

SUMMARY OF AGREEMENTS
MANILA INTERNATIONAL AIRPORT AUTHORITY
2015

	TWG AGREEMENT								GCG COMMENT/ RECOMMENDATION	PAN AGREEMENT				Remarks			
	Component									Component							
	Weight	Rating Scale	Baseline			Target 2015					Weight	Formula	Full Year 2015 Target				
2012			2013	2014													
	Proposed Social Impact Objective: To Provide World Class Quality Airport Services and Facilities for Passengers									SO 1 To improve mobility and accessibility of passengers							
Social Impact									GCG recommends MIAA to adopt a measure for Social Impact, e.g., increased market share thru increased airline presence and passenger and cargo volume.	SM 1	Airline share	4%		TWG will work out the figures for the 2015 target	Maintain optimum levels in terms of market share, passenger and cargo volume		
										SM 2	Passenger volume	3%					
										SM 3	Cargo volume	3%					
	SO 1 Enhance Passenger Comfort and Convenience									SO 2 Enhance Passenger Comfort and Convenience							
Customer and Stakeholders	SM 1	Customer Passenger Satisfaction Survey in relation to Airport Services, Processes and Facilities	6%	Average rating of passengers on a 5-point scale	N/A	N/A	N/A	To commission 3rd party survey		SM 4	Customer Passenger Satisfaction Survey in relation to Airport Services, Processes and Facilities	4%		To commission 3rd party survey			
	SM 2	Airline Satisfaction Survey in relation to Airport Services, Processes and Facilities	4%	Average rating of airlines on a 5-point scale	N/A	N/A	N/A	To commission 3rd party survey		SM 5	Airline Satisfaction Survey in relation to Airport Services, Processes and Facilities	4%		To commission 3rd party survey			
	SM 3	Airport Concessionaires Satisfaction Survey in relation to Airport Services and Facilities	2%	Average rating of airlines on a 5-point scale	N/A	N/A	N/A	To commission 3rd party survey		SM 6	Airport Concessionaires Satisfaction Survey in relation to Airport Services and Facilities	4%		To commission 3rd party survey			
	SM 4	Implementation of Passenger Service Charge (IPSC) Integration Program	20%	% Completion	N/A	N/A	75%	100%	Reduce weight to 10-15% for possible allocation to Social Impact measure/s.	SM 7	Implementation of Passenger Service Charge (IPSC) Integration Program			100%			
											a. Systems/ Airline	4%					
										b. Revenue	3%						
										c. Passengers	3%						
	SO 2 Improve Financial Performance									SO 3 Improve Financial Performance							
Financial	SM 5	Gross Revenues (in Billion pesos)	7%	Total Revenue for the year	8.28	8.55	8.818	9.925		SM 8	Gross Revenues (in Billion pesos)	9%	Total Revenue for the year	9.95 Billion	9.95 B = 7%; lower than 10B will be pro-rated		
		% change															
	SM 6	EBITDA (in Billion pesos)	7%	EBITDA Margin = Net Income + Interest, Taxes, Depreciation & Amortization	N/A	N/A	3.033	3.622		SM 9	EBITDA (in Billion pesos)	9%	EBITDA Margin = Net Income + Interest, Taxes, Depreciation & Amortization	3.622			
		% change						19%									
	SO 3 Stimulate Non-Aeronautical Revenues																
SM 7	Rental Revenues from Terminal-1 and the Multi Storey Mall @ Terminal-3 (in Million pesos)	7%	Additional Revenue for the year	N/A	N/A	4	372	Reduce weight to 5%; For distribution to SO 2 measures (Gross Revenues and EBITDA cover Non-Aero Revenues).	SM 10	Rental Revenues from Terminal-1 and the Multi Storey Mall @ Terminal-3 (in Million pesos)	5%	Additional Revenue for the year	372				
	% change						9200%										
SM 8	Concessions Privilege Fee (CPF) from Advertising Concessions @ Terminal-1 (in Million pesos)	7%	Additional Revenue for the year	N/A	N/A	16	76	Reduce weight to 5%; For distribution to SO 2 measures (Gross Revenues and EBITDA cover Non-Aero Revenues).	SM 11	Concessions Privilege Fee (CPF) from Advertising Concessions @ Terminal-1 (in Million pesos)	5%	Additional Revenue for the year	76				
	% change						375%										


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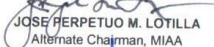
Internal Process	SO 4	Ensure Operational Efficiency according to International Acceptable Standards							SO 4	Ensure Operational Efficiency according to International Acceptable Standards				
	SM 9	ISO Certification 9001:2008	8%	100% Certification Issued	N/A	N/A	100%	100%	SM 12	ISO Certification 9001:2008	10%	100% Certification Issued	100%	
	SO 5	Ensure Passenger Safety and Security							SO 5	Ensure Passenger Safety and Security				
	SM 10	Response Time for Aircraft Emergencies within the Aircraft Movement Area per ICAO Standard	1%	No. of incidents not more than 3 minutes response time / Total no. of incidents	N/A	N/A	100%	100%	SM 13	Response Time for Aircraft Emergencies within the Aircraft Movement Area per ICAO Standard	3%	No. of incidents not more than 3 minutes response time / Total no. of incidents	100%	
	SM 11	Response Time by Airport Police for Bomb Threats	1%	No. of incidents not more than 10 minutes response time / Total no. of incidents	N/A	N/A	100%	100%	SM 14	Response Time by Airport Police for Bomb Threats	3%	No. of incidents not more than 10 minutes response time / Total no. of incidents	100%	
	SM 12	Response Time for Non-Aircraft Emergencies	1%	No. of incidents more not than 10 minutes response time / Total no. of incidents	N/A	N/A	100%	100%	SM 15	Response Time for Non-Aircraft Emergencies	3%	No. of incidents more not than 10 minutes response time / Total no. of incidents	100%	
	SM 13	Response Time for Sick Call / Medical Emergencies	1%	No. of incidents not more than 12 minutes response time / Total no. of incidents	N/A	N/A	100%	100%	SM 16	Response Time for Sick Call / Medical Emergencies	3%	No. of incidents not more than 12 minutes response time / Total no. of incidents		
SM 14	CCTV Coverage @ Critical Areas (Installation of CCTV Cameras)	5%	(Actual Coverage Area / Target Coverage Area) * 100%	N/A	N/A	N/A	100%	SM 17	CCTV Coverage @ Critical Areas (Installation of CCTV Cameras)	5%	(Actual Coverage Area / Target Coverage Area) * 100%	100%	All or Nothing	
Learning and Growth	SO 6	Improve the (Skills and Capability) Competitiveness of MIAA employees							SO 6	Improve the (Skills and Capability) Competitiveness of MIAA employees				
	SM 15	Employees who have undertaken Learning and Development Activities	12%	(No. of Post Activity Report / Actual No. of employees attended) * 100%	n/a	n/a	n/a	100%						
	SO 7	Enhance Employee Productivity and Effectiveness							SO 6	Enhance Employee Productivity and Effectiveness				
	SM 16	Implementation of Rationalization Plan of MIAA	4%	(No. of filled-up position / No. required to be filled-up) * 100%	N/A	N/A	N/A	20%	SM 18	Implementation of Rationalization Plan of MIAA	0%	(No. of filled-up position / No. required to be filled-up) * 100%	20%	
SM 17	Implementation of Strategic Performance Management System (SPMS)	4%	Full Implementation	N/A	N/A	N/A	100%	SM 19	Implementation of Strategic Performance Management System (SPMS)	5%	Full Implementation	100%		


SM 18	Competency Framework	3%	Approval by the GCG of Competency Framework	N/A	N/A	N/A	Development	New measure added by GCG	SM 20	Competency Framework	10%	Approval by the GCG of Competency Framework	Development	
Total Weight		100%							Total Weight		100%			*GCG will renegotiate on certain targets once CNSATM is implemented on MIAA by CAAP

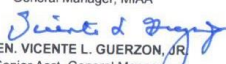
For GOVERNANCE COMMISSION FOR GCGs:

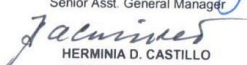

RAINIER B. BUTALID
 Commissioner

For MANILA INTERNATIONAL AIRPORT AUTHORITY:


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 Alternate Chairman, MIAA


MGEN JOSE ANGELO A. HONRADO (Ret)
 General Manager, MIAA


MGEN. VICENTE L. GUERZON, JR.
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 AGM Finance and Admin