



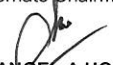


Original

**SUMMARY OF AGREEMENTS
MANILA INTERNATIONAL AIRPORT AUTHORITY
2016**

GOCC PROPOSAL	AGREED 2015	GCG Observation/ Findings	AGREEMENT	Remarks
Charter Statement			Charter Statement	
Mission Statement	Mission Statement		Mission Statement	
MIAA commits to uplift the Philippines by providing exceptional airport services through professionalism, unity, and commitment of the management, ensures customer security and continuous development that suits evolving standards at the service of international local markets.	MIAA commits to uplift the Philippines by providing exceptional airport services through professionalism, unity, and commitment of the management, ensures customer security and continuous development that suits evolving standards at the service of international local markets.		MIAA commits to uplift the Philippines by providing exceptional airport services through professionalism, unity, and commitment of the management, ensures customer security and continuous development that suits evolving standards at the service of international local markets.	
Vision Statement	Vision Statement		Vision Statement	
Manila International Airport Authority, by 2020, will be the leading organization in airport development and management pursuing excellence in customer service, world-class facilities, high-quality security and safety standards, to encourage and promote international and domestic air traffic in the Country as a means of making the Philippines a center of international trade and tourism.	Manila International Airport Authority, by 2020, will be the leading organization in airport development and management pursuing excellence in customer service, world-class facilities, high-quality security and safety standards, to encourage and promote international and domestic air traffic in the Country as a means of making the Philippines a center of international trade and tourism.		Manila International Airport Authority, by 2020, will be the leading organization in airport development and management pursuing excellence in customer service, world-class facilities, high-quality security and safety standards, to encourage and promote international and domestic air traffic in the Country as a means of making the Philippines a center of international trade and tourism.	
Core Values	Core Values		Core Values	
Service Excellence Safety Integrity Innovation	Service Excellence Safety Integrity Innovation		Service Excellence Safety Integrity Innovation	


 For GCG:
RAINIER B. BUTALID
 Commissioner


 For MIAA:
USEC. RENE K. LIMCAOCO
 Alternate Chairman

MGEN JOSE ANGEL A HONRADO (Ret)
 General Manager



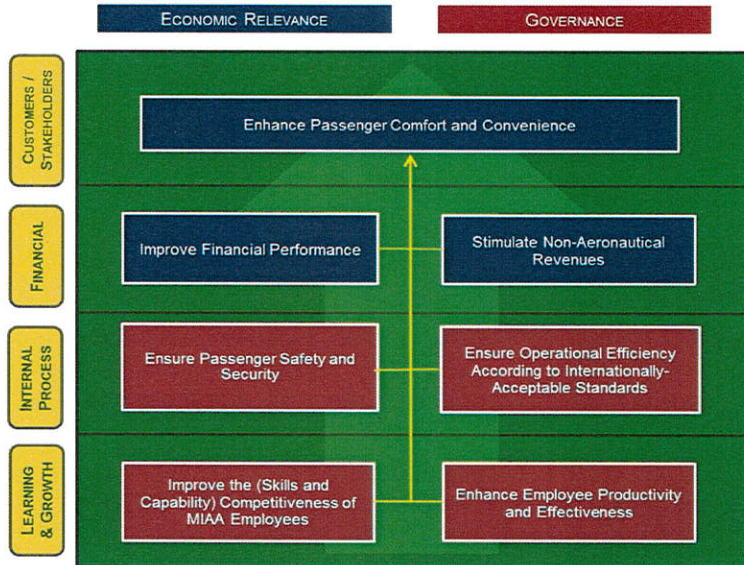
MANILA INTERNATIONAL
AIRPORT AUTHORITY

STRATEGY MAP

VISION

Manila International Airport Authority, by 2020, will be the leading organization in airport development and management pursuing excellence in customer service, world-class facilities, high quality security and safety standards, to encourage and promote international and domestic air traffic in the Country as a means of making the Philippines a center of international trade and tourism.

MISSION
MIAA commits to uplift the Philippines by providing exceptional airport services through professionalism, unity, and commitment of the management, ensures customer security and continuous development that suits evolving standards at the service of international and local markets.
CORE VALUES
Our cornerstone of airport operation is the continuous strengthening of our core values focusing on Service Excellence, Safety, Integrity and Innovation.
Service Excellence Safety Integrity Innovation



For GCG:

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 Commissioner

For MIAA:

USEC. RENE K. LIMCAOCO
 Alternate Chairman

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 General Manager



**SUMMARY OF AGREEMENTS
MANILA INTERNATIONAL AIRPORT AUTHORITY
REVISED 2015 AGREEMENT**

Indicator	Formula	Weight	Baseline			2015					Remarks	RENEGOTIATED 2015 TARGET	Remarks
			2012	2013	2014	1st Sem Actual	Agreed	MIAA Proposed	Variance	%			
SO 3: To Improve Financial Operations and Revenue Generation													
SM 10: Rental revenues from Terminal-1 and the Multi Storey Mall @ Terminal-3 (in Million Pesos)	Additional Revenue for the year	5%	N/A	N/A	4	58.49	372.00	76.13	(295.87)	-80%	Required areas were not rented out due to delays encountered in the testing and commissioning of some facilities within the leased areas of T3 (gas line, fire protection system, etc.)	Reduce weight of each measure to 2.5%.	MIAA to write to GCG their basis for justifications on the Re-negotiated targets.
SM 11: Concessions Privilege Fee (CPF) from Advertising Concessions @ Terminal-1 (in Million Pesos)	Additional Revenue for the year	5%	N/A	N/A	16	1.84	76.34	15.74	(60.60)	-79%	The number of ad sites were reduced from 207 to 109 to expand movement areas for passengers comfort and convenience. From January 1, 2015 to May 31, 2015 CPF revenues were based on actual number of sites utilized.		
New Measure : Comprehensive Action Plan comprising Measures to address Current Security and Safety Issues	Actual Accomplishment	5%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1) Submission of the Comprehensive Action Plan 2) Immediate Implementation of short term measures which include: - Installation of Last Check Booth before initial security checkpoint - Awareness Program on Security regulations and procedures through provision of TV monitors, tarpaulins, etc.		

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**SUMMARY OF AGREEMENTS
MANILA INTERNATIONAL AIRPORT AUTHORITY
2016**

	PAN AGREEMENT							Remarks
	Component							
	Objective/Measure	Weight	Formula	Baseline		Target		
				2014	2015	2016		
SOCIAL IMPACT	SO 1	To Enhance NAIA's Role in Facilitating Tourism, Mobilization of Human Capital, and the Transfer of Raw Materials and Finished Goods						
	SM 1	Airline share/Flight Volume (International & Domestic)	4%	Annual Volume	236,441	238,098	239,641	
	SM 2	Passenger volume (International & Domestic)	4%	Annual Volume	34,094,159	34,306,527	34,483,032	
	SM 3	Cargo volume (International & Domestic)	2%	Annual Volume	519,738	503,256	497,254	
		Sub-total	10%					
CUSTOMERS AND STAKEHOLDERS	SO 2	To Enhance Passenger Comfort and Convenience						
	SM 4	Customer Passenger Satisfaction Survey in relation to Airport Services, Process and Facilities	4%	Average rating of passengers on a 5 point scale	N/A	To commission 3rd party surveyor (100%)	3	
	SM 5	Airline Satisfaction Survey in relation to Airport Services, Process and Facilities	4%	Average rating of passengers on a 5 point scale	N/A	To commission 3rd party surveyor (100%)	3	
	SM 6	Airport Concessionaires Satisfaction Survey in relation to Airport Services and Facilities	4%	Average rating of concessions on a 5 point scale	N/A	To commission 3rd party surveyor (100%)	3	
	SM 7	Full Implementation: Integration of Passenger Service Charge (IPSC)	5%	% Completion	75%	100% <i>Transition Stage</i>	100% <i>Full Implementation</i>	
	SM 8	Proposed Construction of Public Waiting Lounge (Former WOW and OFW side, T1)	4%	Actual Accomplishment	N/A	N/A	100% Construction Completed	
	SM 9	Construction of Kiddie Lounge at Departure North and South Areas - T3	4%	Actual Accomplishment	N/A	N/A	100% Construction Completed	
		Sub-total	25%					



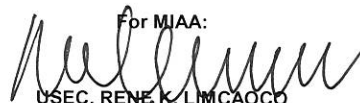
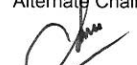


FINANCIAL	SO 3	To Improve Financial Performance						Projected revenues are contingent on the issue on the lease agreement with Duty Free Philippines Corporation (DFPC).
	SM 10	Gross Revenues	10%	Total Revenue for the year	Php 9.29B	Php 9.925B	Php 10.41B	
	SM 11	EBITDA	10%	EBITDA Margin = Net Income + Interest, Taxes, Depreciation & Amortization	Php 4.99 B	Php 3.62B	Php 3.85B	
	SM 12	Rental Revenues at Terminal-1 and Multi Storey Mall at Terminal 3 and Concessions Privilege Fee (CPF) from Advertising Concessions at Terminal 1	10%	Absolute Amount	Php 20M	Php 91.87 M	Php 115 M	
		Sub-total	30%					
INTERNAL PROCESS	SO 4	To Ensure Operational Efficiency According to International Acceptable Standards						
	SM 13	ISO Certification 9001:2008	5%	Issuance of Certification	Certificate Issued	Certificate Issued	Certificate Re-Issued	
	SM 14	Upgrading of Passenger Address System at Terminal-2	5%	Actual Accomplishment	N/A	N/A	100% Upgraded	
	SM 15	Supply, Installation & Commissioning of MIAA Telephone System (IP - PBX)	5%	Actual Accomplishment	N/A	N/A	100% Completed	
	SM 16	Replacement and Upgrading of 10 Units Passenger Boarding Bridges with new power feeder line cable and conduit at T1	5%	Actual Accomplishment	N/A	N/A	100% Upgraded	
			Sub-total	20%				
	SO 5	To Ensure Passenger Safety and Security						
SM 17	Implementation of the Medium to Long-Term Measures indicated in the submitted 2015 Comprehensive Action Plan to enhance Security and Safety which may include Actions requiring Executive and Legislative Initiatives	5%	Actual Accomplishment	N/A	N/A	100% Accomplishment		
	1) Response time for aircraft emergencies within the aircraft movement area per ICAO standards	1.25%	No. of incidents with not more than 3 minutes response time / Total no. of incidents	100% (3 min.)	100% (3 min.)	100% (3 min.)		

	SM 18	2) Response time by Airport Police for bomb threats	1.25%	No. of incidents with not more than 10 minutes response time / Total no. of incidents	100% (10 min.)	100% (10 min.)	100% (10 min.)	
		3) Response time for non-aircraft emergencies	1.25%	No. of incidents with not more than 10 minutes response time / Total no. of incidents	100% (10 min.)	100% (10 min.)	100% (10 min.)	
		4) Response time for sick calls/ medical emergencies	1.25%	No. of incidents with not more than 12 minutes response time / Total no. of incidents	100% (Sick Call - 12 min)	100% (Sick Call - 12 min)	100% (Sick Call - 12 min)	
		Sub-total	10%					
LEARNING AND GROWTH	SO 6 To Enhance Employee Productivity and Effectiveness							
	SM 18	Implementation of Approved Rationalization Plan of MIAA	2.50%	(No. of filled-up position / No. required to be filled-up) x 100%	MIAA is awaiting for GCG regarding the CTI.	Approval of RATPLAN	Implementation of GCG approved RATPLAN	
	SM 19	Competency Framework	2.50%	Approval by GCG of Competency Framework	N/A	Board approved competency framework	Pilot testing of GCG approved MIAA competency framework	
		Sub-total	5%					
		Total Weight	100%					

For GCG:

RAINIER B. BUTALID
 Commissioner

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 Alternate Chairman

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 General Manager

Date: 13 November 2015