



Bounce Back Better (BBB) Plan

13 MAY 2020



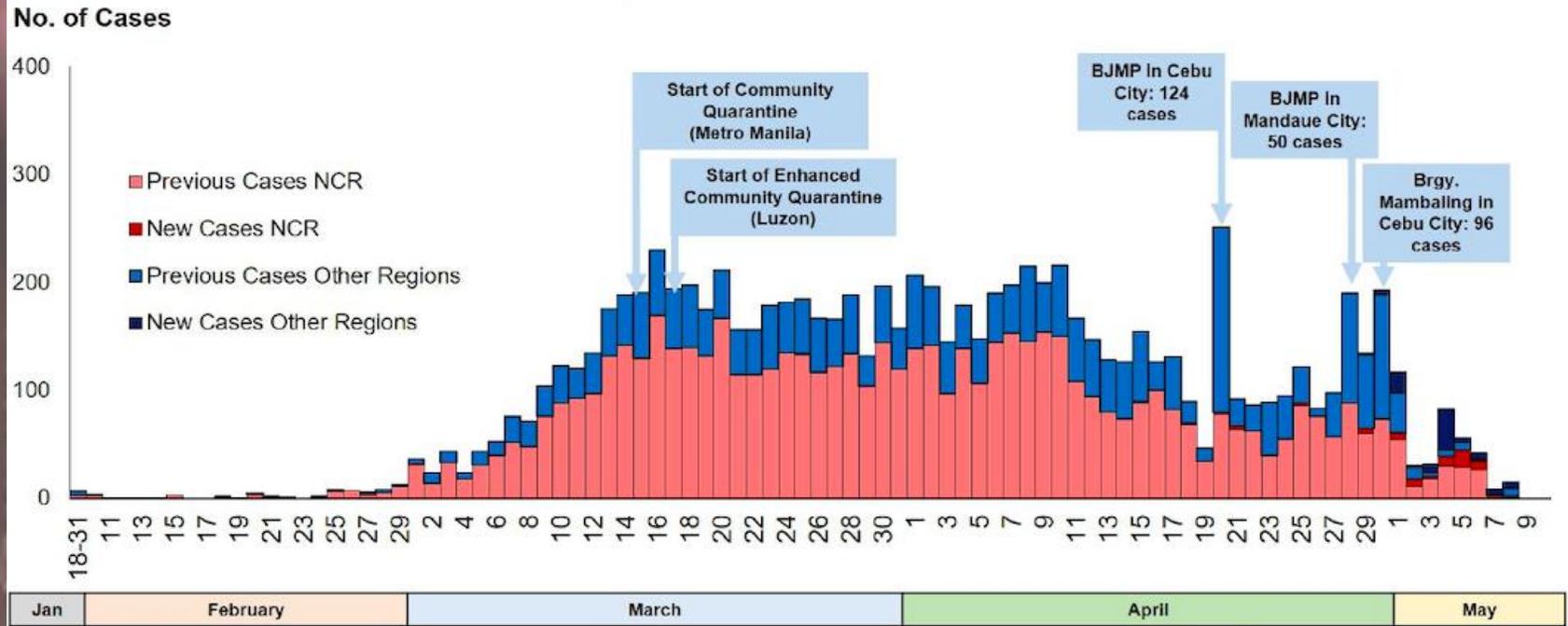
March 2020

- State of Calamity throughout the Philippines for 6 months
- Enhanced Community Quarantine (ECQ) throughout Luzon

Confirmed COVID-19 Cases by Date of Onset of Illness (N = 10,794)

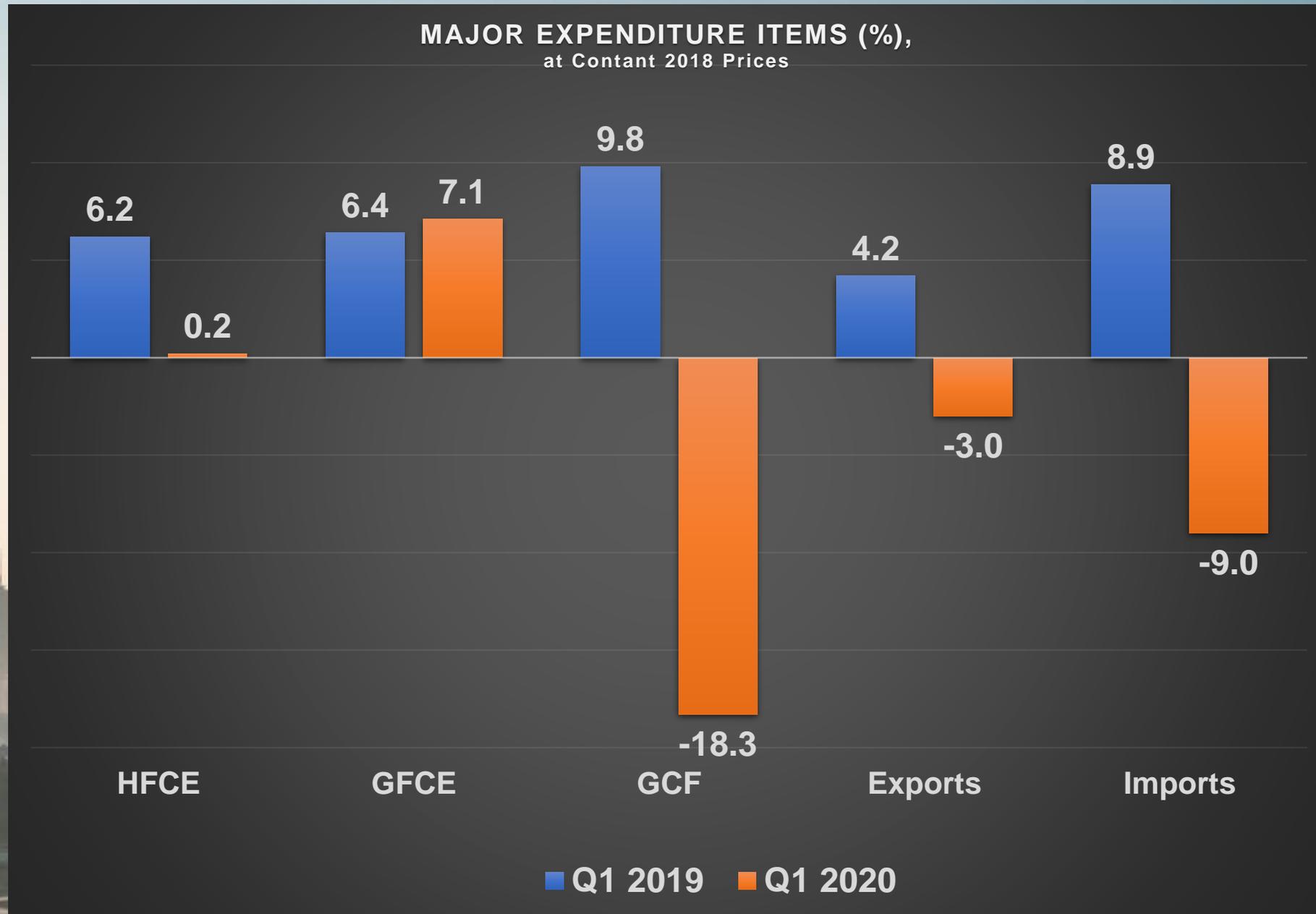
Philippines, as of May 10, 2020

Note: Case counts reported do NOT represent the final number and are subject to change after inclusion of incoming reports and review of cases.



As of 12 May:
11,350
confirmed
cases

Q1 2019 vs. Q1 2020 Macroeconomic Indicators

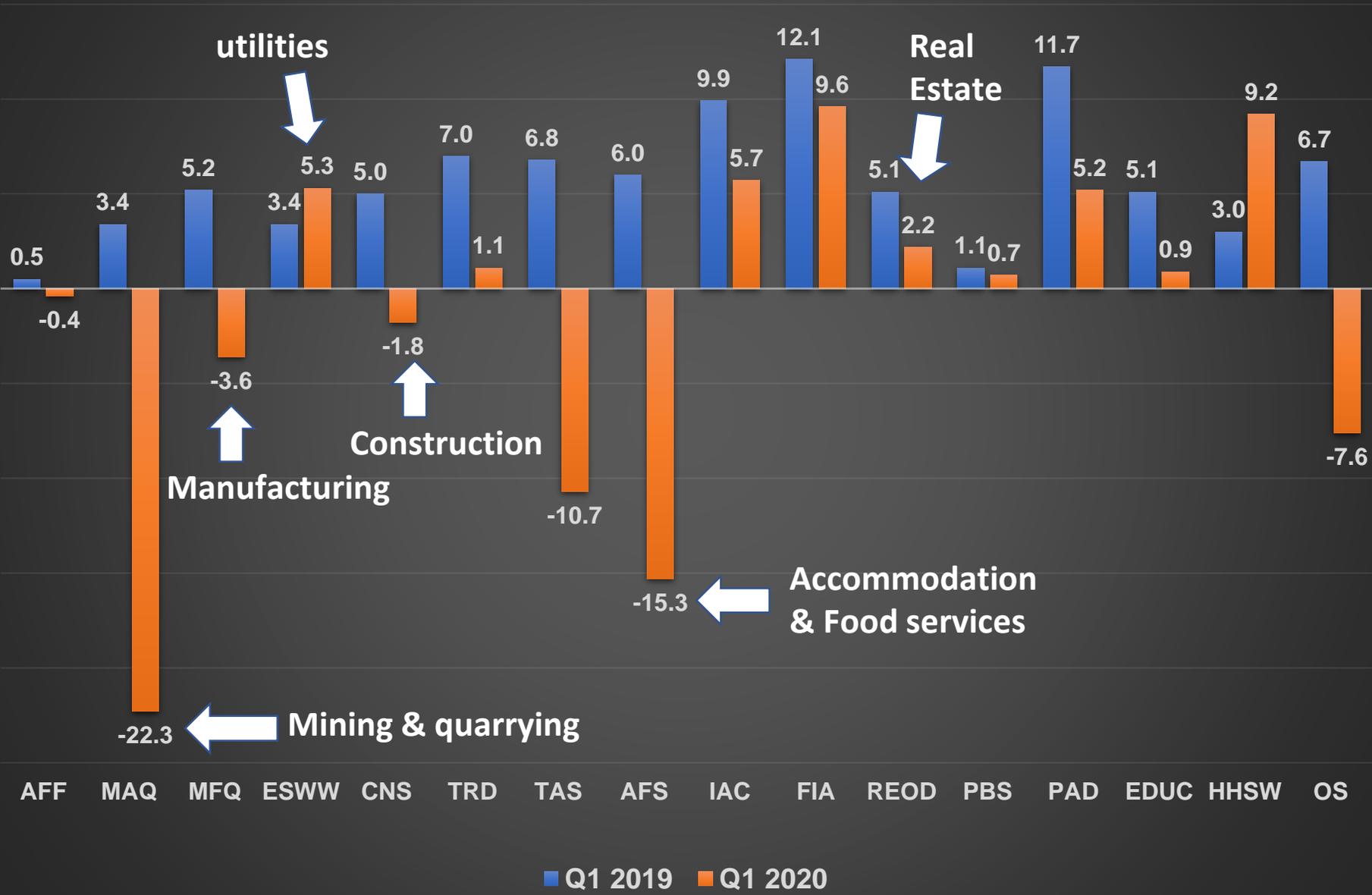


Q1 2019 vs. Q1 2020 Sector Indicators

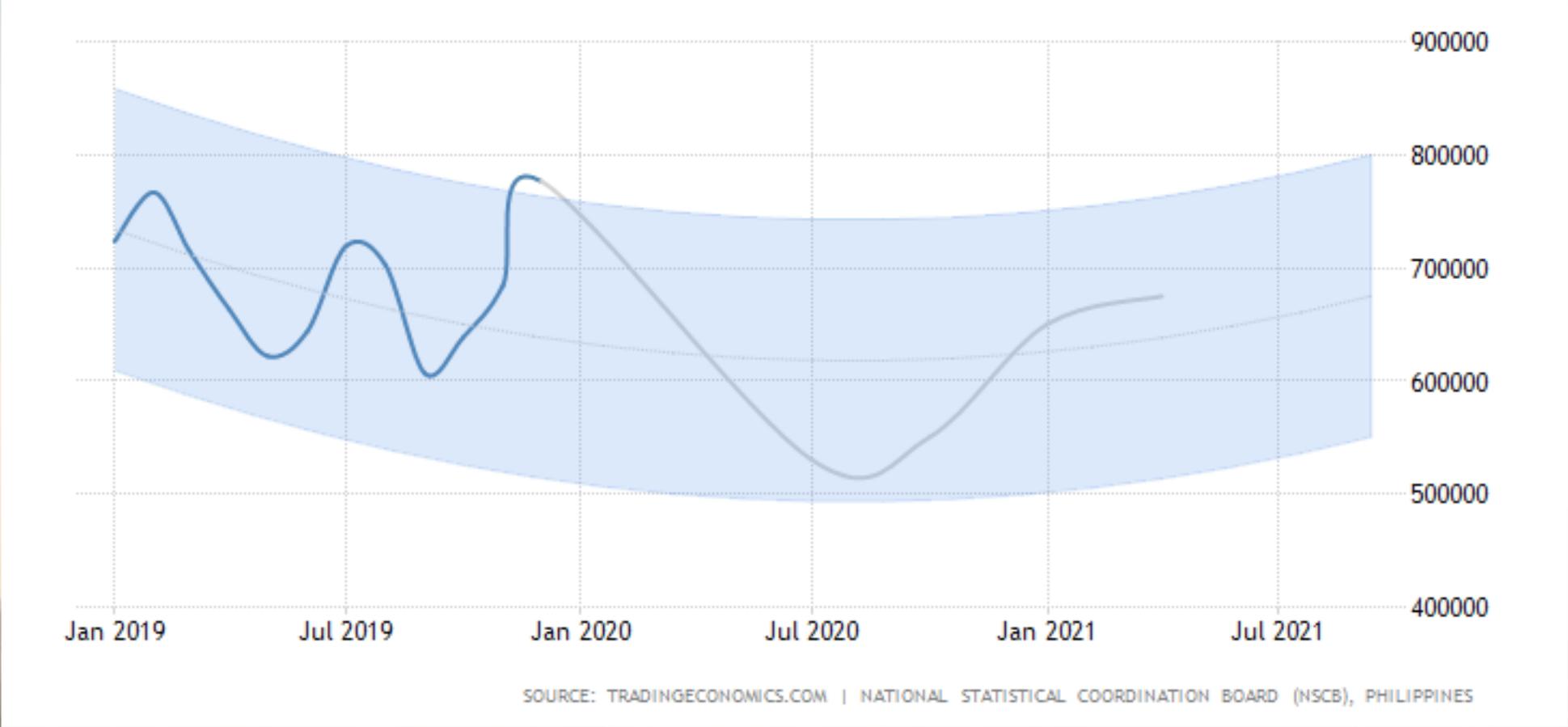
List of Industries

- AFF - Agriculture, Forestry, and Fishing
- MAQ - Mining and Quarrying
- MFG - Manufacturing
- ESWW - Electricity, Steam, Water and Waste Management
- CNS - Construction
- TRD - Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles
- TAS - Transportation and Storage
- AFS - Accommodation and Food Service Activities
- IAC - Information and Communication
- FIA - Financial and Insurance Activities
- REOD - Real Estate and Ownership of Dwellings
- PBS - Professional and Business Services
- PAD - Public Administration and Defense; Compulsory Social Activities
- EDUC - Education
- HHSW - Human Health and Social Work Activities
- OS - Other Services

INDUSTRY GROWTH RATES, at constant 2018 prices



Tourist Arrivals Forecast



Rout 66

Selected emerging economies ranked on four measures of financial strength

Strongest  Weakest

1=strongest

Country
(with rank)

Public
debt
% of GDP, 2020*

Foreign
debt

Cost of
borrow-
ing[†]

Reserve
cover[‡]

1	Botswana	Blue	Blue	Blue	Blue
2	Taiwan	Blue	Blue	Blue	Blue
3	South Korea	Blue	Blue	Blue	Blue
4	Peru	Blue	Blue	Blue	Blue
5	Russia	Blue	Blue	Blue	Blue
6	Philippines	Blue	Blue	Blue	Blue
7	Thailand	Blue	Blue	Blue	Blue
8	Saudi Arabia	Blue	Blue	Blue	Blue
9	Bangladesh	Blue	Blue	Blue	Blue
10	China	Orange	Blue	Blue	Blue
11	Guatemala	Blue	Blue	Blue	Blue
12	Vietnam	Blue	Blue	Blue	Blue
13	Poland	Yellow	Blue	Blue	Blue
14	Nigeria	Blue	Blue	Orange	Blue
15	Trinidad & Tob.	Blue	Blue	Blue	Blue
16	Indonesia	Blue	Blue	Blue	Orange
17	UAE	Blue	Orange	Blue	Blue
18	India	Orange	Blue	Blue	Blue
19	Czech Rep.	Blue	Orange	Blue	Yellow
20	Paraguay	Blue	Blue	Blue	Orange
21	Bolivia	Blue	Blue	Yellow	Blue
22	Kuwait	Blue	Yellow	Blue	Orange
23	Azerbaijan	Blue	Orange	Blue	Yellow
24	Ivory Coast	Blue	Blue	Yellow	Blue
25	Malaysia	Orange	Yellow	Blue	Yellow
26	Morocco	Orange	Blue	Blue	Blue
27	Romania	Blue	Yellow	Blue	Orange
28	Mexico	Orange	Blue	Blue	Blue
29	Colombia	Yellow	Yellow	Blue	Orange
30	Brazil	Orange	Blue	Blue	Blue
31	Chile	Blue	Orange	Blue	Orange
32	Dom. Rep.	Orange	Blue	Yellow	Yellow
33	Uruguay	Orange	Orange	Blue	Blue

Country
(with rank)

Public
debt
% of GDP, 2020*

Foreign
debt

Cost of
borrow-
ing[†]

Reserve
cover[‡]

34	Croatia	Orange	Orange	Blue	Blue
35	Qatar	Yellow	Red	Blue	Yellow
36	Kazakhstan	Blue	Red	Blue	Orange
37	Egypt	Orange	Blue	Orange	Orange
38	Namibia	Blue	Yellow	Yellow	Orange
39	Uganda	Blue	Blue	Orange	Orange
40	Costa Rica	Yellow	Yellow	Orange	Orange
41	Ethiopia	Yellow	Blue	Orange	Orange
42	Kenya	Orange	Blue	Orange	Orange
43	Pakistan	Orange	Blue	Orange	Orange
44	Turkey	Blue	Orange	Yellow	Red
45	Iraq	Red	Blue	Orange	Blue
46	Senegal	Orange	Orange	Yellow	Orange
47	South Africa	Orange	Yellow	Blue	Orange
48	Ghana	Orange	Blue	Orange	Orange
49	Hungary	Orange	Red	Blue	Orange
50	Jordan	Orange	Orange	Yellow	Orange
51	Panama	Yellow	Red	Blue	Red
52	Gabon	Yellow	Yellow	Orange	Red
53	Ukraine	Orange	Orange	Orange	Orange
54	Ecuador	Orange	Yellow	Red	Red
55	El Salvador	Orange	Orange	Orange	Orange
56	Jamaica	Orange	Red	Blue	Orange
57	Argentina	Orange	Orange	Red	Orange
58	Oman	Orange	Red	Orange	Orange
59	Mongolia	Orange	Red	Orange	Orange
60	Tunisia	Orange	Orange	Orange	Orange
61	Sri Lanka	Orange	Orange	Orange	Orange
62	Angola	Red	Orange	Red	Orange
63	Bahrain	Red	Red	Yellow	Red
64	Zambia	Red	Orange	Red	Red
65	Lebanon	Red	Red	Red	Orange
66	Venezuela	Red	Red	Red	Red

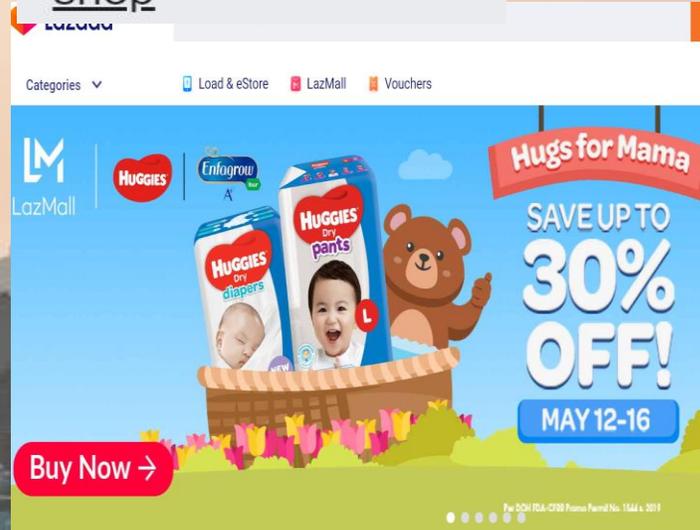
THE WINNERS

The natural strategy for these companies is to aggressively invest in opportunities and growth.

Logistics



E-



Video conferencing



Pharmaceuticals



Media streaming



THE WINNERS

The natural strategy for these companies is to aggressively invest in opportunities and growth.

BPO



R&D



Food Manufacturing



Agro-industrial



IT



THE DISADVANTAGED

The natural strategy in these sectors will be to cut costs, de-risk operations and be ready to return when conditions improve.

Airlines, Trains,
Cruise Ships



Oil & Gas



Traditional Retail



Investment
Banking



THE DISADVANTAGED

The natural strategy in these sectors will be to cut costs, de-risk operations and be ready to return when conditions improve.

Tourism



Cinemas



Sports & Entertainment



THE INBETWEENERS

These sectors will probably struggle if they continue as is.

Healthcar



Banking



Real Etate



Education



ENVIRONMENTAL SCANNING

Strengths

- Experience in financial leveraging
- Substantial land inventory
- Steady asset disposition proceeds
- Strong private sector partnership

Weaknesses

- Recent negative cash flow
- Suspended procurement for some projects

Opportunities

- Shift to digital economy and logistics
- Repositioning of BCDA ecozones
- Strong ICT demand
- BBB as economic growth driver

Threats

- Reduced funding for some projects
- Uncertainty of the pandemic
- Delays in revenue collections

BOUNCE BACK BETTER (BBB) PLAN

FRAMEWORK

RESPOND

*Prepare &
Manage
Continuity*

RECOVER

*Learn and
Emerge Stronger
“interim” normal*

THRIVE

*Prepare for the
Next Normal and
Move Towards
Thriving in the
Long Run*

BOUNCE BACK BETTER (BBB) PLAN

RESPOND (H1 2020): *Limit the impact on our people & on our operations*

Public Health

- No vaccine for covid-19.
- Upward trend of COVID-19 confirmed cases.
- Central Luzon and Metro Manila are under Enhanced Community Quarantine (ECQ).

Economy

- Weak business confidence.
- Low policy interest rate.
- Growing appetite for e-commerce.
- Declining residential space prices.
- Slowdown in office space demand.
- Suspended airlines operations

Operations

- Online meetings, online procurements, online approvals.
- WFH arrangements and skeleton workforce
- Common areas restrictions
- Social distancing in the work spaces.
- Public transportation is not available

RECOVER (H2 2020): Resume critical business functions quickly and minimize loss of our clients or prospective clients

Public Health

- Vaccine is being developed.
- Upward trend of COVID-19 confirmed cases.
- Central Luzon and Metro Manila are under General Community Quarantine (GCQ).

Economy

- Negative economic growth.
- Improving market sentiment on residential, office, and retail spaces.
- Limited airlines operations
- Investments in locations with multi-modal transport options.

Operations

- Shift to mobile IT hardware
- Reconfiguration of office spaces
- Skills retraining and retooling
- Changes in office policies on sanitation, security, gatherings, and travels.
- Innovation in non-IT work processes

THRIVE (2021 onwards): sustain our business and retain and attract more clients/investors

Public Health

- Vaccine is available to the public.
- COVID-19 cases start to decline.
- Central Luzon and Metro Manila may be under limited Community Quarantine.

Economy

- Small businesses and travel will struggle.
- Acceleration of logistics e-commerce.
- Online learning and virtual events
- Public infrastructure will stimulate the economy.
- Tourism sector may take up to 10 months to recover.
- Recovery in office

Operations

- More investments in IT infrastructure
- Adoption of non-contact architectural features
- More trainings and staff engagement online
- Acceleration of PPP
- Reconfiguration of public transportation

STRATEGIES AND PROJECTS

A. Sustained development of Clark Freeport Zone and New Clark City

through continued development of roads/infrastructure/logistics-based projects especially Build

Build (BBB) projects

i. Continued implementation of Clark International Airport projects including; airfield ground lighting system, secondary runway, new control tower and radar.



2. Continued implementation of road projects in NCC.



3. Explore development of warehouses given the rise of e-commerce and logistics industries.



STRATEGIES AND PROJECTS

B. Continued development of telecommunications facilities, ICT-based hard and soft infrastructure.

1. Accelerate operationalization of the Luzon Bypass Infrastructure

- Proj.
- Create an interagency committee/ task force composed of representatives from BCDA, JHMC, PPMC, CDC and CIAC for the LBIP.



3. Immediate implementation of the One Stop Shop – an online platform that shall process applications and facilitate approvals.



STRATEGIES AND PROJECTS

C. Enhancing and Repositioning of special economic zones under BCDA and attracting industries/locators relocating from China.

- 1. Review CIMDP to consider the current pandemic and possible adjustments on how BCDA economic zones shall be positioned.**
- 1. JHMC will revisit its identity and review the possibility of repositioning itself as a medical-tourism site for hospitals and medical research facilities, among others.**
- 1. PPMC will look into IT-based business and slowly reduce its dependency on tourism.**
- 1. CDC will strengthen Clark's competitive advantage as a modern central business district (CBD) and intensify its promotion as location for American companies that are relocating from China.**

STRATEGIES AND PROJECTS

D. Revenue generation from government properties.

1. Raise additional funds through back to back corporate loan and sale of BCDA shares in certain affiliates.
2. Negotiate with Facebook on the possible monetization of bandwidth allocated for BCDA.



STRATEGIES AND PROJECTS

- E. Restoring confidence in markets (real estate markets, tourism, housing, technology, etc.).**
 - 1. Build up BCDA and Clark/NCC as trusted brands through online news platforms, broadcast media, social media. Continuously harness the power of digital platforms in bringing our messages and stories to our audiences.**
 - 1. Conduct market study on investment trends and research on companies that are looking to relocate from China.**
 - 1. Conduct digital investment promotion activities.**

STRATEGIES AND PROJECTS

- F. Recalibrate work processes to become more responsive to the current situation.**
 - 1. Improvement of remote access system and approval processes.**
 - 1. Increased utilization of ICT systems for conduct of meetings.**
 - 1. Work guidelines for the protection of BCDA employees including online medical consultations.**
 - 1. Retooling of BCDA workforce through skills training IT-based work collaboration tools.**
 - 1. Improvement of BCDA Corporate Office to adhere to physical distancing and other COVID19-mitigating measures as directed by government.**

THANK YOU.



***BOUNCE
BACK
BETTER***