

WE HEAL AS ONE



Republic of the Philippines
Office of the President

BCDA
Bases Conversion and
Development Authority

BCDA 2020 ANNUAL REPORT



WE HEAL AS ONE

The year 2020 was fraught with unprecedented challenges that brought many economies to all-time lows as a series of lockdowns rippled across the globe.

Despite the gaps and restrictions, BCDA helped businesses and projects to continue, all the while initiating the construction of life-saving facilities and, more importantly, instilling in the hearts of many the spirit of hope amidst difficulty, and healing for all in the face of great adversity.

ABOUT THE COVER

Medical frontliners and volunteers during the send-off for OFW COVID-19 survivors at the We Heal As One Center Philippine Arena on June 20, 2020.



TABLE OF CONTENTS

08 WE HEAL AS ONE

TEAMWORK MAKES THE DREAM WORK
BUILDING QUARANTINE AND COVID-19 TREATMENT FACILITIES INSIDE CLARK
NEVER LET A CRISIS GO TO WASTE
BCDA: SERVICE BEYOND EXPECTATIONS
PBA BUBBLE: THE FIRST SPORTS BUBBLE IN ASIA

18 BCDA'S ROLE IN THE WHOLE-OF-NATION APPROACH

THE POWER OF VOLUNTEERISM
OPLAN KALINGA: AN INTER-AGENCY ALLIANCE
THE PERFECT ALLIANCE

24 CLARK: IT WORKS. LIKE A DREAM.

A MASTERPIECE OF FILIPINO ARCHITECTURE
FEDEX AND EMIRATES' SHOW OF CONFIDENCE IN CLARK
A RAY OF HOPE AMIDST UNCERTAINTY
HILTON WELCOMES TRAVELERS TO CLARK
BUILD FOR OPPORTUNITY, PREPARE FOR PROGRESS
A FIRST IN VIROLOGY
ACCESS ROADS TO NEW CLARK CITY

38 BUILDING A PROGRESSIVE PHILIPPINES

SUBIC-CLARK RAILWAY
LUZON BYPASS INFRASTRUCTURE PROJECT

42 SPECIAL ECONOMIC ZONES: BUSINESSES OF THE FUTURE, JOBS OF TOMORROW

NEXT-LEVEL GROWTH
TOWNSHIPS AS ENGINES OF THE FUTURE

52 CITIES OF GROWTH

THE CULTURAL HUB OF FORT BONIFACIO
A TOWNSHIP AND A CITY
SEAMLESS INTEGRATION
FILIPINO PRIDE
ON THE ROAD TO BCDA DEVELOPMENTS

66 GREAT PARTNERSHIPS ARE BUILT ON SHARED VISIONS

72 CSR: SHARING, GIVING, AND KEEPING HOPE ALIVE

76 CORPORATE GOVERNANCE

82 FINANCIAL REPORT

Message from the President of the Philippines



My warmest greetings to the Bases Conversion and Development Authority (BCDA) as it publishes its 2020 Annual Report.

The COVID-19 pandemic was undoubtedly the single most defining event of 2020 that affected the entire nation, and I appreciate the BCDA's immediate, absolute and judicious response in the wake of massive disruption to the lives of millions of our countrymen.

I also recognize the efforts of the agency in carrying out its primary mandate of supporting the modernization of our Armed

Forces despite all the challenges that we face as a nation. With your aid, the AFP was able to efficiently deliver the services and protection that our people justly deserve.

The BCDA's infrastructural and operational resources, particularly in New Clark City, have played a vital role in providing a safe haven for our fellow Filipinos, along with much-needed medical interventions, quarantine procedures and the systematic repatriation of our overseas Filipino workers. Its time-tested and competent leadership has also enabled a highly efficient, whole-of-nation approach in implementing our core Test, Trace and Treat (T3) strategy in preventing the spread of COVID-19.

A clear end to the current pandemic is not yet in sight, but with the sustained efforts of the BCDA, our government has someone to count on during these uncertain times. May you continue to work with our private partners in creating opportunities for our nation to cope and fully recover.

Mabuhay kayong lahat.

RODRIGO R. DUTERTE
President
Republic of the Philippines

Message from the Chairman

BOUNCE BACK BETTER AS ONE NATION

GREGORIO D. GARCIA III
BCDA Chairman



While we recognize that the year 2020 was indeed one of the most difficult years in recent memory, we at BCDA knew that we couldn't surrender to the pandemic. While Asia—and the whole world almost—were at pause, we continued to work and to pursue the completion of our projects. While implementing strict health and safety protocols, we found ways and means to ensure that we did not neglect our properties, vast as they are. BCDA was humming like it was business-as-usual, especially for our locators who continued to operate despite the gaps and limitations.

Inaugurating an airport terminal during the pandemic

There is something to be said about the dedication of the people who made sure that the construction of the world-class terminal at Clark International Airport was finished ahead of schedule, despite some delays owing to the fact that COVID-19 was spreading like wildfire across the nation. And it is a beautiful airport—not just in terms of infrastructure but also in the way it operates and the technology and state-of-the-art features that make it run.

We must prepare for recovery

As the entire organization buckled down to work, we never let go of the thought that there is life after COVID-19 and that we need to plan for this future as early as now. This forward-looking attitude allows us to ask ourselves this question: What kind of life is it going to be? We can't let the pandemic stop us; instead, we need to see our situation as a challenge and find ways to adapt and, yes, to live with COVID-19 if that is what it takes to survive and thrive.

As we continue on, all of us in BCDA are guided by our mantra: Bounce back better.

Humans of BCDA

Behind every achievement and win this year are the passionate Humans of BCDA. It is easy to see their spirit and dedication in the results and numbers. BCDA's Annual Report for the year 2020 is a testament to the hard work and sacrifices of our people, as well as our partners, locators, and those we have worked with. We share with you the story of a couple who experienced BCDA's care and commitment in New Clark City.

Our people's safety is paramount

We never could have achieved what we did if it were not for the people. The spirit we brought to the organization in the beginning never wavered even during the peak of our pandemic experience. And because they are most important, we always prioritize our people's safety and well-being. We strive to make sure that their needs

1
Frontliners at the temporarily converted government building turned quarantine facility in New Clark City prepare for the arrival of patients

2
A soldier recovers from COVID-19 at the We Heal As One Center in the Philippine Arena

3
BCDA staff assists in transporting oxygen tanks for the quarantine facility in New Clark City



are met and that they are protected as they work.

Nobody is safe until everybody is safe

The country knows the role that BCDA played in helping the government deal with the COVID problem. Our efforts are not limited to achieving our organization's goals, but we gave our best to help the country heal as one.

Because every crisis is an opportunity, we have learned that we should never waste a crisis. Our challenges offer us a chance to improve, to build character, become stronger, and learn from mistakes. In the midst of the ongoing pandemic, BCDA will continue to forge ahead—with an abundance of caution—so we can bounce back better as one organization, as one nation.

ACTION AMID DISRUPTION

VIVENCIO B. DIZON
BCDA President and CEO



The year 2020 was unprecedented in terms of the challenges our agency faced, but thanks to the well-established foundations of an efficient organization, capable leadership, ample resources, and strong synergies with our partners in both the public and private sector, we not only overcame them but also managed to thrive amid the COVID-19 pandemic. We were able to deliver not only on our mandated duties but even on the additional roles and tasks that were asked of us in this extraordinary time.

Building public health resilience

From a bustling venue that served as the epicenter of the 30th South East Asian Games in 2019, New Clark City transformed into a safe haven for those impacted by the COVID-19 pandemic. The Athletes' Village became home to a different kind of modern-day hero—our repatriated and stranded overseas Filipino workers (OFW) from all over the globe. Over a thousand OFWs enjoyed free and comfortable board and lodging as they completed the mandatory 14-day quarantine before heading back to their respective hometowns.

In response to Republic Act No. 11469 or the Bayanihan to Heal as One Act, the New Clark City amenities were further utilized as medical treatment and isolation facilities, along with the repurposed ASEAN Convention Center in the Clark Freeport Zone, providing accommodations for more than 10,000 individuals. A Philippine Red Cross (PRC) molecular laboratory was built in record time of less than two weeks in order to accommodate

as many as 2,000 cases of COVID-19 testing per day.

The Virology Science and Technology Institute of the Philippines (VIP) was drawn up in partnership with the Department of Science and Technology (DOST) and placed on the government's list of flagship infrastructure projects, to rise in New Clark City in 2021. And because I was entrusted with the critical task of being deputy chief implementer and "testing czar" of the COVID-19 National Task Force (NTF), all these developments are extremely important to capacitate the country's long-term resilience against public health crises.

Soaring to new heights

We are finally closer to realizing the vision of a truly world-class and highly efficient airport that will help decongest the Ninoy Aquino International Airport in Metro Manila with the completion of the Clark International Airport New Passenger Terminal Building (CRK-NPTB) ahead of schedule—all despite the logistical challenges imposed by the COVID-19 pandemic. From the

current operational capacity of 4.2 million passengers annually, the new terminal will add another 8 million passengers per year. It will also solidify Clark's role of spearheading economic growth in Central Luzon, creating millions of jobs and bolstering the Philippine tourism industry as a centerpiece of our government's seminal "Build, Build, Build" infrastructure program.

Supporting the Armed Forces

We are proud to report that in only four years under the Duterte administration, BCDA has contributed a total of Php17.81 billion to its primary beneficiary, the Armed Forces of the Philippines (AFP)—already surpassing the Php13 billion final total remittances of the previous administration. Total proceeds of the Asset Disposition Program since its start in May 1993 until end-2020 have reached Php112.28 billion, a five-percent increase compared to the period of May 1993 to December 2019. Thus far, the AFP has received a total of Php49.19 billion, Php38.07 billion of which is earmarked for the AFP Modernization Program and

Php11.12 billion for the replication of military facilities for the benefit, advantage, and comfort of all three services of the AFP—the Philippine Army (PA), the Philippine Air Force (PAF), and the Philippine Navy (PN). Some of the most important replication projects include the PAF General Hospital, PAF Housing and other airmen's facilities in Villamor Air Base, the PA Officers' Quarters and Hospital, and the AFP Housing Facility at the Joint Military Assistance Group (JUSMAG) area in Fort Bonifacio.

We have been working closely with the Department of National Defense (DND) for the relocation and replication of the Army Support Command (ASCOM) and Security Services Unit (SSU) at Camp Aquino in Tarlac. Also underway is the relocation of PAF housing and community facilities to New Clark City and their operational facilities to Clark. Among projects in the pipeline are new residences and community facilities for the Navy and the Marines to be located at the site of the Bonifacio Naval Station (BNS), and the new headquarters of the Philippine Marine Corps at the Bataan Technology Park.

Despite the physical and logistical challenges of the pandemic, revenues from BCDA's Asset Disposition Program increased, a manifestation of the unrelenting commitment to our mandate. By unlocking the value of properties, a number of major plans and agreements with our partners pushed through and continue to develop, such as the Bonifacio South Pointe joint venture with SM Prime Holdings, Inc.; the sale of a prime North Bonifacio utility lot to the Energy Development Corporation; BCDA's partnership agreement with Fort Bonifacio Development Corporation; and the existing lease and other joint venture agreements on Metro Manila land under BCDA's stewardship.

Because the story of the Filipino is one of perseverance, we have survived and continue to thrive amid the pandemic. We have evolved our SEA Games battle cry to a reassuring hymn that keeps us strong throughout these challenges. In the prayer that "We Heal As One," we realize that we are still united after all, in a common goal to help each other and rebuild the nation.

**WE
HEAL
AS
ONE**



WE HEAL AS ONE

New Clark City was still fresh from its successful hosting of the 2019 South East Asian (SEA) Games when the COVID-19 pandemic was declared in February 2020 and the Philippines, along with the rest of the world, faced unprecedented challenges mainly in the areas of public health and economics.

The national government needed quarantine facilities for the returning overseas Filipinos and overseas Filipino workers (OFWs) from Hubei, China, which prompted the Bases Conversion and Development Authority (BCDA) to act quickly and work with various government agencies to open New Clark City's Athletes' Village to the first batch of returning Filipinos. The Athletes' Village is a five-storey residential space that was used to house athletes, officials, and international volunteers during the 2019 SEA Games. It has 525 rooms, 95 of which are for persons with disabilities (PWDs).

Preparations

Arrey Perez, BCDA's vice president for Business Development, said that it was a difficult period for everyone because people didn't understand what they were dealing with at the time. After representatives from the national government inspected the site, "we set it up—we were also scared, I thought it was the Apocalypse—but we had people clean and prepare the rooms and the whole property," Perez added. "The Athletes'

Village was a brand new facility and there were no sporting events happening anyway, so everyone thought it was the perfect venue."

Arrivals

From China, our OFWs and OFs landed in Clark International Airport (CRK) on February 8, and stayed in quarantine in New Clark City for 14 days. The second batch of returning Filipinos—445 crew members and passengers who came from the MV Diamond Princess cruise ship arrived on February 25, likewise staying in the Athletes' Village for the mandatory quarantine period. BCDA provided free accommodations throughout their stay.

Cooperation

Clark was then declared a safe haven, convening a team of volunteers from BCDA, the private sector, and other government agencies that were going to work together to address the nation's needs during a most difficult time. This coming together is also a testament to New Clark City's resilience and ability to respond to crisis, indeed, a huge part of New Clark City's vision. But the work did not stop there—BCDA's commitment to help with the nation's repatriation efforts continues. Providing the country's very first quarantine facility was just the beginning of a long journey that is all about cooperation, unity, and healing.

Teamwork Makes the Dream Work



CLARK TASK FORCE SAFE HAVEN'S PARTNERS

- ▶ Inter-Agency Task Force on Emerging Infectious Diseases (IATF-EID)
- ▶ Department of Health (DOH)
- ▶ Bureau of Quarantine (BOQ)
- ▶ Department of Tourism (DOT)
- ▶ Department of Transportation (DOTr)
- ▶ Department of the Interior and Local Government (DILG)
- ▶ Department of Public Works and Highways (DPWH)
- ▶ Overseas Workers Welfare Administration (OWWA)
- ▶ Department of Social Welfare and Development (DSWD)

Task Force Clark Safe Haven was created to respond to the crisis brought on by the pandemic. It is composed of volunteers from the subsidiaries, Clark Development Corporation (CDC), Clark International Airport Corporation (CIAC), and Luzon International Premier Airport Development (LIPAD) Corporation, the company handling the operations and maintenance of the airport.



Clark's frontliners attend to the needs of repatriated Filipinos staying at The Mansion

Working together

The city governments of Angeles and Mabalacat, the provincial government of Tarlac and Pampanga, and the locators inside Clark, including hotels within and outside of the Clark Freeport Zone (CFZ), joined the efforts and did their share to help those who needed support. Tarlac Governor Susan Yap, Pampanga Governor Dennis Pineda, Mabalacat City Mayor Crisostomo Garbo, Angeles City Mayor Carmelo Lazatin, Jr., Porac Mayor Jaime Capil, and Capas Mayor Reynaldo Catacutan provided valuable support to the cause. It was a beautiful partnership between the public and private sectors for the benefit of the Filipinos.

Helping out

By March 2020, more than 200 Filipinos, mostly OFWs, had been stranded at the CRK, due to the strict implementation of the quarantine protocols in

their respective home provinces and cities. While waiting for the local government units (LGUs) to ease quarantine restrictions, the stranded OFWs were given free accommodation—including meals and basic necessities—in various facilities inside CFZ. The Mansion hotel, for example, opened its doors to the stranded travelers until the last batch was sent home on June 7, 2020.

BCDA President and Chief Executive Officer Vivencio B. Dizon led the group's quick and proactive action to address the pressing and unprecedented needs of the public at that time. Eventually, on May 1, 2020, he was appointed as deputy chief implementer of the National Action Plan against COVID-19. He was also appointed as the chief testing czar and chief coordinator of the Test, Trace, Treat (T3) Program—on top of his role as presidential adviser on Flagship Programs and Projects.

1

Frontliners assigned at the Asean Convention Center conduct a dry run in preparation for the opening of the quarantine facility



2

Construction of bed partitions at the government office building in New Clark City



BUILDING QUARANTINE AND COVID-19 TREATMENT FACILITIES

“We studied China’s quarantine facilities, followed the guidance of the World Health Organization (WHO), and sought help from the DOH and some architects specializing in hospital design to come up with plans for the quarantine and treatment facilities,” Perez explained. The group then showed the plans to IATF and implemented them right away when they received the go-signal.

The task force looked at the available facilities and open spaces to see which ones could be converted into tent cities, isolation wards, and quarantine facilities. “We looked at the Asean Convention Center (ACC) and decided it would

work, so with support from the DOH’s Health Emergency Management Bureau (HEMB), we came up with a design to accommodate 150 beds,” Perez said. “We also converted two government office buildings in New Clark City to provide more than 600 beds.”

Overcoming limitations

During those first weeks of the pandemic, it was not easy to build large-scale facilities and come up with efficient processes and systems such as what the task force managed to create. Perez said, “We were the only ones going around, people were staying home—there were no suppliers and no contractors because they



Dr. Menchie Dobles (leftmost), manager of the Health and Sanitation Department of CDC, compliments the staff members who worked in shifts to serve the patients. “The teams were amazing—they maintained a positive attitude in the face of stressful situations,” she says.

couldn’t get through the checkpoints. So we took it upon ourselves to find people who were very brave. And so in April, a month after the first Luzon-wide enhanced community quarantine (ECQ) was implemented, we already had the facilities.”

In accordance with the Bayanihan to Heal as One Act (Republic Act No. 11469), BCDA worked together with the DPWH and the IATF-EID to repurpose large-scale structures into quarantine and COVID-19 treatment facilities. The facilities were called the We Heal as One Centers, as part of the national government’s Test, Trace, Treat (T3) program. These facilities helped in isolating suspected and probable COVID-19 patients, and in decongesting hospitals in Metro Manila and other parts of Luzon.

The nation’s city

Sylvester Wong, vice president for strategies and development for AECOM, the firm that conceptualized the Comprehensive Integrated Master Development Plan for New Clark City, said, “New Clark City is the first city that is ‘the nation’s city’ and as such, it can pivot to answer the needs of the whole nation. It has

the new infrastructure, hence the ability to manage today’s and the future competitiveness needs of the country.” It’s been built to become the ideal space for public-private sector collaborations that will uplift the nation.

Taking care of patients and frontliners

The quarantine and COVID-19 treatment facilities were placed under the management of the CDC Health and Management Office, with BCDA and CDC volunteers serving as additional manpower. The healthcare workers assigned to these facilities were fairly compensated and provided free lodging within CFZ. Through the facilities in New Clark City and Clark, 24/7 medical care and assistance were given to more than 10,000 patients. The facilities’ administrative teams also did their best to provide all patients and healthcare workers free meals and Internet connection.

Two of the built facilities were eventually placed under the management of Pampanga (government buildings in New Clark City) under Gov. Pineda, and Tarlac (Athletes’ Village) under Gov. Yap and Mayor Catacutan.

1
Senator Richard J. Gordon, PRC chairman and CEO, inspects the PRC molecular laboratory in Clark



2
UP-PGH Polyclinic in New Clark City



Inside Clark

A MOLECULAR LABORATORY AND MEDICAL FACILITY

The Philippine Red Cross (PRC) Molecular Laboratory was built in Clark in less than two weeks. Through the joint efforts of BCDA, PRC, CDC, CIAC, and Megawide-GMR Construction JV, Inc. (MGCJV), the facility became operational on May 8, 2020.

It has two reverse transcription polymerase chain reaction (RT-PCR) machines, which can process up to 2,000 tests per day. This contributed largely to meeting the targeted number of tests at the time, which was 50,000 tests per day.

The lab is also being used to process RT-PCR samples taken from individuals staying at the We Heal as One Centers. It has definitely increased Pampanga and the region's capacity for testing as it helps to strengthen the government's ongoing implementation of expanded targeted testing, particularly in Central Luzon.

On June 19, 2020, Senator Richard Gordon, chairman and CEO of PRC, visited the laboratory. He was joined by PCEO Dizon, Governor Pineda, Governor Yap, Bataan Mayor Jose Antonio Feliciano, Mabalacat City Mayor Crisostomo Garbo, Metropolitan Manila Development Authority (MMDA) General Manager Undersecretary Jose Arturo Garcia, and then CDC president and CEO Noel Manankil, among others.

The Philippine General Hospital (PGH) also operates a polyclinic within New Clark City, just two minutes away from the Athletes' Village. The clinic is equipped with a 24-hour emergency room facility, primary care and sports medicine facilities, an imaging center (for X-ray and ultrasound), a diagnostic laboratory, and a pharmacy. The polyclinic provided medical care and assistance to the quarantined individuals inside New Clark City.



1
Clark's frontliners get ready to welcome the PBA bubble delegation at the Quest Plus Conference hotel

2
Hilton Clark Sun Valley Resort opened its doors in December 2020



NEVER LET A CRISIS GO TO WASTE

While many places in Asia were at pause because of the pandemic, Clark continued to operate. There were gaps and struggles but the whole group prioritized business continuity alongside health and safety for all.

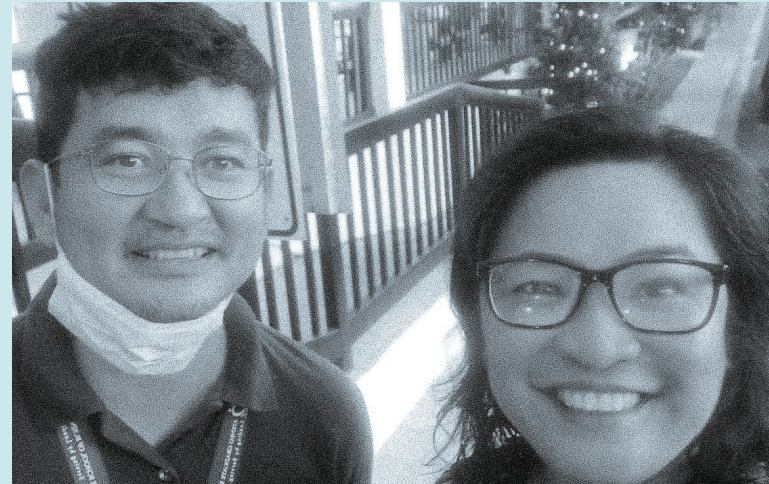
The locators were some of the biggest contributors to the sustained economic activities of BCDA and its subsidiaries during a very challenging time. In April 2020, for instance, Yokoisada Philippines Corporation (YPC), a locator inside CFZ, announced their plans to expand and produce around 2 million face masks a month. The Hilton Clark Sun Valley Resort opened in December 2020. Of course,

everyone knew about the work going on at Clark International Airport to finish the new terminal building.

The presence of these locators, coupled with the success of the Philippine Basketball Association (PBA) bubble, increased investor confidence and helped resuscitate the economy, especially the tourism sector, one of the year's worst-hit industries.

BCDA's efforts in New Clark City to face the realities brought about by the pandemic, along with the stability of its subsidiaries, reflected New Clark City's core vision of developing a sustainable, inclusive, and resilient metropolis.

Magnolia (right) with Rolando I. Navarrete Jr., Task Force Clark Safe Haven's airport and hotel coordinator and team lead for repatriation of returning overseas Filipinos.



BCDA SERVICE BEYOND EXPECTATIONS

MAGNOLIA YRASUEGUI

Station Manager, DXFE Davao (FEBC)
(Locally stranded individual quarantined at The Mansion hotel in 2020)

My husband and I arrived from the States on March 15, 2020. NAIA was already closed so we rebooked a flight to Clark because we figured we could fly to Davao from there. But Mayor Sara Duterte announced that Davao was not accepting any more flights from Clark so we had to stay in a hotel, thinking that the delay would only take a few days. But the situation got worse and we were stranded in Clark due to the full lockdown. Our hotel expenses were not exactly cheap so after more than a week, we were already running out of funds.

I am thankful that we met someone from BCDA at that point and they adopted us and took good care of us. We were even picked up from our hotel and brought to The Mansion and we stayed there for more than two months until our flight to Davao in the first week of June 2020.

I treated it as an extended vacation—the amenities were great, we had aircon, Wi-Fi, cable, free food, and free accommodation. We didn't have to spend anything during our stay. The food was enough and it always arrived on time. Those two months

were not easy but BCDA made it easy for us.

Before going home, we were also constantly updated about the status of our flight. They arranged for everything and were even there at dawn to pick us up on the day we left for Davao. Going home was a seamless process—the buses were assigned, we were given food after check-in, and the flight was free, courtesy of the Davao LGU. I am thankful to Sir Vince Dizon who gave personal, hands-on support to us. He is not THE Vince Dizon, but a fellow Filipino who loved us and went out of his way to help us. He used to come over on weekends, bringing pizza for everyone—you would see him there all the time.

I also noticed that, in BCDA, it was always the higher-ups who were on the frontlines, picking people up from the airport, etc. I found out that they chose to do it that way because they did not want to expose their rank-and-file workers to the risks so they can be with their families. That kind of leadership made such an impact on me and I realized that these are leaders worth emulating. In my book, they went over and beyond what was expected of them.

The team Barangay Ginebra Gin Kings celebrates their championship at the end of Asia's first ever sports bubble held in Clark.



PBA BUBBLE

THE FIRST SPORTS BUBBLE IN ASIA

After months of strict community quarantines and travel restrictions, Clark took the first step towards “a semblance of normalcy” by opening the PBA bubble in October 2020. The bubble observed strict health and safety protocols to ensure that all participants remained COVID-free throughout PBA's 45th season.

Weeks before the PBA bubble was opened, former Pampanga vice governor and congressman Joseller “Yeng” Guiao, head coach of PBA team NLEX, had vouched for Clark as the perfect venue for the PBA's 45th season. He cited three reasons for this: 1) the available rooms could accommodate all the 12 teams of the PBA and other staff; 2) Clark is gated, which makes it easier to implement health and safety protocols; and 3) it is close to Metro Manila.

As soon as BCDA and the PBA reached an agreement, the latter secured the

approval of the IATF-EID and got things started by safely bringing the PBA delegation into Clark—all 350 people from players, coaches, and staff were billeted at the Quest Plus Conference Center located within the Filinvest Mimosa+ Leisure City inside the Clark Freeport Zone. Lohas Hotel also opened its doors to 100 crew members from the television network TV5.

All guests had to undergo COVID-19 tests before entering the premises and upon check-in. They were also required to use the StaySafe.ph contact tracing application and undergo swab testing every

two weeks. Throughout the season, a total of 25 people per team franchise were allowed inside the bubble. Once inside, the delegates were prohibited from leaving the premises. According to the rules, anyone who went against safety protocols would face a Php100,000 fine and a one-month suspension, without pay.

The games, which were played at the Angeles University Foundation gym, were held seven days a week, with two games per day. The pioneering bubble season ended on December 9, 2020, with Barangay Ginebra emerging as the champion.

BCDA'S
ROLE
IN THE
WHOLE-
OF-NATION
APPROACH





THE POWER OF VOLUNTEERISM

When the World Health Organization (WHO) declared the COVID-19 outbreak as a public health emergency of international concern, it triggered the repatriation of overseas Filipino workers (OFWs). However, the ones who arrived in the Philippines in March 2020 found the entire Luzon island under enhanced community quarantine (ECQ). President Duterte had ordered the ECQ on March 16, 2020 over the island, home to more than 57 million, to try to ease the rising cases of COVID-19 in the Philippines.

As part of the ECQ restrictions, inter-city travel in Luzon was suspended, as well as transportation in and out of the island. This was troubling news particularly for the OFWs who had arrived at Clark International Airport in New Clark City as the lockdown began. The ones whose homes were outside Tarlac had no means to get there. They were stuck in the airport temporarily.

BCDA steps up
Consequently, BCDA President and CEO Vivencio B. Dizon and Vice President for Business

1
BCDA supports the aggressive community testing initiative by deploying volunteers to assist in the operation of mega swabbing centers and mobile swabbing facilities

2
Members of the Task Force Clark Safe Haven receive stranded repatriated OFWs at The Mansion

THE VOLUNTEERS' TASKS

- ▶ Secure housing for people arriving at the Clark International Airport
- ▶ Repatriate OFWs past border controls back to their homes in Visayas and Mindanao
- ▶ Take charge of swabbing in New Clark City and help out in Metro Manila
- ▶ Support the Aggressive Community Testing (ACT) initiatives of the Philippine Coast Guard (PCG), the Philippine National Police, the Armed Forces of the Philippines, and the Bureau of Fire Protection
- ▶ Man mega swabbing centers at the SM Mall of Asia Arena, Ninoy Aquino Stadium, and the Philippine Arena
- ▶ Assist PCG's ACT mobile teams in mobile test booths outside Metro Manila
- ▶ Help with waste disposal, janitorial services, food catering
- ▶ Aid in procurement of necessities for isolation facilities



Development Arrey A. Perez had their work cut out for them. Department of Health (DOH) Secretary Francisco Duque III and Foreign Affairs Secretary Teodoro Locsin, Jr. had asked BCDA for help in dealing with the arrivals.

"The problem was, everyone was scared because, back then, there was still little information globally about what COVID-19 was," said Perez. "There were no suppliers nor contractors because no one wanted to go out. And no one was adept at attending meetings over Zoom yet. So we took it upon ourselves." The BCDA employees whose homes were in Metro Manila were the first to volunteer. Initially, there were less than five of them. Eventually, BCDA

was supplying the COVID-19 effort in New Clark City with 60 volunteers, and then 100. When the government began issuing out rapid passes (to get through city borders), the BCDA volunteers were among the first ones to get them.

From construction of swabbing facilities (and later on, of quarantine facilities) to their operations, BCDA was on top of it all.

By December 2020, BCDA's swabbing volunteers had helped test 666,696 individuals.

Who would have thought that a relentless pandemic would be the setting for the heroism of BCDA's volunteers, led by their president, Vince Dizon?

Oplan Kalinga

AN INTER-AGENCY ALLIANCE



There was a surge of COVID-19 cases in June 2020, so the government stepped up isolation efforts, which eventually became known as Oplan Kalinga. Oplan Kalinga is headed by the Department of Health (DOH), Department of Tourism (DOT), Department of the Interior and Local Government (DILG), Metropolitan Manila Development Authority (MMDA), and BCDA.

By this time, the government had already determined the high-priority aspects of their containment effort and appointed “anti-COVID czars.” BCDA President and CEO Vivencio B. Dizon became the “testing czar”; Baguio Mayor Benjamin Magalong took charge of contact tracing; Public Works

Secretary Mark Villar oversaw patient isolation efforts; and Health Undersecretary Leopoldo Vega took on the role of “treatment czar.”

Mandatory isolation

Oplan Kalinga’s main objective was to isolate the positive cases from the rest of their communities. The group achieved this by tapping hotels to serve as isolation facilities. “Since tourism was closed, hotels were eager to open up,” said Perez. This was in addition to the isolation facilities already constructed under the initiative of BCDA.

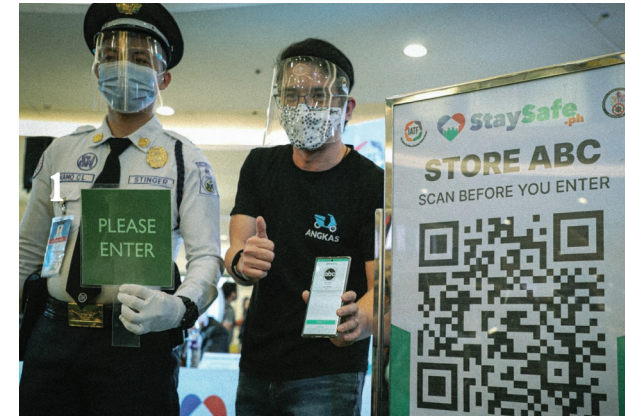
By April 2021, Oplan Kalinga had 24 hotels—with a total of 2,442 rooms—running as isolation facilities in different parts of the country. While most of them were concentrated in the National

Capital Region, there were accredited facilities, as well, in the Cordillera Administrative Region, Region 4A, and Davao. Most of these facilities were used for asymptomatic and mild cases. By the end of April, the facilities were running with an average occupancy rate of 81 percent.

“Oplan Kalinga worked because of inter-agency cooperation,” said Perez. “Some government agencies that weren’t supposed to be involved still pitched in. BCDA, the Department of Tourism, MMDA—it wasn’t part of our tasks to be involved. Under the law, it was only supposed to be the Department of Health, Office of Civil Defense, and the National Disaster Risk Reduction and Management Council. That’s where I saw that it was really a whole-of-government approach.”

1
StaySafe.ph app
is launched on
September 3, 2020.




2
A mobile swabbing
facility set up at the
Quezon City Memorial
Circle for Grab drivers
and public utility
vehicle drivers



THE PERFECT ALLIANCE

Task Force test, trace, treat (T3) was initiated in April 2020 by the Inter-Agency Task Force–National Task Force (IATF-NTF) and DOH, with support from the Asian Development Bank (ADB). Overseen by its chief coordinator, BCDA President Dizon, the funding, operations, and logistics were led by the private sector through large private conglomerates, including Ayala, Filinvest, Megaworld, and Vista Land.

T3'S GAME PLAN

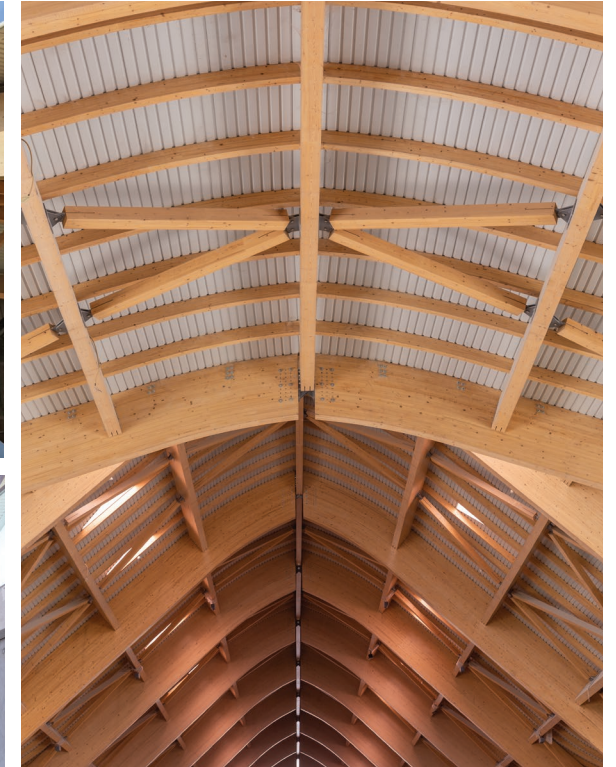
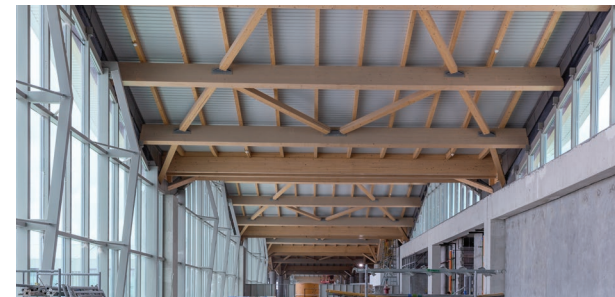
-  **Increase contact tracing and testing**
-  **Determine and fulfill the urgent requirements for polymerase chain reaction machines, testing kits, and fixed and mobile laboratories**
-  **Install equipped laboratories in priority hotspots as quickly as possible**

MAJOR SUCCESSES

- ▶ **Procured millions of testing kits**
- ▶ **Constructed new laboratories, increasing testing to 30,000 daily**
Free RT-PCR (reverse transcription polymerase chain reaction) swab testing for around 60,000 Grab drivers. Eventually, this was extended by national testing czar Vivencio B. Dizon to include jeepney, tricycle, and bus drivers.
- ▶ **Built major quarantine facilities nationwide**
Ingat Angat: a national campaign meant to isolate COVID-19 patients
- ▶ **Carried out digital contact tracing nationally**
StaySafe.ph: an online contact tracing app created by Manila-based developer Multisys.
- ▶ **Built consumer confidence to reopen the economy**
Ingat Angat Tayong Lahat is a private sector-funded multimedia campaign, which aims to encourage consumer confidence. It is led by McDonald’s Philippines’ managing director Margot Torres.
- ▶ **Procured, stored, and rolled out COVID-19 vaccines to millions of Filipinos**
T3’s communications team, led by Torres, raised vaccine willingness from 16 percent to 44 percent within four months.
Jollibee Foods Corporation chief sustainability and public affairs officer Jose “Pepot” Miñana provided the vaccination simulation plan.

**CLARK
IT WORKS.
LIKE A DREAM.**





A MASTERPIECE OF FILIPINO ARCHITECTURE

The Clark International Airport New Passenger Terminal Building (CRK-NPTB) was completed in the third quarter of 2020. This highly anticipated flagship project of this administration's Build, Build, Build program is a marriage between state-of-the-art design and the recognition and respect for its location and environment.

Often mentioned when describing the CRK-NPTB are its distinct design attributes, such as the airport's unmistakable undulating roofline, which is inspired by Mt. Arayat, Mt. Pinatubo, and the Zambales Mountain Ranges—clearly visible from

the panoramic and highly 'Instagrammable' floor-to-ceiling windows of the terminal. Considering that the ceilings are 20 meters high, these windows provide the feeling that one is, indeed, inside a 110,000-square-meter edifice.

Likewise, the triangular and diamond shapes that frame the airport's ceiling trusses are inspired by Pampanga's giant lanterns, whose design is replicated from the Aquatic Center in New Clark City. Both the huge glass windows and triangular glass cuts on the ceilings provide warm, natural sunlight to the terminal's interior.

A CONSTRUCTION FEAT

Rajesh Gandla, Megawide-GMR Construction Joint Venture, Inc.'s (MGCJVI) deputy project director, shares that it was one of the greatest challenges to work during the COVID-19 pandemic. With up to 2,000 workers at the project site on peak days, this was quite an accomplishment. Despite the pandemic, the airport was completed in just two years and three months.

According to Gandla, the Clark Airport New Terminal Building is designed and constructed to be an earthquake-resistant building. Proven so because in 2019, its shell withstood an

earthquake with a magnitude of 6.5 on the Richter scale.

Gandla also mentions that the Clark Airport New Terminal Building is the first in the world to have the maximum quantity of roof structures with complete glulam (glued laminated) engineered wood from Austria. This wood is an eco-friendly, natural, renewable, and sustainable material for building, with a lighter carbon footprint. The roof sheeting installed utilizes the Riverclack system, originating from Italy and renowned globally. The roof and facade structures were designed and constructed for wind pressure of up to 250kmph, making

it extremely resilient in the face of any natural calamity.

WORLD-CLASS AIRPORT OPERATIONS

MGCJVI will be handing over the certificate of completion of this project to the Luzon International Premier Airport Development Corporation (LIPAD), a consortium composed of Filinvest Development Corporation, JG Summit Holdings Inc., Philippine Airport Ground Support Solutions Inc., and Changi Airports Philippines (I) Pte. Ltd., a wholly owned subsidiary of Singapore's Changi Airports International. LIPAD already oversees and manages the old terminal



which has a 4.2-million passenger capacity per year. LIPAD will also be in charge of the completion of the fit-out of the new airport terminal, which can accommodate up to 8 million passengers annually, bringing the grand total of passengers served to 12.2 million yearly. This capacity aims to ease travel congestion in the Ninoy Aquino International Airport (NAIA) terminals in Manila by providing a viable alternative for travelers.





Among the many innovations to look forward to in the new passenger terminal, the self-service kiosks – where passengers may check-in bags

and get their boarding passes sans face-to-face interaction—are at the top of the list. Presidential Adviser for Flagship Programs and Projects, and President and CEO of BCDA, Sec. Vivencio B. Dizon asserts, “We are excited to see this project open. Clark’s new and modern terminal will not only enhance connectivity and improve passenger experience, it will also further boost economic growth in the region.”

PRIORITIZING ACCESSIBILITY

In the Build, Build, Build pipeline are several projects that will offer convenient and seamless ways to get to CRK,

including the North-South Commuter Railway Project and the New Clark City to Subic-Clark Expressway (NCC-SCTEX), which will provide ease of access when traveling to and coming from Clark. Additionally, the New Clark City to Clark International Airport Access Road is expected to make travel time to CRK shorter and infinitely more convenient. Phase 1 is near completion, Phase 2 is at 23% completion, while Phase 3 is 0.10% completed. Apparently, it is only a matter of time before CRK becomes Asia’s Next Premier Gateway.

<p>CRK-NPTB CONSTRUCTION, DESIGN, AND OPERATIONS AND MAINTENANCE TEAMS</p>	<p> Megawide-GMR Construction Joint Venture, Inc. (MGCJVI) ▶ construction of new terminal</p>	<p> Budji Layug and Royal Pineda (Budji+Royal) ▶ architectural design</p>	<p> LIPAD Corporation ▶ operations and maintenance</p>	<p> Populous and Casas+Architects ▶ fit-out and interior design</p>
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1

Clark International Airport welcomed Emirates' A380 on August 19, 2020

2

FedEx Philippines' director John Peterson presents the expansion plan of the FedEx facility inside Clark International Airport



FEDEX AND EMIRATES' SHOW OF CONFIDENCE IN CLARK

Federal Express (FedEx), the shipping and delivery services and supply chain management company, invested USD30 million on a new 17,000-square-meter gateway facility that it presented to the Department of Transportation's officials led by Secretary Arthur Tugade and BCDA President and CEO Vivencio Dizon in October 2020. In anticipation of the exciting developments ongoing not just in Clark International Airport (CRK) but also the infrastructure and transportation projects within the area, FedEx has built this cargo facility with cutting-edge technology to target 9,000 documents & parcels sorted per hour, and to provide employment to more than 800 persons in this hub alone. Aside from handling the usual

fare of parcels, there will also be a special area for large, heavyweight freight processing. Meanwhile, on August 19, 2020, a noteworthy 'first' took place in CRK—the United Arab Emirates' (UAE) flag-carrier, Emirates, using the world's largest passenger airline plane, also nicknamed the superjumbo, landed in Clark, marking its 30th year serving the country. The airline looks at the full-length, double-deck A380 as a way to accommodate more travelers on a flight while treating them to the plane's exceptional features, coupled with the airline's impeccable in-flight service. Emirates resumed its scheduled service to Clark on August 1, 2020, with six weekly flights, serving the travel demand of customers in the UAE and other cities.

A RAY OF HOPE AMIDST UNCERTAINTY

Clark Freeport is an expert at rising from adversity. At the start of the pandemic, Clark was the only freeport that allowed unimpeded and continuous operations of vital and strategic manufacturing firms following

the strict enhanced community quarantine (ECQ) guidelines.

Clark Freeport Zone became a ray of hope amidst the immense uncertainty in the country. A number of events contributed to this fine example of resilience:

LAB EQUIPMENT & COVID-19 TEST KITS WORTH US\$2.5M WERE SENT TO CLARK

- ➔ Asian Development Bank-funded laboratory equipment and 45,000 COVID-19 test kits worth US\$2.5 million arrived in Clark Freeport.
- ➔ Beijing Genome Institute (BGI), one of the world's largest genomics companies, enabled the Jose B. Lingad Memorial Regional Hospital (JBLMGH), a major hospital in Central Luzon, to become a Pandemic Subnational Reference Laboratory (PSRL).
- ➔ Thanks to the PSRL, the government's COVID-19 testing capacity increased significantly from 7,000 tests to 10,000 tests per day.

TEXAS INSTRUMENTS (TI) PLEDGED US\$250,000 TO THE COUNTRY'S COVID-19 RELIEF EFFORTS

- ➔ The donation included personal protective equipment (PPE) for the frontliners, as well as food aid for the communities in the areas where their factories are located, namely, Baguio City and Clark Freeport Zone.
- ➔ In the early days of the first ECQ, TI also

donated 200 booties, 11,000 vinyl gloves, and 600 cleanroom bunny suits.

LOCATORS EASED BACK INTO OPERATIONS UPON DECLARATION OF GENERAL COMMUNITY QUARANTINE (GCQ)

- ➔ Normal operations gradually resumed following Freeport guidelines and those set forth by the Inter-Agency Task Force on Emerging Infectious Diseases (IATF-EID).

YOKOISADA (PHILS.) CORPORATION CONTINUED TO PROVIDE SUPPORT IN MEDICAL EQUIPMENT PRODUCTION AND JOB GENERATION WITHIN CLARK FREEPORT

- ➔ Yokoisada (Phils.) Corporation (YPC), a Japanese locator-firm inside Clark Freeport, lived up to its commitment to produce 2 million face masks monthly. The masks use ear-looped raw materials and non-woven fabric.
- ➔ Yokoisada President Yuki Yokoi shared that the reason behind their decision to expand in Clark was the substantial

Yokoisada reached its maximum capacity of output for May and June 2020. But to realize its plans for expansion within the Freeport, it sought to hire an additional 80 employees.



support they received from government agencies such as the Clark Development Corporation, the Board of Investments, the Department of Trade and Industry, and the Philippine Consulate General in Osaka.

SFA SEMICON PHILIPPINES (SSP) ENSURED PROGRESS CONTINUITY

- ➔ Clark's top exporter of semiconductors for the past few years, SSP, with 1,300

total personnel, continued to be Clark's consistent top exporter (in 2019, they logged in total sales of US\$5.51 billion). SSP kept its personnel employed, with complimentary room and board, plus a pay raise during the lockdown.

- ➔ The company showed its support for frontliners by donating 400 pieces of PPE and other essential items to primary hospitals.

Hilton Welcomes Travelers to Clark

Guests can expect a wide range of perks at the Hilton Clark Sun Valley Resort

- Book any of the 308 rooms in the establishment
- Use Digital Key-accessible rooms
- Sleep on Hilton Hotels' signature Premium Serenity beds
- Stay safe with the hotel's state-of-the-art CleanStay Program
- Enjoy a wide range of leisure facilities that are all readily accessible

1

Exterior view of Clark's newest luxury hotel—Hilton Clark Sun Valley Resort

2

Hilton Clark Sun Valley Resort's Olive—a bright and cozy all-day buffet restaurant



On December 30, 2020, despite challenges posed by a pandemic, the renowned Hilton Hotels chain that boasts of more than 584 hotels in six continents opened a premier property in Clark Freeport Zone.

This is the Hilton Clark Sun Valley Resort located in Clark Freeport, Mabalacat, Pampanga. It is open for domestic travelers and will eventually welcome inter-

national travelers as it is just a 12-minute drive from the Clark International Airport.

Donggwang Clark Corporation, one of South Korea's largest developers, brought the Hilton Clark Sun Valley Resort to Clark Freeport. Its investment of close to US\$400 million to the Clark Freeport Zone is a testament to the strong confidence that international investors have in BCDA's development in Clark.



3

The 34-sqm king guest room with lake view boasts Hilton's signature Serenity bed, apart from its stylish interior.



4

Hilton's sleek and welcoming lobby



BUILD FOR OPPORTUNITY, PREPARE FOR PROGRESS

In a bold and forward-thinking move, President Duterte signed into law Executive Order (EO) No. 119 in November 2020. The EO directs the creation of a National Government Administrative Center (NGAC) in New Clark City.

The purposes of such a mandate are sensible: to provide more opportunities for investment in the countryside; create alternate or back-up government offices outside of Metro Manila, which is not just congested but prone to natural disasters; and to eventually use this as a back-up administrative hub that can act as a disaster recovery center, guaranteeing the continuity of government services despite calamities or natural disasters.

Of all the places to build a back-up government center, New Clark City—green, sustainable and resilient—is a natural choice given the quick and organized development of the area and the ongoing plans for faster accessibility to key economic hubs in the region. Here then are the year’s highlights and developments within the NGAC.

BSP TO BUILD A FACILITY FOR CURRENCY PRODUCTION

Because of its accessibility, among other factors, New Clark City will be the new site for

a 300,000-square-meter Security Plant Complex (SPC) for currency production of the Bangko Sentral ng Pilipinas (BSP). Aside from producing currency, the BSP’s SPC shall also be in charge of printing the National ID cards for the Philippine Statistics Authority. Setting the development in motion was the signing of the Memorandum of Understanding (MOU) by BCDA President and CEO Vivencio B. Dizon and BSP Governor Benjamin E. Diokno on September 13, 2019.

NATIONAL ACADEMY FOR SPORTS TO RISE IN NEW CLARK CITY

Republic Act 11470, “An Act Creating and Establishing the National Academy of Sports (NAS) and Providing Funds Therefor,” was signed into law by President Duterte on June 9, 2020. This nationally funded regional sports high school will be built by BCDA within the New Clark City Sports Complex, where the country’s multi-awarded and highly recognized Athletics Stadium and Aquatic Center stand. With all its merits, NAS will also include gifted students from all communities, with individuals from indigenous communities and persons with disabilities. The Department of Education and the Philippine Sports Commission shall run the academy.

BFP AND BCDA TEAM UP FOR FIRE RESILIENCY

New Clark City’s fire station will be a modern and efficient 1,000-square-meter fire prevention unit. This is all thanks to the Bureau of Fire Protection (BFP) and BCDA signing a Memorandum of Agreement (MOA) on July 29, 2020 to implement the Fire Code of the Philippines (RA 9514) and build the aforementioned fire station in New Clark City. This MOA aims to standardize fire protection guidelines, implement training modules for firefighters, and centralize registration of fire-related licenses and permits.

NBI AND BCDA INK DEAL FOR THE ESTABLISHMENT OF NBI OFFICES IN NEW CLARK CITY

The National Bureau of Investigation (NBI) will have its International Forensics, Biometrics and Research Center, Training Academy, Regional Office, Data Center, and other offices in New Clark City. This is in line with the NBI’s October 2020 signing of a Memorandum of Understanding (MOU) with MTD Clark, BCDA’s joint venture partner for NGAC development.

COUNTRY’S FIRST AGRO-INDUSTRIAL BUSINESS CORRIDOR TO BE BUILT IN NEW CLARK CITY

A 50-hectare lucrative ABC (agro-industrial business corridor) is set to be built in New Clark City, with The First National Seed Technology



Artist's render of the agro-industrial business corridor in New Clark City



Artist's render of the New Clark City Central Park

Park (NSTP) included in the first phase of construction. In a partnership forged between the Department of Agriculture and BCDA in December 2020, the country’s very first ABC shall be established to attract more agricultural investments to the Philippines. After all, New Clark City can easily provide access to markets in both northern and southern Luzon, including Metro Manila. It has the ability to propel and guide economic growth and recovery because of its extensive agricultural resources.

THE UNITED KINGDOM AND BCDA PARTNER FOR NEW CLARK CITY PROJECTS

An MOU was signed in September 2020 between the United Kingdom and BCDA to launch three main projects: first, the Participative Design for New Clark City Central Park and citywide public space recommendations reminiscent of New York City’s Central Park. Second, the Housing Strategy and Livelihood Recommendations for an affordable housing project in New Clark City. Third, the establishment of a Sustainability Unit for New Clark City, which pertains to urban planning, disaster resilience, urban design, landscape architecture, and the sustainable development goals.

A FIRST IN VIROLOGY

As of August 2020, one of the Duterte administration’s priority infrastructure projects remained to be a research institute specifically tasked to deal with the study of viruses; it would be the country’s first. As Sec. Vivencio B. Dizon – BCDA president and CEO, and President Duterte’s adviser on key projects – announced to the media: “We will be creating a world-class Virology Science and Technology Institute together with the DOST (Department of Science and Technology) in New Clark City. It will ensure that we are ready in the event of another challenge to our healthcare system.”

The Virology Science and Technology Institute of the Philippines (VIP), boosted by the Php284 million worth of funding that it will receive in 2021, has the following objectives:



Artist's render of New Clark City



INNOVATION

“At present, if we’d like to study a possible drug formulation, we need to send it abroad so an in vitro trial can be conducted,” said DOST Secretary Fortunato dela Peña in an interview with the media. “We do not have a virus genome laboratory that will focus on viruses that are circulating in our country. This is important for disease prevention and epidemiological studies.” With the VIP’s completion, all of these can be undertaken on Philippine soil.



PREVENTION & CURES

The VIP will initiate studies of viruses that devastatingly affect humans, animals, as well as crops (abaca, papaya, tomatoes). Examples of these viruses are African Swine Fever (ASF) and Coconut Cadang Cadang Viroid (CCCVd).



VACCINE CREATION

The institute shall provide researchers with the laboratories and equipment required to produce vaccines, gradually removing the Philippines’ dependence on other countries for vaccine supply.



EXPERTISE

Sec. Dizon sees this project as an opportunity to produce more scientists in the country, especially those who can focus on science, technology, engineering, and mathematics (STEM) education. As he said in an interview, “I think this is a good step if we want to create a world-class research institute and bring in our very own experts and talents in the country to do more [research] on infectious diseases. Overall, it was a smart investment on the part of the government because the pandemic won’t be ending anytime soon.”



ACCESS ROADS TO NEW CLARK CITY

Currently, several road construction projects are underway to build access roads into and out of New Clark City.

The 900-meter Sacobia Bridge is part of the New Clark City to Clark International Airport access road.

NEW CLARK CITY TO CLARK INTERNATIONAL AIRPORT ACCESS ROAD

- A 19.8-kilometer stretch
- Phase 1**
93.72% completed as of December 2020
5.33-km, 6-lane access road with 900m Sacobia Bridge, with bike lanes, sidewalks and linear parks on both ways.
- Phase 2**
23.48% completed as of December 2020
8.8-km, 6-lane access road with bike lanes, sidewalks and linear parks on both ways.
- Phase 3**
0.10% completed as of December 2020
5.7-km, 6-lane access road with bike lanes, sidewalks and linear parks on both ways.
- Cuts point-to-point travel time from 45 minutes down to 15 minutes

NEW CLARK CITY TO SCTEX (SUBIC-CLARK-TARLAC EXPRESSWAY) ACCESS ROAD

- A 12-kilometer road with 8 lanes
- 2 interchanges, 6 bridges, with bicycle and pedestrian lanes, linear parks
- Cuts point-to-point travel time from 40 minutes down to 10 minutes



New Clark City to SCTEX interchange trumpet



BUILDING A PROGRESSIVE PHILIPPINES

If there is a catch phrase that is synonymous with the Duterte Administration it would be Build, Build, Build.

The phrase is not only extremely easy to recall, the vision and progress behind it will most likely be remembered for decades to come.

This collection of game-changing infrastructure projects, to which 5.3% of the GDP this year was allocated (International Monetary Fund, 2020), aims to make compelling progress to the country's airports, railways, highways, and other such infrastructure networks. Progress that will ultimately result in not just the creation of additional jobs but also in fast-tracked developments outside of densely populated cities in the Metro. This has been one of President Duterte's

chief objectives with this program: countryside development and the distribution of progressive economic activity across the country, not just its capital cities.

Two prime BCDA projects that make up a major part of the Build, Build, Build plan are the New Clark City and the Clark International Airport New Passenger Terminal Building which was an immense undertaking that was completed in record time. This, despite time-consuming safety protocols that were strictly followed to ensure the safety of every single person involved in the construction. The two other projects in the works are the Subic-Clark Railway and the Luzon Bypass Infrastructure.



SUBIC-CLARK RAILWAY

A BIG BOOST TO THE ECONOMY



This single-track 71-kilometer railway shall, at the onset of operations, connect Subic Bay Freeport Zone to the Clark International Airport. Approved by the National Economic and Development Authority (NEDA) Board in 2018, this railway's ultimate goal is to link Subic Bay Freeport Zone and Clark Freeport Zone.

As part of the PNR Luzon System Development Framework, it will connect Subic Port to Clark International Airport, accommodate freight services between the Freeports of Subic Bay and Clark, and create convenient and faster accessibility to other major economic

hubs in Central Luzon such as New Clark City. Funded through a loan from the People's Republic of China, it shall serve as a well-planned logistics center that will elevate Central Luzon's status as a new growth center by ultimately bridging the distance between ports, railways and airports.

The Subic-Clark Railway aims to streamline and improve logistics capabilities while significantly lowering transportation costs and thus, create a logistics demand for freight services in the area, thereby propelling Central Luzon as a popular industrial investment destination globally.

LUZON BYPASS INFRASTRUCTURE PROJECT

FASTER INTERNET SPEED & FREE WI-FI IN PUBLIC SPACES



Now more than ever, Internet speed is vital to the progress of the nation. However, according to Speedtest Global Index, the Philippines logs the second slowest Internet speed in ASEAN and ranks 100th among 139 countries. The main reason for this could be that submarine communication cables passed through Luzon Strait, a 250-kilometer-wide body of water that is an earthquake-prone area with a long history of seismic activity. This has caused considerable damage to the cables over the years, resulting in slow Internet speed and billions of pesos in damages yearly.

The Luzon Bypass Infrastructure (LBI) Project—a partnership between the Bases Conversion and Development Authority (BCDA, who built the LBI) and the Department of Information and Communications

Technology (DICT), the agency in charge of operating and maintaining the facilities—serves as a safe substitute pathway for international submarine cables. This is composed of two cable landing stations located in Aurora, Baler and San Fernando, La Union, repeater stations, and a 245-km fiber-optic cable duct network. The construction of the terrestrial of the cable network corridor Segment A (Aurora to Pangasinan), and the terrestrial of the cable network corridor Segment B (La Union to Pangasinan) is 100% complete as of March 2020. The certificate of completion and final acceptance for the terrestrial of Cable Network Corridor was issued on October 1, 2020 for Segment A, and on October 7, 2020 for Segment B.

ARC OF INNOVATION
AND GROWTH

BUSINESSES OF THE *FUTURE*, JOBS OF *TOMORROW*



As a core mission of Bases Conversion and Development Authority (BCDA), creating value out of the country's military bases and landholdings is a constant challenge. It requires agility not just to get a sense of existing opportunities, but most importantly, to have the foresight to ride the changing economic, environmental, and social conditions of the times.

The Comprehensive Integrated Master Development Plan (CIMDP) is the key to synergizing BCDA's prime economic zones into a strong, integrated investment portfolio, dubbed as the Arc of Innovation and Growth (AIG), that will sweep across Luzon and bring together the Poro Point Freeport Zone, John Hay Special Economic Zone, Clark Freeport and Special Economic Zone, Subic Bay Freeport Zone, and Bataan Technology Park.

At the heart of the CIMDP is a strategy that leverages each site's unique strengths and potential, dictated by its location, natural environment, human resources, and physical assets. Most importantly, all these will be linked together through infrastructure, modern technological interconnectivity, and value chain development that targets specific industries, sectors, and locators.

"I often say that a successful master plan allows the unpredictable to happen, and it sounds counterintuitive because a successful master plan is also one that foresees and anticipates everything," says Sylvester Wong, vice president at AECOM, the global design firm behind the CIMDP. "I think it's a change in the way that we recognize the value of planning."

NEXT-LEVEL GROWTH

According to Wong, one of the inspirations in developing the CIMDP is a business model that increases and deepens partnerships especially with the private sector. The BCDA deliberately applied this private-public sector partnership model in developing townships like Bonifacio Global City to maximize the private sector partner's expertise in property development.

Recently, developments such as the New Clark City could be considered a hybrid project wherein land is utilized in a more holistic and integrated manner—developing a mixed-use master plan with greater involvement of Filipino businesses. “The idea was to have multiple developers looking at larger areas of up to 200 hectares each, working together with BCDA as a team, to create a sustainable environment for job creation



and boosting the Central Luzon economy,” explains Wong. In turn, the CIMDP is aiming for next-level growth by creating an environment that nurtures world-class incubators of enterprises and ideas. “It’s not just about spending to spur domestic development; it’s more about how to attract more foreign investment to come in and help fuel the economy,” says Wong.

“We are able to create and harness these thousand-square kilometers of land to not just create jobs of today, but to create jobs of tomorrow. The things to put in that land can’t be the factories of yesteryear, but it needs to be the townships that attract people to reverse the brain drain, that inspire everyday entrepreneurs—the future ‘unicorns’—to invent and create right here in our backyard,” he adds.

TOWNSHIPS AS ENGINES OF THE FUTURE

The CIMDP will give rise to cities that will be home to inspired global citizens of the future. “They’re looking for quality of life and economic opportunities not just for themselves but for their families. That’s why the townships are the engines of the future, as they provide the things that these talents are looking for,” explains Wong.

These smart, sustainable cities are characterized by uniqueness of place, open spaces, walkability, and the availability of support infrastructure, such as schools and healthcare institutions—in many ways the obvious answer to the perennial ills of traditional urban centers like Metro Manila.

A particular urban planning feature of the CIMDP is the use of small blocks. “You’re creating a lot more perimeter, which means a lot more opportunities for small businesses to take root. It’s more walkable and accessible,” says Wong.

INSTITUTIONAL DEVELOPMENT PLAN

A ten-point institutional development plan was created to guide BCDA on how to implement the Comprehensive Master Development Plans of each economic zone. Its components are the following:



Create livable cities,
not individual or siloed
land uses



Accelerate delivery of
digital infrastructure
and power



Promote long-term
development
strategy



Promote a
unified and
unique brand



Centralize key decision
making within an inclusive
engagement structure



Transition from disposition
agent to incubator and
investment house



Be selective in choice of
locators and rationalize
development portfolio



Maximize revenue
opportunity from interim
land use and provide
optionality in leasing



Align, rationalize, and
standardize corporate
policies, systems, and
procedures



Deploy digital data
management systems to
intelligently and efficiently
manage operations

CLARK FREEPORT AND SPECIAL ECONOMIC ZONE

Managed by Clark Development Corporation



1
Artist's render of the Art & Forest Park at John Hay Special Economic Zone

2
Artist's render of the riverside open space at Morong Discovery Park

“We need to put in our land the townships that attract people to reverse the brain drain, that inspire everyday entrepreneurs—the future ‘unicorns’—to invent and create right here in our backyard.”

SYLVESTER WONG
Vice President for Strategies and Development, AECOM

With BCDA staking more claim in the master plan development come potentially bigger and more lasting rewards. Wong likens the idea to venture capitalism, except that it's done with land “to allow entrepreneurs a head start,” he says. “Let's invest in the companies themselves. If they're successful, BCDA is successful, and the country is successful.”

BCDA is committed to implementing the CIMDP in the coming years, as it establishes a new wave of livable, resilient communities and urban models for the Philippines.

The CIMDP is the ultimate roadmap to a future of progress that is more inclusive and sustainable, especially as the country moves further into the 21st century.



FINANCIAL PERFORMANCE

Php2.6B Total revenue	1,226 Locators
Php840M Total net income	115,375 Jobs generated
Php5.19B Cash position	USD8.15B Total exports
Php5.2B Total remittance to the government	USD5.53B Total imports



ONGOING AND COMPLETED INFRASTRUCTURE PROJECTS

Php600M Total infrastructure projects	
PROJECTS BY CLASSIFICATION	
COMPLETED	ONGOING
Php33.1M Infrastructure/Improvement	Php446.8M Ongoing infrastructure
Php64.5M Building improvement	
Php55.8M Various area improvement	



BENEFICIARIES OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS

Health 2 institutions/organizations	Livelihood 3 local government units (LGUs) 13 institutions/organizations 893 individuals	Special Projects 3 sitios 15 institutions 21 LGUs 65 families 12 schools 2,493 individuals
Education 16 schools 1 institution 80 locators	Partnerships 300 households	

CLARK CIVIL AVIATION COMPLEX

Managed by Clark International Airport Corporation



JOHN HAY SPECIAL ECONOMIC ZONE

Managed by John Hay Management Corporation

FINANCIAL PERFORMANCE

Php471M
Gross revenue

Locators

47
Existing lease agreements with Clark International Airport Corporation (CIAC)

109
Locators transferred to Luzon International Premier Airport Development (LIPAD) Corporation

TRAFFIC HIGHLIGHTS

941,532
PASSENGER MOVEMENT

2019: 4,000,211
2018: 2,664,378
2017: 1,514,531

432,773	508,795
International passenger count	Domestic passenger count

8,920
AIRCRAFT MOVEMENT

3,329	5,591
International passenger count	Domestic passenger count

NEW PASSENGER TERMINAL BUILDING

8 million passengers per year capacity
With secondary access road, public plaza, and a transport terminal hub

Airside infrastructure component is 80% complete

Includes the conversion of a decommissioned runway to a taxiway, construction of an apron, and extension of taxiways and shoulders

FINANCIAL PERFORMANCE

Php608.25M	109	4,583
Gross sales of enterprise	Locators	Jobs generated

Highest job generator

Business Process Outsourcing (BPO) companies, specifically Concentrix and InterContinental Hotels Group, provided the most employment opportunities within John Hay Special Economic Zone (JHSEZ).

ISO 14001:2015 CERTIFICATION
Environment Management System

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

BCDA/JHMC LEASE AGREEMENT WITH FILINVEST CONSORTIUM

Despite the pandemic and its adverse impact on tourism, the BCDA and the JHMC awarded a 5,700-square-meter property at the heart of Camp John Hay in Baguio City to the Filinvest Consortium, led by the Filinvest Hospitality Corporation, a wholly owned subsidiary of the Filinvest Development Corporation.

The lease agreement will allow Filinvest to develop a new hotel with over 200 rooms, which will also strengthen the country's hospitality presence in Northern Luzon. The new building will be the first dual-brand property under the Grafik and Quest brands, and will be managed by Chroma Hospitality, Inc.

The transaction generated an advance lease of Php28 million.

CORPORATE SOCIAL RESPONSIBILITY PROJECTS

COVID-19 efforts
Allocation of a total budget of Php600,000 for the polymerase chain reaction (PCR) testing of 113 employees on a quarterly basis, at no cost to employees.

Flu and Pneumococcal vaccination
CIAC employees received their flu vaccination in July and pneumococcal vaccination in October 2020.

Lactation room for guests and employees
Breast pumps, milk storage bags, mini refrigerator, portable sink, hand sanitizer, and sterilizers are made available to nursing mothers reporting to work.

CORPORATE SOCIAL RESPONSIBILITY PROJECTS

- Donated 596 sacks of rice to the City Government of Baguio, the security and service providers, and the Baguio Health Emergency Response Team (BHERT).

- Supported the blended learning program of the Department of Education, through the Karunungan Project, by distributing school supplies and face masks in schools within and near the JHMC.

- In collaboration with the Soroptimist International, the JHMC distributed hygiene kits—which included face masks, face shields, bottles of alcohol, and hand soap—to the inmates of the Baguio City Jail, under the Health and Human Rights Linking Diversity Project.

PORO POINT FREEPORT ZONE

Managed by Poro Point Management Corporation



FINANCIAL PERFORMANCE

Php89.58M Total revenue **Php28.6M** Total net income

Locators

Thunderbird Pilipinas Hotels and Resorts, Inc., Leading Edge International Aviation Academy, Inc., Wallace Fuel Storage, Inc., Poro Point Agro-Industrial Development Company, Inc., Smart Communications, Inc., Poro Point Marine Enterprises Corporation, AAG International Center for Aviation Corp., Adeline's House of Food and Beverages, Atrium Travel and Tours, R Buffet (Airport and Baywalk), Soiltech Integrated Port Terminal Services, Inc., Philippine Airlines, Inc., and JS Union Oils and Trading, Inc.

1,586 jobs generated
531 jobs of the total jobs generated are employment opportunities from arrastre and stevedoring services

Business Development

Tourism Complex, Poro Point Baywalk with events center, Poro Point Baywalk commercial area, San Fernando Airport, San Fernando International Seaport



AIRCRAFT AND PASSENGER MOVEMENT

23,158 Aviation traffic generated	20 Aviation schools using the San Fernando Airport
62,782 Passenger traffic	9 Chartered flights/air taxis using the San Fernando Airport



CORPORATE SOCIAL RESPONSIBILITY PROJECTS

Health

Adoption of policy on the prevention and control of COVID-19 in the Poro Point Management Corporation.

Education and Environment

- 1) Collection of trash from the Poro Point Freeport Zone Main Gate
- 2) Coastal clean-up along San Fernando Bay
- 3) Participation in the "Takbo para sa Kalikasan"

- 4) Participated in the project management and proposal making for the Poro MPA Council
- 5) Brigada Eskwela and Oplan Balik Eskwela

BATAAN TECHNOLOGY PARK

Managed by Bases Conversion and Development Authority



365 hectares of rolling hills

Former Philippine Refugee Processing Center

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



UNIQUE OFFERINGS

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



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



CURRENT LOCATORS

- The Equinet Architectural and Engineering Support, Inc. operates in Camp Kanawan (formerly Atmanda Ecopark), where the Kai Lodge and Sage Leaf Hotel are located.
- Star 8 Green Technology Corporation
- Morong Power and Water Corporation
- Current locators occupy a total land area of 14 hectares.



QUICK FACTS

- Bataan Technology Park (BTP) is the main zone of the Morong Special Economic Zone.
- BTP is a histo-cultural destination.
- It is located 20 minutes away from Subic, and 2.5 hours away from Manila via the SCTEX.
- BTP is a potential retirement haven, corporate training center, and tourism center.
- It is an unmatched zone for environment-friendly small- and medium-scale industries.
- Its location is ideal for eco-tourism and light industrial zone with a national defense component.

CITIES *of* GROWTH

How does one build cities for the nation? The Bases Conversion and Development Authority (BCDA) has been exploring answers to this question for almost three decades, since its asset disposition program started in 1993. BCDA leads the transformation process of former military lands into districts of economic growth to fulfill its mandate of helping to strengthen the nation's armed forces while contributing to national development by building cities of growth.

Since May 1993 until end-2020, BCDA had already generated total gross proceeds of Php112.28 billion, surpassing by five percent the total gross disposition

proceeds from May 1993 to December 2019, amounting to Php106.64 billion. To date, remittances to the Bureau of the Treasury (BTr) has reached Php71.18 billion. Of the total gross proceeds amounting to Php112.28 billion, 44 percent, or Php49.19 billion, represents BCDA's contribution to the Armed Forces of the Philippines (AFP) – the major beneficiary of the asset disposition program. Under the administration of President Rodrigo Duterte, BCDA has contributed over Php17.8 billion to our military from disposition proceeds. This is as expected, since under the current administration, BCDA's revenues are higher compared to the previous administration's.





1 Bonifacio High Street's open air retail shops and restaurants at nighttime

2 Aerial view of the Mind Museum



3 Alab ng Puso on One Bonifacio High Street is a sculpture dedicated to the AFP

4 Araw+Ulap+Laro=Saya, an art installation by The Mighty Bhutens, depicts the elements needed by children

The CULTURAL HUB of FORT BONIFACIO

When people think of Bonifacio Global City (BGC), they come up with many words to describe it: progressive, inclusive, has lots of buildings, vibrant, laid out like a grid, artsy. All these would be correct. In fact, says Wilfredo Teodoro, Jr., COO of the Fort Bonifacio Development Corporation (FBDC), “BGC prides itself in being a fully master-planned city, and its completeness in offerings, with a thoughtfully zoned and balanced mix of residential, offices, retail centers, and institutional districts.”

As far as the name recall of BGC goes, the development (through the partnership of Ayala Land, Inc. and the Campos Group’s Evergreen Holdings, Inc.) could serve as Fort Bonifacio’s unofficial flag bearer. Managed by BCDA’s partner FBDC, BGC is a 240-hectare urban jungle dotted with open green spaces and wide pavements.

ARTS AND SCIENCES IN ITS CORE

With numerous multinationals holding offices in BGC, it is easy to consider it a premier center for business and finance. After all, it’s home to big companies such as Citi, Facebook, Unilever, P&G, Coca Cola, JP Morgan & Chase, Google, American Express, and the Philippine Stock Exchange, among others. One stroll through this walkable city, however, tells you that aside from being a financial district, BGC is also a dynamic platform for the arts and sciences, thanks to the Bonifacio Art Foundation, Inc. (BAFI).

A non-profit organization, BAFI has, since 2014, turned the urban landscape that is BGC into a veritable canvas for up-and-coming local and foreign artists. Murals and

BGC's sustainability

Transportation inclusivity and green buildings mark BGC's commitment to a sustainable legacy.



Bike network

A 13.5-kilometer stretch for bicycles and personal mobility devices (PMDs) launched in June 2020

Raised the number of bike and PMD daily users from 500 to 4,800



Moovr PH

The e-scooter and bike-sharing app picked BGC as its flagship location, with 16 stations.



Arthaland Century Pacific Tower and Arya Residences are both LEED- and BERDE-certified; i.e. they are as green as green buildings get.

The buildings' sustainability is measured by:



LEED: Leadership in Energy and Environmental Design



BERDE: Building for Ecologically Responsive Design Excellence

Sitting side by side with residential buildings are three of the landmarks BGC is most known for: St. Luke's Medical Center Global City; Megaworld Corporation's Forbes Town Center, with its residential towers and retail stores; and Bonifacio High Street, a shopping center sprawled across a main street. On its own, Bonifacio High Street can attract 156,000 in daily foot traffic, that is, until the pandemic struck.

installations on building walls, parks, even staircases depict scenes of human aspirations. Currently, there are 29 murals on the walls of various buildings in BGC and 19 art installations, with a growing database of Filipino artists.

The pandemic has not stopped BAFI from forging ahead with art. In mid-2020, they launched the theme "Rolling out a Better World" for public art that will be created during the pandemic and onward.

Under this theme is one of the newest murals called "What is Your Culture?" It was done in partnership with Yamaha Motor Philippines and is up on W building on 5th Avenue.

Under BAFI is also the performing arts with the BGC Arts Center as its centerpiece. Maybank Performing Arts Theater has staged many local and international productions, including Trumpets' *Joseph the Dreamer* and the off-Broadway comedy *Potted Potter*.

For science education, BAFI has the Mind Museum—multi-awarded, globally recognized, and responsible for awakening scientific curiosity in its visitors. Except during the pandemic, the Mind Museum normally receives 225,000 guests every year.

THE PANDEMIC CHALLENGE

FBDC has put in place practices to protect BGC's residents, office workers, and merchants from the effects of the pandemic: having curbside pick-ups and outdoor dining for restaurants, using public transport services as private shuttles for companies within BGC, starting the development of common underground conduits to let telecom companies build and expand infrastructure within BGC. On top of these, contact tracing and disinfection procedures have been in place since the start of the first enhanced community quarantine (ECQ).

A TOWNSHIP and a CITY

Between Fort Bonifacio's 32nd Street and Kalayaan Avenue lies its north district, a vibrant residential and commercial community that seamlessly mirrors BGC's dynamic culture. Under the expert hands of property giants Federal Land, Inc. and Megaworld Corporation, this unique neighborhood boasts of themed malls and residential towers, a luxurious 5-star hotel, and impressive office buildings. Certainly, Bonifacio North fits nicely with Fort Bonifacio's aim to be one of the Philippines' top lifestyle and business destinations.

FEDERAL LAND'S GRAND CENTRAL PARK

Developed in compliance with the master plan and intent of Bonifacio Estate Services Corporation, this 10-hectare master-planned community exudes New York City (NYC) vibes. The Park is patterned after diverse and efficient NYC, where everything is within walking distance of each other: home, office, dining, and entertainment.

In Grand Central Park, pedestrians and bicyclists have equal claim to the road. "This connectivity has become more valuable during this pandemic," says Federal Land President and COO Thomas F. Mirasol. "It makes it easy for residents to receive support from the community."

MEGAWORLD'S UPTOWN BONIFACIO TOWNSHIP

Several world-class establishments make up this part of Bonifacio North:



Grand Hyatt Manila, a 5-star hotel



The four-storey Mitsukoshi, the first Philippine flagship store of the biggest department store chain in Japan



Grand Hyatt Manila Residences



The Seasons Residences, infused with Japanese elements, still in construction, dubbed as the best residential high-rise development in the Philippines



1
Artist's render of BCDA's
AFP Tribute Building

2
Artist's render of Federal
Land's Grand Central Park



3
Exterior shot of the Uptown
Bonifacio Township



Bonifacio North's commitment to accessibility, safety, and progressive developments ensures that each of its buildings meets the community's needs. It is a sustainable district that thrives on extending good service to its residents, office workers, and tourists.

Across 15 hectares, Megaworld built a master-planned community aimed at maintaining the high standards it had set for its commercial and residential choices within Uptown Bonifacio. Megaworld's establishments certainly bring on the world-class vibes in its township: 1) Uptown Mall, Megaworld's flagship lifestyle destination; 2) Uptown Parade Mall, a high-end dining hub.

Flanking these are Megaworld's dynamic residential towers, all of which are currently in pre-selling status: 1) Uptown Arts Residence; 2) Uptown Parksuites; 3) Uptown Ritz Residence.

AFP TRIBUTE BUILDING

To honor the Armed Forces of the Philippines (AFP), BCDA's AFP Tribute building will be built on a 7,000-square-meter lot in Uptown Bonifacio. "Over half of that lot will be a park, and the rest will be for the building," says BCDA Executive Vice President and Chief Operating Officer Aileen An. R. Zosa. "There will be an AFP museum, too, in the building." Aside from the museum, the public can also access retail and office spaces in the Tribute building.

Exterior of the
Venice Grand
Canal Mall



SEAMLESS INTEGRATION

Over on the southside of Fort Bonifacio are more integrated townships, with commercial and lifestyle establishments standing side by side with government institutions. Bonifacio Capital District (or Bonifacio South) spreads across 160 hectares of businesses and residences jointly managed by BCDA and Megaworld Corporation.

People may not be entirely familiar with its official name, Bonifacio Capital District, but mention the two integrated townships in the district and their eyes will light up: Megaworld's flagship development, McKinley Hill, and the newer kid on the block, McKinley West.

McKinley Hill's self-sufficient community Several developments make McKinley Hill a self-sustaining neighborhood:

The Venice Grand Canal Mall, one of Megaworld's lifestyle malls, recreates the local version of Italy's tourist spots.

There are over 30 residential condominiums in McKinley Hill. Combined, they offer 4,000 apartment units. Three of the most notable residential communities are:

- Venice Luxury Residences**
2,041 units spread across 7 towers
- Tuscany Private Estates**
7 clusters sprawled over 15 hectares
- St. Mark Residences**
the newest, to be completed in 2020, with 23 storeys

The office buildings cater to companies in customer service, information technology, data encoding, and conversion and software development, as well as Business Process Outsourcing firms.

- 8 Campus Place
- Two World Square
- One Campus Place
- World Finance Plaza
- McKinley Hill Cyberpark

Schools are world-class and cater mainly to McKinley Hills' large international community

- Chinese International School
- Korean International School
- Enderun Colleges

McKinley Hill Stadium stretches over 15,000 square meters, and can hold up to 1,750 guests

Embassies in McKinley Hill

- The United Kingdom
- Italy
- South Korea
- The United Arab Emirates

McKinley West

Just across McKinley Hill is the 34.5-hectare McKinley West, Megaworld’s modern and smart office and residential community that is currently in the completion stage.

To push for sustainability and an environment-friendly approach, McKinley West is being outfitted with bike lanes.

It’s also shaping up to represent Megaworld’s impressive portfolio for office spaces integrated with residential estates. Among its eight additional office towers are campus-type buildings: One, Two, Three West Campus; Five, Six, and Eight West Campus; and the 18-storey Ten West Campus. Still being developed for Php3 billion is the 17-storey, 48,000-sqm building to house

the regional corporate headquarters of FactSet, a US-based financial research solutions firm.

The residences
Residential estates are a big part of McKinley West

St. Moritz Private Estates
with 162 units

The Albany Yorkshire Villa
with 64 units, for completion in 2023

Park McKinley West
with 3 towers, and turnover starting in 2022

Bonifacio Capital District’s newest residents

Perhaps the biggest move about to happen in Bonifacio Capital District involves the Philippine Senate and the Supreme Court. “We’re already setting up the institutional mechanisms to construct the Senate building,” says BCDA Executive Vice President Aileen Zosa. “We hope to shape it up to be like the Capitol Building in Washington D.C.” The project broke ground in 2019 and the

concrete pouring began in February 2020.

Rising at Fort Bonifacio, after 20 years on the drawing board, is the new building of the Philippine Senate. This will be located on an 18,320-square-meter lot at the Navy Village area. Valued at Php1.8 billion, the new Senate home will have four green towers, consistent with the vision of giving the Senate a world-class and environment-friendly institutional building—the first in the Philippines.

Similarly, the Supreme Court of the Philippines is about to get its own home. In 2018, the Supreme Court paid Php1.04 billion for a 21,463-square-meter property at the former location of the Philippine Army Security Escort Group. The compound will have a nine-storey office building, with an adjacent six-storey building for parking.

Bonifacio South Pointe

The Php10 billion Bonifacio South Pointe—a 33-hectare mixed-use development and joint venture between BCDA and SM Prime Holdings., Inc. (SMPHI)—is meant to further boost economic activity in the area. The final design is slated for approval and construction is scheduled in 2020.

Bonifacio East

Fort Bonifacio’s green expansion continues into Bonifacio

“The highest standards of health protocols are aligned with our vision of Fort Bonifacio as sustainable and environment-friendly.”

Aileen An. R. Zosa
BCDA Executive Vice President and Chief Operating Officer

East, a 60-hectare piece of property along C-5 Road. It’s a joint development by BCDA, the National Housing Authority (NHA), and Primelux Holdings Development, Inc. (PHDI). BCDA and the NHA’s role is to grant the rights to develop in the project sites; PHDI will provide the minimum investment of Php137 billion.

Just like the other districts in Fort Bonifacio, Bonifacio East will be a mix of institutional, commercial, and residential areas; except that this one will use a socialized housing concept.



- 1 The Albany, a residential estate in McKinley West
- 2 Artist’s render of the new Senate building at the Bonifacio Capital District
- 3 Artist’s render of the new Supreme Court complex at the Bonifacio Capital District

Accessibility is key

As properties within Fort Bonifacio are being developed simultaneously, plans are being made to make these townships and cities within cities even more accessible, further raising property values.

“A total of five major stations are being built, are at least in the planning stages for Fort Bonifacio,” says Zosa. Three of these stations are for the Metro Manila Subway; two are for the Manila-Clark Railway.

The fact that, currently, development and construction

of these stations remain largely under the mercy of the pandemic does not daunt BCDA and its partners.

“I actually see it as a golden opportunity,” says Zosa. “This raises the standards of the buildings and the services that will be provided in each township. Because at the end of the day, we don’t want our properties to be developed merely for profit-taking or revenue generation. What we want is sustainable development.”

In that way, the pandemic is actually proving to be a blessing to BCDA rather than a curse.





Filipino PRIDE

A joint venture between BCDA and Megaworld, Newport City (formerly part of Villamor Air Base) is fully integrated with residential condominiums, prime office spaces, and 24/7 entertainment. It's in the perfect location to offer all these since Newport City is just across the street from Terminal 3 of the Ninoy Aquino International Airport (NAIA).

A SMORGASBORD OF ADDRESSES

Buoying Newport City's reputation as a world-class tourist destination is Resorts World Manila, the country's first integrated resort and 24/7 leisure place. It houses the 1,000-seater Newport Performing Arts Theater.

You can find residential addresses in this township, too. There's 81 Newport Boulevard, 101 Newport Boulevard, 150 Newport Boulevard, Palmtree Villas 1 & 2, and The Residential Resort.

For tourists and "staycationers," Newport City has eight hotel brands to pick from. There's the Maxims Hotel, Manila Marriott Hotel, Hilton Manila, Belmont Hotel, Savoy Hotel Manila, Holiday Inn Express, and the newest two: Hotel Okura Manila and Sheraton Manila Hotel.

IMPLEMENTING COVID-19 SAFETY PROTOCOLS

Each public establishment in Newport City responded to the pandemic with the

1

Megaworld's high-end Newport Mall

2

Exterior shot of Newport City's Sheraton Manila Hotel

3

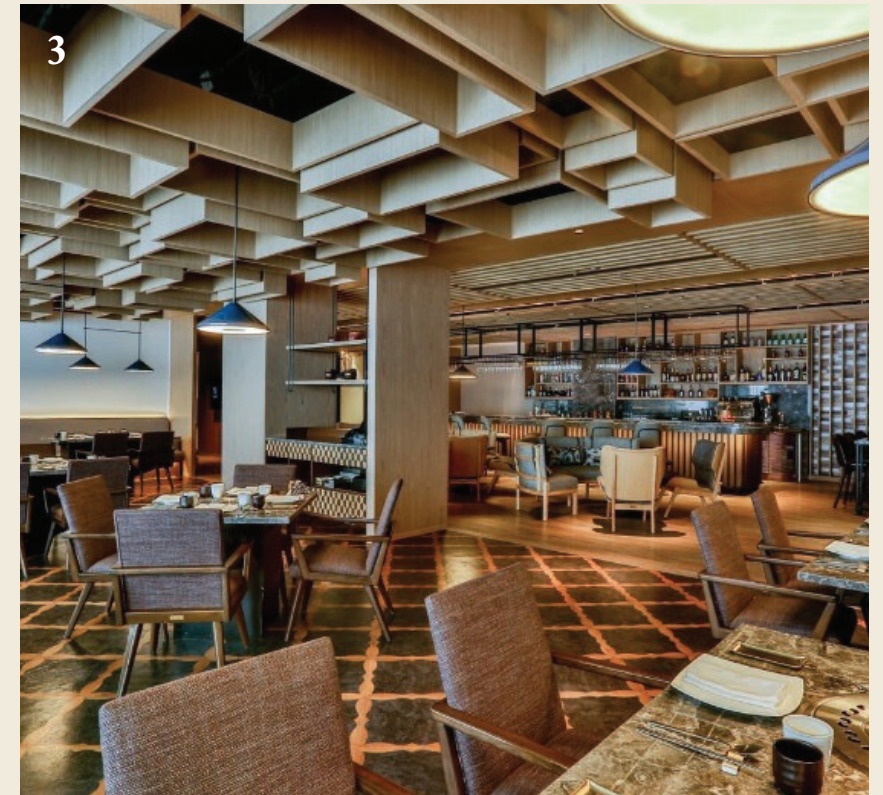
Oori—Sheraton's sophisticated Korean barbecue restaurant

implementation of strict safety measures: 1) Manila Marriott Hotel installed electrostatic sprayers; 2) Hilton Manila implemented contactless arrival processes; 3) Belmont Manila and Savoy Manila are extending their cleaning and maintenance practices to cover all the amenities, including employee work spaces; 4) Sheraton Manila launched touchless technology for check-ins, dining menus, even reading newspapers. As a multiple-use hotel (catering to tourists and quarantined guests) the hotel also used one-shot keys for their guests in quarantine.

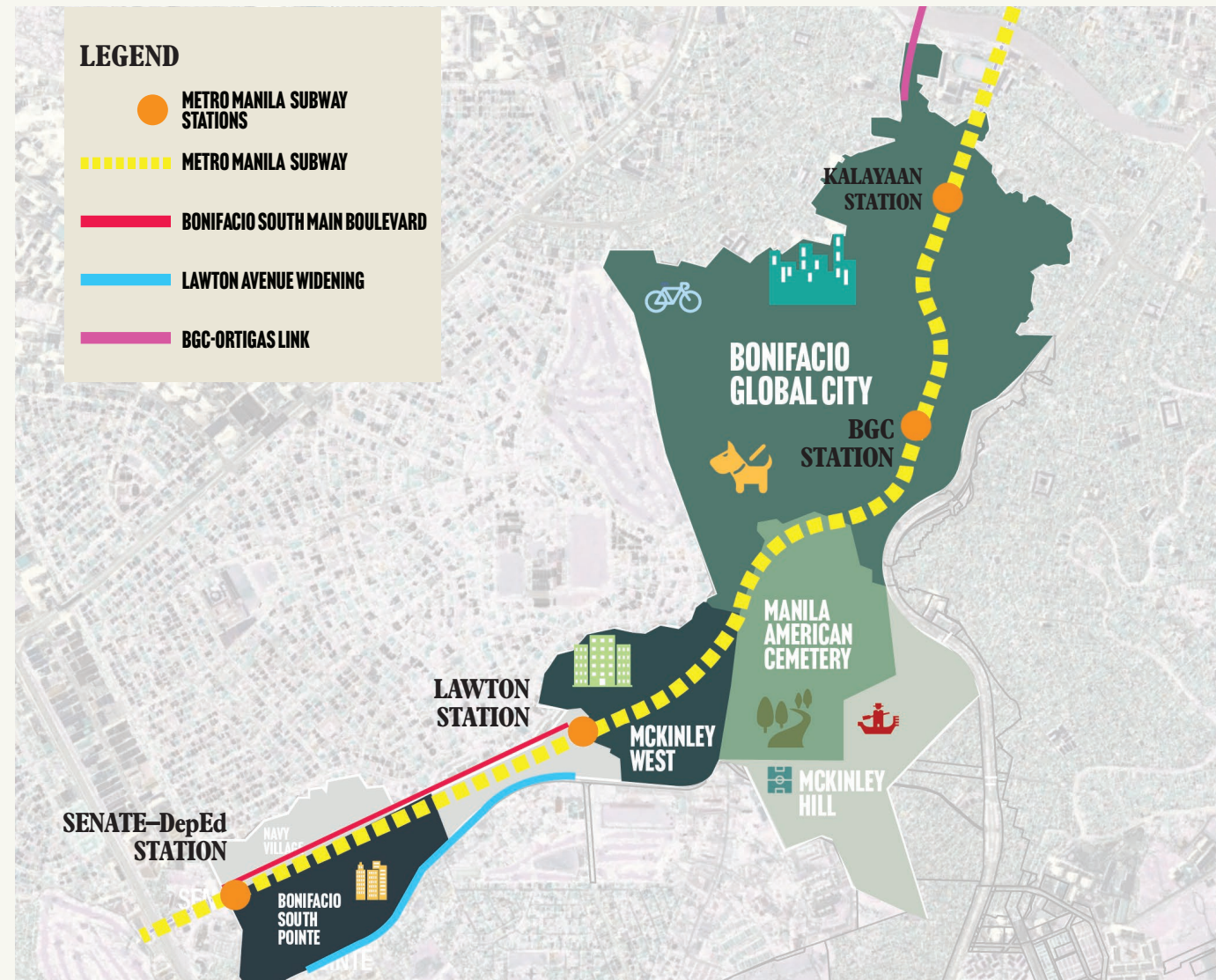
A SHOWCASE OF FILIPINO HOSPITALITY

Although Newport City is home to numerous international brands, there is no doubt that underneath it all is the ubiquitous Filipino spirit of hospitality and pride. In fact, Sheraton Manila Hotel would be the first to volunteer its Pinoy pride. It's the first international hotel brand with a female general manager, Anna Liza Vergara, and a Filipino executive chef, Francisco Santiago.

What better way to bolster BCDA's commitment to the Filipino than to show the world that Filipinos are indeed world-class?



ON THE ROAD TO BCDA DEVELOPMENTS



In any integrated real estate development project, accessibility and infrastructure support are vital. After all, what good are your office buildings, residential towers, airports, entertainment complexes, and commercial establishments if people can't get to them?

Accessibility has been top-of-mind for the Department of Transportation (DOTr) and the Department of Public Works and Highways (DPWH) in recent years. And the direct impact on BCDA properties is immense.

METRO MANILA SUBWAY

The Metro Manila Subway spans 25.3 kilometers from Quezon City to Pasay City, transecting seven local governments, providing transportation into and out of three business districts in the National Capital Region, and cutting travel time from Quezon City to Terminal 3 in Pasay City down to 30 minutes. A joint venture between the Philippine and Japanese governments through the Japan International Cooperation Agency (JICA), it broke ground in February 2019, with a design that can accommodate 1.5 million passengers daily once it is fully operational.

Stretching from Valenzuela City to Bicutan, the subway system will have 17 stations. Four of these will be in Fort Bonifacio: two in BGC (Kalayaan and Market! Market!) and two in Bonifacio Capital District (Lawton East

and the Senate Complex). All stations will be completely operational by 2025.

BGC-ORTIGAS ROAD LINK

The Kalayaan Bridge (originally the Santa Monica-Lawton Bridge) is scheduled to open in 2021. This 440-meter, four-lane bridge is a key component in the construction of the Php5.72 billion BGC-Ortigas Center Road Link, aimed at reducing travel time between Bonifacio Global City, Pasig City, and Mandaluyong City to 12 minutes.

In addition to Kalayaan Bridge, constructing the Link also involves the widening of a 362-meter road segment on Brixton Street from Reliance to Fairlane Streets in Mandaluyong City. Simultaneously, a 565-meter viaduct is being constructed to traverse along Lawton Avenue, cross Kalayaan Avenue, and end up at the

8th Avenue entrance of BGC. Completion date is scheduled for the third quarter of 2021.

LAWTON AVENUE WIDENING

By end-2021, the 3.1-kilometer Lawton Avenue (officially Nichols Field Road) widening project is slated to be completed. From a four-lane, two-way road, Lawton Avenue will have become a six-lane highway by the time the widening is done. It will follow part of the old Nichols route that runs from the SLEX/Skyway interchange to 5th Avenue in BGC on to the Manila American Cemetery.

BONIFACIO SOUTH MAIN BOULEVARD

Bonifacio Capital District's several access points will get significantly decongested once Bonifacio South Main Boulevard (with bike lanes on either side and a linear park along the Boulevard), located in Bonifacio Capital District, is completed. Target opening is set in January 2022. Both Bonifacio South Main Boulevard and Lawton Avenue, once widened, will provide alternate routes between NAIA and Bonifacio Global City.

At Fort Bonifacio, all roads lead to a greener, more sustainable future.

GREAT PARTNERSHIPS ARE BUILT ON SHARED VISIONS

To continue our commitment of helping strengthen the Armed Forces of the Philippines and to promote national development, we at the Bases Conversion and Development Authority will always look for ways to transform former military bases and properties into premier centers of economic growth with the help of our private sector partners.”

This was Bases Conversion and Development Authority (BCDA) President and CEO Vivencio B. Dizon’s statement in relation to the COVID-19 pandemic’s impact on BCDA’s mandate to help strengthen the AFP’s capabilities through modernization. Dizon stressed that BCDA will double its efforts to raise much-needed revenue for the government in the midst of the financial debacle posed by the crisis.

IN SUPPORT OF THE PH NAVY AND MARINE CORPS

The headquarters of the Philippine Marine Corps (PMC), currently located in Fort Bonifacio, is a part of a bustling section of the metropolis, alive with commercial and business establishments. For a contingent like the PMC, the congested metropolis may not facilitate quick response and fast deployment when the situation calls for it.

For this reason, the forthcoming move of PMC to its future home in Morong, Bataan is a welcome development for the naval infantry forces. Lt. Col. Charlie A. Domingo, Jr. of the Philippine Marines said, “We will be much more responsive if our headquarters are based there because of the area’s proximity to Subic and Clark; it will be

“By building modern cities in partnership with the private sector, we strive to continuously raise more funds for the modernization of the AFP, and to provide for the welfare of our troops and the entire nation, especially in this difficult period.”

Vivencio B. Dizon
BCDA President and CEO



1

Artist's render of the Army's SSC/DACC building

2

Artist's render of the Philippine Air Force Clubhouse in New Clark City



The location he is referring to is the 100-hectare land in Bataan Technology Park, which is now being developed by the BCDA to house PMC's future headquarters, premium office buildings, modern billeting and community facilities, officers' clubhouse, and historical monuments. As such, it will benefit the entire Corps composed of almost 9,000 marines, plus their dependents. The office structures, student barracks, and a school will be constructed at the Marine Base Gregorio Lim in Ternate, Cavite.

Lt. Col. Domingo is likewise looking forward to the development of the Bonifacio Naval Station (BNS) Lot 1, a Php8.6-billion project that is meant to benefit our forces from both the Marines and the Philippine Navy by providing them with adequate housing facilities.

The new Navy facilities at the BNS will include the residences of the flag officer-in-command, the vice commander, and the chief

of Naval Staff; the 10-storey senior officers' quarters; and the 10-storey married officers' quarters. The community facilities include the Manila Naval Hospital, the Naval Information and Communication Technology Center, officers' clubhouse, a gym, a tennis court, a chapel, and a mortuary.

For the Marines, the 136-capacity, five-storey officers quarters; the 176-capacity, five-storey enlisted personnel quarters; liaison offices; and satellite offices will be among the facilities to be replicated at the Bonifacio Naval Station.

"BCDA provides continuing support for those affected by the ongoing constructions; there are alternate facilities or temporary replication areas like the Senior Officers Village in BNS," Lt. Col. Domingo said.

ASCOM AND SSC/DACC: BUILDING MODERN ARMY FACILITIES

The facilities of the Army Support Command (ASCOM) are being replicated and relocated to Camp Servillano Aquino in barangay San Miguel, Tarlac City. The facilities are currently located at the Bonifacio South Pointe in Fort Bonifacio, Taguig. Because of the efforts of BCDA and the Department of National Defense (DND), ASCOM will soon be housed within a 29.8-hectare property in Camp Aquino.

The Php1.5-billion development spans four phases (one-time bidding and construction) and includes the establishment of 44 structures: offices, multiple headquarters facilities, quarters for officers and enlisted personnel, warehouses,



classrooms, transportation and maintenance battalion areas, recreational areas, among others. Contracts for civil works, construction, management, and supervision were awarded in December 2020. The project is expected to be finished by July 2022.

The civil works of the Special and Technical Staff Building for Special Services Center (SSC) and Division Administration Command Center (DACC) at Fort Bonifacio, Taguig City is ongoing and is expected to be finished by 2022. It entails the construction of a five-storey building and the site development of a 3,080-square-meter area. The building will feature a lower ground parking area, a roof deck, a helipad, and a bridge connected to the PA Headquarters.

BETTER FACILITIES FOR THE PHILIPPINE AIR FORCE (PAF)

In August 2019, BCDA and the DND signed a memorandum of agreement (MOA) to formalize the agreement to relocate and functionally replicate the Philippine Air Force's facilities and utilities located within the Clark Freeport Zone.

Preparations are underway for the relocation of PAF's community and housing facilities within a 65-hectare area in New Clark City. The project, which entails site development and construction works, costs Php3 billion. The detailed architectural and engineering design (DAED) for the housing facilities is already finished.

Dizon said that the new location would be favorable for the airmen. "From the PAF housing, you can go to New Clark City in 10 to 15 minutes,

and to Clark International Airport in 10 to 15 minutes using an access road. Works are ongoing for a 20-kilometer access road... From SCTEX (Subic-Clark-Tarlac Expressway), it will only take you less than 30 minutes to get to New Clark City. We made sure the PAF housing site will be accessible via the major thoroughfares," he said.

In addition, BCDA is also in the process of preparing the DAED of the PAF's operational facilities, which will be relocated within a 146-hectare area at the OMNI Aviation Complex, south of the Clark International Airport. The project involves the preparation of a site development plan for the relocation site within the OMNI area; a detailed engineering design for the roads, with drainage systems

1

Artist's render of the Philippine Navy Clubhouse



2

Artist's render of the Manila Naval Hospital



and utilities of the site; and the DAED of respective structures, facilities, and utilities, among others. The cost of this project component is Php119 million. The tender for the construction works is expected in 2022, with a budget of Php7 billion.

Additionally, the construction of the PAF Steel Parking Area is ongoing. This involves building a three-level steel car park and the rerouting of power lines in Villamor Air Base. The Php69.14-million project will commence in 2021.

NUMBERS DON'T LIE

One of BCDA's top priorities

under its mandate is to help modernize the Armed Forces of the Philippines (AFP). In 2020, BCDA generated record-high contributions to the AFP and committed itself to build better facilities for our troops.

From the start of the conversion program in 1993 up to 2020, the AFP's share in BCDA's disposition proceeds reached Php49.19 billion, representing 44 percent of the total Php112.28 billion. BCDA also remits proceeds from the disposition program to the Bureau of the Treasury (BTr). The AFP share is further broken down into two parts: Php38.07 billion for the AFP

modernization program, and Php11.12 billion for the replication of military facilities. Upon remittance, the Department of Budget and Management (DBM) releases the respective shares to beneficiary agencies, as mandated under the law, based on the budget execution guidelines and the approved fiscal programs of the government.

Within only four years of the Duterte administration, BCDA has contributed Php17.81 billion to the AFP Modernization Program—higher than the remittance of the six-year Aquino administration at Php13 billion.

The contribution is also comparable to the combined remittances of previous administrations since 1993, amounting to Php18.38 billion.

MODERN DESIGN, BETTER TECHNOLOGY FOR REPLICATION PROJECTS

BCDA builds better facilities for the AFP by relocating and replicating military structures affected by the modernization program. Functional replication involves the re-creation and improvement of project-affected facilities, maintaining their specific purpose while employing modern design, technology, and materials that are currently used in the market. These high-quality, modern facilities are turned over to the military in ready-to-use conditions. To date, BCDA has already contributed over Php11.12 billion in replication projects,

comprising of cash remittances to the Bureau of the Treasury and Philippine Air Force (PAF) in the amount of Php8.4 billion and replicated military facilities of Php2.7 billion for the housing and support facilities that benefit all three services of the AFP namely, the Philippine Army (PA), the PAF, and the Philippine Navy (PN).

Dizon believes that greater effort is necessary during this challenging time. He said, "Our mandate to strengthen the capabilities of the AFP transcends all threats. By building modern cities in partnership with the private sector, we strive to continuously raise more funds for the modernization of the AFP, and to provide for the welfare of our troops and the entire nation, especially in this difficult period."


BREAKDOWN OF BCDA'S REPLICATION INITIATIVES

Grand total of replication projects and cash remittances


 **Php11.12B**

Breakdown of Total Cash Remitted

 **Php8.43B**

 **Php300M**
Cash remitted to AFP per MOA dated December 8, 1994

 **Php7.95B**
Military Replication Budget (cash remitted to the BTr)

 **Php180M**
PAF Military Facilities (cash remitted to the PAF)

Php46M Temporary Relocation of 410th Maintenance Wing and 420th Supply Wing to Clark

Php89M Replication of the Presidential Hangars

Php45M Relocation of the Air Force Research and Development Center and the 355th Aviation Engineering Wing

Breakdown of Replication of Military Facilities

 **Php2.68B**

- **Php828M** PA Officer's Quarters
- **Php254M** PA Hospital
- **Php162M** Villamor Apron/Taxiway
- **Php23M** PAF K-9 Units (Camp Aquino)
- **Php700M** AFP Housing Facilities (JUSMAG)
- **Php628M** PAF Military Facilities (VAB)
- **Php89M** PAF Villamor Driving Range (VAB)

CORPORATE SOCIAL RESPONSIBILITY

Sharing, Giving, and Keeping Hope Alive

The Bases Conversion and Development Authority (BCDA) is committed to improving the quality of life of its stakeholders. It is also mandated to help strengthen the country's armed forces – its replication activities for the Armed Forces of the Philippines (AFP) is the organization's biggest corporate social responsibility (CSR) project for 2020.

For this year, BCDA poured more than Php4.3 million into outreach projects for military frontliners; project affected families in Rodriguez, Rizal;

and COVID-affected BCDA employees. The revolving fund for wounded soldiers was also put to good use to assist a soldier who was injured while on duty in Jolo, Sulu.

In 2020, BCDA also rose to the challenges brought about by the spread of the COVID-19 virus. The organization found ways to help the military frontliners amidst the pandemic, while enabling affected communities and employees to cope with the adversity. Here then are the CSR projects that BCDA carried out in 2020.



In responding to the needs of its stakeholders, BCDA is guided by the following CSR philosophy:

"We at BCDA are committed to fulfill our mandates to our stakeholders by improving the quality of life of, and giving dignity to, our workforce, our families, and the communities that we develop through the conversion of former military bases and other properties into premier sustainable centers of economic growth."

Protecting the channels of blessing

Because of the pandemic, frontliner troops will not be able to continue their work if they do not have proper protective supplies. BCDA donated 1,000 hygiene kits worth more than Php900,000 to our military frontliners. The kits contain face masks, face shields, and alcohol.

Lt. Col. Celeste Frank Sayson, group commander of the 7th Civil Relations Group of the Civil Relations Service of the Armed Forces of the Philippines said, “With this donation, BCDA was able to protect the vessels and channels of blessings—since we are the ones entering communities in lockdown to deliver food packs and health kits; you are making a difference in protecting frontliners, especially the armed forces.”

Helping our heroes

From a 2017 initiative to help soldiers injured in the Marawi Siege, BCDA—in partnership with the AFP, DND, and St. Luke’s Medical Center (SLMC)—continued the effort to be able to fund the treatments of injured members of the AFP who can no longer be given appropriate medical remedies in government and military hospitals. Sgt. Michael Rosarito received aid after sustaining injuries

while on a mission in Jolo, Sulu. He said, “I am grateful to BCDA, my family is especially grateful to you. I am thankful that I was treated, by God’s grace.”

New dental equipment for the new normal

Around Php600,000 worth of dental equipment was donated to the 1301st Dental Dispensary, Headquarters and Headquarters Support Group (HHSG) of the Philippine Army (PA). The equipment enabled the unit to cope with the “new normal” practice in dentistry, and to remain fully operational during the COVID-19 pandemic. The equipment included air filter machines, dental aerosol vacuum machines, dental aerosol isolation boxes, UV lamps, and misting machines.

HHSG’s Commander Col. Rosalio G. Pompa expressed thanks to BCDA for the donation, saying, “We are fortunate to have proactive partners in government such as the BCDA who continuously support and recognize our service through their corporate social responsibility program. The dental equipment will boost our operations and help us maintain a safe and COVID-free environment both for our personnel and patients.”

Pamaskong Handog 2020

To recognize and give importance to the efforts of our heroes during the pandemic, BCDA partnered with the Army, Navy, Marines, and the Air Force to donate a total of 1,500 food packs for the soldiers. The gift-giving activity stemmed from the “Pamaskong Handog” program organized by the PA-Civil Military Operations Regiment for army troops who live away from their families as they perform their duty to the country.

Protective equipment for relief operations in Taal

BCDA donated almost Php1 million worth of personal protective equipment (PPE) and drinking water to the Philippine Air Force-Air, Education, Training and Doctrine Command (AETDC) based in Fernando Air Base, Lipa City, Batangas. The PPEs, consisting of N95 masks and protective goggles, helped protect our soldiers during their rescue and relief operations in the Taal area after the volcano erupted in January.

Supporting the typhoon victims

BCDA provided food and health supplies to around 70 families in Rodriguez, Rizal



1

Military frontliners receive 1,000 hygiene kits from BCDA

2

The Aeta community accepts construction materials for their Tribal Hall

3

BCDA procures new dental equipment for the 1301st Dental Dispensary of the Philippine Army

4

BCDA donates PPEs and drinking water to the PAF AETDC to protect the soldiers during their relief operations in Taal



who were affected by typhoon Ulysses in November. In March 2020, BCDA conducted an outreach activity at the height of the enhanced community quarantine (ECQ). The aid was valued at over Php600,000.

Helping our Aeta community

In commemoration of the National Indigenous Peoples Month, BCDA donated construction materials to

the Aeta community located in Sitio Baguingan, Brgy. Sto. Niño, Bamban, Tarlac City. The construction materials will be used to renovate the Tribal Hall. Also, in response to a Facebook post by teacher Gennie Panguelo, an Aeta teacher at Sitio Tarukan Elementary School in Capas, Tarlac, the New Clark City Community Relations-Road Right of Way (ComRel-RROW) distributed hygiene

kits and school supplies to students who were greatly affected by the pandemic.

Extending assistance to BCDA’s very own

BCDA also helped the families of employees who were affected by COVID-19. Food and relief packs were delivered to the homes of BCDA workers who were in isolation or in a medical facility for treatment. Workers from the Manila and Clark offices of BCDA were able to benefit from the program.



BCDA One Common Consciousness: Setting the Strategic Direction and Policy in Building and Nurturing BCDA's Gender-Sensitive Organizational Culture of Excellence (2020)

CORPORATE GOVERNANCE

The Bases Conversion and Development Authority (BCDA) is committed to good governance, while pursuing its mandate to transform former military bases and properties into centers of economic growth, for the benefit of the country, the Armed Forces, and other government agencies.

GOVERNANCE FRAMEWORK

BCDA adopts the Governance Commission for Government-owned or -controlled Corporations (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 (the Board) sets policies to guide the Management in carrying out its duties and responsibilities with integrity and transparency. This affirms BCDA's full compliance with the Code of Corporate Governance. In addition, the BCDA Manual of Corporate Governance (the Manual) 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 09, 2014, through Board Resolution No. 2014-07-115, aims to steer the organization towards excellence and competitiveness, both locally and globally. In addition, it aims to enable BCDA to become a valuable partner of the government in national development.

The Manual promotes and pursues corporate governance reforms, including the stricter 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. It also provides a structure through which the corporation's objectives are set, and the means to achieve these objectives.

The BCDA Board of Directors recognizes the importance and the benefits of regular evaluation of the processes involved in its governance. In 2020, the Board conducted self-assessments to evaluate its performance, and the performance of the Board Committees and the Members of the Board. The Board Committees answered a self-assessment question-

naire, which took into account the following criteria: leadership, roles and responsibilities, independence, stewardship, reporting, and disclosure.

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

BCDA Code of Conduct was approved by the Board in 2015. Through Office Order No. 004, as described in Section 5.2, members of BCDA Board, officers, personnel, project employees, consultants, and contractual employees working for the BCDA are directed to strictly observe the provisions of BCDA Code of Conduct, beginning in 2016. The code of conduct, 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

The Whistleblowing Policy promotes 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 Board, the Management, and the employees, which 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 government.

c. No Gift Policy

The No Gift Policy adheres to the highest form of ethical standards, and compels BCDA to demonstrate fairness, professionalism, and excellence in delivering 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 orienta-

tion program, conducted by the Human Resource Management Department (HRMD).

2. Compliance with Principles on Sustainable Development

BCDA always considers sustainability in its projects, especially those that involve major infrastructure—while promoting safety, creativity, efficiency, and innovation.

Sustainability is the foremost consideration in the ongoing development of BCDA's flagship project, New Clark City (NCC), 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 and activities 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 agreement will be determined by the most efficient and financially viable arrangement between BCDA and its JV partners. These guidelines and procedures 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.

Every development project must have an approved master plan and design standards—all of which will serve as guides during project implementation. The master plans and design standards will also ensure that land development is optimized.

The master plans and design guidelines follow relevant laws and regulations, such as RA No. 6541 or the National Building

Code of the Philippines. They also follow directives from the Department of Environment and Natural Resources (DENR) and the Civil Aviation Authority of the Philippines (CAAP).

b. Corporate Social Responsibility

The community outreach activities are guided by BCDA's corporate social responsibility (CSR) philosophy: "We at BCDA are committed to fulfill our mandates to our stakeholders by improving the quality of life of, and giving dignity to, our workforce, our families, and the communities that we 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 CSR philosophy, which identifies five major stakeholders: the Armed Forces of the Philippines (AFP), the project-affected communities, the internal organization, the environment, and the victims of natural calamities.

INSTITUTIONAL MECHANISMS

To ensure compliance with the principles of good governance, the Board created committees to support them, and to help them perform their functions.

The following are the BCDA Board Committees:

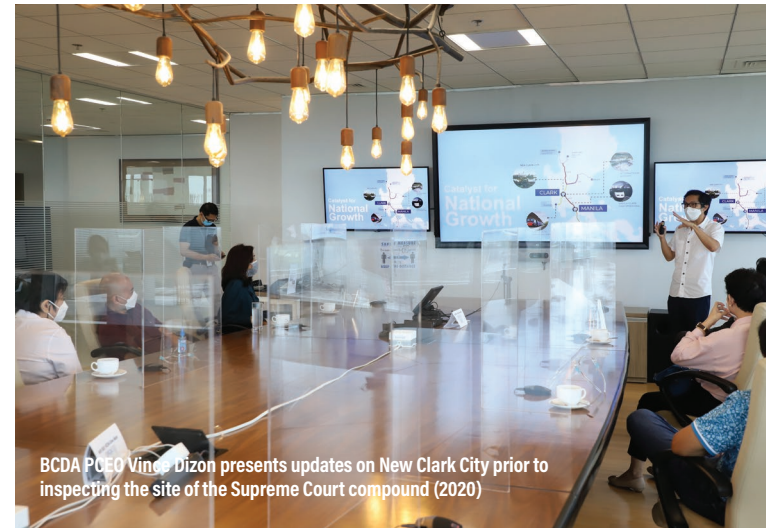
- **Organization Development Committee**
- **Audit and Corporate Governance Committee**
- **Risk Management, Legal and External Relations Committee**
- **Finance and Investments Committee**
- **Business Development Committee**

1. Audit and Corporate Governance Committee

The Board Audit and Corporate Governance Committee (BACGC) ensures that the internal auditors have free and full access to property records, and personnel files—all of which will be used during internal audit. The committee must also ensure that internal audit activities are free from interference.

For the past year, the BACGC reviewed the following audit reports: performance of the Poro Point Management Corporation (PPMC), the Uptown Bonifacio Project, and other BCDA affiliates. Likewise, the committee reviewed and approved the 2021 Annual Audit Plan of the BCDA Internal Audit Services Department (IASD).

The committee recommended to the Board several solutions that would address the audit findings. They also ensured that the solutions, which the Board had agreed on, were promptly acted upon by the Management. Further, the committee ensured that the IASD reviewed the periodic financial statements. The committee focused



BCDA PCEO Vince Dizon presents updates on New Clark City prior to inspecting the site of the Supreme Court compound (2020)

on the propriety of changes in accounting policies and practices, and significant adjustments resulting from the audit. They also checked the financial reports' compliance with both internal financial management policies and pertinent accounting standards, including regulatory requirements. The committee also ensured that the IASD 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. To date, BCDA is ISO 9001:2015

certified, for the provision of conversion and development services, real estate management, and engineering for land and assets under its jurisdiction and control. This was conferred by third-party auditor TÜV Rheinland Philippines.

The ISO 9001:2015 is an internationally accepted standard for quality management and compliance with customer and regulatory requirements.

The certification has contributed to BCDA's improved responsiveness to its stakeholders and compliance with world-class standards in customer service.

2. Risk Management System

The Risk Management, Legal and External Relations Committee reviews and evaluates legal strategies, risk management measures, and public affairs issues to ensure that risks are identified and are addressed immediately and accordingly.

The Committee undertook the following in the past year:

- 1) reviewed and recommended for Board approval the legal strategies on various cases filed 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;
- 5) reviewed and evaluated public affairs issues affecting BCDA activities, programs and projects, as identified and presented by Management. Further, the Committee reviewed and evaluated the measures recommended by Management to address such issues for consideration of the Board.

To ensure that risk factors encountered by the organization are adequately identified, accurately assessed, and prioritized, BCDA developed the 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.

For CY 2020, the most apparent risk source was the COVID-19 pandemic. This disrupted how business operations were conducted. This prompted BCDA to mitigate this risk through the Bounce Back Better (BBB) Plan. During the preparation of the BBB Plan, BCDA identified strategies that capitalize on its strengths and resources and enable BCDA to thrive despite the pandemic. These strategies are seen to mitigate the effects of the pandemic on BCDA as it gradually transitions to and navigates the new normal. The Committee reviewed and evaluated the strategies and measures recommended by Management to address such issues for consideration of the Board.

3. Finance and Investments Committee

The Board Finance and Investments Committee (BFIC) reviews the financial feasibility of the disposition of BCDA properties through sale, lease, or joint venture agreement, as endorsed by



the Business Development Department (BDD).

The committee identifies issues, provides guidance, and proposes solutions, as well as formulates policies and guidelines for the annual and supplemental budgets of BCDA and its subsidiaries, for the Board's approval. It is responsible for the oversight of the fiscal management of the BCDA resources, and of the BCDA subsidiaries and affiliates. It also reviews the proposed budget plans and the financial performance of BCDA's subsidiaries and affiliates. The committee also provides guidance on investment of corporate funds, and reviews the profitability of investments.

4. Business Development Committee

The Board Business Development Committee (BBDC) reviews the strategies and policies that affect the investment

climate, and the marketing and after-sales service programs of BCDA. It conducts a periodic review and validation of business development data, to determine if the assets are viable for disposition. It also validates and reviews the Comprehensive Integrated Master Development Plan (CIMDP) of BCDA properties, to determine how suitable they are for the current real estate trends.

The committee also maximizes the benefits from the disposition and/or development of land and other assets, by formulating a sound and strategic business management framework.

5. Continuing Education

As key decision makers, the members of the Board further enhance their knowledge and skill sets by attending capacity building and training activities. These activities are deemed

necessary for them to fully understand and embody the principles of good governance.

BCDA organizes and funds the seminars and training sessions. The members of the Board are also required to keep themselves updated on the current laws, rules, and regulations that are pertinent to BCDA.

In 2020, the members of the Board attended the following training programs: a webinar called, "Risk Management in the Age of COVID-19;" a Pilipinas Conference 2020 event called, "Rebooting the Economy Post-Pandemic: Cushioning the Long Emergency;" a Pilipinas Conference 2020 event called, "Towards Green Economic Recovery: Designing Climate Resilient and Sustainable Communities;" an Ayala-University of the Philippines School of Economics (UPSE) webinar called, "Impact of the National Land Use Plan: Getting the Act Together;" and an online course on professional directors program.

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 having its own People's FOI Manual.

FOI supports the constitutional right of the Filipino people to access information that is of public concern. The public may request for 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 2020, the members of the Board conducted a self-assessment to evaluate the performance of the Board as a whole and that of the Board Committees. The members of the Board and the Board Committees answered a self-assessment questionnaire, which took into account 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 board meetings demon-

strated the Board's commitment to devote sufficient time and attention to their duties and responsibilities.

All but one member received an attendance rating of 100 percent.

BCDA CORPORATE VALUES

-  **Integrity**
-  **Excellence**
-  **Innovation**
-  **Stewardship**

95%

BCDA received a 95% Stakeholder Satisfaction Rating among joint venture partners, lessees, and buyers.

FINANCIAL REPORT

FINANCIAL AND OPERATIONAL HIGHLIGHTS FOR CY 2020

The declaration of COVID-19 by the World Health Organization as a pandemic prompted the National Government to declare a nationwide state of calamity and implemented the Enhanced Community Quarantine throughout Luzon and other affected areas in March 2020. This directive posted a significant change in the operational activities of the organization. However, BCDA remained steadfast in its commitment as a prime mover of national development.

I. STATEMENT OF FINANCIAL POSITION

BCDA's total assets as of 31 December 2020 amounted to Php196.35 billion, posting a slight increase of 0.5% from Php195.42 billion as of 31 December 2019 indicating resilience in the midst of the COVID-19 pandemic that impacted all business organizations on a global scale.

	2020	2019
Current Assets	22,741,233,874	38,740,449,418
Non-Current Assets	173,605,275,737	156,683,109,094
TOTAL ASSETS	196,346,509,611	195,423,558,512
Current Liabilities	7,251,528,401	8,201,607,899
Non-Current Liabilities	30,129,067,246	30,774,875,826
TOTAL LIABILITIES	37,380,595,647	38,976,483,725
Equity	158,965,913,964	156,447,074,787
TOTAL LIABILITIES AND EQUITY	196,346,509,611	195,423,558,512

Current Assets comprises of the following:

	2020	2019
Cash and Cash Equivalents	6,322,346,359	22,760,694,752
Investments in Treasury Bills	1,101,262	401,768,851
Receivables, net	13,067,356,284	6,631,549,503
Inventories	724,067,502	724,067,502
Prepayments and Other Current Assets	2,626,362,467	8,222,368,810
Total Current Assets	22,741,233,874	38,740,449,418

Current assets in the total amount of Php22.74 billion as of 31 December 2020, decreased by Php15.99 billion from Php38.74 billion as of 31 December 2019 primarily due to reduction in cash and cash equivalents and prepayment / other current accounts. The reduction of cash and cash equivalents from Php22.76 billion in 2019 to Php6.32 bil-

Non-Current Assets comprises of the following accounts:

	2020	2019
Investments in Affiliates	18,292,823,338	18,106,675,498
Investments in Government Bonds	1,757,730,717	3,046,036,040
Investment in Stocks	103,024,319	103,024,319
Property, Plant and Equipment, net	17,495,275,144	3,566,646,574
Service Concession Assets	28,464,604,216	28,244,845,619
Investment Properties	83,837,107,457	73,272,100,199
Deferred Tax Asset, net	4,646,575,837	4,081,900,565
Other Non-Current Assets	19,008,134,709	26,261,880,280
Total Non-Current Assets	173,605,275,737	156,683,109,094

lion in 2020 was primarily due to payment for the airport infrastructure project in Clark not funded by the General Appropriations Act (GAA) and various remittances to the Bureau of the Treasury (BTr).

On the other hand, increase in current receivables of Php6.44 billion is mainly attributable to the recognition of the current portion of the joint venture receivable from SM Prime Holdings, Inc. and "Finance Lease" receivables pursuant to the Philippine Financial Reporting Standards (PFRS) 16.

Decrease in Prepayments and Other Current Assets account by Php5.59 billion is mainly due to the reclassification of the completed project, particularly the NGAC Sports facilities, from Prepayments account to the Investment Property account.

Property, Plant and Equipment (PPE) increased by Php13.93 billion due to the recognition of various infrastructures undertaken by BCDA in Clark such as the new passenger terminal building in Clark International Airport, connecting roads between Clark International Airport and New Clark City, and the Luzon Bypass Infrastructure.

Investment Properties was up by 14% or Php10.57 billion from 2019 to 2020 mainly attributable to the recognition of the Sports Facilities in the National Government Administrative Center amounting to Php10.71 billion.

Other non-current assets were down by 28% or Php7.25 billion, from Php26.26 billion in CY 2019 to Php19.01 billion in CY 2020 mainly due to the reclassification of the current portion from the non-current

portion of the joint venture receivable.

Liabilities and Equity

The decrease in the current liabilities of about Php1 billion was primarily due to the decrease of inter-agency payables due to the return of unspent GAA funds to the BTr in compliance with the "Bayanihan to Heal as One" Act.

Increase in accounts payable of Php1.03 billion reflected the current payables related to infrastructure projects in New Clark City and other parts of Luzon in CY 2020.

Equity increased by Php2.52 billion as of 31 December 2020 is mainly due to additional equity from the National Government used for the implementation of the BCDA Access Road Projects in New Clark City and net income for the year.

II. STATEMENT OF INCOME

Revenue generated from its sale, lease, joint venture arrangements and other sources was flat at Php6.58 billion amidst economic downturn brought about by the global pandemic. The higher revenue from the joint venture was offset by lower toll revenues because of the pandemic.

	2020	2019
Revenues	6,584,179,329	6,463,052,320
Maintenance & Other Operating Expenses	4,898,451,688	4,118,423,332
Personnel Services	250,488,540	253,207,882
Total Operating Expenses	5,148,940,228	4,371,631,214
Income from Operations	1,435,239,101	2,091,421,106
Other Income (Expenses)	1,160,969,781	10,944,111,411
Income Tax Benefit	524,879,225	194,858,964
Other Comprehensive Income		4,769,274
Net Profit	3,121,088,107	13,235,160,755

Operating Expenses

Maintenance and other operating expenses increased from Php4.12 billion in CY 2019 to Php4.90 billion in CY 2020 due to the increase in general services and utilities in operating the sports and non-sports facilities in New Clark City, as these were used as temporary COVID-19 quarantine facilities.

Depreciation expense also increased at 12% due to the depreciation of completed infrastructure projects.

Contribution to the AFP Modernization Program slightly increased by 4% from Php2.50 billion in 2019 to Php2.59 billion in 2020.

No significant increase in personnel services-related expenses is reported as of 31 December 2020 at Php250.49 million for CY 2020 from Php253.21 million in CY 2019.

Other Income (Expenses)

Subsidy income received from the National Government of Php10.94 billion and Php1.16 billion for 2019 and 2020, respectively, accounted for the decrease in other income during the year.

COVID-19 Response

BCDA, in response to the President's call for a whole-of-nation approach in battling

COVID-19, established testing sites and quarantine facilities in NCC to help combat COVID-19. In partnership with various government agencies and major companies, testing facilities and swabbing centers in Metro Manila and New Clark City were in full swing beginning April 2020.

The operating expenses of BCDA included "COVID-19 Related Expenses." For the period ending 31 December 2020, the Agency had incurred Php121.62 million in COVID-19 related expenses, broken down as follows:

Particulars	Amount
Construction & Rental Expenses (Quarantine Facilities)	60,688,435
General Services (Security, Manpower & etc.)	45,101,988
Communication and Other Utility Expenses	11,152,259
Medical and Other Supplies	3,108,970
Donations	1,564,906
Total	121,616,558

III. STATEMENT OF CASH FLOWS

	2020	2019
Net cash used in operating activities	2,295,025,634	1,206,584,013
Net cash used in investing activities	(16,295,328,694)	(69,553,294)
Net cash used in financing activities	(2,436,783,762)	11,269,067,257
Effects of Exchange Rate Changes on Cash and Cash Equivalents	(1,261,571)	(21,414)
Cash and cash equivalents, beginning	22,760,694,752	10,354,618,190
Cash and cash equivalents, end	6,322,346,359	22,760,694,752

Cash Flows from Operating Activities

Net cash generated from operating activities totaled Php2.30 billion for CY 2020, which is higher by Php1.09 billion compared with Php1.21 billion for CY 2019. This was primarily due to higher dividends received from affiliates which increased by 93% in 2020.

Remittance to beneficiaries share to the BTr was lower in 2020 compared to 2019 by 50%.

Payments to suppliers and creditors were also higher by

72% from Php518.24 million in CY 2019 to Php892.07 million in CY 2020.

Cash Flows from Investing Activities

Significant outflows arising from investing activities is mainly attributable to the acquisition of assets and construction of various infrastructure projects in New Clark City and other parts of Luzon.

The net cash used in investing activities increased from

Php0.07 billion for CY 2019 to Php16.30 billion for CY 2020.

Cash Flows from Financing Activities

Major outflows from financing activities for CY 2020 totaled Php2.44 billion were due to BCDA's settlement of foreign loan, payments of dividends to the National Government, finance charges in relation to foreign loan, and payment of guarantee fees to the BTr.

IV. STATEMENT OF CHANGES IN EQUITY

The net increase in equity as of 31 December 2020 was attributable to the following: net income for the year of Php3.12 billion, remittance of dividends to the National Government of Php1.63 billion and receipt of additional equity of Php1.07 billion from the National Government for various infrastructure projects.

Truthfulness and fairness/fair representation of the 2020 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

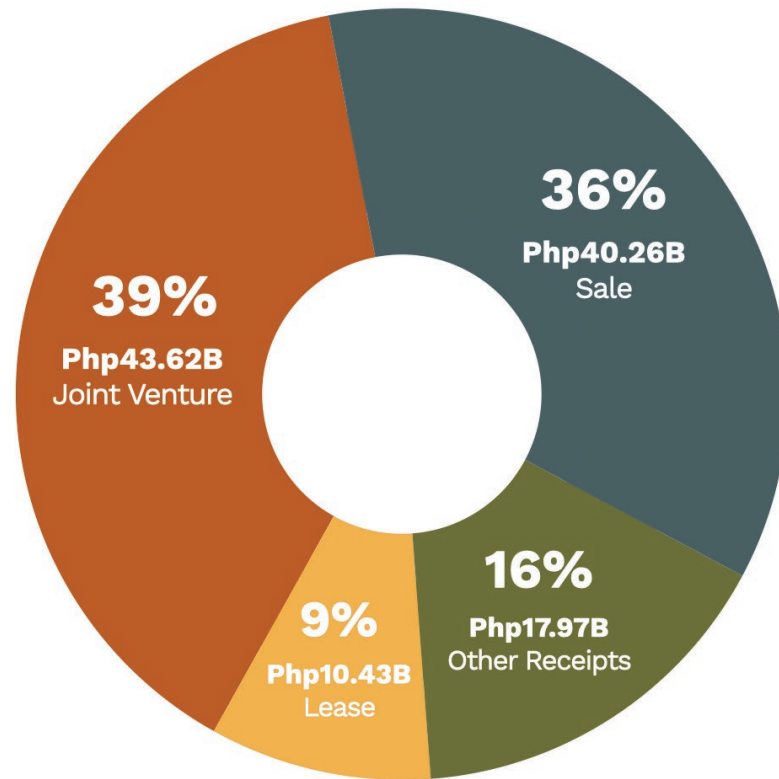
Gross Disposition Proceeds

The total gross proceeds generated by BCDA from May 1993 to December 2020, arising from the disposition of Metro Manila camps covered by RA 7227, has reached Php112.28 billion. The proceeds received in 2020 represent a 5% increase from the 1993-2019 level of Php106.64 billion.

The main drivers for the 5% surge were the receipt of disposition proceeds in the amount of Php3 billion from the joint venture with SM Prime Holdings, Inc. for the Bonifacio South Pointe property; the Php1.26 billion dividends from Fort Bonifacio Development Corporation; and the Php120 million proceeds from Lot 1-G sold to Energy Development Corporation.

Other contributors to the growth were the proceeds from existing lease and joint venture agreements totaling Php1.26 billion.

The Php112.28 billion total disposition proceeds consisted of Php43.62 billion from joint ventures, Php40.26 billion from sales, Php10.43 billion from leases, and Php17.97 billion from other receipts. This is based on actual cash generated, except for replication projects undertaken by the developer and recorded as



Gross Disposition Proceeds
TOTAL
Php112.28B

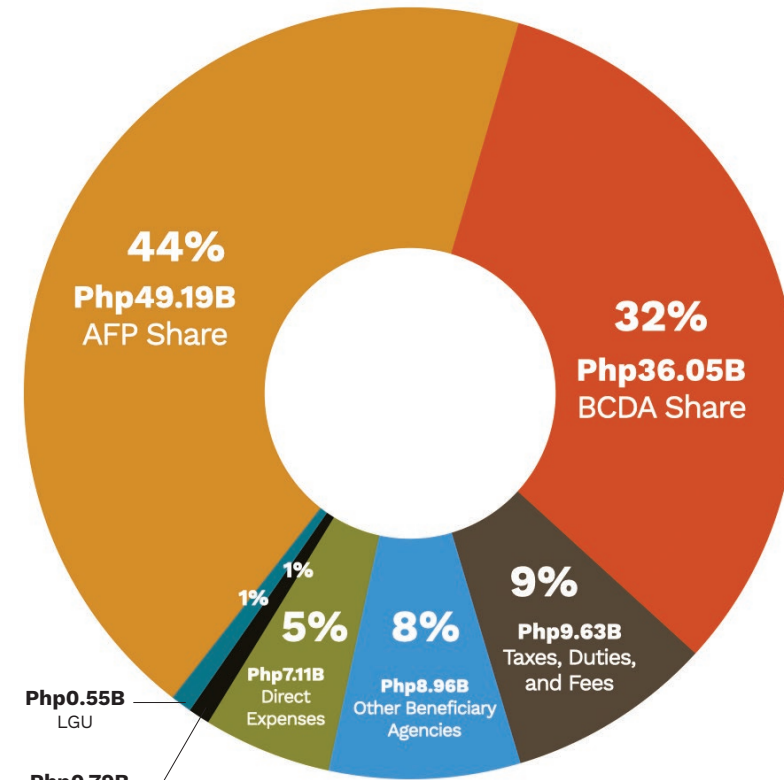
part of the gross proceeds (e.g. the replication of Philippine Air Force [PAF] facilities in Villamor Air Base, and replication of Philippine Army, PAF, and Philippine Navy facilities in Joint U.S. Military Assistance Group [JUSMAG] area and in Villamor Air Base).

Breakdown of Gross Disposition Proceeds

The Armed Forces of the Philippines (AFP) is the biggest beneficiary of the disposition proceeds receiving Php49.19

billion or 44% of the Php112.28 billion generated since 1993. The AFP share consisted of Php38.07 billion for the AFP Modernization Program and Php11.12 billion for the replication of military facilities in Fort Bonifacio and Villamor Air Base.

The share of BCDA accounted for 32% or Php36.05 billion, while the share of other beneficiary agencies represented Php8.96 billion or 8% of the total proceeds. The local government units also benefited from the



Breakdown of Gross Disposition Proceeds
TOTAL
Php112.28B

asset disposition program with the receipt of Php550 million of the proceeds.

Disposition-related expenses deducted from the gross proceeds include: Php7.11 billion for direct expenses on site development and infrastructure projects, relocation of informal settlers, survey, titling, appraisal and administrative expenses; Php9.63

billion for taxes, duties and fees; and Php790 million for the replication of non-military facilities.

The BCDA share funds BCDA's operations, the development of former military bases in Clark and its extensions, and the construction of infrastructure projects to enhance their connectivity and sustainability. BCDA remits the share of

Other beneficiary agencies include:

National Housing Authority, National Home Mortgage Finance Corporation, 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.

government agencies in the proceeds from the disposition program annually to the Bureau of the Treasury (BTr). After remittance, it is the responsibility of the Department of Budget and Management (DBM) to release their respective shares based on the budget execution guidelines and the approved fiscal program of the government.

Remittances to the National Government

Since the creation of BCDA in 1992, its remittance to the National Government (NG) has reached Php71.18 billion. The said remittance consisted of Php60.80 billion in disposition proceeds, Php5.37 billion in dividends, Php3.16 billion in guarantee fees and the return of Php71 million of initial equity to the NG. In addition to these remittances, BCDA remitted Php1.78 billion in 2020, repre-

senting the trust funds returned to NG, to help augment funds for the state-led efforts to contain the spread of COVID-19 and provide economic relief to poor families and other vulnerable groups most affected by the economic fallout from the global health crisis.

BCDA's excellent performance during the Duterte administration 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 Php24.40 billion in just five years, a difference of Php9.94 billion compared to the Php14.46 billion remittance during the six-year Aquino administration.

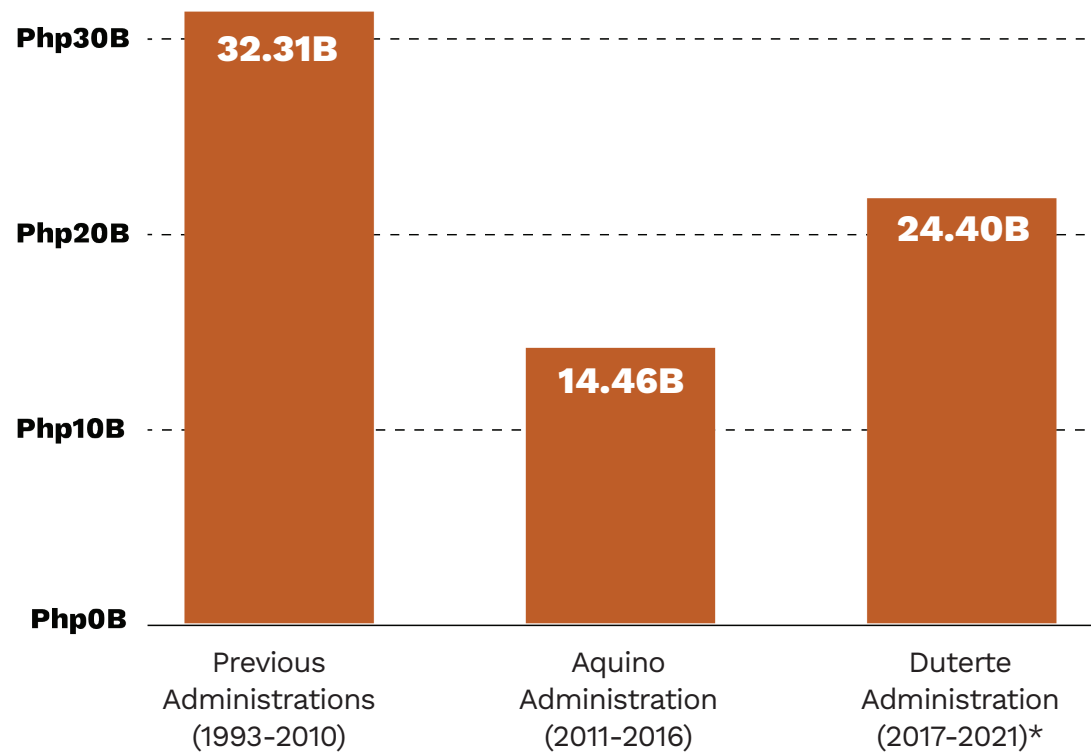
Contributions to the AFP under the Duterte Administration

BCDA posted a record-high contribution to the National Government during the first five years of the Duterte Administration amounting to Php24.40 billion.

Out of the total Php24.40 billion contribution to the National Government, BCDA posted

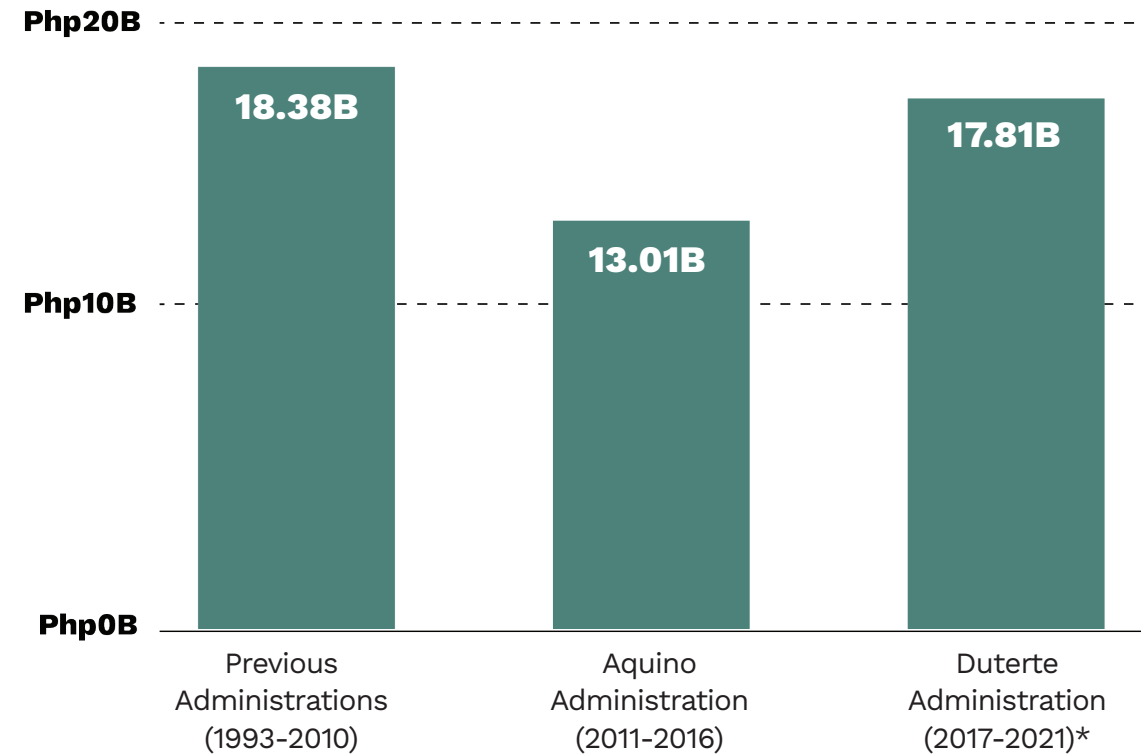
its highest contribution to the AFP amounting to Php17.81 billion during the first five years of the Duterte Administration, which is even higher than the contributions made during the entire six years of the previous administration.■

Remittances to the National Government



*Remittance to BTr for the year applies to the disposition proceeds received in the preceding year.

Contributions to the AFP under the Duterte Administration

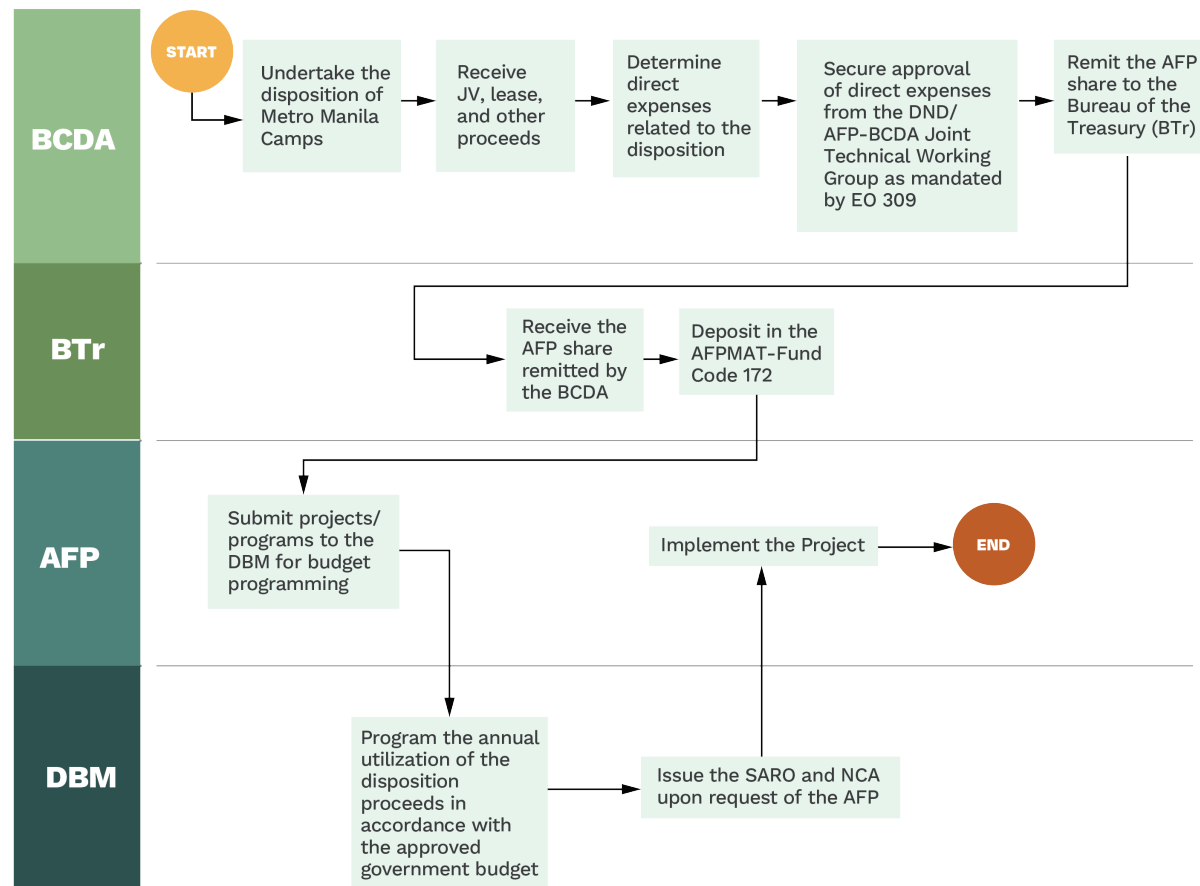


Flow of Disposition Proceeds

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 a non-sale transaction (e.g. joint venture, lease, etc.). The determination of expenses related to non-sale transactions is jointly approved by the BCDA and the Department of National Defense (DND) under EO 309. On the other hand, expenses related to sale transactions are determined and approved by the Inter-Agency Committee (IAC) created under Administrative Order No. 236 (1996), composed of representatives from the DND, the BCDA, and the Department of Finance (DOF). The following shows the processes:

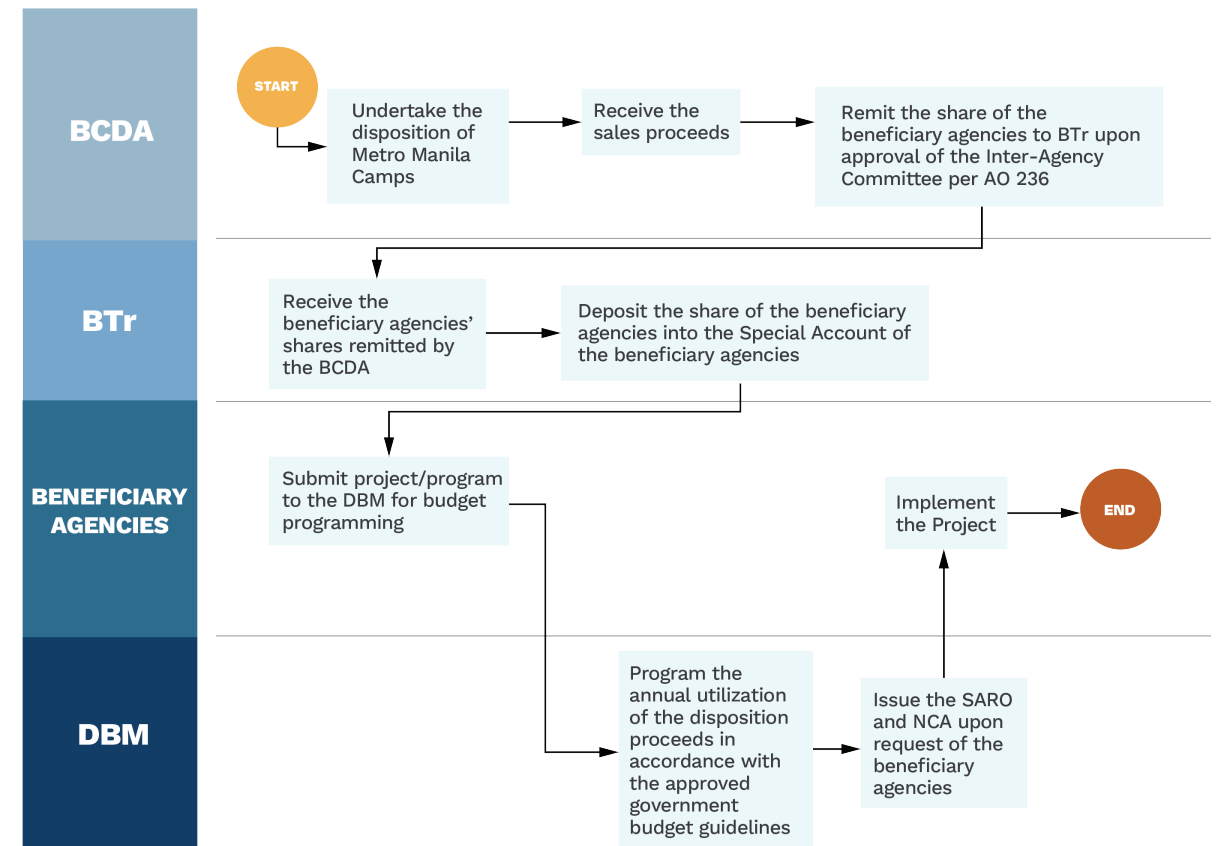
Non-Sale Transactions

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



GREGORIO D. GARCIA III

Gregorio D. Garcia III was appointed by President Rodrigo Roa Duterte as Chairman of the Board of Directors of the Bases Conversion and Development Authority (BCDA) on 10 August 2016. He took his oath of office on 11 August 2016.

Garcia, 76, Filipino, is concurrently the Chairman of the Board of Trustees of the Heritage Park Management Corporation. He is also a director at various affiliates of BCDA, such as the Fort Bonifacio Development Corporation (FBDC), the Bonifacio Estate Services Corporation (BESC), the Bonifacio Global City Estate Association (BGCEA), the Filinvest BCDA Clark, Inc.

(FBCI), and the Philippine Japan Initiative for Clark Green City, Inc. (PJIC). He is also a director at the North Luzon Railways Corporation (NLRC), a subsidiary of BCDA.

A leading marketing and political consultant, Garcia has a strong background in banking, real estate, marketing, and branding. For 20 years, he was the chairman and chief executive officer (CEO) of the advertising agency, Leo Burnett Manila. Leo Burnett Manila is one of the biggest advertising agencies in the country.

Earlier in his career, he worked for the advertising agency Ace Compton, as creative head. He then worked for Mr. Tomas Aguirre, the founder of Banco Filipino, where Garcia eventually became the vice president.

He was the founding director of the Advertising Board of the Philippines, founding chairman of the Creative Guild of the Philippines, and founding director of the Bank Marketing Association of the Philippines.

Garcia is a recipient of the Lifetime Achievement Award, from the Creative Guild of the Philippines, and the Maverick Award from the Association

of the Philippine Advertising Agencies.

Garcia earned his college degree at Colegio de San Juan de Letran.

In 2020, Garcia attended the following trainings: BCDA One Common Language and Adventure Therapy conducted by NXTLVL Experience held on 07-09 January 2020, at Forest Lodge, Camp John Hay, Baguio City, and 04-05 March 2020, at Dusit Thani Manila, Makati City; and webinar titled, "Risk Management in the Age of COVID-19," conducted by the Institute of Corporate Directors, held on 08 May 2020.



VIVENCIO B. DIZON

Vivencio B. Dizon was appointed by President Duterte as a member of the Board of Directors and as the President

and CEO of BCDA on 10 August 2016. Dizon, 46, Filipino, took his oath of office as a member of the Board of Directors on 11 August 2016 and as President and CEO of BCDA on 15 August 2016.

Dizon serves as the vice chairman of the BCDA Board and a director at NLRC. He is also a director at various BCDA affiliates: the FBDC, the BGCEA, the FBCI, and the PJIC. He also serves as the chairman of the Subic-Clark Council, and the vice chairman of the Clark International Airport Corporation (CIAC).

Concurrently, he holds three important positions in the government: 1) deputy chief implementer of the National Action Plan against COVID-19; 2) chief testing czar, and chief coordinator of the Test, Trace, Treat (T3) Program; and 3) presidential adviser on Flagship Programs and Projects.

Dizon was 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 from 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 (DLSU) in Manila, Philippines. Subsequently, he joined the DLSU faculty as assistant professor in economics.

In 2002, he joined the team of Senator Edgardo J. Angara as chief of staff. In 2005, he worked as a senior lecturer in economics, finance, and statistics, under the Bachelor of Science in Business Administration program of the Northern Virginia, Prague Campus.

For four years, he was the vice president for corporate communications of the Strategic Alliance Holdings, Inc.-Technologies (SAHI-TECH).



ATTY. ARISTOTLE B. BATUHAN

Atty. Aristotle B. Batuhan was appointed by President Duterte as a member of the Board of Directors of BCDA on 14 October 2016. Atty. Batuhan, 54, took his oath of office on 19 October 2016.

He concurrently serves as a director at the NLRC, the FBDC, the Bonifacio Water Corporation (BWC), the Bonifacio Communications Corporation (BCC), the FBCI, and the PJIC.

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 the Harvard Law School, Cambridge, Massachusetts, U.S.A., in 1995. At Harvard University, 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 (telecommunications 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 from 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 the Batuhan Blando Concepcion Law Offices in October 2001, and was its

managing partner until 20 July 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC). He resigned from DOTC on 15 October 2011, and resumed his private practice as special counsel at the Batuhan Blando Concepcion & Trillana Law Offices.

Atty. Batuhan also serves as president and CEO of Motoring Ventures Phils., Inc.

Atty. Batuhan attended the following trainings: webinar titled “Risk Management in the Age of COVID-19,” conducted by the Institute of Corporate Directors, held on 08 May 2020; 2020 MPTC Annual Management Conference: “Build as One!” held on 27 August 2020; Pilipinas Conference 2020: “Rebooting the Economy Post-Pandemic: Cushioning the Long Emergency,” held on 23 November 2020; Pilipinas Conference 2020: “Towards Green Economic Recovery: Designing Climate Resilient and Sustainable Communities,” held on 24 November 2020; and Ayala-UPSE webinar entitled “Impact of the National Land Use Plan: Getting the Act Together,” held on 04 December 2020.



VICE ADMIRAL FERDINAND S. GOLEZ (RET)

Vice Admiral Ferdinand S. Golez (Ret) has been a member of the BCDA Board of Directors since 2011. Golez, 66, Filipino, was reappointed to the position by President Duterte on 16 June 2017. He took his oath of office on 29 June 2017. Golez serves as a director at the FBDC, the BWC, the BCC, and the BESC.

Golez had a highly accomplished and well-decorated career in his naval profession. He has profound experience in leading and managing major commands of the Navy. He went on a tour of duty, at the helm of the Philippine Navy, as its flag officer-in-command. The flag officer-in-charge is the most coveted position in the Navy.

Vice Admiral Golez eventually became a 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 Forums from 2008 to 2010 for different naval forces around the archipelago; and other relevant activities that aimed to invigorate the future of the Navy.

In 2010, after a long and fruitful career in the Navy, he joined the Energy Development Corporation (EDC) as head of its Security Department. He planned, devised, and implemented a working security system to ensure uninterrupted power production in all areas where renewable power is generated.

Vice Admiral Golez attended the following trainings: a webinar titled “Managing Anxiety and Building Resiliency in this time of Crisis,” held on 08 April 2020; a webinar titled, “Strengthen Your Immune System with Good Nutrition

and a Healthy Lifestyle,” held on 28 April 2020; a webinar on coping with COVID-19, held on 02 June 2020; a webinar titled, “Secrets to Managing Your Personal Energy: An Emotional Wellbeing Session,” held on 26 June 2020; a webinar on the robotic process automation roadshow, held on 30 September 2020; and agile delivery workshop, held on 05 November 2020; and a session with Harvard University professor Rebecca Henderson, held on 04 December 2020.



LIEUTENANT GENERAL GLORIOSO V. MIRANDA (RET)

Lieutenant General Glorioso V. Miranda (Ret) was appointed by President Duterte as a member of the Board of Directors of BCDA on 08 January 2018. Miranda, 59, Filipino, took his oath of office on 24 January 2018. He is also a director at the FBDC and the BWC.

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 (AFP) from 22 April 2016 to 30 June 2016, and vice chief of staff of the AFP from 08 March 2016 to 09 December 2016.

As one of the country’s valiant soldiers, he served as the 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 Saranggani Province; commander of Anti-terrorism Joint Task Force GENSAN in General Santos City; battalion commander of the 25th Infantry Battalion in Maguindanao; and the 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.



DAVID L. DIWA

David L. Diwa was appointed by President Duterte as a member of the Board of Directors of BCDA on 07 February 2018. Diwa, 71, Filipino, took his oath of office on 13 February 2018. He is also a director at the FBDC, and a member of the Board of Directors of the NLRC.

Much of 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, 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, 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 partici-

pated in national and international conferences on labor and trade relations, such as the 8th ASEAN Regional Tripartite Social Dialogue Conference held in Manila Philippines; the Regional Conference on Economic Integration and International Trade, held in Bangkok, Thailand; a leadership program in Nanyang Polytechnic University in Singapore; International Labor Organization (ILO) Regional Seminar on Wage Policy, held in Bali, Indonesia; and the 7th World Assembly: World Movements on Democracy, held in Lima, Peru. He also participated in study tours about public sector unions in Norway, Sweden, Germany, and in Geneva.



GERARD M. CAMIÑA

Gerard M. Camiña was appointed by President Duterte as a member of the Board of

Directors of BCDA on 05 May 2018. Camiña, 67, Filipino, took his oath of office on 15 May 2018. He is also a member of the Board of Directors of the FBDC and the NLRC.

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

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. These projects earned him praises from various government agencies.

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

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 to strengthen its impact among the beneficiaries. The Iloilo provincial government likewise declared Camiña's farm in Guimaras a model farm in the province.

Camiña attended the webinar titled, "Risk Management in the Age of COVID-19," conducted by the Institute of Corporate Directors, held on 08 May 2020.



HENRY L. URI

Henry L. Uri was appointed by President Duterte as a member of the Board of Directors of BCDA on 19 August 2019. Uri,

46, Filipino, took his oath of office on 11 September 2019. He is also a member of the Board of Directors of the Bonifacio Transport Corporation (BTC).

He is a top-rated radio announcer and reporter, who had 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 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 of DZRH, including the daily program "Magandang Umaga Pilipinas" and "Coffee Break."

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

He has a proven track record in providing superior

executive support in major projects that require excellent communication skills, marketing, and public relations expertise.

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



PEDRO R. LAYLO

Pedro R. Laylo was appointed by President Duterte as a member of the Board of Directors of BCDA on 03 December 2019. Laylo, 53, Filipino, took his oath of office on 03 December 2019. He is also a member of the Board of Directors of the BESC.

Laylo has almost thirty 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 titled, "Survey Snapshots."

In 2001, Laylo worked for then 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 as a member of the Board of Directors at the Philippine Reclamation Authority (PRA). He resigned his post in 2009.

He 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 up to the present, he has been working

as a freelance political and strategic research consultant for government and private corporations. He founded the Laylo Research Strategies (LRS) in October 2010 and currently serves 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 or corporations.

He completed his Masters in Public Opinion Research from the University of Connecticut in May 1999.

Laylo attended the following trainings: a webinar titled, "Risk Management in the Age of COVID-19," conducted by the Institute of Corporate Directors, held on 08 May 2020; an online course on professional directors program conducted by the Institute of Corporate Directors (ICD), held on 08-11, 24-25, 29-30 September, and 6-7 October 2020; and an online course titled, "Corporate Governance Orientation Program (CGOP) for Government-Owned and -Controlled Corporations (GOCCs)," conducted by the ICD, held on 26-27 November 2020.

TOP MANAGEMENT AND OFFICERS



VIVENCIO B. DIZON
President and Chief Executive Officer



AILEEN ANUNCIACION R. ZOSA
Executive Vice President and Chief Operating Officer



ATTY. NENA D. RADOC
Chief Finance Officer and Senior Vice President Investment and Financial Management Group



ENGR. JOSHUA M. BINGCANG
Senior Vice President Conversion and Development Group



BGEN. CARLOS F. QUITA (RET.)
Senior Vice President Corporate Services Group



ATTY. ELVIRA V. ESTANISLAO
General Counsel and Senior Vice President Legal Services Group

We help strengthen our armed forces while we build great cities.

MANAGEMENT DIRECTORY

(as of December 2020)

OFFICE OF THE CHAIRMAN

Gregorio D. Garcia III
Chairman
Email: gdgarcia@bcda.gov.ph
Tel. No.: (632) 8816-0935

Board Secretariat

Atty. Elvira V. Estanislao
Corporate Secretary
Email: evestanislao@bcda.gov.ph
Tel. No.: (632) 8575-1715 / 8575-1716

Internal Audit Services Department

Marvin D. Obaob
Officer-In-Charge
Email: mdbaob@bcda.gov.ph
Tel. No.: (632) 8575-1740
Fax No.: (632) 8816-0938

OFFICE OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Vivencio B. Dizon
President and CEO
Email: vbdizon@bcda.gov.ph
Tel. No.: (632) 8575-1705
Fax No.: (632) 8816-0915

Atty. Glenda R. Rumohr
Head Executive Assistant
Email: grrumohr@bcda.gov.ph
Tel. No.: (632) 8575-1704
Fax No.: (632) 8816-0915

Corporate Planning Department

Jocelyn L. Caniones
Vice President
Email: jlcaniones@bcda.gov.ph
Tel. No.: (632) 8575-1729
Fax No.: (632) 8816-0987

Investment Promotions and Marketing Department

Atty. Joanna Eileen M. Capones
Vice President
Email: jmcapones@bcda.gov.ph
Tel. No.: (632) 8575-1750

Public Affairs Department

Leilani Barlongay-Macasaet
Vice President
Email: lmacasaet@bcda.gov.ph
Tel. No.: (632) 8575-1733
Fax No.: (632) 8816-1113

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