

TERMS OF REFERENCE (TOR)

Project Management Company for the Construction and Interior Exhibit Design of the Philippine Pavilion

World Expo 2025 Osaka
Osaka, Japan

I. BACKGROUND AND RATIONALE

The Philippine government will participate in Expo 2025 Osaka in Yumeshima, Osaka, Japan, from 13 April to 13 October 2025.

The Japan Association for Expo 2025, the Organizer of the Project, expects the participation of more than 130 countries and 15 international organizations in the Expo. Some 28.2 million visitors are expected to visit the Expo 2025 in Osaka.

With the theme, **Designing Future Society for Our Lives**, Expo 2025 Osaka provides an unrivaled platform for the Philippines to connect businesses, build a global identity, establish a meaningful face-to-face connection with counterpart stakeholders, showcase national tourist attractions, offer tourism products and services and benefit from new and sustainable solutions being presented by participating countries.

The Philippine Pavilion is designated at Plots B8-B9 and is located within the *Empowering Lives Zone* in a plot size of 900 sqm, and a 600 - 630 sqm floor area for the pavilion. Accordingly, the Philippines' participation will revolve around the thematic concept of **"Weaving the Filipino Identity"**.

The Philippine Pavilion space shall be utilized for the following components:

- A thematic area as per the specified theme and sub-theme
- Area for commercial use
- Area for experience design installation
- Office space, VIP lounge/holding area, storage room
- Crowd movement corridor(s)
- Landscaping
- Public safety and convenience

The Office of the President has designated the Philippine Department of Tourism (PDOT) as the lead implementing agency for Expo 2025, and Chairperson of the Philippine Organizing Committee (POC), through Administrative Order (A.O.) No. 7. Under the AO, the PDOT is tasked to undertake and oversee the overall preparations and day-to-day operations relative to the Philippines' participation in Expo 2025.

Following the confirmation of the PDOT as the lead agency for the implementation of the Expo 2025, it has issued Department Order (DO) No. 023-0042, designating the TPB as the Agency in charge of spearheading the Secretariat of the Project. Further, the DO specifically assigns the TPB to handle the following components of the Philippines' participation in the World Expo 2025 Osaka:

- Appointment of Philippine-based Architectural/Design Team
- Construction of the Philippine Pavilion

- Facilitation of Licenses, Permits, and Insurance
- Installation of Exhibits
- Creation of Pavilion Content / Pocket Shows
- Implementation of Special Events
- Management of the Operations of the Project Secretariat in Manila

The POC has identified three Phases as crucial to the completion of the Philippine Pavilion:

PHASE I involves the preparation of a project management plan and other preparatory activities such as the development of the Philippine Pavilion’s general design, coordination with organizers, and mobilization and demobilization activities;

PHASE II encompasses the construction of the Philippine pavilion, including the execution of design plans and development of curatorial and exhibit plans; *and*

PHASE III covers the operation, maintenance, and dismantling of the Philippine pavilion, along with other activities during the World Expo 2025 Osaka Proper.

A Japan-based Project Management Company (PMC) has been contracted through the PDOT-Osaka to implement Phase I of the completion of the Philippine Pavilion in Expo 2025 Osaka to include:

- Development, conceptualization, and management of the Philippine Pavilion Design, preparation of requirements of the POC, and subsequent realignment and reconciliation of plans and concepts with the World Expo 2025 rules and regulations;
- Facilitation of licenses, permits, and insurance;
- Project Coordination

In view of the above, the POC, through the TPB, requires the services of a Philippine-based Project Management Company ¹ for the Construction and Interior Exhibit Design of the Philippine Pavilion to undertake Phases II and III of the completion of the Philippine Pavilion.

II. OBJECTIVE

The objective is to hire the services of a Philippine-based Project Management Company (PPMC) that can work with a licensed contractor in Japan who is further accredited to build within the World Expo 2025 Osaka site, as well as a company specializing in the design and implementation of a Guest Experience Design within the Philippine pavilion.

The PPMC will manage all logistics components relative to labor, equipment, and exhibit requirements for the Philippine Pavilion, and work with the contracted Japan-based PMC for Phase I to implement the Architectural and Engineering designs/drawings for the construction of the Philippine Pavilion based on the approved thematic concept: Weaving the Filipino Identity.

Specifically, the hiring of a Philippine-based Project Management Company will:

- Leverage the specialized knowledge and expertise of a professional Project Management Company with experience in managing construction and exhibit requirements for a large-scale event like the World Expo;
- Ensure efficient project management and streamlined coordination among various teams involved in all aspects of the construction;

¹ *Project Management Company is a SEC registered company that manages people and resources to control the scope, cost, quality and time of a construction project from start to finish*

- Mitigate risks and navigate complex regulations seamlessly considering their comprehensive understanding of the Japanese building codes, safety standards, and permit requirements;
- Optimize budget allocation and implement cost-effective solutions without compromising the quality of the Philippine Pavilion;
- Expedite project timelines and ensure efficient scheduling to guarantee the timely completion of the exhibit space and infrastructure;
- Allow the creation of visually engaging exhibits to captivate pavilion visitors;
- Optimize logistics to ensure a seamless flow of materials and resources to prevent bottlenecks in the construction process; and
- Ensure the implementation of environmentally responsible practices for setting up and dismantling the Philippine pavilion.

III. GENERAL DESCRIPTION OF THE PHILIPPINE PAVILION

1. Plot area: 900sqm
2. Main Building Structure: 630sqm
3. Exterior area
 - a. Main Building Structure
 - b. Building façade
 - c. Landscaping
4. Interior main areas of the Philippine Pavilion include:
 - a. Ground Floor:
 - Entrance / Exit
 - Main entrance/exit
 - VIP entrance/exit
 - Secretariat / Staff entrance/exit
 - Exhibition space (≈474 sq.m)
 - Food and Beverage Area
 - Full kitchen set-up
 - Takeout kitchen queuing area
 - Storage (cold storage and pantry)
 - Retail Area
 - Merchandise space
 - Storage
 - Toilets (for VIP and staff use)
 - Male toilet
 - Female toilet
 - Accessible toilet
 - b. Mezzanine:
 - Administrative / Operations Area
 - Meeting room / VIP Room
 - Admin / Secretariat Office
 - Server room
 - Performance Area
 - Stage/platform access
 - Live performance platform
 - Holding area for performers

IV. SCOPE OF WORK AND DELIVERABLES

The Philippine-based Project Management Company (PPMC) for the Construction and Interior Exhibit Design of the Philippine Pavilion shall undertake the implementation, coordination, and management of products and services for the Philippine Pavilion, both in Japan and the Philippines to include the following:

1. Construction and Implementation of Pavilion Design

EXTERIORS

a) Main Building and Utilities

- Steel Bar and Framing
 - o Steel Structure (26.4 m x 21.6 m x 12.1 m) with 40SPAN+12 Canopy
- Woven panels - exterior and interior
 - o 800×800 (1SPAN 42panel) 1680
 - o Nomination commission
 - o Installation support
- Interior material & FF&E
- Cross-laminated Timber (CLT) system and installation
- Electrical and Lighting Systems
- Heating, Ventilation, and Air-Conditioning Systems (HVAC) equipment and installation
 - o Shall follow available green/eco-efficient building design practices
- Water
- Sewage
- Communications Technology | Direct Cable and WiFi-ready Facilities
- Security
 - o CCTV Monitoring System²

b) Building Façade Exterior

- Pre-fabrication of rattan tiles and Philippine weaves
- Shipment of materials to include all export fees and taxes
- Construction and installation of building façade
 - o CLT Packages
 - o Design modifications
 - o Façade sub-structure
 - o Pavilion Installation

c) Landscaping

- Sourcing of all materials needed for landscaping based on specifications from the Japan-based PMC
- Landscape, supply and installation, and maintenance

INTERIORS

d) Delivery of Interior Fit-Out

- Interior Design - fit-out material and finishes for the administrative and operations area
 - o Lighting
 - o Audio-visual equipment
 - o Office equipment
 - o Furniture and furnishings
- POS equipment for the F&B and Retail areas
- Kitchen equipment and installation

² Number of the CCTV monitoring system can be discussed with the Architect on-board

e) Exhibit / Experience Design & Production

- Design and implementation of a future-oriented guest experience design process to include:
 - Design the overall guest experience:
 - Strategy
 - Concept Development
 - Creation of a schematic design (storylines and content, schematic designs, graphic styles, and materials)
 - Provision of fabrication and product specifications including validation of cost estimates with third parties
 - Preparation of tender materials
 - Provision of all structures, exhibit items, technical equipment, and media requirements within the exhibit area
 - Guardianship of detailed design and fabrication in case of 3rd party provision
 - Production and installation of Fit-out and Media Requirements
 - Preparation of Criteria / Requirements for Fit-out partner and AV/Media vendor
 - Identification of the specifics of the right AV software and hardware that complement the design experience
 - Overseeing production from planning to delivery of needed fit-outs for the Design Experience
 - Ensuring timely delivery aligned with the timelines of the Philippine Project Management Company
 - Installation and Integration of the Exhibit / Experience Design with the Pavilion Structure

2. Decommissioning and Removal of the Philippine Pavilion

During the Decommissioning and Removal Stage, the PPMC shall:

- a) Prepare a Decommissioning and Removal Plan applying advanced engineering and innovative technology
- b) Pavilion Dismantling Methodology
- c) Arrange for and secure all required permits and clearances from the Expo 2025 Organizers and relevant Japanese authorities to decommission and remove the pavilion.
- d) Implement the Decommissioning and Removal plan, including dismantling, handling, delivery, and hauling/shipment costs to the final destination, and re-installation, as necessary.
- e) Arrange and shoulder hauling and temporary storage of pavilion components, as needed.

3. General Guidelines and Criteria

a) INSTALLATION AND WORKMANSHIP

Personnel of the PPMC should be specialists highly skilled in their respective trades, performing all labor according to first-class standards. A full-time Project Engineer/Architect and Construction Safety Engineer shall be assigned by the PPMC at the job site during the construction phase of the project. Professional engineers assigned to the project should have the experience and ability to manage and implement steel structure projects and be highly knowledgeable in interior fit-out works.

When working on a construction project, it is crucial to ensure that the foundation is prepared following the structural requirements and local (Japan) building codes. Additionally, materials such as steel should be handled properly to prevent damage and distortion during transportation and storage. Qualified welders should be employed to carry out welding and fabrication work, adhering to approved procedures and inspecting welds for quality and compliance with specifications. Bolts and fasteners must be installed per design specifications, tightened to the appropriate torque, and regularly inspected for proper alignment and integrity. Safety measures, including fall protection, equipment safety, and hazard communication, should be implemented, and thorough training for personnel involved in construction work is essential. Regular inspections are necessary to verify compliance with design drawings and specifications, and any deviations should be addressed promptly.

Tapping of utilities such as power supply, water supply and sewage drainage shall be coordinated with their respective utilities or service provider, and all works involved, including access to utilities tapping point, excavation, removal of obstructions, concrete breaking, backfilling and restoration of affected areas, shall be coordinated and included in the scope of work and cost of the project.

b) MATERIALS

All materials and equipment shall be standard products of manufacturers engaged in the production of such materials and equipment and shall be the manufacturer's latest standard design to ensure that it meets the functionalities, capabilities, and needs of the users.

The materials and workmanship supplied shall be the best grade and constructed and/or installed in a practical and first-class manner. It will be completed in operation, with nothing being omitted in the way of labor and materials required and it will be delivered and turned over in good condition, complete and compliant with the approved specifications and TPB standards.

All materials shall be in conformance with the latest standards and with inspection from the Phase I Japan-based PMC.

The PPMC shall provide a Request for Approval document regarding the materials to be used for the project to the Phase I Japan-based PMC and architect before procurement and installation. The PPMC shall be responsible for the request for any information and clarification regarding the issues and queries that will arise during the project.

Fire protection measures, such as the application of fire-resistant coatings and intumescent paint, are critical to achieving the required fire ratings for the structure. Additionally, surface preparation and coating application are vital to prevent corrosion and extend the structure's lifespan. The PPMC must always adhere to relevant building codes and industry standards and specifications, and maintain meticulous documentation and record-keeping for inspections, material certifications, and construction activities to ensure traceability and compliance with project requirements. These guidelines and criteria collectively ensure the safe, high-quality installation of construction materials and structures, promoting an optimal and secure construction environment.

c) Accessibility, Signage, and Wayfinding

Signage and wayfinding design features should be consistent within and across different environments. Consistent features must always be present to assist people and workers to understand information and learn the patterns in the project space to ensure safety and efficiency standards.

All accessible facilities must be provided with clear signage in English and Japanese translations. Wayfinding solutions can and should include architectural elements. All accessible facilities must cater to people with mobility, visual, or hearing impairments. Audible messaging or similar systems must be provided for the visually impaired. Pavilion accessibility signage must include:

- Wayfinding information
- Statutory signage requirements
- Special assistance areas and routes for persons with reduced mobility
- Wayfinding signages for the Guest Experience, including exhibit signage
- Special signage/s to properly acknowledge Sponsors, as needed
- Sanitary facilities
- Doorways serving as exits and entries
- Areas with hearing augmentation system

d) Environmental Impact Assessment

- Regular reporting to the Expo 2025 Organizers to include:
 - o Construction-related vehicles and machinery
 - o Waste, soil, and sludge treatment
 - o Bird measures (nesting prevention and protection of migratory birds)
 - o Environmental data
 - o Major environmental measures
 - Air, noise, vibration, and low-frequency sound
 - Water and soil quality
 - Waste treatment
 - Animals, plants, and ecosystem within construction site

e) Health and Safety

The PPMC must comply with the Industrial Safety and Health Act and other laws and regulations related to safety and health, as may be specified by the Expo 2025 Organizers.

The PPMC shall implement safety protocols, including fall protection, equipment safety, and hazard communication. Provide training for personnel involved in steel structure installation.

f) Operations and Maintenance

The PPMC shall prepare as-built plans and a maintenance plan for the building and exhibition spaces to ensure that all components are in good condition and can be accessed and inspected by the TPB and Expo 2025 Organizers from time to time.

The PPMC must maintain a technical crew (at least 2 technicians) to rectify defects and damages for the duration of Expo 2025.

The PPMC shall prepare an Operating Manual which includes liability coverage and warranties of all technical equipment, electronics, and appliances.

The PPMC shall perform regular maintenance checks on the Pavilion, including structural components, exteriors, and interiors.

g) Other Terms and Conditions

Any errors, omissions, inconsistencies, inadequacies, or failures submitted/committed by the PPMC that do not comply with the requirements under this Terms of Reference shall be rectified, resubmitted, and reviewed at the PPMC’s cost. If the PPMC wishes to modify any design or document, reviewed and approved, the PPMC shall notify the procuring entity within a reasonable period and shall shoulder the cost of such changes.

As a rule, changes in the design and construction requirements shall be limited only to those that have been anticipated in the contract documents before contract signing and approval. The following guidelines shall govern the approval of any changes:

- Change orders resulting from design errors, omissions or non-conformance with the performance specifications and parameters and the contract documents by the Japan-based PMC shall be implemented by the PPMC at no additional cost to TPB.

h) Defects and Liability

The PPMC shall be liable for design and structural defects including but not limited to poor workmanship, use of materials that are not compliant with the agreed specifications or standards, structural inadequacies, and any other conditions that diminish the functionality, safety, or aesthetic value of the project.

V. TECHNICAL REQUIREMENTS

The qualifications of the PPMC shall be based on the legal, technical and financial requirements. In the technical requirements, the PPMC (as solo or in joint-venture/consortia) should be able to comply with the experience requirements under the IRR of RA 9184, where one of the parties (in a joint venture/consortia) should have at least one similar project.

| QUALIFICATIONS | REQUIRED DOCUMENTS TO SUBMIT |
|--|--|
| I. BIDDING COMPANYY | |
| The bidding company must be a duly registered company in the Philippines, providing Project Management services, and must have been in existence for at least five (5) years | <ul style="list-style-type: none"> • Company Profile with a list of services offered, previous clients served (ongoing and completed contracts for the last 5 years) • Documentation that certifies terms of the company’s existence (SEC Articles of Incorporation, both the original and amended, if applicable) |
| Must have managed at least one (1) construction and/or large-scale exhibit design outside of the Philippines during the last five (5) years. | <ul style="list-style-type: none"> • Documentation that certifies having managed at least one (1) construction and/or large-scale exhibit design outside of the Philippines during the last five (5) |

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| | <p>years.</p> <p>(List of ongoing and completed contracts)</p> |
| <p>Must be able to secure a Japan-based partner contractor who is licensed to build and operate in Japan and must have built at least one (1) structure similar to the Philippine Pavilion within the last five (5) years</p> | <ul style="list-style-type: none"> • Must have identified a Japan-based partner contractor who is authorized/ licensed to build and construct in the World Expo 2025 Osaka site. Must be able to present a document stating that their Japan-based partner contractor is accredited by the World Expo 2025 Japan Organizers |
| <p>II. PERSONNEL TO BE ASSIGNED</p> | |
| <p>Lead personnel to be assigned to the project must be duly licensed and must meet the minimum number of years of experience related to the position they are assigned to.</p> <p>Minimum Required Personnel: 8</p> <ol style="list-style-type: none"> 1. Project Manager (10 years) 2. Lead Engineer (10 years) 3. Lead Architect (10 years) 4. Lead Interior Designer (10 years) 5. Experience Designer (10 years) 6. Senior Strategist (5 years) 7. Lead Foreman (5 years) 8. Safety Officer (5 years) <p><i>Note: The above key personnel listed are required. The Bidding Company may, as needed and at its own expense, provide additional personnel for the optimal performance of all deliverables as stipulated in this Terms of Reference.</i></p> | <ul style="list-style-type: none"> • CV of each individual assigned to the project and PRC license or similar document/s of the Professional staff, proof of qualifications, and other related documents as necessary • The CV should indicate the Work Experience of everyone to include Position, Company Name, Inclusive date/s of employment/engagement |

VI. CRITERIA FOR RATING

Technical Bid/Proposal Criteria (Passing Score: 75%)

| PARTICULARS | | RATING | |
|-------------|---|--------|-------|
| | | | TOTAL |
| I. | COMPETENCE OF PERSONNEL TO BE ASSIGNED TO THE PROJECT | | 20% |
| A | The proposal is more than the required minimum number of key personnel met the minimum years of experience 1. Project Manager (10 years) 2. Lead Engineer (10 years) 3. Lead Architect (10 years) 4. Lead Interior Designer (10 years) 5. Experience Designer (10 years) 6. Senior Strategist (5 years) 7. Lead Foreman (5 years) 8. Safety Officer (5 years) | 5% | |
| B | The proposal has the required minimum number of key personnel 1. Project Manager 2. Lead Engineer 3. Lead Architect 4. Lead Interior Designer 5. Experience Designer 6. Senior Strategist 7. Lead Foreman 8. Safety Officer | 5% | |
| C | For Project Manager, Lead Engineer, Lead Architect, Lead Interior Designer, Lead Foreman, and Safety Officer - must have handled at least 1 project similar in scope within the last 5 years | 5% | |
| D | For Experience Designer and Senior Strategist – must have designed, developed, and produced at least 1 future-oriented guest experience for a country/company within the last 5 years | 5% | |
| II. | EXPERTISE AND CAPABILITY OF THE BIDDING COMPANY | | 30% |
| A | Suitability of the bidder (based on the scope of services of previous contracts/projects, Articles of Incorporation) | 10% | |
| | • Full-Service Project Management Company (10%) | | |
| | • Architectural or Engineering Firm (8%) | | |
| | • Building Contractor (6%) | | |
| B | Year of existence as a PMC based on the articles of incorporation | 5% | |
| | • 7 years and above (5%) | | |
| | • 5 years and above (3%) | | |
| | • Below 5 years (0%) | | |
| C | Previous contracts similar in scope | 5% | |
| | Managed construction and/or large-scale exhibit design (at least 300 sqm) outside of the Philippines within the last 5 years | | |
| D | Experience and Credentials | 10% | |

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| | | <ul style="list-style-type: none"> At least three (3) successful projects implemented within the last 5 years, with similar scope of work in this Terms of Reference, validated by previous clients (10%) | | |
| | | <ul style="list-style-type: none"> With two (2) successful projects implemented within the last 5 years, with similar scope of work in this Terms of Reference, validated by previous clients (8%) | | |
| | | <ul style="list-style-type: none"> With one (1) successful project implemented within 5 years, with similar scope of work in this Terms of Reference, validated by previous clients (5%) | | |
| III | PLAN OF APPROACH AND METHODOLOGY | | | 50% |
| | A | <p>Project Understanding and Compliance</p> <ul style="list-style-type: none"> Depth of understanding of the project's objectives, requirements, and expected outcomes. Compliance with the bid's specifications, including adherence to the thematic, cultural, and sustainability goals of the pavilion. | 5% | |

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| | B | <p>Innovation and Design Excellence (TPF4 – Description of Methodology and work plan in performing the project)</p> <ul style="list-style-type: none"> The creativity and innovation demonstrated in the proposed interior/guest experience design, showcasing Philippine culture, values, and visions for the future. Incorporation of state-of-the-art design and construction techniques that enhance the pavilion’s functionality and visitor experience. | 10% | |
| | C | <p>Environmental Sustainability (TPF4 – Description of Methodology and work plan in performing the project)</p> <ul style="list-style-type: none"> Detailed strategies for sustainable construction practices, including the use of eco-friendly materials and energy-efficient technologies. Measures for minimizing the environmental impact of the construction process and the pavilion's operation. | 10% | |
| | D | <p>Technical Approach and Feasibility (TPF4 – Description of Methodology and work plan in performing the project)</p> <p>The feasibility of the proposed technical solutions, construction methods, and materials.</p> <ul style="list-style-type: none"> Detailed planning for tackling potential technical challenges and ensuring the structural integrity and safety of the pavilion. | 10% | |
| | E | <p>Project Management and Execution Plan to include cost management plan TPF8 – Activity & Work Schedule (Gantt Chart)</p> <ul style="list-style-type: none"> A clear, detailed project management plan, including timelines, milestones, and resource allocation for the project's lifecycle. Demonstrated ability to efficiently manage and coordinate project activities, ensuring timely and within budget delivery. Comprehensive budgeting that demonstrates cost-effectiveness without compromising quality or project objectives. | 10% | |

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| | | - Effective financial planning and cost control mechanisms to ensure adherence to budget constraints and maximize value for money. | | |
| | F | Cultural and Contextual Sensitivity (TPF4 – Description of Methodology and work plan in performing the project) - Strategies for authentically representing Philippine culture, heritage, and innovation through the pavilion's design and construction. - Engagement with Filipino artists, craftsmen, and cultural experts to incorporate authentic cultural elements into the pavilion. | 5% | |
| | | TOTAL | | 100% |

All bidders are required to present their Technical Proposals. Bidders are given a maximum of 30 minutes to present their technical proposals.

The bidder is expected to submit technical and financial proposals that shall be evaluated based on Quality Cost Based Evaluation (QCBE).

The winning bidder must attain a hurdle rate of 75% based on the following set of selection criteria with their corresponding weight assignments:

| Proposal | Weight |
|--------------------|--------|
| Technical proposal | 85% |
| Financial Proposal | 15% |

VII. SUBMISSION AND RECEIPT OF BIDS

All bids must be addressed to: Tourism Promotions Board Philippines
Bids and Awards Committee
4th Floor, Legaspi Towers 300, Roxas Boulevard,
City of Manila, Metro Manila 1004

Contact: Arnold T. Gonzales, Chairperson, Bids and Awards Committee
Telephone No.: +63 (02) 8525 9318 to 27 | Email: arnold_gonzales@tpb.gov.ph
Kindly cc: bac_sec@tpb.gov.ph

VIII. APPROVED BUDGET FOR THE CONTRACT

The approved budget for the contract is Philippine Peso: Eight Hundred Fifty-Four Million One Hundred Forty-Six Thousand Five Hundred Twenty-One and 00/100 (Php 854,146,521.00) inclusive of all taxes, currency adjustments, and applicable fees and charges both in the Philippines and in Japan.

1. Proposed budget allocation

| Project Component | Proposed Budget Allocation (in Philippine Pesos) |
|--|--|
| CLT Building System, Utilities Installation, Building Façade Installation, and Landscaping | 301,000,000.00 |
| Façade Fabrication + Shipment and Main Building Steel Structure | 200,500,000.00 |

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|---|------------------------|
| Interior Design Fit-Out, Exhibitories, Experience Design, and Media Production (inclusive of technical equipment and Exhibit Area Design and implementation) | 267,200,000.00 |
| Pavilion Decommissioning and Dismantling | 85,400,000.00 |
| TOTAL | 854,100,000.00* |

**Inclusive of all taxes and applicable fees and charges*

2. Terms of Payment

- a) The Project Management Company shall collect payment on progress billings based on the percentage of work accomplished, upon submission of all the required documents, subject to necessary deductions such as taxes and a 10% retention fee.
- b) The Project Management Company shall be paid upon submission of the following documents:
 - Accomplishment Report
 - Request of Payment
 - Certificate of Acceptance (if applicable)
- c) A retention fee of ten percent (10%) of the Contract Price shall be withheld and shall be released only upon complete decommissioning of the Philippine Pavilion and issuance of a Certificate of Project Completion and Acceptance by TPB

All payments will be subject to the usual government accounting and auditing rules and regulations. The Project Management Company is expected to be familiar with the Government Accounting and Auditing Manual (GAAM).

The Project Management Company is encouraged to have a Land Bank of the Philippines (LBP) account. Payment shall be made through LBP bank deposit. Otherwise, bank charges shall be shouldered by the Project Management Company.

3. Schedule of Payment

| BILLING TRANCHES | MILESTONES | TERMS OF PAYMENT |
|-------------------------|---|-------------------------|
| First Billing | Upon submission of a signed contract of the Philippine-based PMC with the Japanese contractor stipulating the terms of payment needed, and approval of overall project management, construction, and installation plans | 15% of contract price |
| Second Billing | Upon submission and approval of schematics of the Philippine Design Experience and at least 20% installation of the modular building structure | 25% of contract price |
| Third Billing | Upon full installation of the modular building structure and installation of utilities | 30% of contract price |
| Fourth Billing | Upon completed installation of the Pavilion façade, and start of production and installation of the interior fit-outs | 10% of contract price |

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| Fifth Billing | Upon turnover of the Pavilion to the POC / POC Secretariat and submission and approval of the decommissioning plan <i>(including the Pavilion Operations Manual and as-built plans)</i> | 10% of contract price |
| Final Billing | Upon complete decommissioning of the Philippine Pavilion; and completion of all deliverables based on TOR | 10% of contract price |

IX. PROJECT DURATION

| Start Date | Particulars |
|-----------------------------|---|
| Upon acceptance of the NTP | Start of management of the Philippine Pavilion Construction (Exterior and Interior) |
| 16 Feb – 12 Apr 2025 | Handover of Pavilion and Punch-listing |
| 13 Apr – 13 Oct 2025 | Expo-proper |
| 14 Oct 2025 – 15 March 2026 | Dismantling of Pavilion |

X. CONFIDENTIALITY

The parties hereby agree to hold in utmost confidence all works and materials deemed private and confidential, including the use of any copyrighted materials. A violation of a party of this confidentiality agreement shall be a ground to indemnify the offended party without any prejudice for other legal remedies.

XI. RECORDS AND OTHER DOCUMENTS

The PPMC must waive complete ownership of the final documents of the project. All submitted outputs/documents shall be the sole property of the procuring entity upon completion of the work and all materials acquired relative to the project shall be turned over to the TPB prior to the issuance of a certificate of completion and acceptance. Materials completed by the PPMC and the copyright thereto shall belong exclusively to TPB. Any use, reproduction, publication, sale, or distribution of these materials and work shall be subject to prior written consent of the TPB and such other terms as the TPB may require. Any original work created or arising out of or in connection with the agreement shall belong to the TPB, which shall have exclusive and irrevocable license to use, publish, copy, reproduce, or distribute the work for government or public purposes.

XII. LIQUIDATED DAMAGES

If the PPMC fails to deliver any or all of the Services within the period specified in this Contract, the TPB shall, without prejudice to its other remedies under this Contract and under the Applicable Law, deduct from the contract price, as liquidated damages, a sum equivalent to one-tenth of one percent of the price of the unperformed portion of the services for each day of delay based on the approved contract schedule. Once the amount of liquidated damages reaches ten percent (10%) of the total amount of the contract, the TPB may consider termination of this Contract.

TPB has the sole and exclusive right to determine and exercise when and how much liquidated damages shall be charged against the PPMC, in accordance with the existing Philippine laws. Such amount shall be deducted from any money due, or which may become due to the PPMC under the contract and/or collect such liquidated damages from the retention money or other securities posted by the PPMC, whichever is convenient to TPB.