

Republic of the Philippines
Office of the President

BCDA
Bases Conversion and
Development Authority

WE BUILD AS ONE

BCDA 2021 ANNUAL REPORT





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We Build As One



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2021 ANNUAL REPORT

ABOUT THE COVER
This is a detail of Clark International Airport's New Passenger Terminal Building (CRK-NPTB), an architectural marvel that has been recognized globally as one of the finalists of UNESCO's Prix Versailles World Architecture and Design Award in 2021. The structure stands as a testament to Filipinos' hard work and resilience in the face of challenges and crises. The new building constitutes the first phase of the 35-year airport master development plan to make CRK the premier gateway in Southeast Asia.

MESSAGE FROM THE
PRESIDENT OF THE PHILIPPINES



The year 2021 was truly a banner year for the BCDA, as it demonstrated stellar performance in several key programs of the government, including the implementation of key infrastructure projects of the Build Build Build Program and our collective efforts to overcome the COVID-19 pandemic and to surmount the hardships it caused among our people.”

My warmest greetings to the Bases Conversion and Development Authority (BCDA) as it publishes its 2021 Annual Report.

The Year 2021 was truly a banner year for the BCDA, as it demonstrated stellar performance in several key programs of government, including the implementation of key infrastructure projects of the Build Build Build Program and our collective efforts to overcome the COVID-19 pandemic and to surmount the many hardships it caused among our people.

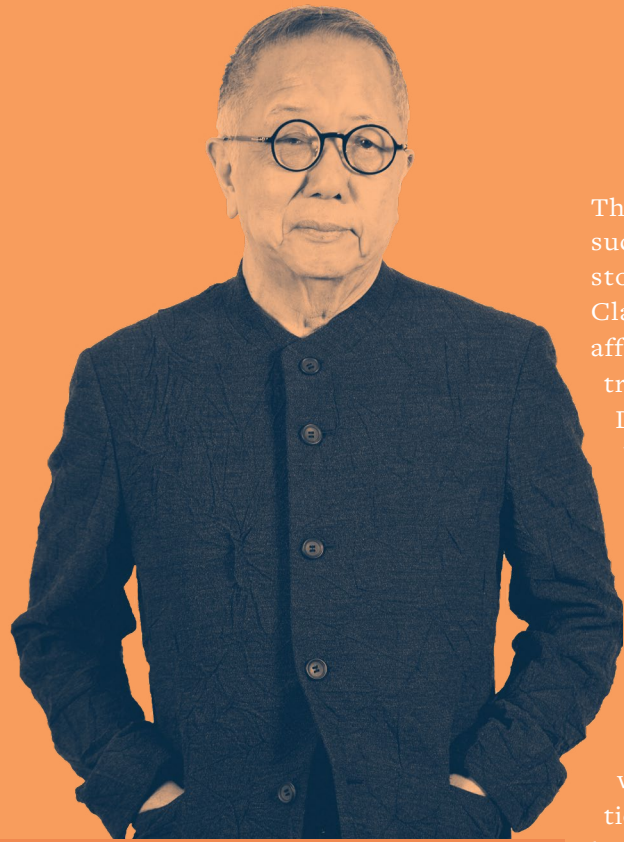
Let this Annual Report, therefore, serve as a reminder to all of the contributions of the BCDA in laying the foundations of our present and future recovery, and of the bravery and

determination of the men and women of the agency during this critical time when we are recovering from the global health crisis and other challenges.

With such committed public servants, I am certain that the agency will accomplish more in the years ahead as we realize our shared aspiration for a more connected and progressive Philippines.

I wish you all the best in your endeavors.

RODRIGO R. DUTERTE
President
Republic of the Philippines



GREGORIO D. GARCIA III
BCDA Chairman

Passing the torch of trust

In all my years working professionally, there is one tenet I've always lived by: Build trust, maintain it, and you will be halfway to success. The rest of the way, you surpass with hard work.

This is exactly what we have been doing in BCDA ever since the corporation was activated in 1992 to be one of the prime movers of national development in the Philippines. One military camp at a time, we helped strengthen and modernize the Armed Forces of the Philippines. We attracted investments, created jobs, built vibrant integrated communities, and showed Filipinos that in us, they have a partner.

That is why, despite intimidating obstacles—such as the COVID-19 pandemic—we never stopped moving. While transforming New Clark City into a temporary haven for those affected by the pandemic in 2020, we stayed true to our commitment to President Rodrigo Duterte's Build Build Build program. Under this program, along with partner agencies, we built roads and developed infrastructure projects that would decongest main thoroughfares and improve travel within Metro Manila and its neighboring provinces. New Clark City (and the stunning Clark International Airport), for example, is shaping up to become the Philippines' new economic and sports hub.

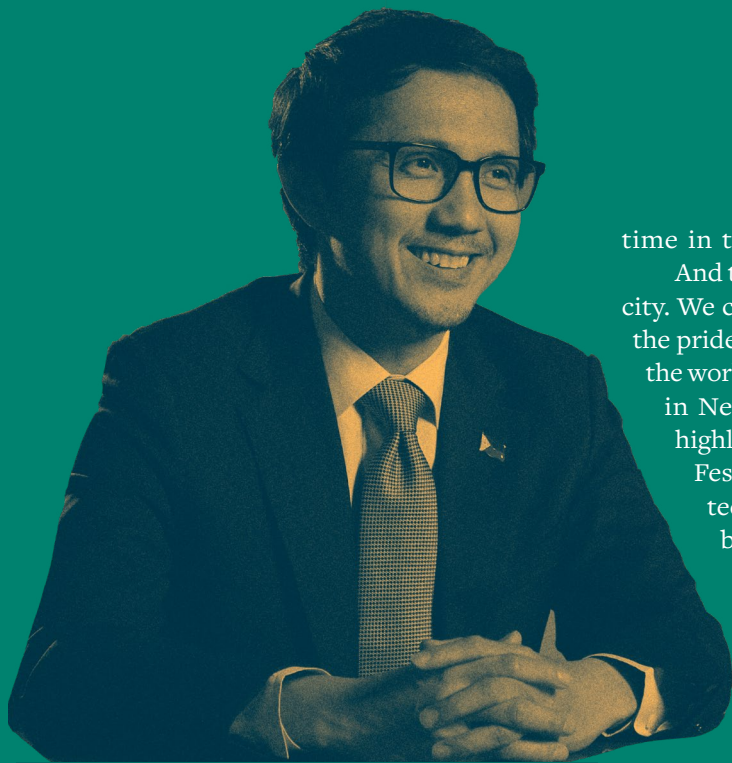
Now, as the Duterte administration winds down, BCDA is placed in a unique position. We have two major projects in the pipeline: the Luzon Bypass Infrastructure project and the Subic-Clark Railway project. Both are vital to our growth as a nation. BCDA has done everything to bring these important projects to where they are now; it is up to the next administration to carry out their completion.

We did our best to live up to the country's expectations. Under BCDA's mandate to strengthen the Armed Forces while building great cities, we have transformed Fort Bonifacio into a veritable self-contained unit. Today, it is a large, dynamic, and world-class community.

My fervent hope is that our country's next leaders would uphold the confidence that Filipinos have placed in BCDA. Our work is never done for our sole satisfaction, after all. It is always about creating something that would improve and strengthen the lives of future generations of Filipinos.

Our legacy is tethered on hard work, selflessness, and trust. We leave it in your capable hands.





VIVENCIO B. DIZON

BCDA President and Chief Executive Officer
(August 15, 2016 to October 14, 2021)

Sustaining growth momentum, bringing progress to more Filipinos

I remember that it was August of 2016 when I first set foot in BCDA, and it has been quite a beautiful journey since then. I also remember that one of the first things I noticed about the people in BCDA was their awe-inspiring professionalism. From the beginning, the plan was to make everybody shine, and to make the entire organization shine as a model agency for other government offices. From the start, we planned on using our limited

time in the organization to make a difference.

And that we did. As a collective, we built a new city. We constructed sports facilities that are now the pride of the nation and that countries all over the world are raving about. Our Athletics Stadium in New Clark City has been nominated and highly commended in the World Architecture Festival Awards, the most prestigious architectural prize in the world, which is judged by the biggest names in architecture.

Starting with the Southeast Asian Games, we have hosted so many events in New Clark City—events whose participants have always praised our facilities for its world-class quality. We are promoting sports further and supporting our very own athletes by building the National Academy of Sports. It’s a strong message to the whole nation that we hold our athletes in high regard for we want only the best for them.

In just three years, we were able to erect a brand new airport in Clark (CRK), an airport that can accommodate 8 million passengers per year. And it’s not just a regular structure but another architectural marvel that the Philippines can be proud of. The new passenger terminal building (NPTB) has been cited as a finalist in the prestigious Prix Versailles Architecture and Design Awards. We’re equally proud of the airport’s unique features such as its contactless solutions. CRK-NPTB is also an inclusive and welcoming space, and we’re happy to provide it to the public. Of course, it’s all thanks to the diligent workers who built this world-class airport in record time and amid the challenges of the pandemic.

We built a fiber network that is the first of its kind in the country. Through this project, we can provide the nation with much-needed bandwidth and create a significant and longstanding revenue



stream for the Philippines and the organization.

The administration’s Build Build Build projects have been instrumental in the country’s economic growth and ongoing recovery. BCDA plays a significant role in this. With the smart cities, airport, roads, bridges, and other infrastructure projects that we were able to build—including all of our replicated structures for the military—I am hoping that the next administration will continue the work that we have started.

BCDA also made a record-high contribution to our Armed Forces in the first five years of this administration. We contributed Php11.85 billion from 2016 to 2021, higher by Php1.85 billion compared to the previous administration’s six-year contribution.

These are the reasons why I consider it the greatest honor of my life to have worked in BCDA, together with the inspiring men and women of this

organization. In the last five years, I have learned so much and have seen the whole team inspire each other and touch the lives of so many others in various ways. I am proud to be a part of BCDA, and proud of what we have all accomplished as a team.

But what we have now and what we have done is just the beginning. It all holds so much promise that we—as an organization and as one nation—must be compelled to build even stronger and bigger in the future. We have to continue on because there is still much to be done for our beloved Philippines and our countrymen.

In the last five years, BCDA has shown the nation and the world what is possible, and that it can get things done. It does not end here, however. I urge you all to continue to shine brighter as one team, to dream bigger as one nation, and to build stronger for the sake of our children’s future.



ATTY. ARISTOTLE B. BATUHAN

OIC President and Chief Executive Officer

Continuing from a strong foundation

The year 2021 was a springboard from which our experiences and learnings propelled us to go further and higher. Dealing with the pandemic tested our mettle and challenged our resilience. By continuing what we started and adapting to the new normal, we became more innovative and discovered how much more we can do.

RESPONDING TO THE CALL

Since 2020, New Clark City has offered some of its facilities for the use of COVID-19 patients and also medical frontliners, where they served and healed

thousands of Filipinos. This year, New Clark City played an important role in helping the economy bounce back. It hosted various sports events, started the trend of sports bubbles and introduced New Clark City as the next sports tourism destination. Continuing the developments and construction in New Clark City ushered in investors, opening employment opportunities for locals, especially those displaced because of the pandemic. Clark, on the other hand, welcomed locators and their employees back to the Freeport and opened its doors to new investors that will provide more job opportunities.

GROWTH THROUGH ADVERSITY

BCDA's resilience as an organization means it grows not only during good times, but that it can thrive even in challenging times. The completion of Clark International Airport's New Passenger Terminal Building (CRK-NPTB), an amazing feat accomplished despite lockdowns and strict health protocols, provided jobs to thousands and positioned Clark as the new gateway for business and tourism.

We are proud that we can stay true to our mandate to support the AFP by continuing to contribute to its modernization program. Total proceeds from the Asset Disposition Program from May 1993 to December 2021 amounted to Php127.55 billion. Of that amount, Php56.40 billion was intended for the AFP Modernization Program, of which Php25.012 billion was raised under the Duterte Administration.

CONTINUITY IN TRANSITION

As we transition into 2022, we continue our commitment to our mandate to build and expand cities and create infrastructures that will contribute to the growth of the country. The CRK-NPTB will welcome tourists and investors to a technologically adaptive but culturally rooted Philippines. We will continue to improve access to government services and agencies through the backup offices at the National Government Administrative Center in New Clark City. We will also keep on navigating through the



pandemic, adapt and adjust as needed, while we seamlessly carry out the fulfillment of our projects without risking the safety of our people, our partners, and the community.

HOPING FOR A BETTER FUTURE, TOGETHER

Resilience and perseverance are known traits of Filipinos. We smile despite challenges and we push forward despite adversities. It's because we try to see the silver lining and continue hoping for better days.

In Clark, you can mix business and leisure, luxury and adventure. Travelers and guests will keep visiting us; partners and investors will continue to provide employment and business opportunities. The communities will become sustainable and eco-friendly.

There are many reasons to believe that brighter days are waiting. So carry on, because every step, every action contributes to a bigger goal. We are all hoping and praying for a better future for our country and together we will work towards that goal.



WE BUILD AS ONE

Whatever is done together can be accomplished faster and easier—working to make a difference, ensuring a bright future, and building a nation. In 2021, we at the Bases Conversion and Development Authority (BCDA) did our part to establish the Duterte government’s flagship infrastructure projects. We worked as one and built as one to help the nation recover and grow even stronger.

Resilience is what allowed BCDA to survive and thrive through the years, most especially during pandemic time. Resilience coupled with determination empowered the agency to perform its mandate and contribute to nation-building and economic growth. They enabled BCDA to implement some of the largest and most ambitious projects in the history of the organization.



**CLARK INTERNATIONAL AIRPORT
NEW PASSENGER TERMINAL BUILDING**

**A SHOWCASE
of TECH-ABILITY
and CREATIVITY**

The expansion of the Clark International Airport (CRK) is 100% complete, while the fit-out, which is being handled by the Luzon International Premier Airport Development (LIPAD) Corporation, is almost finished as of the end of December 2021. The airport is a grand showcase of Filipino ingenuity not just in technology but also in the realm of architecture—the CRK is one of the finalists in the 2021 World Selection of Prix Versailles Architectural Design.

The new terminal has a ‘silent airport’ policy, which means that updates will be posted on announcement boards rather than announced through a PA system. The carpets inside the airport are color-coded: green path for international flyers, and blue for domestic travelers. Self-service kiosks allow for contactless check-ins, and QR codes are used for contactless food ordering in airport restaurants.

The construction of the New Passenger Terminal Building (CRK-NPTB) was an immense undertaking that was completed in record time in spite of the challenges presented by pandemic-related restrictions. Built to handle the projected capacity of 8 million passengers a year, the new terminal is expected to further drive growth and investments in Clark through enhanced infrastructure connectivity and a world-class travel experience.



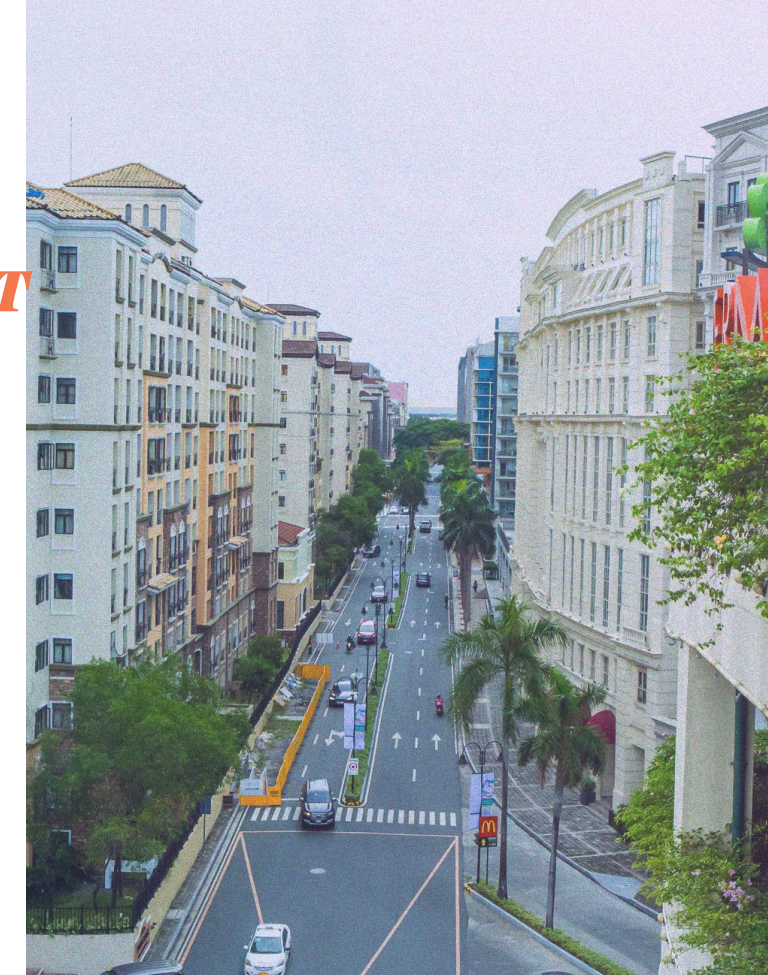
**The COUNTRY'S
SPORTS TOURISM
HOTSPOT is here**

The National Academy of Sports (NAS) is being constructed by BCDA in New Clark City where the country’s multi-awarded and highly recognized Athletics Stadium and Aquatics Center stand. The regional sports high school—the training ground of future world-class athletes—will be officially launched in June 2022. The NAS had its groundbreaking ceremony on 3 September 2021 as it formally opened classes some ten days later, welcoming its first batch of student-athlete scholars who were enrolled in a specialized sports-oriented education curriculum via remote learning modalities amid the COVID-19 pandemic.



**FULFILLING *our*
COMMITMENT
to the ARMED
FORCES**

Through various military replication projects, BCDA fulfills its mandate to strengthen the Armed Forces of the Philippines. Construction is ongoing at Fort Bonifacio, Taguig City for the office building which will house the Special and Technical Staff (STS) of the Special Services Center (SSC) and Division Administrative Command Center (DACCC). Another replication project in Camp Servillano Aquino in Tarlac is the development and construction of the Army Support Command (ASCOM) facilities on a 29.8-hectare lot. Meanwhile, the headquarters and facilities of the Philippine Marine Corps (PMC) broke ground in Bataan Technology Park. Finally, BCDA is also building the Philippine Air Force (PAF) Parking Area and managing the relocation of the oil circuit breaker, high tension wire and electrical system at Col. Jesus Villamor Air Base. BCDA takes to heart its role in nation-building and recognizes that support for the military is an important component to overall progress and development.



**We DESIGN
PRIME BUSINESS
ATTRACTIONS**

Fort Bonifacio and Clark are just two of BCDA’s prime business locations currently attracting investors from all over the globe, the pandemic notwithstanding. Last year, global logistics company FedEx Express launched its state-of-the-art gateway facility in Clark. Hann Casino Resort, the first fully integrated resort in Clark, also opened its doors to the public. In Fort Bonifacio, Pilipinas Shell Petroleum Corp. renewed its lease contract with BCDA for the use of the LOGCOM Aranaí property along C-5 as a full-service mobility station.

As far as our gains go, continuity of strategic implementation and steady improvement should go hand in hand. The agency, therefore, looks forward to the next administration’s purposeful continuation of what has been accomplished and started in the last six years. Consistency is another kind of strength necessary for building a lasting legacy.



CLARK

CLARK INTERNATIONAL AIRPORT *a TRAVEL HOMAGE to the land*

Airports are gateways to a country's culture. The Clark International Airport New Passenger Terminal Building (CRK-NPTB) – groomed to be Asia's next premier gateway – represents the future of Philippine travel but without losing the traditional warmth and hospitality that Filipinos are known for. Embracing the new normal of air travel, the new Clark terminal aims to provide a seamless and stress-free travel experience through modern technology, while showcasing a design that reflects the region's landscape and heritage.

Central Luzon's wide plains and surrounding mountain ranges were reimagined and captured in the structure's architectural design. The undulating roof line mimics the peaks. Inside, the picturesque views of the Zambales mountain ranges in the west and Mount Arayat in the east are framed in panoramic floor-to-ceiling windows. The 20-meter-high ceilings are supported by triangular and diamond trusses inspired by Pampanga's giant lanterns.

Once devastated by the eruption of Mt. Pinatubo, Pampanga now boasts a unique landscape of lava riverbeds, teal blue volcanic lakes, and lush green mountains. The building's interior employs this palette of natural colors, evoking a subtle elegance that complements the natural outdoor scenery.

Wide open spaces and vibrant energy welcome travelers and dispel the stifling feeling one gets inside the plane. More importantly, the expansion increased the airport's total capacity from four million to 12.2 million passengers yearly!

Cutting-edge airport experience

For many travelers, the airport grind means long lines, noise, and chaos. Add to that the layovers, flight delays, and cancellations, and the whole experience could become very stressful. The new CRK passenger terminal, however, aims to offer a refreshing alternative. “For Clark International Airport’s new terminal, to be better is to focus on something that sounds radical when talking about airports: calm. In the new terminal, we will operate a ‘silent airport’ policy,” said Bi Yong Chungunco, Chief Executive Officer of the Luzon International Premier Airport Development Corp. (LIPAD), which handles the airport’s operations and maintenance concession.



To accomplish this, Chungunco shared that audio public announcements will be avoided. Instead, most notifications will be visual in the form of posted updates and announcement boards. The interior of the airport was designed to be intuitive, using color-coded carpets: the green path is for international flyers, while the blue path is for those taking domestic flights.

Passengers will experience contactless check-ins through self-service kiosks. They can tag and drop luggage themselves without the assistance of airport staff, thus minimizing contact and the risk of infection. Security checks are reduced to one, minimizing long lines and waiting times. QR codes are used for contactless food ordering in airport restaurants.

The new Clark terminal welcomes all travelers, offering inclusive features

such as gender-neutral restrooms, foot-washing areas for Muslim workers, and a lounge dedicated exclusively to overseas Filipino workers (OFWs).

Nature and heritage are strong features of the airport’s design. “Apart from the architecture, we want to celebrate the culture of Filipinos—we greet and send off our loved ones. So the planning takes into account the comfort of well-wishers and greeters,” Budji Layug of Budji+Royal Architecture+Design said in an interview.

Populous, on the other hand, encapsulated the local landscape into their design. “We sought to avoid the neutral, beige palettes of many terminals around the world and, instead, created one that reflects the vibrancy of the area,” Ben Dawson of Populous said. “At the same time, we believe there is a subtlety to the design that aims to showcase the open ceiling and the incredible views outside, rather than compete against them for attention.”

Budji+Royal Architecture+Design handled the terminal’s architectural design, and Megawide-GMR Construction Joint Venture, Inc. (MGCV) consortium constructed the building. Fit-out and interior design were handled by Populous, a global design firm, in partnership with local architectural firm Casas+Architects.



01 FEB 2018

BCDA and DOTr award the Engineering, Procurement, and Construction contract for the Clark International Airport New Passenger Terminal Building (CRK-NPTB) to Megawide-GMR Construction Joint Venture, Inc. (MGCJV). Construction starts in the same year.

MAY 2020 ONWARDS

Despite the lockdowns and community quarantines amid the COVID-19 pandemic, some 3,000 workers, architects, engineers, and designers continue working on the project.

22 JAN 2021

After 24 months of construction, MGCJV hands over the completed structure to BCDA and DOTr, and subsequently to the LIPAD consortium.

17 JUL 2021

President Rodrigo Duterte inspects the newly completed passenger terminal building of CRK.

AUG 2021

Wowowin broadcasts two of its live shows at Clark International Airport while NCR is under ECQ.

SEPT 2021

Miss Universe Philippines finalists hit the CRK “runway” in their swimsuits, evening gowns, and national costumes.

14 DEC 2021

CRK-NPTB’s first domestic flight departs for Cebu City as part of its proof-of-concept trials.





The driving force behind THE NEWLY COMPLETED CLARK INTERNATIONAL AIRPORT terminal

It took more than 3,000 Filipino workers, engineers, architects, and designers; globally renowned partners, like the Changi Airport team and GMR Group; and the unyielding determination of the administration to develop Clark International Airport (CRK) into a modern, premier gateway.

CRK, formerly known as Diosdado Macapagal International Airport, has been the gateway of choice for travelers from Northern and Central Luzon, or for those who want to avoid the hustle and bustle of Metro Manila.

In the past decades, CRK has seen the number of passengers increase to millions per year. Against the backdrop of worsening congestion at Ninoy Aquino International Airport (NAIA) and rising costs of traffic woes, President Rodrigo Duterte had a tall order to its economic managers: *“Paghawain niyo ang pang araw-araw na buhay ng Pilipino [Make the daily lives of Filipinos more comfortable].”*

One of the administration’s strategies is to modernize and upgrade the Clark International Airport to accommodate the growing air traffic through North and Central Luzon.



Despite the challenges posed by the pandemic, the joint venture of Megawide and GMR Group delivered a new passenger terminal building of over 110,000 square meters, in a record time of 24 months.



Touted as one of the Philippines’ fastest flagship projects, the building was handed over by Megawide-GMR group to BCDA and DOTr, which subsequently turned over the new terminal’s operations and maintenance to the LIPAD consortium.

In photo: LIPAD CEO Bi Yong Chungunco (center) attends the formal turnover of CRK’s operations and maintenance (O&M) to LIPAD.



President Rodrigo Duterte leads the inspection of the newly completed CRK terminal building on July 17. The President lauded the “massive achievement” that would benefit millions of Filipinos.



Assisted by BCDA President and CEO Vince Dizon (leftmost), Transportation Secretary Arthur Tugade (second from left) and LIPAD CEO Bi Yong Chungunco (rightmost), President Duterte was among the first to try the new terminal’s contactless features including common-use self-service kiosks and self-service bag drops.



Health Secretary Francisco Duque III (rightmost) and several Metro Manila mayors visited the exclusive transit lounge for overseas Filipino workers (OFWs) during the inspection activity. The OFW lounge is a key feature of the new CRK terminal.



Senior government officials and dignitaries, including Senate President Vicente “Tito” Sotto III (leftmost); former President Gloria Macapagal Arroyo (second from right), current presidential adviser for Clark Programs and Projects; Tourism Secretary Bernadette Romulo-Puyat (third from left); and French Ambassador to the Philippines Michele Boccoz (in red) were also given a tour of the new terminal.



“The now-iconic wavy silhouette of the building reflects the lines of Mt. Arayat, while the patterns of the interior ceilings pay homage to the parols of Pampanga,” Tourism Secretary Bernadette Romulo-Puyat (rightmost) said, lauding the modern Filipino architecture and design of the new terminal. “I can’t wait for this terminal to be fully operational.”



Seen as one of the answers to President Duterte’s mandate to make lives of Filipinos better, the new CRK terminal will provide a modern air travel experience, generate jobs, help the economy recover from the pandemic, and equip Northern and Central Luzon with modern and efficient transportation infrastructure.



A SHINING OPPORTUNITY

Building the 116,000-square-meter New Passenger Terminal Building of the Clark International Airport (CRK-NPTB) became a more formidable challenge when the COVID-19 pandemic reached the Philippines. Construction stopped for two months at the height of the crisis. After receiving permission from the government to resume work on the project, health protocols dictated that only half of the workforce was going to be allowed onsite. Despite the odds, the brave and hardworking Filipino men and women who were part of the team met the deadlines and completed the project in just three years.

Engr. Nilo Caronan is one of the over 3,000 Filipinos who built the new terminal. This new terminal project will always be close to his heart as it gave him the opportunity to come back to his home province and embark on a new beginning. He used to work in Kuwait but was repatriated in 2017 following the Middle East oil crash.

"I had to go back to the Philippines and move my family from my hometown in Porac, Pampanga to Manila just to look for job opportunities," Caronan shared. "Upon learning about this project, it was a no-brainer for me to apply. When I got accepted for the job, my family and I were able to move back to Porac. We no longer needed to endure the congestion in Manila because job opportunities are now here in our region."

The CRK modernization and expansion project was launched to help decongest the Ninoy Aquino International Airport and Metro Manila traffic. Once operational, the new terminal is also expected to provide job opportunities to workers in Central and Northern Luzon, as well as in other parts of the country through production links supporting industries such as tourism, food and beverage, services, infrastructure, agriculture, and manufacturing. Some 150,000 jobs are projected to be generated.

Testament to hardwork and resilience

The CRK modernization project aims to decongest the airway and passenger traffic at Ninoy Aquino International Airport. Started in 2018, the 116,000-square-meter passenger terminal took 24 months to complete. It was not an easy feat considering that construction work continued during the height of community quarantines amid the COVID-19 pandemic.

Millions of people were forced to stay at home. Amidst border closures, travel restrictions and strict health protocols, more than 3,000 Filipino workers, engineers, architects, and designers continued work on the terminal. Construction was halted for two months and manpower was slashed to 50%.

"When the pandemic hit the Philippines, I was tasked to implement the COVID-19 protocols and restore the construction operations," said Noel Regalado, who supervises the new terminal's compliance with International Organization for Standardization (ISO) requirements.

"But those challenges did not stop us from meeting our deadlines," shared Engr. Nilo Caronan, one of the engineers who worked at the new terminal

during the pandemic. "With airports being vital to our recovery, we worked double time to ensure that we provide Filipinos with a new quality terminal they can be proud of."

Despite the challenges, Regalado shared that they were able to maintain a zero-positive-case rate for COVID-19 among employees and subcontractors.

"In spite of all the challenges we have encountered together with all the project stakeholders, we were able to preserve our oath of utmost professionalism, maintain the spirit of camaraderie, strictly adhere to the principles of teamwork, and uphold the dignity of the project," Cionnie Ethel Alpas Cabusas, quality assurance and quality control (QA/QC) supervisor for civil works, said. "Thus, we were able to successfully deliver the project with full pride."

While the construction was ongoing on the new terminal, the existing passenger terminal building of the Clark International Airport served as a temporary home for repatriated Filipinos and returning overseas Filipino workers.



READY FOR TAKEOFF

In December 2021, CRK moved closer to getting the green light from government regulators upon conducting its proof of concept flights for local and international travel. First to take the skies from the new Clark gateway was a domestic flight bound for Cebu City.

The CRK-NPTB is the first hybrid public-private partnership (PPP) project completed under the Build Build Build program of the Duterte administration.

While the completion of the new terminal is already an achievement in itself, this is only the start of better things to come as the project is just on the first phase of Clark airport's 35-year master development plan. BCDA has funded several ongoing enhancement projects in CRK, namely, the rehabilitation and upgrade of the airfield ground lighting system, construction of what will be the country's tallest air traffic control tower, a new radar surveillance system, and the airport's second runway design.



HANN CASINO RESORT
*PLAY WELL,
LIVE WELL*

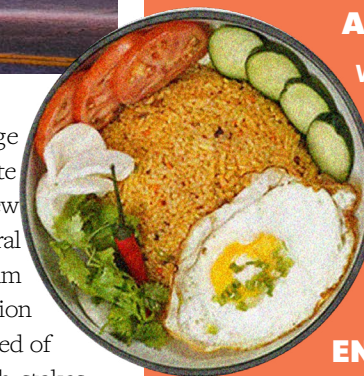
The Widus Group, owner and developer of the Widus Hotel and Casino and Clark Marriott, opened Hann Resorts in 2021 in Clark Freeport Zone, Pampanga. It is the first fully integrated resort in Clark that levels up the experience in gaming, entertainment, leisure, dining, hospitality, and shopping. Hann Casino Resort will open in phases, with the initial soft opening event held on December 15, 2021.

The grand launch of Hann Casino kicks off the second phase of Widus Group’s development plan. The resort is expected to employ more than 1,000 Filipinos by 2022. Luxurious staycations rise to another class of comfort as Hann Casino Resort features premium hospitality experience from well-renowned luxury brands. Swissôtel is known for its grand take on the freshness and vitality of Swiss hospitality, which is famous for its efficiency,

punctuality, accuracy, and leading-edge technology. Clark Marriott promises a first-rate experience and award-winning service. In a few years, Mercure Hotel will offer unique cultural experiences alongside lush comfort and premium service, completing the exquisite accommodation facilities with Hann Resorts. Guests are assured of various forms of entertainment such as high-stakes gaming in an opulent Filipino setting. Discerning shoppers can choose from meticulously curated high-end brands. Gourmands will enjoy savoring flavors from nine specialty outlets that feature local and international cuisine. The Widus Group will soon open a second premium brand in New Clark City: the Hann Lux Lifestyle Resort.

“**DESPITE THE UNDENIABLE DISRUPTION THAT THE PANDEMIC HAS CAUSED, HANN’S VISION OF CREATING THE ULTIMATE PLAYGROUND IN CLARK REMAINS TRUE AND THE SAME. WE ARE SET TO OPEN CLARK’S FIRST FULLY INTEGRATED RESORT, AND OUR GUESTS CAN EXPECT ONLY THE FINEST IN HOSPITALITY AND ENTERTAINMENT.”**

—**Daesik Han**, chairman and CEO of Hann Philippines Inc.



ACCOMMODATION

- Widus Hotel 233 rooms
- Clark Marriott 260 rooms
- Swissôtel 372 rooms and suites
- Mercure Hotel coming soon

DINING

16 Restaurants from casual to fine dining, bar, or lounge

ENTERTAINMENT

Concerts and shows from local and international artists and performers

CASINO

- Slot Machines
- Table Games
- Electronic Games
- Sports Betting (coming soon)

HILTON CLARK
308 digital key-enabled guest rooms and suites

DINING
Olive, XI, and Treat

CONFERENCE ROOMS
1,800 square meters of meeting space

1,010-square-meter halls (Grand Ballroom)



CLARK

as the **TOP CHOICE** of business and leisure travelers

Clark Freeport Zone draws crowds not just as a venue for festivals, but as a prime destination for sporting events and meetings, incentives, conferences and exhibitions (MICE). With Clark International Airport (CRK) starting to be known as the second major gateway to the Philippines, tourists and business travelers will be gathering in and around the freeport. Recognizing Clark's business potential, Hilton, one of the fastest growing hospitality companies in the world, opened its third hotel in Clark.

Hilton Clark Sun Valley Resort is the flagship brand of Hilton

Hotels and Resorts, which is known for delivering exceptional service. It is strategically located near the airport, entertainment facilities, and Clark Global City. A mere 12-minute drive from the airport, Hilton Clark is also accessible to the Clark Museum, Aqua Planet, and the Mimosa Plus Golf Course.

Donggwang Clark Corporation manages Hilton Clark Sun Valley Resort. It is known for its award-winning civil engineering, housing, and construction projects. Aside from Hilton Clark, Donggwang Clark Corporation also manages prime properties in Korea and Japan.



GROWING COMMUNITY, STRONGER PARTNERS

Clark Freeport and its locators continue to give the economy a boost as the country emerges from the pandemic

Clark Development Corporation (CDC) President and CEO Manuel Gaerlan said that despite the challenges brought by the pandemic, Clark Freeport Zone remained afloat with its 1,153 locators that sustained the jobs of 121,341 workers from the contiguous areas of Clark.

Gaerlan also mentioned that the CDC created various programs for their locators to help them recover from the effects of the global health crisis.

“Our initiatives to help our locators recover included the Program to Revive and Open the Economy of Clark (PROTEC) program, Locators Oversight Visit and Empowerment (LOVE) program, and Project I-Dream program,” Gaerlan said.

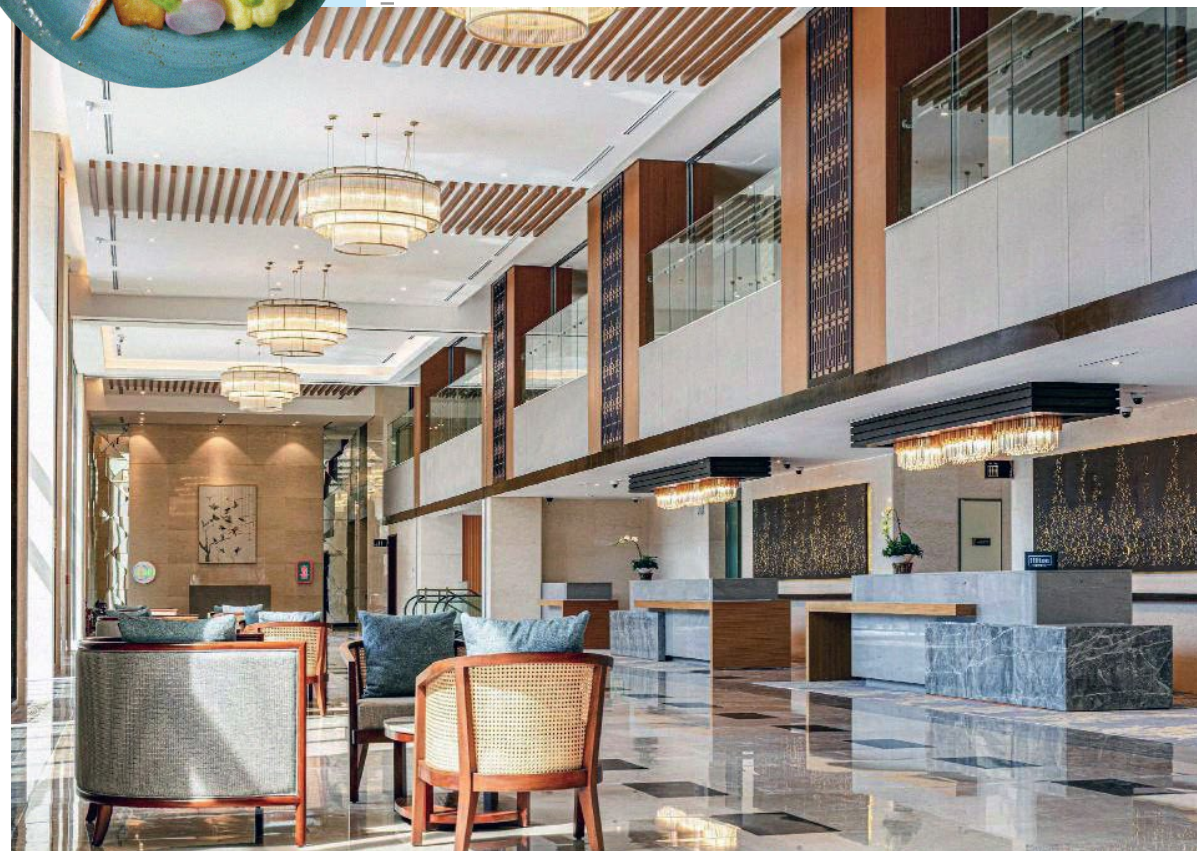
While its relationship with locators and partners remains

strong, new investments continue to pour into Clark Freeport. In June 2021, Savers Industrial and Building Solutions (SIBS) opened its biggest showroom in Clark. SIBS has over 25 years of experience in building solutions. Another new locator is the OSM Group, a Swedish manufacturing company that makes consumer electronics, engineered soft goods, and other industrial products. OSM Group opened its production facility within the PhilExcel Annex area.

Within Clark is Clark Global City, which will serve as Clark's primary business district. It is a 177-hectare master-planned mixed-use commercial and business center developed by Udenna Corporation near the Clark International

Airport. It is envisioned as the next “Bonifacio Global City,” with plans to build office buildings, residential areas, hotels, schools, retail developments, a transport terminal, and a sports center, among others.

Today, Clark Global City already has the West Aeropark development, which provides ideal office space for business process outsourcing (BPO) firms and other corporate clients. The 100-bed Medical City Clark, meanwhile, is the first component of the larger health care complex. Clark Global City recently obtained the Safety Seal Certification from Clark Development Corporation Epidemiology Service Unit (CDC-ESU).



DISCOVERING CLARK

Clark Freeport and its locators continue to give the economy a boost as the country emerges from the pandemic

SIGHTS AND SOUNDS

Go back in time at the Clark Museum and 4D Theater and learn about Clark's rich history. Watch the 20-minute documentary, "Risen from the Ashes," in a 48-seat state-of-the-art 4D theater. Afterwards, be a paleontologist for a day and find out about the giant reptiles that once ruled the Earth on Dinosaur Island!

WILD SIDE

Get close encounters with amazing animals at Clark Safari and Adventure Park and enjoy the only tiger safari in Pampanga.

Learning with the family is fun at the Zoocobia adventure zoo theme park. Bond with exotic animals, fly like a bird on a zip line, then swing and get high on a zing ride.

WET TREATMENT SPLASH!

Have an unforgettable water adventure in the world-class Aqua Planet facility. Try out one (or more!) of the 38 slides and other water park attractions.

Need a soothing alternative? Experience healing with water at the Puning Hot Spring along the Sacobia River. Have a therapeutic bath in



APPETITE FOR MORE FOOD ADVENTURE!

Next, take your adventure to the dining table with some of the latest food hot spots in Clark. Hungry for Italian? Have a delightful slice of brick oven pizza at Pizzeria Stradale By Amante. Steaks, pasta, pastries and other delights get even tastier while immersing in the stunning vistas at Hola Parade Luxury Rooftop Cafe and Restaurant. Quench your thirst with refreshing drinks from Tastes from the Greens. Then unwind with a relaxing dinner, cold drinks and live band music at the Creekside Bar of Midori Hotel and Casino.

Cafe dining never tasted this indulgent at the En Croute Cafe by young master chef and noted Pampanga restaurateur Vince Garcia. European aristocratic dishes, classic apple pie and Salmon En Croute are just some of Chef Vince's kitchen creations here.

A trip to the culinary capital of the Philippines would not be complete without a sampling of authentic Kapampangan dishes. Relish the rich flavors of thick kare-kare, sinigang na sugpo, sisig and other house specialties at Binulo. Aside from the favorites, Matam-ih cooks up interesting exotic local delicacies, including betute (deep-fried frogs filled with minced pork), kamaru (cooked rice field crickets) and pindang damulag (fermented carabao meat). Finally, widen your feast options at Mangan Tamu Food Park with some 50 local concessionaires serving regional delicacies.

Whatever suits your taste, there's always something to discover in Clark!

the hot springs of Mount Pinatubo. Wakeboarding beginners and enthusiasts, get your gear ready! Deca Wakeboard Park serves as a venue for international sports events, but also welcomes visitors including first-timers to experience the thrill of riding the water, powered by a speedboat.

NEED FOR SPEED

Want some adrenaline on dry land? Rev your engines at the Clark International Speedway. This 4-kilometer speedway allows 18 turns on a full-course track and has Grade 4 licenses from the Federation Internationale de l'Automobile.

For a touch of old-school rides, gallop to the El Kabayo Riding Stables and go on horseback around the property. Treat yourself, too, to some Western-style cooking at Amante Ribs and Steaks located here.



ACCESSIBILITY TO THE FREEPORT

As employment and business opportunities open in Clark, the need for convenient travel continues to increase. The Department of Transportation (DOTr) leads two projects to respond to this need.

The Manila-Clark Railway Project forms part of the massive 147-kilometer North-South Commuter Railway (NSCR) line. The construction of this project will provide direct jobs to 7,000 workers and around 3,000 more when it becomes operational. PNR Clark Phase 1 (Tutuban-Malolos Segment) has reached 48% completion, while Phase 2 (Malolos-Clark Segment) progressed to 32%. The commuter rail project is on track and is expected to be fully operational by 2024.

Premier Clark Complex, Inc. (PCCI) signed a lease agreement with Clark Development Corporation (CDC) to construct a four-storey multimodal transport terminal and an office tower building in the SM City Clark Complex. The SM Grand Transport Terminal will make traveling from Metro Manila to North Luzon faster and more convenient. The transport terminal will provide up to 1,000 job opportunities during construction. It will include facilities such as restrooms, waiting areas for passengers, food kiosks, and other features. Once operational, the terminal and the office towers are expected to generate more than 1,000 jobs.

SPORTS TOURISM

Taking Off *in* New Clark City

Palpable excitement. The infectious energy of a crowd. Witnessing rare moments. These are the reasons why sports and travel go together. Athletes travel to compete, and spectators travel to witness the competition. You cannot capture on camera the emotions and excitement of witnessing the event live and in-person. That's how major sporting events like the Olympics and World Cup become tourist attractions.

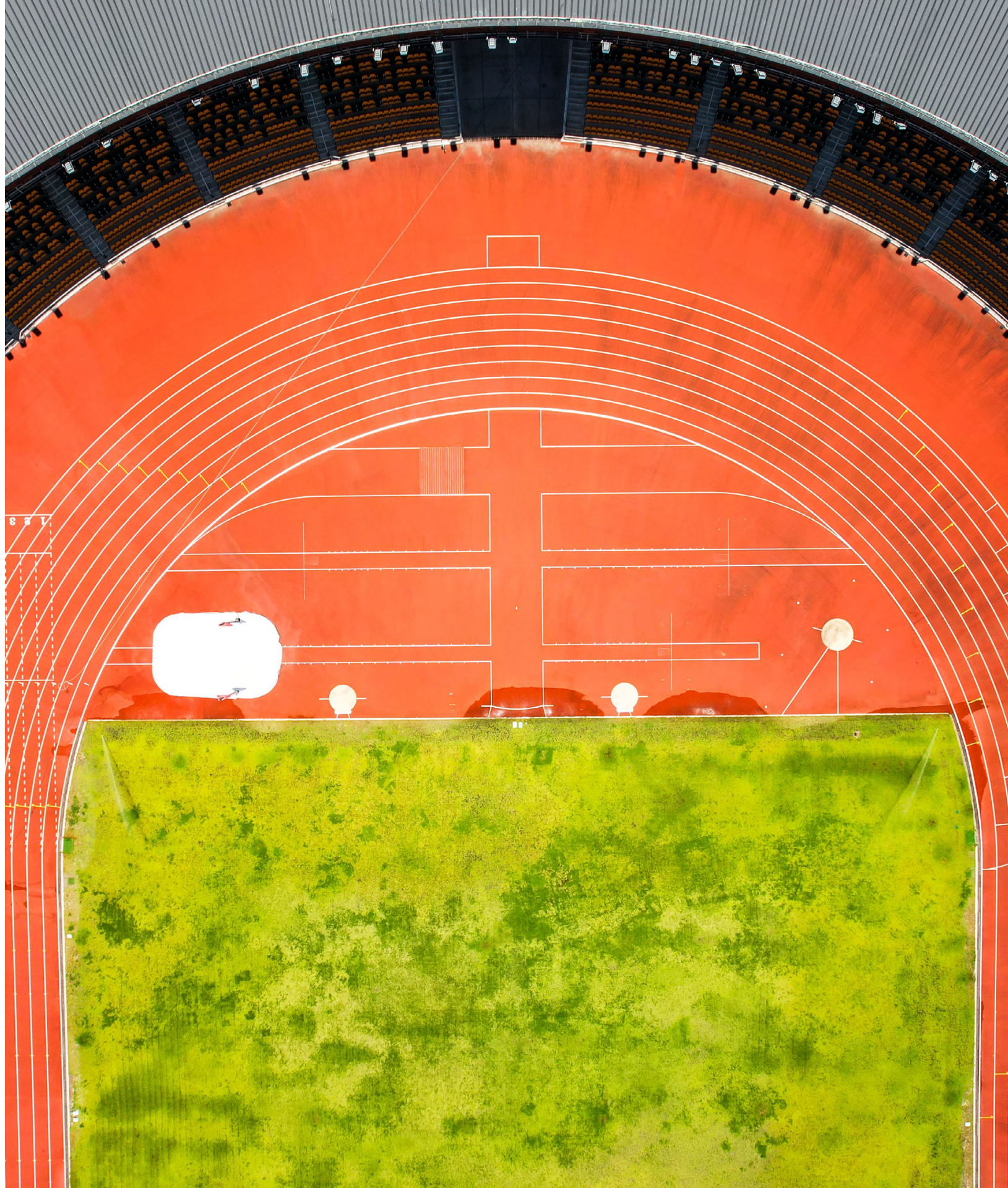
The United Nations World Tourism Organization (UNWTO) recognizes that these mega sporting events act as a catalyst for tourism development. To successfully leverage sports events for destination branding, it is important to develop the infrastructure for these.

The New Clark City sports complex placed a big check mark on this for the Philippines, drawing athletes from around the country and abroad since the South East Asian Games in November to December 2019.

THE NEW NORMAL *in* SPORTS

The pandemic triggered a new normal in sports: the sports bubble. In this setup, participants are required to take COVID-19 tests and undergo isolation procedures before the competition starts. During the event, they will shuttle to and from the hotel and the venue and follow strict health and safety protocols.

In 2021, New Clark City hosted several events and training sessions for local and international athletes. The participants lauded the Bases Conversion and Development Authority for the hospitality and efficient coordination of these events. Athletes were in awe of the sports facilities and expressed excitement at being able to compete again.



ATHLETICS STADIUM

- * Ranked as a Class 1 athletics facility by the International Association of Athletics Federations
- * 20,000 seating capacity
- * 9-lane 400-meter track and field
- * 4-lane warm-up track



AQUATICS CENTER

- * Certified by the Fédération Internationale de Natation
- * 2,000 seating capacity
- * 10-lane competition pool
- * 8-lane training pool
- * diving pool



ATHLETES' VILLAGE

- * 525 rooms, including 95 for persons with disabilities
- * 10 conference rooms
- * 3 elevators per building
- * gym amenities
- * recreational facilities, such as basketball court, swimming pool, and lounge
- * kitchen and dining areas that can accommodate up to 1,000 diners



ISRAEL SWIMMING TEAM

PRE-OLYMPIC TRAINING CAMP

JULY 10 to 19, 2021

To prepare for the Tokyo Olympics, the Israel Olympics Swimming Association chose the 2,000-seater New Clark City (NCC) Aquatics Center as the venue of their training activities. This was the first sporting event hosted in New Clark City since the COVID-19 pandemic started.

According to Philippine Swimming, Inc. (PSI) President Lani Velasco, the 17-member Israel team wanted to adjust as early as possible in preparation for the Olympics. They chose the Philippines because it is in a similar time zone as Tokyo and the availability of world-class facilities made coming here more attractive.



“ I TRAVELED ALL AROUND THE WORLD AND SAW THOUSANDS OF AQUATIC COMPLEXES. NEW CLARK CITY’S FACILITY IS AMONG THE BEST IN THE WORLD!”

—David Marsh, former US Olympic swimming coach and professional adviser of the Israeli swimming team

“ It’s a really nice pool with really nice surrounding views. And the bright color of the pool makes it look even better. More importantly, I like how the pool is really fast. Thank you for having us here!”

—Andrea Murez, Olympic swimmer, 100-meter freestyle

“ We’d like to extend our thanks to Sec. Vince, BCDA, and the Philippine government for being a true friend of Israel and also for hosting our swimmers. Having them here, training in this bubble setting where they can train freely, get acclimated to the region and the time zone, we really appreciate it.”

—Nir Balzam, chargé d’affaires, Israel Embassy in the Philippines

“ It’s one of the best pools I’ve ever seen. Good view, good weather. It’s definitely high quality. I would like to come here again someday.”

—Itay Goldfaden, Olympic swimmer, 4x100-meter mixed medley relay

“ JUST REALLY AMAZING FACILITIES. I’M ENJOYING MY TIME OVER HERE.”

—Ron Polonsky, Olympic swimmer, 200-meter individual medley



PHILIPPINE SWIMMING INC.

NATIONAL SELECTION MEET

OCTOBER 22 to 24, 2021

After the surge brought about by the Delta variant, New Clark City reopened its facilities to host the National Selection Bubble for PSI. A total of 71 swimmers competed during the national tryouts. They came to vie for a spot in the 15th Fédération Internationale de Natation (FINA) World Swimming Championships 2021 in Abu Dhabi, United Arab Emirates in December 2021, and the 19th FINA World Championships 2022 to be held in Fukuoka, Japan in May 2022.

“ I AM GRATEFUL TO OUR PARTNERS AND SPONSORS—BCDA, IATF, AND CDC FOR ALL THE HELP AND TRUST THEY HAVE GIVEN US. SPECIAL THANKS TO EVERYONE IN BCDA WHO SUPPORTED US FROM THE BEGINNING TO END.”

—Lani Velasco, president, PSI

“ I surely missed the rush of the competition. I’m also happy to see so many familiar faces—from coaches, swimmers, and officials.”

—Ianiko Limfilipino, Filipino swimmer

“ To hold a competition during a global pandemic is extremely difficult so I feel very grateful for the opportunity to be able to compete during this time.”

—Chloe Daos, Filipino swimmer

“ This is by far the best aquatic facilities we have here in the Philippines. In my opinion, the New Clark City Aquatics Center is at world-class standards, and it’s always a wonderful experience to compete there.”

—Xiandi Chua, Filipino swimmer

“ IT (THE AQUATICS CENTER) LOOKS AMAZING AND CLEAN EVEN IF NO ONE WAS ABLE TO USE IT FOR MORE THAN A YEAR.”

—Miguel Barreto, Filipino swimmer

“ I really appreciate the efforts of the officiating bodies in implementing the safety protocols to the best of their abilities for this meet to be as safe as possible for everyone, from the weeks leading up to the event up to now.”

—Joy Rodgers, Filipino swimmer



GLOBALLY RECOGNIZED

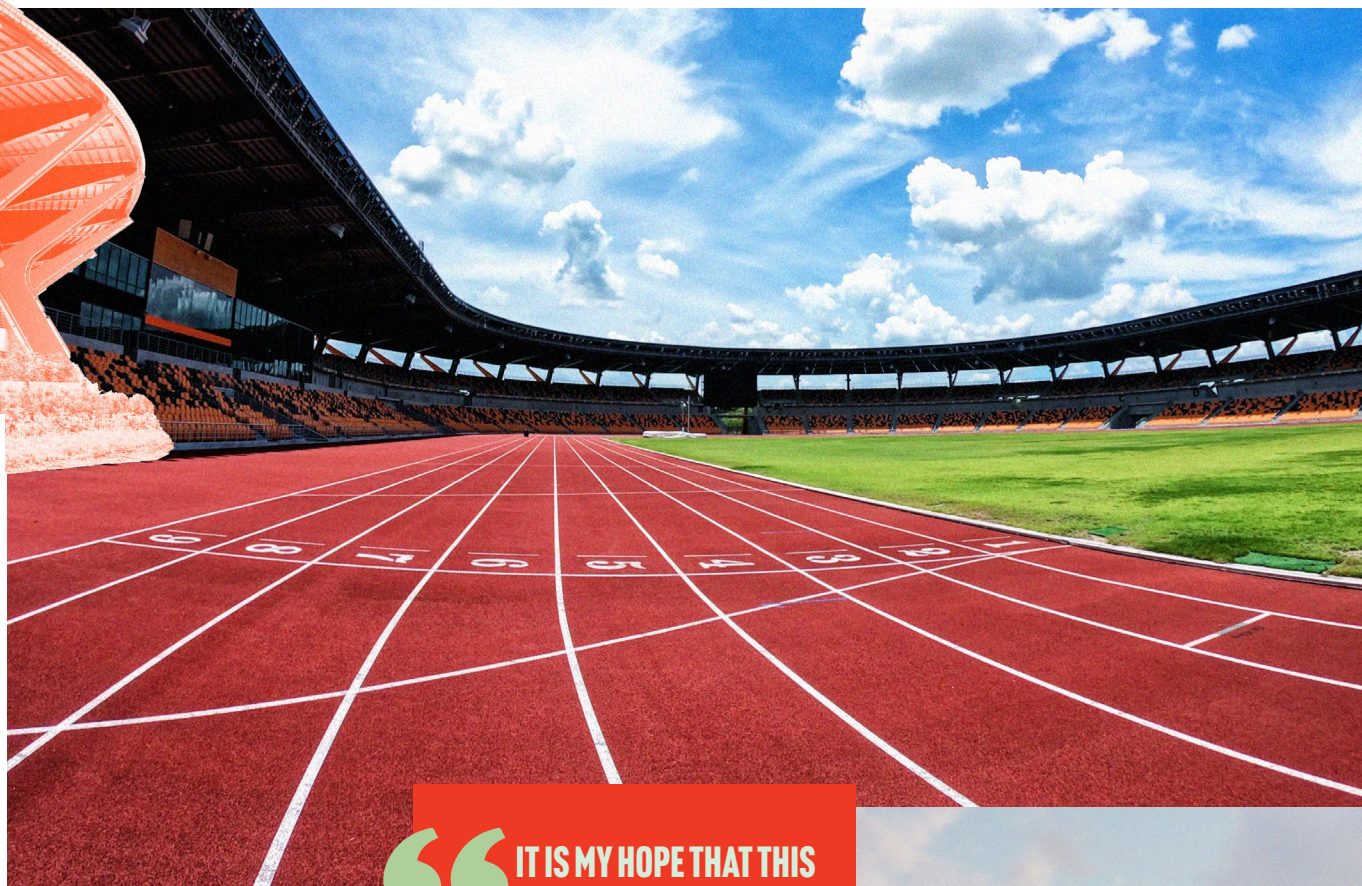
The World Architecture Festival is the largest festival and awarding ceremony “dedicated to celebrating and sharing architectural excellence across the globe.” During the festival, hundreds of shortlisted architects from around the world present their projects live to a judging panel.

The New Clark City Athletics Stadium was shortlisted in the Sport - Completed Buildings Category of this prestigious event held virtually from December 1 to 3, 2021. It was also nominated for the Engineering Prize in the same festival.

The future of Philippine sports and tourism

New Clark City (NCC), with its world-class facilities, strategic location, and proximity to the Clark International Airport and Metro Manila, is making itself known as the center of Philippine sports.

Positioning NCC as the country's sports tourism destination entails



developing the current state of Philippine sports. The administration provided increased support to athletes and the sports sector. In addition, a green and climate-resilient learning and training center is being built inside NCC to house Filipino scholar-athletes.

The National Academy of Sports (NAS) was established by virtue of Republic Act 11470, whose principal authors include Sen. Bong Go, Sen. Sonny Angara, and Sen. Pia Cayetano.

It aims to develop the athletic skills and talents of students in world-class sports facilities, which are at par with international standards.”

According to Executive Director Joy B. Reyes, NAS will become the “backbone for the constant and progressive production of well-rounded student-athletes, who can be sources of national pride.”

“IT IS MY HOPE THAT THIS NATIONAL ACADEMY OF SPORTS WILL JUST BE ONE OF THE MANY STEPS THAT WE WILL UNDERTAKE TO MAKE OUR GOALS A REALITY. LET US CONTINUE WORKING TOGETHER TO DEVELOP THE FILIPINO YOUTH'S POTENTIAL IN VARIOUS SPORTS AND TO ENCOURAGE THEM TO BECOME BETTER AND TO DREAM HIGHER.”

—Senator Bong Go

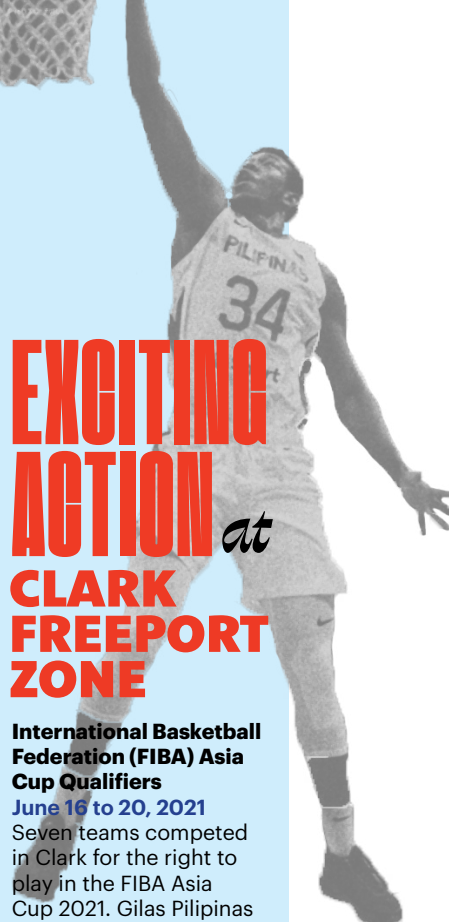


NAS works towards the early recognition and development of students with the potential to excel in sports by employing a special sports curriculum integrated into the secondary education program. The curriculum will help students achieve a good balance between academic and athletic competency.

On September 13, 2021, coinciding with the Department of Education's (DepEd) school opening, NAS welcomed its pioneering batch of student-athletes to their first-ever virtual class. The first batch is composed of 66 scholars who went through “a tedious admission process” to prove their skills and potential.

The project to construct NAS facilities started on July 15, 2021, with the first phase expected to be completed in August 2022. On October 9, 2021, while the construction for Phase 1 was underway, NAS, DepEd, the Bases Conversion and Development Authority, and the Philippine Sports Commission unveiled the ceremonial marker of the NAS campus.

The Academy envisions expansion to other regions, and a Philippines where sports is not just a requisite subject. From the boost that the country received because of events held amid the COVID-19 pandemic, to the excellent athletes being produced by NAS, as well as the academy's top-notch facilities, it's clear that the country's sports tourism is off to a great start.



EXCITING ACTION at CLARK FREEPORT ZONE

International Basketball Federation (FIBA) Asia Cup Qualifiers

June 16 to 20, 2021
Seven teams competed in Clark for the right to play in the FIBA Asia Cup 2021. Gilas Pilipinas secured a slot after defeating South Korea.

Integrated Cycling Federation of the Philippines (PhilCycling) National Trials

July 10 to 11, 2021
Over 100 cyclists vied for a spot to represent the Philippines in the Asian Road Cycling Championships and the 31st Southeast Asian Games.

National Duathlon Trials by the Triathlon Association of the Philippines (TRAP)

December 12, 2021
This was the first TRAP-organized race in the Philippines since the pandemic started. At this event, the selection for the members of the national team to compete in the 2022 Southeast Asian Games was held.

CLARK

The GREEN HEART of NEW CLARK CITY

There are people who brave the concrete jungle in search of better job opportunities or to get closer to better facilities. City living used to mean giving up nature and the tranquility of living in a rural area. New Clark City (NCC) trailblazes out of this norm to become the first smart, resilient, and green city in the Philippines.

A 44.8-hectare green space that reflects Filipino heritage while expressing the contemporary needs and future aspirations of Filipinos will rise in the heart of this smart metropolis. NCC's Central Park will become one of the largest urban public parks in the Philippines.

This park is part of the Global Future Cities Programme funded by the United Kingdom Foreign, Commonwealth and Development Office (UK-FCDO). The team responsible for the project includes the United Nations Human Settlements Programme or UN-Habitat and renowned Filipino landscape architect Paul Alcazaren.

Preparations were underway since the approval of the Central Concept Plan in May 2021 after a series of virtual conversations with stakeholders. Then on July 23, 2021, BCDA and the British Embassy Manila unveiled a symbolic marker for the location of the Central Park. UK-FCDO and its delivery partner submitted the draft reports of the Schematic Design, Feasibility Study and Operations Maintenance Strategy in November 2021.

We look at the world differently after surviving the pandemic. We appreciate nature and open spaces after all the lockdowns and quarantines. Many still prefer city living, but people have a growing awareness of the importance of having a liveable and sustainable urban space. New Clark City's Central Park sets the trend for enhanced public spaces not just in terms of facilities and aesthetics, but also for the cultural and ecological contributions of parks.

CENTRAL PARK HIGHLIGHTS

The Lake. The park's central feature plays an important role in biodiversity and the availability of recreational spaces. People can engage in various activities or dine in the café and food venues along the lakeside.

Lakeside Promenade. A continuous promenade loops around the extended waterfront of Central Park, making it accessible to pedestrians taking a break from the city. This serves as a wellness and fitness area with shaded cycling paths.

Lakeside Stage. The "floating" Lakeside Stage will be a venue where people can gather to celebrate events, witness performances and appreciate the arts. The backdrop? The beautiful lake and the evolving skyline of NCC.

The Meadows. The highest point of the park, a green open space framed by indigenous woodlands, the meadows offers a view of the city skyline. It will serve as a multi-functional space for the community—an open-air gallery or a getaway space for picnics, outdoor meetings, yoga sessions, and more.

Sports Park Zone. Living up to NCC's potential to become the premier sports hub of the Philippines, the Sports Park Zone at Central Park will have basketball courts, multi-sport pitches, and changing rooms.



Ethnobotany and Community Garden. Ethnobotany is the study of how people and cultures make practical use of plants. In the outdoor garden, visitors can learn about local plants and how they were traditionally used by indigenous communities. The Community Plaza can also host weekend farmer's markets where the Aeta community can sell their products.

Children's Woodland Play Area. Imaginative play spaces and colorful installations will be placed here to entertain children.

Bamboo Garden. One can celebrate the local tradition of growing and using bamboo for construction as one takes a tranquil tour of the wetlands and bamboo grove. Bamboo artworks will be installed to add to the garden's quiet beauty.

Central Park Main Gateway. A distinct paving with locally inspired patterns and an iconic signage will welcome pedestrians and visitors to the park. The main entrance and gateway connects to a taxi drop-off point, public transport, and parking facilities.

Lakeside Wetland Gardens and Boardwalk. Get access to the lake, wetlands, and rain gardens through a series of boardwalks and platforms. The Wetland Gardens is part of a sustainable water strategy that connects the community to the park through the Cycle Eco-Link Bridge.

Iconic North-South Cycle Connector. Pedestrians and cyclists can easily travel between the north and south sides of NCC through the park. Take the scenic route to the Central Business District and pass through the Green Boulevard, Retention Lake, and Conservation Gardens.

RIVER PARK art INSTALLATIONS

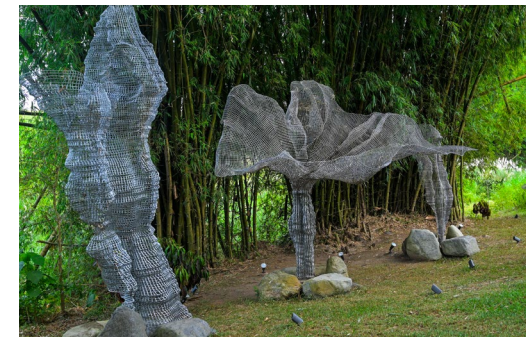
New Clark City's River Park is a 4.5-hectare leisure space featuring a 1.4-km-long walkway. Aside from the amphitheater and playground, the park's facilities include storm huts with toilets, seat walls, a viewing deck, and a plaza. Art installations created by renowned Filipino artists add functional points of interest throughout the park.



Barrio by Kenneth Cobonpue. Named after the basic unit of Filipino communities, these rattan viewing pods were created using Cobonpue's unique weaving style. The waterproof installations sit atop the highest point of the park, serving as resting areas, as well as viewing decks.



Domes Village by Bernardo Pacquing. This is a series of dome-like structures linked by suspended bridges. Serving both as an outdoor art installation and a playground, the domes were made by Tarlac-born artist Bernardo Pacquing out of reclaimed hardwood from old houses, combined with custom-made steel connections.



Sibol by Bea Valdes. Fairies and water nymphs emerging from the river banks are the subject of Valdes's metal grid sculpture. The art installation celebrates the folklore and mythology of the Philippine countryside. Valdes combined weaving and wire work to create these stunning installations that transformed cold metal into organic shapes.



Pag-ahon by Jude Tiotuico. On the way to the riverbank, at the rotunda in front of the Aquatics Center, stands the sculpture made by Tiotuico as a tribute to Filipino swimmers and divers. Tiotuico worked on steel, brass, and aluminum for the sculpture aptly named "Pag-ahon"—like swimmers emerging from turbulent waters. The piece, majestic in the afternoon light, seemed to signal better times ahead for Filipino athletes.

GOVERNMENT AGENCIES

that will establish offices in
NEW CLARK CITY

Bangko Sentral ng Pilipinas

Virology Institute of the Philippines

Philippine Space Agency

SCHOOLS

that will have campuses in
NEW CLARK CITY

University of the Philippines

Technological University of the Philippines

Polytechnic University of the Philippines

Philippine Science High School

National Academy of Sports

DEVELOPMENT PARTNERS

MTD PHILIPPINES INC.

MTD is the BCDA's project development partner for the 40-hectare Phase 1A of the National Government Administrative Center (NGAC). Pursuant to Executive Order (EO) 119, signed by President Rodrigo Duterte in 2020, NGAC will function as a recovery and back-up administrative hub for the government in times of disasters and emergencies.

Under the same EO, Duterte ordered all government agencies under the Executive to set up satellite offices in the new metropolis. Legislative and judicial branches, as well as Government-Owned and -Controlled Corporations (GOCCs), were encouraged to follow suit.

FILINVEST LAND, INC. (FLI)

FLI is developing a 288-hectare mixed-use industrial complex within New Clark City. A joint venture initiative between BCDA and FLI, the project is envisioned to be a world-class industrial park that will serve as a catalyst of growth in Central Luzon and a strategic operations hub in Southeast Asia.

GOVERNMENT AGENCIES

BANGKO SENTRAL NG PILIPINAS SIGNS LEASE FOR NEW BSP COMPLEX IN NEW CLARK CITY

The Bangko Sentral ng Pilipinas (BSP) signed a lease with BCDA in 2021 for the development of their 31.3-hectare facility in New Clark City (NCC). The Pnp7-billion BSP Complex is targeted to be completed in 2024 and involves the development of



Artist's render of Filinvest New Clark City

facilities and structures that will support BSP operations. It will include an administrative building, executive guest lodging, an academy, museum, security plant complex, and command and data centers.

PHILIPPINE SCIENCE HIGH SCHOOL TO OPEN A CAMPUS IN NEW CLARK CITY

The Philippine Science High School (PSHS) System prepares students for careers in science and technology. The attached agency of the Department of Science and Technology (DOST) partnered with the Bases Conversion and Development Authority (BCDA) for the establishment of a 4.6-hectare campus that will rise in New Clark City.

As part of PSHS's modernization plans, the new campus will play a big role in advancing science and technology in the country. It will have state-of-the-art facilities for traditional and alternative learning, training and research centers for teachers and professionals, advanced laboratories, academic spaces, and living quarters. It seeks to encourage immersive learning through the use of innovative technology.

The masterplan for PSHS's new

site was approved in 2021 and is expected to be completed in 2022 as "the center of learning and service continuity for the entire PSHS system."

BCDA, DEPARTMENT OF AGRICULTURE KICK OFF DEVELOPMENT OF NATIONAL SEED TECHNOLOGY PARK

The BCDA and Department of Agriculture (DA) in July 2021 launched the development of the Philippines' first National Seed Technology Park (NSTP) in NCC. During the event, 500 indigenous and endemic trees were also planted to launch the DA-led campaign, "Seeds of the Future." The seedlings were planted onsite to meet the biodiversity and sustainability principles of NCC.

NSTP aims to modernize and industrialize the agricultural industry by introducing innovative farming technologies, providing access to quality seeds, and educating farmers. The farmers of Central Luzon, who stand to benefit from NSTP, received seeds as part of the ceremony. Agriculture Secretary William Dar led the distribution activity.

Through the seed technopark, the rice granary of the Philippines will again be the center of agricultural development in the country. It will be part of the 50-hectare Agro-Industrial Business Corridor in NCC. The facilities will include a facility for seed incubation, a soil laboratory, water chemistry laboratory, incubation hubs, and other support facilities.



Artist's render of Angsana Hotel in New Clark City

WIDUS GROUP

A TOUCH OF LEISURE AND LUXURY IN NEW CLARK CITY

TRAVEL DESTINATIONS, SPORTS FACILITIES, AND INVESTMENT OPPORTUNITIES are some of the reasons why tourists and investors visit New Clark City. The Widus Group, owner and developer of Widus Hotel & Casino and the Clark Marriott Hotel, is bringing New Clark City's exquisite leisure and luxury accommodation to every traveler's attention.

In 2019, The Widus Group signed a lease agreement with BCDA to develop Hann Lux, a 450-hectare hospitality complex that will occupy the southernmost part of New Clark City. The conceptual design for the Hann Luxury Mountain Resort was approved in July 2021. The detailed development plan for the project is currently being drafted.

Phase 1 of this luxury mountain resort shall include the development of the Angsana Hotel and the Banyan Tree Hotel within five years. Phase 2 of the project will cover the development of Westin and Luxury Collection by Marriott. The facilities planned for Hann Lux include an 18-hole championship golf course, a clubhouse, outdoor recreation facilities, a 10-hectare public park, premium villas and residences, and a mixed-use commercial center.

“The signing of the contract of lease brings BSP closer to its goal of building a smart, green and modern facility for its operations. This will further bolster the BSP's capacity to perform its mandate.”

—Bangko Sentral ng Pilipinas Governor Benjamin Diokno



NEW CLARK CITY *steps up to SERVE*

When the COVID-19 pandemic hit the country in 2020, there were worries about how to accommodate and treat the rising number of patients. Through the tireless efforts of healthcare workers and other frontliners, many were cured and nursed back to health.

But just when everyone thought the worst was over, a new variant brought a surge of fresh cases in early 2021. The country's healthcare system was overwhelmed yet again, and BCDA had to ramp up its efforts to ease the burden of our frontline workers.

In response to the rising cases, BCDA added more isolation rooms at the National Government Administrative Center, which served as a temporary treatment and monitoring facility for asymptomatic and mild cases.

Including the quarantine facilities at the Athletes' Village, New Clark City was able to accommodate

nearly 25,000 COVID-19 patients, as well as returning overseas Filipino workers, as of end-2021.

VIROLOGY INSTITUTE TO RISE IN NEW CLARK CITY

The health crisis highlighted our needs, as well as the technological advancements necessary to make the country pandemic-ready in the future. Senate Bill No. 2155 authored by Senator Bong Go pushes for the establishment and operation of virology laboratories in the Philippines. The Virology Science and Technology Institute of the Philippines (VIP) will be built to respond to the need to learn and study viral diseases that can spread among people and animals. VIP, an infrastructure flagship project proposed by the Department of Science and Technology (DOST), will prioritize research on infectious diseases. While waiting for the bill to be passed into law, DOST started its research and preparations for the establishment of the institute.



RAISING THE STANDARD OF LIVING *while LOWERING THE COST OF LIVING*

New Clark City (NCC) is turning urban living into a progressive and sustainable experience. But because an urban lifestyle can be hard on the budget, BCDA is building NCC as the first smart, green, and sustainable metropolis where residents and locators can enjoy low utility rates. BCDA is partnering with utility companies to achieve this.

In December 2021, a contiguous contract was executed to cover the construction of the underground utility corridor. The project will begin in February 2022 and is expected to be completed by December 2022. This will allow the smooth delivery of power, water, and wastewater services to the pioneer locators in Phase 1 of NCC.



POWER SUPPLY

Php0.6188
per kilowatt hour
in New Clark City

Php0.70
per kilowatt hour
in Manila

Service Provider

Meralco-Marubeni Consortium (Manila Electric Company, Marubeni Corporation, Kansai Electric Power Co., Inc., and CHUBU Electric Power Co., Inc.)



WATER SUPPLY

Php9.45
per cubic meter
in New Clark City

Php30
per cubic meter
in Manila

Service Provider

PrimeWater Consortium (PrimeWater Infrastructure Corporation, Prime Assets Venture, Inc. or PAVI, MGS Construction, Inc., and Israel-based TAHAL Group)



ACCESSIBILITY. CONNECTIVITY. AFFORDABILITY.

THE ROADS THAT LEAD TO CLARK

Time wasted is money lost. Building an integrated transport network within and outside Clark ensures that business transactions and processes can run smoothly and that people and goods do not get stuck in traffic.



NORTH-SOUTH COMMUTER RAILWAY PROJECT

► 148-kilometer rail line comprised of 37 stations with 464 train cars that will cut travel time from Clark International Airport to Calamba from 4 hours to 1 hour and 30 minutes.

Three segments

- PNR Clark Phase 1 (Tutuban, Manila to Malolos, Bulacan)
- PNR Clark Phase 2 (Malolos, Bulacan to Clark, Pampanga)
- PNR Calamba-Solis, Manila to Calamba, Laguna



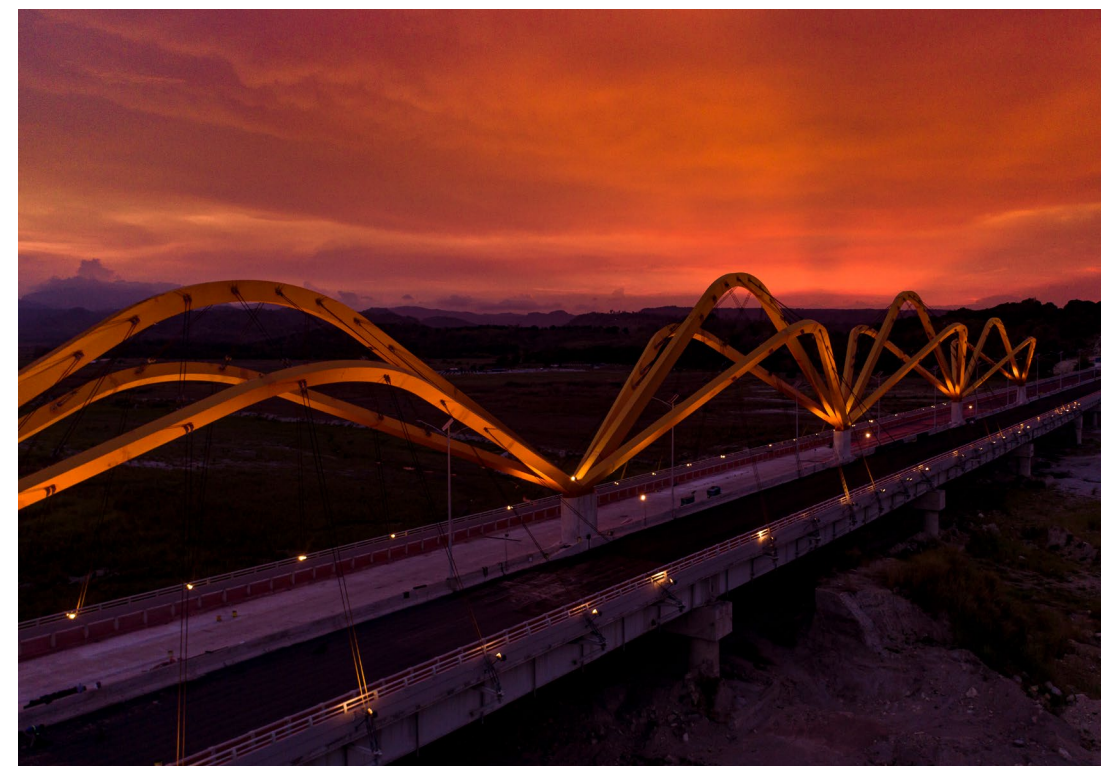
NEW CLARK CITY TO SUBIC-CLARK-TARLAC EXPRESSWAY ACCESS ROAD

- 112-kilometer, eight-lane access road with a 2.80-kilometer bicycle lane
- two interchanges, three bridges, pedestrian lanes, linear parks, roadway lights
- Reduces travel time from SCTEX to Capas, Tarlac from 40 minutes to 10 minutes
- 99.62% complete as of December 2021



NEW CLARK CITY TO CLARK INTERNATIONAL AIRPORT ACCESS ROAD

- 119.83-kilometer, six-lane access road with bike lanes, sidewalks and linear parks.
- Cuts travel time from New Clark City to Clark International Airport from 45 minutes to 15 minutes
- Phase 1 (100% complete in May 2021) 5.33-kilometer road within the New Clark City buildable area, which includes the 900-meter Sacobia bridge
- Phase 2 (62.16% complete as of December 2021) 8.8-kilometer road running from Aranguren to Dapdap Segment
- Phase 3 (31.03% complete as of December 2021) 5.7-kilometer road running from Dapdap to Calumpang Segment



BUILD
BUILD
BUILD

BUILD
BUILD

THE GOLDEN AGE *of* INFRASTRUCTURE

As far as legacies go, BCDA's parting gifts for the next administration—and for the multiple administrations after that—are pretty magnificent. In January 2021, the Bases Conversion and Development Authority (BCDA), with help from various agencies, turned over to the Duterte administration the flagship project under the government's Build Build Build program (BBB): the Clark International Airport New Passenger Terminal Building.

Then there's New Clark City, one of the four main districts of Clark. A safe haven for those affected by the COVID-19 pandemic in 2020 and 2021, New Clark City is now emerging as the premier location for sports tourism in the country. Aside from this, New Clark City is also being prepared to serve as an alternate base of operations for over 40 government agencies.

Two BCDA-funded projects under BBB—the Luzon Bypass Infrastructure Project and Subic-Clark Railway—are also underway. As they will not reach completion by the end of the Duterte administration, hopes are high that the next government will continue these game-changing developmental projects.

BENEFITS

- * Enables special economic zones under BCDA to get 500,000 megabits per second (MBps) every year
- * Helps connect New Clark City to high-speed bandwidth
- * Provides free Wi-Fi connection for public spaces and unserved and underserved areas
- * Boosts the modernization goals of national and local government units

A TIMELINE OF LBIP

- * **15 July 2021**
DICT gives BCDA its Certificate of Acceptance
- * **17 September 2021**
BCDA turns over LBIP to DICT for the operation and maintenance of related facilities
- * **24 November 2021**
Final walk-throughs and integrity testing of the project completed
- * **Up next:** Completion of the National Fiber Backbone Project (NFBP) Phase I (fiber laying between Baler and San Fernando; and connection to John Hay, Poro Point, Clark Main Zone and New Clark City); Commencement of the NFBP Phase II (connection to Morong Discovery Park and BGC)



LUZON BYPASS INFRASTRUCTURE PROJECT (LBIP)

The LBIP aims to build a high-speed information highway using a terrestrial bypass route designed to improve the speed, quality, affordability, and accessibility of broadband internet in the Philippines. BCDA carried out this collaboration with the Department of Information and Communications Technology (DICT) under the government’s National Broadband Plan (NBP).

In 2020, BCDA completed the construction of three project components, with a total investment of Php 1.1 billion: fronthaul (which serves as the entry point of the submarine cable), 245-km terrestrial of the cable corridor network (to provide a passage for the fiber optic cables that will connect the landing stations in Baler and San Fernando), and international cable landing stations and repeater stations (to house the terminal equipment of the submarine cable system and enable the retransmission of signals).



BENEFITS

- * Provides initial freight service between the Subic Bay Freeport Zone and the Clark Freeport and Special Economic Zone
- * Links Subic Port with Clark International Airport, New Clark City, and other major economic hubs in Central Luzon
- * Helps develop Central Luzon as an integrated logistics hub, decongesting Metro Manila

STATUS

- * As of December 2021, SCRCP completed its feasibility study, with an endorsement from the National Economic and Development Authority (NEDA) for its implementation.

SUBIC-CLARK RAILWAY PROJECT (SCRCP)

A component of the Philippine National Railways (PNR) Luzon System Development Framework, the SCRCP is a collaboration between BCDA and the Department of Transportation (DOTr). With a budget of Php 50 billion, its main goal is to further develop a freight railway system in Luzon.

Upon completion, the SCRCP will be a 71-km. railway in the western section of Central Luzon, running parallel (in some sections, adjacent) to the Subic-Clark-Tarlac Expressway (SCTEX).



**SPECIAL
ECONOMIC
ZONES**

Comprehensive Integrated Master Development Plan

READY *for* AMAZING OPPORTUNITIES

The year 2021 was still a challenging year for businesses, individuals, and the whole nation in general. The pandemic continued to affect everyone's livelihood and movement, placing on pause many of our projects and plans, whether individual, organizational, or national. But in the midst of a raging pandemic, the Bases Conversion and Development Authority (BCDA) stayed true to its mission to create value from old military bases. It completed and went ahead with its Comprehensive Integrated Master Development Plan (CIMDP), which aims to connect and synergize the economic zones across Luzon. Business continuity meant jobs and livelihood for hundreds of Filipinos. And as the world tries to get back on its feet, the special economic zones under BCDA are prepared to offer more opportunities to Filipinos and visitors alike.

Arc of Innovation and Growth

We are in the right direction towards becoming Asia's Next Leading Economic Corridor.

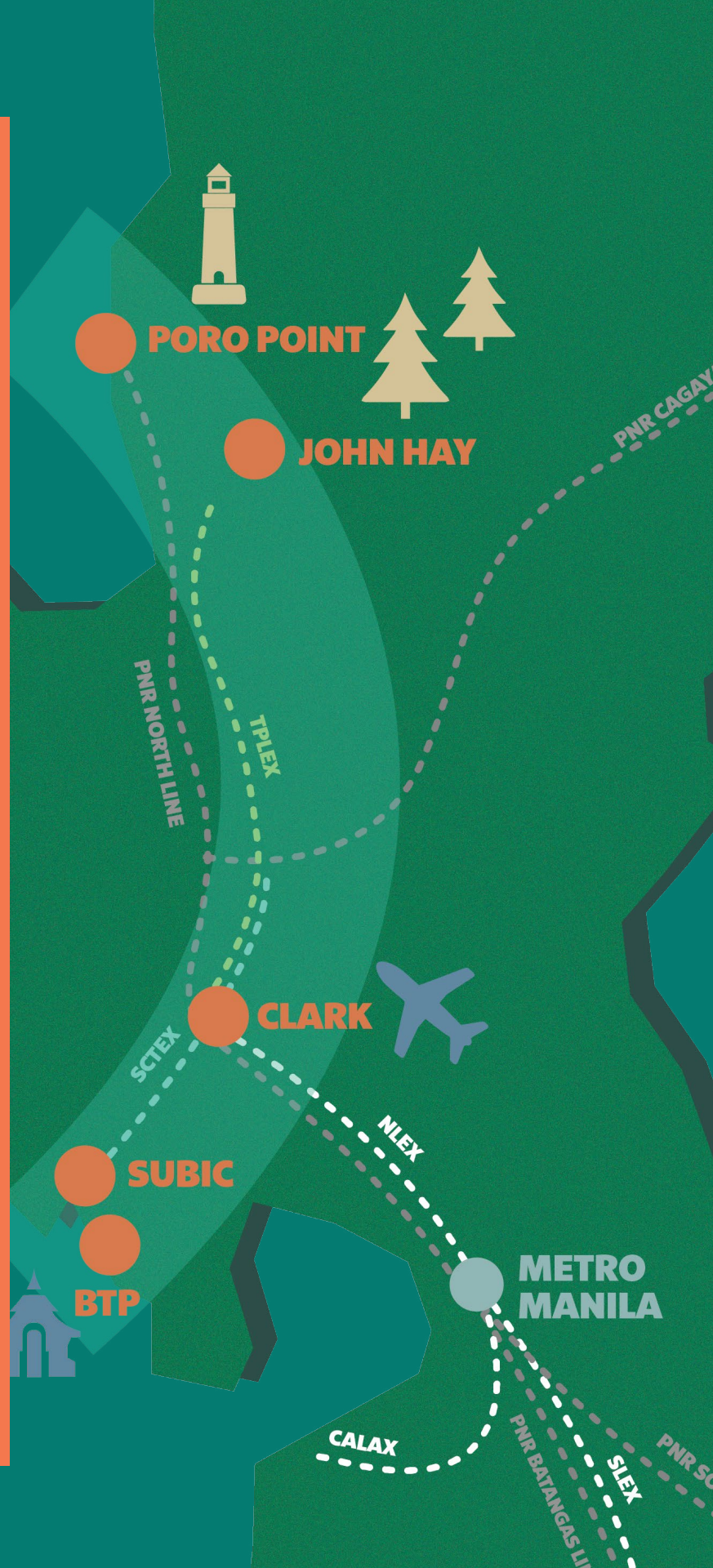
Critical to this is the synergy of regions fueled by this Arc of Innovation and Growth (AIG) that we have built together.

What we have now are the combined strengths and potentials of five economic zones, creating an investment portfolio outside Metro Manila that is vast, robust, truly inclusive and beneficial to the people.

Since the inception of the zones in the AIG, namely the Poro Point Freeport Zone, John Hay Special Economic Zone, Clark Freeport and Special Economic Zone, Subic Bay Freeport Zone, and Bataan Technology Park, we can now see the interconnectivity of infrastructure, the integration of international gateways, the expansion of local assets and the limitless opportunities that will impact economic growth.

This developmental synergy forged by the AIG will further unlock the massive economic potential of the region by maximizing the developmental prospects of each of the properties or zones.

A result of the Comprehensive Integrated Master Development Plan (CIMDP), the AIG envisions building liveable, connected, sustainable and resilient communities within the economic zones spanning three major regions, which are already prime destinations for investment and relocation.



MANAGED BY CLARK DEVELOPMENT CORPORATION

CLARK FREEPORT AND SPECIAL ECONOMIC ZONE

Reviving tourism

The tourism sector suffered big setbacks because of the pandemic. Borders closed, flights stopped, accommodations became quarantine facilities, and primary operations were halted. Clark Development Corporation (CDC) encouraged hotels and facilities in Clark to apply for the SafeTravels stamp, a compliance certificate awarded by the World Travel and Tourism Council. Hotels with the SafeTravels stamp signify that they follow the global health standards, allowing for safer travel experiences. For hotels used as COVID-19 quarantine facilities, the Department of Interior and Local Government (DILG) certified mixed-use hotels with a safety seal. The Quest Hotel Clark, Clark Marriott Hotel, Hilton Clark Sun Valley Resort, and Park Inn by Radisson Clark were awarded these seals.

Travelers seeking adventure can visit Dolores in Mabalacat, Pampanga to follow the Cross Country River Trail that runs parallel to Sacobia River. Visitors can follow the trail on horseback, bike, or even a 4x4. The Mimosa Golf Course reopened as Filinvest Mimosa + Leisure Park. Families with children will enjoy a trip to Clark Safari and Adventure Park, which opened its first phase on December 8, 2021. Tourists who want to escape to nature can choose a trek and a dip in Haduan Falls in Mabalacat, Pampanga. Visitors can spend a night camped at The Gazebo View Park under a clear night sky with Mt. Arayat on the horizon.



FINANCIAL PERFORMANCE

Php2.63B
TOTAL REVENUE

- Php1.3B TOTAL NET INCOME
- Php5.96B CASH POSITION
- Php6.06B CASH DIVIDENDS PAID
- USD7.19B EXPORTS
- USD6.69B IMPORTS
- 1,153 LOCATORS
- 121,341 TOTAL WORKERS



INFRASTRUCTURE PROJECTS

Php1.005B
TOTAL INFRASTRUCTURE PROJECTS

- Php65.46M ROAD INFRASTRUCTURE
- Php49.39M BUILDING IMPROVEMENT
- Php23.52M VARIOUS AREAS IMPROVEMENT
- Php867.13M ONGOING INFRASTRUCTURE

CDC office renovation, development of Eco Center, slope protection and drainage improvement along Dolores Creek, rehabilitation of barnhouses, rehabilitation of One-Stop Shop Government Center, construction of covered parking area, improvement of guesthouses, widening and improvement of P. Balagtas Avenue, relocation and re-alignment of transmission line at P. Balagtas/Panday Pira rotunda



CORPORATE SOCIAL RESPONSIBILITY

- 2 HEALTH-RELATED PROJECTS
- 8 EDUCATION-RELATED PROJECTS
- 19 LIVELIHOOD-RELATED PROJECTS
- 25 SPECIAL PROJECTS

SPECIAL ECONOMIC ZONES

MANAGED BY CLARK INTERNATIONAL AIRPORT CORPORATION

CLARK CIVIL AVIATION COMPLEX

More signs of progress

Despite suspensions and flight restrictions brought by the pandemic, development projects and enhancements within the Clark Civil Aviation Complex (CCAC) continued. The aviation complex houses the privately run Clark International Airport, the mixed-use business district Clark Global City, various transport hubs, cargo and logistics companies, and other aviation-related businesses.

FedEx Clark Gateway launched a gateway facility in Clark, Pampanga in September 2021. The 17,000-square-meter facility will boost support for the growth of e-commerce businesses. Equipped with state-of-the-art technology, it can handle up to 9,000 documents and parcels per hour.

The relocation of the control tower for Clark International Airport within CCAC will help with the efficiency of airport operations. The Php316-million project is the tallest control tower in the country. In January 2021, the Notice to Proceed was awarded and the completion rate was at 27.6% by end-2021.

Improvements in the city will bring a surge of investors and travelers. The rehabilitation and enhancement of the Airfield Ground Lighting System (AGLS) will improve the efficiency of ground control operations while reducing energy consumption and maintenance cost. As of end-December 2021, the project was 92.98% complete.

SPECIAL ECONOMIC ZONES

MANAGED BY JOHN HAY MANAGEMENT CORPORATION

JOHN HAY SPECIAL ECONOMIC ZONE

Tourism power

Camp John Hay is a premier tourist destination that develops facilities, generates job opportunities, and contributes to the growth of the local and national economy. John Hay Management Corporation (JHMC) manages and protects the forest watershed in the John Hay Reservation Area. The conservation and enhancement of the forest cover is part of a management system aimed at measuring and improving impact on the environment.

Tourists visiting Baguio City can expect a relaxing stay at The Manor or Le Monet Hotel. The active or sporty types can put on their hiking boots and trek along the two-kilometer Yellow Trail of Camp John Hay. After the trek, one can head to the Igorot Park for a light snack at Chocolate de Batirol to enjoy their famous hot chocolate and suman.

To maintain John Hay's position as a premier tourist destination in the north, JHMC and BCDA awarded a 25-year term lease contract on a 5,700-square-meter property in Baguio City to Filinvest Hospitality Corporation (FHC). FHC plans to develop a 200-room hotel that will be managed by Chroma Hospitality, Inc., a joint venture of Filinvest Development Corporation (FDC) and Archipelago International of Singapore.



ADMINISTRATIVE PERFORMANCE

97.78%
CUSTOMER SATISFACTION RATING
51 locators
AS OF DECEMBER 30, 2021
ISO 9011:2015
CERTIFICATION



NEW PASSENGER TERMINAL BUILDING

93.86%
COMPLETE AS OF END-DECEMBER 2021
100%
COMPLETE AIRSIDE INFRASTRUCTURE
8 million
PASSENGERS BY END-2021



CORPORATE SOCIAL RESPONSIBILITY

DONATIONS
Clark International Airport Corporation (CIAC) donated to the Children's Joy Foundation, Tahanan ng Nazarene, and victims of Typhoon Odette
GENDER AND DEVELOPMENT
CIAC conducted a webinar on gender fair language and gender analysis, and harmonized gender and development guidelines webinar for employees
COVID-19 EFFORTS
98.83% of CIAC employees received two doses of COVID-19 vaccine; CIAC employees received nutritional supplements on a quarterly basis



FINANCIAL PERFORMANCE

5,699
JOBS GENERATED
87
LOCATORS
92.67%
CUSTOMER SATISFACTION
94.48%
PERFORMANCE SCORECARD



CERTIFICATIONS

ISO 9001:2015
QUALITY MANAGEMENT SYSTEM
ISO 14001:2015
ENVIRONMENT MANAGEMENT SYSTEM
Freedom of Information
CERTIFICATE OF COMPLIANCE



CORPORATE SOCIAL RESPONSIBILITY

- * Mass testing activity for JHMC and locators' employees
- * Distribution of medical supplies to seven schools
- * Medicine distribution to persons with disabilities (PWD)
- * Delivery of school supplies to school beneficiaries

MANAGED BY PORO POINT MANAGEMENT CORPORATION

PORO POINT FREEPORT ZONE

From trial to triumph

Staying true to the Filipino’s fighting and resourceful spirit, Poro Point Management Corporation (PPMC) turned the current challenges brought about by the pandemic into positive possibilities and success, and provided new avenues to PPMC and Poro Point Freeport Zone (PPFZ) and its locators.

The Mediterranean-inspired Thunderbird Hotel, Resort and Casino ventured into many new businesses like offering of food takeout and delivery services to the public. It also engaged in the Philippine Inland Gaming Operator (PIGO), or the Remote Gaming Operations, to reach out to its patrons who were unable to personally visit the Thunderbird Casino because of travel restrictions.

As health protocols were relaxed, the Poro Point Baywalk continued to play a vital role in boosting tourism inside the PPFZ. It hosted big and small events and activities organized by government agencies, private persons/companies, and civic society groups. The Department of Tourism’s “Slow Food, Slow Travel” Caravan included Poro Point Baywalk and the Poro Point Lighthouse on its caravan route, to name a few.

Construction of the Multi-Purpose Ferry Passenger Terminal Building inside the PPFZ commenced in June 2021 and is expected to be completed by June 2022.

MANAGED BY BASES CONVERSION AND DEVELOPMENT AUTHORITY

BATAAN TECHNOLOGY PARK

Business and leisure

Located in the 365-hectare property that was once the site of the Philippine Refugee Processing Center—now the Morong Special Economic Zone (MSEZ)—Bataan Technology Park (BTP), the primary zone within MSEZ, is being developed into an industrial and tourism zone.

One of the developments in the area is the opening of Camp Kanawan, an 11-hectare leisure camp in Morong, Bataan. Camp Kanawan offers three types of accommodations: the young and adventurous ones can stay at the Kai Lodge, which can accommodate the whole barkada; families can book the Pineapple House so they can have the whole place to themselves; and for those who are particular about their privacy and quiet relaxation, there’s Sage Leaf Hotel that offers premium accommodations. Camp Kanawan has something for every type of traveler—from the laid back to the adventurous.



FINANCIAL PERFORMANCE

Php87.71M

TOTAL ZONE REVENUE

Php17.25M

TOTAL NET INCOME

1,528 **14**

JOBS GENERATED LOCATORS

Php142M

ADDITIONAL INVESTMENTS INFUSED BY LOCATORS

ISO 9001:2015

CERTIFICATION

AIRCRAFT AND PASSENGER MOVEMENT

25,735

FLIGHTS

17

AVIATION SCHOOLS USING THE SAN FERNANDO AIRPORT

4

INTERNATIONAL VESSELS DOCKED

69,344

PASSENGER TRAFFIC

11

CHARTERED/AIR TAXIS USING THE SAN FERNANDO AIRPORT

83,620

METRIC TONS OF FERTILIZER CARGO VOLUME

CORPORATE SOCIAL RESPONSIBILITY

- * Held two vaccination programs under the paperless vaccination process #BakunaMuna Program benefiting 552 individuals
- * Supported 308 indigent families affected by COVID-19
- * Participated in the Community Validation on the Cultural Mapping project led by the City Government of San Fernando
- * Supported the Department of Education's "Brigada Eskwela" program through establishment of a hand sanitation facility in Nagyubuyuban Integrated School
- * Conducted Coastal Clean-up Drive inside PPFZ

90.9% STAKEHOLDERS SATISFACTION RATING

UNIQUE OFFERINGS

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

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.
- * Philippine Marine Corps new headquarters
- * Morong Power and Water Corporation

QUICK FACTS

- * Bataan Technology Park (BTP) is the main zone of the Morong Special Economic Zone.
- * BTP is a histo-cultural destination.
- * 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.
- * An unmatched zone for environment-friendly small- and medium-scale industries.
- * Ideal location for eco-tourism and as a light industrial zone with a national defense component.



Photo Credit: Northern Luzon Command, Philippine Army

**ASSET DISPOSITION
PROGRAM**

BUILDING *a* STRONG FUTURE

Since May 1993, in line with Republic Act No. 7227 (Bases Conversion and Development Act of 1992), the Bases Conversion and Development Authority (BCDA) has been working for the Armed Forces of the Philippines (AFP), one of its key stakeholders. As of December 2021, BCDA's total contributions to the AFP reached about Php56.4 billion. Of this amount, Php45.3 billion was allocated for the AFP Modernization Program and Php11.1 billion for the replication of military facilities.



« Artist's render of the Officers' Clubhouse of ASCOM at Camp Servillano Aquino in Tarlac.

ASCOM gets a NEW HOME



« BCDA President and CEO Vivencio Dizon (third from right) and Defense Assistant Secretary Josue Gaverza Jr. (third from left) lay down the time capsule during the groundbreaking ceremony of the ASCOM facilities at Camp Servillano Aquino in Tarlac.

The Army Support Command (ASCOM) of the Armed Forces of the Philippines (AFP) is one such beneficiary of BCDA's Asset Disposition Program.

On February 23, 2021, BCDA, represented by BCDA President and CEO Vince Dizon, broke ground for the construction and development of the new headquarters of ASCOM on a 29.8-hectare lot at Camp Servillano Aquino, Tarlac City.

At an estimated cost of Php1.6 billion, BCDA aims to build various facilities for ASCOM—a total of 44 structures. This includes quarters and dining halls for officers and enlisted personnel, barracks, student classrooms, a training center, a warehouse, hubs for transportation and maintenance, and recreational areas. As of December 2021, the new ASCOM facility was already 67.88% complete. All 44 structures are scheduled to be finished by August 2022.

The groundbreaking ceremony is aligned with BCDA's modernization program for AFP, which BCDA has been working on with the Department of National Defense (DND) and the AFP for years.

From its new vantage point in Tarlac, ASCOM is now poised to achieve its goal of excellence, according to AFP Chief of Staff LtGen Jose Faustino Jr. "With the agreement of the Department of National Defense, Armed Forces of the Philippines and the BCDA, this cooperation will permit the Philippine Army to provide our ASCOM personnel with the best facilities; a step closer to our aspiration of truly becoming a world-class army."

Indeed, bigger by 18.3 hectares than ASCOM's current home in the Bonifacio South Pointe property, the Camp Servillano Aquino development is the ideal location for ASCOM's operations. At the groundbreaking ceremony, LtGen Arnulfo B Burgos Jr, Northern Luzon Command chief, speaking on behalf of Armed Forces Chief of Staff Lt Cirilito Sobejana, emphasized the soundness of ASCOM's relocation. "ASCOM plays a

“

We feel this is a sound investment, which not only puts ASCOM in a better position to serve the military, but opens up new opportunities for the national government to generate much-needed revenues by developing the soon-to-be vacated Army areas in Fort Bonifacio.

—Vivencio Dizon, BCDA President and CEO

very significant role in the Armed Forces and Philippine Army because they provide logistical support for all the Army units not only in Luzon, but also in Visayas and Mindanao," he said. "This is why ASCOM should be situated in a strategic location, like here in Camp Aquino."

The location of ASCOM's new headquarters also gives the unit better security than when it had its base of operations in Metro Manila. Says ASCOM Commander Major General Glenn E Cruz, "Considering the congestion in Metro Manila, the ease of our movement and security of our access from one place to another has already been affected. The new ASCOM area provides us with easier and more efficient logistics operations."

With BCDA forging ahead with all-out support in the form of funding and construction, AFP is well on its way to modernization.

MODERN FACILITIES for all

ASCOM is only one of the Army units that continues to benefit from BCDA's mandate. Another ongoing replication project is the Army's Special Services and Division Administration Command Center. The Philippine Air Force, the Philippine Navy and the Philippine Marine Corps are all at the receiving end of BCDA's Asset Disposition Program (ADP) by way of relocations and modern facility replications.

Philippine Army

Three Philippine Army units currently share an 11.5-hectare lot at the Bonifacio South Pointe: Army Support Command (ASCOM), Special Services Center (SSC), and Division Administration Command Center (DACC).

BCDA is halfway through the completion of ASCOM's new headquarters in Camp Servillano Aquino in Tarlac. Meanwhile, with a budget of Php283.4 million, BCDA is in the process of replicating facilities for the relocation of SSC and DACC to a new 3,080-square-meter area in Fort Bonifacio. The five-storey building, whose target completion date is end of 2022, will be equipped with more modern facilities, including a helipad, roof deck, lower ground parking, and a bridgeway connection to the Army headquarters.

This new facility is a huge boost to the AFP's transformation, according to AFP Chief of Staff Gen Andres C Centino. "It symbolizes [SSC and DACC's] commitment to uplift the well-being of AFP's human resources," adds PA Commanding General LtGen Romeo S Brawner Jr. "Providing our men and women with better and modern facilities will surely translate to more efficient and productive soldiers and civilian personnel of the Philippine Army."



« Artist's render of the Special and Technical Staff (STS) building of the Philippine Army at Bonifacio South Pointe.



« Artist's render of the Chief of Staff's quarters at the ASCOM compound in Camp Servillano Aquino, Tarlac.

» BCDA and DND officials inspect the site of the five-storey STS building of the SSC and DACC during its groundbreaking ceremony held December 16, 2021.



« BCDA and DND officials lead the groundbreaking ceremony of the ASCOM Facilities held February 23, 2021.



AT THE END OF THE DAY, ALL THESE EFFORTS TOWARDS MODERNIZING OUR FACILITIES AND EQUIPMENT IS OUR MODEST STEP CLOSER TO BECOMING A WORLD-CLASS ARMED FORCES THAT IS A SOURCE OF NATIONAL PRIDE.”

—AFP Chief of Staff **Gen Andres C Centino**

Philippine Air Force

As Clark Freeport Zone moves to maximize its economic potential, one of its tenants, the Philippine Air Force (PAF), has to be relocated from its 313.4-hectare area in the Freeport. To get this move going, BCDA is currently developing several projects for the PAF:

- 1) Construction of the PAF steel parking area in Villamor Air Base, which was 84.57% finished in December 2021. With a cost of Php72 million and targeting completion by first quarter of 2022, this structure will have three levels, and involves the rerouting of power lines within the Air Base;
- 2) Replication and future relocation of PAF’s community and housing facilities to a 65-hectare area in New Clark City. As of end-2021, the Detailed Architectural and Engineering Design (DAED) was already approved. The construction of the PAF housing and community facilities is estimated at Php3 billion;
- 3) Future relocation of PAF’s operational facilities to a 146.8-hectare area in the OMNI Aviation Complex, south of Clark International Airport. The preparation of the DAED is ongoing.

» Artist's render of the Philippine Air Force Officer's Quarters in New Clark City.



» Artist's render of the Philippine Marine Corps Headquarters in Bataan Technology Park.



Artist's render of the Philippine Air Force steel parking area in Villamor Air Base.



DND, BCDA, and Subic Bay Metropolitan Authority officials at the groundbreaking of the Philippine Marine Corps Headquarters at Bataan Technology Park in Morong.



“The Philippine Marine Corps is excited for this much-awaited groundbreaking ceremony and looks forward to building our new headquarters at the Bataan Technology Park. We see the strategic value of this area and confirm that it offers a conducive place especially that we are in the midst of strengthening our Archipelagic Coastal Defense strategy.”

— **MGen Ariel R Caculitan**
Commandant, Philippine Marine Corps

Philippine Marine Corps

In the pipeline are ambitious projects to provide world-class amenities to the new headquarters of the Philippine Marine Corps (PMC).

PMC will have its new headquarters on 100 hectares of land in the Bataan Technology Park. The PMC facilities include a five-storey building for its new headquarters, a five-storey bachelor/transient officers’ quarters with a 176-bed capacity for enlisted personnel, battalion training facilities and battalion headquarters, premium liaison and satellite offices, an officers’ clubhouse, officers’ quarters and official residences, a Catholic church and mortuary, and parade grounds with grandstand.

The groundbreaking ceremony for the new headquarters of the Philippine Marines was held in November 2021, which was also the pre-anniversary celebration of the PMC’s 71st founding anniversary on November 7. The modern facilities housed in the 100-hectare land is an upgrade to the current 12.46-hectare location of the Marines in Fort Bonifacio. The Php28-billion development is deemed ideal for the Marines as it would help expedite emergency response and ease deployment of troops.



18 REASONS

why FORT BONIFACIO & NEWPORT CITY are world-class destinations

One of the main objectives of the Bases Conversion and Development Authority (BCDA) is to be the nation's leader in transforming former military bases into hubs of economic growth. It's a goal that keeps giving.

Through the years, the transformation of the former military camps into sustainable, vibrant districts has helped generate funds that will support the modernization of the Armed Forces of the Philippines (AFP). These centers, located in Fort Bonifacio and Villamor Air Base, have become go-to destinations for many. It proves that Fort Bonifacio—comprised of Bonifacio Global City, Bonifacio North, Bonifacio Capital District (also known as Bonifacio South), Bonifacio East—and Newport City (developed on part of Villamor Air Base) are still the places to be at in the Metro.

1

Bonifacio Global City (BGC) is in the perfect location at the heart of Metro Manila. It's accessible from the main thoroughfares in the Metro (EDSA and C5), as well as from the Makati central business district and Ninoy Aquino International Airport (NAIA).



2

The Bonifacio Art Foundation, Inc. (BAFI) keeps BGC filled with gorgeous art and science treasures. BGC's dynamic

vibe is bolstered by BAFI's cultural institutions like The Mind Museum and the BGC Arts Center, and the Center's roster of Filipino artists. "Public art punctuates shared space," says BAFI managing director/curator Ma. Isabel M. Garcia. "There is something about a creative expression of our humanity rendered open and free for anyone to...enjoy." One of these free pieces of art is a mural by Glendford Lumbao, entitled "What is Your Culture?" Carrying a message of communities coming together despite their differences, this mural was put up in 2020 on the W building facade in partnership with Yamaha Motor Philippines.



2

BGC is the preferred address of local market leaders and top multinational companies. The big names include Philippine Stock Exchange, P&G, Citi, Unilever, JP Morgan & Chase, American Express (in the new BGC Corporate Center 2), The Landmark (BGC's 5th supermarket, and the newest one).



3

Internet connection in BGC will soon get an upgrade. Project Labyrinth is a 27-kilometer underground conduit network that's being built to streamline services for telecommunications companies. Once completed, it will provide faster connection for BGC office workers and residents.



BGC is a people-centric green city.

“I envision BGC to be the model for a 15-minute city, where everything is a 15-minute walk or bike ride from one’s home,” says Wilfredo Teodoro Jr., chief operations officer of the Fort Bonifacio Development Corporation (FBDC), the joint venture corporation of BCDA, Ayala Land, Inc., and Evergreen Holdings, Inc. That’s why there are constant improvements being done on BGC’s North-South pedestrian experience.



“...WHAT WAS ONCE A HUMBLE MILITARY BASE HAS NOW EVOLVED INTO ONE OF THE COUNTRY’S TOP LIFESTYLE AND CENTRAL FINANCIAL DISTRICTS. IT IS A FEAT ONLY MADE POSSIBLE THROUGH THE...PUBLIC-PRIVATE PARTNERSHIP BETWEEN AYALA LAND, EVERGREEN HOLDINGS, AND BCDA.”

—Fort Bonifacio Development Corporation Chief Operations Officer **Wilfredo Teodoro Jr.**

- BGC is walkable, and has facilities for bikers and users of personal mobility devices (PMD).
- It’s got jogger- and animal-friendly parks and “parklets” such as BGC Greenway Park, Terra 28th, and Track 30th.
- At least two residential towers (Arthaland Century Pacific Tower and Arya Residences) are both LEED- and BERDE-certified*, assuring their sustainability.
- There are urban farming activities for outdoor community recreation.

**LEED: Leadership in Energy and Environmental Design; BERDE: Building for Ecologically Responsive Design Excellence—both are green building rating systems*



Through its world-class community, BGC is one of the leaders in BCDA’s modernization efforts for the Armed Forces of the Philippines (AFP).

“The evolution of BGC from a humble military base is a strong demonstration of how the AFP Modernization Program can inspire progress and enhance lives,” says Teodoro.



Federal Land’s 10-hectare Grand Central Park in Bonifacio North evokes the dynamism and sophistication of New York City (NYC).

The main attractions in this master-planned community hold the distinction of the Grand Hyatt brand.



- Grand Hyatt Manila, a 5-star hotel with 66 storeys and 461 rooms
- Grand Hyatt Manila Residences, with 45 storeys and 248 residential units (its South Tower will be completed in 2023)

5 premium residential towers cement the NYC vibe:

- Madison Park West
- Park West
- Central Park West
- Times Square West
- Park Avenue



Not just New York City but also Tokyo: A Japanese-inspired condominium will become part of Grand Central Park by 2027.

Being co-developed by Federal Land, The Seasons Residences—currently in the pre-selling stage—is designed to remind one of Japan’s four seasons. Its three towers will rest atop Mitsukoshi Mall, Japan’s largest department store chain, and its first branch in the Philippines.



The vibrant master-planned community of Megaworld’s Uptown Bonifacio—a residential and commercial lifestyle destination—sprawls across a 15-hectare expanse in Bonifacio North.

The entire development springs from a Php65-billion investment. The Uptown Bonifacio township is anchored by Uptown Mall, Megaworld’s 5-level lifestyle mall, and Uptown Parade Mall, a luxury dining hub. One of the new residents in Uptown Parade Mall is the membership shopping superstore Landers.

10

Uptown Bonifacio is a highly efficient and well-planned “self-contained unit,” with commercial and residential communities in close proximity.

With Megaworld holding the reins, progress keeps going. Three high-end residential condominiums enhance Uptown Bonifacio’s luxurious appeal. These are Uptown Park Suites with 50 storeys of one to four-bedroom units, Uptown Ritz Residence with 45 storeys of two to four-bedroom units, and One Uptown with a 45-storey residential development with 8 to 12 units per level (turnover in 2024).

Still under construction is the International Finance Center, a LEED*-certified, 24-storey building with a gross floor area of 69,200 square meters of office spaces. The International Finance Center is only a three-minute walk from the residential condominiums in the community.



11

The Senate is moving in... soon!

With a building footprint of 8,779 square meters and a lot area of 18,318 square meters, the new Senate building will be 12 storeys tall, excluding three basement parking levels. As of December 2021, the project was 27.9% complete, with construction unfortunately hampered by the pandemic.

“The structure is going to be a worthy bastion of democracy, of free speech, of great ideas.”

—Senate President
Vicente C. Sotto III



12

The Supreme Court has picked its future home in Bonifacio Capital District, too.

It will be occupying a nine-storey office building (currently under development) and an adjacent six-storey parking building. The project—spread across 21,463 square meters—is being developed at a cost of Php1.04 billion.

“MEGAWORLD TOWNSHIPS [ARE] DESIGNED TO BRING IN BUSINESSES AND INVESTMENTS THAT WOULD REGENERATE JOBS AND FURTHER GROW THE ECONOMY.”

—Kevin Tan, CEO of Alliance Global, mother company of Megaworld

13

McKinley Hill is a self-sustaining community—everything's there!

- The Italian-inspired Venice Grand Canal Mall
- 4,000 apartment units spread across residential condominiums, including Venice Luxury Residences (7 towers with 2,041 units), Tuscany Private Estates (7 clusters across 15 hectares), and St. Mark Residences (23 storeys tall)
- Office buildings for business process outsourcing companies and IT firms such as Two World Square, World Finance Plaza, and McKinley Hill Cyberpark
- Schools for the international community such as Enderun Colleges, Korean International School, and Chinese International School
- Embassies including the United Kingdom, Italy, South Korea, and United Arab Emirates
- 15,000-square-meter McKinley Hill Stadium with 2,000 seating capacity



14

Integrated townships keep Bonifacio Capital District's status as an in-demand location for residents, office workers, and tourists.

Megaworld maintains its flagship development, McKinley Hill, as well as its newer (but equally luxurious) estate, McKinley West. Both these developments sit on 160 acres of prime residential and commercial property.



15

The neighboring McKinley West is being developed on a 34.5-hectare piece of land for more luxury residences and commercial spaces.

Megaworld is currently developing McKinley West to reflect its vision of building office spaces that are integrated into residential estates.

Campus-type buildings and office towers include One, Two, Three West Campus, Five, Six, Eight West Campus, Ten West Campus (with 18 storeys), and FactSet's Php3-billion HQ spanning 48,000 square meters, the latest one completed in 2020.

Luxury residential estates include St. Moritz Private Estates with 182 units, The Albany: Kingsley that will be completed by end-2022; Yorkshire by end-2023, and the 24,435-square-meter Park McKinley West (the first two towers to be completed by end-2022, the third by 2023).

16

The plan for Bonifacio South Pointe (BSP), which is part of Bonifacio Capital District, is for it to emphasize Fort Bonifacio's stature.

A 33.1-hectare piece of land, BSP is currently home to the Army Service Command, Security Services Unit of the Philippine Army, the Bonifacio Naval Station, and the Philippine Marine Corps of the Philippine Navy. Once BCDA and SM Prime Holdings, Inc. have relocated them, the property will be transformed into a vibrant and sustainable mixed-use community.

More office and retail spaces as well as residential units and parks are envisioned in the new business district.



17

Socialized housing wins in Bonifacio East!

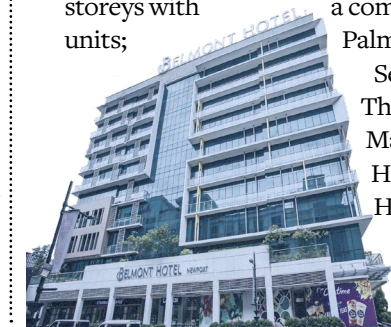
A 60-hectare piece of property—with 35 hectares owned by the National Housing Authority (NHA) and 24 hectares owned by BCDA—is being developed through a public-private partnership among NHA, BCDA, and the Shanghai Nanjang Co. Ltd. (SNCL) through its Philippine subsidiary, Primelux Holdings and Development, Inc. (PHDI). The project is meant to create socialized housing, institutional areas, commercial areas, residences and serviced apartments, public green spaces, parks, and parkways.

18

With 24/7 entertainment destinations and residential condominiums all located near the Ninoy Aquino International Airport's (NAIA) Terminal 3, Newport City is the Philippine city that never sleeps. It is home to the country's first 24/7 integrated resort and leisure destination: Resorts World, with its 1,000-seater Newport Performing Arts Theater.

Residential condominiums pepper Newport City—these are 81 Newport Boulevard, a 6-cluster community at the center of all the action; 101 Newport Boulevard, a 4-cluster development with art deco architecture; 150 Newport Boulevard, 10 storeys in soothing, classic hues; The Residential Resort, 9 storeys with a combination of studio, one-, and two-bedroom units; Palmtree Villas 1 and 2, with 10 storeys each.

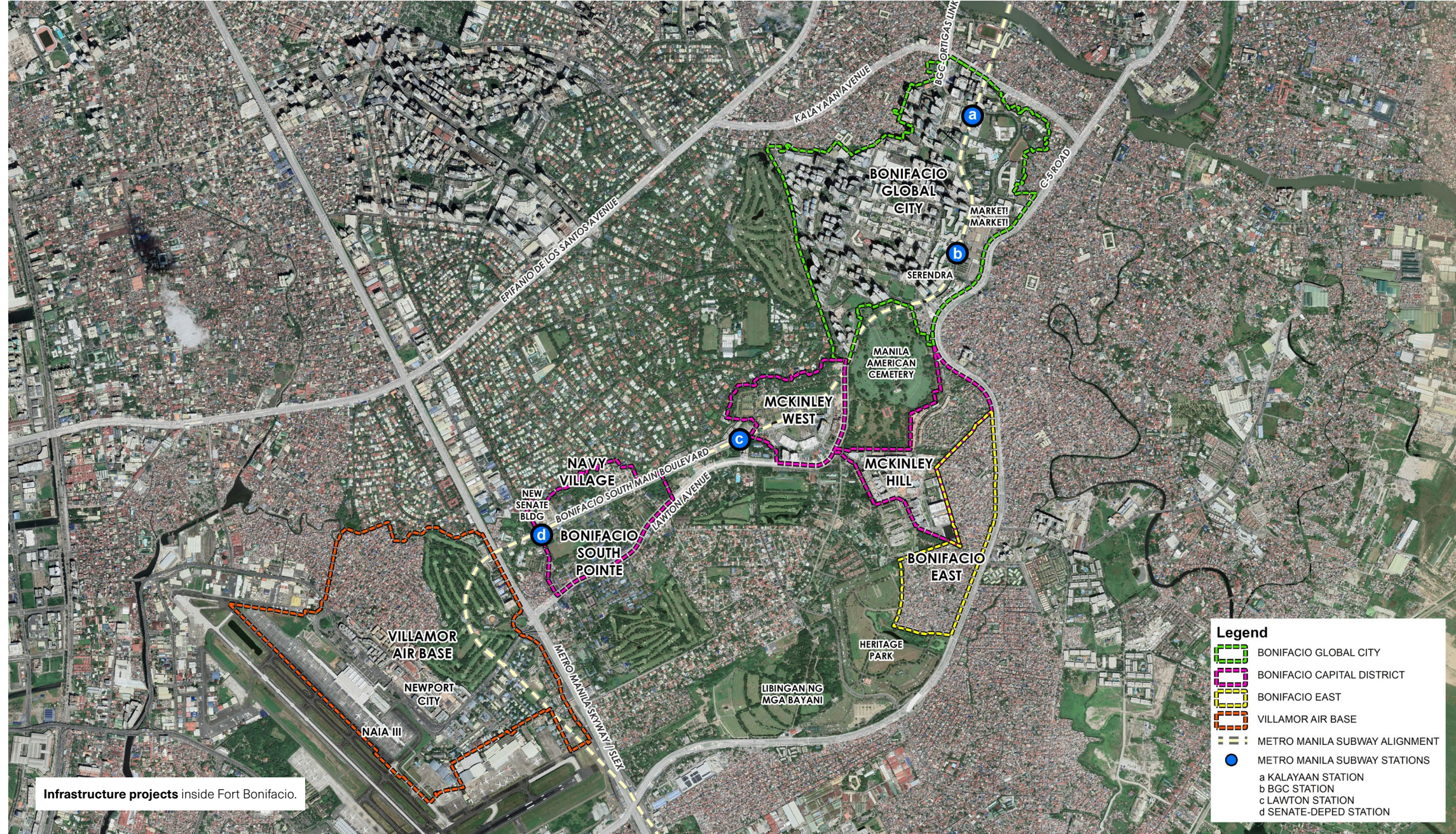
Seven hotel chains are found in Newport City. These include Manila Marriott Hotel, Hilton Manila, Belmont Hotel, Savoy Hotel Manila, Holiday Inn Express, Sheraton Manila Hotel, and Hotel Okura Manila (opened in 2021).



On the FAST TRACK to BCDA DEVELOPMENTS

As one of the top supporters of the government's Build Build Build program, the Bases Conversion and Development Authority (BCDA) also helps make sure that roads within Fort Bonifacio can handle its daily traffic volume, and at the same time, provide the connectivity for national transport projects like subways and roads to decongest and ease traffic in the Metro.

Look at how four government road and transport projects are shaping up.



Infrastructure projects inside Fort Bonifacio.

Legend

- BONIFACIO GLOBAL CITY
- BONIFACIO CAPITAL DISTRICT
- BONIFACIO EAST
- VILLAMOR AIR BASE
- METRO MANILA SUBWAY ALIGNMENT
- METRO MANILA SUBWAY STATIONS
- a KALAYAAN STATION
- b BGC STATION
- c LAWTON STATION
- d SENATE-DEPED STATION

BGC-ORTIGAS CENTER LINK ROAD

Opened in increments, the entire 1.48 km of the Php1.79 billion BGC-Ortigas Center Link Road was officially inaugurated on September 30, 2021. Present at the symbolic unveiling of the project marker in BGC were President Rodrigo Duterte, Department of Public Works and Highways (DPWH) Secretary Mark Villar, Executive Secretary Salvador Medialdea, and Senator Bong Go.

12 mins **4 lanes**

The time it now takes to travel between Bonifacio Global City and Ortigas Center. (It used to take an hour.)

The number of lanes on the BGC-Ortigas Bridge (a vital part of the Link Road), easing traffic from Santa Monica Street in Pasig City to Lawton Avenue in Taguig City.

20% **1 viaduct**

The traffic volume absorbed by the Link Road from nearby EDSA and C5.

BGC-Kalayaan Viaduct. The completed last piece of the Link Road that connects Lawton Avenue to 8th Avenue in BGC.

METRO MANILA SUBWAY

As of December 2021, the 33-kilometer Metro Manila Subway was 25% complete. Once fully operational, it will ease the travel woes of up to 1.5 million daily travelers.

4 stations

Four stations in Fort Bonifacio. Two will be in Bonifacio Capital District (the Senate Complex and Lawton Ave.) and two will be in BGC (Market! Market! and North Bonifacio.)

35 mins

The travel time between Quezon City and Ninoy Aquino International Airport (NAIA) once the Subway is fully operational, down from 1 hour and 35 minutes.

Php488B

The cost of the entire project, one of the Philippines' largest infrastructure endeavors funded by Asian Development Bank.

33 km

It will traverse the cities of Valenzuela, Quezon City, Pasig, Makati, Taguig, Parañaque, and Pasay.

WIDENING OF LAWTON AVENUE

Aiming for completion by the second quarter of 2022, a fully widened Lawton Avenue will complement the recently opened BGC-Ortigas Center Link Road, easing traffic in the cities of Taguig, Pasig, Makati, and Mandaluyong.

6 lanes

From the original 4 lanes; decongesting traffic in nearby EDSA, SLEX and C5.

12 mins

The travel time from BGC to NAIA, once Lawton Avenue is fully widened.

3.1 km

The entire stretch of Lawton Avenue that will be widened.

BONIFACIO SOUTH MAIN BOULEVARD

Boosting BCDA's traffic decongestion efforts in Fort Bonifacio is the 6-lane Bonifacio South Main Boulevard, which includes building an access road and the widening of Pasong Tamo extension.

Php437.8B

The total cost of the project.

Bicycle lanes

Bikers can enjoy hassle-free biking with a dedicated lane for bikes on each side of the Boulevard, along with a linear park.



Our
COMMUNITY
our
COMPASSION

The Bases Conversion and Development Authority (BCDA) undertakes to support the communities through its programs and projects for the people, nation, and the environment. For 2021, BCDA's strategies and initiatives focused on promoting sustainability and social good. Among the beneficiaries is BCDA's biggest stakeholder, the Armed Forces of the Philippines (AFP).

Caring for heroes



01 “We need to level up our physical well-being as our natural defense against any infection. Again, our utmost gratitude to BCDA on behalf of our people from the frontlines... this is a big help and we will make sure that this will go a long way.”

—Col Ruben B Guinolbay GSC (INF) PA, chief of the Office of the Chief Special Service



01 **In support of the AFP medical frontliners.** BCDA donated personal protective equipment (PPE) and KN95 masks in support of the AFP’s 21-kilometer Virtual Endurance Run, themed “Mitigate the Effect of the Pandemic through Sports and Physical Fitness,” a fund-raising initiative to procure PPE sets for the medical frontliners of the AFP Health Service Command. The virtual run was a project of the AFP Office of the Chief Special Service and part of the AFP’s celebration of its 86th Founding Anniversary on December 21, 2021.

02 **Sharing our blessings with Typhoon Odette victims.** Responding to the urgent call for aid in the wake of Typhoon Odette, BCDA, in partnership with the Air Logistics Command (ALC) of the Philippine Air Force (PAF) and the Office of Civil Defense (Region 3), donated relief packages to calamity-stricken families in Cebu. The packages were turned over to ALC Chief MGen Florante M Amano (PAF) at the command’s headquarters in Clark Air Base, Mabalacat, Pampanga. ALC worked with partners in the local community to collect in-kind donations for affected families, which they then loaded into a C-130 military aircraft and transported to the affected areas. The National Disaster Risk Reduction and Management Council (NDRRMC) took charge of the distribution of all donations. “The donated goods from BCDA along with the donations from other NGOs and the [local government of] Angeles City in Pampanga were enough to cover distribution among hundreds of families in the provinces of Cebu and Palawan,” said Maj Arvin C Gundran, PAF ACCS, Civil Military Operations and Chief Public Affairs Officer. “BCDA’s assistance towards the affected families brought about hope and assurance that during unwanted circumstances such as this one, BCDA, together with other organizations, will be around to extend much-needed help.”

“I would like to extend appreciation to BCDA for showing their corporate social responsibility to the bigger Filipino community who are very much in need due to the disaster caused by Typhoon Odette. This will serve as a token for the typhoon victims for them to enjoy Christmas and the New Year in spite of what happened to them.”

—MGen Florante M Amano
Commander, Air Logistics Command,
Philippine Air Force

Helping our wounded soldiers. In honor of the heroism and bravery of the troops who fought for the liberation of Marawi City, BCDA, in partnership with St. Luke’s Medical Center (SLMC), set up in 2017 a Php5-million fund for our Marawi heroes. The fund was used to defray the cost of necessary medical services needed by soldier beneficiaries wounded in the conflict.

Fifty-two soldiers received assistance, which led BCDA and SLMC to agree to continue the project via a revolving annual fund of Php5 million. This fund is being used to provide injured AFP soldiers the needed medical services if these are unavailable in military hospitals. BCDA is proud to be continuing this tribute as a way to show appreciation for our AFP heroes.

Green Initiatives



“

Established on a former U.S. air base to the north of the capital Manila, the city is seeking to set a new benchmark in addressing the growing environmental problems caused by climate change, while also focusing on resilience to natural disasters. As a fairly new settlement, New Clark City provides a unique opportunity to showcase exemplary sustainable urban planning approaches that seek not only to reduce carbon emissions but also to create cooler open spaces and places in our rapidly heating cities.”

—Ed Baker, Consultant, UKFCDO

01

Strategies for sustainability. The UK government’s Prosperity Fund is financing the Global Future Cities Programme (GFCP), which carries out targeted interventions in 19 selected cities in 10 countries, including New Clark City (NCC). The goal of this program is to encourage sustainable development and to increase prosperity while alleviating high levels of poverty.

An Integrated Sustainability Plan for NCC has been delivered through the UK Foreign

Commonwealth Development Office (UKFCDO). Part of this plan is to set up the NCC Sustainability Unit to further strengthen the internal organization of BCDA, especially in localizing the United Nations Sustainable Development Goals and embedding sustainability in BCDA developments based on key performance indicators and benchmarks. The year 2021 saw the agency undergoing the orientation phase and sharing of the sustainability plan with stakeholders. In 2022, a series of workshops will be conducted to formulate the strategies to be undertaken in jump-starting the NCC Sustainability Unit.

02

Filipina engineers and scientists plant molave trees in New Clark City. BCDA and the Women Engineers’ Network of the Philippines Technological Council (PTC-WEN) partnered to plant trees along the newly built New Clark City (NCC) Bamban Interchange. Around 120 molave trees were planted by Filipina engineers and scientist members of PTC-WEN, in line with Clark Freeport Zone’s hosting of the International Network of Women Engineers and Scientists of the Asia Pacific Nation Network (INWES-APNN) Conference and Meetings.

SCRIP team joins tree-planting event. As part of BCDA’s thrust to establish sustainable communities and to contribute to the continuous greening program, the Subic-Clark Railway Project (SCRIP) team of BCDA participated in a tree-planting event on 19 June 2021 at Brgy. Sapangbato, Angeles City. Located within the Clark Special Economic Zone, the area, or parts thereof, is being eyed by the Angeles City LGU and BCDA as a possible watershed that would benefit the constituents and stakeholders of Metro Clark, Angeles City, and its immediate environs.

Environmental group Abacan River and Angeles Watershed Advocacy Council, Inc. (ARAW-ACI) initiated the activity for the benefit of the community to ensure sustainable supply of water for Angeles City and Metro Clark, and to provide livelihood assistance to the Aeta community of Sapangbato. At least 2,300 seedlings of forest trees, fruit-bearing trees, and bamboo were planted by the participants coming from 40 private companies, schools, and organizations.

Working for everybody's safety



BCDA volunteers were mobilized to help manage the SM Mall of Asia Arena swabbing facility, one of the four Mega Swabbing Facilities that were established during the COVID-19 surge.



Easing the impact of COVID-19

The Bases Conversion and Development Authority (BCDA) is proud of its strong and reliable workforce as it helped to align the agency's efforts with the government's whole-of-nation COVID response. A total of 108 employees volunteered to be on the front lines, serving as first responders to the administration's call for manpower support. They likewise supported BCDA-initiated measures to establish Clark as a safe haven for returning Filipinos.

Holistic approach in facing the pandemic

In 2021, BCDA implemented an anti-COVID-19 program to prevent the spread of the virus, especially in the workplace; to give timely help to employees and their families infected by the virus; to thwart the pandemic's negative effects on employees' mental and physical health; and to keep all BCDA employees engaged. It was an internal campaign that focused on how the agency faced the pandemic, that is, using a holistic approach.

BCDA's integrated method included "avoiding the spread of the virus through imposed protocols, infor-

mation drive retaining or boosting physical health even amidst reduction of movement, guarding the employees' mental health by hiring experts in the field, giving prompt assistance to those who got infected with the virus, etc."

BCDA also distributed food and health packs to the affected BCDA officers, staff, utility personnel, and drivers. Majority of those affected are heads of the family and were unable to provide for their loved ones while they remained in isolation or quarantine. The agency also established the COVID-19 CSR Help Fund in 2021 to provide food and medicines to BCDA's affected personnel and to help augment other COVID-related expenses.

BCDA employees, 100% fully-vaccinated

Aside from helping BCDA workers and their families with their needs during the pandemic, the agency also wanted to make sure that the offices are safe for everyone. BCDA, therefore, encouraged all employees to receive the COVID-19 vaccine. The good news is that as of 31 December 2021, 420 employees—100% of the total employee population—have received full vaccination.

EASING THE IMPACT OF COVID-19

Task Force Clark Safe Haven (TF CSH), which involved BCDA, Clark Development Corporation (CDC), and the Clark International Airport Corporation (CIAC), was created to provide an alternative shelter and backup quarantine area in Central Luzon in the event of a drastic increase in the number of COVID-19 cases. BCDA employees took part in the planning and logistics to ensure the comfort and convenience of stranded guests. They assisted the returning overseas Filipinos (ROFs) and billeted them in quarantine-designated hotels or at the New Clark City "We Heal As One" center.

Forty-four volunteers were also mobilized to manage the four Mega Swabbing Facilities (MSFs) in Palacio de Maynila Tent (Roxas Boulevard), Enderun Colleges (Taguig City), Mall of Asia Arena (Pasay City), and the Philippine Arena (Bulacan).

In partnership with the Department of Health (DOH) and the Philippine Red Cross (PRC), the BCDA team helped ramp up swab testing in the country to reach herd immunity through mass testing. BCDA volunteers provided assistance in the National Capital Region and 22 other provinces in the Philippines, providing fellow Filipinos access to free swab testing.

As part of the "Oplan Kalinga" Task Force, nine BCDA volunteers made available to the public 24/7 medical services for COVID-19 related concerns. From July 2020 until end-December, the Task Force successfully isolated 206,721 patients, helping prevent the spread of the virus.

Seventeen BCDA workers partnered with the DOH and Clark Development Corporation to assist in the screening and hiring of nurses in the COVID-19 facilities, particularly in Clark, Pampanga.



CORPORATE GOVERNANCE

Governance Framework

BCDA adopts the Governance Commission for GOCCs' (GCG) Code of Corporate Governance for GOCCs. In doing so, it proves to be responsive to its stakeholders while serving as a responsible steward of state resources.

The BCDA Board of Directors sets policies to guide Management in carrying out its duties and responsibilities with integrity and transparency, which only affirms the Authority's full compliance with the Code of Corporate Governance. In addition, the BCDA Manual of Corporate Governance serves as a guide in achieving BCDA's corporate goals while adhering to the principles of good corporate governance. The Manual, which was approved by the Board on July 09, 2014 through Board Resolution No. 2014-07-115, is envisioned to steer the organization towards excellence and competitiveness both locally and globally, as such enabling BCDA to be a valuable partner of the government in national development.

The Manual aims to set in place the promotion and pursuit of corporate governance reforms and the observance of the principles of accountability, transparency, and professionalism within the organization. It details the duties and responsibilities of the Board to the state and its stakeholders, and provides the structure through which the corporation's objectives are set and the means to achieve these.

The BCDA Board of Directors recognizes the importance and the benefits of regular evaluation in the governance process. In 2021, the Board conducted self-assessment to evaluate its performance as a whole and that of the Board Committees. Members of the Board and of the Board Committees accomplished the Self-Assessment Questionnaire, answering questions according to 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

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



November 2019. BCDA Chairman Gregorio Garcia leads a series of trainings on transformation and core values for BCDA's and its subsidiaries' officials and staff.

system within the organization, BCDA launched the Strengthen Integrity Development in BCDA (STRIDE-BCDA) Project. This further resulted in the development of BCDA's Code of Conduct, Integrity Policy, Whistleblowing Policy, and No Gift Policy.

a. BCDA Code of Conduct

The BCDA Code of Conduct was approved by the Board in 2015. Through Office Order No. 004, as described in Section 5.2, members of the BCDA Board, officers, personnel, project employees, consultants, and contractual employees working for BCDA are directed to strictly observe the provisions of the BCDA Code of Conduct beginning in 2016. The code, which incorporates the organization's Whistleblowing policy sets forth the principles, corporate values, and rules of conduct that both officers and employees must observe in carrying

out their official duties and responsibilities. This includes the policies instituted by the Civil Service Commission (CSC) relating to integrity, transparency, and accountability in government.

b. Whistleblowing Policy

The BCDA's 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 BCDA Board, management and employees, that are deemed illegal and unethical – or those which are in violation of good governance principles and entail unhealthy business practices that are grossly disadvantageous to the government.

c. No Gift Policy

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

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

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

e. Transformation and Core Values Program

From 2019 to 2020, the BCDA Corporate Planning Department conducted a series of training workshops on Transformation and Core Values for employees across the BCDA Group. The objectives were: a) to transform the employees of BCDA to self-leaders by discovering themselves, and b) to create a set of core values that would shape the BCDA culture. The three tracks of the program had the following themes: Build Self, Build Strength, and Build Synergy.

2. Compliance with Principles on Sustainable Development

The BCDA considers sustainability of the project in the development of each master planned community and in the construction of major infrastructure,—bearing safety, creativity, efficiency, and innovation in mind.

Sustainability is the foremost consideration in the development of BCDA's flagship project—the New Clark City, envisioned to be the country's

first smart, green and disaster-resilient metropolis. Its development is driven by BCDA's vision to integrate the best practices in urban planning, green city development and smart city solutions.

a. Stewardship

As a steward of state resources, BCDA complies with relevant laws and regulations in the implementation of its projects and in its asset disposition activities. This is to ensure that they 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 provision of the Build-Operate-Transfer (BOT) law. According to the BCDA Guidelines, JV undertakings may be done through a JV contractual agreement or through the formulation of a separate JV company. The appropriate JV mode will be determined according to which are the most efficient and viable financial arrangements for BCDA and the JV partners, will be created. The Guidelines were approved by the Board through Board Resolution No. 2017-09-148. The Board likewise approved the BCDA Asset Disposition Guidelines through Board Resolution No. 2017-09-149.

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

b. Corporate Social Responsibility

BCDA's community outreach activities are guided by the BCDA Corporate Social Responsibility (CSR) Philosophy, which states: "BCDA is committed to fulfill its mandate to its stakeholders by improving the quality of life of and giving dignity to the

CORPORATE GOVERNANCE

workforce, their families, and the communities that they develop through the conversion of former military bases and other properties into premier sustainable centers of economic growth.”

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

Institutional Mechanisms

To ensure compliance with the corporate governance principles, the Board has created committees to support itself in the performance of its functions.

The following are the BCDA Board Committees:

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

1. Internal and Audit Controls

The Board Audit and Corporate Governance Committee (BACGC) ensures that the internal auditors have free and full access to all the company’s records, properties, and personnel which are relevant to the internal audit activities and that the activities are free from interference.

For the past year, the BACGC reviewed the audit reports on BCDA Revenue Collection, Usufruct Contracts, and Property Management System. The Committee, likewise, reviewed and approved the Revised Manual of Operations and the CY 2022 Annual Audit Plan of the Internal Audit Services Department (IASD).

The Committee recommended solutions to the BCDA Board that would address the audit findings and ensured that the solutions, as concurred in by the BCDA Board, were promptly acted upon by Management. Further, the Committee ensured that the IASD reviewed the periodic financial statements focusing on the propriety of changes in accounting policies and practices, and significant adjustments resulting from the audit; and checked the financial reports

against its compliance with both internal financial management policies and pertinent accounting standards, including regulatory requirements. The Committee also ensured that the 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 its Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the jurisdiction and control of the BCDA. 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.

This 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 Corporate Planning 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.

A testament to the Filipino’s talent and ingenuity, the New Clark City Athletics Stadium received the Highly Commended nod from the prestigious World Architecture Festival (WAF) in 2021. It was likewise shortlisted for the Engineering Prize in the same festival.



To ensure that risk factors encountered by the organization are adequately identified, accurately assessed, and prioritized, BCDA developed the 2021 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 headed by the Regulatory, Compliance and Risk Management Department.

The BCDA 2021 Risk Registry is a compilation of the thirty-five (35) risks from the different departments with high and very high risk ratings. It is a tool for the organization to track and monitor the occurrence of risk. It includes the identified risks, controls to manage the risk, level of severity/impact to the organization and the risk treatment plan in addressing the risk. It is a living document which means that it should be periodically reviewed, revised and updated. Specifically, the occurrence of the risk effectiveness of the risk treatment plans needs to be assessed. Ideally, the risk rating of each risk entry should decrease over time.

The BCDA Risk Registry was approved by the BCDA Board of Directors on 09 June 2021 through Board Resolution No. 2021-06-058. Further, the Regulatory, Compliance and Risk



(From left) Army Chief of Staff Gen Andres Centino, BCDA OIC President and CEO Aristotle Batuhan, and Asec. Jesus Rey Avilla conduct a site inspection of the SSC/DACC facility of the Philippine Army in Fort Bonifacio.

Management Department (RCRMD) was created in 2019 through the organizational restructuring approved by the Governance Commission for GOCCs. The RCRMD is a newly created department by virtue of the Governance Commission for GOCCs (GCG) Memorandum Circular 2019-07. RCRMD is the Chief Compliance Office of BCDA overseeing the Corporate Compliance Program to



BCDA President and CEO Vivencio Dizon presents developments in Clark during an executive meeting with Congressman Aurelio "Dong" Gonzales, chairperson of the House Committee on Bases Conversion.



A sprawling 44.8-hectare green and sustainable open recreational space will rise at the heart of New Clark City. BCDA, in partnership with UK Foreign, Commonwealth and Development Office, will develop New Clark City Central Park that will connect neighborhoods and communities through a wider network of pedestrian and cycle paths, as well as interconnected modes of public transportation.



BCDA President and CEO Vivencio Dizon and UK Ambassador Daniel Pruce led the unveiling of the New Clark City Central Park marker on July 23, 2021.

ensure that BCDA is in compliance with the rules and regulations of regulatory agencies, that company policies and procedures are being followed and that behaviour in the organization meets the BCDA's Code of Conduct. Specifically, it "monitors, and as necessary, coordinates compliance and risk activities of other departments to remain up to date on the status of all compliance activities."

For 2021, RCRMD developed a Compliance Monitoring and Notification System, with the objective to ensure that BCDA, through its appropriate departments, is compliant with regular and new requirements from regulatory agencies.

The department also serves as the Chief Risk Office of BCDA responsible for overseeing the Risk Management Program across the organization. For 2021, RCRMD was able to conduct the following:

1. Issued the Guidelines on Risk Management that included: matrices and criteria in the preparation of department risk registries.
2. Conducted orientation on Risk Management and workshops for departments to properly ascertain the risks attendant to their department's objectives and functions. Moreover, RCRMD assists departments in the preparation of their risk treatment plans.
3. Preparation of the BCDA Corporate Registry and its

subsequent approval by the Board of Directors on 09 June 2021 through Board Resolution No. 2021-06-058.

3. Fiscal Management

The Board Committee on Finance and Investments reviews the financial feasibility of the disposition of BCDA properties through sale, lease or joint venture agreement, as endorsed by the Business Development Department. The Committee identifies issues, provides guidance, and proposes solutions, as well as formulates policies and guidelines for the annual and supplemental budgets of the BCDA and its subsidiaries, for the Board's approval. It exercised oversight function in the fiscal management of BCDA resources, and financial oversight on BCDA subsidiaries and affiliates, including a review of the proposed budgets and the financial performance of the subsidiaries and affiliates. The Committee likewise provided guidance for the investment of corporate funds and reviewed the profitability of investments, for the Board's approval.

4. Business Development

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

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

5. Continuing Education

The members of the BCDA Board further enhanced their knowledge and skill set as key-decision makers through capability building and training activities which are deemed necessary for them to fully understand and efficiently lead the implementation of good governance principles.

The BCDA arranges and funds seminars and training sessions attended by the Board of Directors. The Directors are also regularly updated of laws, rules and regulations that are applicable to BCDA.

For the past year, the BCDA Board members attended various webinars and online courses offered by the Institute of Corporate Directors. Among the training programs they attended were as follows: "Boards in Post-COVID 19 Governance"; "Crafting Your Own Roadmap: A Personal Governance Workshop with Mr. Rex Drilon II, FICD"; "Corporate Governance in a Nutshell - What Effective Boards Focus on Before Everything Else"; "Personal Governance - Life with a Purpose is a Life Well-lived"; "Double Your Valuation... Or Not - The Zen of Your IPO Journey"; "Since the Customer is King, Ace your Sales Governance"; and "Governing with Analytics: Building a Predictive Enterprise."

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 matters that are 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 2021, the Board conducted self-assessment to evaluate the performance of the Board as a whole and that of the Board Committees. The Members of the Board and of the Board Committees accomplished their Self-Assessment Questionnaire which had the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting and Disclosure.

Attendance

The Board conducted 24 meetings during the year. The high attendance record of the Board members in 2021 demonstrated the Board's strong commitment to devote sufficient time and attention to perform their duties and responsibilities.

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



FINANCIAL HIGHLIGHTS

I. Statement of Financial Position

BCDA's total assets reached Php207.760 billion as of 31 December 2021, posting an increase of 4% or equivalent to Php7.841 billion from Php199.919 billion as of 31 December 2020. Total liabilities increased by 16% to Php43.635 billion in 2021 from Php37.569 billion in 2020, whereas equity slightly improved by 1% at Php164.124 billion in 2021 from Php162.350 billion in 2020.

Table 1. Statement of Financial Position

	2021	2020
Current Assets	36,112,473,084	27,815,760,996
Non-Current Assets	171,647,448,482	172,103,052,178
TOTAL ASSETS	207,759,921,566	199,918,813,174
Current Liabilities	12,703,565,832	7,683,194,731
Non-Current Liabilities	30,931,792,835	29,885,758,059
TOTAL LIABILITIES	43,635,358,667	37,568,952,790
Equity	164,124,562,899	162,349,860,384
TOTAL LIABILITIES AND EQUITY	207,759,921,566	199,918,813,174

Current Assets

Current assets totaled Php36.112 billion and Php27.816 billion in 2021 and 2020, respectively. An increase of Php8.297 billion or equivalent to 30% is mainly attributable to the increase in collection of receivables from joint venture projects in the amount of Php13.181 billion.

Non-Current Assets

Property, Plant and Equipment, Investment Properties and Concession Assets rose by Php5.520 billion due to the implementation of various infrastructure projects.

However, the long-term portion of the Receivables account decreased by Php4.978 billion due to the implementation of the Dispute Resolution Agreement between BCDA and Megaworld Corporation for the settlement of unpaid Minimum Annual Secured Revenue Share (MASRS), including the corresponding interest and final resolution of the clearing obligation by BCDA.

Current Liabilities

Current liabilities increased by 65% or equivalent to Php5.020 billion from Php7.683 billion in 2020 to Php12.703 billion in 2021 as a result of the increase in the Armed Forces of the Philippines (AFP) share in disposition proceeds. This is also attributable to the receipt of the trust funds from various agencies, like the Department of Information and Communications Technology of Php1.303 billion to finance the National Fiber Backbone Project (Phase 1), Department of Agriculture (DA) of Php285 million to finance the development of the 50-hectare BCDA-DA Agro Industrial Business Corridor in New Clark City, and Department of Energy (DOE) of Php20 million to fund the design and construction of the service connections with the water, sewer, and drainage systems in Bonifacio Global City at the DOE area.

Non-Current Liabilities

Non-current liabilities slightly increased by 4% or

Despite the adverse impact of the COVID-19 crisis globally, the Bases Conversion and Development Authority's (BCDA) financial operations for 2021 remained strong, sustaining financial stability. This was mainly driven by continuing cash inflows from existing leases, joint ventures, and other income-generating activities of BCDA.

equivalent to Php1.046 billion, from Php29.886 billion in 2020 to Php30.931 billion in 2021, which is attributable to the increase in Deferred Credits/Unearned Income account in the net amount of Php2.711 billion relative to the recording of assets under the Concession Agreement between BCDA and Luzon International Premier Airport Development (LIPAD) Corporation.

Equity

Equity in the total amount of Php167.124 billion as of 31 December 2021 increased by 1% or equivalent to Php1.775 billion from Php162.350 billion as of 31 December 2020. This is mainly attributed to the income generated for the year and equity in the amount of Php1.174 billion received from the National Government for the implementation of various New Clark City access roads.

II. Statement of Income

Overall operations of BCDA recorded a slight decrease in gross revenues generated from sale, lease, joint venture arrangements and other sources by Php455 million which resulted to the decrease in the net profit to Php2.312 billion, as shown in Table 2.

Revenues

BCDA recorded revenues in the amount of Php6.715 billion and Php7.170 billion in 2021 and 2020, respectively. The decrease of 6% is primarily due to the following: A. Lease income and joint venture income decreased by 25% due to the continuing effect of the COVID-19 pandemic, which impacted most of the BCDA stakeholders. B. Dividend income is also down by 55% due to lower dividends declared by the BCDA's affiliates.

Table 2. Statement of Income

	2021	2020
Revenues	6,714,769,341	7,170,431,209
Less:		
Personnel / Maintenance / Other Operating Expenses	2,449,898,154	2,677,739,693
Income from Operations	4,264,871,187	4,492,691,516
Add / (Deduct):		
Other Income (Expenses) / Income Tax Benefit / Financial Assistance / Subsidy, net	(1,953,106,800)	(975,839,584)
Net Profit	2,311,764,387	3,516,851,932

Truthfulness and fairness/fair representation of the 2021 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. 2022-06-079.

However, the toll revenue from the operation of SCTEx rose by 17%, from Php1.158 billion in 2020 to Php1.355 billion in 2021, due to the increase in traffic volume as a result of the lifting of travel restrictions imposed by the Inter-Agency Task Force for the Management of Emerging Infectious Diseases relative to the COVID-19 crisis.

Operating Expenses

Contribution to the AFP Modernization Program jumped to a record high of Php7.15 billion in 2021 from Php2.59 billion in 2020 due to collection of Minimum Annual Secured Revenue Share (MASRS) from joint venture transactions from Bonifacio South Pointe, JUSMAG, and Serendra projects.

Maintenance and Other Operating Expenses increased by 13% from Php834 million in 2020 to Php945 million in 2021, which is mainly attributable to the increase in COVID-19 related expenses in the amount of Php102 million related to the provision of temporary isolation facilities in New Clark City—one of the BCDA's projects that support the government's fight against the COVID-19 pandemic.

Income Tax (Expense) Benefit / Financial Assistance / Subsidy

This is mainly attributable to the contribution to the AFP Modernization Program of Php7.149 billion for various GAA-funded projects, financial assistance of Php117 million, net of income tax benefit of Php368 million and subsidy from the National Government of Php4.945 billion.

BASES CONVERSION AND DEVELOPMENT AUTHORITY
STATEMENTS OF COMPREHENSIVE INCOME
For the years ended December 31, 2021 and 2020
(In Philippine Peso)

	2021	2020 (As restated)
INCOME		
Service and Business Income	5,861,748,199	7,163,695,769
Gains	853,021,142	6,735,440
TOTAL INCOME	6,714,769,341	7,170,431,209
EXPENSES		
Personnel Services	251,083,656	250,488,540
Maintenance and Other Operating Expenses	945,000,119	834,596,019
Financial Expenses	352,425,736	387,864,574
Direct Cost	0	188,833,496
Non-Cash Expenses	901,388,643	1,015,957,064
TOTAL EXPENSES	2,449,898,154	2,677,739,693
PROFIT BEFORE TAX	4,264,871,187	4,492,691,516
INCOME TAX BENEFIT	367,900,346	534,828,237
PROFIT AFTER TAX	4,632,771,533	5,027,519,753
NET FINANCIAL ASSISTANCE/SUBSIDY/CONTRIBUTION	(2,321,007,146)	(1,510,667,821)
NET INCOME	2,311,764,387	3,516,851,932
OTHER COMPREHENSIVE INCOME	0	0
TOTAL COMPREHENSIVE INCOME	2,311,764,387	3,516,851,932

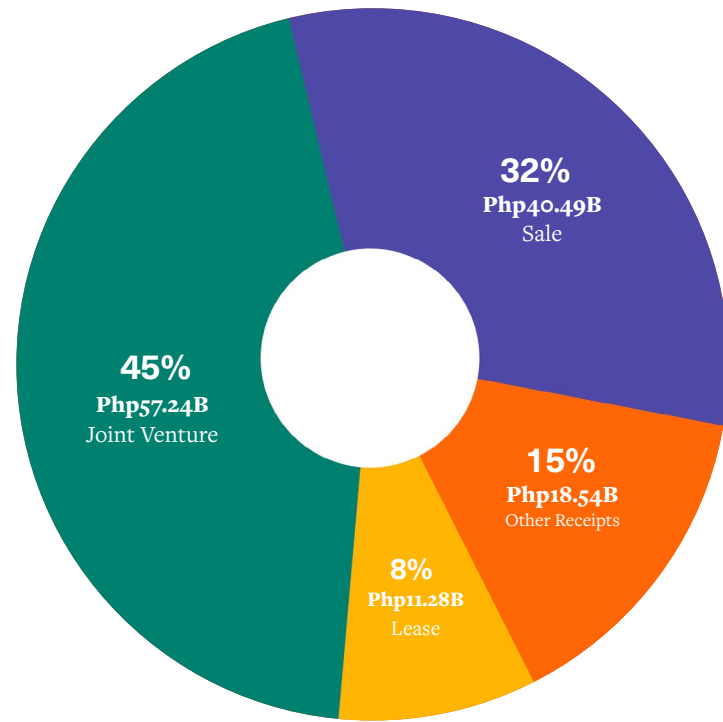
BASES CONVERSION AND DEVELOPMENT AUTHORITY
STATEMENTS OF FINANCIAL POSITION
December 31, 2021 and 2020
(In Philippine Peso)

	2021	2020 (As restated)	January 1, 2020 (As restated)
ASSETS			
Current Assets			
Cash and cash equivalents	15,193,883,755	5,003,162,433	14,475,981,881
Financial Assets	1,251,810,157	7,101,262	1,690,153,615
Other Investments	3,215,007,181	1,319,183,926	8,284,712,871
Receivables	8,056,539,400	17,943,151,528	9,383,993,600
Inventories	4,421,338,002	703,169,393	700,085,894
Other Current Assets	3,973,894,589	2,839,992,454	8,223,456,635
	36,112,473,084	27,815,760,996	42,758,384,496
Non-Current Assets			
Financial Assets	500,000,000	1,751,730,717	1,757,651,276
Investments in Joint Ventures	472,131,686	458,610,240	503,912,400
Investments in Associates/Affiliates	13,365,405,952	13,548,280,601	13,317,760,201
Investments in Subsidiaries	3,546,715,099	3,546,715,099	3,546,715,099
Other Investments	103,024,319	103,024,319	103,024,319
Receivables	11,291,872,374	16,269,892,934	25,196,011,427
Investment Property	83,053,580,002	84,265,675,074	73,749,275,441
Property and Equipment	9,946,528,057	17,476,521,174	3,566,464,745
Service Concession Assets	42,726,958,271	28,464,604,216	28,244,845,619
Intangible Assets	17,052,900	13,837,355	17,482,211
Deferred Tax Assets	5,073,948,202	4,646,575,837	4,081,900,565
Other Non-Current Assets	1,550,231,620	1,557,584,612	1,558,633,126
	171,647,448,482	172,103,052,178	155,643,676,429
TOTAL ASSETS	207,759,921,566	199,918,813,174	198,402,060,925
LIABILITIES AND EQUITY			
Current Liabilities			
Financial Liabilities	1,991,512,371	2,239,105,086	1,256,078,035
Inter-Agency Payables	9,129,627,003	3,767,604,786	5,146,306,107
Trust Liabilities	1,317,315,859	1,415,015,611	2,025,074,937
Provisions	41,616,068	35,974,617	28,271,271
Other Payables	223,494,531	225,494,631	227,524,631
	12,703,565,832	7,683,194,731	8,683,254,981
Non-Current Liabilities			
Financial Liabilities	15,982,697,138	17,647,358,892	18,570,900,195
Deferred Credits/Unearned Income	13,527,999,645	10,817,303,115	10,291,552,316
Other Payables	1,421,096,052	1,421,096,052	1,421,096,052
	30,931,792,835	29,885,758,059	30,283,548,563
Equity	164,124,562,899	162,349,860,384	159,435,257,381
TOTAL LIABILITIES AND EQUITY	207,759,921,566	199,918,813,174	198,402,060,925

The Commission on Audit issued an unmodified opinion on the fairness of presentation of the financial statements of BCDA.



ASSET DISPOSITION PROCEEDS



TOTAL PROCEEDS
Php127.55B
 (May 1993 to December 2021)

Gross Disposition Proceeds

The total gross disposition proceeds generated by BCDA from May 1993 to December 2021 arising from the disposition of Metro Manila Camps covered by RA 7227 has reached Php127.55 billion. The proceeds increased by 14% compared with the previous years' level of Php112.28 billion.

The main drivers for the 14% increment were the receipt of disposition proceeds in the amount of Php8 billion from the joint venture with SM Prime Holdings, Inc. for the Bonifacio South Pointe property, Php4.127 billion from Megaworld representing the settlement of the unpaid Minimum Annual Secured Revenue shares, Php1.120 billion from the Closed-out Agreement for the Serendra Property

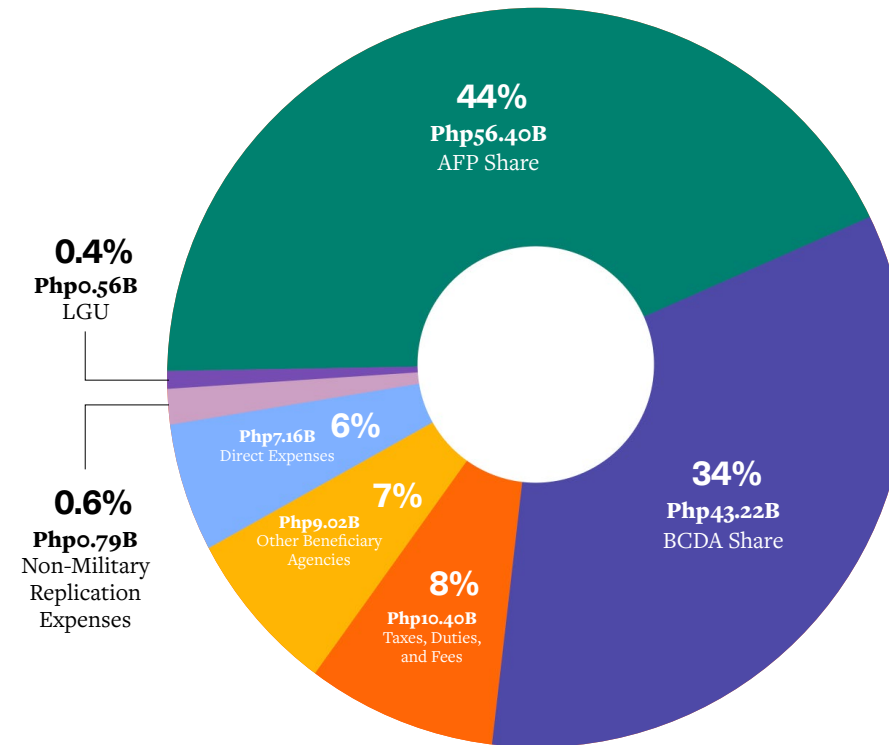
and Php540 million dividends from Fort Bonifacio Development Corporation. Other contributors to the growth were the proceeds from existing lease and joint venture agreements totaling Php1.48 billion.

The Php127.55 billion total disposition proceeds consist of Php57.24 billion from joint ventures, Php40.49 billion from sales, Php11.28 billion from leases, and Php18.54 billion from other receipts. This is based on actual cash generated except for replication projects undertaken by the developer and recorded as part of the gross proceeds (e.g. the replication of PAF facilities in Villamor Air Base, replication of PA, PAF, and PN facilities in JUSMAG and Villamor Air Base, and so on).

BREAKDOWN OF GROSS DISPOSITION PROCEEDS

Php127.55B

(May 1993 to December 2021)



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.

Breakdown of Gross Disposition Proceeds

The AFP is the biggest beneficiary of the disposition proceeds receiving 44% of the Php127.55 billion generated since 1993. The AFP share consisted of Php45.28 billion for the AFP Modernization Program and Php11.12 billion for the replication of military facilities in Fort Bonifacio and Villamor Air Base. The replication projects of Php7.25 billion funded by the General Appropriations Act are not yet included in the AFP share.

The share of BCDA accounted for 34% or Php43.22 billion, while the share of other beneficiary agencies represented 7% or Php9.02 billion of the total. The Local Government units also benefited from the asset disposition program with the receipt of Php560 million of the proceeds.

Disposition-related expenses deducted from the gross proceeds include Php7.16 billion for direct expenses on-site development and infrastructure

projects, relocation of informal settlers, survey, titling, appraisal, and administrative expenses; Php10.40 billion of taxes, duties, and fees; and Php790 million for the replication of non-military facilities.

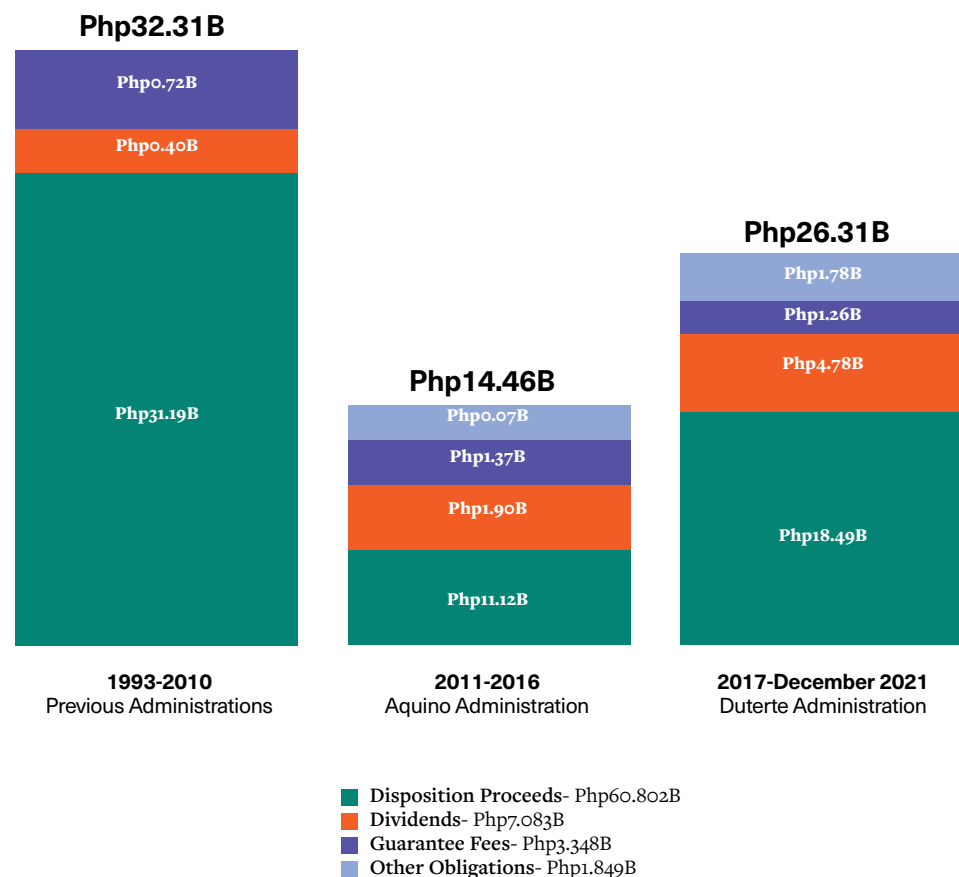
By law, the AFP's share consists of 35% from sale transactions and 50% from non-sale transactions. The BCDA share of 27.5% from sale transactions and 50% from non-sale transactions are being used to fund its operations, development of infrastructure projects on its properties.

BCDA remits 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 the respective shares of the beneficiary agencies' based on the budget execution guidelines and the approved fiscal program of the government.

REMITTANCES TO THE NATIONAL GOVERNMENT

Php73.08B

(May 1993 to December 2021)



*Remittance to the National Government for the year applies to the disposition proceeds of the preceding year

Remittances to the National Government

Since the creation of BCDA in 1992, its remittance to the National Government has reached Php73.08 billion as of December 2021. The said remittance consisted of Php60.80 billion in disposition proceeds, Php7.08 billion in dividends, Php3.35 billion in guarantee fees, and Php1.85 billion remittances for other obligations. 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 Php26.31 billion, Php11.85 billion higher compared to the Php14.46 billion remittance during the six-year Aquino administration.

Contributions to AFP under the Duterte Administration

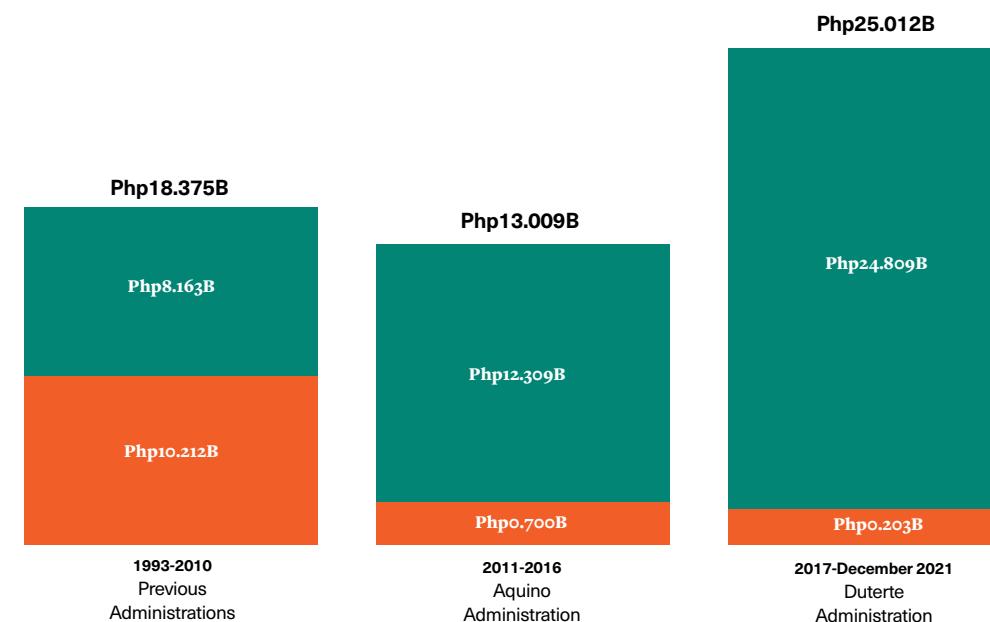
BCDA posted its highest contributions to the AFP amounting to Php25.012 billion during the Duterte administration, Php12.003 billion higher compared to the Php13.009 billion contributed during the six-year Aquino administration. The breakdown of the AFP share is as follows:

CONTRIBUTIONS TO AFP UNDER THE DUTERTE ADMINISTRATION

Php56.396B

(May 1993 to December 2021)

- AFP Modernization Program- Php45.281B
- Replication of Military Facilities- Php11.115B



Particular	Amount (Php Billion)
AFP Modernization Program	
Remitted	38.075
For Remittance	7.206
Subtotal	45.281
Replication of Military Facilities	11.115
Total AFP Share	56.396



BOARD OF DIRECTORS



GREGORIO D. GARCIA, III

He was appointed by President Rodrigo Roa Duterte as Chairman of the Board of Directors of BCDA on 10 August 2016 and took his oath of office on 11 August 2016.

Garcia, 77, is concurrently the Chairman of the Board of Trustees of the Heritage Park Management Corporation. He is likewise a director of various affiliates of BCDA, such as Fort Bonifacio Development Corporation, Bonifacio Estates Services Corporation, Bonifacio Global City Estates Association, Bonifacio Art Foundation, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc. He is also a director of the North Luzon Railways Corporation, a subsidiary of BCDA.

A leading marketing and political consultant, Garcia has a strong background and experience in banking and real estate development. He has a well-earned marketing and branding reputation and was, in fact, chairman and chief executive officer of Leo Burnett Advertising in the past – a key position he held for 20 years. Leo Burnett Philippines is one of the biggest advertising agencies in the country. It has handled the advertising accounts of Procter and Gamble, McDonald's, Philip Morris,

Kimberly Clark, Unilab, among others. Earlier in his career, he worked for Ace Compton as creative head and moved on to work for Mr. Tomas Aguirre, founder of Banco Filipino where he held the position of vice president.

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

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

Garcia finished all his schooling at Colegio de San Juan de Letran.

Garcia attended the seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 to 27, 2021.



VIVENCIO B. DIZON

Dizon, 47, was appointed by President Rodrigo Roa Duterte as a member of the Board of Directors and President and CEO of BCDA on 10 August 2016. He took his oath of office as a member, Board of Directors on 11 August 2016 and as President and CEO of BCDA on 15 August 2016.

Mr. Dizon submitted his letter of resignation as President and CEO of BCDA and as Presidential Adviser on Flagship Programs and Projects effective 15 October 2021.

Currently, Dizon holds two important positions in the government, i) as Deputy Chief Implementer of the National Action Plan against COVID-19; and ii) as Chief Testing Czar, and Chief Coordinator of the Test, Trace, Treat (T3) Program.

Prior to these appointments, he was a consultant of then Senate Majority Leader Alan Peter Cayetano (2013-2016); Undersecretary for Political Affairs of the Office of the President of the Republic of the Philippines (2011-2013); Vice President for Corporate Communications for Strategic Alliance Holdings Inc.– Technologies or SAHI-TECH (2007-2011); and Chief of Staff of the Office of Senator Edgardo Angara (2002-2004).

He served in the academe as senior lecturer in Economics, Finance and Statistics at the University of Northern Virginia in Prague, Czech Republic (2005-2007); assistant professor of Economics and research associate (1999-2002) and lecturer of Economics and Finance (1996-1998) at the De La Salle University (DLSU). He also worked as an economics research staff for the Senate of the Philippines.

Born on August 18, 1974 in Quezon City, Dizon spent most of his childhood in Porac, Pampanga. He attended high school at the Don Bosco Technical College. He completed his Bachelor of Arts degree in Economics and Bachelor of Science degree in Commerce-Management of Financial Institutions at DLSU

from 1991 to 1996. At the university, he was consistently part of the Dean's Honor List and got merit for having an Outstanding Thesis in Finance. From 1998 to 1999, while a recipient of the British Chevening Scholarship Awards, Dizon studied at the University of Reading in the United Kingdom where he completed a Master of Science degree in Applied Development Studies and graduated with distinction.



ATTY. ARISTOTLE B. BATUHAN

He was appointed by President Rodrigo Roa Duterte as a member of the Board of Directors of BCDA on 14 October 2016 and he took his oath of office on 19 October 2016. On 18 October 2021, he was appointed by President Duterte as Officer-In-Charge of BCDA.

He concurrently serves as a director of a BCDA subsidiary, the North Luzon Railways Corporation and various affiliates of BCDA namely, Fort Bonifacio Development Corporation, Bonifacio Water Corporation, Bonifacio Communications Corporation, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc.

Born on September 07, 1966, in Cebu City, Aristotle B. Batuhan obtained his Bachelor of Laws from the University of the Philippines in 1992, and his Master of Laws from Harvard Law School, Cambridge, Massachusetts, U.S.A., in 1995. At Harvard, his areas of concentration included constitutional law and public international law. Upon graduation from Harvard, he

worked briefly as a visiting foreign attorney at the prestigious law offices at Hale & Dorr in Boston.

From 1996 to 1999, Atty. Batuhan worked as a senior associate at SyCip Salazar Hernandez & Gatmaitan, the largest law firm in the Philippines. His practice areas included corporations, foreign investments, project finance, public utilities [telecoms, power, toll facilities 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 Batuhan Blando Concepcion Law Offices in October 2001 and was its Managing Partner until July 20, 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC). At DOTC, he served as Alternate Chairman of the Maritime Industry Authority (MARINA), Philippine Ports Authority (PPA), Cebu Ports Authority (CPA) and Mactan Cebu International Airport Authority (MCIAA).

He resigned from DOTC on December 2011 and resumed his private practice as Special Counsel at Batuhan Blando Concepcion & Trillana Law Offices.

Atty. Batuhan serves as President and Chief Executive Officer of Motoring Ventures, Phils. Inc., a holding company with interests in various industries including automotive, logistics, e-commerce and data analytics, PR/talent management and real estate.

Atty. Batuhan attended the following seminars: 1) ICD Webinar– Distinguished Corporate Governance Speaker Series 2021: Boards in Post-COVID 19 Governance held on March 11, 18, and 25, 2021 ; and 2) Seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 to 27, 2021.



VICE ADMIRAL FERDINAND S. GOLEZ (RET)

Golez, 67, is a member of the BCDA Board of Directors since 2011. He was reappointed to the position by President Rodrigo Roa Duterte on 16 June 2017. He took his oath of office on 29 June 2017. Golez holds directorship positions in the following affiliates of BCDA, namely, Fort Bonifacio Development Corporation, Bonifacio Water Corporation, Bonifacio Communications Corporation, and Bonifacio Estates Services Corporation. He is also a director of North Luzon Railways Corporation, a subsidiary of BCDA.

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

He rose to top command as manager and leader of a 23,000-strong sailor and marine force. His expertise spans

BOARD OF DIRECTORS

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 2008-2010 in different Naval Forces around the archipelago, and relevant activities that served to invigorate the future Navy everyone in this maritime nation can be proud of.

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

Vice Admiral Golez attended the following trainings: 1) ICD Online Workshop-“Crafting Your Own Roadmap: A Personal Governance Workshop held on March 26, 2021; and 2) Seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 to 27, 2021.



LIEUTENANT GENERAL GLORIOSO V MIRANDA (RET)
He was appointed by President Rodrigo Roa Duterte as a member of the Board

of Directors of BCDA on 08 January 2018. He took his oath of office on 24 January 2018. He is also a director of BCDA’s affiliates, namely, the Fort Bonifacio Development Corporation and Bonifacio Water Corporation.

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 December 09, 2016 to October 05, 2017. As such, he organized combat operations, prepared national defense plans and trained army reserve units.

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

As one of the country’s valiant soldiers, he was formerly Commander of the Northern Luzon Command in Tarlac City; served as Commander of the 7th Infantry Division in Nueva Ecija; Commander of the 102nd Infantry Brigade in Sarangani Province; Commander of Anti-terrorism Joint Task Force GENSAN in General Santos City; Battalion Commander of the 25th Infantry Battalion in Maguindanao; and 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 degree in National Security Administration and in Business Administration, from the National Defense College of the Philippines and Isabela Colleges, respectively.

LtGen Miranda attended the following trainings: 1) ICD Webinar-Distinguished Corporate Governance Speaker Series 2021: Boards in Post-COVID 19 Governance held on March 11, 18, and 25, 2021; and 2) Seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 to 27, 2021.



DAVID L. DIWA
He was appointed by President Rodrigo Roa Duterte as a member of the Board of Directors of BCDA on 07 February 2018. He took his oath of office on 13 February 2018. Mr. Diwa, 72, is also a director of one of BCDA’s affiliate, the Fort Bonifacio Development Corporation. He is also a member of the Board of Directors of the North Luzon Railways Corporation, a BCDA subsidiary.

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

Diwa attended the following trainings: 1) ICD Webinar-Distinguished Corporate Governance Speaker Series 2021: Boards in Post COVID-19 Governance held on March 11, 18, and 25, 2021; 2) Seminar on

Transformation and Core Values conducted by NXTLVL Experience held on October 25 to 27, 2021; and 3) ICD Masterclass Series: Governing with Analytics: Building A Predictive Enterprise held on December 10, 2021.



GERARD M. CAMIÑA
He was appointed by President Rodrigo Roa Duterte as a member of the Board of Directors of BCDA on 05 May 2018. He took his oath of office on 15 May 2018. Mr. Camiña is also a member of the Board of Directors of BCDA’s affiliates, namely, Fort Bonifacio Development Corporation and Filinvest BCDA Clark, Inc. and a member of the Board of Directors of North Luzon Railways Corporation, a BCDA subsidiary.

Camiña, 68, served as the Regional Director of the Land Transportation Office (LTO) Region VI from July 2001 to October 2013. During his term, he was commended as 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 front-line services of the Region VI office, which resulted to commendations from various government agencies.

In 2015, he contributed to the resto-

BOARD OF DIRECTORS

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

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

Camiña attended the following trainings: 1) ICD Webinar-Distinguished Corporate Governance Speaker Series 2021: Boards in Post-COVID 19 Governance held on March 11, 18, and 25, 2021; 2) ICD Online Workshop-“Crafting Your Own Roadmap: A Personal Governance Workshop with Mr. Rex Drilon II, FICD” held on March 26, 2021; 3) ICD Masterclass Series: Corporate Governance in a Nutshell-What Effective Boards Focus on Before Everything Else held on July 23, 2021; 4) ICD Masterclass Series: Personal Governance-Life with a purpose is a life well-lived held on August 27, 2021; 5) ICD Masterclass Series: Double Your Valuation... Or Not-The Zen of your IPO Journey held on October 22, 2021; 6) Seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 to 27, 2021; 7) ICD Masterclass Series: Since

BOARD OF DIRECTORS

the Customer is King, Ace your Sales Governance held on November 26, 2021.



HENRY L. URI

He was appointed by President Rodrigo Roa Duterte as a member of the Board of Directors of BCDA on 19 August 2019. He took his oath of office on 11 September 2019. Mr. Uri is also a member of the Board of Directors of BCDA's affiliates, namely, the Fort Bonifacio Transport Corporation and Philippine Japan Initiative for GCG, Inc.

Uri is a top-rated radio announcer and reporter who has worked for the Manila Broadcasting Company-DZRH, the country's oldest and widest reaching radio network in Asia.

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

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

In his 20 years of service in the Philippine radio industry, Uri excelled as an Executive Producer, Reporter, Disc

Jockey and Anchor as well as Account Manager and Product Endorser in leading broadcast stations under the Manila Broadcasting Company.

Uri 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 Enverga University Foundation in Lucena City.

Uri attended the Seminar on Transformation and Core Values conducted by NXT LVL Experience held on October 25 to 27, 2021.



PEDRO R. LAYLO, JR.

He was appointed by President Rodrigo Roa Duterte as a member of the Board of Directors of BCDA on 03 December 2019. He took his oath of office on 03 December 2019. He is also a member of the Board of Directors of BCDA's affiliates such as Fort Bonifacio Development Corporation, Bonifacio Estate Services Corporation, and Crescent West Development Corporation.

Laylo has almost 30 years of experience in the field of polling and strategic research. He served as a fellow and political scientist for the Social Weather Stations (SWS) from 1990 to 2001. As a political scientist, he was in-charge

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

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

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

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

From May 2010 up to the present, he works as a freelance political and strategic research consultant for both 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 empirical needs of political candidates, government agencies, and private organizations/corporations.

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

Laylo attended the seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 to 27, 2021.



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Office of the President



Corporate Values



Integrity



Excellence



Innovation



Stewardship



95%

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