



MANILA INTERNATIONAL
AIRPORT AUTHORITY

ANNUAL REPORT 2020

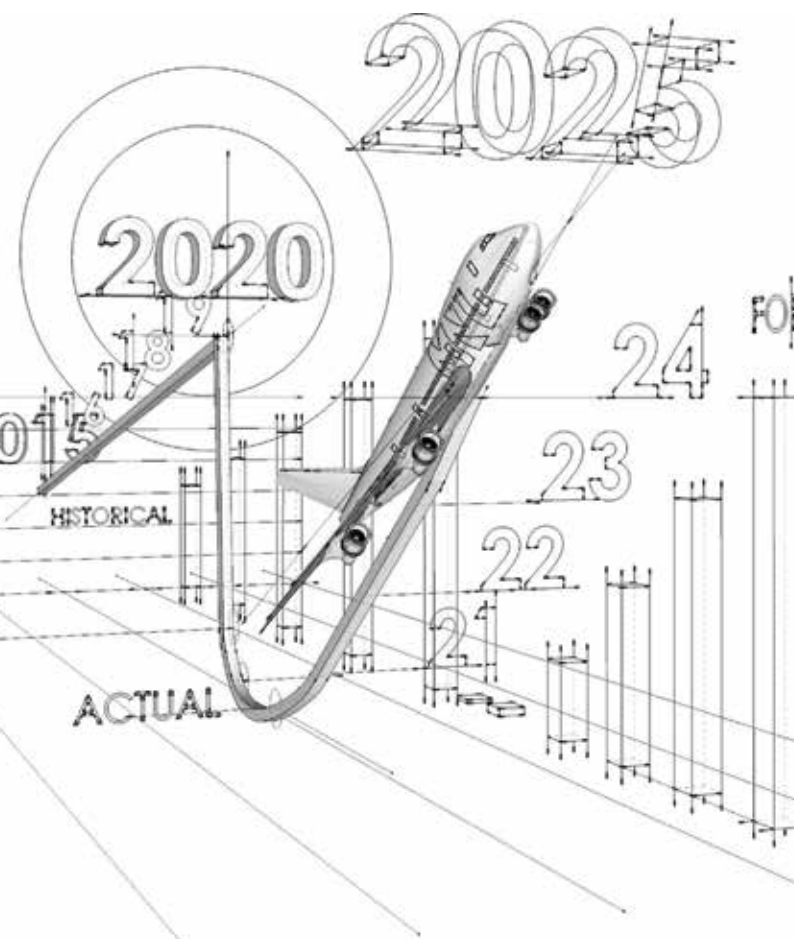


2025



THE COVER

On the cover is a graphic design representation of statistical science that foretells Manila International Airport Authority's, and Philippine aviation's, recovery from the pandemic. The color theme symbolizes the Authority's determined, resilient, and forward push to the recovery aspired for, in the spirit of full service to the clients of the industry.



CONTENTS

- 01 Mission, Vision, Core Values
- 02 Strategy Map
- 03 Message from the DOTr Secretary
- 04 From the General Manager
- 06 The Board of Directors
- 16 The Management
- 24 Embracing the New Normal
- 34 Highlights
- 46 Gender and Development
- 48 Corporate Social Responsibility
- 50 Notable Programs and Projects
- 56 Operational Highlights
- 62 Financial Highlights
- 68 Closing Notes:
Towards 2021 and Beyond
- 69 Credits

MISSION

Provide a safe, secure and efficient environment to enable stakeholders to deliver a seamless experience for passengers and all airport users, while contributing to economic development.

VISION

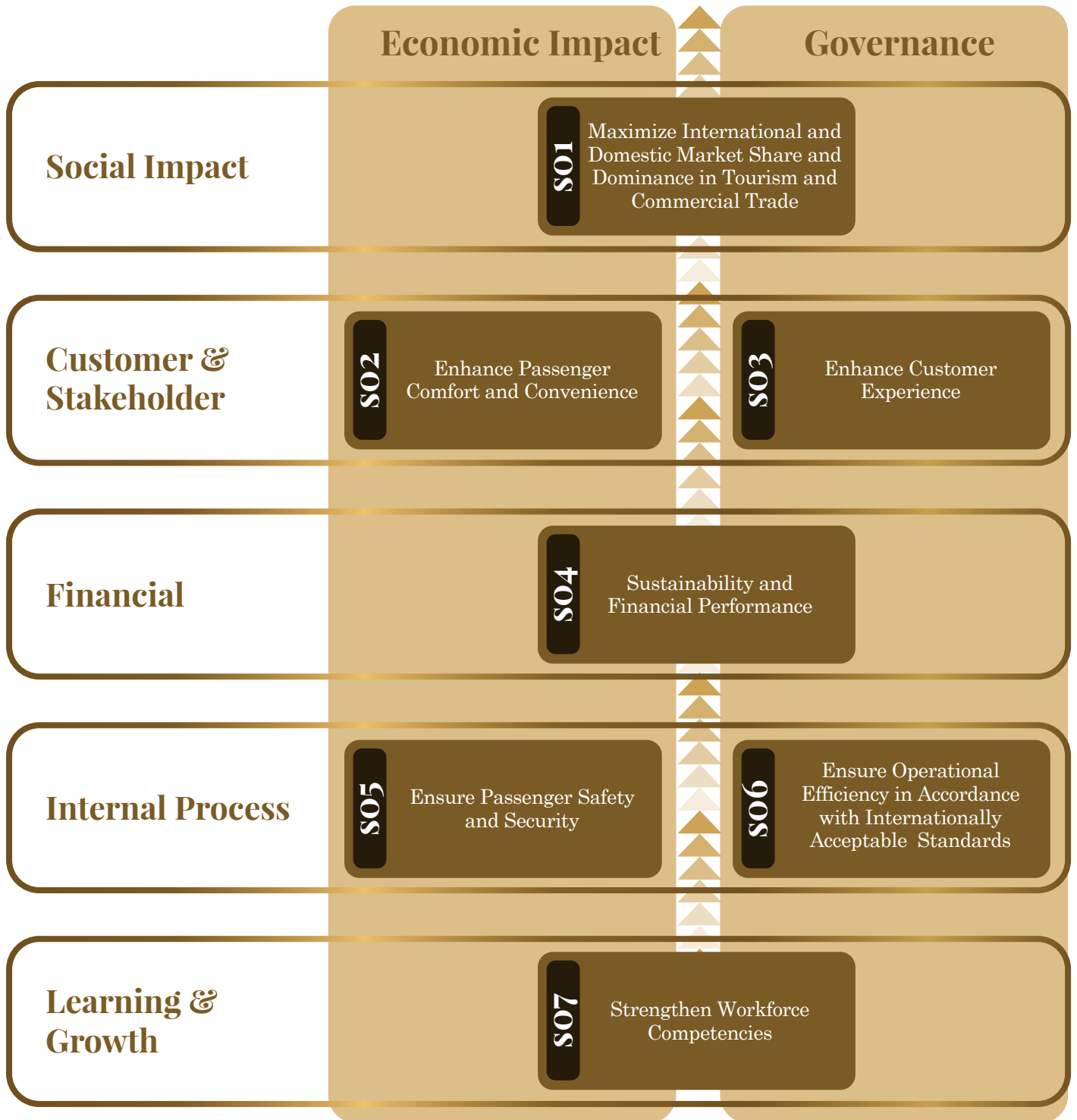
By 2022, NAIA, as managed and operated by MIAA, is recognized among the best airports in Asia.

CORE VALUES

Integrity
Service Orientation
Innovation
Professionalism

Strategy Map

2017-2022



Message from the *DOTr Secretary*



There is no doubt that the year 2020 will forever be recalled as a time of global turmoil due to the Coronavirus Disease 2019 (COVID-19) pandemic, which has inflicted a devastating impact on the Aviation sector.

Being among the hardest hit, the industry has all the reasons to easily succumb to defeat. However, such is not the case for the Manila International Airport Authority (MIAA). The men and women of the MIAA have proven that the unprecedented crisis is but an opportunity to recalibrate abilities to rise above any adverse circumstance.

Indeed, times have changed and the role you play has become even more critical. Yet, you have lived up to the challenge.

At the height of the disruptions, restrictions, and hurdles, you have stood your ground to serve as the first avenue to welcome home our dear countrymen. When the dreaded disease created distance between families, the men and women of MIAA were on the frontline—helping to fill in the needed assistance and care to ensure the safe return of our kababayans. You definitely have made your mark—from assisting in the establishment and smooth functioning of the Ninoy Aquino International Airport (NAIA) One-Stop Shops, facilitating the unhampered movement of essential personnel and goods such as medical supplies, assisting in repatriation flights, to helping airlines and concessionaires by cushioning the impact of the pandemic through 'rental holidays' as well as the deferral of fees. These initiatives are all crucial contributions to our response and recovery efforts.

Despite the historic downturn in air travel, the Aviation industry will always remain a key enabler of economic activities. Thus, we will soldier on with our endeavor to make NAIA the nation's premier gateway to the rest of the world.

Congratulations on the publication of your 2020 Annual Report.

Continue to go the extra mile!

Mabuhay!

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



From the *General Manager*



2020 came as a great ordeal to the Manila International Airport Authority as the unprecedented challenge of a worldwide pandemic struck and dealt a powerful blow not only on small businesses but also industries as seemingly impervious as aviation. Economies were endangered to the brink of recession as governments were forced to implement quarantines and travel bans that resulted to a significant shut down of our ways of life that all but crippled nations worldwide.

When it came to exert its toll on Philippine land, sea, and air transport, we moved concertedly with our peers in government to help address the spread, guided by the Philippine Inter-Agency Task Force on Emerging and Infectious Diseases (IATF-EID) which adopted a whole-country approach in the issuance of protocols for countrywide compliance, even as it closely monitored unfolding developments abroad.

Under the direction of the IATF-EID, we joined the composite team of agencies in health, foreign affairs, overseas welfare, tourism, immigration, and civil defense among others to implement the standard health protocols cascaded down by the IATF. Significantly, we have innovated our own airport-oriented restrictions to help curb cross infection within the aerodrome not only for the safety of our passengers but for the protection of all airport stakeholders and employees.

Report Summary:

This Report synthesizes what we have done throughout the year. We instituted the necessary measures on the ground by analyzing the effects of widespread shutdowns on international and domestic passenger, airline, and cargo movements, and implementing actions to stay operational for the benefit of all our stakeholders.

To handle the rapid loss of flights and airport usage, we closed down three and ran on one terminal to manage emergency and remaining international commercial flights in the service of medical response, financial transaction and assistance, and other areas of meaningful human involvement. The aerodrome operated at a barebones capacity utilizing only a skeletal workforce until such time that operations are deemed possible. Gradually, Terminals 2 and 3 were once again opened to serve repatriating flights as well as commercial flights.

We tailored the IATF-prescribed protocols to the character and nuance of airport services: creating helpdesks for repatriated OFWs, health profiling of arrivals from abroad, banning the entry of non-airport entities and personnel, and establishing hotlines for COVID-19 quick response.

While so doing, our commitment to airport and runway safety remained in focus. Our landmark event was hosting the visit of the International Civil Aviation Organization (ICAO) Runway Safety Go-Team whose members were on ICAO's assistance mission to promote global aerodrome safety and airworthiness. Consequentially, we continue to promote quality aerodrome capacities and bring this to the national level.

Embracing New Norms

By the end of 2020, the number of international carriers officially barred from entering our portals started with 19 flagged countries. Nevertheless, arrival Filipinos from these countries were still received, though with stricter health protocols, due to the new emerging COVID-19 variant. This statistic may rise or fall, but in NAIA Terminals 1, 2 and 3 that remained operational by yearend, we continued to host inbound and outbound flights from unexcluded destinations, guided by the IATF on homeland and by the World Health Organization offshore.

In this challenging journey, we partnered as well with the International Air Transport Association, many of whose flag carriers are our client airlines, themselves subservient to protocols mandated by their respective governments. This partnership compels us to abide by the multi-lateral agreements we have forged with them, and to regularly discuss matters of urgent concern with Airline Operators Councils.

From experience, we found that our disease control measures do not depart sharply from those prescribed by foreign governments for their constituencies. In our case, for the full compliance of arriving and departing passengers, airline crew, airport resident users, supplier industries, service contractors, and health protocols as directed by the IATF are strictly followed.

As we learned to embrace these new norms of conduct, we nurture the hope that as time passes, these measures will be transitory as case incidence improves.

A Simple Message

My message to all our stakeholders for as long as the crisis overhangs is simple and clear—**Magtulongan Tayo, Let us Help One Another.**

This commitment is important not just to MIAA but to all our peer departments, because it binds government and the people it serves under one mission: to heal the sick, overturn the pandemic, and bring back normalcy in our lives.. The same commitment brings us to a common understanding of harmonizing the exercise of health protocols across sectors, showcasing best practices, and influencing people beyond the Southeast Asia and Pacific regions.

Future Vision

It remains difficult for us to assess the present as well as emerging situations for as long as the pandemic is not fully contained through direct intervention and effective medical response neither can we claim to be fully prepared because of the human limitation of relying on the current situation and information.

As we look forward to 2021, we watch the ebb and flow of community quarantines, taking care that the shifts leave airport operations as free and unhampered as possible for the benefit of the aviation and allied industries.

We share one dream with all who aspire for the rebirth or normalcy. The flight forward should be fearless, which could only happen as we face the future with resilience, courage and optimism. The approach to the destination of a healthy world aviation industry will be undeterred - for as long as we bear in mind that the good always prevails.

“ We share *ONE DREAM* with all who aspire for the rebirth of normalcy. ”



GM Eddie V. Monreal



BOARD of
DIRECTORS





ARTHUR P. TUGADE

Chairman
Secretary, Department of Transportation

BIOGRAPHY

Arthur P. Tugade is a lawyer and businessman from Cagayan, Cagayan Valley. He is the current Secretary of the Department of Transportation after being appointed by President Rodrigo Duterte. Tugade attended law school at the San Beda College of Law and graduated magna cum laude in 1971. He completed his post-graduate studies at the National University of Singapore under the NUS-Stanford Executive Program in 1985.

CAREER

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

EDDIE V. MONREAL

Vice Chairman
General Manager, Manila International Airport Authority

BIOGRAPHY

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

CAREER

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



CARLOS G. DOMINGUEZ III

Member
Secretary, Department of Finance

BERNADETTE ROMULO-PUYAT

Member
Secretary, Department of Tourism

BIOGRAPHY

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

CAREER

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

BIOGRAPHY

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

CAREER

Prior to her position as DOT secretary she assumed in 2018, Bernadette Romulo-Puyat was formerly a lecturer of the UP School of Economics, consultant of the Housing and Urban Development Coordination Council, a member of the Presidential Management Staff, and deputy cabinet secretary at the Office of the President. She was appointed undersecretary of the Department of Agriculture from 2007 to 2018 where she was designated to handle special concerns, administration and finance and agribusiness and marketing.



MENARDO I. GUEVARRA

Member
Secretary, Department of Justice

BIOGRAPHY

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

CAREER

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

JESUS MELCHOR V. QUITAIN

Member
Undersecretary, Office of The President

BIOGRAPHY

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

CAREER

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



JIM C. SYDIONGCO

Member
Director General, Civil Aeronautics Authority of
the Philippines

LEONCIO DAKILA S. NAKPIL

Member
Private Sector

BIOGRAPHY

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

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

CAREER

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

BIOGRAPHY

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

CAREER

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



LEONARDO P. LOPEZ

Member
Private Sector

BIOGRAPHY

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

Being unable to graduate at the University of the Philippines due to lack of ROTC units, he applied his commission ship in lieu of ROTC and eventually graduated from the State University on May 30, 1965 with a degree of Bachelor of Science in Geology. In 1978, he was conferred Master in Management degree at the Asian Institute of Management. He took up Command and General Staff Course at the Air University in Alabama USA in 1982.

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

CAREER

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

ALTERNATE MEMBERS



MANUEL ANTONIO L. TAMAYO
Undersecretary, Department of Transportation



GEORGE O. ORTHA II
Chief State Counsel, Department of Justice



RICARDO C. BANAYAT

Deputy Director General, Civil Aeronautics
Authority of the Philippines



LEILA MAGDA G. RIVERA

Assistant Secretary, Department of Tourism



MARK DENNIS Y.C. JOVEN

Undersecretary, Department of Finance



PAOLA SHERINA A. ALVAREZ

Assistant Secretary, Department of Finance



LEONIDES F. CRUZ
Corporate Board Secretary





MAA ADMINISTRATION



THE MANAGEMENT



EDDIE V. MONREAL
General Manager

ELENITA M. FERNANDO
Senior Assistant General Manager

JUAN MARCOS O. REYES
Assistant General Manager
Operations



ENRICO FRANCISCO B. GONZALEZ

Assistant General Manager
Airport Development and
Corporate Affairs

ARLENE B. BRITANICO

Assistant General Manager
Finance & Administration

RICARDO L. MEDALLA, JR.

Assistant General Manager
Engineering

ROMEO L. LABADOR

Assistant General Manager
Security and
Emergency Services

TERMINAL MANAGERS



IRENE P. MONTALBO
Terminal 1

Arnel B. Atis
Assistant Terminal Manager



MANUEL P. EREÑETA
Terminal 2

JOYCELYN B. MAPANAO
Terminal 3

CECILIO A. BOBILA
Terminal 4

Sean Joselito F. Sunga
Assistant Terminal Manager

Lauro S. Francisco
Assistant Terminal Manager

Carmina D. Aguirre
Assistant Terminal Manager

Bernald Joseph J. Juare
Assistant Terminal Manager

OFFICE OF THE GENERAL MANAGER

			
Juan Marcos O. Reyes Business Development & Concessions Management Department	Raul V. Austria Office of the General Manager	Alden G. Gay Airport Security Inspectorate Office	Cesar J. Villareal Internal Audit Services Office
Josephine O. Mosot Business and Investment Development Division			
Victor E. Ocampo Terminal Concessions Division	Gemaine D. Pormento Head Executive Assistant	Leonides F. Cruz Legal Office	Noel F. Butingan Safety Management System Office

FINANCE AND ADMINISTRATION

	
Miriam O. Ilarde Finance Department	Emelvyn C. Valencia Administrative Department
Grace D. Gulinao Accounting Division	Romeo C. Gulinao General Services Division
Victor B. Diokno Budget Division	Mario P. Villalobos Personnel Division
Ma. Felisa T. Dizon Cashiering Division	Marie Rose A. Simon Human Resource Development Division
Felix D., Jr. Manalo Collection Division	Elsie P. Nitollano Procurement Division
	Rosemarie G. Ereñeta Property Management Division

ENGINEERING

	
Carmencita C. Ver Civil Works Department	Lllewellyn A. Villamor Electro-Mechanical Department
Gracia M. Espinas Buildings Division	Rodellito G. Cuenco Electrical Division
Agapito S. Calandria, Jr. Design and Planning Division	Danilo P. Gemarino Mechanical Division
Antonio P. Mendoza Pavements and Grounds Division	Philip A. Lerum Electronics and Communications Division

AIRPORT DEVELOPMENT & CORPORATE AFFAIRS



Enrico Francisco B. Gonzalez

Corporate Management
Services Department

Cynthia B. Alviola
Systems and Procedures
Improvement Division

Ma. Luisa V. Mascardo
Plans and Programs Division

Ramon Angelo M. De Castro
Management Information
System Division

OPERATIONS



Ma. Consuelo I. Bungag

Public Affairs
Office

Feliciana J. Santos
Public Assistance Division

Jesus V. Martinez
Media Affairs Division



Rafael S. Regular

Airport Operations
Department

Leonardo T. Dela Rosa
International Cargo
Operations Division

Reynaldo A. Lontoc
Airport Grounds
Operations and Safety Division

Alvin V. Candelaria
Office of the Assistant General
Manager for Operations

Ronald G. Celis
General Aviation
Operations Division

SECURITY AND EMERGENCY SERVICES

Melchor N. Delos Santos
Office of the
Airport Police Department

Luis R. Cometa, Jr.
Terminal Police Division

Reynante J. Datu
Police Detection and
Reaction Division

Jack N. Funtanilla
Landside Police Division

Teotimo M. Cruz
Airsides Police Division

William D. Dolot
Tactical Operations
Center Section

Jaime P. Estrella
Police Intelligence and
Investigation Division

Ramon R. Santos
Rescue &
Firefighting Division

Ma. Caridad I. Nuas
Medical Division



Adrian C. Tecson

Airport Police
Department



Dominador G. Vergara

Screening & Surveillance
Department

Anatalio S. Salaysay
Screening Division

Joseph Eric P. Miranda
Surveillance Division



Simeon G. Valleaser

Emergency Services
Department

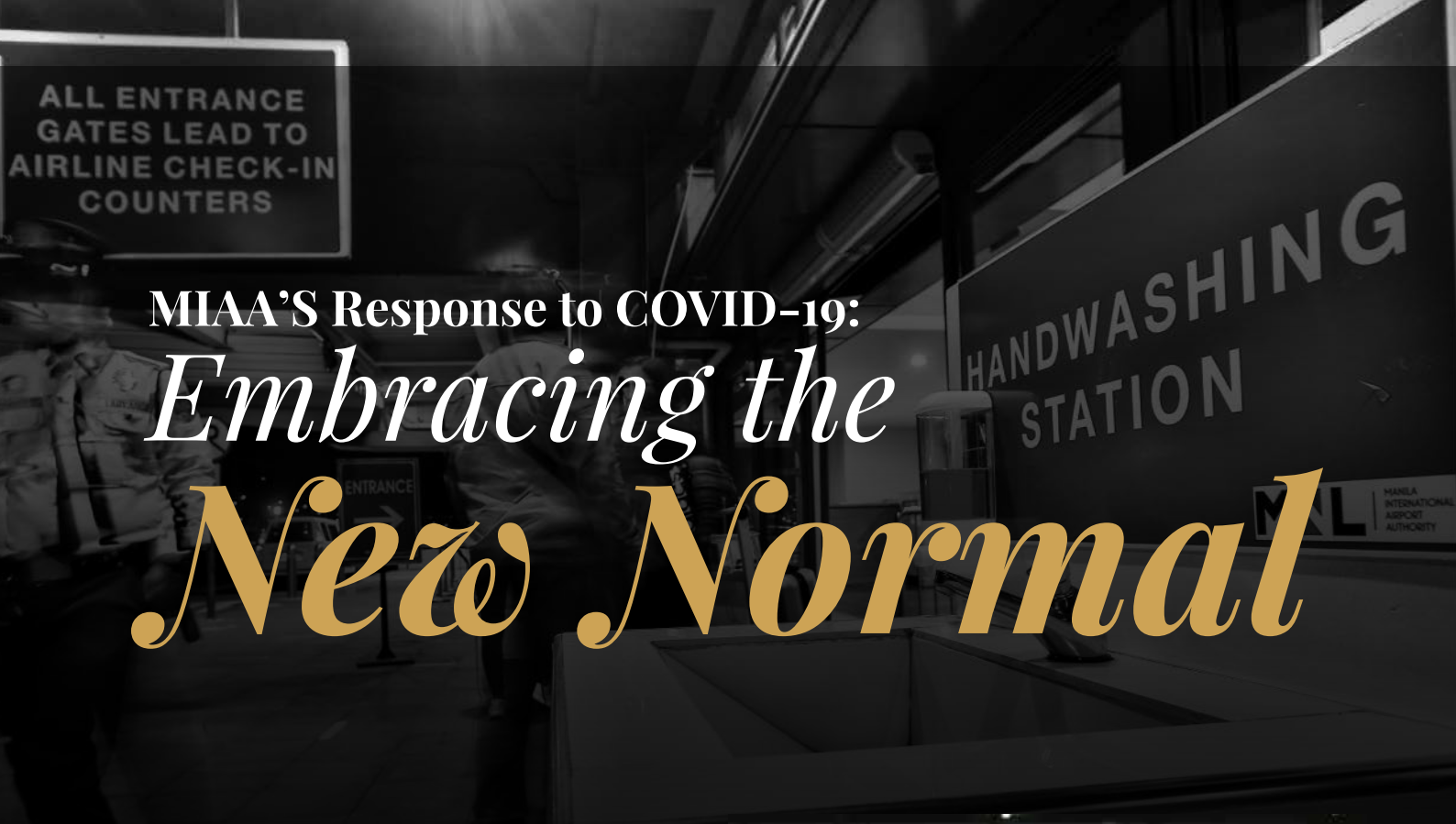


Roque P. Alcantara

Intelligence & ID Pass
Control Department

Roque P. Alcantara
Intelligence and
Investigation Division

Edelyn P. Solano
ID and Pass Control Division



MIAA'S Response to COVID-19: *Embracing the New Normal*

MIAA adopted a three-pronged approach to address COVID-19: One, support government quarantine declarations to lessen human traffic on the road and workplaces, and adopt the work from home (WFH) reporting policy; two, reduce cost on utilities by the terminal closures, and three, afford ground handling companies with a cheaper way to manage their logistics.

In partnership with fellow entities in governance, MIAA embraced the “New Normal” as a way of life in response to the global pandemic. Like an ethical norm so to speak, the Authority’s workforce down the hierarchy observes the following standards in policy setting and the conduct of everyday activities:

Provision of PPEs, face masks, hand sanitizers and foot baths.

MIAA ensures the availability of hand sanitizers in the four NAIA terminals as well as Personal Protective Equipment (PPE) for frontline personnel.

MIAA consulted the BoQ on which type of personal protective equipment (PPE) is best suitable to airport employees, given the nature of their work. MIAA service providers were also told to provide sufficient face masks and protective gear for their fielded employees.

Foot baths were installed in all entry and exit points as well as in boarding bridges for passenger embarkation/disembarkation to and from aircraft.



Provision of quarantine spaces

MIAA provides quarantine spaces for passenger tests in areas accessible to a tarmac exit, in case there is a need to transfer suspected cases to designated hospitals. MIAA provided writing desks where all arriving passengers could fill up Health Declaration Cards. Coordination with airline companies were sought to ensure adherence to quarantine rules on the matter. In deference to these guidelines, GM Monreal directed all terminal police chiefs to bar airport personnel including the media from quarantine areas.



Mandatory temperature checks

MIAA conducts temperature checks in all points of entry of terminal and building structures, at security checkpoints, and parking lots within the vicinity of the four terminals. Security personnel manning these posts are equipped with infrared thermometer guns.

Social distancing measures

Social distancing measures inside the airport, as of this Report, continues to be strictly enforced, aided by acrylic barriers installed at check-in counters and help desks in the four terminals. Check-in counters at Terminal 1 were installed with acrylic barriers, with the other terminals following suit. Floor markings have also been painted in the queuing points. Airlines were enjoined to help in the implementation by their check-in personnel to monitor passenger compliance with guidelines.





● **“No Contact” security procedure**

The Office for Transportation Security (OTS) takes the lead in the conduct of security procedures without bodily contact with persons examined. Maintained are walk throughs fronting x-ray machines, the use of portable scanners and handheld metal detectors, among other barriers. Pat downs and manual friskings were limited to exceptional situations such as instances of security threats.



● **Disinfection of facilities for flight and other operations**

Airport aerobridges, baggage conveyors, check-in counters, immigration, customs and other help desks, x-ray machines and trays, inspection tables, pushcarts, wheelchairs and other surfaces subject to human contact are disinfected and sanitized. Toilets are cleaned round the clock and equipped with amenities like hand soap and sanitizers, tissues and towels and hand dryers. Toilets have dedicated cubicles for the care of persons with disability and infants. An all gender toilet is also available.

● **Posting of health ads**

Health ads and display boards are posted in high visibility areas and corridors of terminal buildings where the flow of human traffic is heaviest. Alert bulletins are announced on digital boards and other public address systems as well as regularly on MIAA’s official social media sites.



pregnant women in boarding their flights. Vulnerable passengers are advised to inform their travel agents upon booking that they require such personal assistance. Recognizing this need, MIAA has set up help desks conspicuously located near check-in areas.

Exempted from the rule are repatriation personnel charged with fulfilling government international commitments. Passes are limited to those welcoming foreign guests, embassy officials, and other dignitaries.



Filling up of Health Declaration Forms

All departing and arriving passengers are required to electronically fill-out Health Declaration Forms and Passenger Locator Forms via QR code for straightforward contact tracing.

Limiting the volume of greeters and well-wishers

MIAA has halted the entry of welcome and send-off parties at NAIA terminals. GM Monreal appealed to families and friends of passengers not to bring along highly vulnerable persons to the airport especially young children, the elderly, immuno-compromised individuals, and those with underlying medical conditions to protect them from possible exposure to the virus. The GM views this as MIAA's way of supporting national initiatives to stop the contagion and promote public wellness.

As a further step, MIAA curtailed the issuance of visitors' passes, except in cases where companions are needed to help ferry medical and emergency cases, persons with disabilities, and unaccompanied minors, elderly, and

Banning non-passengers, non-employees and chance passengers.

GM Monreal also suspended familiarization tours, movie and ad filming, fielding of on-the-job trainees in airport offices, and other non-airport activities within NAIA perimeters.



Non-passengers and non-airport employees are banned from NAIA terminals.

Meanwhile, MIAA advised all departing international passengers not to proceed to the airport unless they have ticketed reservations or confirmed bookings, since those with unconfirmed tickets/bookings have slim chances of boarding their flights. This prevents overcrowding that runs counter to the policy of social distancing adopted by countries worldwide. Security officers manning the gates were instructed to double check the airline ticket of every passenger entering the terminals.



Free Shuttle Service for Airport Employees

In compliance with inter-agency mandated quarantine protocols and with the directive of President Duterte to assist transport frontliners, MIAA launched its free shuttle service for MIAA organic personnel and contracted manpower. This initiative is done in collaboration with the DOTr and the UVEExpress Premium Airport Bus Service.

MIAA frontliners benefit from the service which enables them to perform vital tasks such as operating boarding gates, conveyor systems, and security systems among other tasks unique to airport management.

The free airport shuttles are governed by marshalls from the MIAA Airport Police who verify the entitlement of riders based on their MIAA-issued identification cards. The social distancing measure is strictly enforced, wherein passengers are required to sit one meter apart from each other.



Honoring Repatriated Victims of COVID-19

Overseas Filipino Workers (OFWs) who succumbed to COVID-19 in their line of duty abroad were repatriated this year. Upon the arrival of their remains at NAIA, they were accorded ceremonial rites at the Villamor Air Base. The blessing ceremonies were presided over by Philippine Air Force Chaplain, Colonel Daniel D. Tansip.

The event was attended by officials from various government agencies, including DOTr Secretary Tugade and MIAA GM Monreal.



Hosting Repatriated OFWs

NAIA terminals hosts repatriating OFWs from the Middle East following the government's move to either bring them home or transfer them to safer grounds outside Iraq and other possible conflict areas. The Authority provided holding areas for OFW processing and briefing. MIAA will likewise supply medical assistance and Malasakit Help Kits to those in need.





Streamlining Airport Operations: One Terminal Approach

As more and more air carriers suspended operations due to the COVID-19 pandemic, MIAA streamlined airport operations in 2020 by directing all commercial and cargo flights to just one terminal. This was implemented starting March 2020. Airlines with continuing flights were directed to operate solely from NAIA Terminal 1. These include Gulf Air, Korean Airlines, Asiana Airlines, China Airlines, Hong Kong Air, Eva Air, Japan Airlines, Royal Brunei, All Nippon Airways, Cathay Pacific, Qatar Airways and Singapore Airlines.

Philippine Airlines (PAL) announced the suspension of its international flights also in March 2020 after which it stopped international operations until Oman Air and Jeju Air ceased operations also in March while Singapore Airlines suspended flights to and from Manila within the same month.

GM Monreal informed that the one-airport operating rule was declared after due consultation with the Airline Operators Council (AOC) and upon instructions of DOTr Secretary Arthur Tugade. This would help minimize passenger and worker exposure to the virus and ensure continued operation of the NAIA.

In addition, MIAA closed down NAIA Terminal 4 and the Terminal 2 and 3 domestic wings after the ban on domestic air travel was issued by the IATF. Local and foreign airlines that stopped operating were Cebu Pacific, Philippine Airlines, Air Asia, Delta Airlines, United Airlines, Qantas Airways, Turkish Airlines, Emirates Airlines, KLM, Air China, Air New Guinea, China Eastern, China Southern, Ethiopian Airlines, Jet Star Asia, Kuwait Airlines, Malaysian Airlines, Saudia Airlines, Thai Airways, Tiger Airways and Xiamen Airlines.

MIAA continued to service sweeper flights and dedicated NAIA Terminal 2 for this purpose, since sweeper and repatriation flights help foreign nationals return to their countries. Assistance to foreign nationals is jointly undertaken by the Department of Tourism (DoT) and the Department of Foreign Affairs (DFA) in collaboration with embassies. Terminal 2 and Terminal 3 resumed its commercial operations on June 2, 2020. T2 likewise is home to repatriation flights that bring home Filipinos from abroad especially those affected by the pandemic.

As a result of these measures, landing and take-off data had dramatically dropped from the usual 768 flight movements per day to 50 movements as countries worldwide closed down their borders to curb the spread of COVID19.





On Governance

Supporting the Bayanihan to Heal as One Act

In a significant move to support the Bayanihan to Heal as One Act (RA11469) and to abide by the provisions of the Dividend Law (RA7656), the MIAA Board of Directors, in April 2020, voted to remit to the Bureau of the Treasury (BTr) the amount of Php3 billion in addition to the Php3 billion in dividends already remitted in March this year.

As a government-owned and controlled corporation (GOCC), MIAA's contribution is a boost to the nation's efforts to contain the spread of COVID-19 and facilitate the flow of emergency assistance to needy institutions and individuals public and private, in order to avert the disruption of economic activities.

Helping Local Carriers and Concessionaires Survive

In an effort to help local air carriers and airport concessionaires survive the adverse financial impact of the COVID-19 crisis on their businesses, the MIAA Board of Directors granted them reprieve from the payment of certain airport fees and charges.

Specifically, such deferments of collection were from the payment of aeronautical fees of local carriers for one year effective March 2020 billings, and the waiver of rental charges on food, beverage and store spaces of various concessionaires operating across the four terminals of the NAIA. These deferments took effect during the closure of domestic operations from March to April 2020.

The MIAA Board, in a further move, opted to grant a rental holiday for all terminal store concessionaires. These included the suspension of charges for check-in counter usage for the period March to August 2020 and the waiver of rental charges for the late settlement of accounts that fell due within the periods indicated.

Mandatory use of mobile applications to implement health protocols

All MIAA officers and employees were required to download and register in the Traze Application for the mandatory scanning of QR Codes in their respective personal mobile phone devices. The Code will be necessary to gain entrance to the terminal premises and their respective units and offices.

In a related move, the MIAA Administration likewise required its employees to strictly follow health protocols upon entry to and exit from their assigned workplaces.

To effectively enforce such protocols, personnel are required to log via a mobile application instead of the usual fingerprint scanner.



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

One-Stop Shops were established at NAIA Terminals 1 and 2 with the aim of assisting repatriated OFWs required to undergo the government-mandated 14-day facility-based quarantine to rule out positive infection with COVID-19. Qualified to avail of the service are land and sea-based overseas Filipino workers, non-OFW travelers, and locally stranded individuals returning to the country and their respective provinces.

This initiative is a joint effort of the Department of Transportation and its attached agencies including MIAA, OTS, Civil Aviation Authority of the Philippines, Civil Aeronautics Board, Maritime Industry Authority, Philippine Coast Guard. Contributing agencies include the tourism, foreign affairs, social welfare and development, national defense, civil defense, and labor and employment departments and administrative offices including the Overseas Workers Welfare Administration, Philippine National Police, and the Bureau of Quarantine.

RT-PCR tests are administered on OFWs in the OSS holding areas. Prior to the conduct of the test, OFWs are also required to accomplish a data form, and provide information on their travel history and existing pre-conditions which will be stored in a consolidated database.

MIAA cares: Safe working environment for MIAA employees

MIAA opened a COVID-19 hotline to ensure the proper implementation of COVID-19 coping procedures and maintaining a safe and healthy working environment in the workplace.

GM Monreal underscored MIAA's role in lessening the impact of the pandemic on the local economy, in maintaining the productivity of the aviation industry, and in creating a safe workplace. To enhance disease control, MIAA created the COVID-19 Task Force to bolster immediate medical response to suspected cases. The task force established appropriate occupational safety and health standards as guideposts.

A hotline was established to remain active 24 hours, seven days per week, where inquiries and concerns of MIAA personnel and service providers may be directed. Whenever a case is detected, the concerned employee is immediately isolated and reported to the COVID-19 hotline. A responding medical team will assess the employee, and, depending on the severity of condition, the patient will be referred to the nearest hospital or Barangay Health Emergency Response Team (BHERT) near his or her place of residence.



HIGHLIGHTS





NAIA SAFETY MANAGEMENT SYSTEM: A HEDGE AGAINST THREATS



The Ninoy Aquino International Airport (NAIA) is the first airport in the country to have a Safety Management System (SMS) that was granted full acceptance by the Civil Aviation Authority of the Philippines (CAAP).

The SMS serves as a dependable line of defense against threats to the airport such as the COVID-19 pandemic, and a safety net for the protection of all its users. The system likewise equips the NAIA with all the elements necessary to address effects of the pandemic on the operation and management (O&M) integrity of the airport.

The SMS program is applicable to all international and domestic aerodromes operating in the Philippines that are covered by the certification program of CAAP. It also covers airports aspiring to have a safer and more efficient level of service to their client airlines and other users, and an increased level of confidence among the riding public.

Implementation of the SMS across the four terminals of the NAIA is now guided by the SMS Manual and Implementation Acceptance Assessment which was completed and accepted by the CAAP in September 2020.

An SMS Audit was earlier conducted for two purposes. One, to review the documentation of NAIA's aerodrome capacities and verify whether the appropriate policies, processes, and procedures are in place, and two, to validate all information gathered on system elements by comparing the organization against national and global expectations on safety.

The SMS Audit consisted of an online assessment and an on-site visit which sought to verify, based on evidences and documents, that all guideposts required of airport safety standards and practices were present, complied with, and acceptable to the CAAP.



AND *THE PANDEMIC*



The findings were satisfactory. The SMS Manual was found to contain all the 15 elements desired of a safety manual and the NAIA SMS established prescribed indicators and targets. Overall, the NAIA SMS yielded a performance score of 86.9%. The system was then placed under a surveillance program to ensure that NAIA is capable of identifying safety hazards, implementing remedial actions when threats arise, achieving the expected level of safety service, monitoring its own performance, and committing to the continued improvement of the system.

The surveillance program has five stages through which NAIA's SMS will traverse over time. These include the initial acceptance assessment one year after formal acceptance, follow-up assessment and evaluation of corrective measures, final acceptance assessment, yearly surveillance, and final integration into CAAP's surveillance plan.

ICAO Runway Safety *Go-Team Visits NAIA*

The International Civil Aviation Organization (ICAO) Runway Safety Go-Team visited MIAA from March 2 to 6, 2020 and toured the NAIA terminals on an assistance mission under its Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAP).

The Go-Team was composed of ICAO officers and runway safety experts. This Go-Team mission is the first to be completed within the Asia Pacific Region. It was organized by the ICAO COSCAP South East Asia Programme with support from airlines Airbus and Boeing.

The main objective of the mission was to provide assistance to the Civil Aviation Authority of the Philippines (CAAP) and MIAA on runway safety in the improvement of national runway safety management and in the formation of national and local runway safety teams. The visit was highlighted by a workshop, terminal visits and meetings. A total of 98 participants including CAAP regulators, operators of aerodromes, representatives from MIAA and MacroAsia Airport Services Corporation, ground handling companies, and international and domestic airlines.

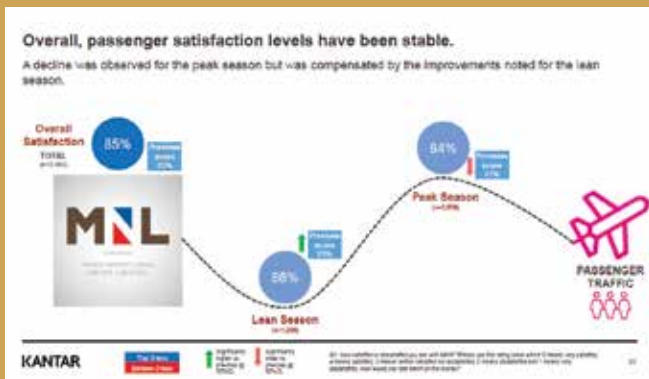


During the visit, participants and the Go-Team members shared knowledge and best practices on runway safety management. The Go-Team acknowledged the positive steps taken by Philippine runway safety implementers and noted that CAAP was progressing well in aerodrome certification and in fostering the Safety Management System for local operators and air navigation service providers.

To further improve NAIA's runway safety, the RS Go-Team recommended the completion of the NAIA certification process, upscaling of runway safety standards, implementation of the global reporting format on runway surface conditions, adoption of safety methodologies at the national level, promotion of runway safety awareness and training, conduct of safety gap analyses, and execution of the runway safety action program and implementation plan.

It likewise advised a review of criteria identifying runway incursions, implementation of the triple-one runway-one-frequency-one language principle, and intensifying ongoing efforts to improve airport visuals on signages and markings as well as two-way communications, and raising to a level of excellence the conditions of taxiway and runway networks and all their attending support services.





CUSTOMERS FIND NAIA SERVICES “SATISFACTORY”

MIAA conducted a Customer Satisfaction Survey to gauge airline, passenger, and concessionaire satisfaction with services at the NAIA terminals. Also called the Kantar Customer Relationship Survey, the assessment aims to improve the quality of services and facilities in airports and to strengthen relationships between the airport and its customer base.

In sum, the findings were that terminals run by MIAA have gained positive feedback among its primary customers who comprise departing and arriving passengers, Filipino and foreign. Highest satisfaction was particularly expressed by passengers at Terminal 3, due mainly to the spaciousness of the entire terminal area that contributes to greater freedom of movement, personal comfort, and convenience.

Another finding was that the respondents were happy with NAIA’s security measures that ensure passenger safety. Notably, the US has lifted its security advisories from the NAIA which is currently listed as the 44th best airport for business travelers.

NAIA concessionaires were likewise appreciative of airport services, a view not shared by foreign airline crew members. In a move to address concerns raised in the survey, NAIA’s DisciplinaIAA program will be given emphasis. This program intends to foster a culture of respect and mindfulness towards people and facilities among airport service providers and customers.

Infrastructure improvements, according to the survey, should be continually pursued. Plans on airport renovations should be communicated to all stakeholders to ascertain that issues raised by customers on airport facilities are being addressed.



ISO CERTIFICATION

The Audit of MIAA Quality Management System (ISO 9001:2015) was conducted on August 23-24, 2019 by Certification Partner Global (CPG), MIAA's Certifying Body.

The purpose of the audit was to verify compliance of the client's management system to the ISO 9001:2015 requirements and to ensure that the management has a system in place to identify applicable legal, statutory and contractual obligations.

In conclusion, MIAA's commitment for ISO 9001:2015 certification is very much evident during the audit. There were observations and/or improvement potentials raised but generally, the concept about QMS were understood and being implemented by the organization. The leadership of the GM, the Quality Management Representative (QMR), and the continuous support of other members enables the Organization to effectively implement the QMS. The Organization worked hard to ensure continuation of established QMS and evidences of implementation are very much visible. The MIAA DESERVES THE CERTIFICATION after verification of compliance with the requirements of the ISO 9001:2015 standard.

The 2nd Surveillance Audit was completed on November 25, 2020.

DOTR, MIAA and CAAP Set Airport Operability Protocols

Following the aftermath of the Taal Volcano eruption, the MIAA immediately sprung to action conducting various cleanups to clear the runways and terminal facilities of possible debris and dangerous ash particles.

Numerous flights to and from NAIA were cancelled to ensure the safety of passengers. Due to the volatile nature of the ensuing ashfall, flights remained down until conditions were deemed airworthy. During this downtime, the DOTr Secretary Arthur Tugade called on both MIAA and CAAP to keep in close touch with airline operators to formulate a workable and systematic scheduling of recovery flights, while passengers were advised to coordinate with their respective airlines for the changes in their flight and to prioritize their safety above all else.



Handling the Post-Holiday Traveler Surge

NAIA operability protocols were likewise instituted in early 2020 to address the post-holiday surge caused by the thick backflow of vacationers from abroad. To ensure smooth operations despite this passenger influx, the Authority established the Malasakit Help Desks in the four terminals. These desks, managed by MIAA in tandem with PNP authorities and health teams, function as centers of inquiries relating to airport processes, airline operations, and passenger rights. Joining the team are personnel of the Civil Aviation Board (CAB) who assist passengers with issues relating to the Air Passenger Bill of Rights (APBR).

The Christmas holiday is the season which sees the peak of travel in both domestic and international flights. Thus, the GM asked the Bureau of Immigration (BI) to make personnel available post season to avert long queues at the counters. He likewise directed all NAIA-accredited transport companies to ensure the availability of vehicles to serve returning passengers. Police visibility is also enhanced to monitor vehicular traffic flow. In addition, long-term parking was also suspended.

Workforce Deployment Under MECQ

When Metro-Manila reverted to the Modified Enhanced Community Quarantine (MECQ) in August, in accordance with IATF guidelines, MIAA adopted a 50% deployment in back office work. However, employees on the frontlines were not covered by the directive, inclusive of those assigned to flight operations, terminal monitoring, facilities management and maintenance, security, safety and emergency services. Utility companies of MIAA continued to be engaged as were security personnel. Shuttle services likewise continued to be provided to workers north and south of Manila.

GM Monreal called on local air carriers to properly inform passengers on rebooking details, in view of the suspension of domestic flights in and out of Manila under MECQ.



ASH CLOUD DETECTION RESPONSE

Client airlines of the MIAA were strongly urged to detect the presence of ash clouds tracked by the Volcanic Advisory Center of Japan. This was in response to the volcanic activity that occurred in Japan in 2019. By January 2020, traces of ash continued to affect terminal operations, compelling the Authority to pursue the regular clearing of debris to maintain airport efficiency.

Flights at the NAIA were immediately suspended as soon as ash started to coat runways and ramps in the interest of public safety. Movements of the ash cloud were closely watched with assistance from the Japanese agency. Airline passengers were notified of these suspensions, and were asked not to proceed to the airport and to check first with their airlines on the resumption of flights. Airline operators, in turn, were advised to attend to the needs of their passengers and ensure that ground staff are able to assist them.

Terminal management shut down some of their air handling units to avoid ash ingestion within the passenger holding facilities. The MIAA Emergency Department also ordered all firetrucks to be on standby alert for runway cleaning. It collaborated closely with local fire department units in case assistance was needed. During the Japan volcanic episode, a total of 169 flights were cancelled and three were diverted in appropriate response.

IROPS Manual

The Authority has recognized the importance of having a coordinated plan to minimize the impact of irregular operations on passengers, through a manual - the Irregular Operations Contingency Plan for NAIA Terminals. This year, the manual was cascaded by the Management and was officially acknowledged by the Airlines, other Government Agencies, and service providers through the signing of the Letter of Agreement. The IROPS Contingency Plan shall be continuously reviewed and updated to ensure that changes in statutory and regulatory standards are implemented including recommendations for revision and recording of additional events and lessons learned



Resumption of Domestic Operations

In June 2020, MIAA started to direct the resumption of domestic flights after Metro Manila was placed under General Community Quarantine (GCQ). However, air travel will be allowed between GCQ to GCQ areas only. Only flights duly approved by the CAAP obtained slots.

By June as well, international operations continued, subject to the 400-passengers a day cap imposed by the IATF for inbound flights. MIAA requested the airlines to submit flight plans, pending the lifting of travel bans in the Philippines and abroad. MIAA adopted three options for restarting domestic operation and terminal cost effectiveness: Terminal 1 was made to serve international commercial flights while Terminal 2 was made to serve repatriation and sweeper flights as well as commercial domestic flights of PAL. Terminal 3 was made to serve Cebu Pacific and Air Asia whereas Terminal 4 remained closed.

Thus, from March 16 to May 16, 2020, NAIA registered a total passenger volume of 182,660 only against 8,570,113 million for the same period in 2019. This dip in passenger volume was caused by travel bans worldwide that compelled airline companies to suspend operations. Airlines that continued to fly did so on reduced capacity and frequency. Overall, MIAA went down by PhP1.8 billion in revenues against previous figures. In spite of the economic upheaval caused by COVID-19, MIAA is hopeful that new opportunities will arise to provide solutions.

Resumption of International Operations

As global aviation endeavored to return to normalcy, MIAA resumed international flight operations in NAIA Terminal 3 in July 2020 which finally opened its gates to departing air travelers. Airlines that were previously diverted to Terminal 1 began taking off in Terminal 3. These were All Nippon Airways, Air Asia Berhad, Cathay Pacific, Emirates, KLM, Qatar Airways, Singapore Airlines, and Turkish Airlines. However, international operations of other airline carriers assigned to remained suspended, including Cebu Pacific, Delta Air, Qantas Airways, and United Airlines.

NAIA Terminal 2 continues to service international arrivals of PAL, but its departures on the other hand, were assigned to NAIA Terminal 1. Airlines assigned to Terminal 1 remained on site. These are Air China, Air Niugini, Asiana Airlines, China Airlines, China Eastern, China Southern, Etihad Airways, Eva Air, Ethiopian Airlines, Gulf Air, Hong Kong Airlines, Japan Airlines, Jeju Air, Jetstar Asia, Jetstar Japan, Korean Airlines, Kuwait Airways, Malaysian Airlines, Oman Air, Royal Brunei Airlines, Saudia Airlines, Scoot, Thai Airways and Xiamen Air. Some foreign carriers operating in Manila also service repatriation flights.

As of October 2020, NAIA Terminal 4 remains closed.

On current domestic operations, Cebu Pacific, Cebgo, Philippines Air Asia, and Air Swift fly to and from NAIA Terminal 3 while Philippine Airlines and PAL Express fly to and from NAIA Terminal 2. These airlines also operate sweeper flights.

Addressing the Locally Stranded Individuals (LSIs)

One of the many effects of the COVID-19 pandemic was the multiple travel bans to and from countries that were hit by the coronavirus. These bans in turn led to people being stranded in the airport after having their flights abruptly cancelled.

Locally Stranded Individuals (LSIs), consisting of thousands of expatriated Overseas Filipino Workers (OFWs) roamed the airport grounds and occupied spaces within terminal vicinities. Quickly addressing the issue, the MIAA worked hand-in-hand with the Office for Workers Welfare Administration (OWWA), with the Authority giving out Malasakit Kits while the latter provided full meals.

To extend further help to LSIs, MIAA in partnership with the private sector distributed tents and shower vans for their use. The Authority rigorously saw to the welfare of LSIs to the extent of its capability, providing a One-Stop-Shop where corresponding government agencies can attend to their needs.

A free shuttle service was also provided to ensure that LSIs return safely to their home LGUs.

Preventive Measures as Typhoon Response

During the onslaught of the catastrophic typhoons of 2020, the MIAA closed down NAIA after due consultations with the Airline Operators Council (AOC), the Air Carriers Association of the Philippines (ACAP), Civil Aviation Authority of the Philippines, and the PAGASA NAIA station for the protection of air passengers and airport personnel. MIAA saw to the trimming down of trees around the aerodrome vicinity to prevent any potential wind damage to property while ramp equipment of ground handling companies are secured to avoid any damage to aircraft.

With safety as its paramount concern, all emergency exits and fire extinguishers inside the terminal buildings are ensured to be usable in case of an emergency, and affected passengers are advised to coordinate with their respective airlines to keep abreast of developments such as flight re-schedules.





38th ANNIVERSARY

MIAA celebrated its 38th founding anniversary with a thanksgiving mass held on March 4, 2020 at the MIAA Administration Building. The mass was attended by representatives from the Authority and terminal management offices and personnel from the different operating units and departments.

Celebratory events usually held every year was cancelled, in order to abide by the government's inter-agency COVID-19 mitigation measures such as observing social distancing protocols and to use the funds allocated to the occasion for better alternatives.



Terminal-1



Terminal-4

KEEPING THE CHRISTMAS SPIRIT

ALIVE!

MIAA kept the Christmas spirit alive in 2020 despite the COVID-19 pandemic by putting up festive decorations at the four NAIA terminals.

MIAA General Manager Ed Monreal instructed the four Terminal Managers to use decors from the previous years and to avoid any unnecessary expenditures, in keeping with the austere observance of the season.



Terminal-3



Terminal-2

MIAA
Celebrates

Women



GM Eddie Monreal and the GAD Committee



Women's month is a global event held every March, celebrating the women in the workplace, in our homes, and in our lives.

For its part, the MIAA offered tribute to its female employees and officials by bequeathing them with roses during the March 2 Flag-raising ceremony. The Authority's Gender and Development team also encouraged women on the staff to come to work wearing the Filipiniana attire to mark the occasion.

BABAENG BiyaHERO HELP KIOSK INSTALLED AT NAIA TERMINAL 1

In the interest of protecting the rights and welfare of women travelers and overseas contract workers, MIAA supported the establishment of the Babaeng BiyaHERO "May I Help You" Information Kiosk at the OFW Pre-Departure Lounge of the NAIA Terminal 1. It became operational in November 2020. The kiosk was set up to support the international campaign of UN Women Philippines to end Violence Against Women (VAW).

The kiosk features an interactive computer system with access to information from multiple sources on services for the protection of women migrant workers.

The creation of women's help kiosks is a program backed by the multi-year European Union-UN Spotlight Initiative to Eliminate VAW, a joint endeavor of the UN and the International Labor Organization (ILO). The program is now actively ongoing in ten countries of the ASEAN, including the Philippines. The Terminal 1 kiosk is implemented and monitored by the Gender and Development Committee of MIAA.

PASSENGER LODGING FACILITY

Inaugurated at Terminal 3



A bright and well-appointed Passenger Lodging Facility (PLF), a project under Gender and Development, is now at the service of passengers awaiting long hours before their flights or boarding calls at the NAIA Terminal 3. The 320-square meter facility used to be a dayroom which was re-designed and refurbished by Oscord Builders for MIAA. The lodge can accommodate a capacity of single occupants,

family members or groups. It has a spacious family room, three double rooms with centralized air conditioning units, a hotel-type reception area for log-ins, and pantry with five mini-diner sets. It is equipped with hot and cold shower rooms, cable television, and an info-directory of terminal retail shops and food outlets, among other amenities.

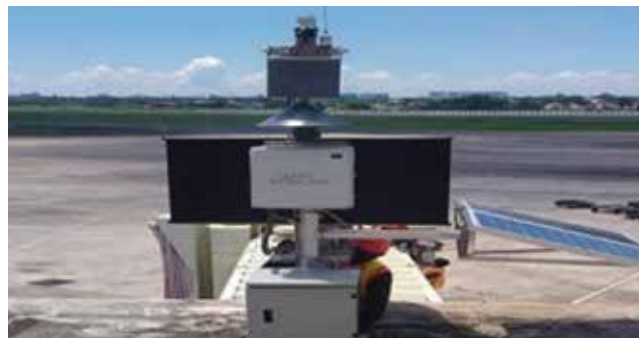


LIGHTNING ALERT SYSTEM

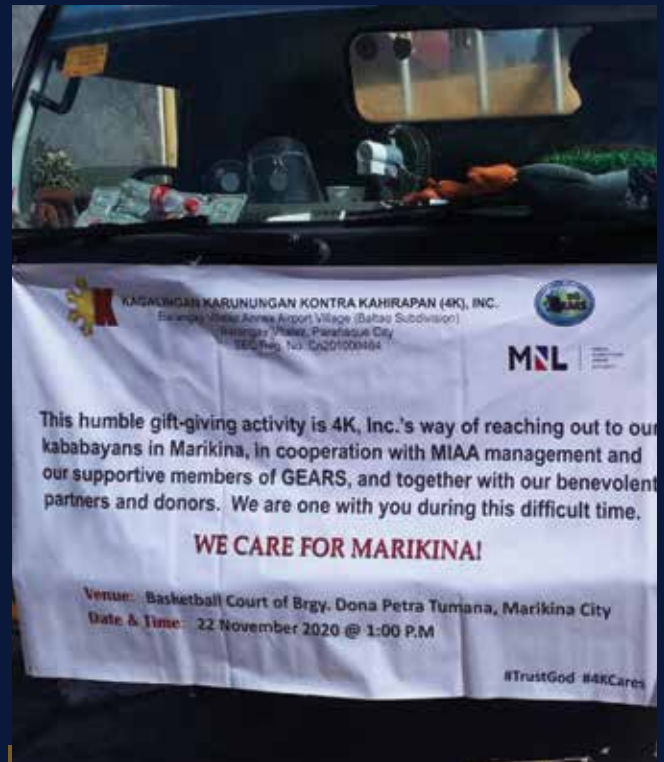
Installed at NAIA

The MIAA installed the Earth Networks (EN) Lightning Alert System at the NAIA Terminals to detect severe weather phenomena to prevent immediate danger to personnel, airport ramp operations, aircraft refueling, and tug operations, among others. Suspension of operations that normally follow causes delay and increased operating costs.

Aside from detecting weather anomalies, the system could track the exact location and motion of nearby thunderstorms and measure lightning discharges in real-time, providing the necessary lead time to generate appropriate response. Alerts can be configured for specific weather elements and to facilitate information exchange through various formats such as the issuance of audio and visual warnings, emails, text messages, and mobile notifications.



MIAA DONATES BASIC GOODS TO CALAMITY VICTIMS



January 2020 saw MIAA coming to the aid of our fellowmen as the Management organized an outreach program that sought to provide respite to the victims of the Taal Volcano eruption.

The Authority donated boxes of potable drinking water as well as providing clothing, hygiene kits among other goods.

MIAA also partnered with 4K, Inc., a registered non-profit organization, and spearheaded a fund drive to assist victims of Typhoon Ulysses and other natural disasters that hit the country in 2020. The financial assistance would aid the beneficiaries to recover from destruction caused by the calamities. Families residing in the barangays of Marikina City that suffered most from deep flooding received relief donations.

KEEPING K9 HOMES IN SHAPE

MIAA highly values its K9 bomb detection squad because personnel and working dogs of this section of the Air Police Division play a vital role in protecting and safeguarding NAIA from plans by individuals or syndicated groups to plant explosive devices anywhere within the perimeter of the airport and cause fatal harm on persons and properties.

For this reason, the Authority commissioned the renovation of the K9 headquarters and facilities at the general aviation area of the NAIA complex not only to keep K9 homes in shape but also to ensure the safety, comfort, and efficiency of section personnel and their canine partners. Facilities were made fully functional within the period under review.



CCTVs FOR BETTER SURVEILLANCE AND TRAFFIC MANAGEMENT

CCTV systems worth Php407.4 million were installed at the NAIA in order to enhance airport security surveillance and improve traffic management within the complex. The CCTV components included video management and analytics software, configuration, real time and behavior detection, facial recognition and automatic name plate recognition. These efficiencies enable airport personnel to be pro-active and in control of potential hazards to airport operations.





NOTABLE
PROGRAMS &
PROJECTS



COMPLETED PROJECTS

IMPROVEMENT OF TERMINAL FACILITIES

Repair of Air-Conditioning System

Replacement and upgrading of air handling units at Terminal 2 Arrival Baggage Hall.

Cost: Php20.1 Million

Completion Date: June 15, 2020

Supply, Installation & Commissioning of Integrated Accelerograph Monitoring and Alarm System

Accelerograph Monitoring & Alarm Systems were installed at all NAIA Passenger & Cargo Terminals and MIAA Admin Bldg to inform occupants/key personnel of Earthquake Intensity Levels as one of the basis for Evacuation. These Accelerograph Systems are integrated so that all the buildings are monitored remotely and through four(4) Monitoring Stations(GMO, SMSO, RFD and Command Center). This system was tested and proven to be operationally effective during December earthquake.

Completion Date: May 18, 2020



Chiller Improvement at NAIA Terminal 2

Replacement and upgrading of Chillers 4, 5, and 6 at NAIA Terminal 2 to maintain an ambient temperature for passenger comfort.

Cost: Php146.4 Million

Completion Date: February 12, 2020

Repair of Elevators and Moving Walks

Supply of labor, tools, and materials for the repair of Mitsubishi elevators and moving walks at NAIA Terminal 3.

Cost: Php18.34 Million

Completion Date: July 18, 2020

ONGOING PROJECTS



Rehabilitation of NAIA Terminal 2

Expansion of the Arrival Baggage Hall at the departure check-in area and installation of additional air-conditioning units; likewise, the addition of power, lighting, fire protection, electronics, and communication systems. The project aims to improve overall operational efficiency and raise the level of passenger comfort, safety, and convenience.

Cost: Php620.66 Million

ONGOING PROJECTS

AIRSIDE IMPROVEMENTS

Repair and Upgrading of Taxiway Charlie

Consulting services for engineering design and construction supervision, civil works for taxiway improvements, and electrical works for the installation of stop bar lights that promote the smooth flow of aircraft. These improvements will make the pavement loadbearing enough to accommodate new and larger aircraft and raise overall aerodrome safety.

Cost: Php1,240.51 Million



Supply and Installation of Stop Bar Lights and Rehabilitation of Primary Lines and Airfield Lighting System (AFL)

Consists of the installation of stop bar lights at Runway 06/24 to promote aerodrome safety, prevent runway incursions, and detect the incorrect presence of aircraft, vehicle, or person, and the rehabilitation of primary lines and AFL to eliminate downtime of navigational aids. Under construction are land holes, manholes, and ducts for concealed aircraft connections from Runway 13/31 to the transformer vault where regulators are installed. Also involves the provision of a circuit for runway guard lights and taxiway lighted signages.

Cost: Php338.59 Million

Repair and Overlay of Runway 13/31

Enhancement of the Aircraft Movement Area of Runway 13/31 including the interconnecting taxiway. This will promote safe and reliable aircraft operation and maneuvering and accommodate new and larger domestic aircraft.

Cost: Php471.2 Million



Installation of 11 New Units of Passenger Boarding Bridges

Supply and installation of 11 new units of passenger boarding bridges at NAIA Terminal 1 to promote seamless operation and eliminate downtime caused by ageing bridges.

Cost: Php349.91 Million

Rehabilitation of the Sewage Treatment Plant (STP) at Terminal 3

Cost: Php90.47 Million



Repainting of Pavement Markings

Thermoplastic repainting of pavement markings at the Delta, Terminal 3 ramp and apron parking area including North and South GAA to enhance visibility of the markings at the aircraft movement areas and ensure the safety of aircraft maneuvering.

Cost: Php33.84 Million



OPERATIONAL HIGHLIGHTS



OVERALL NAIA STATISTICS



FLIGHTS



PASSENGER

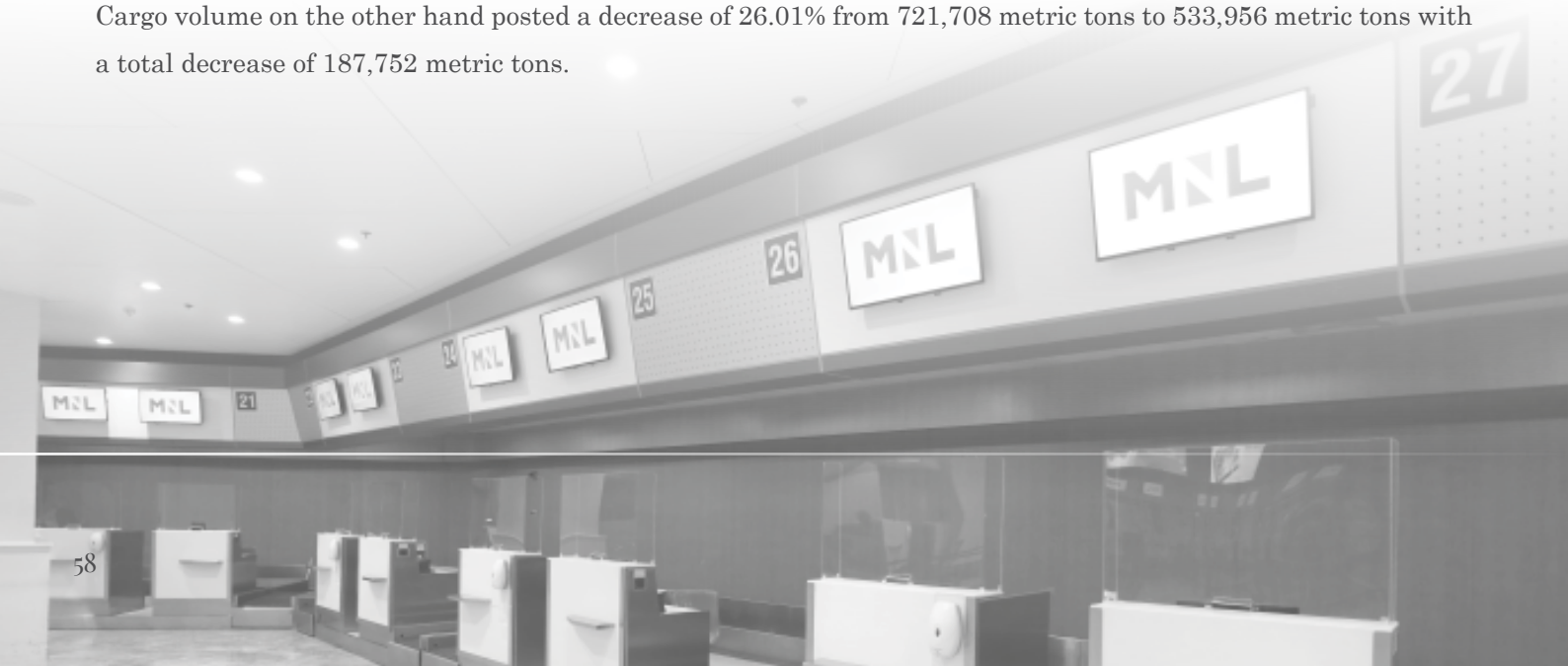


CARGO

2020	111,953	11,274,353	533,956
2019	305,622	48,101,474	721,708
ABSOLUTE CHANGE	-193,669	-36,827,121	-187,752
% CHANGE	-63.37% ▼	-76.56% ▼	-26.01% ▼

For the total NAIA operation of Terminals 1, 2, 3, 4, flight movements for 2020 is down by 63.37% from 305,622 to 111,953 with a total decrease of 193,669 flights, while passenger movements posted a decrease of 76.56% from 48,101,474 to 11,274,353 with a total decrease of 36,827,121 passengers.

Cargo volume on the other hand posted a decrease of 26.01% from 721,708 metric tons to 533,956 metric tons with a total decrease of 187,752 metric tons.



FLIGHT MOVEMENTS Unit: Flights

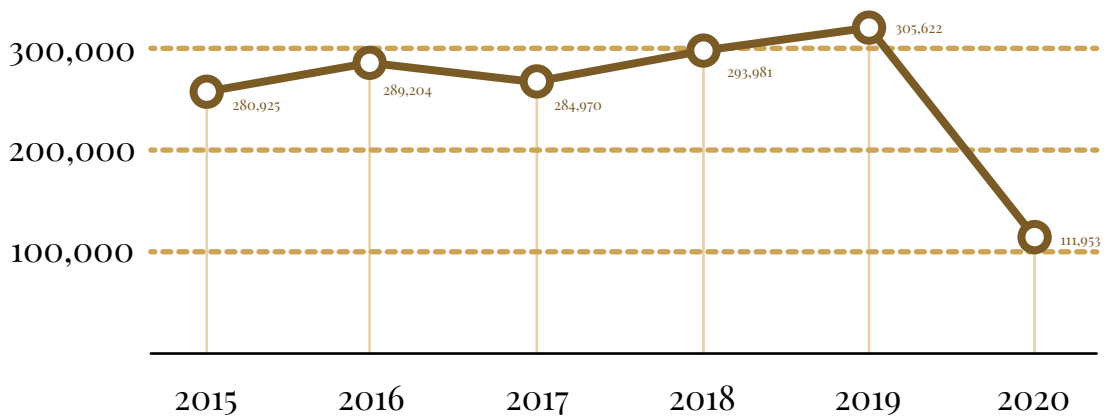
INTERNATIONAL OPERATIONS 42,481

DOMESTIC OPERATIONS 48,586

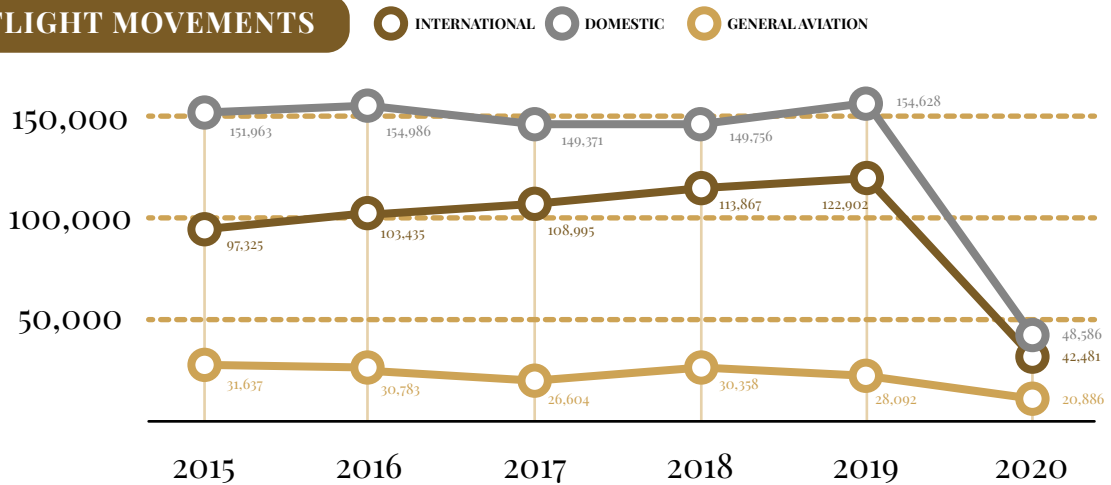
GENERAL AVIATION OPERATIONS 20,886



OVERALL FLIGHT MOVEMENTS



FLIGHT MOVEMENTS

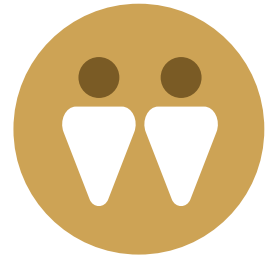


PASSENGER MOVEMENTS Unit: People

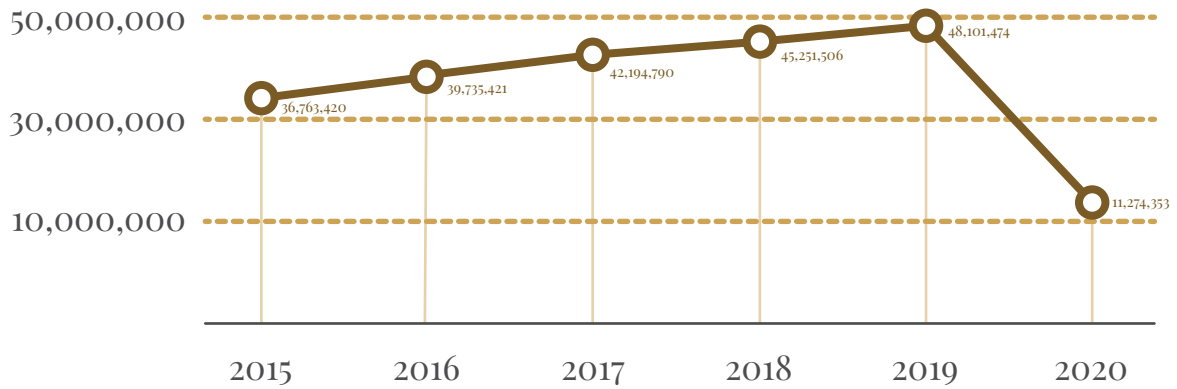
INTERNATIONAL OPERATIONS 5,546,991

DOMESTIC OPERATIONS 5,598,623

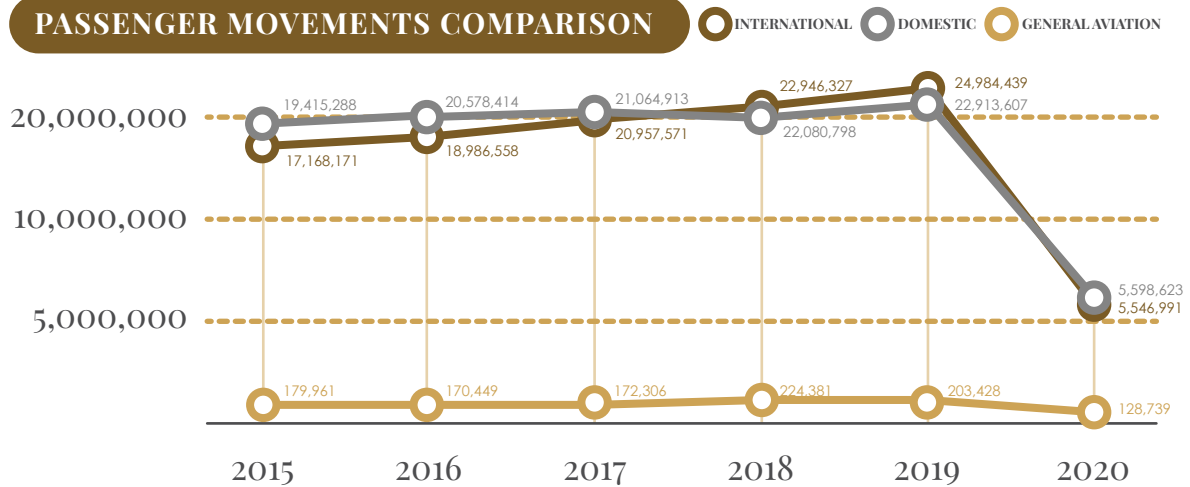
GENERAL AVIATION OPERATIONS 128,739



OVERALL PASSENGER MOVEMENTS



PASSENGER MOVEMENTS COMPARISON



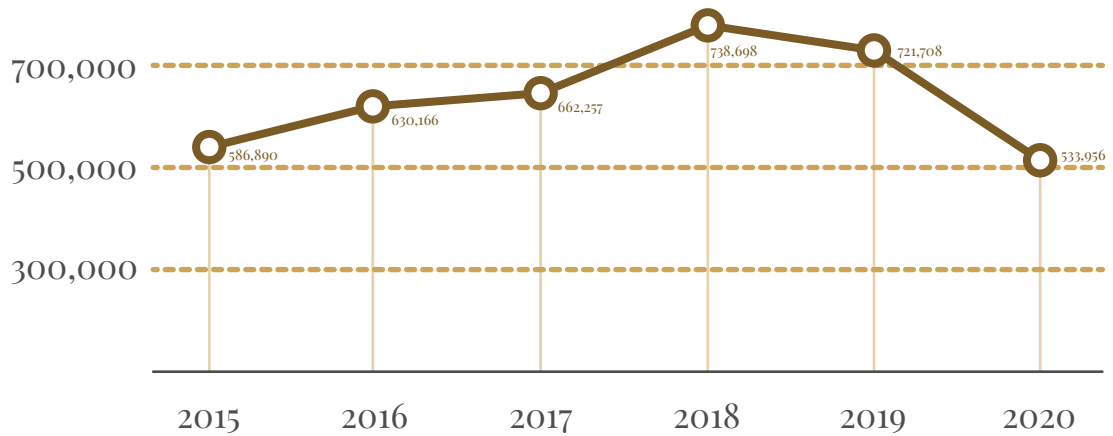
CARGO MOVEMENTS Unit: Metric Tons

INTERNATIONAL OPERATIONS **326,235**

DOMESTIC OPERATIONS **207,721**

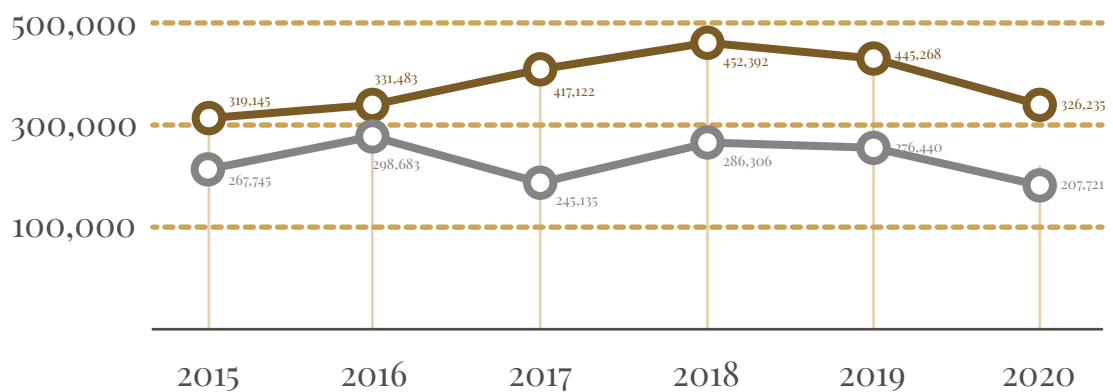


OVERALL AIR CARGO MOVEMENTS



AIR CARGO MOVEMENTS COMPARISON

● INTERNATIONAL ● DOMESTIC







FINANCIAL HIGHLIGHTS

FINANCIAL HIGHLIGHTS

Statement Of Financial Position

As of December 31, 2020 and 2019 (In Philippine Peso)

	2020 (Unaudited)	2019 (Audited)
ASSETS		
Current Assets		
Cash and Cash Equivalents	285,953,302	11,077,714,859
Short-term Investments	8,944,325,524	7,898,339,759
Trade and Other Receivables, net	3,706,225,048	3,185,917,580
Prepayments	813,221,613	752,718,641
Other Current Assets	87,255,216	87,255,216
Total Current Assets	13,836,980,704	23,001,946,055
Non-Current Assets		
Property, Plant and Equipment, net	35,996,309,511	36,192,850,929
Investment Property, net	33,412,602	33,412,602
Other Non-Current Assets	1,637,613,776	1,788,368,177
Total Current Assets	37,667,335,889	38,014,631,709
TOTAL ASSETS	51,504,316,593	61,016,577,764

	2020 (Unaudited)	2019 (Audited)
LIABILITIES & EQUITY		
Current Liabilities		
Trade and Other Payables, net	1,398,901,446	7,347,566,537
Inter-Agency Payables	121,641,354	1,798,046,997
Current Portion of Loans Payable - Domestic	488,227,800	488,227,800
Current Portion of Loans Payable - Foreign	415,774,164	416,911,553
Current Portion of Finance Lease Payable	147,496,688	137,799,721
Other Current Liabilities	1,514,255,769	1,464,697,995
Total Current Liabilities	4,086,297,222	11,653,250,602
Non-Current Liabilities		
Loans Payable - Domestic	244,113,900	732,341,700
Loans Payable - Foreign	821,438,184	1,240,934,613
Finance Lease Payable	270,824,073	418,320,761
Other Non-Current Liabilities	-	5,544,516
Total Current Liabilities	1,336,376,157	2,397,141,589
Deferred Revenue	535,411,353	684,091,990
Equity	45,546,231,861	46,282,093,583
TOTAL LIABILITIES & EQUITY	51,504,316,593	61,016,577,764

Statement Of Profit and Loss

As of December 31, 2020 and 2019 (In Philippine Peso)













	2020 (Unaudited)	2019 (Audited)
OPERATING INCOME		
Terminal Fees	1,216,584,078	5,497,157,387
Landing and Parking Fees	1,993,731,962	5,262,464,243
Rent/Lease Income	993,891,830	1,525,811,758
Concession Privilege Fees	590,275,325	2,042,679,894
Other Service Income	261,748,297	713,213,353
Royalty Fees	49,631,340	127,659,205
	5,105,862,832	15,168,985,840
National Government Share on MIAA's Gross Income	(563,158,655)	(1,789,453,244)
MIAA'S SHARE ON OPERATING INCOME	4,542,704,177	13,379,532,596
OPERATING EXPENSES		
Personal Services	938,830,810	976,864,047
Maintenance and Other Operating Expenses	5,123,263,024	5,569,396,126
	6,062,093,834	6,546,260,174
PROFIT/(LOSS) FROM OPERATIONS	(1,519,389,657)	6,833,272,422
OTHER INCOME/(EXPENSES)		
Subsidy from National Government - DOTr	222,465,039	-
Interest Income	337,379,146	632,172,830
Fines and Penalties	31,719,861	67,485,539
Miscellaneous Income	24,656,742	66,015,217
Gain/(Loss) on Foreign Exchange	(78,162,004)	(103,601,643)
Gain/(Loss) on Disposal of Assets	(4,256,872)	(85,234,255)
Income from Grants and Donations	25,334,700	-
Share in the Loss of Associate (PASSCOR)	-	(11,850,000)
Financial Expenses	(156,662,623)	(225,918,563)
	402,473,989	339,069,124
PROFIT/(LOSS) BEFORE TAX	(1,116,915,667)	7,172,341,546
Income Tax Expenses	(90,742,427)	(2,153,175,405)
PROFIT/(LOSS) AFTER TAX	(1,207,658,094)	5,019,166,142

FINANCIAL HIGHLIGHTS

Statement Of Cash Flows

As of December 31, 2020 and 2019 (In Philippine Peso)

	2020 (Unaudited)	2019 (Audited)
CASH FLOWS FROM OPERATING ACTIVITIES		
Income from Operations	4,706,835,470	14,733,710,989
Trust Receipts	1,042,206,868	3,741,239,723
Miscellaneous Income	52,258,033	109,797,328
Interest Income on Bank Deposits	111,362,081	449,974,854
Payment of Operating Expenses	(4,632,509,749)	(5,609,923,372)
Remittance of Trust Receipts	(805,483,633)	(1,315,332,023)
Remittance of Share of National Government	(1,524,930,890)	(3,626,828,591)
Advances to Other Agencies	(17,212,573)	(32,911,528)
Advances to Officers and Employees	(692,183)	(3,172,668)
Net Cash Generated from Operations	(1,068,166,575)	8,446,554,712
Corporate Income Tax Paid	(805,181,072)	(1,867,073,803)
Net Cash Provided by/(Used in) Operating Activities	(1,873,347,647)	6,579,480,909
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds of Short-Term Investments	18,201,771,157	15,940,989,338
Investment in Time Deposits	(18,983,690,268)	(11,312,503,160)
Acquisition of Property and Equipment	(1,101,959,271)	(1,574,560,854)
Proceeds from Sale of Property and Equipment	-	913,802,500
Net Cash Provided by/(Used in) Investing Activities	(1,883,878,382)	3,967,727,824
CASH FLOWS FROM FINANCING ACTIVITIES		
Dividends Paid	(6,000,000,000)	(3,423,662,888)
Debt Servicing	(1,020,241,542)	(1,106,399,956)
Net Cash Used in Financing Activities	(7,020,241,542)	(4,530,062,844)
Effects of FOREX on Cash and Cash Equivalents	(14,293,987)	(8,179,510)
NET INCREASE IN CASH AND CASH EQUIVALENTS	(10,791,761,557)	6,008,966,379
CASH AND CASH EQUIVALENTS, BEGINNING	11,077,714,859	5,068,748,480
CASH AND CASH EQUIVALENTS, EN	285,953,302	11,077,714,859

	GROSS REVENUE	OPERATING EXPENSES	NET INCOME FROM OPERATIONS	NET INCOME AFTER TAX
				
2020 v 2019	5.11B  66%	6.06B  7%	-1.52B 	-1.21B 
2020 v Budget	8M  .16%	701M  10%	912M  38%	1.41B  54%

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 P100/pax	NCASC**		TOTAL
					IO P60/pax	DO P60/pax	
2020		536	97	190	114	28	965
2019	6,000*	1,789	2,165	1,013	608	164	11,739
2018	3,424	1,714	2,019	909	545	159	8,770
2017	2,251	1,626	1,641	813	488	152	6,971
2016	2,227	1,483	1,756	701	421	147	6,735
2015	1,579	1,225	1,277	579	348	138	5,146

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

**National Civil Aviation Security Committee

The Authority remits 50% or more of its net income as dividends to the National Treasury. This is apart from the 20% National Government (NG) share on the Authority's Gross Income net of Passenger Service Charge (PSC), 30% Corporate Income Tax, 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 domestic passenger.)

COMPARATIVE INCOME STATEMENT

Budget v 2020 v 2019

Unit: Million Pesos

	Budget	2020	2019	VARIANCE		%			
				A	B		B-A	%	B-C
GROSS REVENUE	11,671	4,325	11,333	-7,345	-63%	-7,007	-62%		
Share of The National Government	1,512	526	1,349	-986	-65%	-824	-61%		
Net Revenue After NG Share	10,159	3,800	9,983	-6,359	-63%	-6,184	-62%		
OPERATING EXPENSE	5,998	4,354	4,823	-1,644	-27%	-474	-10%		
NET INCOME FROM OPERATIONS	4,161	-554	5,156	-4,716	-113%	-5,710	-111%		
Other Income / Expenses	236	201	233	-34	-15%	-31	-13%		
Net Income Before Tax	4,397	-353	5,388	-4,750	-108%	-5,741	-107%		
Provision For Income Tax	1,319	203	1,667	-1,116	-85%	-1,641	-88%		
NET INCOME AFTER TAX	3,078	-556	3,721	-3,364	-118%	-4,277	-115%		

Towards 2021 and *Beyond* ▶▶▶

For us in the Manila International Airport Authority, and for our partner agencies and peer organizations domestic and overseas, the events of 2020 sent shockwaves that grounded our operations and paused activities that would have otherwise been of service to commercial air navigation and other staging platforms of the economy.

As we move towards 2021 and beyond, we do not lose hope that the pandemic will be overcome by human intelligence in the fields of natural sciences.

Our contribution will be as a watchful guardian of our portals and as a safe gateway of returning flights. We share the hope that the aviation industry and the Philippine economy will resurge – far better and stronger than before.



CREDITS

Enrico Francisco B. Gonzalez

Airport Development and Corporate Affairs

Editorial Team

Liza Villaluz Mascardo

Plans and Programs Division

Rodel Tungala

Lalaine Tracy Domingo

Ronn Mikkhael Zantua

Mark Anthony Hernandez

Jerome Salcedo

Abigail Eden Viñas

Kristalyn Ruby Barut

Lead Writer

Ma. Asuncion Barcelona

Printed By

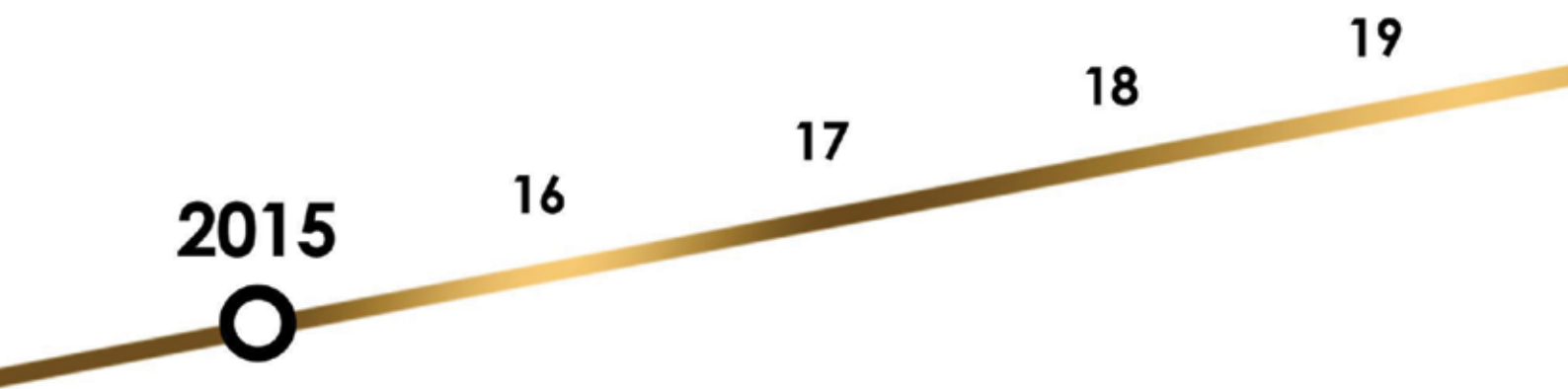
Innovation Printshoppe, Inc.

Cover Design By

Mark Anthony Hernandez

Inside Layout & Design

Nols Suck



MIAA ADMINISTRATION BUILDING
NAIA COMPLEX, PASAY CITY