



**WE  
WIN  
AS  
ONE**

# 2019 ANNUAL REPORT



## WE WIN AS ONE

As the official slogan of the 30th South East Asian Games, “We Win as One” captures the essence of every nation and every person coming together in unity and in support of each other. The victory of any athlete is a victory for all.

With this as our theme, we proudly pay homage to all that this slogan stands for, while showcasing the crucial role of BCDA in helping the government realize a very successful and much-celebrated SEA Games. Indeed, our victory is a victory for our stakeholders and for our country.

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### ON THE COVER

The expression on the face of Filipino long jumper Janry Ubas speaks of the passion and determination of every SEA Games athlete who set out to bring home the gold.



## WE WIN AS ONE

My warmest greetings to the **Bases Conversion and Development Authority (BCDA)** as it publishes its **2019 Annual Report**.

The year 2019 proved to be a fruitful one for BCDA as it played a crucial role in our country’s successful hosting of the 30<sup>th</sup> South East Asian Games. This event served as the perfect opportunity to showcase the government’s “Build, Build, Build” program in New Clark City and the improved capacity of Clark International Airport.

The agency’s initiatives have undoubtedly contributed to the continuous expansion of our nation’s infrastructure system, thereby helping boost economic growth not only in Central Luzon, but in the entire country as well. May this publication chronicle the milestones that you have achieved in the past year and further inspire you to be a driver of our progress in the years ahead.

Let us continue working together as we overcome

all challenges and foster a brighter and better future for generations to come.

I wish you all the best in your endeavors.

**RODRIGO R. DUTERTE**  
President  
Republic of the Philippines

**W**e win as one. We raise the bar.

As I sit here at home at the end of the year, it's a good time to reflect on 2019 and see how we laid the foundation for BCDA's future.

### 'WE WIN AS ONE'

It was a year of winning as one. We made a significant contribution to national sports and the development of New Clark City. This made possible New Clark City's hosting of the 30th South East Asian Games, with our athletes setting new records in the various sporting events. In the same way, Phase IA of the New Clark City National Government Administrative

Center (NGAC) was finished in record time—only 18 months—and well ahead of schedule. Read more about the SEA Games and New Clark City on page 6.

The NGAC and the expansion of the Clark International Airport (CRK) are the two major infrastructure projects we completed. Done quickly, without cutting corners, they are triumphs for the nation. The New Terminal Building, in particular, features world-class design and is projected to spur economic activity. With the award of CRK's Operations

and Maintenance to the private sector consortium of LIPAD in 2019, what used to be just a plan is now a reality. Turn to page 28 for the story on Clark.

### RAISING THE BAR

We like turning plans into reality and raising the bar. To do this, we partner with the private sector. We encourage public-private partnerships because this strategy enables us to harness each other's strengths and know-how. It's how we build important infrastructure such as the CRK, Subic-Clark Tarlac Expressway,

Subic-Clark Railway, and Luzon Bypass Infrastructure; not to mention great cities such as New Clark City and Bonifacio Global City.

It's really the entrepreneurial spirit behind the success of these cities—vibrant commercial districts that were once military lands—which brought in Php106.64 billion in asset disposition proceeds from May 1993 to December 2019. Learn more about the development of these former Metro Manila camps and the Asset Disposition Program on page 54.

Of the total proceeds from asset disposition, Php46.55 billion or 44% went to the modernization of the Armed Forces of the Philippines (AFP), our biggest stakeholder. In fact, in just four years of the Duterte administration, we've contributed Php15.162 billion to AFP modernization. That's more than the Php13.009 billion contributed during the entire six years of the previous administration.

On page 66, we tell the story of our other efforts to support the military. A large part of

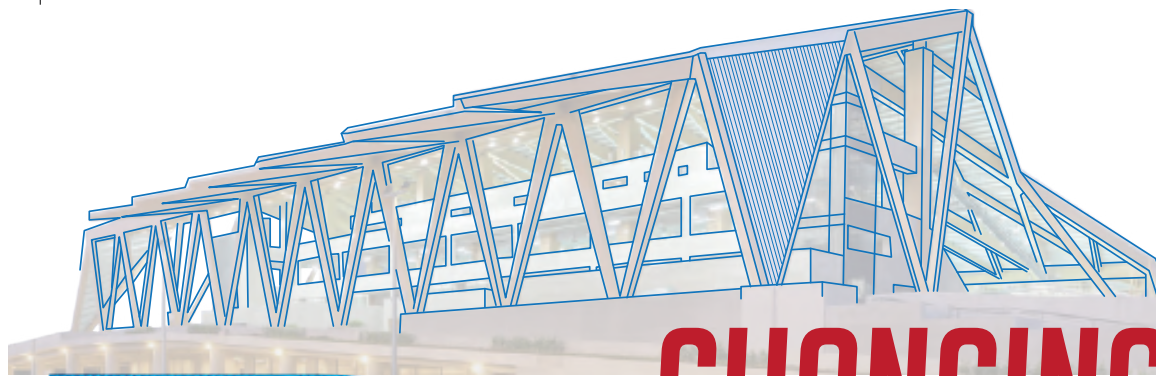
our role in AFP modernization is replicating their facilities—building better and stronger to support them in their mission.

### STAYING AHEAD OF THE GAME

It really was a winning year—for our athletes, for the people of Central Luzon, for the AFP, and ultimately, for the Filipino. All the things we did in 2019, we did through teamwork. We can't accomplish our goals if we're not aligned. Or if we're not a strong organization.

We're laying the foundation for a good set of common values that can lead to a driving culture for BCDA. This will help us continue to win, as one.

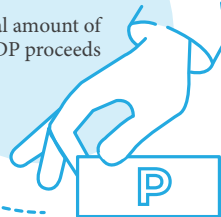
GREGORIO D. GARCIA III  
CHAIRMAN



# CHANGING THE WAY WE BUILD

**PHP106.64B**

total amount of ADP proceeds



New Clark City has placed the Philippines at the global center stage after the successful hosting of the 30th South East Asian Games. This happened 14 years after we last hosted the biennial games, an opportune time when the present administration is supportive of promoting sports development in the country.

### WORLD-CLASS SPORTS HUB

During the 30th SEA Games, various sporting events were held at 12 locations in Clark, and Bases Conversion and Development Authority (BCDA) made sure to match our athletes' winning form with world-class sports facilities at New Clark City. Filipino athletes broke records at the internationally

certified Athletics Stadium and Aquatics Center as part of New Clark City Phase 1A completed in just 18 months.

Other facilities used during the event included the 525-room Athletes' Village which housed athletes, officials, and volunteers; as well as the well-equipped UP-PGH Polyclinic.

The event inspired and brought Filipinos from all walks of life together to cheer, cry, and uplift the spirits of our athletes and each other.

### SUSTAINABLE DEVELOPMENT

The year 2019 allowed the BCDA to showcase the Philippines' and Clark's readiness to compete globally, not only in sports but also in sustainable development.

Built with the vibrancy of the metropolis without the pressure of city life, New Clark City is not only a home base for athletes but also for people wanting to live a healthy mix of business and leisure outside the capital.

At the heart of New Clark City Phase 1A is the 1.4-kilometer River Park, which has bikeways, jogging paths, open amphitheaters, and idyllic spots for activities like yoga and Zumba. A 288-hectare area in New Clark City is being developed into a mixed-use industrial park by the Filinvest Land, Inc., and a luxury mountain resort from the Widus Group is also planned to rise.

### TOGETHER AS ONE

The 30th SEA Games brought foreign delegates and athletes from neighboring Asian countries via the Clark International Airport (CRK), which welcomed a total of 4 million passengers in 2019. It will surpass this capacity

thrice and accommodate 12 million passengers per year when the New Terminal Building opens.

Spectators going to New Clark City for the Games got there in just 10 minutes, traveling via the new Subic-Clark-Tarlac Expressway (SCTEX) Access Road and the Bamnan Interchange.

### BUILDING BETTER FOR THE FUTURE

The rebuilding of Clark with its exceptional facilities would not have been possible without the support of President Duterte. The government is faithful and determined to keep its promise of building the best facilities for Filipinos, especially for our

athletes who bring pride and glory to our country.

BCDA likewise has remained committed to its mandate of strengthening the Armed Forces while building great cities by raising Php16.367 billion in remittances to the national government. From this, BCDA contributed Php15.162 billion to the AFP Modernization Program to enhance the capabilities of our military personnel.

We have proven what we can do in Clark, but we are far from done. BCDA will keep on building better for a more sustainable future for the Filipino people.



**WE ARE**  
**WINNING**  
**THE GAME**

VIVENCIO B. DIZON  
PRESIDENT & CHIEF EXECUTIVE OFFICER

# THE WINNING ADVANTAGE

When the country's first smart, green, and resilient city hosted the 30th South East Asian Games, it was a win-win for all.

To build New Clark City (NCC) and the sports facilities used during the 30th South East Asian Games, BCDA partnered with MTD Philippines, Inc. (MTD), headed by the father-and-son team of Engineers Isaac and Nicholas "Nikko" David.

"Building the major structures of a comparable city takes about five to 10 years. Sports stadiums take a minimum three years to construct. That does not include the planning and designing. [Then Foreign Affairs Secretary Cayetano] is asking us (MTD and BCDA) to do the impossible!" Nikko recalled.

"But what worked for us and for BCDA, too, is that since it is an unsolicited proposal, it came in complete, and we the developers would finance everything," Isaac added. "The government did not have to spend a single peso to get the construction going."



# THROUGH THE EYES OF THE FILIPINO CHAMPION ATHLETE

*At 3:00 a.m. of December 6, 2019, Christine Hallasgo got up, changed into her running gear, and quietly headed out for her event. Shortly, she was inside the enormous Athletics Stadium of NCC. By now, she was very familiar with the track as she had been training on it most days of the week over the last three months. Even that fact, however, had not diminished her sense of awe of the whole structure every time she looked up: "Who would have thought this was possible?"*

*Christine was not alone in the thought.*



**ONE MORE GOLD.** Christine Hallasgo added to the Philippines' gold medal haul when she won the women's 42-km marathon.

## READY?

### Building sports facilities in 18 months

The Philippines almost missed the chance to host the 30th South East Asian Games. To host, a country must have facilities that meet the minimum standards for at least two mandatory sporting events—athletics and water sports.

At roughly the same time, BCDA and its private sector partner MTD, a subsidiary of MTD Capital Berhad of Malaysia, were in the final stages of negotiations for the development of NCC.

MTD raced to build the required structures. On top of complying with the internationally prescribed specifications, the greatest challenge

was to complete these facilities in time for the Games.

"It would not have been possible without BCDA's help," MTD Chairperson Isaac David said. "There were no shortcuts, no red tape."

BCDA's speed and efficiency could be attributed to their having a one-stop shop for processing all the documents. When needed, they facilitated conversations with other government agencies.

BCDA and MTD broke ground on NCC in January 2018. At this point, they had only 18 months to complete everything.

(continued on page 10)



**“Maganda sa pakiramdam yung tracks, hindi masakit sa katawan (The tracks felt good; they did not take too much from my body).”**

CHRISTINE HALLASGO  
SEA GAMES GOLD MEDALIST

## JUMPING HURDLES

On October 19 and 20, 2019, the Athletics Stadium and Aquatics Center hosted their inaugural event, the New Clark City Triathlon. The event welcomed more than 1,000 participants of all ages, including para-athletes.

The Triathlon also completed the requirements for international certification of the facilities—testing, commissioning, and use in an actual competition and event.

The event was organized to also generate interest in NCC as a viable investment hub among the business community. The race highlighted NCC’s best feature—a master-planned community that promotes a healthy and sustainable lifestyle.

## SET?

### Making the cut

In September 2019, the Philippine Swimming Inc. (PSI) and Philippine Athletics Track and Field Association (PATAFA) Inc. officials brought in athletes to pre-qualify for their events. This was an opportunity for them to test the facilities ahead of the SEA Games. All were impressed.

PATAFA President Philip Ella Juico said of the Athletics Stadium, “I’ve visited facilities in [Malaysia], Singapore, and Indonesia, and [the stadium] compares very favorably.”

PSI President Lani Velasco added that the Fédération Internationale de Natation (FINA)-certified Aquatics Center can serve as “training ground for European and

US-based swimmers who are preparing for the 2020 Tokyo Olympics.”

For Christine Hallasgo, the facilities were nothing like the ones she competed on to get to this point. She had seen tracks in international competitions on TV or the Internet, but never

thought anything like them could be built here. After improving her record by two minutes during the pre-qualifying competition, she said, “*Malaking advantage talaga na makapag-training ako kung saan mismo yung tatakbuhan ko* (It really gave me an advantage to be able to train where the actual competition will be held).”



In fact, a number of Filipino athletes had been accommodated in the Athletes’ Village and were able to train there months ahead of the Games.

“Having been able to practice here a couple of months before the competition really helped us,” said Aljon Salonga of the men’s water polo team, which won the silver medal for their event. “We were able to take a real home court advantage because of that.”

Aljon described the facilities of NCC as “world class.” He said the facilities they used for practice were really far behind what other countries had. “It was great that the Aquatics Center was completed early and made available for us to practise in,” he added.

(continued on page 12)



### New Clark City Triathlon Events

5-km Fun Run	NCC TriKids (triathlon for kids)
NCC Tri Full	NCC Tri Sprint
NCC Tri Full Relay	NCC Tri Sprint
NCC Tri Full Relay	

WE WIN AS ONE

# GO!

## Going for gold

Christine Hallasgo's thoughts were on the days, weeks, and months that led to now. She thought about the many people and all the work done to get to this point—the support she had received that was never before possible.

She wanted to give back. She wanted a medal not so much for herself, but to add to the medals earned for the country.

Filipino athletes could get used to this feeling of winning, Christine thought as she crossed the finish line.

As Christine stood on the winners' podium, memories of the past months came flooding back. All doubts were erased. All the efforts and sacrifices were worth it.

Hearing of Christine's victory, the Davids of MTD felt the same.

**"Before the SEA Games, there was not much facility to train at, but now, with the building of the New Clark City and the tracks there and the pit, I would definitely consider coming to train here."**

NATALIE UY  
SEA GAMES  
GOLD MEDALIST



Photo courtesy of Dennis Meneses

**"Can't wait to come back. Beautiful pool. But even more beautiful people."**

JOSEPH SCHOOLING  
SEA GAMES AND OLYMPIC  
GOLD MEDALIST



Photo courtesy of Philippine Swimming Inc.

# SAY HI! TO PAMI

30th SEA GAMES  
OFFICIAL MASCOT



**"Malaki ang tulong sa amin ng facilities. Olympic-size siya (Aquatics Center), and yung venue maganda para sa mga atletang katulad namin. Maaliwalas, at nandito na lahat (The facilities are a big help. The pool is Olympic size, and the venue is good for athletes like us. It's comfortable and complete)."**

TANI GOMEZ  
SEA GAMES SILVER MEDALIST



**"The swimming pool and other facilities are world class. We trained in Japan before the Games, and I believe we have better or just about the same here."**

ALJON SALONGA  
SEA GAMES SILVER MEDALIST



Photo courtesy of Mr. Aljon Salonga

## BREAKING RECORDS.

James Deiparine shattered a 10-year SEA Games record aside from his own record when he won the men's 100-meter breaststroke, ending the Philippines' 10-year gold medal swimming drought.



Photo courtesy of Philippine Swimming Inc.

## POSTSCRIPT PODIUM FINISH



**AN IMPORTANT MILESTONE.** On December 8, the Asian Swimming Federation, Philippine Swimming, Inc., Philippine Sports Commission, and BCDA signed a partnership agreement for the country's first-ever hosting of the Asian Swimming Championships.

The NCC facilities will soon see action again. There are already plans for the NCC to host the International Paragames and the Asian Swimming Competition in 2020.

As BCDA President and CEO Vivencio Dizon said in an interview before the SEA Games, "The facilities will sustain themselves and will earn income for the government. [They] will also continue to serve the Filipino athletes as training grounds for international competitions."



**A WINNING SCHOOL.** With the Philippine High School for Sports proposed to be built on a 3-ha property within NCC, the Athletics Stadium and Aquatics Center will be helping to build the country's pool of athletes for many years to come.



# THE ATHLETES' VILLAGE

The home of athletes, officials, and international volunteers during the 2019 SEA Games



## FUELING CHAMPIONS



### Mangan ta na!\*

Chefs Bruce Lim and Sau Del Rosario, and their team of chefs, dieticians, food safety officers, and food workers served nutritious, great-tasting food during the SEA Games. On the menu were Chinese, Thai, Filipino—particularly Kapampangan—dishes.

So excellent was the food and the overall dining experience that Malaysian Athletics Federation Deputy President Datuk Mumtaz Jaafar said, “After looking at the mess hall, I’m worried that some of my athletes might over-indulge and put on extra weight.” She said that their only problem with the food was that it was “simply too good to resist.”

\* Let’s eat!



Basketball court, swimming pool, lounge, and other recreational facilities



3 elevators per building



10 conference rooms



Kitchen and dining area for 1,000 diners



Gym amenities



525 rooms including 95 for persons with disabilities

Up to three persons per room

The Athletes’ Village will be used as billeting for training and sports events, and for students of the Philippine High School for Sports

**4,000** athletes and volunteers served

**24-hr** operation

**100%** Halal-certified

**30** chefs and restaurateurs

**6** meals per day for 11 days

# THE NEW CLARK CITY SPORTS COMPLEX

“The Aquatics Center and Athletes’ Village are very impressive. The other athletes and I are extremely grateful for these facilities. When not training abroad, I would consider New Clark City as a new training ground.”

JAMES DEIPARINE  
SEA GAMES GOLD MEDALIST



Photo courtesy of Philippine Swimming Inc.

**2,000** seating capacity

10-lane competition pool  
8-lane training pool  
diving pool

Design inspo: the coastal heritage of the Filipino people and weaving patterns of the “baklad” or woven fish nets (structural framing)

Materials: capiz shells used as windows

AQUATICS CENTER

NATIONAL GOVERNMENT ADMINISTRATIVE CENTER

ATHLETES’ VILLAGE



Photo courtesy of Budji+Royal Architecture+Design

ATHLETICS STADIUM

**20,000** seating capacity

9-lane 400-meter track and field  
4-lane warm-up track

“It’s so expansive and striking! It’s really world class. This is why I was awed and had to come and see for myself.”

ELMA MUROS-POSADAS  
SEA GAMES HEPTATHLON QUEEN

Design inspo: the “caldera” or crater of Mt. Pinatubo, the contours of the Sierra Madre ranges, and the festive details of the *parol* (Christmas lantern) of Pampanga

Materials: lahar and volcanic debris, instead of concrete

Certified by the International Association of Athletics Federations (IAAF) and the Fédération Internationale de Natation (FINA), these world-class facilities were designed by Budji+Royal Architecture+Design to show the resiliency of the Filipino spirit. Ingenious references to local materials in the design and the use of it in the actual building structures reflect Royal Pineda’s philosophy of being an authentic Filipino.



PHILIPPINES 2019  
30<sup>TH</sup> SEA GAMES

# WE ARE THE CHAMPIONS

**387** medals

Biggest SEA Games



**149** gold

**117** silver

**121** bronze

**5,630**  
athletes

**530**  
events

**56**  
sports

**11**  
nations



“[This was] the first SEA Games that adopted a much higher standard—the standard of the Asian Games—making it truly world-class, multi-sporting event. Unang nangyari po ito sa Pilipinas.”

HOUSE SPEAKER  
ALAN PETER CAYETANO  
PHISGOC CHAIRMAN

“Let us not forget that we all won as one. Mabuhay kayong lahat!”

EXECUTIVE SECRETARY  
SALVADOR MEDIALDEA  
OFFICE OF THE PRESIDENT  
REPUBLIC OF THE PHILIPPINES

Culture, fireworks, and a concert marked the closing ceremonies of the 30th SEA Games on December 11 at the NCC Athletics Stadium. It was a showcase of Filipino talent, with the Binulu Festival Dancers of Porac and the Manila Concert Choir opening the event, and a performance by Journey lead vocalist Arnel Pineda and the KO Jones band. The cauldron fire was extinguished and the SEA Games Federation flag was handed over to the host of the 31st SEA Games, Vietnam. A fireworks display followed, after which a party erupted with a mini-concert by Black Eyed Peas, featuring Filipino members apl.de.ap and J Rey Soul.



**1 JANUARY 23, 2018**

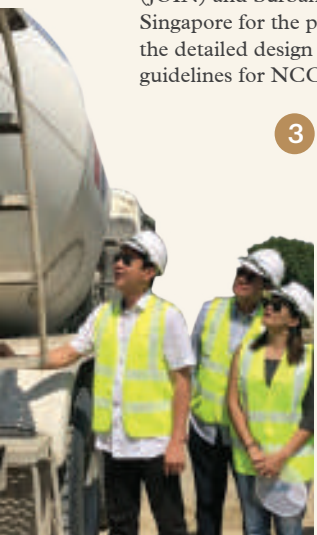
BCDA and MTD Philippines break ground for the National Government Administrative Center (NGAC) in New Clark City (NCC) in Capas, Tarlac.

**2 FEBRUARY 12, 2018**

BCDA seals partnership with the Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development (JOIN) and Surbana Jurong of Singapore for the preparation of the detailed design standards and guidelines for NCC.

**3 APRIL 25, 2018**

The first concrete pouring for the sports facilities marks the start of the journey of the metropolis as a main hub of the 2019 SEA Games. BCDA and its partner MTD Philippines are committed to finishing the sports facilities on time.



**4 OCTOBER 09, 2018**

ADB launches the New Clark City River Study which highlights the key functions of rivers in achieving the goals of NCC as a green and disaster-resilient city in the Philippines.



**5 NOVEMBER 30, 2018**  
**The 30th SEA Games countdown begins**

Athletes, SEA Games Federation members, dignitaries from participating nations, heads of the Philippine Sports Commission (PSC), the Philippine Olympics Committee (POC) and the Philippine SEA Games Organizing Committee (PHISGOC) gather to officially launch the countdown clock at exactly 7:00 p.m., signaling the start of events leading to the 30th SEA Games, themed “We Win As One,” which begin November 30, 2019.



# BUILDING A LEGACY

**6 DECEMBER 17, 2018**

BCDA signs a Joint Venture Agreement (JVA) with the consortium led by PrimeWater Infrastructure Corporation to bring the lowest water rates to NCC.

**7 JANUARY 31, 2019**

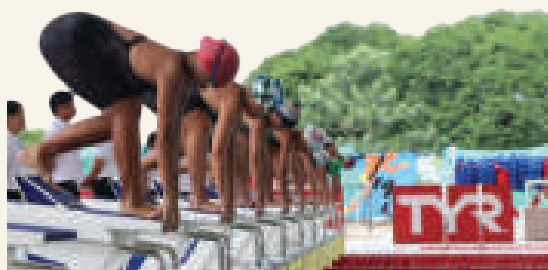
BCDA and MTD Philippines hold a topping-off ceremony for The Residences, a 525-unit condominium-type housing for government employees and other locators in NCC.

**8 APRIL 30, 2019**

BCDA signs a JVA with the Meralco-Marubeni Consortium to provide power in NCC at the lowest rates. NCC will have the country’s first completely smart power grid.

**9 AUGUST 12, 2019**

International Association of Athletics Federations (IAAF) representatives inspect the Athletics Stadium.



**10 AUGUST 31, 2019**

The 1st Philippine Open Swimming Championship 2019 kicks off at the Aquatics Center, hosted by the Philippine Swimming, Inc. (PSI) together with the PHISGOC and BCDA from August 31 to September 3.

National athletes tested the facilities during the competitions, which also served as the final qualifying event of the Philippine Swimming Team for the SEA Games.



**11 SEPTEMBER 01, 2019**

BCDA hosts the Philippine Athletics Track and Field Association (PATAFA) Weekly Relay at the NCC Athletics Stadium, with over 300 players vying for a spot on the Philippine roster to compete in the upcoming 2019 SEA Games.

**12 OCTOBER 11, 2019**

**The New Clark City Athletics Stadium is certified world-class by the IAAF**

The International Association of Athletics Federations (IAAF) recognized as Class 1 Athletics Facility the newly finished 20,000-seater Athletics Stadium and as Class 2 Athletics Facility the warm-up track and field facility.

The 2,000-seater Aquatics Center was built according to the international standards of the Federation Internationale de Natation (FINA). The international governing bodies cited the fast completion of these facilities—only 18 months.

**13 OCTOBER 19-20, 2019**

BCDA holds inaugural New Clark City Triathlon, with more than a thousand athletes. The first-ever triathlon in NCC was another opportunity to test the sports facilities a month before the 30th SEA Games.

**14 OCTOBER 27-28, 2019**

SEA Games test events for athletics, diving, and water polo are held.

**15 NOVEMBER 19, 2019**

The PGH Polyclinic in NCC, the first satellite medical facility of the University of the Philippines (UP) under its PGH Satellite for Sports Medicine and Wellness (PGH-SSMW) program, is inaugurated. The Polyclinic will provide free medical and health care services during the SEA Games.

**16 NOVEMBER 23, 2019**

**SEA GAMES Torch Run held in Clark**  
As part of the countdown to the SEA Games, the final leg of the Torch Run was held at the Bayanihan Park inside the Clark Freeport Zone.

The Torch Run began with the formal Torch Handover Ceremony from Malaysia, the previous SEA Games host, to the Philippines last September 30. The SEA Games torch was also brought to Davao City and Cebu City, before being brought to Clark.



**17 NOVEMBER 29, 2019**

**Flag-raising ceremony held at the Athletes' Village**

The flags of all 11 nations competing in the 30th SEA Games—Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Singapore, Thailand, Timor Leste, Vietnam, and the Philippines—were raised at the plaza of the Athletes' Village in NCC. The rites marked the day before the opening of the Games.



**18 NOVEMBER 30, 2019**

**The 30th South East Asian Games begin**

World boxing champions Manny Pacquiao and Nesthy Petecio lit the SEA Games Cauldron at NCC, signifying the start of the 30th SEA Games.

Ceremonies were held simultaneously at the Philippine Arena in Bocaue, Bulacan, which were attended by Philippine President Rodrigo Roa Duterte and the Sultan of Brunei, Haji Hassanal Bolkiah.

Philippine sports legends Paeng Nepomuceno, Lydia de Vega-Mercado, and Eric Buhain were among those who carried the SEA Games Federation flag.

**19 DECEMBER 11, 2019**

**30th SEA Games end with spectacular closing ceremonies at the Athletics Stadium**

The Philippines held a festive and memorable close to the 30th SEA Games, delighting spectators and delegates of the 11 participating nations. The much-talked about drone and fireworks show was equaled by the display of world-class Filipino talents: the Manila Concert Choir, the Binulu Festival Dancers of Porac, Black Eyed Peas, and Arnel Pineda. Named Most Valuable Male Athlete was Singapore’s Quah Zheng Wen, a champion swimmer with six gold and two silver medals. Vietnamese swimmer Nguyen Thi Anh Vien, who also won six gold and two silver medals, was given the MVP award for female athletes.

The Philippines finished with a record-breaking haul of 387 medals—149 gold, 118 silver, and 120 bronze.

# WE BUILT THIS CITY

A CITY WITH A PURPOSE = A CITY THAT WORKS

**9,450ha**  
total land area

**6,000ha**  
green and open spaces for upland farming and forest

**3,500ha**  
buildable area

**1.2M**  
total capacity of people once completed

We're not fixing what's broken. We're envisioning an ideal, grounded on the guiding principles of the 21st century and all that's admirable with tradition and history.

This is New Clark City (NCC), the first of many solutions to the myriad of urban and economic issues plaguing Metro Manila.

**"The concept of the National Government Administrative Center is a step in the right direction for the Philippines.... The Supreme Court welcomes the opportunity to become a stakeholder and locator."**

FORMER CHIEF JUSTICE  
LUCAS BERSAMIN  
SUPREME COURT OF THE  
PHILIPPINES

Fast and easy access to New Clark City is ensured by the NCC-Clark International Airport Access Road; NCC-SCTEX Access Road, featuring the Bamban Interchange; and the Sacobia Bridge connecting NCC to other major business districts of the Clark Freeport Zone.

**What:** a master-planned township development initiative of government lands

**Where:** Capas, Tarlac, 100km north of Metro Manila

**The vision:** The Philippines' first smart and green city



Artist's render of Hann Lux Resort

## A luxurious playground

The Widus Consortium, owner and developer of the Widus Hotel and Casino and the Clark Marriott Hotel, is poised to develop what promises to be the jewel of NCC: the Hann Lux, a luxury mountain resort.

Phase 1 of the Php12-billion development includes the Angsana Hotel and the Banyan Tree Hotel, an 18-hole championship golf course, and a clubhouse.

Daesik Han, president and CEO of Hann Development Corp., a member of the Widus Consortium, is optimistic about this ambitious offering. “We hope to attract more [tourists and investors] with the development of a new

leisure resort in NCC, one that is in keeping with the vision of BCDA,” he said.

This mountain resort and other ongoing projects at NCC are under the mantle of the Comprehensive Master Development Plan conceived and developed by BCDA and Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development (JOIN) in partnership with urban planning and engineering firms AECOM, Nippon Koei, and Philkoei International Inc.

Subsequently, Surbana Jurong of Singapore signed a memorandum of agreement with BCDA and JOIN, to set global standards on urban,

industrial, and infrastructure developments.

## Tag teams for development

**Filinvest Land, Inc. (FLI).** In 2015, FLI was the lone bidder for the development of a 288-hectare mixed-use industrial area. The project broke ground in May 2019.

**MTD Philippines, Inc.** MTD is the project proponent of the National Government Administrative Center (NGAC), a support facility and recovery administrative arm should the central government become paralyzed due to a natural disaster.

**Supreme Court of the Philippines.** The First Regional Center of the Supreme Court broke ground in October 2019. The 5.8-hectare complex will house an archive center, a data center, and a training center with living quarters.

**Bangko Sentral ng Pilipinas (BSP).** The BSP will transfer its minting facilities to NCC. The new production facility will occupy 29.22 hectares within the NGAC.

**University of the Philippines (UP) Philippine General Hospital (PGH).** A city would not be complete without a health center for its community. BCDA and MTD put up the UP PGH Polyclinic and provided the medical equipment necessary. During the SEA Games, 250 UP PGH personnel traveled to NCC to operate the facility 24 hours everyday.

Now the UP PGH Satellite for Sports Medicine and Wellness Polyclinic, the polyclinic has the facilities

and equipment of a small hospital—an emergency room facility; clinics for primary care and sports medicine, ophthalmology, and dentistry; a diagnostic laboratory; and a pharmacy. UP PGH Director Dr. Gerardo Legaspi said, “The clinic itself was well designed and did not compromise on quality.”

The polyclinic will continue to function like a regular family clinic, serving the NCC and nearby communities.

**Asian Development Bank (ADB) Office of Public-Private Partnership (OPPP).** BCDA partnered with the OPPP as transaction adviser on all financial, technical, and legal aspects of the NCC, including project preparation services for the procurement of water and wastewater treatment, power distribution, mass transportation system, and information and communications technology.

## Water Supply and Distribution and Sewerage System

New Clark City

**Php9.45**

per cubic meter

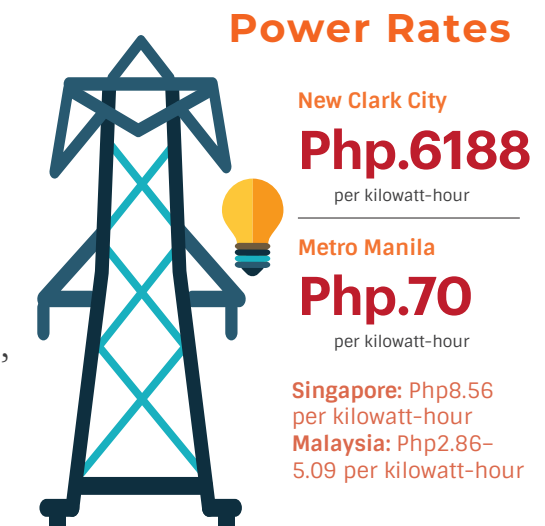
Metro Manila

**Php30**

per cubic meter

**Singapore:** Php96.89-130.48 per cubic meter  
**Malaysia (KL):** Php6.65-23.32 per cubic meter

**Service provider:** Consortium of Prime Water Infrastructure Corporation, Prime Assets Ventures, Inc., MGS Consortium, Inc., and TAHAL Group



**Service provider:** Meralco-Marubeni Consortium made up of Meralco, Marubeni, Kansai Electric Power Co. Inc., and CHUBU Electric Power Co. Inc.

## Into the city of tomorrow Embracing the best of Filipino

New Clark City (NCC) is modern and world class not just because of infrastructure or technology, but because it embraces nature and culture. For one thing, NCC is shaped and designed by the land.

“The real root of our culture and identity, for me, is nature,” said Architect Royal Pineda, the co-founder and lead architect of Budji+Royal Architecture+Design. “The best inspiration to design things that are grand is nature.”

At the behest of BCDA, the UP Training Center for Applied Geodesy and Photogrammetry generated an aerial mapping to ensure that the NCC master plan is aligned with the natural contours and usage of the land. The study results fostered informed decisions on where to place built-up areas and where environment conservation initiatives may be needed.

Nothing says “green” more than the River Park—whose development followed the natural flow of the Cutcut River, in keeping with the ADB’s recommendation. The ADB also conducted a Biodiversity Assessment and Hydrology Study to inform conservation efforts of local flora and fauna and protection of the area’s watershed.

As the first smart, green, sustainable and resilient metropolis in the country, NCC was chosen as one of the pilot

areas of the UK Prosperity Fund Global Future Cities Programme. “It’s exciting that we face the prospects of something which is going to be clean, green, sustainable and resilient, and a city that’s inclusive as well where all branches of the community and society can find their place,” said British Ambassador to the Philippines Daniel Pruce.

NCC also embraces the best of Filipino identity and sense of community. This is evident in the references to local materials in the design and the use of it in the actual structures, and in the artworks by Filipino artists that dot the cityscape.

It’s an inclusive community, as Capas Mayor Rey Catacutan will attest: “BCDA talked to those who will be affected, those who are utilizing the government lands there for farming, especially our IP brothers and sisters.”

With a view to futureproofing, BCDA and its planners developed urban design guidelines—a “bible” of sorts—for future developers to use as a reference, so that NCC does not end up as a hodgepodge of different styles and lose its Filipino identity.

For Pineda, it’s like the Filipino champion athletes shattering records during the Games: “The Filipinos setting the world standards—that is where I want to bring the modern Filipino city.”

## New Clark City Biodiversity

### PROFILE

#### Fauna Vertebrates

**78%** are Philippine endemics

- 77 Birds
- 10 Reptiles
- 5 Lizards
- 5 Snakes
- 13 Mammals
- 6 Amphibians

#### Invertebrate Fauna

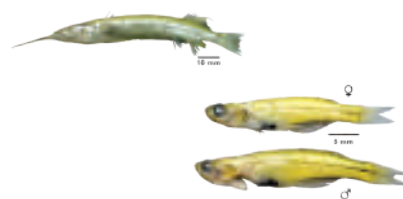
103 Insects  
8 Arachnids

#### Flora

20 endemic species  
156 native species  
40 new province records  
29 threshold species

#### Freshwater / Riverine

12 fish species  
11 endemic species



Credits to Asian Development Bank • Pro-seeds Development Association, Inc. • Dr. Anna Pauline O. De Guia • Juancho B. Balatibat • Bonifacio Labatos



## New Clark City River Park



a 1.4-km corridor that can extend to 9 km



open amphitheaters



bikeways



dedicated areas for wellness activities like yoga and Zumba



jogging paths




**WORKING TOGETHER.** World-renowned designer Kenneth Cobonpue called his installation “Barrio” after the basic unit of Filipino communities. “New Clark City is the product of different people working together,” he said. “The pieces are close to each other, standing tall, directed towards the horizon. This is reflecting the idea of a community of people working together and looking towards a brighter tomorrow.”


# LIVING THE DREAM


The dream of an aerotropolis in Central Luzon with the Clark International Airport (CRK) at its heart is fast becoming a compelling reality. Headlined by the Clark Freeport Zone (CFZ) and the Clark Global City, the ambitious Clark development in the vast plains region is the place to be for industry and business, government and higher education, as well as tourism and leisure, and entertainment and gaming.

As of the end of 2019, Phase 1 of the CRK expansion—the Engineering, Procurement, and Construction of a new passenger terminal building by the Megawide-GMR Consortium—was nearing completion. This includes the installation of both land and air facilities to support CRK operations.


With CRK’s Operations and Maintenance (O&M) turned over to the Luzon International Premier Development (LIPAD) Corp., a consortium comprising Filinvest Development Corporation, JG Summit Holdings Inc., Philippine Airport Ground Support Solutions Inc., and Changi Airports Philippines (I) Pte. Ltd., CRK is ready for takeoff.

 101,977 square meters

 Can cater to 8 million passengers per year, tripling CRK’s passenger capacity to 12 million a year from the current 4 million

 The first hybrid PPP project under the Duterte administration

 For completion in 2020

 An important growth driver not just for Clark but the entire Central and Northern Luzon, as CRK’s master plan also seeks to serve cargo flights



The Clark International Airport, sprawled across 2,300 hectares, is expected to be a game changer. A bigger and better terminal building will soon open, as well as strategic connections to the North Luzon Expressway and the Subic-Clark-Tarlac Expressway, and access roads leading to New Clark City.



# NEW TECHNOLOGIES. NEW EXPERIENCES.



## 'We are survivors.'

So said Irineo "Bong" Alvaro, Jr., Chairman of the Clark Investors and Locators Association (CILA).

More than merely rebuilding from the rubble of the 1991 Mt. Pinatubo eruption, Clark and its environs have embarked on a journey of rediscovery—of Clark's invincible spirit. "You can't kill a place that refuses to die," said Alvaro.

For Clark, the best is yet to come. The Clark leadership, with BCDA at the helm, has been hard at work giving life to what some three decades ago seemed a mad dream—a master-planned, airport-driven urban nucleus that would power tourism and industry in the Philippines.

CRK is destined to be the gateway for great things. The construction of a second runway has been announced, and a new passenger terminal building is almost completed.

## The CRK experience

Bi Yong Chungunco, LIPAD president and chief executive officer, said that LIPAD will build on the success of BCDA and the Clark International Airport Corp. (CIAC) in growing CRK and ensuring a positive passenger experience by expanding the network to connect Clark to more domestic and international destinations. At the end of 2019, an additional four international airlines have begun flying out of CRK.

"We are working around three Ts, namely: traffic profile, travelers' taste, and technology," Chungunco said. "First, we're gearing up for a resurgence in leisure travel. Second, we foresee travelers preferring open spaces and less crowding. Third, technology will definitely transform the way we experience airports."

Among frequent domestic and international flyers, CRK has become the airport of choice. Their verdict is unanimous—getting to CRK was faster, less stressful, and the airport

experience was pleasant. An American who has been flying in and out of the country mostly for leisure through CRK since 2016, describes the experience as "family friendly, comfortable, and convenient," and the staff "professional and efficient."

With the goal to make it to the list of the world's best airports in short order, CRK is lining up its time management tools—for example, smart check-in kiosks and self-bag drop facilities to cut time spent on such routines. But even as it strives to deliver international-standard amenities,

CRK promises to provide a distinctive sense of the local not just in its modern tropical architecture and design but also in shops, restaurants, and lounge spaces.

Hence the New Terminal Building's majestic roofline, inspired by the mountain ranges of Central Luzon, as interpreted by Budji+Royal Architecture+Design.

(continued on page 32)



## Enduring design

The ceiling of the New Terminal Building is a re-exploration of *capiz* (mother-of-pearl) grids and the *parol* (Christmas lantern)—one of Pampanga's enduring cultural emblems.

The building uses locally sourced materials, lahar, and the best of world technology—"glulam" or glue-laminated timber, from the Austria-based Rubner Holzbau, as trusses, reducing CO2 emissions by at least 6,500 tons over its lifetime. The roof is able to withstand category 5 hurricanes.

## Set up for success

Alvaro cited the wonderful working relationship CILA enjoys with the Clark Development Corporation (CDC), mandated to transform the Clark Freeport Zone (CFZ) into the preferred business and tourism destination in Asia-Pacific. He lauded the audacious, forward-looking infrastructure and road blueprint of the BCDA that has been taking shape in record time.

Businesses looking to invest in this dynamic region are set

up for success, thanks to a seamless road and transport network, water and waste management systems, and leading-edge telecommunications infrastructure, which will link the 31,400-hectare development to Metro Manila and nearby provinces.

The Malolos–Clark Railway, a major component of the government’s Build, Build, Build program, will also connect New Clark City to Manila.

**“As a businessman, kapag nakikita mong lumuluwag ang daan, lumuluwag din ang damdamin mo (you are able to breathe more freely when you see wider access roads to your place of business).”**

**IRINEO “BONG” ALVARO, JR.**  
CLARK INVESTORS AND LOCATORS  
ASSOCIATION CHAIRMAN

## CONFIDENCE IN CLARK

The growing number of locators and workers at the CFZ reflects the increasing confidence and trust in the Clark development: from 1,038 locators and 122,973 workers in 2018 to 1,260 and 136,142 locators and workers, respectively, in 2019. CDC President and CEO Noel Manankil said, “We have

a healthy mix of businesses in Clark, which assures our sustainability.”

Rounding out the Clark experience is the Clark Global City—a 177-hectare master-planned, mixed-use development touted as the next Bonifacio Global City, only bigger, and more modern.

Udena, developer of the City, believes it is the solution to the congestion issues plaguing Metro Manila. Its location within the CFZ allows it to enjoy a favorable regulatory, economic, and operating environment—making it an attractive location for local and international businesses considering to relocate outside Metro Manila.

Photo courtesy of Francis Idefonso



Thanks to Clark’s road network, it is easier to get to tourist spots such as Aqua Planet, located on a 10-hectare property inside Clark Freeport Zone. With 38 water slides and attractions, 8 shop and dine areas, and PWD facilities, it has been described as the country’s most modern water theme park.



Photo courtesy of Clark Development Corporation

## The Malolos–Clark Railway A GREAT TRAIN STORY

The 51.2-kilometer Malolos–Clark Railway is part of the Philippine government’s North–South Commuter Railway project, a 163-kilometer suburban railway network stretching from New Clark City in Tarlac province in the north, to Calamba in Laguna province in the south of Manila.

This is the ADB’s single-largest infrastructure project financing ever—worth \$2.75 billion. The Japan International Cooperation Agency is cofinancing the project, and will provide up to \$2 billion in additional funding for the rolling stock and railway systems.

The project is expected to be completed by 2025 but partially operational starting in 2022. It will cut the travel time between Clark and Manila from 2 to 3 hours by bus to 1 hour by train,

while reducing greenhouse gas emissions by more than 60,000 tons annually.

As it seeks to help ease the current chronic road congestion and air pollution in Metro Manila, the project will provide safe, reliable, and affordable public transport for about 342,000 passengers expected to travel daily along the Manila–Clark corridor and up to 696,000 passengers per day to Calamba by 2025. Authorities are confident that such an efficient transport network will also promote a population shift from the capital to growth centers in the north, such as Clark in Pampanga.

The project, which will accommodate a maximum train speed of 160-kilometer per hour, will feature an underground station at the CRK with

connections to upcoming and future airport terminals.

It will use cutting-edge technology to build an elevated railway line, helping to reduce the impact on communities, avoid disruption of activities, and mitigate flood risks along the route. Rail stations will include multimodal facilities that will allow commuters to easily transfer from public buses and jeepneys to the trains.

Combined with other investments in light rail and metro rail transits, and subway systems, the project is part of the movement to revive the culture of rail transport across Luzon’s vital overland routes. The ADB will also assist the government in using global standards for procurement and environmental and resettlement safeguards.



Photo courtesy of Department of Transportation

**“We’re now making it real, the country’s leadership’s vision for the Clark area to be the next urban and economic center. And the Manila–Clark Railway is a key component in making this vision a reality of inclusive growth for Central and Northern Luzon.”**

VIVENCIO B. DIZON  
BCDA PRESIDENT AND CEO

## ONE TEAM. ONE MISSION.

Promoting Clark and its brand—“Clark. It Works. Like a Dream.”—brought BCDA to different parts of the globe, to participate in international events and conferences. Among these events were the Philippine Economic Briefings in Osaka, Japan, and Beijing, China; the ASEAN Conference in Singapore; and the Asia Pacific Forum Bavaria in Nuremberg, Germany.

So robust and solid were BCDA’s marketing campaigns and public relations that they earned recognition from the Makati Business Club, and received the Asia CEO Circle of Excellence Award and the Asian Green Future Leadership Award.

BCDA also received an Award of Excellence for its Strategic Regional Communications and Investor Relations Campaign for Clark and an Award of Merit for its 2017 Annual Report, themed “Stories that Redefined the Nation,” at the 17th Philippine Quill Awards; and a Silver award for the Build, Build, Build Committee’s Jobs, Jobs, Jobs Caravan under the category Public Relations Programs Directed at Specific Stakeholders at the 54th Anvil Awards.



ASEAN Conference 2019  
June 4, 2019, Singapore



Philippine Economic Briefing 2019  
February 22, 2019, Osaka, Japan



## INFRASTRUCTURE PROJECTS

BUILD BUILD BUILD

# ON TARGET

As one of the key agencies driving Build, Build, Build, BCDA works with other government agencies and private companies to push forward vital public infrastructure and area development that hit the mark.

With more than 42,000 people per square kilometer and road usage of more than 13 million trips per day, Metro Manila is one of the most densely populated cities in the world. Build, Build, Build is designed to change all that, providing infrastructure that will decongest the metropolis and connect people and communities.

Among the program's key infrastructure projects are New Clark City (NCC);

the Clark International Airport (CRK) New Terminal Building and the Subic-Clark Railway Project, implemented with the Department of Transportation (DOTr); and the Luzon Bypass Infrastructure Project (LBI), implemented with the Department of Information and Communications Technology (DICT).



5.4% of 2019 GDP spent on infrastructure



Double average spending on infra for the last 50 years



75 high-impact infrastructure projects approved



21 projects expected to be completed by 2022



The Sacobia Bridge connects New Clark City and the Clark International Airport, two major Build, Build, Build projects.



**“Creating a logistics hub here can be a reality as it will be ideal, because then, you will have an airport, a highway, a seaport, and a railway.”**

**ARTHUR P. TUGADE**  
DOTr SECRETARY

# SUBIC-CLARK

## RAILWAY PROJECT

Jointly implemented by BCDA and DOTr, this railway project is a component of the PNR Luzon System Development Framework and is seen to bring about the development of a freight railway system in Luzon.

Initially providing freight service and direct link between Subic Port and Clark International Airport, along with major economic hubs in Central Luzon, this railway line will form an integrated logistics hub that will cultivate the region into a new growth center.



71-km freight railway



Connects Subic Bay Freeport Zone and Clark Freeport Zone



Php50.031 billion project cost



Approved by NEDA Board on April 25, 2018



Eyed for completion first half of 2022



Funded through a loan from the People's Republic of China



# LUZON BYPASS

## INFRASTRUCTURE PROJECT



Once operational, the Luzon Bypass Infrastructure Project will benefit the special economic zones under BCDA, which will be allotted 500,000 megabytes per second (MBps) per year. NCC will also be connected to the high bandwidth, enabling BCDA to realize the competitive, sustainable, disaster-resilient, and smart city they envisioned it to be.

- Composed of two cable landing stations located at Baler, Aurora and San Fernando, La Union
- Connected by a 250-kilometer cable network corridor

- 
 DICT will operate LBI, maintain related facilities, and provide last mile connectivity; BCDA will build the Luzon Bypass Infrastructure
- 
 Facebook will be the first party to utilize LBI; will operate and construct submarine cable system



A collaboration between DICT and BCDA, the project is part of the government's National Broadband Program (NBP). It aims to build an ultra-high speed information highway that will greatly improve the country's speed of and access to the Internet.

The system utilizes the geographical advantage of the Philippines, providing a terrestrial bypass route that submarine cable owners can use in place of the routes in the Luzon Strait. Launched in November 2017, the LBI Project is expected to be completed by 2020.



**“The President’s marching orders for the DICT [are] to provide connectivity—connect the government to other governments, domestic and global; government to businesses; government to citizens; and everybody to each other. We must do this in a faster, cheaper, if not free, and more secure manner.”**

GREGORIO B. HONASAN II  
DICT SECRETARY

- 
 Facebook will provide the government with 2 million mbps (valued at Php4.8 billion a year) in exchange for use of LBI
  - 
 Government projects to benefit from LBI
- New Clark City • Free WiFi in public places • National Government Portal • National and Local Government Units



SPECIAL ECONOMIC ZONES

# IN THE ZONE

Crucial to fulfilling BCDA's mandate is the implementation of a Comprehensive Integrated Master Development Plan (CIMDP), an extensive and detailed blueprint for four economic zones in Luzon—Clark Freeport Special Economic Zone (CFSEZ) in Pampanga and Tarlac, Poro Point Freeport Zone (PPFZ) in La Union, the Bataan Technology Park in Bataan, and the John Hay Special Economic Zone (JHSEZ) in Baguio.

The CIMDP was prepared by three engineering consultancy firms: AECOM, Philkoei and Pertconsult. According to AECOM Vice President Sylvester Wong, the planners had at the very start decided to dedicate 60 percent of the development to open spaces and leave the conservation areas alone with due respect to the indigenous peoples inhabiting

the place. "First life, then spaces, then buildings—the other way around never works," he said.

Of note are the developments in the north—the Poro Point Freeport Zone which houses 18 aviation schools, giving rise to a healthy and profitable aviation traffic from the San Fernando Airport, and the John Hay Special Economic Zone, a favorite getaway from the heat of Metro Manila. Both are attractive to future locators for their environmental beauty, proximity and access to the Luzon Bypass Infrastructure, and small ecological development footprints.



**BUILD  
BUILD  
BUILD**  
=  
**JOBS  
JOBS  
JOBS**

## BUILDING INFRA, CREATING JOBS

With Build, Build, Build comes the realization of the government's promise to create more jobs for Filipinos. Making the most of the infra upsurge brought by the program, the government's interagency Build, Build, Build team, which includes BCDA, organized the Jobs, Jobs, Jobs Caravan in Subic, Zambales and San Fernando, Pampanga to connect those looking for employment with Build, Build, Build program contractors that have job vacancies to offer.

The jobs caravan is a collaborative activity of the Department of Labor and Employment, Department of Trade and Industry, and the Build, Build, Build agencies—the Department of Public Works and Highways, Department of Transportation, Department of Finance, Department of Budget and Management, National Economic Development Authority, and the BCDA.

# CLARK FREEPORT AND SPECIAL ECONOMIC ZONE

Managed by Clark Development Corporation



## Financial performance

**Php2.93B**  
Total revenue

**Php1.75B**  
Total net income

**Php235B**  
Actual investment



**1,260**  
Locators



**136,142**  
Jobs generated

## Locators' distribution

Project Type	No. of Locators	Distribution
ICT/Services/Developers	499	39.60%
Commercial Tourism	430	34.13%
Industrial/Manufacturing	172	13.65%
Aviation Related	38	3.02%
Others	121	9.60%
<b>TOTAL</b>	<b>1,260</b>	<b>100%</b>



**US\$6.875B**  
Exports

Top 10 Exporters:  
SFA Semicon Philippines Corporation • Texas Instruments • Nanox Philippines, Inc. • Yokohama Tire Philippines, Inc. • L&T International Group Philippines Inc. • Amertron, Inc. • SMK Electronics Corp. • Outback Five Star Clark Philippines, Inc. • HLD Clark Steel Pipe Co. Inc. • La Rose Noire Philippines, Inc.



## Tourism

**3,959,618**  
Total tourist arrivals

**210**  
Events with  
**339,592**  
Participants



**Php865M**  
Total infrastructure projects

## Projects by classification

**Php267.5M**  
Infrastructure/Improvement

**Php116.8M**  
Building improvement

**Php66.9M**  
Various area improvement

**Php414.3M**  
Ongoing infrastructure



## CSR beneficiaries

**Health**  
**1,709** Individuals

**Education**  
131 beneficiaries  
55 schools  
5 associations/institutions

**Partnership**  
250 beneficiaries  
IPs surrounding Clark  
3 schools

**Special Projects**  
4,230 beneficiaries  
24 organizations/LGUs  
13 schools



# CLARK CIVIL AVIATION COMPLEX

Managed by Clark International Airport Corporation



## Financial performance

**Php1B**  
Gross revenue



## Locators

**52**  
Existing lease agreements with CIAC

**110**  
Lease agreements were transferred to LIPAD



## Traffic highlights

**4M Passenger movement**

**1.78M**  
International passenger count

**2.2M**  
Domestic passenger count

**35,738 Aircraft movement**

**298** international flights/week

**488** domestic flights /week



## Cargo tonnage

Increase in cargo tonnage, with a 58 percent share for international operations and a 42 percent share for domestic operations, is attributed to the increased volume of parcels transported to and from their respective hubs.



## Passenger Terminal Building

**110,000**  
square meters

**8M**  
passengers per year

The first hybrid PPP project under the Duterte administration



## Serviced destinations 16 international and 24 domestic destinations

### International destinations

Busan • Doha • Dubai • Guangzhou • Hong Kong • Incheon • Kaohsiung • Macau • Muan • Osaka • Quanzhou • Shanghai • Singapore • Taipei • Narita • Jinjiang

### Domestic destinations

Antique • Bacolod • Basco • Bohol • Busuanga • Cagayan de Oro • Calbayog • Catarman • Caticlan • Cauayan • Cebu • Davao • El Nido • General Santos • Iloilo • Kalibo • Lal-Lo (Cagayan) • Naga • Puerto Princesa • San Jose • San Vicente • Siargao • Tacloban • Virac

### 4 New airlines

Korean Air • Xiamen Air • Pan Pacific Airlines • Fly Gangwon

### 5 New international destinations

Guangzhou • Narita • Kaohsiung • Muan • Jinjiang



**92.86%**  
Customer satisfaction rating



**Two-star On-Time Performance (OTP) rating for the second year in a row**

# JOHN HAY SPECIAL ECONOMIC ZONE

Managed by John Hay Management Corporation



**Php17.343M**  
Net income



**Php1.095B**  
Gross sales  
of enterprise



**117 Locators**  
115 Filipino firms  
2 American firms



**6,597 Jobs generated**  
from 6,106 jobs in 2018



**Highest job generator**  
Business Processing  
Outsourcing (BPO):  
Convergys (concentrix)  
and Intercontinental Hotels  
Group (IHG) with 4,353 jobs  
or 65.98% recorded



**96% jobs in the  
JHSEZ are sourced  
from the BLISTT**  
(Baguio City, La Trinidad, Itogon,  
Sablan, Tuba, Tublay and Cordillera)



**No. 1 tourist  
destination**  
in Baguio City



**127,215**  
recorded  
tourists/visitors  
in 2019  
(21.56% increase from  
104,653 In 2018)



**94.74%**  
Customer  
satisfaction rating



**ISO 14001:2015  
CERTIFICATION**  
Environmental Management  
Systems (EMS)

**ISO 9001:2015  
CERTIFICATION**  
Quality management system of  
business development and events  
management, provision of  
regulatory services, forest and  
environment management, and  
land and asset management



**Community relations  
and CSR**

- DepEd's Brigada Eskwela project
- Health rights and linking diversity project
- Environmental awareness and campaign 2019
- "Zero waste" awareness campaign for health workers
- Barangayan 2019

# PORO POINT FREEPORT ZONE

Managed by Poro Point Management Corporation



## Financial performance

**Php102.21M**  
Total revenue

**Php214M**  
Total investments

**Php25.06M**  
Net income



## 16 Locators

Thunderbird Pilipinas Hotels and Resorts, Inc. • Leading Edge International Aviation Academy, Inc. • Wallace Fuel Storage, Inc. • Poro Point Agro-Industrial Development Company, Inc. • Omni Aviation Corporation • Poro Point Industrial Corporation • Smart Communications, Inc. • Poro Point Marine Enterprises Corporation • Alpha Aviation Group (Philippines), Inc. • AAG International Center for Aviation Training Corporation • Adeline's House of Food & Beverages and Atrium Travel and Tours • Wea Coffee Tearia • R. Buffet (Airport) • R. Buffet (Baywalk) • Soiltech Agricultural Products Corp./Soiltech Integrated Port Terminal Services Inc. • Philippine Airlines, Inc.



## 1,614 Jobs generated



## Business development

### Tourism complex

- Saint Pio of Pietrelcina Chapel
- Tulips by the Sea—a light installation
- Kids Club Playground
- Teenagers Club
- Basketball, Volleyball and Tennis Court
- Clubhouse
- Presidential suites

**Poro Point Baywalk with events center**  
**Poro Point Baywalk commercial area**



## 239,007 Total tourist arrivals

**49,228**  
Thunderbird Resorts hotel guests

**4,434**  
Casino

**55,345**  
Baywalk

**130,000**  
8th Sillag Poro Point Festival of Lights



## Aircraft and passenger movement

**42,215**  
Aviation traffic generated

**110,640**  
Passenger traffic

**18 Aviation schools using the San Fernando Airport**

**15 Chartered flights/air taxis using the San Fernando Airport**

The San Fernando Airport hosted the first chartered flight to Batanes island on May 5, 2019, with a total of 34 passengers using a Fokker 50 aircraft.



## 92.59% Customer satisfaction rating


**ISO 9001:2015 Certification** for the administration of the Poro Point Freeport Zone including frontline services, core and support processes.




 **365 hectares rolling hills**

 **Former Philippine Refugee Processing Center**


Home of refugees from Cambodia, Laos, and Vietnam from 1980 to 1994

 **Current locators**  
Equinet Architectural and Engineering Support, Inc. operating in Camp Kanawan (formerly Atmanda Ecopark), where Kai Lodge, Sage Leaf Hotel and the Morong Power and Water Corporation (MPWC) are located.

 **14 hectares total land area occupied by current locators**

 **Unique offerings**

- Eco-tourism (e.g. glamping)
- Heritage spot
- Overlooking the West Philippine Sea
- Monuments and shrines built by refugees

 **Bataan quick facts**

- Main zone of the Morong Special Economic Zone
- Histo-cultural destination
- 20 minutes away from Subic; 2.5 hours away from Manila via the SCTEX
- A potential retirement haven, corporate training center, and tourism center
- Unmatched zone for environment-friendly small- and medium-scale industries
- Eco-tourism and light industrial zone with a national defense component

 **Replicas of important landmarks from mother countries of refugees**

- Freedom Plaza
- Indochina Map
- Buddhist temples
- That Luang
- Image of the Blessed Mother
- Vietnamese monument
- Bayon monument

# TOUCH STONES

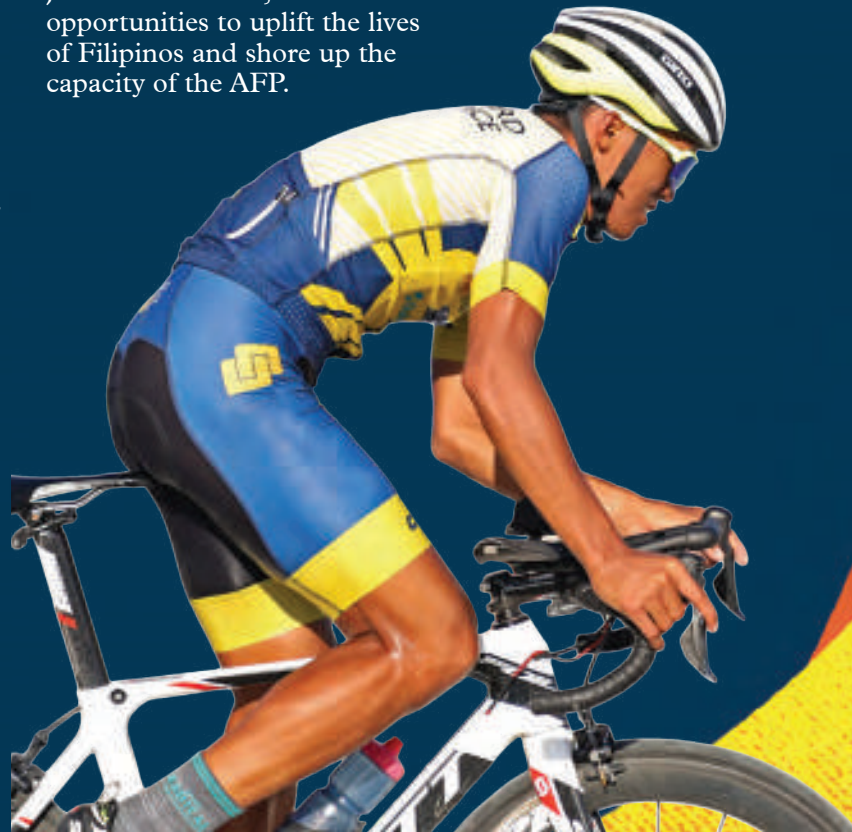
For decades, BCDA—in pursuit of its mandate of helping strengthen the Armed Forces of the Philippines—has distinguished itself as a builder of great cities. Today, it continues to transform military lands into prime business, commercial, and residential locations, through its Asset Disposition Program, driving economic growth and bolstering the capabilities of the military.

Think of a top-caliber, ground-breaking mixed-use and business district, and chances are, it's a BCDA project.

Under the Asset Disposition Program, portions of Metro Manila camps are converted through their sale, lease, or joint-venture development for other productive uses, such as mixed-use and business districts.

From 1993 up to the present, BCDA has generated Php106.64 billion in disposition

proceeds. This creates not just infrastructure, but better opportunities to uplift the lives of Filipinos and shore up the capacity of the AFP.





# STANDOUT SKYLINE

BCDA was created in 1992 through RA 7227 to convert military reservations for alternative productive uses, and to raise funds through the sale, lease, or joint venture developments through sale, of portions of Metro Manila military camps, including Fort Bonifacio and Villamor Air Base.

Fort Bonifacio was the first to have part of its land converted. BCDA eventually partnered with Ayala Land, Inc. and the Campos Group's Evergreen Holdings, Inc. to develop it into what we know today as Bonifacio Global City (BGC).

## Building BGC

BGC is a 240-hectare prime development master developed by Fort Bonifacio Development Corp. (FBDC), an affiliate of BCDA.

(continued on page 58)

### The 5 Pillars of the BGC Master Plan

Accessibility and strategic location

A City that works

Sense of place

A City with a soul

Sustained investment value over time



“BGC is one of the most walkable cities in the country, rich with green, open spaces and landscaped parks. The city is also adorned with various art murals and interactive sculptures, designed to make the walking experience even more pleasurable. Pedestrian priority is also strongly implemented by the estate.”

JAY TEODORO  
FBDC CHIEF OPERATING OFFICER

**541,000**  
Shoppers



**75,000**  
Residents



Photo courtesy of FBDC

**240ha**

diverse attractions and vibrant districts

A fully master-planned city, BGC offers a balanced mix of residential, office, retail, and institutional spaces, and is the location of top local and multinational companies like Facebook, Google, Coca-Cola, Unilever, and P&G.

BGC was built by a partnership. In creating partnerships, it's important to work with a company that provides strategic value to the development and shares a common vision and goals, said FBDC Chief Operating Officer Jay Teodoro.

“Having led BGC’s tremendous growth, which came into fruition in a span of less than 20 years, it is a testament of what a successful public-private partnership (PPP) can achieve,” Teodoro added.

PPPs are nothing new, said BCDA Chief Operating Officer and Executive Vice President Aileen Zosa. The success in developing a place like BGC is in not throwing away the interests of BCDA and the government in pursuit of estate development.

(continued on page 60)



**300,000**  
Office workers



Photo courtesy of FBDC

**250**  
Interactive Exhibits  
at the Mind Museum



Average land values in Fort Bonifacio had reached over

**800,000**

per square meter, at par with the Makati Business District.

**45%**

BCDA share in the FBDC joint venture, wherein FBDC holds the most prime area in BGC.



**New completed buildings in BGC for 2019**

The Suites Residences | Milestones at Fifth Avenue | Aurelia Residences Show Suite

Udenna Tower | The Trion: Tower 3 | Seda Hotel 2

Ecoprime | Aria Residences | Brilliance Center

BSM Visual Performing Arts Center

**BGC is 53% developed**



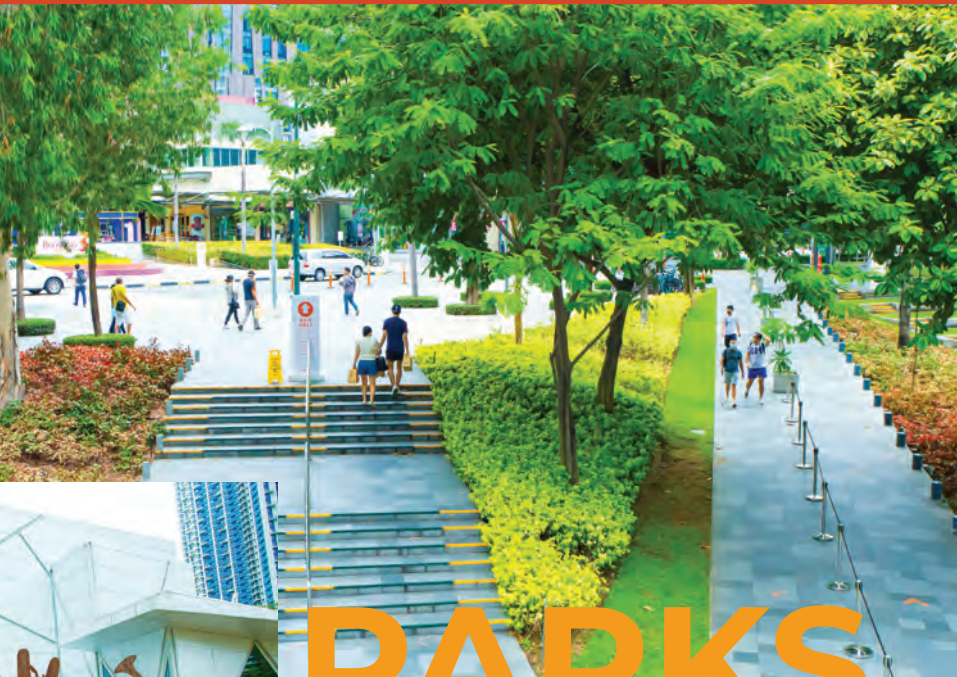
Branded as “The Home of Passionate Minds,” BGC aims to increase public appreciation for the arts and sciences while providing venues and opportunities to enjoy and explore the outdoors.

# ART.



“While we have gone into joint ventures, we still retain a substantial portion of the area,” Zosa said. For instance, in the joint venture with FBDC, FBDC holds the most prime area in BGC but BCDA retains a 45% share. Market! Market! and institutional areas are just leased out, meaning BCDA retains the ownership of the land, she added.

BGC adds to its milestones as a first-class district. This year marked the completion of One Bonifacio High Street; the opening of The Flats BGC, its first shared-residential development catering to workers in the area; and the turnover



# PARKS.

and training, and healthcare must be within reach.

Accessibility and mobility for pedestrians and non-pedestrians must be considered, she said, emphasizing the importance of planning transportation and access before even planning a city. Less traffic and congestion make a space more liveable, breathable, and accessible.

Inclusivity is also important. “A great city now is no longer some exclusive area or enclave. A great city now is where people from all walks of life can co-exist and have a better quality of life if they live in that city,” Zosa added.

Public spaces like parks, landscaped areas, libraries, and art installations, though they do not generate revenue, add to people’s well-being—and thereby add value to a development.

(continued on page 62)

of its newest office building, BGC Corporate Center 2.

## The master plan

BGC is proof that our country is capable of creating topnotch metropolises. EVP Zosa shared that they looked at the lessons learned in developing it, so they can improve on what they have done and apply it to other developments, like New Clark City.

A master plan must consider several things, according to Zosa. There must be adequate facilities that are sustainable and green. Housing, education

## GROWTH AT ALL POINTS IN FORT BONIFACIO



The Grand Hyatt at Bonifacio North

### Bonifacio South

Megaworld’s pioneer townships McKinley West and McKinley Hill have brought economic gains in a previously nascent area.

McKinley West is a 34.5-hectare enclave for upscale residential and office spaces. It includes Park McKinley West, St. Moritz Private Estate, and The Albany Yorkshire Villa.

McKinley Hill, on the other hand, serves as a hub for foreign embassies, education, BPOs, and high-end residential developments. It houses the BPO office tower Campus Place, international schools, and the embassies of the United Kingdom, South Korea, the United Arab Emirates, and Italy. Bonifacio South Pointe is a 33.1-hectare mixed-used development within BCD, to be built through a partnership between BCDA and SM Prime Holdings, Inc. Facilities of the Army Service Command and Security Services Unit of the Philippine Army, and the Bonifacio Naval Station and the Philippine Marine Corps

of the Philippine Navy within the 11.5-hectare area of Bonifacio South Pointe will be relocated and replicated.

Government centers will also rise in this area. The new Senate Building, comprising four towers, will be built on an 18,320-square meter lot at the Navy Village. Valued at Php1.8 billion, it is expected to be completed by 2021. The new Supreme Court Complex will be constructed on the previous site of the Philippine Army Security Escort Group, a 21,463-square meter property acquired for Php1.04 billion. It will have a nine-storey office building and a six-storey parking building.

### Bonifacio North

Megaworld’s venture with BCDA for Uptown Bonifacio covers a 15.4-hectare property, 8.35 hectares of which will be developed as a hub for multinational companies and dynamic dining and retail brands. This includes the high-end Uptown Place Mall and the

4,081-square meter co-working space by WeWork in Uptown Tower Three.

The latest gem among the compendium of development achievements in the area, Seasons Residences is a premier four-tower residential project to be located within Grand Central Park. It is the result of a joint venture between Federal Land Inc., and Japanese firms Nomura Real Estate Development Co. and Isetan Mitsukoshi Holdings, Ltd., which will finance and develop a \$400-million residential and retail landmark in the area.

### Bonifacio East

Set to become a green landmark, the 60-hectare area within Fort Bonifacio will be a mixed-use development including socialized housing. This joint venture between BCDA, National Housing Authority, and Primelux Holdings Development, Inc. will be financed by Primelux, which will invest Php137 billion in the venture.





McKinley Hill at the Bonifacio Capital District

“Along with the leadership of BCDA, a Planning Review Board will have jurisdiction to set policies and guidelines in the development of the Bonifacio Capital District,” said Megaworld Corporation Executive Vice President and Chief Strategy Officer Kevin Tan. “Plans for the BCD are consistent with the BCDA vision of a modern Philippines. [They are] similar to their vision for New Clark City, which is carefully master planned and future proofed.”



McKinley West is home to “smart” townships—a mix of residential properties, commercial spaces, office establishments, and learning institutions.

## Creating a smart city

BCDA and long-time partner, urban developer Megaworld Corporation, together with

other locators, are working to put together Bonifacio Capital District (BCD), located in the southern part of Fort Bonifacio. The 160-hectare locality is composed of three subdistricts—McKinley Hill, McKinley West, and the Bonifacio South District.

The BCD will be home to government institutions—the Senate, the Supreme Court, and the Court of Appeals—and major businesses. It will be developed as a smart city, with fiber optic-ready infra, integrated smart home technology, and digital technology and energy-efficient materials in the structural design. A linear park will traverse the boulevard, providing a livable green environment for residents.

Artist’s render of the New Supreme Court courtesy of the Supreme Court of the Philippines



Artist’s render of the new Senate building by AECOM

## Newport City A Leisure Showplace

Formerly part of Villamor Air Base, Newport City is now a premier property for lifestyle and leisure. Megaworld took advantage of the property's proximity to the Ninoy Aquino International Airport (NAIA) Terminal 3, utilizing it as a hub for tourism and entertainment.

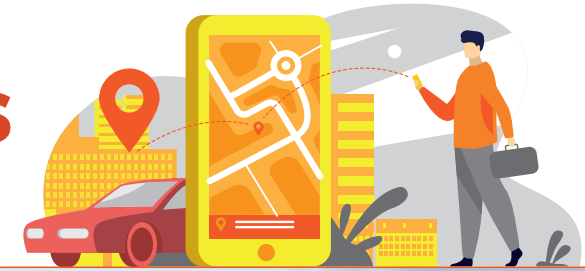
### Hotel brands in Newport City

Maxims Hotel	Manila Marriott Hotel	Hilton Manila	Sheraton Manila Hotel
Belmont Hotel	Savoy Hotel Manila	Holiday Inn Express	Hotel Okura Manila



## ACCELERATING CHANGE

# BUILDING BETTER TO RAMP UP ACCESS AND MOBILITY



**“Once the BGC–Ortigas Center Link Road Project is completed, traveling between the central business districts of Taguig and Pasig cities will only take 12 minutes and traffic congestion at EDSA and C-5 Road... will be reduced by about 25 percent.”**

**MARK A. VILLAR**  
DEPARTMENT OF PUBLIC  
WORKS AND HIGHWAYS (DPWH)  
SECRETARY



Construction of the BGC–Ortigas Road Link

## BCDA MEGAWORLD PARTNERSHIP



With the burgeoning of townships and districts could come challenges brought about by an increase in the volume of people. Complementing these developments are the efforts of the DPWH and the DOTr to ease heavy traffic, link road networks, and improve the mobility of pedestrians.

### Metro Manila Subway Project

- A DOTr project
- The country's first underground railway, considered the “Project of the Century”
- Part of the North–South Commuter Railway Project that complements the Manila–Clark Railway Station
- Spans 36 kilometers of underground railway

### BGC–Ortigas Center Road Link

- A major road bridge project by DPWH
- Will run from Sta. Monica St., Pasig City to Lawton Bridge, Makati and Lawton Ave. to the BGC Viaduct
- Will cut travel time between BGC and the Ortigas Central Business District to 11 minutes
- Will alleviate traffic congestion at EDSA and C5 by 25%

### Lawton Avenue Widening

- The main access to Bonifacio South
- From a dual two-lane road into a dual four-lane road

### Bonifacio South Main Boulevard

- A project of BCDA
- An 1.8-kilometer boulevard that will serve as an alternate access from NAIA to BGC
- Will decongest Lawton Avenue
- Will link the Navy Village, Bonifacio South Pointe, and McKinley West
- Will support the offices of the Philippine Senate and the Supreme Court, and other new office buildings in the BCD
- Can accommodate 4,500 vehicles per hour
- Targeted for completion by 2022

# GOING THE DISTANCE

BCDA's Corporate Social Responsibility Statement ensures the improvement of the quality of life and the dignity of the communities affected by the Authority's work. Everyone's a winner—especially its major stakeholder, the Armed Forces of the Philippines.

"If there is disorder, they establish order. If there is a lawless environment, they provide stability." President Rodrigo Roa Duterte recognizes the military's significant contributions in defending the nation from external and internal security threats and in responding in times of calamity. He has vowed to continue efforts to modernize the AFP.

## A NEW STANDARD

For Capt. Corazon Benavidez, home is where the heart is: *"Ito ang hinahanap mo after a long, tiring but blessed day. Dito mo ma-e-experience ang pagmamahal.* (It's what you look for after a long, tiring but blessed day. This is where you experience love.) It's a place where happiness is shared with your simple but happy family."

Benavidez is the Chief of the Office of Financial Management and Squadron Commander of the 5856 Base Services Squadron, 580th Aircraft Control and Warning Wing (ACWW) of the Philippine Air Force (PAF). For most of her military career, she has lived in the barracks in Wallace Air Station, La Union. In 2018, she left to rent off-base with her growing family.

Now, home for Benavidez is one of the 15 apartments turned over by BCDA to the PAF in April 2019.

Being awarded the apartment has many benefits. From having to pay Php4,500–Php8,500 in monthly rent off-base, a measly Php650 is deducted from Benavidez' paycheck.

Living inside the base gives security and safety. And she no longer has to worry about traffic going to work.

The greatest benefit, of course, is the boost to the morale and welfare of the personnel. Decent living quarters can relieve, or at least minimize, the stress and hardships of military life.

**"Kung yung tutuluyan namin ay butas-butas—mahirap po 'yon. Pagod ka na nga, tapos yung titirahan mo ay hindi pa comfortable?"**

**CAPT. CORAZON BENAVIDEZ**  
BENEFICIARY OF REPLICATED  
AIRMEN'S APARTMENT



### 'Indispensable partner'

The apartment building where Benavidez now lives is one of the facilities replicated by BCDA in Wallace Air Station. With a 25-hectare portion of the camp turned over to BCDA for development, all the facilities within the area were replicated in the 30-hectare area retained by the PAF.

One of those facilities was a 10-door apartment building, replicated to 15 doors to the tune of Php32.5 million. The apartments have a spacious 120-square meter floor area, from the previous 60 square meters.

At the turnover ceremonies in April, Defense Assistant Secretary for Financial Management Josue Gaverza, Jr. noted the quality and speedy implementation of the upgraded facilities, saying, "This reflects BCDA's resolve and willingness to improve the living conditions of soldiers anywhere in the country."

Speaking at the same event, PAF Chief Lt. Gen. Rozzano Briguez told BCDA: "You are our indispensable partner at the Air Force."

### Not just replication

In fulfilling its mandate of strengthening the AFP while building great cities, BCDA has been remitting asset disposition proceeds for AFP modernization since day one.



The JUSMAG Officers' Quarters, a Php700-million housing complex, is BCDA's landmark replication project.

In contributing to AFP modernization, however, remitting asset disposition proceeds is only one side of the coin. Replication is the other. Any facility—office, hospital, quarters, for example—affected by the sale or lease of parts of military camps has to be rebuilt by BCDA with much-improved designs and materials, in a different location.

Replication has turned out to be BCDA's biggest CSR for the AFP. Since 1993, the Authority has replicated Php11 billion worth of military facilities. These include the PAF General Hospital, PAF Quarters, Officers' Clubhouse, and the PAF Aerospace Museum at Villamor Air Base. BCDA also built the Philippine Army (PA) Officers' Quarters, PA Hospital, and PA Clubhouse, among others.

But there's a difference now, EVP Zosa noted. "It's really not just replication, actually. It's another form of modernization of the AFP because we're improving

their facilities that were affected by the disposition."

This can be seen in BCDA's landmark replication project: the Php700-million JUSMAG Officers' Quarters, comprising 12 medium-rise buildings totaling 192 three-bedroom units. With each unit fully finished and measuring a spacious 100 square meters, this project has set the standard in residences for active troops.

Having at the helm a President who has never hidden his appreciation for the military has definitely changed things. "With the Duterte administration, hindi puwede ang 'Puwede na' ('That will do' won't do)," Zosa stated, explaining that the facilities are built to be better, bigger, and more functional than the original. "Now, there is so much effort and thought—and of course, funds—that go into the design of the facility to be replicated," she added.

(continued on page 70)



# SOON TO RISE

## Philippine Army

BCDA will replicate the facilities of the Army Service Command (ASCOM) and Security Services Unit (SSU), which are currently within an 11.5-hectare area in Bonifacio South.

ASCOM will be relocated to a 30-hectare area in Camp Aquino, Tarlac. Among the facilities to be constructed there are the officers'

quarters, a clubhouse, barracks, classrooms, and maintenance and transportation headquarters.

## Philippine Navy and Philippine Marine Corps

At the Bonifacio Naval Station (BNS), BCDA will replicate Philippine Navy (PN) facilities including the Manila Naval Hospital, Naval Information and Communication Technology Center, Officers' Clubhouse, chapel, and the residences of the Flag Officer in Command, the Vice Commander, and the Chief of the Naval Staff. Also to rise at the BNS are Philippine Marine Corps (PMC) facilities such as officers' quarters, enlisted personnel quarters, and liaison offices.

At the Bataan Technology Park in Morong, Bataan, a sprawling 100 hectares will be the site of the new PMC headquarters, office buildings, billeting facilities, officers' clubhouse, and historical monuments. Office buildings, a school, and student barracks will be built at the Marine Base Gregorio Lim in Ternate, Cavite.

## Philippine Air Force

BCDA will relocate and replicate the PAF facilities inside the Clark Freeport to a 65-hectare area in New Clark City (NCC). The detailed designs for a premier community with modern housing are currently being prepared.

## List of Replicated Facilities and Replication Budget for AFP

# PHP11B

Grand total



**Cash Remitted to AFP per MOA dated December 8, 1994**  
PHP300M

**AFP Major Services Military Replication Budget**  
PHP7.95B



**AFP Housing Facilities-JUSMAG in Fort Bonifacio**  
PHP700M

**PA Officer's Quarters**  
PHP829M

**PA Hospital**  
PHP254M

**PAF Military Facilities at the Villamor Air Base**  
PHP628M

**Villamor Apron/Taxiway Project**  
PHP162M

**PAF Villamor Air Base Golf Course Driving Range**  
PHP89M

**PAF Military Facilities in VAB-NAIA Terminal Area**  
PHP180M



When the replicated facilities are turned over, they are move-in ready. Down to the soap dish and towel rack, Zosa said.

### Challenges

Replicating facilities is not without its challenges. First, with replication comes relocation. The military have to be uprooted from their places of work or residence. This can be difficult for anyone.

Another big challenge is to identify a relocation site. Aside from the costs involved in building the facilities, BCDA has to clear the land on which the facilities will stand.

As much as possible, BCDA strives to improve not just the facilities themselves, but the size of the property, Zosa said. "If it's a bigger space, definitely the facilities will be better—less congested and better planned," she emphasized.

BCDA even builds basic amenities such as a school, a church or chapel, and a clinic or hospital. After all, a camp is a community unto itself.

### Home

BCDA's work has set the standard for the replication of military facilities. And military personnel like Benavidez benefit from better offices and homes.

*"Sa leadership ng PAF and BCDA, thankful po ako sa collaboration nila at kung anumang help sa pag-upgrade ng mga facilities ng Air Force (To the leadership of the PAF and BCDA, I'm thankful for their collaboration and whatever help they can give in upgrading the facilities of the Air Force),"* Benavidez stated.

She recalled how happy she was to move into the new apartment and how excited she was to fix it up and turn it into a home—however temporary it might be.

But even if she is reassigned, Benavidez will think of the apartment as their home: *"Siguro hanggang sa mag-retire ako, dito po kami titira (Maybe we'll live here until I retire)."*

# BUILDING COMMUNITY



All the Aetas wanted was a steady source of income. Through the help of BCDA, they got more than that.

While the government protects the Aetas and other indigenous peoples (IPs) all over the country from discrimination, exploitation, and other forms of abuse, the reality is that opportunities remain scarce for them.

Until NCC was named one of the official venues of the 30th South East Asian Games.

The construction of facilities and upkeep of the venues generated jobs and opportunities for the Aeta communities.

### Inclusive, curly haired or not

*"Masaya kaming lahat. Lahat ng mga tao, kulot o di kulot, may trabaho. Dati po tagagapas ako ng cogon, nangunguha ng puso ng saging, tapos ibebenta sa baba (We're all happy. All of us, curly haired or not, have jobs. Before, I used to cut cogon or harvest banana blossoms and sell them in the city),"* said Corazon Capiz.

At least 500 Aetas have been employed in NCC and Clark since development started.

BCDA is committed to ensuring that its partner communities are included in its development

plans and that the development really creates a positive impact in their lives.

### Changes and gains

Jaymar Tiglao of Sitio Kalangitan was one of the Aetas hired in the construction of the NCC National Government Administrative Center (NGAC).

He noted that with the jobs came a change in attitude and outlook for his community.

Because of their employment, they were able to pay their debts and even buy motorcycles so they could travel with ease.

He also noticed that people have a sense of purpose now, unlike before.

*"Maaga na natutulog ang mga tao dahil maaga na sila nagigising para pumasok. Nawala na ang mga tambay sa aming lugar (People sleep early now because they have to wake up early for work. There are no more bums in our area),"* he explained.

The impact of the NCC development has led to other tangible benefits.

**"Dati yung daan po dito ay hindi gano'n kaayos, ngayon mas maayos na po at mabilis na 'yung transportasyon. 'Yung trabaho mas naging magaan po sa pagkuha po sa pang araw-araw, mas mabilis po matugunan kaysa po sa dati na namumuso lang po ng saging, mangangarbon ng kahoy eh ang tagal po, aabutin pa po ng buwan para makakuha ng income."**

JOANA VICTORIA  
AETA WORKER IN  
NEW CLARK CITY



“May trabaho, may mga maayos na daan, at masaya ang bawat pamilya dahil may pagkain yung mga bata (There are jobs and good roads, and every family is happy because the children have food to eat),” explained tribal leader and former Commissioner of the National Commission on Indigenous People Bayani Sumawang.

Sitio Kalangitan’s gains can also be felt in other communities. Because of the access brought by new roads, connectivity has become possible for everyone, particularly IPs, residents, and farmers for their livelihood.

The roads benefit especially those living in far-flung barangays.

“We don’t want anyone to get left behind in the development. We really want it to be socially inclusive,” said Engr. Joshua



Being employed at the New Clark City has given the Aetas more than just income—it has given them a sense of purpose and the chance to be part of building something great.

Bingcang, BCDA Senior Vice President for Conversion and Development.

### Part of Team Philippines

If anyone had asked the Aetas a year ago if they were going to watch the SEA Games, they might have asked, “What’s that?”

But BCDA made sure that the experience would come full circle with the Aetas.

“We facilitated and arranged that the Aetas from different communities in Capas could watch the Games live because the opportunities for them [to do so] were limited,” said Jennifer Mallo, BCDA Community Relations head.

This resulted in a once-in-a-lifetime experience for Ernesto De Guzman and his fellow IPs.

“Masaya po ako kasi marami pong kapwa ko nanood (I’m happy because a lot of us watched),” Ernesto said, while watching the Filipino athletes competing at the Aquatics Center.

Long confined to the sidelines and often ignored due to their ethnicity and appearance, Ernesto and the Aetas of Tarlac found something they’ve been searching for, for years.

The 30th SEA Games made them feel they belonged, were accepted, and more importantly, were regarded as Filipinos. Curly haired or not.



Members of the Aeta communities in Capas, Tarlac cheered their countrymen on as part of Team Philippines.

## From the heart and soul of BCDA

Some of BCDA’s CSR initiatives in 2019



BCDA’s Project Shoebox contributions were sent to soldiers in Jolo, Sulu.

**Medical assistance for wounded soldiers through the Amended Memorandum of Agreement between the BCDA, AFP, DND, and St. Luke’s Medical Center (SLMC).** A Php5 million revolving fund established in 2017 continued to pay for the medical treatment of troops with cases which cannot be handled by government and military hospitals.



**Labor Day Tribute for New Clark City workers.** BCDA honored over 6,000 workers of Phase 1A NCC-NGAC for their service and contribution in building the country’s new metropolis.

**Contribution to Project Shoebox 2019, a project of the Philippine Army Civil-Military Operations Regiment (CMOR).** BCDA turned over grocery items worth Php1 million for over 2,000 military troops in Jolo, Sulu as part of “Pamaskong Handog 2019.”

**Partnership with the Special Forces Alumni Association Inc. (SFAAI).** BCDA contributed Php100,000 to support the SFAAI projects such as financial assistance to SF combat casualties and scholarship grants to qualified dependents of fallen SF troops.

**Partnership with HERO Foundation for the 4th HERO Golf Cup Tournament.** BCDA contributed Php100,000 to support the foundation’s projects for the benefit of the children of fallen soldiers. The HERO Foundation is the AFP’s biggest partner in helping secure the future of military orphans through education.

**Partnership with the Reliance Broadcasting Unlimited (RBU) for a Christmas project dubbed “Paskong Parisukat V.”** BCDA contributed Php30,000 in support of the gift-giving activity benefiting the Aeta communities living in Sitio Batchon, Sta. Rosa, and Brgy. Sto. Niño in Bamban, Tarlac.



**“100 Trees for 100 Days.”** BCDA and some of its business partners—MTD Philippines, Inc. Philippine South East Asian Games Organizing Committee (PHISGOC), and the local government of the Municipality of Capas including the PNP and the Philippine Army—planted trees in NCC 100 days before the opening of the 30th SEA Games.

# CORPORATE GOVERNANCE

The BCDA is committed to good governance practices while pursuing its mandate to develop former military bases and Metro Manila camps into centers of productive commercial use for the benefit of the country, the Armed Forces, and other beneficiaries.

BCDA follows the Governance Commission for GOCCs (GCG) Code of Corporate Governance for GOCCs.

In doing so, it proves to be responsive to its stakeholders while serving as a responsible steward of state resources.

The BCDA Board of Directors sets policies to guide Management in carrying out its duties and responsibilities with integrity and transparency, which only affirms the Authority's full compliance with the Code of Corporate Governance. In addition, the BCDA Manual of Corporate Governance serves as a guide in achieving BCDA's corporate goals while adhering to the principles of good corporate

governance. The Manual, which was approved by the Board on July 9, 2014 through Board Resolution No. 2014-07-115, is envisioned to steer the organization towards excellence and competitiveness both locally and globally—as such, enabling BCDA to be a valuable partner of the government in national development.

The Manual aims to set in place the promotion and pursuit of corporate governance reforms and the observance of the principles of accountability, transparency, and professionalism within the organization.

It details the duties and responsibilities of the Board to

the state and its stakeholders, and provides the structure through which the corporation's objectives are set and the means to achieve these.

The BCDA Board of Directors recognizes the importance and the benefits of regular evaluation in the governance process. In 2019, the Board conducted a self-assessment to evaluate its performance as a whole and that of the Board Committees. Members of the Board and its Committees accomplished the Self-Assessment Questionnaire, answering questions according to the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting, and Disclosure.



One Common Language Transformation and Core Values, Quest Hotel Clark

## GOVERNANCE POLICIES

### 1. INSTITUTIONALIZATION OF INTEGRITY MANAGEMENT

To institutionalize the principles of good corporate governance and to establish an integrity management system within the organization, BCDA launched the Strengthen Integrity Development in BCDA (STRIDE-BCDA) Project. This further resulted in the development of BCDA's Code of Conduct, Integrity Policy, Whistleblowing Policy, and No Gift Policy.

#### a. BCDA Code of Conduct

The BCDA Code of Conduct was approved by the Board in 2015. Through Office Order No. 004, as described in Section 5.2, members of the BCDA Board, officers, personnel, project employees, consultants, and contractual employees working for

BCDA are directed to strictly observe the provisions of the BCDA Code of Conduct implemented in 2016. The Code, which incorporates the organization's Whistleblowing Policy, sets forth the principles, corporate values, and rules of conduct that both officers and employees must observe in carrying out their official duties and responsibilities. This includes the policies instituted by the Civil Service Commission (CSC) relating to integrity, transparency, and accountability in government.

#### b. Whistleblowing Policy

BCDA's Whistleblowing Policy promotes the responsible reporting and disclosure of vital information related to fraud, bribery, and corruption within the organization. It aims to encourage concerned individuals to testify on matters involving the actions or omissions of the BCDA Board, management, and employees, that are deemed illegal and unethical—or those which are

in violation of good governance principles and entail unhealthy business practices that are grossly disadvantageous to BCDA.

#### c. No Gift Policy

BCDA's no gift policy adheres to the highest form of ethical standards and leads the BCDA organization to demonstrate fairness, professionalism, and delivery of quality services without expecting any undue favor or reward.

#### d. Code of Conduct and Ethical Standards for Public Officials and Employees

Further, BCDA adheres to Republic Act (RA) No. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees. This is cascaded to new employees through the employee orientation program conducted by the Human Resource Management Department (HRMD).



BCDA Board and Management's Site Tour of Mactan International Airport

## 2. COMPLIANCE WITH PRINCIPLES ON SUSTAINABLE DEVELOPMENT

BCDA considers both the environment and the sustainability of the project in the development of each master-planned community and in the construction of major infrastructure—bearing safety, creativity, efficiency, and innovation in mind. Sustainability is the foremost consideration in the development of BCDA’s flagship project, the New Clark City, which is envisioned to be the country’s first smart, green, and disaster-resilient metropolis. Its development is driven by BCDA’s vision to integrate the best practices in urban planning, green city development, and smart city solutions.

### a. Stewardship

As a steward of state resources, BCDA complies with relevant laws and regulations in the implementation of its projects and in its asset disposition activities. This is to ensure that the projects are environment-friendly and consistent with the organization’s sustainable development goals.

Primarily, BCDA takes direction from its Charter, RA 7227, as amended, and Executive Order (EO) No. 62—the Implementing Rules and Regulations of RA 7227—which require environmental impact assessment studies of all major projects.

Joint venture projects, on the other hand, are implemented in accordance with the BCDA Guidelines and Procedures for

Entering into Joint Venture (JV) Agreements with Private Entities, which was patterned after the National Economic and Development Authority (NEDA) JV Guidelines and certain provisions of the Build–Operate–Transfer (BOT) law.

According to the BCDA Guidelines, JV undertakings may be done through a JV contractual agreement or through the formulation of a separate JV company. The appropriate JV mode, to be determined according to which are the most efficient and viable financial arrangements for BCDA and the JV partners, will be created. The Guidelines were approved by the Board through Board Resolution No. 2017-09-148. The Board likewise approved the BCDA Asset Disposition Guidelines through Board Resolution No. 2017-09-149.

For every development project, there is an approved master plan and design standards to direct project implementation and ensure optimization of land development. The master plan and design guidelines follow relevant laws and regulations such as RA No. 6541 or the National Building Code of the Philippines, and directives of the Department of Environment and Natural Resources (DENR) and the Civil Aviation Authority of the Philippines (CAAP).

### b. Corporate Social Responsibility

BCDA’s community outreach activities are guided

by the BCDA Corporate Social Responsibility (CSR) Philosophy, which states: “BCDA is committed to fulfill its mandate to its stakeholders by improving the quality of life of and giving dignity to the workforce, their families, and the communities that they develop through the conversion of former military bases and other properties into premier sustainable centers of economic growth.”

The BCDA Manual of Corporate Governance refers to the Authority’s CSR Philosophy which identifies five major target stakeholders, namely, the Armed Forces of the Philippines (AFP), project-affected communities, internal organization, the environment, and victims of natural calamities.

## INSTITUTIONAL MECHANISM

To ensure compliance with the corporate governance principles, the Board has created committees to support itself in the performance of its functions. The following are the BCDA Board Committees:

- Organization Development Committee
- Audit and Corporate Governance Committee
- Risk Management, Legal and External Relations Committee
- Finance and Investments Committee
- Business Development Committee



## 1. INTERNAL AND AUDIT CONTROLS

The Board Audit and Corporate Governance Committee (BACGC) ensures that the internal auditors have free and full access to all the company’s records, properties, and personnel, which are relevant to the internal audit activities; and that the activities are free from interference. In 2019, the Internal Audit Service Office (IASO) audited business and lease contracts and BCDA operations in coordination with the Subsidiaries, Affiliates, and Projects Monitoring Department.

Likewise, the Committee reviewed and approved the Annual Audit Plan recommended by the IASO. The Committee recommended solutions that would address the audit findings and ensured that the solutions, as concurred by the BCDA Board, were promptly acted upon by Management.

Further, the Committee ensured that the Office of the Internal Auditor reviewed the periodic financial statements focusing on the propriety of changes

in accounting policies and practices, and that significant adjustments are made resulting from the audit. It also checked the financial reports against its compliance with both internal financial management policies and pertinent accounting standards, including regulatory requirements. The Committee also ensured that the Office of the Internal Auditor monitored and evaluated the adequacy of BCDA’s internal control systems, and that proper coordination was made with the Commission on Audit (COA).

Furthermore, BCDA continues to improve its internal processes by seeking certification for its Quality Management System, pursuant to Executive Order No. 605, which institutionalizes standards and mechanisms in implementing the government quality management program.

After certifying BCDA as ISO 9001:2008, third-party auditor TÜV Rheinland Philippines conferred to BCDA the ISO 9001:2015 Certification for its “Provision of Conversion and Development Services Real Estate Management, and

Engineering for Land an Assets” under its jurisdiction and control. The ISO 9001:2015 is an internationally accepted standard for quality management and compliance with customer and regulatory requirements.

This has contributed to BCDA’s improved responsiveness to its stakeholders and compliance with world-class standards in customer service, as reflected in the 96 percent rating of business partners and lessees in the 2019 BCDA Stakeholders’ Satisfaction Study.

## 2. RISK MANAGEMENT SYSTEM

The Risk Management, Legal and External Relations Committee reviews and evaluates legal strategies, risk management measures, and public affairs issues, as presented and recommended by Management, to ensure that risks are identified and are addressed immediately and accordingly, as approved by the Board. The Committee undertook the following in the past year: 1) reviewed and recommended for Board approval the legal strategies on various cases filed





The BCDA Board and MTD management gave a tour of the New Clark City sports facilities to Senator Panfilo Lacson, Senator Gregorio Honasan II, and other government officials.

by or against BCDA; 2) assessed the information provided by Management on risk exposures and risk management activities; 3) reviewed and recommended measures on legislative proposals affecting BCDA; 4) assessed the Annual Planning Program of the Planning Services Department as it relates to risk management; and, 5) reviewed and evaluated public affairs issues affecting BCDA activities, programs, and projects.

To ensure that risk factors by the organization are adequately identified, accurately assessed, and prioritized, BCDA developed the 2018 BCDA Corporate Risk Registry. The risk registry was developed through the concerted effort and inputs of the different BCDA departments and units after a series of pre-work activities held in 2018.

The BCDA Risk Registry is a repository of identified risks of BCDA. It contains the various risk factors that the organization faces, the impact of the risk factors to the organization, the controls that were in place to avoid such risks from occurring, the action plans should the risk occur, and the responsible units tasked with implementing the risk management and mitigation strategies. The BCDA Risk Registry was approved by President Vivencio Dizon on July 2, 2018.

### 3. FISCAL MANAGEMENT

The Board Committee on Finance and Investments reviews the financial aspects of proposed sale, leases, and joint ventures in tandem with the Board Business Development Committee.

The Committee identifies issues, provides guidance, and proposes solutions, as well as formulates policies and guidelines for the annual and supplemental budgets of the BCDA and its subsidiaries for the Board's approval. It exercises oversight function in the fiscal management of BCDA resources, and financial oversight on BCDA subsidiaries and affiliates, including a review of the proposed budgets and the financial performance of the subsidiaries and affiliates. The Committee likewise provides guidance for the investment of corporate funds and reviews the profitability of investments, for the Board's approval.

### 4. BUSINESS DEVELOPMENT

The Business Development Committee reviews the strategies and policies which affect the investment climate, marketing, and after-sales service programs of BCDA. It conducts periodic review and validation to determine the viability of the assets for disposition, as well as regular validation and review of the Comprehensive Integrated Master Development Plan (CIMDP) of BCDA properties to determine how suitable they are with current real estate trends.

The Committee also maximizes benefits from the disposition and development of land and other assets through the formulation of a sound and strategic business management framework.

### 5. CONTINUING EDUCATION

The members of the BCDA Board further enhanced their knowledge and skill set as key decision makers through capability building and training activities, which are deemed necessary for them to fully understand and efficiently lead the implementation of good governance principles. Among the training programs the Board members attended were the Briefing/Orientation on RA 9184, 4th Seminar on the Japanese Investments for Overseas Infrastructure, 10th International Infrastructure

Investment and Construction Forum, Seminar on Enhancing Audit Committee Effectiveness, Corporate Governance Orientation Program (CGOP) for Government-Owned or Controlled Corporations, and the U.S.-ASEAN Smart Cities Partnership (USASCP) Symposium and EXPO.

### 6. BCDA FREEDOM OF INFORMATION

In compliance with Executive Order No. 2 of 2016, which upholds transparency measures in the Philippine government, BCDA supports Freedom of Information (FOI) by coming up with its own People's FOI Manual. FOI supports the constitutional right of the Filipino people to access information on matters that are of public concern. The public may request any information or document regarding BCDA and its projects via the FOI portal.

## BOARD APPRAISAL

The Board recognizes the importance and benefits of conducting regular evaluation to determine its effectiveness. In 2019, the Board engaged in a self-assessment activity to evaluate the performance of the Board as a whole and that of the Board Committees. Members of the Board accomplished their

Self-Assessment Questionnaire, which had the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting, and Disclosure.

## ATTENDANCE

The Board conducted 24 meetings during the year. The high attendance record of the Board members in 2019 also reflected the Board's strong commitment to devoting sufficient time and attention to performing their duties and responsibilities. All but one member received an attendance rating of 100 percent.

**We help  
strengthen our  
Armed Forces  
while we build  
great cities.**

# FINANCIAL HIGHLIGHTS

BCDA follows a unique accounting and business model, which, depending on the applicable law (RA No. 7227, as amended by RA No. 7917, or EO No. 309), involves distributing from 50% to 72.5% of the net proceeds from its asset disposition activities to the different government beneficiaries, predominantly to the Armed Forces of the Philippines (AFP) for its modernization program. The remaining BCDA share is used to fund the conversion and viable development of other former military base lands undertaken by its subsidiaries or by BCDA itself.

As a further complication, RA 7227 provides that BCDA record its share in the net disposition proceeds as additional paid-up capital from the National Government if the asset disposition activity is an outright sale. If the transaction is a lease or joint venture other than sale, proceeds are recorded as revenue in its Income Statement. Given this, the Income Statement of BCDA reflects only a portion of the disposition activities of BCDA, while the rest have to be gleaned from the changes in the Equity in the Balance Sheet and the Statement of Cash Flows.

## I. STATEMENT OF FINANCIAL POSITION

For the years ended 31 December 2019 and 2018  
(In Philippine Peso)

	2019	2018 RESTATED
<b>ASSETS</b>		
Current Assets	38,024,692,109	22,112,178,562
Non-Current Assets	157,497,914,386	160,382,796,004
<b>TOTAL ASSETS</b>	<b>195,522,606,495</b>	<b>182,494,974,566</b>
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities	8,200,728,170	8,985,542,703
Non-Current Liabilities	30,686,675,989	31,886,784,046
<b>TOTAL LIABILITIES</b>	<b>30,887,404,159</b>	<b>31,886,784,046</b>
Equity	156,635,202,336	141,622,647,817
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>195,522,606,495</b>	<b>182,494,974,566</b>

BCDA's total assets increased by 7% from Php182 billion in CY 2018 to Php195 billion in CY 2019, primarily due to the receipt of funds from the National Government for its General Appropriations Act (GAA)-funded infrastructure projects.

Non-current assets registered at Php157 billion and Php160 billion as of the end of CYs 2019 and 2018, respectively. The decrease of 2% is due to the collection of a long-term portion of receivables

arising from various joint venture contracts.

Current liabilities decreased to Php8.20 billion at the end of CY 2019 from its level a year ago of Php8.98 billion, primarily due to remittance of the AFP share to the Bureau of Treasury (BTr) and payment of guarantee fees in relation to the Japan International Cooperation Agency (JICA) loan.

Non-current liabilities decreased by 4% from Php31.886 in CY 2018

to Php30.686 billion for CY 2019 due to the loan payment to JICA in relation to the development of the Subic-Clark-Tarlac Expressway (SCTEX) project.

The increase of 11% in equity from Php141.6 billion in CY 2018 to Php156.6 billion in CY 2019 was mainly attributable to the receipt of funds from the National Government for the implementation of various infrastructure projects.

## II. STATEMENT OF INCOME

For the years ended 31 December 2019 and 2018  
(In Philippine Peso)

	2019	2018 RESTATED
<b>REVENUES</b>	<b>6,526,900,892</b>	<b>26,431,089,612</b>
<b>EXPENSES</b>		
Personnel Services	253,949,606	259,453,231
Maintenance and Other Operating Expenses	4,076,809,138	6,845,046,531
<b>TOTAL OPERATING EXPENSES</b>	<b>4,330,758,744</b>	<b>7,104,499,762</b>
<b>INCOME FROM OPERATIONS</b>	<b>2,196,142,148</b>	<b>19,326,589,850</b>
<b>OTHER INCOME (EXPENSES), NET</b>	<b>10,944,012,187</b>	<b>(145,726,903)</b>
<b>PROFIT BEFORE INCOME TAX</b>	<b>13,140,154,335</b>	<b>19,180,862,947</b>
<b>INCOME TAX BENEFIT (EXPENSE)</b>	<b>173,388,163</b>	<b>684,220,284</b>
<b>NET PROFIT</b>	<b>13,313,542,498</b>	<b>19,865,083,231</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
Cumulative Changes in Fair Value of Investments	4,769,274	62,686,526
<b>TOTAL COMPREHENSIVE INCOME (LOSS)</b>	<b>13,318,311,772</b>	<b>19,927,769,757</b>

The total revenue in CY 2019 was Php6.56 billion, lower by 75% as compared to CY 2018, primarily attributable to the one-time gain recognized in 2018 pertaining to the joint venture contract with SM Prime Holdings, Inc. (SMPHI) for the privatization and development of Bonifacio South Pointe. Other business revenues recognized in 2018 which were not present in 2019 included non-recurring land compensation and payment of BCDA's share in the 3-hectare portion of Newport City based on a Supplemental Agreement with Megaworld.

The reduction of 40% in the total operating expenses from Php7.104 billion in CY 2018 to Php4.331 billion in CY 2019 was primarily caused by the lower share of the AFP/other beneficiary agencies as a result of lower disposition proceeds, and maintenance and other operating expenses (MOOE), particularly CSR-related expenses, professional services, and bad debts. In 2018, BCDA received a Php4-billion upfront cash payment from the joint venture agreement with SMPHI for the privatization and development of Bonifacio South Pointe.

The increase in other income (expenses) in CY 2019 is primarily due to the recognition of subsidy income received from the National Government.

Cumulative changes in fair value of investments amounted to Php4.8 million in CY 2019 and Php62.7 million in CY 2018. The decrease of Php58 million is due to the recognition of fair value of investment as required by the Philippine Financial Reporting Standards (PFRS).

### III. STATEMENT OF CASH FLOWS

For the years ended 31 December 2019 and 2018  
(In Philippine Peso)

	2019	2018
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net cash from (used in) operating activities	1,206,584,013	3,522,949,273
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Net cash from (used in) investing activities	(69,553,294)	114,783,210
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Net cash from (used in) financing activities	11,269,067,257	608,359,296
<b>EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS</b>	(21,414)	71,937
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	12,406,076,562	4,246,091,779
<b>CASH AND CASH EQUIVALENTS</b>	10,354,618,190	6,108,454,474
<b>CASH AND CASH EQUIVALENTS, END</b>	22,760,694,752	10,354,618,190

#### Cash flows from operating activities

Collection of revenues from joint venture arrangements, dividends received, toll concession fees, proceeds from sale of properties, and leasing activities of BCDA comprise the bulk of cash inflows from operations, while operating cash outflows consist of personnel expenses and MOOE, including share of beneficiary agencies from the disposition proceeds.

Net operating cash flows of Php1.206 billion in CY 2019 were 34% lower than the previous year because of lower revenue receipts and remittance of the AFP/other beneficiary share in the 2018 disposition proceeds.

In CY 2019, cash inflows from joint venture projects amounted to Php3.616 billion, lower than the cash received in 2018 of Php4.590 billion.

Remittance to the BTr in 2019 of 2018 beneficiary shares was Php4.893 billion, 35% higher than the previous year's remittance of Php3.624 billion.

#### Cash flows from investing activities

Investing activities in CY 2019 resulted in a net cash outflow of Php69.6 million, compared to a net cash inflow of Php115 million in 2018. This was primarily caused by a much higher infrastructure investment of Php6.746 billion, compared to the same spending of Php1.606 billion the year before. Most of the infrastructure investments were made in New Clark City.

#### Cash flows from financing activities

Net financing cash inflows of Php11.269 million for CY 2019 and Php608 million for CY 2018

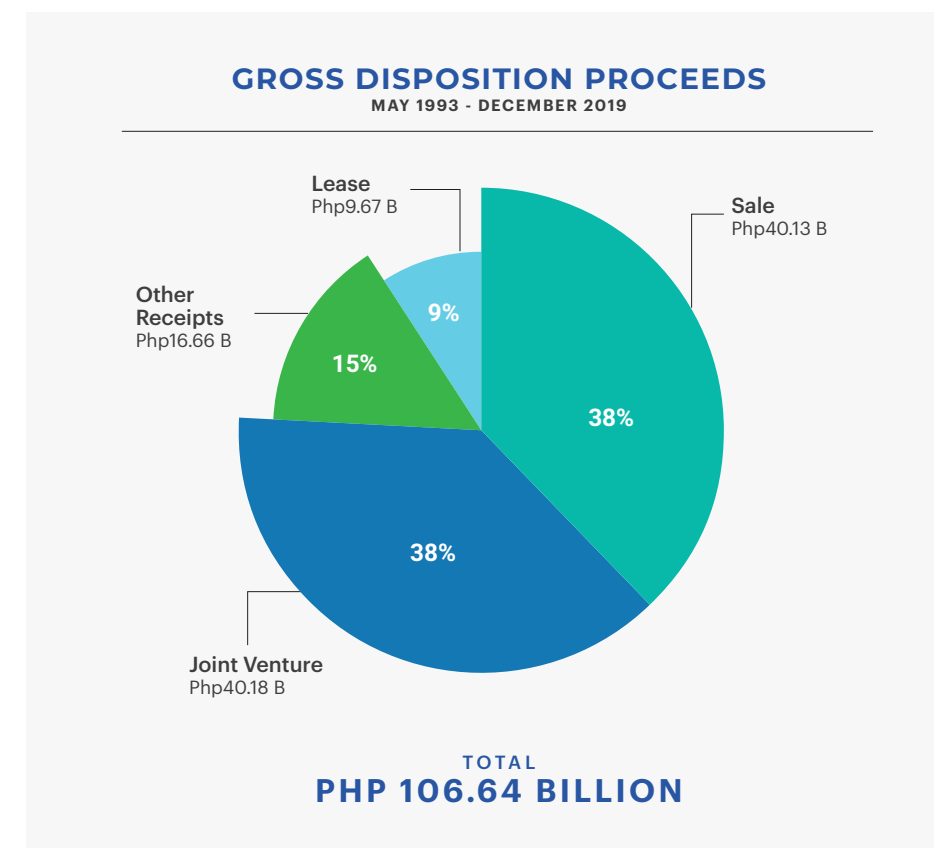
were primarily attributable to the receipt of equity funds from the National Government to finance various infrastructure projects in New Clark City.

Funds received from the National Government reached Php12.96 billion as of 31 December 2019.

### IV. STATEMENT OF CHANGES IN EQUITY

Equity increased by 11% from Php141.6 billion in 2018 to Php156.6 billion in 2019. The change in equity was due to the additional equity infusion from the National Government for the implementation of its various infrastructure projects in New Clark City, net income generated, and dividends remitted to the National Government.

### Asset Disposition Proceeds



**THE TOTAL GROSS PROCEEDS** generated by BCDA from May 1993 to December 2019 from the disposition of properties covered by RA 7227 have already reached Php106.64 billion. The 2019 proceeds contributed about 5% of the 1993-to-date disposition proceeds.

The 4.9% growth in asset disposition proceeds for 2019 was mainly attributed to the receipt of disposition proceeds of Php3 billion from the joint venture with SMPHI from Bonifacio South Pointe and Php675 million in dividends from FBDC.

Other factors that contributed to the increase were the Php774 million and Php726 million proceeds

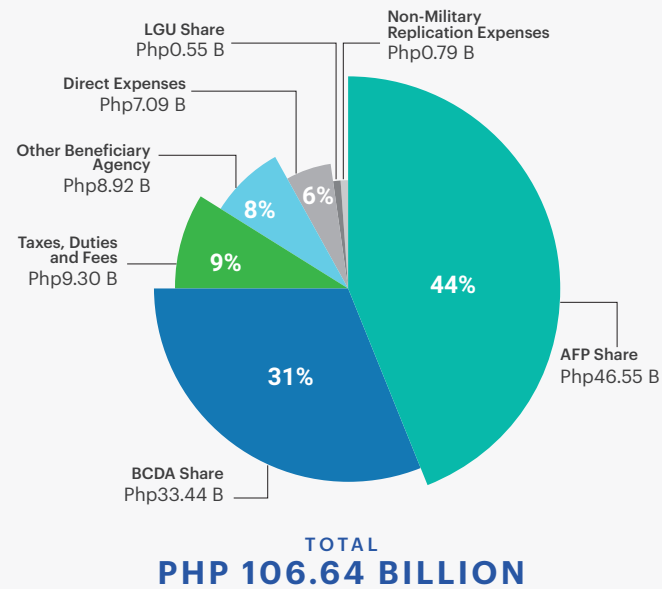
from existing joint ventures and lease agreements, respectively, as well as Php9.90 million proceeds from the sale of lots in Airmen's Village located in Villamor Air Base.

The Php106.64 billion total disposition proceeds comprised Php40.18 billion from joint ventures, Php40.13 billion from sales, Php9.67 billion from leases, and Php16.66 billion from other receipts. This is based on actual cash generated, except for replication projects undertaken by the developer and recorded as part of the gross proceeds (e.g. the replication of PAF facilities in Villamor Air Base, and the replication of PA, PAF, and PN facilities in JUSMAG and in Villamor Air Base, and so on).

**Truthfulness and fairness/fair representation of the 2019 Annual Financial Statements/Report included in this publication:**  
The BCDA Management, led by its President and CEO, has authorized the publication of the said Annual Financial Statements/Report. This is evidenced in Board Resolution No. 2020-07-075.

# Asset Disposition Proceeds

## BREAKDOWN OF DISPOSITION PROCEEDS MAY 1993 - DECEMBER 2019



**THE AFP IS THE BIGGEST BENEFICIARY OF THE DISPOSITION PROCEEDS**, receiving 44% or Php46.55 billion of the total Php106.64 billion generated since 1993.

The AFP share consisted of Php35.43 billion for the AFP Modernization Program and Php11.12 billion for the replication of military facilities.

The share of BCDA accounted for 31% or Php33.44 billion, while the share of other beneficiary agencies represented 8% or Php8.92 billion of the total. Local government units also benefited from the asset disposition program with the receipt of Php550 million of the proceeds.

Disposition-related expenses deducted from the gross proceeds included: Php7.09 billion for direct expenses on site development and infrastructure projects, relocation of informal settlers, survey, titling,

appraisal, and administrative expenses; Php9.30 billion for taxes, duties, and fees; and Php790 million for the replication of non-military facilities.

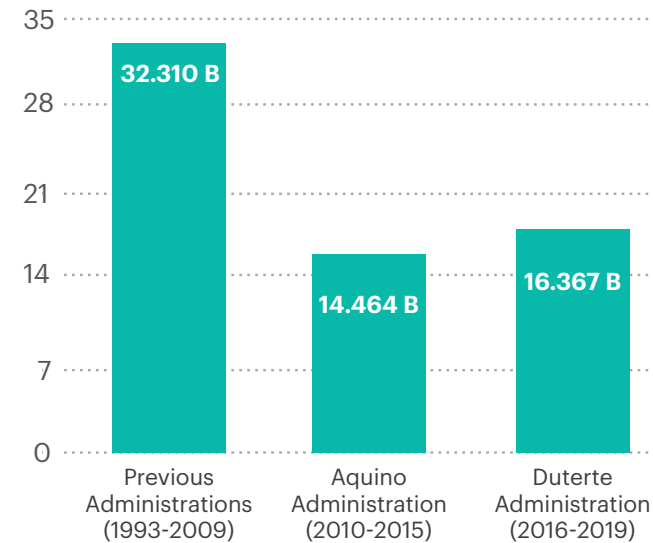
By law, the AFP's share consists of 35% or 50% of the net disposition proceeds, while BCDA's share is 27.5% or 50% of the same. The share of BCDA is being used to fund its operations and the operations of some of its subsidiaries, and the development and construction of infrastructure projects on its properties.

BCDA remits the proceeds from the disposition program annually to the National Treasury. After remittance, it is the responsibility of the Department of Budget and Management (DBM) to release the respective shares of beneficiary agencies\* based on the budget execution guidelines and the approved fiscal programs of the government.

\* National Housing Authority, National Home Mortgage Finance Corporation, and Home Insurance and Guarantee Corporation; Philippine Health Insurance Corporation; Department of Public Works and Highways and Department of Transportation; Philippine Veterans Affairs Office; Commission on Higher Education; Department of Science and Technology; Office of the Secretary, Department of Justice, and the Ombudsman; National Bureau of Investigation, Bureau of Corrections, Philippine National Police, and the Bureau of Jail Management and Penology; Supreme Court of the Philippines and the Lower Courts, Sandiganbayan, Court of Appeals, and Court of Tax Appeals; Department of Education and Department of Social Welfare and Development; Department of Labor and Employment; Mount Pinatubo Assistance, Rehabilitation, and Development Fund; and Philippine Economic Zone Authority

## Remittances to the National Government

May 1993 - December 2019  
(In Php billions)



### BCDA remittances to the Bureau of Treasury

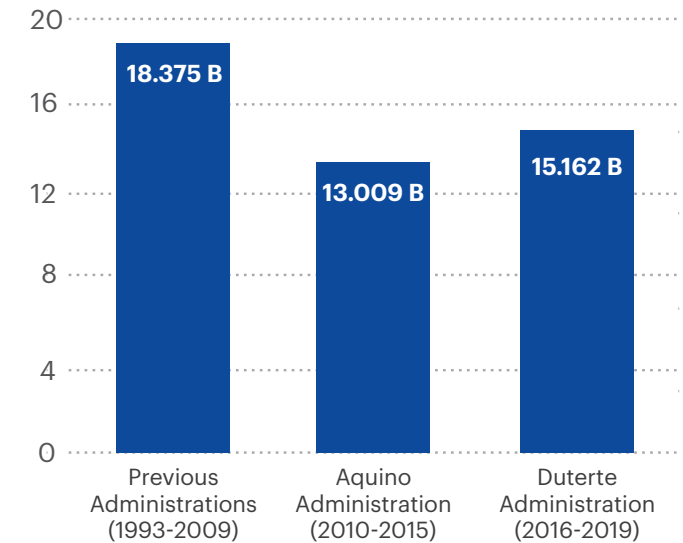
Since BCDA's creation in 1992, its remittance to the National Treasury has reached Php63.14 billion. The said remittance consisted of Php55.67 billion in disposition proceeds, Php4.24 billion in dividends, Php3.16 billion in guarantee fees, and the return of Php71 million in initial equity to the National Government.

BCDA's excellent performance in the past four years can be attributed to the aggressive policies, supported by the administration, to resolve long-standing disputes over the properties or with business partners. Because of this, BCDA's remittance during the Duterte administration reached Php16.367 billion in just four years, a difference of almost Php2 billion compared to the Php14.464 billion remittance during the six-year Aquino administration.

Of the total remittance of Php63.14 billion, Php55.67 billion represents the disposition proceeds remitted to the Bureau of Treasury (BTr). This was distributed to the beneficiary agencies according to their percentage sharing as mandated in RA 7917, provided that they submit to the DBM their respective projects and programs that need funding from the disposition proceeds.

## AFP Share from BCDA's Asset Disposition Program

May 1993 - December 2019  
(In Php billions)



### AFP share under the Duterte administration

BCDA posted a record-high contribution to the National Government during the first four years of the Duterte administration amounting to Php16.367 billion.

Out of the total Php16.367 billion contribution to the National Government, BCDA posted its highest contributions to the AFP amounting to Php15.16 billion during the first four years of the Duterte administration, which is even higher than the contributions made during the entire six years of the previous administration.

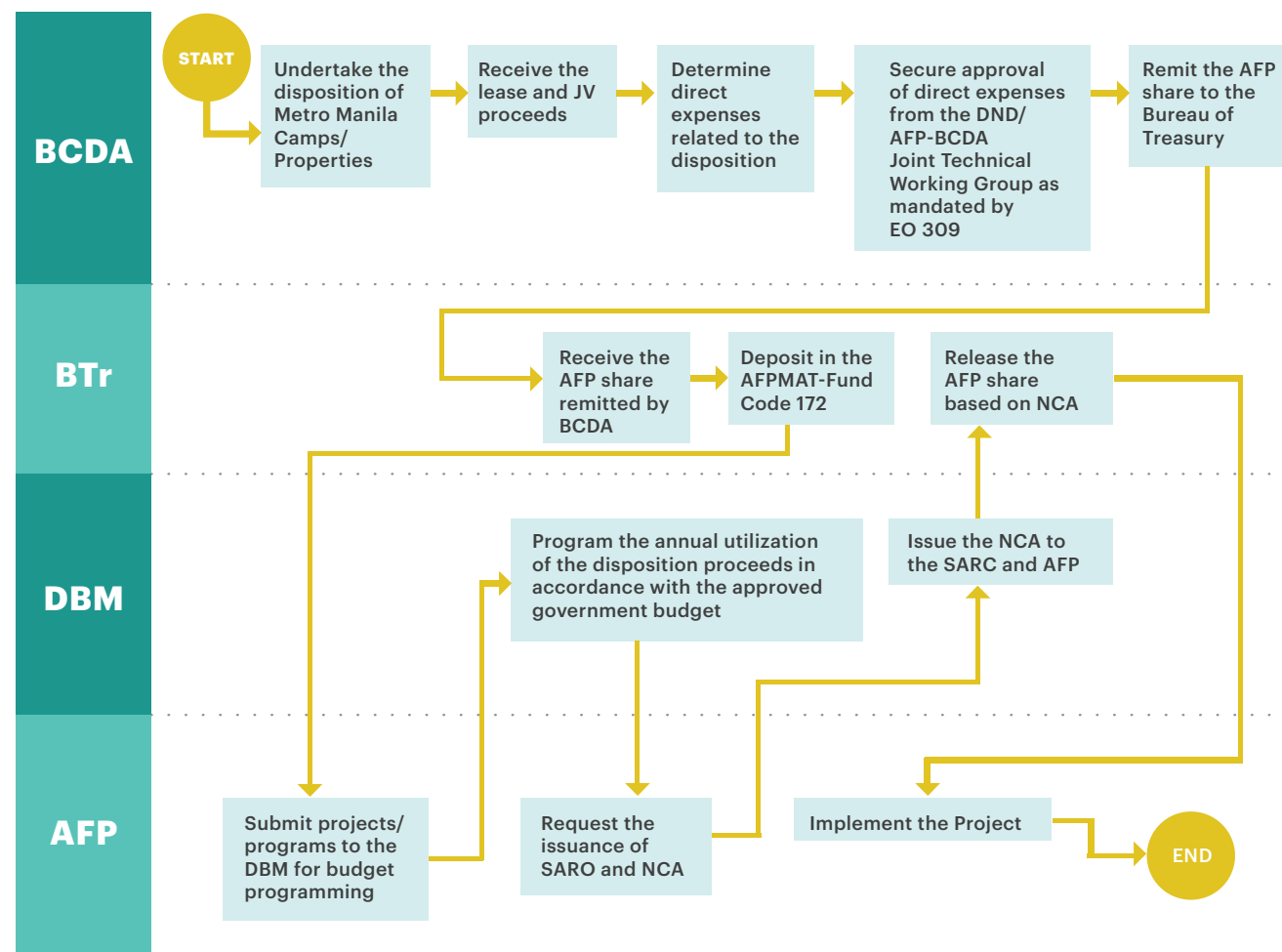
This shows BCDA's support to President Duterte's commitment to upgrade the capabilities of the AFP under his leadership. President Duterte has given our soldiers the assurance that the sustained modernization of the military is one of his administration's top priorities.

# FLOW OF DISPOSITION PROCEEDS

BCDA adopts two different procedures in the determination and remittance of disposition proceeds, depending on whether the disposition is in the nature of a sale transaction or non-sale transaction, e.g. joint venture, lease. The determination of expenses related to non-sale transactions is jointly approved by the BCDA and the Department of National Defense (DND). On the other hand, expenses related to the sale transactions are determined and approved by the Inter-Agency Committee (IAC) created under Administrative Order No. 236 (1996) composed of representatives from DND, BCDA, and the Department of Finance (DOF). The following shows the processes involved:

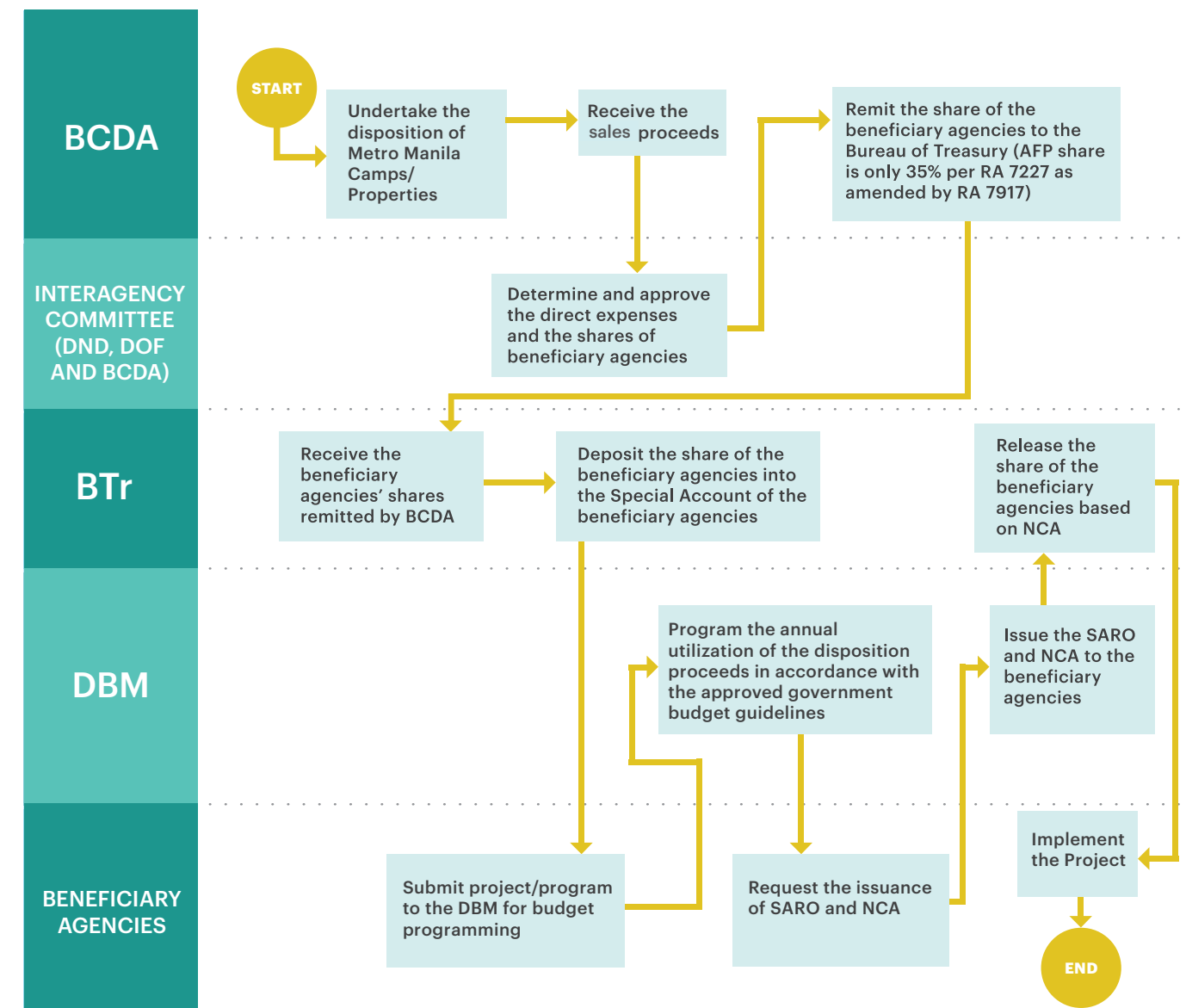
## Non-Sale transactions

BASED ON EXECUTIVE ORDER NO. 309, November 2, 2000 (Prescribing Rules and Regulations for the Distribution of Proceeds of Leases, Joint Ventures, and Transactions other than Sale Involving Portions of Metro Manila Military Camps under RA 7227, as amended by RA 7917), the following is the process flow:



## Sale transactions

BASED ON ADMINISTRATIVE ORDER NO. 236, January 8, 1996 (Prescribing Rules and Regulations on the Collection, Remittance, and Utilization of Sales Proceeds under RA 7917), the following is the process flow:



BOARD OF DIRECTORS

# WE ARE LEADING CHANGE



## 1. GREGORIO D. GARCIA III 75, Filipino

He was appointed by President Rodrigo Roa Duterte as Chairman of the Board of Directors of BCDA on 10 August 2016, and took his oath of office on 11 August 2016. He is concurrently the Chairman of the Board of Trustees of the Heritage Park Management Corporation. He is likewise Director of various affiliates of BCDA such as Fort Bonifacio Development Corporation, Bonifacio Estate Services Corporation, Bonifacio Global City Estate Association, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc.

A leading marketing and political consultant, Mr. Garcia has a strong background and much experience in banking and real estate development. He has a well-earned marketing and branding reputation and was, in fact, Chairman and Chief Executive Officer of Leo Burnett Advertising in the past—a key position he held for 20 years. Leo Burnett Philippines is one of the biggest advertising agencies in the country. It has handled the advertising accounts of Procter & Gamble, McDonald's, Philip Morris, Kimberly Clark, Unilab, among others.

Earlier in his career, he worked for Ace Compton as Creative Head and moved on to work for Mr. Tomas Aguirre, founder of Banco Filipino, where he held the position of Vice President.

He was Founding Director of the Advertising Board of the Philippines, Founding Chairman of the Creative Guild of the Philippines, and Founding Director of Bank Marketing Association of the Philippines.

Mr. Greg Garcia is a recipient of the Lifetime Achievement Award of the Creative Guild and the Maverick Award of the Association of the Philippine Advertising Agencies.

### Trainings:

a. C40 World Mayors Summit held on 09-12 October 2019 in Copenhagen, Denmark

b. BCDA One Common Language and Adventure Therapy conducted by NXT LVL Experience on 05-07 November 2019 at Marriott Hotel, Clark Freeport Zone, Mabalacat, Pampanga

## 2. VIVENCIO B. DIZON 45, Filipino

He was appointed by President Rodrigo Roa Duterte as a Member of the Board of Directors and as President and CEO of BCDA on 10 August 2016. He took his oath of office as a Member of the Board of Directors on 11 August 2016, and as President and CEO on 15 August 2016. Mr. Dizon serves as the Vice Chairman of the BCDA Board and Director of various subsidiaries and affiliates of BCDA, such as Fort Bonifacio Development Corporation, Bonifacio Global City Estate Association, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc. (PJIC). He is also the Vice Chairman of the Clark International Airport Corporation (CIAC).

Mr. Dizon is formerly a Consultant to Senate Majority Leader Alan Peter Cayetano. In 2011, he was appointed as Undersecretary for Political Affairs under the Office of the President.

He holds a Master of Science degree in Development Economics at the University of Reading in

the United Kingdom, finishing his degree with distinction. He was a recipient of the British Chevening Scholarship Awards, which is granted to outstanding emerging leaders, enabling them to pursue a master's degree at any UK university. He received his Bachelor of Arts degree in Economics and Bachelor of Science in Commerce degree in Management and Financial Institutions from the De La Salle University in Manila, Philippines. Subsequently, he joined the DLSU faculty as Assistant Professor in Economics.

He joined the team of Senator Edgardo J. Angara as his Chief of Staff in 2002. In 2005, he worked as a Senior Lecturer in Economics, Finance and Statistics for the Bachelor of Science in Business Administration program of the Northern Virginia, Prague Campus.

He was also formerly the Vice President for Corporate Communications of the Strategic Alliance Holdings, Inc.—Technologies (SAHI-TECH), a post he held for four years.

### Trainings:

a. Quasi-Zenith Satellite System Utilization for New Clark City—ICT Construction Workshop held on 13 February 2019 at the Mind Museum, Bonifacio Global City, Taguig City

b. Briefing/Orientation on RA 9184 conducted by Engr. Tony Bautista, a GPPB-accredited resource person, held on 20 November 2019 at the BCDA Office in Bonifacio Global City, Taguig City

c. Seminar and Demonstration on ICT Construction and Positioning Satellite Utilization in Clark held on 18 December 2019 at Clark Convention Center, Clark Freeport Zone, Mabalacat, Pampanga

**3. ATTY. ARISTOTLE B. BATUHAN**  
53, Filipino

He was appointed by President Rodrigo Roa Duterte as a Member of the Board of Directors of BCDA on 14 October 2016. He took his oath of office on 19 October 2016.

He concurrently serves as Director of various affiliates of BCDA such as Fort Bonifacio Development Corporation, Bonifacio Water Corporation, Bonifacio Communications Corporation, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc.

He was born on 07 September 1966, in Cebu City, Philippines. He obtained his Bachelor of Laws from the University of the Philippines in 1992, and his Master of Laws from Harvard Law School, Cambridge, Massachusetts, U.S.A., in 1995. At Harvard, his areas of concentration included constitutional law and public international law. Upon graduation from Harvard, he worked briefly as a visiting foreign attorney at the prestigious law offices of Hale & Dorr in Boston.

From 1996 to 1999, Atty. Batuhan worked as a senior associate at Sycip Salazar Hernandez & Gatmaitan, the largest law firm in the Philippines. His practice areas included corporations, foreign investments, project finance, public utilities (telecoms and water), banking, securities, and privatization.

He also has experience in corporate, civil and criminal litigation, and has argued cases before labor and other administrative tribunals. Atty. Batuhan was tapped to join the Presidential Management Staff,

Office of the President in April 1999, with the rank of Presidential Assistant.

He was tasked to review foreign-funded projects and government infrastructure contracts. He resigned his post in October 2000. Atty. Batuhan also served as Senior Legal Consultant at the Office of the Presidential Chief of Staff in January 2006 to early 2007.

Atty. Batuhan co-founded Batuhan Blando Concepcion Law Offices in October 2001 and was its Managing Partner until July 20, 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC). He resigned from DOTC on October 15, 2011 and resumed his private practice as Special Counsel at Batuhan Blando Concepcion & Trillana Law Offices. Atty. Batuhan also serves as President and Chief Executive Officer of Motoring Ventures Phils., Inc.

Trainings:  
a. 4th Seminar on the Japanese Investments for Overseas Infrastructure organized by the Japan Overseas Infrastructure Investment Cooperation for Transport and Urban Development (JOIN) held on 27 February 2019 in Tokyo, Japan

b. U.S.–ASEAN Smart Cities Partnership (USASCP) Symposium and EXPO held on 10-12 July 2019 in Washington D.C., U.S.A.

c. Briefing/Orientation on RA 9184 conducted by Engr. Tony Bautista, a GPPB-accredited resource person, held on 20 November 2019 at the BCDA Office in Bonifacio Global City, Taguig City

**4. LT. GEN. GLORIOSO V. MIRANDA (RET.)**  
58, Filipino

He was appointed by President Rodrigo Roa Duterte as a Member of the Board of Directors of BCDA on 08 January 2018. He took his oath of office on 24 January 2018. He is also a Director of BCDA's affiliates, namely, the Fort Bonifacio Development Corporation and Bonifacio Water Corporation.

Mr. Miranda had a distinguished military career. He has expertise in combat, personnel management, operational research, strategic planning, national security administration, and strategic management.

He served as the Commanding General of the Philippine Army from 09 December 2016 to 05 October 2017. As such, he organized combat operations, prepared national defense plans, and trained army reserve units.

Prior to this, he also served as Acting Chief of Staff of the Armed Forces of the Philippines from 22 April 2016 to 30 June 2016, and Vice Chief of Staff of the AFP from 08 March 2016 to 09 December 2016.

One of the country's valiant soldiers, he served as Commander of the Northern Luzon Command in Tarlac City; Commander of the 7th Infantry Division in Nueva Ecija; Commander of the 102nd Infantry Brigade in Sarangani Province; Commander of Anti-Terrorism Joint Task Force GENSAN in General Santos City; Battalion Commander of the 25th Infantry Battalion in Maguindanao; and Task Force Commander of the 602nd Infantry Brigade, also in Maguindanao.

He obtained his military education in 1983 from the Philippine Military Academy. He earned two master's degrees in National Security

Administration and in Business Administration, from the National Defense College of the Philippines and Isabela Colleges, respectively.

Trainings:

a. U.S.–ASEAN Smart Cities Partnership (USASCP) Symposium and EXPO held on 10-12 July 2019 in Washington D.C., U.S.A.

b. Briefing/Orientation on RA 9184 conducted by Engr. Tony Bautista, a GPPB-accredited resource person, held on 20 November 2019 at the BCDA Office in Bonifacio Global City, Taguig City

**5. VICE ADMIRAL FERNANDO S. GOLEZ (RET.)**  
65, Filipino

He is a Member of the BCDA Board of Directors since 2011. He was reappointed to the position by President Rodrigo Roa Duterte on 16 June 2017. He took his oath of office on 29 June 2017. Mr. Golez holds directorship positions in the following affiliates of BCDA, namely, Fort Bonifacio Development Corporation, Bonifacio Water Corporation, Bonifacio Communications Corporation, and Bonifacio Estate Services Corporation.

He had a highly accomplished and well-decorated career in the naval service. Mr. Golez has profound experience in the leadership and management of major commands of the Navy, most recent of which was his almost two-year tour of duty at the helm of the Philippine Navy as its Flag Officer-in-Command—the highest and most coveted position in the Navy.

He rose to top command as manager and leader of a 23,000-strong sailor and marine force. His expertise spans naval and maritime operations, intelligence and strategic planning, national

security administration, resource allocation, and organizational development.

Among his major achievements are the establishment and institution of the Philippine Navy Board of Advisers (a multi-governance sector coalition composed of experts and leaders in various sectors of society), the conduct of Maritime Security Forum series in 2008-2010 in different Naval Forces around the archipelago, and relevant activities that served to invigorate the future Navy everyone in this maritime nation can be proud of.

After his naval career, he joined the Energy Development Corporation as Head of its Security Department in August 2010. He planned, devised and implemented a working security system to ensure uninterrupted power production in all areas where all renewable power is generated.

Trainings:

a. Briefing on Executive Learning Session with Ranjay Gulati held on 29 January 2019 at the Rockwell Center, Makati City. Mr. Gulati is an Indian-American organizational scholar and currently the Paul R. Lawrence MBA Class of 1942 Professor of Business Administration at the Harvard Business School.

b. Learning Session with Ranjay Gulati held on 04 February 2019 at the Rockwell Center, Makati City

c. 8-Hour Occupational Health and Safety Seminar held on 03 October 2019 at B & A Towers, Pasig City

d. Briefing/Orientation on RA 9184 conducted by Engr. Tony Bautista, a GPPB-accredited resource person, held on 20 November 2019 at the BCDA Office in Bonifacio Global City, Taguig City

**6. DAVID L. DIWA**  
70, Filipino

He was appointed by President Rodrigo Roa Duterte as a Member of the Board of Directors of BCDA on 07 February 2018.

He took his oath of office on 13 February 2018. Mr. Diwa is also a Director of one of BCDA's affiliates, the Fort Bonifacio Development Corporation. Much of Mr. Diwa's work has been devoted to advocating labor rights and trade unions, a passion he inherited from his father who worked in a fishing village in Catbalogan, Samar.

In 2010, he was appointed as labor representative for the National Tripartite Industrial Peace Council under the Department of Labor and Employment (DOLE)–Bureau of Labor Relations.

During this time, Mr. Diwa helped improve the formulation of labor and employment policies as part of the said advisory council. He also served as a Commissioner for the National Wages and Productivity Commission, also an attached agency of DOLE.

In 1992, Mr. Diwa was elected General Secretary of the Caucus of Independent Unions on the Public Sector, the largest federation of government employees' unions at that time.

He worked as a consultant for the Philippine Postal Corporation and various non-government organizations (NGOs), which led him to be involved in other specializations such as social welfare, trade and investment policy, energy, environment, and consumer protection. His training at the Center for Research and Communication (now the University of Asia and the Pacific), proved helpful in his engagement in the field of policy research and advocacy.

In 2005, he was elected Vice Chairman of Lakas Manggagawa Labor Center, a moderate group. He participated in national and international conferences on labor and trade relations such as the 8th ASEAN Regional Tripartite Social Dialogue Conference held in Manila; the Regional Conference on Economic Integration and International Trade in Bangkok, Thailand; a leadership program in Nanyang Polytechnic University in Singapore; International Labor Organization (ILO) Regional Seminar on Wage Policy in Bali, Indonesia; and the 7th World Assembly, World Movements on Democracy in Lima, Peru. He also participated in study tours about public sector unions in Norway, Sweden, Germany, and Switzerland.

**Trainings:**

a. Knowledge-Sharing Program organized by the Seoul Housing and Communities Corporation (SHCC) held from 29 July 2019 to 01 August 2019 in Seoul, South Korea

b. Briefing/Orientation on RA 9184 conducted by Engr. Tony Bautista, a GPPB-accredited resource person, held on 20 November 2019 at the BCDA Office in Bonifacio Global City, Taguig City

**7. GERARD M. CAMIÑA**

66, Filipino

He was appointed by President Rodrigo Roa Duterte as a Member of the Board of Directors of BCDA on 05 May 2018.

He took his oath of office on 15 May 2018. Mr. Camiña is also a member of the Board of Directors of the Fort Bonifacio Development Corporation, one of BCDA’s affiliates.

Mr. Camiña served as the Regional Director of the Land Transportation Office (LTO) Region VI from July 2001 to October 2013. During his term, Mr. Camiña was commended as the Most Outstanding Regional Director for three consecutive years, from 2010 to 2012.

Mr. Camiña’s leadership in the LTO enabled him to implement effective quality management system standards in the business processes and frontline services of the Region VI office, which resulted in commendations from various government agencies.

In 2015, Mr. Camiña contributed to the restoration of the 153-year-old ancestral home in Arevalo, Iloilo City, called the Avanceña Camiña Balay nga Bato and its conversion into a museum. The National Commission for Culture and the Arts, through the National Museum, considered the house an important cultural property and a historical landmark in Iloilo City, which supports Camiña’s vision to convert the ancestral home into a place of pride in Iloilo City.

Mr. Camiña is also a passionate farmer. He has helped the locals in his province increase their income through his conceptualization of “farm to fork tourism” in Sibunag, Guimaras. In 2014, his advocacy was recognized by the Canadian Government by way of a cash grant to fully promote the said project in Guimaras and heighten its impact among the beneficiaries. The Iloilo provincial government likewise named Mr. Camiña’s farm in Guimaras a model farm in the province.

**Trainings:**

a. Inaugural Meetings of the Philippines–Czech Republic Joint Economic Commission held on 27–28 March 2019 in Prague, Czech Republic; and

the Philippines–Hungary Joint Economic Commission held on 02–03 April 2019 in Budapest, Hungary

b. 10th International Infrastructure Investment and Construction Forum (IIICF) held on 30–31 May 2019 in Macao SAR, China and 2019 Asia-Pacific Forum Bavaria held on 10 July 2019 in Nuremberg, Germany

c. Seminar on Enhancing Audit Committee Effectiveness conducted by the Institute of Corporate Directors (ICD) held on 25 July 2019 in Makati City

d. Seminar on Corporate Governance Orientation Program (CGOP) for GOCCs conducted by the Institute of Corporate Directors (ICD) held on 17 October 2019 at Philamlife Tower, Makati City

e. Briefing/ Orientation on RA 9184 conducted by Engr. Tony Bautista, a GPPB-accredited resource person, held on 20 November 2019 at the BCDA Office in Bonifacio Global City, Taguig City.

**8. HENRY L. URI**

45, Filipino

He was appointed by President Rodrigo Roa Duterte as a Member of the Board of Directors of BCDA on 19 August 2019.

He took his oath of office on 11 September 2019. Mr. Uri is also a member of the Board of Directors of BCDA’s affiliates, namely, the Fort Bonifacio Development Corporation and Bonifacio Transport Corporation.

Mr. Uri is a top-rated radio announcer and reporter who has worked for the Manila Broadcasting Company–DZRH,

the country’s oldest and widest-reaching radio network in Asia.

As a dedicated media practitioner, he currently covers the day-to-day activities of President Rodrigo Roa Duterte. He also serves as the President of the Malacañang Press Corps, covering the Malacañang Palace.

As a recipient of the prestigious 2018 Golden Dove Awards for Best Radio Newscaster, he has hosted several top-rated News and Public Affairs programs over DZRH, including the daily program “Magandang Umaga Pilipinas” and “Coffee Break.”

In his 20 years of service in the Philippine radio industry, Mr. Uri excelled as an executive producer, reporter, disc jockey, and anchor, as well as account manager and product endorser in leading broadcast stations under the Manila Broadcasting Company.

Mr. Uri has a proven track record in providing superior executive support in major projects that require excellent communication skills, marketing, and public relations expertise.

Mr. Uri earned his degree in Mass Communications from the Manuel Enverga University Foundation in Lucena City.

**Trainings:**

a. Seminar on Corporate Governance Orientation Program (CGOP) for GOCCs conducted by the Institute of Corporate Directors (ICD) held on 17 October 2019 at Philamlife Tower, Makati City

b. Briefing/Orientation on RA 9184 conducted by Engr. Tony Bautista, a GPPB-accredited resource person, held on 20 November 2019 at the BCDA Office in Bonifacio Global City, Taguig City

**9. PEDRO R. LAYLO**

52, Filipino

He was appointed by President Rodrigo Roa Duterte as a Member of the Board of Directors of BCDA on 03 December 2019. He took his oath of office on 10 December 2019.

Mr. Junie Laylo has almost 30 years of experience in the field of polling and strategic research. He served as a Fellow and Political Scientist for the Social Weather Stations (SWS) from 1990 to 2001.

As a political scientist, he was in charge of directing political surveys at the national, congressional, provincial and city/municipal levels. He was also one of the principal investigators in both the 1998 and 2001 ABS-CBN/SWS Exit Polls.

While at SWS, he wrote various articles for both local and international publications, and served as editor of the SWS bi-monthly publication entitled “Survey Snapshots.”

In 2001, Mr. Laylo worked for former President Gloria Macapagal-Arroyo and directed research studies using quantitative and qualitative methods in dealing mainly with governance, policy, as well as political and communication campaigns. He was appointed by President Arroyo in April 2008 to be a member of the Board of Directors at the Philippine Reclamation Authority (PRA).

He resigned from the post in 2009 and became the resident pollster of the Manila Standard Today where he directed and analyzed the results of nationwide polls leading to the 2010 and 2016 elections.

From May 2010 to the present, he has been working as a freelance political and strategic research consultant for both government and private corporations. He founded Laylo Research Strategies (LRS) in October 2010, currently serving as its Principal Pollster. LRS is a polling and strategic research consultancy firm catering to the empirical needs of political candidates, government agencies, and private organizations/corporations.

He completed his master’s degree in Public Opinion Research from the University of Connecticut in May 1999.

**“Profit alone does not make a company. We have profit objectives, of course. But we have [to be] able to come up with developments that are innovative, well-designed, and have developed a lot of economic activity. Those to me will be the yardsticks. And the only way you can accomplish that is with a strong organization that understands its purpose.”**

GREGORIO D. GARCIA III  
BCDA CHAIRMAN



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