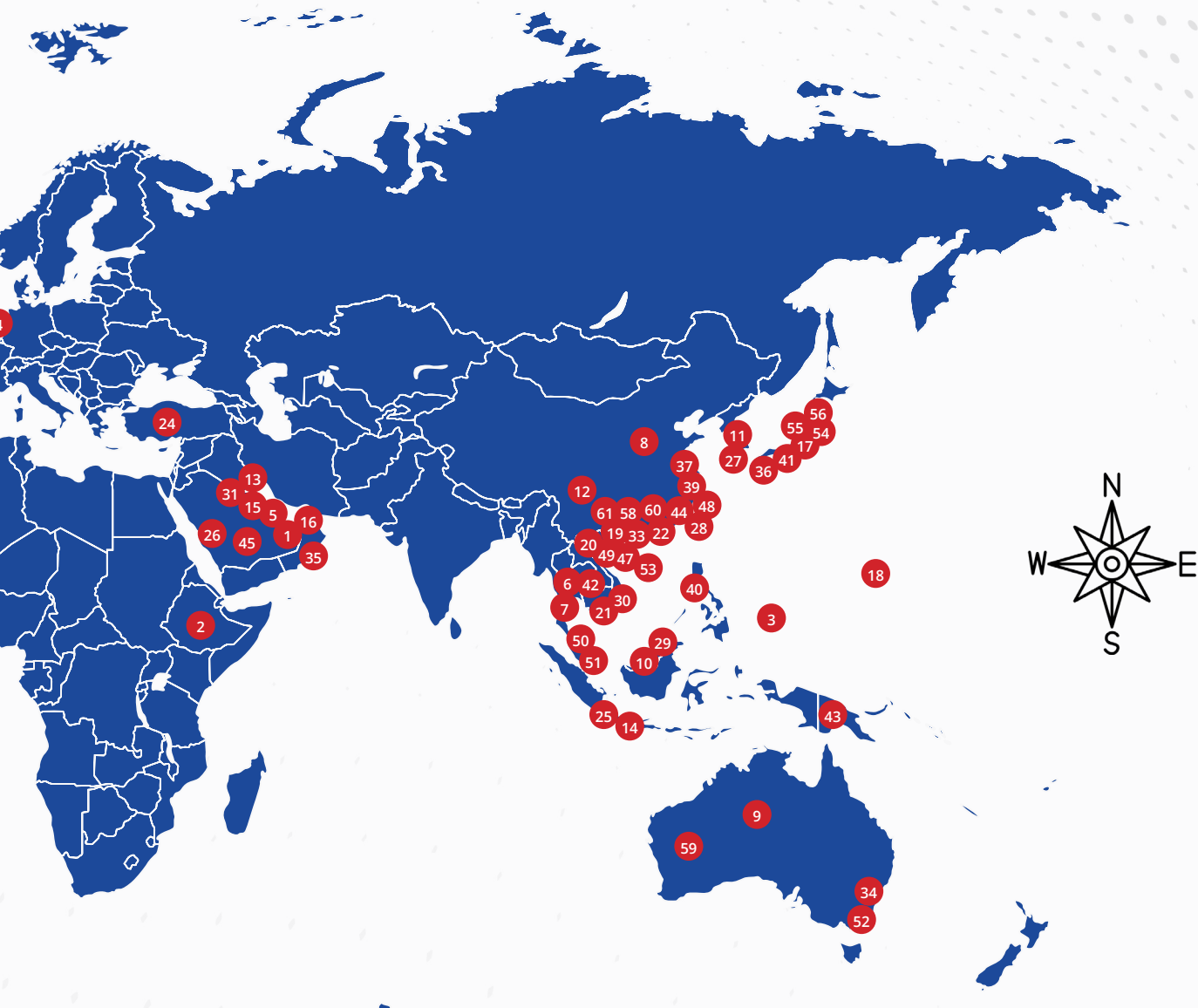


INTERNATIONAL AIRPORTS



1. Abu Dhabi International Airport
Abu Dhabi, UAE
2. Addis Ababa Bole Airport
Addis Ababa, Ethiopia
3. Airai Roman Tmetuch
International Airport
Airai, Babeldaob
4. Amsterdam Schipol Airport
Amsterdam, Netherlands
5. Bahrain International Airport
Bahrain
6. Bangkok Don Mueang
International Airport
Don Mueang, Thailand
7. Bangkok Suvarnabhumi Airport
Bangkok, Thailand
8. Beijing Capital International Airport
Beijing, China
9. Brisbane Airport
Brisbane, Australia
10. Brunei International Airport
Bandar Seri Begawan, Brunei
11. Busan Gimhae International Airport
Busan, South Korea
12. Chengdu Tianfu International
Airport | Western China
13. Dammam King Fahd
International Airport
Dammam, Saudi Arabia
14. Denpasar Ngurah Rai
International Airport
Denpasar Bali, Indonesia
15. Doha Hamad International Airport
Doha, Qatar
16. Dubai International Airport
Dubai, UAE
17. Fukuoka Airport
Fukuoka, Japan
18. Guam Antonio B. Won Pat
International Airport | Guam, U.S.
19. Guangzhou Baiyun International
Airport | Guangzhou, China
20. Hanoi Noi Bai International Airport
Hanoi, Vietnam
21. Ho Chi Minh City International
Airport | Saigon, Vietnam
22. Hong Kong International Airport
Hong Kong, China
23. Honolulu International Airport
Honolulu, U.S.
24. Istanbul Airport | Istanbul, Turkey
25. Jakarta Soekarno Hatta
International Airport
Jakarta, Indonesia
26. Jeddah King Abdulaziz
International Airport
Jeddah, Saudi Arabia
27. Jeju International Airport
Jeju Island, South Korea

- | | | | |
|-------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------|
| 28. Kaohsiung International Airport Kaohsiung, Taiwan | 33. Macau International Airport Macau, China | 39. Ningbo Lishe International Airport Ningbo Zhejiang, China | 44. Quanzhou Jinjiang International Airport Fujian, China |
| 29. Kota Kinabalu International Airport Kota Kinabalu, Malaysia | 34. Melbourne Airport Melbourne, Australia | 40. Ninoy Aquino International Airport Manila | 45. Riyadh King Khalid International Airport Riyadh, Saudi Arabia |
| 30. Kuala Lumpur International Airport Kuala Lumpur, Malaysia | 35. Muscat International Airport Muscat, Oman | 41. Osaka Kansai International Airport Osaka, Japan | 46. San Francisco International Airport San Francisco, U.S. |
| 31. Kuwait International Airport Kuwait | 36. Nagoya Chubu Centrair International Airport Nagoya, Japan | 42. Phnom Penh International Airport Phnom Penh, Cambodia | 47. Seoul Incheon International Airport Incheon, Korea |
| 32. Los Angeles International Airport Los Angeles U.S. | 37. Nanning Wuxu International Airport Wuxu, China | 43. Port Moresby Jacksons International Airport Port Moresby, Papua New Guinea | 48. Shanghai Pudong International Airport Shanghai Pudong, China |
| | 38. New York John F. Kennedy International Airport New York, U.S. | | |

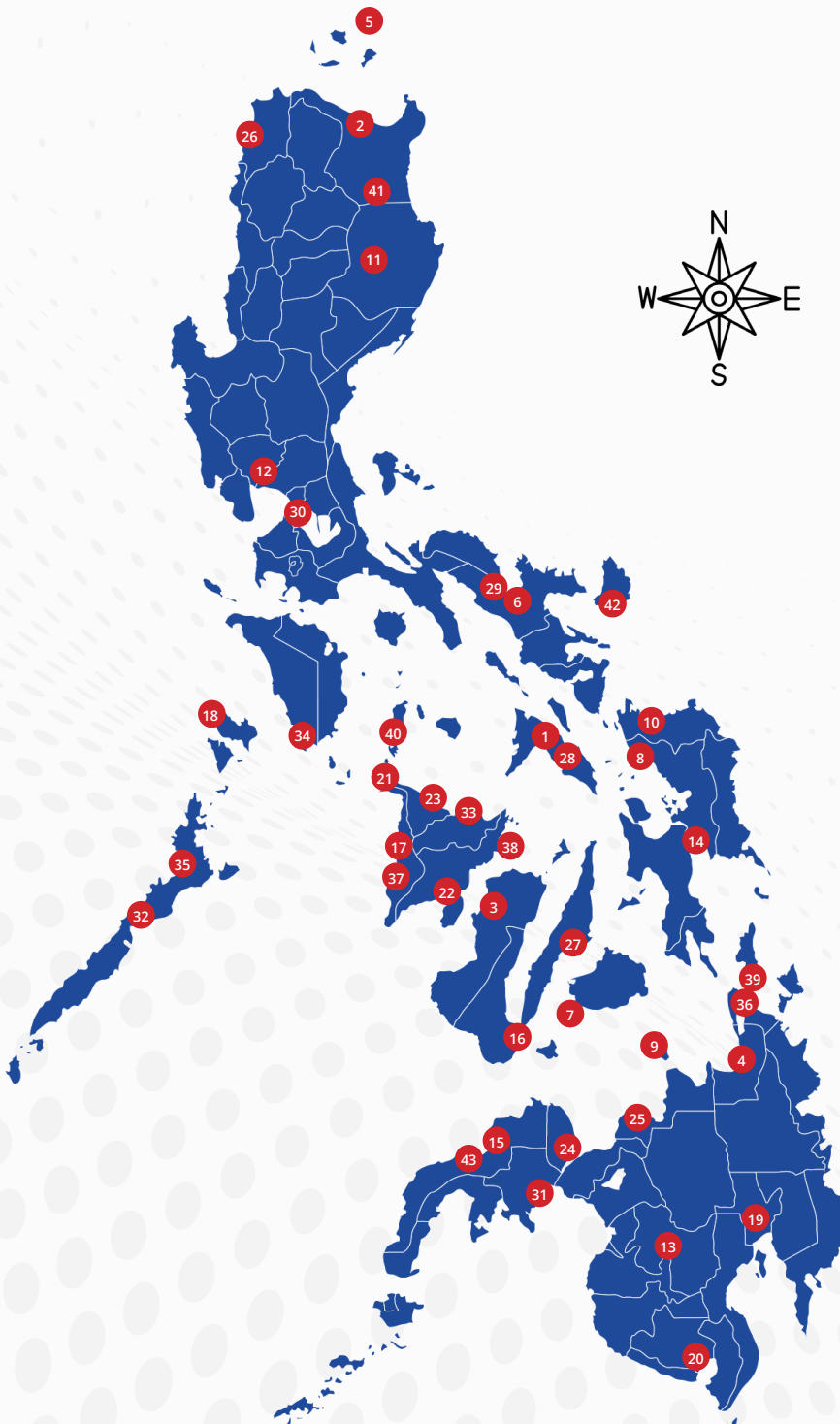


- | | | | |
|------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|
| 49. Shenzhen Bao'an International Airport Shengzhen, China | 52. Sydney Kingsford Smith Airport Sydney, Australia | 56. Toronto Pearson International Airport Toronto, Japan | 59. Perth Airport Western Australia |
| 50. Singapore Changi Airport Singapore | 53. Taipei Taoyuan International Airport Taipei, Taiwan | 57. Vancouver International Airport Vancouver, Canada | 60. Xiamen Gaoqi International Airport Xiamen, China |
| 51. Singapore Seletar Airport Seletar, Singapore | 54. Tokyo Haneda International Airport Tokyo, Japan | 58. Wenzhou Longwan International Airport Wenzhou Zhejiang, China | 61. Zhengzhou Xinxing International Airport Henan Province, China |
| | 55. Tokyo Narita International Airport Narita, Japan | | |



DOMESTIC AIRPORTS

1. Amoroy Airstrip | Aroroy, Masbate
2. Aparri (Maura) Airport
Aparri, Cagayan Province
3. Bacolod-Silay Airport | Bacolod
4. Bancasi Airport | Butuan
5. Basco Airport | Basco
6. NAIA FLIGHT DESTINATION Bicol
7. Bohol-Panglao International Airport
(New Bohol Int'l.)
Panglao (Tagbilaran), Bohol
8. Calbayog Airport | Calbayog
9. Camiguin Airport
Mambajao, Camiguin
10. Catarman National Airport
Catarman
11. Cauayan Airport | Cauayan
12. Clark International Airport Clark
13. Cotabato Airport
(Awang Airport) Cotabato
14. Daniel Z. Romualdez Airport
(Tacloban City Airport) Tacloban
15. Dipolog Airport | Dipolog
16. Dumaguete-Sibulan Airport
Dumaguete
17. Evelio B. Javier Airport (Antique/San
Jose Airport) Antique
18. Francisco B. Reyes Airport
(Busuanga Airport) | Busuanga
19. Francisco Bangoy International
Airport Davao
20. General Santos International
Airport (Tambler Airport)
General Santos
21. Godofredo P. Ramos Airport
(Caticlan/Boracay Airport) Caticlan
22. Iloilo International Airport | Iloilo
23. Kalibo International Airport Kalibo
24. Labo Airport (Ozamiz Airport)
Ozamiz
25. Laguindingan Airport
Cagayan de Oro
26. Laoag International Airport Laoag
27. Mactan-Cebu International Airport
Cebu
28. Moises R. Espinosa Airport
(Masbate Airport) | Masbate
29. Naga Airport | Naga
30. Ninoy Aquino International Airport
Manila
31. Pagadian Airport | Pagadian
32. Puerto Princesa International
Airport | Puerto Princesa
33. Roxas Airport | Roxas
34. San Jose Airport
San Jose, Mindoro
35. San Vicente Airport
San Vicente, Palawan
36. Sayak Airport (Siargao Airport)
Surigao del Norte
37. Semirara Airstrip
Caluya (Semirara Island), Antique
38. Sicogon Airport Carles
(Sicogon Island), Iloilo
39. Surigao Airport
Surigao del Norte
40. Tugdan Airport | Romblon
41. Tuguegarao Airport Tuguegarao
42. Virac Airport | Virac
43. Zamboanga International Airport
Zamboanga



THE BOARD OF DIRECTORS





HON. JAIME J. BAUTISTA

Chairman
Secretary

Department of Transformation (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.

HON. ERIC JOSE C. INES

Vice Chairman
General Manager

Manila International Airport Authority

GM Eric Ines holds a Bachelor of Arts degree from the University of the Philippines. Complementing his academic background, he completed his Management Development Program from the Asian Institute of Management (AIM) in 1979 and pursued specialized courses in Airport and Airline Management from the Development Academy of the Philippines (DAP), as well as Aviation Security at the Bailbrook College, School of Aviation in Bath, England.

MEMBERS



- 1. HON. BENJAMIN E. DIOKNO**
 Secretary
 Department of Finance (DOF)

Sec. Diokno holds a Bachelor's degree in Public Administration from the University of the Philippines (UP) Diliman (1968), and Master's degrees in Public Administration (1970) and Economics (1974) from the same institution. He has also been awarded an honorary degree by UP. Additionally, he earned a Master of Arts in Political Economy from Johns Hopkins University (1976) and a Ph.D. in Economics from Syracuse University (1981).

- 2. HON. MA. ESPERANZA CHRISTINA G. FRASCO**
 Secretary
 Department of Tourism (DOT)

Sec. Frasco earned her Bachelor's Degree in Legal Management and Juris Doctor from the Ateneo de Manila University in 2006 and later on passed the bar examinations.

- 3. HON. JESUS CRISPIN C. REMULLA**
 Secretary
 Department of Justice (DOJ)

Jesus Crispin Catibayan Remulla, a prominent Caviteño from a political family, excels in law. He completed his primary education at De La Salle on Taft Avenue, secondary at Ateneo de Manila High School, and earned his BA in Political Science and LL.B from the University of the Philippines. He ranked 17th in the 1987 Bar Examination and 20th in the Career Executive Service Board Examination.

- 4. HON. MANUEL ANTONIO L. TAMAYO**
 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.



5. HON. ADRIAN CARLOS A. BERSAMIN

Undersecretary
Office of the President (OP)

Atty. Adrian Carlos A. Bersamin, Undersecretary of the Office of the Executive Secretary, Office of the President, oversees political matters, security affairs, and special concerns. Born in Abra, he completed his primary and secondary education at Divine Word College of Bangued, earned his bachelor's degree at Kester Grant College, Quezon City, and received his Juris Doctor from Arellano University School of Law.

6. HON. LEOPOLDO M. UBALDO

Private Sector

Leopoldo M. Ubaldo 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 Baños.

7. HON. PRIMITIVO Y. GARCIA, III

Private Sector

Atty. Primitivo Yatco Garcia III completed his secondary education at La Salle Greenhills in 1972. He obtained his Bachelor's Degree in Liberal Arts from De La Salle University in 1975. In 1980, he graduated with a Bachelor of Laws degree from the Ateneo Law School. He was admitted to the Philippine Bar in 1981, allowing him to practice law in the country.

ALTERNATE MEMBERS



1. HON. CATHERINE L. FONG

Undersecretary, Department of Finance (DOF)

Atty. Catherine L. Fong is an experienced lawyer specializing in public-private partnerships (PPP) with close to twenty years of practice. She has worked on various PPP projects for both public and private sectors throughout her career. Since 2015, she has been a valuable member of the transaction advisory team at the Office of Public-Private Partnership of Asian Development Bank.

2. HON. GLENDA R. RUMOHR-FIGUEROA

Assistant Secretary
Department of Finance (DOF)

Atty. Glenda R. Rumohr-Figueroa, Assistant Secretary of the Department of Finance since July 29, 2022, holds a BA in Political Science from De La Salle University and a Juris Doctor from Ateneo de Manila. She is pursuing a Master's in Public Administration at UP Diliman and has over a decade of experience in public administration, policy, law, and project management. She initially served as Assistant Secretary of the Privatization and Corporate Affairs Group (PCAG), now the Privatization and Partnerships Group (PPG).

3. HON. SHAHLIMAR H. 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.

4. HON. 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.

5. HON. FRANCIS JOHN L. TEJANO

Undersecretary
Dept. of Justice

Usec. Tejano, a Juris Doctor graduate of Arellano University, served as Mayor of Mapanas, Northern Samar from 2013 to 2022, earning multiple awards. He is now an Assistant Secretary at the Department of Justice, overseeing the Corrections Cluster and heading operations for the Inter-Agency Council Against Human Trafficking (IACAT).



- 6. HON. DANJUN G. LUCAS**
Deputy Director General
Civil Aviation Authority of the Philippines (CAAP)

Atty. Danjun G. Lucas is the Chief of Staff/Department Manager III of the Corporate Planning Division at the Civil Aviation Authority of the Philippines. He earned an Advanced Master of Air Transportation Management in 2019, a Juris Doctor from UP College of Law in 2012, and a BA in Administration, cum laude, from UP in 2008. He is also a recipient of the President Gloria Macapagal Arroyo Award for Academic Excellence.

- 7. HON. GABRIEL LORENZO L. IGNACIO**
Assistant Secretary
Office of the President (OP)

Assistant Secretary Ignacio currently serves in the Office of the President as the Head of the Strategic Action Response Office. He holds a Juris Doctor degree from Ateneo Law School.

- 8. HON. ROBERTO C.O. LIM**
Undersecretary
Department of Transformation (DOTr)

Atty. Roberto C.O. Lim is the Undersecretary for Aviation and Airports at the Department of Transportation. He holds dual degrees in History/Political Science and Business Administration from De La Salle University, completed his law degree at the

University of the Philippines, and is a member of the Integrated Bar of the Philippines. He also pursued a Master of Law at King's College, England.

- 9. HON. ENRIQUE ANTONIO J. ESQUIVEL III** (not in photo)
Assistant Secretary
Department of Transportation (DOTr)

Atty. Enrique Antonio J. Esquivel III is the Assistant Secretary for Aviation and Airports at the Department of Transportation (DOTr). He holds a Master of Laws in International Business and Trade Law from Fordham University School of Law, New York, and a Juris Doctor from Ateneo De Manila University School of Law. He also earned a Bachelor of Arts in Political Science from Ateneo de Manila University and is admitted to practice law in the Philippines and New York State.

- 10. JHAYDEE MAY T. SOLIS**
Office of the Corporate
Board Secretary



THE MANAGEMENT CY 2023 & 2024

MANAGEMENT CY 2023

OFFICE OF THE GENERAL MANAGER



Cesar M. Chiong
General Manager



Bryan Andersen Y. Co
Officer-in-Charge, MIAA
Senior Assistant General Manager



Cesar J. Villareal
Internal Audit
Services Office



Janette S. Sarmiento-Garcia
Airport Security
Inspectorate Office



Cecilio A. Bobila
Legal Office

ASSISTANT GENERAL MANAGERS



Arlene B. Britanico
Airport Development
and Corporate Affairs



Miriam O. Ilarde
Finance and
Administration



Antonio P. Mendoza
Engineering



Noel F. Butingan
Safety Management
System Office



Jhaydee May T. Solis
Office of the Corporate
Board Secretary



BGen. Manuel S. Gonzales
Security and Emergency
Services



Rafael S. Regular
Operations



Mark Arthur N. Salvador
Business Development
and Concessions
Management Department

Maria Juliet F. Torres
Terminal Concessions
Division

Irene L. Cano
Business and Real
Estate Investment
Development Division

AIRPORT DEVELOPMENT AND CORPORATE AFFAIRS



Enrico Francisco B. Gonzalez
Corporate Management
Services Department

Ma. Luisa V. Mascardo
Plans and Programs Division

Josephine O. Mosot
System and Procedures Improvement
Division

Manuel P. Ereñeta
Management Information System
Division

FINANCE AND ADMINISTRATION



Robert A. Simon
Finance Department

Alice R. Natividad
Accounting Division

Efren Jan P. Espenida
Budget Division

Rosemarie G. Ereñeta
Cashiering Division

Maria Cristina A. Robrigado
Collection Division

Mario P. Villabos
Personnel Division

Marie Rose A. Simon
Human Resource and
Development Division

Ma. Felisa T. Dizon
Property Management Division

Elsie P. Nitollano
Procurement Division

Romeo C. Gulinao
General Services Division



Edelyn P. Solano
Administrative
Department

ENGINEERING



Antonio P. Mendoza
Civil Works Department
(concurrent)

Glen R. Lodado
Pavements and Grounds Division

Sergio T. Policarpio
Buildings Division

Agapito S. Calandria Jr.
Design and Planning Division



Lilewellyn A. Villamor
Electro Mechanical
Department

Philip A. Lerum
Electronics and
Communications Division

Manuel J. Ochoa
Mechanical Division

Leonardo E. Chavez
Electrical Division

SECURITY AND EMERGENCY SERVICES



Simeon G. Valleler
Emergency Services
Department

Noel F. Butingan
Rescue and Firefighting
Division

**Maria Theresa
C. Azores**
Medical Division



Luis R. Cometa Jr.
Airport Police
Department

Lolita V. de Ocampo
Airside Police Division

Reynante J. Datu
Landside Police Division

Danilo R. Inalves
Police Intelligence and
Investigation Division

Froilan F. Sanchez
Police Detection and Reaction
Division

Angelito P. Ramos
Terminal Police



Dominador G. Vergara
Screening and
Surveillance
Department

Anatalio S. Salaysay
Screening Division

Dominador G. Vergara
Surveillance Division



Levy R. Jose
Intelligence and
Access Management
Department

Cynthia O. Alviola
ID and Pass Control
Division

Joseph H. Alday
Intelligence and
Investigation Division



Rafael S. Regular
Airport Operations
Department

Alvin V. Candelaria
Airport Grounds
Operations
and Safety Division

Reynaldo P. Lontoc
International Cargo
Operations Division

**Leonardo
dela Rosa**
General Aviation
Operations Division



Ma. Consuelo I. Bungag
Public Affairs Office
Media Affairs Division
(concurrent)

Feliciana J. Santos
Public Assistance
Division

TERMINALS



Arnel B. Atis
Terminal Manager, T1

Rodel P. Oba
Assistant Terminal
Manager, T1

Nilo Reyes
Terminal Operations
Group T1

Apolonio M. Mendoza, Jr.
Terminal Administration
Group, T1



Sean Joselito F. Sunga
Terminal Manager, T2

Erielyn C. Bautista
Assistant Terminal Manager, T2

Genoveva R. Barroquillo
Terminal Operations Group T2

Dina C. de Leon
Terminal Administration
Group T2



Lauro S. Francisco
Terminal Manager, T3

Bernald Joseph J. Juare
Assistant Terminal Manager, T3

Emma B. Sumagpang
Terminal Operations Group T3

Maria Teresa V. Gaerlan
Terminal Administration
Group T3



Florendo P. Topacio
Terminal Manager, T4

Ronaldo D. Antolin
Terminal Operations Group T4

Noel V. Velasco
Terminal Administration
Group T4

CURRENT MANAGEMENT CY 2024



ERIC JOSE C. INES
General Manager



MA. LOURDES S.J. REYES
Senior Assistant General Manager



ASSISTANT GENERAL MANAGERS

- | | |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <p>1. Raul V. Austria
Airport Development and
Corporate Affairs</p> | <p>4. MGen. Manuel V. Sequitin
Security and Emergency Services</p> |
| <p>2. Arlene B. Britanico
Finance and Administration</p> | <p>5. Rafael S. Regular
Operations</p> |
| <p>3. Antonio P. Mendoza
Engineering</p> | |



OFFICE OF THE GENERAL MANAGER

1. **Cesar J. Villareal**
Internal Audit Services Office
2. **Janette S. Sarmiento-Garcia**
Airport Security
Inspectorate Office
3. **Arthur B. Lamban**
Legal Office
4. **Noel F. Butingan**
Safety Management System Office
5. **Chris Noel A. Bendijo**
Head Executive Assistant
6. **Josephine O. Mosot**
Business Development and
Concessions Management
Department
7. **Maria Juliet F. Torres**
Terminal Concessions Division
8. **Perla E. Dumo**
Business and Real Estate
Investment Development Division



AIRPORT DEVELOPMENT AND CORPORATE AFFAIRS

- | | |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <p>1. Enrico Francisco B. Gonzalez
Corporate Management Services Department</p> | <p>3. Cynthia B. Alviola
System and Procedures Improvement Division</p> |
| <p>2. Ma. Luisa V. Mascardo
Plans and Programs Division</p> | <p>4. Manuel P. Ereñeta
Management Information System Division</p> |



FINANCE AND ADMINISTRATION

1. **Miriam O. Ilarde**
Finance Department
2. **Alice R. Natividad**
Accounting Division
3. **Robert R. Simon**
Budget Division
4. **Maria Cristina A. Robrigado**
Cashiering Division
Collection Division



5. Rosemarie G. Ereñeta
Administrative Department

6. Mario P. Villabos
Personnel Division

7. Marie Rose A. Simon
Human Resource and
Development Division

8. Ma. Felisa T. Dizon
Property Management
Division

9. Elsie P. Nitollano
Procurement Division

10. Romeo C. Gulinao
General Services Division



ENGINEERING

1. **Antonio P. Mendoza**
Civil Works Department
(concurrent)
2. **Glen R. Lodado**
Pavements and
Grounds Division
3. **Sergio T. Policarpio**
Buildings Division
4. **Agapito S. Calandria Jr.**
Design and Planning Division
5. **Llewellyn A. Villamor**
Electro Mechanical
Department
6. **Jose Rossano C. Llobrera**
Electronics and
Communications Division
7. **Manuel J. Ochoa**
Mechanical Division
8. **Rodelito G. Cuenco**
Electrical Division



OPERATIONS

- | | | |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 1. Alvin V. Candelaria
Airport Operations Department | 3. Maria Lucila Susan G. Sedano
International Cargo Operations Division | 5. Ma. Consuelo I. Bungag
Public Affairs Office
Media Affairs Division
(concurrent) |
| 2. Reynaldo P. Lontoc
Airport Grounds
Operations and Safety Division | 4. Leonardo dela Rosa
General Aviation
Operations Division | 6. Feliciana J. Santos
Public Assistance Division |



SECURITY AND EMERGENCY SERVICES

1. **Simeon G. Valleser**
Emergency Services Department
2. **Noel F. Butingan**
Rescue and Firefighting Division
3. **Maria Theresa C. Azores**
Medical Division
4. **Dominador G. Vergara**
Screening and Surveillance Department
5. **Anatalio S. Salaysay**
Screening Division
6. **Cecilio A. Bobila**
Intelligence and Access Management Department
7. **Edelyn P. Solano**
ID and Pass Control Division
8. **Joseph H. Alday**
Intelligence and Investigation Division



9. Levy R. Jose
Airport Police Department

10. Lolita V. de Ocampo
Airsides Police Division

11. Reynante J. Datu
Landside Police Division

12. Danilo R. Inalves
Police Intelligence and
Investigation Division

13. Froilan F. Sanchez
Police Detection and
Reaction Division

14. Jaime P. Estrella
Terminal Police



TERMINAL 1

1. **Arnel B. Atis**
Terminal Manager
2. **Rodel P. Oba**
Assistant Terminal Manager
3. **Nilo Reyes**
Terminal Operations Group
4. **Apolonio M. Mendoza, Jr.**
Terminal Administration Group



TERMINAL 2

- | | |
|---------------------------------------------------------------------|------------------------------------------------------------------------|
| <p>5. Sean Joselito F. Sunga
Terminal Manager</p> | <p>7. Genoveva R. Barroquillo
Terminal Operations Group</p> |
| <p>6. Erielyn C. Bautista
Assistant Terminal Manager</p> | <p>8. Dina C. de Leon
Terminal Administration Group</p> |



TERMINAL 3

- | | |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <p>9. Lauro S. Francisco
Terminal Manager</p> | <p>11. Emma B. Sumagpang
Terminal Operations Group</p> |
| <p>10. Bernald Joseph J. Juare
Assistant Terminal Manager</p> | <p>12. Maria Teresa V. Gaerlan
Terminal Administration Group</p> |



14

13

15

TERMINAL 4

13. Florendo P. Topacio
Terminal Manager

14. Ronaldo D. Antolin
Terminal Operations Group

15. Noel V. Velasco
Terminal Administration Group

GOVERNMENT AGENCIES OPERATING AT NAIA



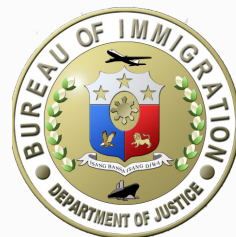
Bureau of Animal
Industry (BAI)



Bureau of Customs
(BOC)



Bureau of Fisheries
and Aquatic
Resources (BFAR)



Bureau of
Immigration (BI)



Bureau of Plant
Industry (BPI)



Bureau of Quarantine
(BOQ)



Civil Aeronautics
Board (CAB)



Commission on
Filipinos Overseas
(CFO)



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



Department of
Migrant Worker



National Bureau of
Investigation (NBI)



Overseas Workers
Welfare Administration
(OWWA)



Tourism Infrastructure and
Enterprise Zone
Authority (TIEZA)



Office for
Transportation Security
(OTS)

MIAA EDITORIAL TEAM

Raul V. Austria

Airport Development and Corporate Affairs

Enrico Francisco B. Gonzalez

Corporate Management Services Department

PLANS AND PROGRAMS DIVISION

Ma. Luisa V. Mascardo

Rodel A. Tungala

Lalaine Tracy E. Domingo

Patricia Viktoria G. Ong

Mark Anthony A. Hernandez

Jerome Aaron L. Salcedo

Diogenes V. Perrin

Gabrielle Ann B. Camaña

Leah Jhane R. Lopez

Abigael A. Hernandez

Red Root Artists and Artisans Multi-Purpose Cooperative



 miaa.gov.ph
 02 8-877-1109