

BCDA Corporate Governance Scorecard Report (CGSR) CY 2022

BCDA MANDATE

Vision

Leading the way towards creating viable, sustainable and world-class economic zones for nation building through the sound and balanced conversion and development of selected military baselands.

Mission

BCDA, as the Principal Conversion Authority, commits to:

1. Accelerate the sound and balanced conversion of former of former military baselands into self-sustaining, productive-use, anchored on private sector participation and with the involvement of affected sectors and communities;
2. Optimize revenue generation from disposition of, and business developed from, Metro Manila camps to fund conversion and development;
3. Create opportunities for investment and employment in Central Luzon; and,
4. Develop a highly motivated professional workforce.

STAKEHOLDER RELATIONSHIPS

BCDA's stakeholders are as follows:

- 1) the Office of the President/ National Government;**
- 2) Congress;**
- 3) the Armed Forces of the Philippines;**
- 4) the Project-Affected People;**
- 5) Local Government Units;**
- 6) BCDA's subsidiaries; and**
- 7) BCDA's Investors/ Joint Venture Partners/ Lessees.**

BCDA is an active partner of Government in National Development

It shall perform its functions towards this end through the responsible stewardship of the country's resources, as well as the production and creation of wealth and infrastructure necessary to support vital government initiatives.

BCDA is committed to fulfill its mandate to its stakeholders by improving the quality of life of and giving dignity to the workforce, their families and the communities that it develops through the conversion of former military bases and other properties into premier sustainable centers of economic growth.

In order to promote sustainable development following the conversion of former military baselands and the creation of centers of growth, BCDA follows an approved Master Development Plan which ensures the optimized values of land development. Likewise, BCDA secures an Environmental Compliance Certificate and complies with the Design Standards and Guidelines—such as in Fort Bonifacio and new Clark City—to ensure that its development is within these prescribed guidelines and that the projects and activities are environment-friendly. A joint Monitoring Team composed of BCDA representatives and its private partners is likewise in place to monitor compliance with said Guidelines. Non-compliance of which is meted with sanctions and appropriate penalties.

BCDA engages with its Stakeholders to improve on its services

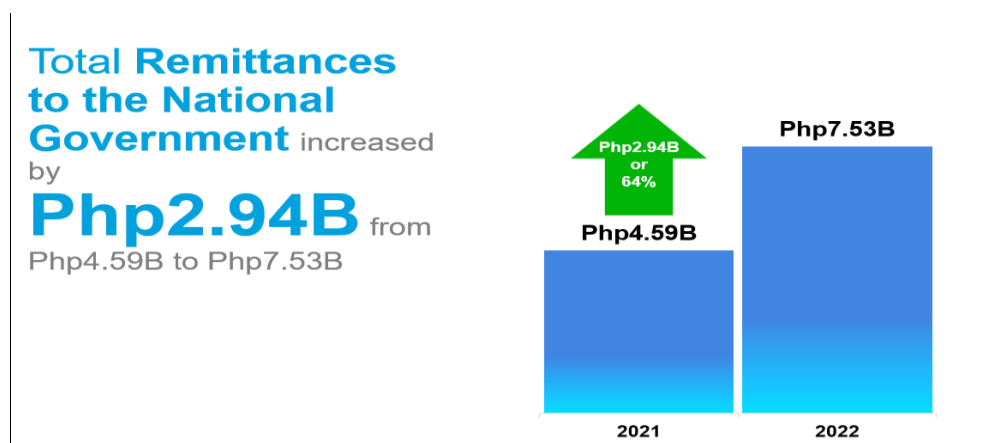
BCDA recognizes the rights of stakeholders as established by law or through mutual agreements and encourages active cooperation between BCDA and its stakeholders.

During the past year, BCDA continued to engage with its stakeholders through the following activities:

1) *Office of the President/National Government*

BCDA remits the net proceeds from the disposition program to the Bureau of Treasury (Btr) on an annual basis.

After remittance, it is the responsibility of the Department of Budget and Management (DMB) to release the respective shares of the beneficiary agencies based on the budget execution guidelines and the approved fiscal program of the government.



BCDA's excellent performance can be attributed to its aggressive policies to resolve long-standing disputes over the properties or with business partners. Because of this, BCDA was able to remit Php7.53 billion to the national government in 2022 to improve the state coffers while supporting the modernization of the country's armed forces, which signifies Php2.94 billion or 64% increase in the total remittances to the national government.

Since the creation of BCDA in 1992, its remittance to the National Government (NG) has reached Php80.61 billion as of December 2022. The said remittance consisted of Php67.18 billion in disposition proceeds, Php7.97 billion in dividends, Php3.61 billion in guarantee fees and Php1.85 billion remittances for other obligations.

BCDA also presented its infrastructure projects and programs for the approval of the Office of the President and for implementation by the concerned government entities such as the National Economic and Development Authority (NEDA) Board Committee on Infrastructure (Infracom) and/or its committees.

2) **Congress**

BCDA attended the Congressional hearings concerning BCDA-related projects and programs. It also actively participated in discussions during meetings convened by the House Committee on Bases Conversion which dealt on matters concerning policies and programs relating to bases conversion, the operation of special economic zones in former military bases, sale of military camps and disposition of proceeds thereof.¹

In 2022, BCDA actively participated in Congressional hearings on matters which will affect the interest and mandate of BCDA on the following legislations:

- a. BIR Revenue Memorandum Circular No. 24-2022 (RMC 24-2022) Clarifying Issues Relative to Revenue Regulations No. 21-2021 (RR 21-2021) Implementing the Value-Added Tax (VAT) Zero-Rating Provisions of the CREATE Law and its Implementing Rules and Regulations
- b. Megaworld Corporation and BIR Media Advisory Issue
- c. House Bill No. 4531 entitled “An Act Providing for Omnibus Amendment to Republic Act No. 11689, Otherwise Known as the ‘Revised Charter of the City of Baguio’”
- d. BCDA Organizational Briefing with the House Committee on Bases Conversion wherein BCDA presented its overview, asset disposition program and major projects
- e. House Bill Nos. 183, 1973, 2086, 2824, and 4601 relative to the Amendments of Right-of-Way Act
- f. House Bill Nos. 49, 1974, 2087, 2557, 4584, and 5150 relative to the Amendments to BOT Law
- g. Status of the Implementation of RA 11214 or the Philippine Sports Training Center Act

¹ Republic of the Philippines, House of Representatives 19th Congress, House Committees' Jurisdiction

- h. House Resolution No. 490 – Inquiry on Imposition of Value-Added Tax on Importation and Local Purchases of Goods and Services by Registered Business Enterprises in Special Economic Zone
- i. Republic Act No. 7227 Amendments

Likewise, BCDA submitted its position papers and other compliance reports on the following legislations to the Office of the President, Board of Investments, National Economic and Development Authority, House Committee on Ways and Means, House Committee on Economic Affairs, House Committee on Local Government, and House Committee on Government Enterprises and Privatization:

- a. House Bill No. 300 entitled “An Act Amending sections 4 and 8 of Republic Act No. 7042, as Amended, Otherwise Known as the “Foreign Investment Act of 1991”

Senate Bill No. 1156 entitled “An Act Promoting Foreign Investments, Amending Thereby Republic Act No. 7042 Otherwise Known as the ‘Foreign Investment Act of 1991’, as Amended, and for Other Purposes”

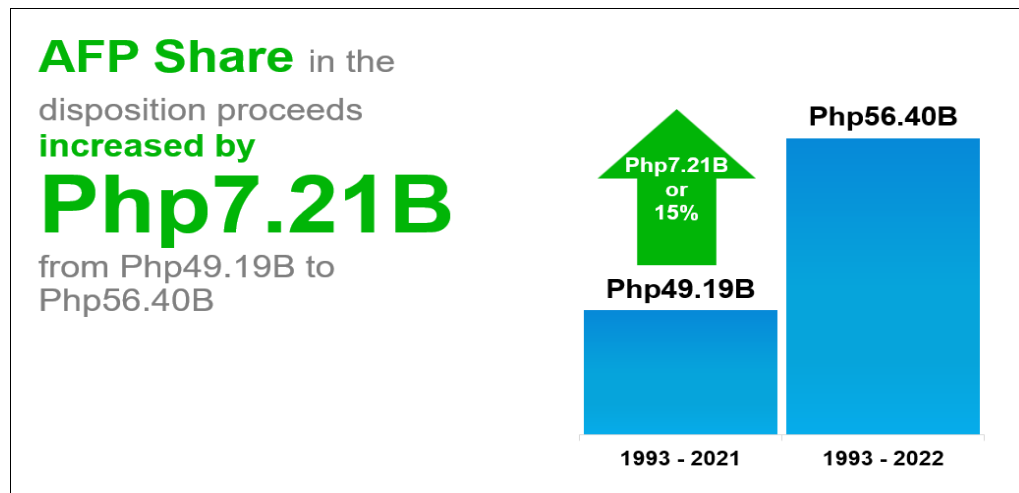
- b. Transitional Strategic Investment Priorities Plan
- c. Draft Strategic Investment Priorities Plan
- d. House Bill No. 8882 entitled “An Act Revising the Charter of the City of Baguio”
- e. Draft Implementing Rules and Regulations of RA 11647 or the Amended Foreign Investment Act
- f. Proposed Reduction or Non-Increase of Government Fees to Aid the Transportation Sector during the Fuel Crisis
- g. BIR Revenue Memorandum Circular No. 24-2022 (RMC 24-2022) Clarifying Issues Relative to Revenue Regulations No. 21-2021 (RR 21-2021) Implementing the Value-Added Tax (VAT) Zero-Rating Provisions of the CREATE Law and its Implementing Rules and Regulations
- h. Implementation of RA 11470 or the National Academy of Sports in relation to United Nations Convention on the Rights of the Children
- i. House Bill No. 4531 entitled “An Act Providing for Omnibus Amendment to Republic Act No. 11689, Otherwise Known as the ‘Revised Charter of the City of Baguio”
- j. House Bill No. 356 entitled “An Act Creating the Regional Investment and Infrastructure Coordinating Hub of Central Luzon and Providing Funds Therefor”

3) ***Armed Forces of the Philippines (AFP)***

The Armed Forces of the Philippines is the BCDA’s main beneficiary. Since 2016,

the BCDA started aligning all its corporate social responsibility projects to support and benefit its main stakeholder, the Armed Forces of the Philippines – and ultimately, its men and women.

BCDA's role in modernizing the Armed Forces of the Philippines is summed up in this quote: *"We help strengthen the Armed Forces while building great cities."*



In 2022, the total share of the Armed Forces of the Philippines in the asset disposition proceeds grew by Php7.21 billion, or an equivalent increase of 15% from Php49.19 billion to Php56.40 billion. The breakdown of the AFP share is as follows:

Particular	Amount (Php Billion)
AFP Modernization Program	45.28
Replication of Military Facilities	11.12
Total AFP Share	56.40

Furthermore, BCDA took a proactive approach in dealing with the AFP, particularly where remittance and accounting of AFP disposition proceeds were concerned. Institutional mechanisms were put in place to foster smooth communications with the AFP which included:

- consultations and dialogues among BCDA-Senior DND/AFP Leaders/Officials;
- attendance to Joint DND/AFP-BCDA Technical Working Groups regarding military replication projects;
- membership to the Philippine Multi-Sectoral Advisory Board (MASB) composed of representatives from key sectors of society which aims to help the Philippine Army pursue its transformation initiatives;
- conduct of the AFP Regional Forum as part of BCDA's Stakeholder Engagement Program; and,
- the formal issuances of notices/copies to concerned parties on the regular remittances by BCDA to Bureau of Treasury.

The BCDA Public Affairs Department (PAD) carried on the directives of the BCDA Board for PAD to lead the implementation of a Stakeholder Satisfaction Program. In response to this, PAD introduced its Stakeholder Satisfaction and Awareness Program to measure both impact of BCDA on the country's progress and its responsiveness to the needs of stakeholders. Recognizing that the AFP is BCDA's biggest stakeholder, PAD carried out a series of fora in different military camps in Luzon, Visayas and Mindanao. Serving as secretariat to the fora series was the Philippine Army Civil Military Operations Group.

The fora highlights two major activities: the presentation on the "Role of the BCDA in the AFP Modernization Program" by the BCDA President and Chief Executive Officer; and, the dissemination of PAD survey questionnaire intended to measure awareness and satisfaction of the military attendees in BCDA's performance under its mandate for the AFP.

As of 31 December 2022, the BCDA has conducted twenty-two (22) forums for the Armed Forces to boost awareness of programs and activities mainly benefiting the uniformed services. The list is provided below:

	Event Description	Date
1	Camp Aguinaldo for DND-AFP Metro Manila-based Public Information Officers	August 2011
2	Antipolo, Metro Manila for AFP Regional Public Information Officers	06-07 September 2012
3	3rd Infantry Division, Camp Peralta in Jamindan, Capiz	11-12 October 2012
4	Eastern Mindanao Command in Camp Panacan, Davao City	06-07 November 2012
5	Central Command in Camp Lapu-Lapu, Cebu	18-19 March 2013
6	9th Infantry Division, Camp Elias Angeles, Camarines Sur	04-05 July 2013
7	Western Command in Camp Artemio Ricarte, Puerto Princesa, Palawan	30-31 January 2014
8	North Luzon Command in Camp Servillano Aquino, Tarlac	09 September 2014
9	Philippine Army Forum, PA Headquarters	16 October 2014
10	Southern Luzon Command in Camp Guillermo Nakar, Lucena, Quezon	20 April 2015
11	Philippine Navy Governance Forum, Headquarters, Philippine Navy Naval Station Jose B. Andrada, Roxas Boulevard, Manila	25 November 2015
12	4th Infantry Diamond Division, Cagayan de Oro	26 November 2015
13	Army Wide Civil Military Operations, Baguio City	08 December 2016
14	Philippine Army CMOG, Fort Bonifacio	14 February 2017
15	Philippine Air Force, 1 st Division, 600 th Air Base Group and Air Logistics Command, Clark Air Base, Pampanga	25 August 2017
16	Forum for the Public Information Officers of the AFP held at Seda Hotel, BGC, Taguig City	01 March 2018
17	Forum for the 202 nd Infantry Brigade, 2 nd Infantry Division, Philippine Army, Lake Caliraya, Brgy,	19 April 2018

	West Talaongan, Cavinti, Laguna	
18	Forum for the AFP Northern Luzon Command, Camp Servillano A. Aquino, San Miguel, Tarlac	31 May 2018
19	Public Information Officers Forum held at Ascott Hotel, BGC, Taguig City	20 June 2019
20	Philippine Navy Forum held at the Asero Hall, Philippine Marine Corps, Marine Barracks Rudiardo Brown, Bonifacio Naval Station, Fort Bonifacio, Taguig City	27 January 2020
21	Usapang Pangkaunlaran, Usapang Pangkapayapaan Clark: Philippine Air Force Virtual Forum	29 January 2021
22	Usapang Pangkaunlaran, Usapang Pangkapayapaan Northern Luzon: Philippine Air Force Virtual Forum	16 December 2021
23	7 th Infantry (Kaugnay) Division, Philippine Army	August 25, 2022
24	AFP CS LtGen Bacarro, Headquarters AFP, Major Services	September 19, 2022
25	Civil-Military Operations Regiment (CMOR) Forum	November 24, 2022

4) *Project-Affected People (PAP)*

The BCDA's Social Support Division took care of the Project-Affected People (PAP) in New Clark City, by conducting dialogues and focus discussions on the effects of BCDA's projects on them and of BCDA's offer of relocation site or financial assistance. BCDA even conducted house-to-house visits to address PAP issues on livelihood projects. An inter-agency Committee composed of the Commission on Human Rights, the Philippine Commission on Urban Poor, the Philippine National Police and affected LGUs was also created to ensure that the relocation activities of BCDA are within the bounds of the law and that the rights and safety of the PAPs are protected.

Moreover, to ensure the health and well-being of the PAPs, medical and dental missions have been conducted on a regular basis to assist the PAPs who have been directly affected by the development of the area.

BCDA values the opportunity to give back the to the project-affected people and indigenous communities as it builds New Clark City.

5) *Local Government Units (LGUs)*

The BCDA is in constant consultation and coordination with the concerned LGUs when it comes to the implementation of its projects, particularly in the New Clark City. This is to get the support of the LGUs as well as ensure the smooth and speedy completion of the projects.

6) *BCDA Subsidiaries*

The BCDA had set policy directions on properties/lands to be developed in consonance with BCDA's mandate.

BCDA executed Performance Agreements (PAs) with its subsidiaries to set their respective annual key targets and to ensure that they remain committed into delivering their projects and programs. As part of its oversight function, BCDA required the subsidiaries to submit their Corporate Operating Budget for approval by the Board.

7) *Investors/Joint Venture (JV) Partners/Lessees*

A Project Management and Monitoring Committee (PMMC), composed of members from both the BCDA and the JV partners, meet once a month to discuss issues arising from the implementation of the Joint Venture Agreement. The Agreements reached by the PMMC were submitted to their respective Boards for approval. The Top Management of the JV Partner likewise made presentations to the Board on the status of the Projects being undertaken and apprised the Board of their plans for the property.

Regular meetings with BCDA's JV Partners were also conducted to thresh out issues before they become unmanageable.

CORPORATE SOCIAL RESPONSIBILITY

The BCDA pursues with enthusiasm its various corporate social responsibility programs—reaching not only people who have been directly affected by its undertakings but also those who share the organization's aspirations for a more caring, more nurturing Philippine society.

In responding to its stakeholders, BCDA adopts the following CSR philosophy:

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

The mission of BCDA, as laid down by its mandate, is to help build a strong nation and bring prosperity to all Filipinos. Its Corporate Social Responsibility (CSR) advocacies are focused towards that goal— achieving inclusive growth. Its various development projects are rooted in protecting the welfare and further improving the lives of people in the communities where BCDA and its subsidiaries operate.

Consistent with this CSR philosophy is the BCDA's two-pronged approach to deliver services to its stakeholders, to wit:

- **PEOPLE-oriented projects** geared towards improving life in communities and benefitting targeted stakeholders affected by BCDA development projects. Its objectives are succinctly encapsulated in its “Yaman at Kaalaman Alay sa Kapwa” (YAKAP) program.

- **ENVIRONMENT-oriented activities** for the protection, preservation and sustainable use of natural resources in project areas, which is appropriately expressed in KKK (Kalinga sa Kalikasan para sa Kabuhayan) program.

Serving the Military and the Communities

The extent of BCDA's CSR activities goes far beyond its considerable financial support to beneficiary agencies and contiguous cities and municipalities.

BCDA pays tribute to the men and women of the Armed Forces of the Philippines (AFP), who go above and beyond the call of duty to keep our nation free. Through its CSR projects, it aims to contribute to the development of "a world-class Armed Forces, source of national pride."

BCDA recognizes its duty and responsibility to support its major stakeholder, the AFP, through its "Saludo sa Sundalo" program.

The program encompasses stakeholder engagement activities that recognize the troops as a partner and as a hero, given their service and sacrifice. Aside from responding to the needs of the armed forces, the BCDA seeks to improve the quality of life of its project-affected communities, a goal that is anchored on its desire for inclusivity in its development projects.

New BCDA Leadership Vows Stronger Partnership with the AFP

Furthering its mandate of helping strengthen the Armed Forces by building great cities, the new leadership of the BCDA has declared its unwavering support and firm partnership with its stakeholders, the Armed Forces of the Philippines (AFP), by continuously generating revenues for the troops' modernization program, and expediting the completion of several military facilities under its replication program.

Having spent 35 years in active military service, former Defense Chief and currently BCDA Chairman Delfin N. Lorenzana expressed his all-out support to the modernization of the AFP by transforming former US military bases, such as Clark Air Base in Central Luzon, into new frontiers of development.

BCDA Chairman Lorenzana welcomed his former brother-at-arms, led by AFP Chief of Staff (CSAFP) Lieutenant General Bartolome Vicente O. Bacarro, to the 25th AFP Forum held on 19 September 2022 in New Clark City.

The Forum is part of BCDA's stakeholder engagement program, which aims to provide the military updates on its current efforts to contribute to the AFP Modernization Program. This marks the most well-attended AFP Forum hosted by BCDA by far, where more than 100 top brass in the AFP organization were present.

As a testament to its mandate, the BCDA, since its creation in 1992, has contributed a total of Php56.4 billion to the AFP.

"The BCDA is really about two things: one is to help strengthen the armed forces and the other is to build great cities, like Bonifacio Global City, Clark Freeport and Special

Economic Zone, and the biggest yet, New Clark City,” said BCDA President and Chief Executive Officer Aileen Anunciacion R. Zosa. She added that now more than ever, the BCDA will be more conscious in generating revenues for the modernization of the AFP and expediting completion of much-needed military facilities.

Aside from contributions to the AFP Modernization Program, the BCDA also provides support by modernizing military facilities as part of its replication program. In March 2022, the BCDA turned over modern facilities to the Army Support Command of the Philippine Army to relocate the unit’s headquarters in Camp General Servillano Aquino in Tarlac.

During the Forum, the BCDA and the AFP have vowed to work together for the completion of an office building that will house the Special and Technical Staff of the Special Services Center and Division Administrative Command Center in Fort Bonifacio, Taguig City; the Philippine Marines headquarters at the Bataan Technology Park in Morong, Bataan; as well as the 65-hectare relocation site for the housing facilities of the Philippine Air Force in New Clark City.

CSAFP Lieutenant General Bacarro then expressed his gratitude to the BCDA for its invaluable contribution to the military’s modernization program.

“As such, on behalf of the men and women of the AFP, I express my wholehearted gratitude to the management of the BCDA for your invaluable contribution to building a stronger, more credible, and more capable Armed Forces,” said Lieutenant General Bacarro. “As the CSAFP, I reaffirm the AFP’s commitment to sustain the engagement between our institutions to further strengthen and enrich our partnership for more productive collaborations in the future,” he added.

After the Forum, the AFP officials were given a tour of the world-class sports facilities and disaster-resilient government center within New Clark City, as well as the new passenger terminal building of the Clark International Airport to brief them on the existing and future development in the special economic zones where the BCDA operates.

Other ranking officials present in the gathering were Philippine Navy Acting Flag Officer-in-Command Rear Admiral Caesar Bernard N. Valencia; Philippine Air Force Vice Commander Major General Arthur M. Cordura, representing Philippine Air Force Commanding General Lieutenant General Connor Anthony Canlas Sr., and Philippine Army Armor Division Commander Major General Efren P. Baluyot, representing Philippine Army Commanding General Lieutenant General Romero Brawner.

BCDA Vows Stronger Partnership with Civil-Military Operations Regiment

The BCDA and the Philippine Army’s Civil-Military Operations Regiment (CMOR) vowed to jointly work together for the continuous modernization of the Armed Forces of the Philippines (AFP), including its much-needed military facilities.

This was the commitment made by both BCDA and CMOR during the 26th AFP Forum in Fort Bonifacio, Taguig held on 24 November 2022. The BCDA-led forum was attended by Acting Regiment Commander Colonel Marces Gayat.

Together in Challenging Times

Caring for Family

In line with the saying, "Charity begins at home," BCDA provided assistance to families of employees that were affected by COVID-19. Food packs amounting to Php5,000.00 were delivered to the homes of BCDA workers, who were in isolation or in a medical facility for treatment. These are meant to provide sustenance to the sick employee and/or their families, while the BCDA employee/head of family is in isolation and recovery.

Kindness as a Cure

BCDA maintains its efforts in providing assistance to its pandemic-affected employees and their immediate family members, through the agency's corporate social responsibility (CSR) and fundraising efforts. In January 2022, a total of 179 employees who tested positive for COVID-19 were given aid.

Beyond grateful

Irah David from the Procurement and Property Management Department (PPMD) was one of the recipients of BCDA's COVID-19 Help Fund in January. Just months after the passing of her husband, David got infected. "The most challenging part of my isolation was the feeling of being lonely," she reveals. "In October, I lost my husband and I cannot just brush off the thought of missing him while I'm alone in the isolation facility. But I need to be strong." Despite feeling devastated, David felt uplifted by her loved ones and her BCDA colleagues: "Nonetheless, I would like to thank my family, friends, and my BCDA family who have boosted me spiritually through their unceasing prayers. The assistance from the BCDA has also helped my family a lot during our quarantine. And from the bottom of my heart, I am grateful to BCDA."

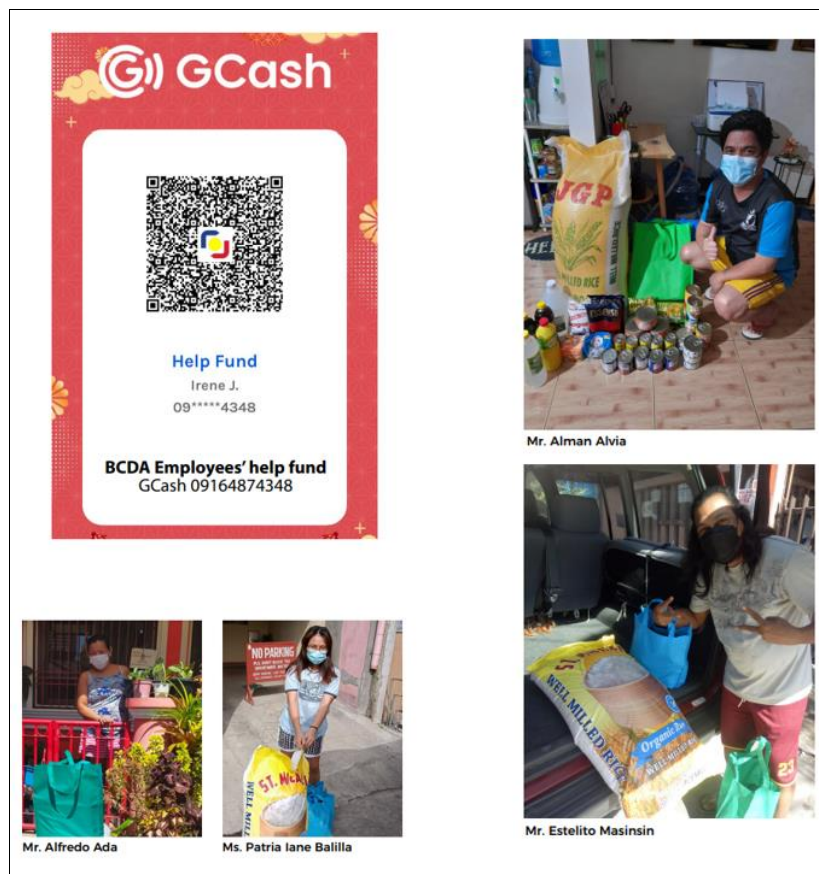
Meanwhile, Patria Balilla from the Public Affairs Department (PAD) shares her experience being in isolation during her birthday: "I had to celebrate my 25th birthday in quarantine as I got infected with COVID again during the surge in January. I am truly grateful to BCDA for easing the sadness I felt during that time because I was given the assurance that my family was safe and had enough resources during our quarantine—not to mention my colleagues who made an effort to make my quarantine birthday a little less sad with a birthday cake delivery. BCDA's generosity and care for their employees is truly exemplary, and I am beyond blessed to be here."

Not once, twice, or even thrice Oplan Kalinga volunteer Raymond Templado from the Business Development Department had contracted the virus five times. Being one of BCDA's frontliners, his risk of catching the virus is high. "I've contracted the virus for the fifth time in January," he shares. "My first infection was when I started volunteering for Oplan Kalinga in 2020. The second time I was infected by the virus was on December 22, 2020. Since I had to be in isolation for at least 10 days, I had to spend Christmas and New Year away from my family and friends. It was the saddest Christmas I have ever experienced." Templado further reveals that he was diagnosed with anxiety disorder: "I could not sleep and became worried too much about random things. Perhaps, because 1) I was reinfected with the virus; 2) my father was sick and needed surgery; and 3) I was worried about a patient who needed urgent medical care."

The patient had to be transported to the nearest hospital, otherwise, the situation would be worse. It was a call of duty, and I could not turn my back knowing that this person depended on me and Oplan Kalinga. It was too much to bear, I guess. But it felt good knowing I kept my promise: that is, to help and save lives.” He also extends his gratitude to BCDA for assisting him during his isolation: “I am very thankful to BCDA for providing assistance to my family during my isolation. I am very proud working for BCDA and very happy helping BCDA, too. BCDA has done its share by responding to the call of help from the national government during this pandemic. I am blessed to be part of the BCDA family. Truly, BCDA never leaves its people behind.”

Unite to help

BCDA volunteers are consecutively pooling funds for the BCDA Help Fund. This initiative has been helping employees and their family members who are affected by this pandemic. Donations may be made via GCash at 09164874348 (c/o Ms. Irene Jacob). Contact beatcovid19@bcda.gov.ph for more information.



Thank you, BCDA family!

Through ups and downs, the Bases Conversion and Development Authority (BCDA) unceasingly provides for the needs of its employees and their families. In January 2022, almost half of BCDA employees got infected with the virus. Through this, the agency remained true to its promise not only to help the economy recover, but also to protect all the members of its workforce.



Humanity amid uncertainties

GARRY A. CATIVO

"Thank you." A simple phrase that allows us to get past all the hardships we've experienced during the trying times of the pandemic.

While the worst of the pandemic is seemingly over, the Bases Conversion and Development Authority (BCDA) did not stop providing care packages to our colleagues and their loved ones who were infected by COVID-19. To date, about 450 of our COVID-19-affected colleagues and their families have received food and health assistance from BCDA.

Mr. Russel De Guzman from the Investment Promotions and Marketing Department, one of the beneficiaries, extended his gratitude to BCDA: "I really felt BCDA's sincere concern and willingness to take care of the employees. Thanks to the Agency's COVID-19 assistance program for providing essentials during one of the most difficult times I have experienced."

In sickness and in health, BCDA is truly an organization that cares for the well-being of its employees.



Beyond the Bounds

BCDA has been in the forefront in recognizing, promoting, and protecting the rights and well-being of indigenous peoples (IP). This time, the BCDA, in collaboration with Superlife World Philippines, donated four printers for the Tarukan Elementary School in Brgy. Sta. Juliana, Capas, Tarlac. The chosen beneficiaries are from a community called Aeta Mag-Antsi (also Mag-Anchi Ayta), who come from the low-lying slopes of Mount Pinatubo.

Off the beaten path

Going to Sitio Tarukan is definitely not a walk in the park. To reach the community, it would take around a 30-to45-minute rough drive on a 4x4 vehicle from Sta. Juliana Barangay Hall, traversing vast lahar fields, multiple rivers, and mountains.

Connecting to the people

Ms. Gennie Panguelo, an Aeta herself who earned a Doctorate degree through a scholarship grant, requested BCDA for printers for the beneficiary school. This was after the non-stop printing of modules, rendered the school printer inoperative. On 04 November 2022, members of the BCDA Social Services Section Clark, Engineering and Social Support Department headed by Mr. Richard Canlas braved the long, sloppy, and breathtaking trail up the mountains of Sitio Tarukan. They personally handed over the printers to its beneficiaries. In turn, the beneficiaries prepared a simple program expressing their appreciation towards BCDA. The program was graced by Sitio Tarukan Chieftain Mr. Lito Diaz and Tarukan Elementary School Principal Mr. Jerson Gania. “The experience was very moving because you see and feel first-hand the beneficiaries’ appreciation and gratitude for the help they received. It was truly inspiring because we were able to connect to the people, contribute to their community, and create a happier society for all, in general,” Mr. Canlas said.





BCDA, Angeles LGU, ARAW-ACI Bring Yuletide Joy to Aeta Kids

Around 200 kids from the Aeta community of Barangay Sapang Bato in Angeles Pampanga received gifts from the BCDA, the Angeles city government, and the Abacan River and Angeles Watershed Advocacy Council Inc. (ARAW-ACI) as part of a joint outreach program this yuletide season.

Hundreds of donated toys, books, and clothing, as well as food packs and other gift items were distributed to beneficiaries during the outreach activity at the Sitio Target Integrated School in Brgy. Sapang Bato on 22 December 2022.

“We at the BCDA are happy to meet these kids near the day our lord Jesus Christ was born. We’ve amassed all these gifts through the collective efforts of the employees and leadership of BCDA, as well as other individuals inside and outside of our agency”, BCDA Vice President for Land and Assets Development Richard M. Cepe said.

The gift-giving activity was also joined by Angeles City Vice Mayor Vicky Vega-Cabigting, Angeles City Environment and Natural Resources Office Head Archie Lazatin, ARAW-ACI President Renato Tayag Jr., and other partners from the Adopt-A-Watershed Reforestation Program (AWRP), namely, Pampanga Press Club, Scrubbed.NET, Angeles City Water District, Jocson College, the Rotary Club of Angles Kuliati, Holy Family Academy alumni, Porac Bank, and Balibago Waterworks.

Barangay Sapang Bato is home to at least 500 Aeta families who are part of the communities affected by BCDA’s development projects in Central Luzon.

It also serves as the community partner for the AWRP, which is being jointly implemented by the Angeles City local government unit and ARAW-ACI. As part of the program, public and private partners take part in reforestation efforts within a 527-hectare watershed located inside Brgy. Sapang Bato.

BCDA, as part of this movement, regularly participates in these activities to ensure the sustainable and inclusive development of Clark and its surrounding communities.

Outreach Activity for Military Stakeholders

Aside from this outreach program, the BCDA also aided its military stakeholders in December 2022 in celebration of the holiday season by providing support to the Civil-Military Operations Regiment (CMOR) during their yuletide activities.

The BCDA donated gift packs to 300 kids coming from selected communities in Metro Manila, Central and Southern Luzon, including children of CMOR officers for the Army unit's gift-giving activity, entitled "Masayang Bata sa Pasko, Masayang Pamilya ng Sundalo."

The military is one of BCDA's biggest stakeholders, as a portion of the state-run corporation's revenues are remitted as contributions to the Armed Forces of the Philippines Modernization Program.

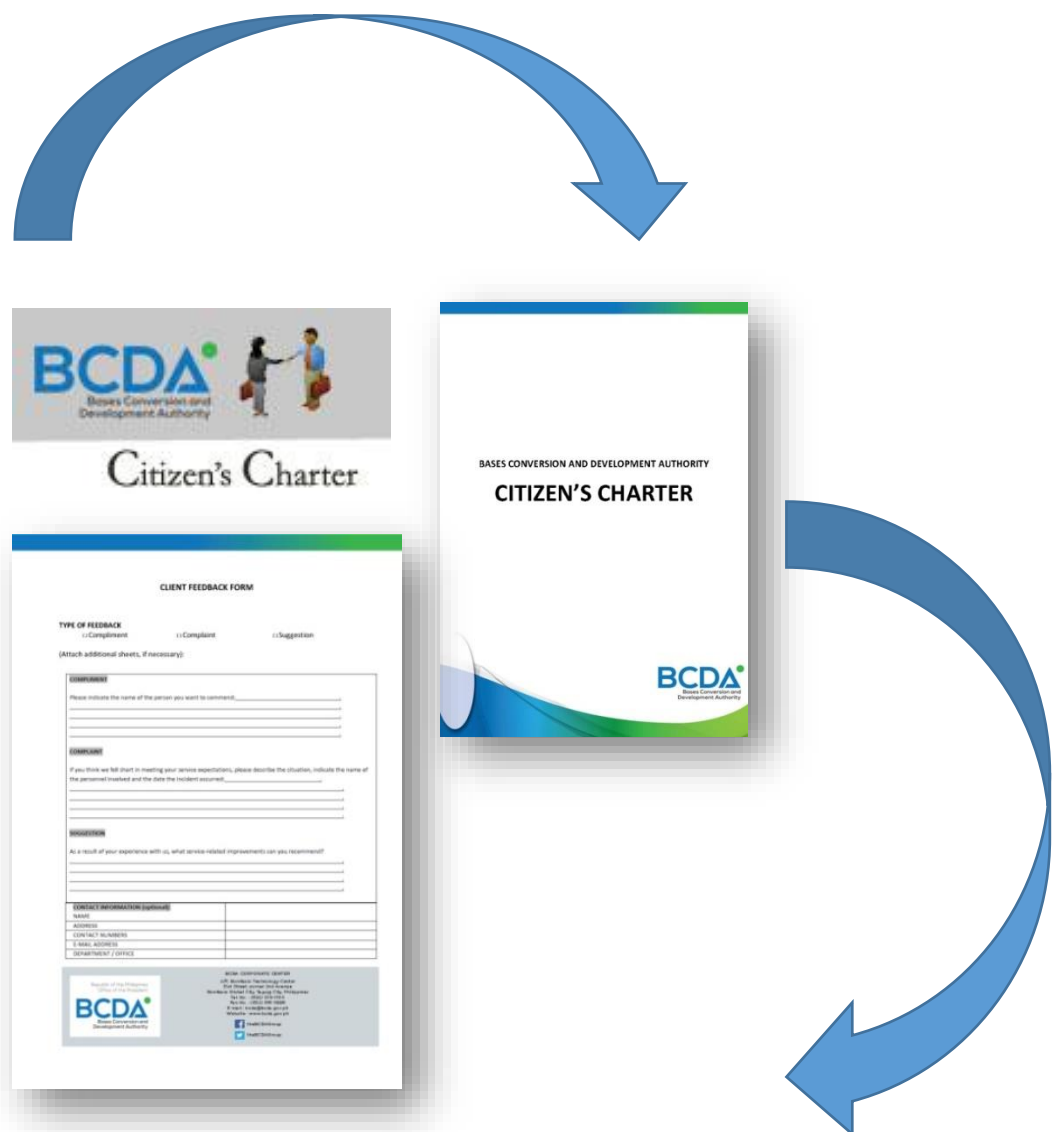
FEEDBACK MECHANISM

BCDA's stakeholders can air their concerns to BCDA through various means:

Website

The Homepage contains links to the Citizen's Charter, the Good Governance Conditions and the Corporate Governance Scorecard of BCDA.

The downloadable Citizen's Charter contains BCDA's Service Philosophy and Client Feedback Form. The charter is immediately accessible in the Home Page of the BCDA's website, www.bcdaph.gov.ph.



The contact details of the BCDA are also published on the website in both the Home and Contact Us pages. Each page also links to the Contact Us page.

Annual Report

The Annual Report also contains the contact details of BCDA Management and the corporate office.

Feedback and other concerns such as possible violation of their rights could contact Ms. Leilani B. Macaset, Vice President of the of the Public Affairs Department, at her email address lbmacasaet@bcda.gov.ph and phone number (632) 8575-1733 and also through the corporate address bcda@bcda.gov.ph, jointly managed by Corporate Communications Officer Maricar Villamil of the Public Affairs Department, along with identified departments designated by Management.

Other contact numbers of BCDA officials are declared on the BCDA Website under the BCDA Management Directory.

EMPLOYEE HEALTH, SAFETY AND WELFARE

BCDA actively implements an Occupational Health and Wellness Program that aims to increase productivity by preventing and minimizing work-related health problems that affect employees' physical and mental health.

The BCDA Occupational Health and Wellness Program has several activities geared towards achieving and maintaining its employees' physical and mental well-being and safety:

1. Optional HMO coverage for all regular employees through the BEPF;
2. On-site Annual Physical Examination (APE) for all HMO principal members and their dependents;
3. Vaccination program for employees and dependents;
4. Maternity benefits;
5. Mental health services and counselling sessions;
6. Health and Wellness webinars to increase awareness;
7. Various sports and fitness activities that promote a healthy and active lifestyle; and
8. COVID-19 Management.

These programs are cascaded to the employees, published via email and social media, and posted on the BCDA bulletin board.

Health and Wellness Programs conducted in 2022:

- Annual Physical Exam under the BCDA HMO where 87% of the regular employees availed. The APE package consisted of a thorough physical exam with CBC, urinalysis, fecalysis, chest x-ray, pap smear for females 35 years old and above, ECG and Basic Blood Chemistry (FBS, Lipid Profile, Creatinine and SGPT) for employees 35 years old and above.
- Voluntary flu vaccination was conducted from April to December 2022. One hundred fifty-two (152) employees and dependents received the vaccines.

- COVID-19 booster vaccination of employees was encouraged. Ninety-seven (97%) and forty-seven (47%) per cent of the employees had their 1st and 2nd boosters shots, respectively.
- Health and Wellness Webinars covered topics on sports and fitness and mental health, such as: “Managing Stress & Anxiety”, “Exercise & Mental Health”, “Money & Sanity: Coping with Financial Stress”, and “The Basics of Running”.
- Mental Health Services were available to all BCDA employees through a mental health service provider. Employees have access to the Listening Room, an online counseling session. During Mental Health Awareness Month in October 2022, BCDA had the following activities:
 1. Wellness Wednesday is a weekly 5 min chair yoga session that employees can do at their respective workstations;
 2. Feel Good Friday is an activity where employees dress up every Friday according to the theme of the mental health quote of the week;
 3. Mental Wellness Challenge is a list of calendared mental health activities employees can do daily for 30 days to help them cope, grow, and flourish;
 4. Achieving Wellbeing and Happiness: The PERMA Approach Webinar
 5. Plantito Plantita Webinar; and
 6. PVP’s eWellnessMetre is an online mental health assessment.
- Sports and Fitness Activities to promote a healthy and active lifestyle. In February 2022, the BCDA Wellness Committee, consisting of 21 wellness advocates from various departments, was established to encourage employees to develop healthy lifestyle habits through regular, inclusive and sustainable sports and fitness activities. In June 2022, the committee formed the interest clubs comprised of outdoor and indoor activities (e.g. basketball, volleyball, running, hiking, badminton, table tennis and indoor group exercise) to promote participation, build camaraderie, and foster friendly competition among the employees. The committee launched the following activities:
 1. Table tennis tournament in Clark One West Office from September to December 2022;
 2. The BCDA Walk-Off Challenge from September to November 2022 has 221 participants whose goal is to reach at least 430,000 steps in 66 days;
 3. Five (5) weekly Zumba group exercise classes from October to December 2022; and
 4. The Kick Start Clark Animo Run is the culminating activity in November 2022 with 108 registered participants.
- COVID-19 Management to minimize office transmission and provide a safe work environment. The Safety Officers, the Department Health Monitoring Representatives (DHMRs) and the BCDA Clinic worked closely together through strict implementation of safety protocols, regular target testing, and diligent symptom screening and monitoring of employees.

Fostering a Wellness Culture

The idea of cultivating a wellness culture in the workplace started with a bike-coffee run among colleagues some time last year.

BCDA Senior Vice President for Corporate Services Arrey Perez and his bike buddies, colleague and triathlete Carl Vincent “Pey” Gutierrez and Coach Melvin Fausto, stopped for a caffeine fix after cycling around Clark. While having coffee, the three reflected on what biking has done for them. For SVP Arrey, biking enabled him to manage his blood sugar levels well and focus better at work. Pey and Coach Melvin then pitched in ideas on how to encourage more colleagues to do the same and engage in wellness activities to reap the rewards of a healthier lifestyle.

What was supposed to be a short bike-coffee run then became a brainstorming session on how to motivate BCDA colleagues to have a healthier lifestyle. Not just through a one-off sportsfest event, but through cultivating a culture of holistic wellness.

After some formal planning sessions, the BCDA Wellness Committee was then formed, spearheading around 15 sports and fitness clubs, virtual wellness coaching sessions, fitness challenges, as well as a sustained mental health well-being program.

Aside from these initiatives, the BCDA Wellness Committee also encourages colleagues to join sporting competitions held in New Clark City. In September 2022, BCDA employees joined the New Clark City Triathlon event.

Raising the wellness game

Raising the wellness game were our very own BCDA wellness ambassadors who tested their strength and endurance at the New Clark City Triathlon. It wasn't an easy feat as they had to conquer a 900-kilometer (km) swim, 50-km bike, and 12-km run race. While some of our wellness ambassadors can be considered as seasoned athletes with their podium finishes in multisport events, many of them joined a triathlon race for the first time.

Among those who finished their first triathlon and represented an all-BCDA relay team was Billy Jane Cavinta of the Business Development Department for the swim leg, Mar Franco from the General Services Department for the bike leg, and Rene Mamauag from the Conversion and Development Group for the run leg.

BCDA New Clark City Triathlon Team

**Meet the BCDA
New Clark City
Triathlon team**



- 1** **CARL VINCENT GUTIERREZ**
Individual
2nd place, NCC Tri-Long Age Group Category
- 2** **SVP ARREY PEREZ (Bike)**
Relay Team
2nd place, All-men Category
- 3** **VP PATRICK ROEHL FRANCISCO (Bike) & RANILO LIWANAG (Run)**
Relay Team
- 4** **VP MARK TORRES (Bike) & RAMIL CRUZ (Run)**
Relay Team
- 5** **BILLY CAVINTA (Swim) MAR FRANCO (Bike) RENE MAMAUAG (Run)**
Relay Team

Sports and Fitness Activities

BCDA Walk-Off Challenge

The BCDA Wellness Committee launched the BCDA Walk-Off Challenge from September 17, 2022 to November 21, 2022 or 66 days.

According to a 2009 study published in the European Journal of Social Psychology, it takes 18 to 254 days for a person to form a new habit. The study also concluded that, on average, it takes 66 days for a new behavior to become automatic. The BCDA Wellness Committee wanted the BCDA employees to develop a habit of walking daily for longevity.

The challenge was opened to all BCDA employees and the goal is for each participant to walk 430,000 steps daily or 323 km in 66 days.

Rules of the challenge:

- a. Participants have 66 days to complete the challenge. As an incentive, raffle tickets were given to those who meet the daily and weekly target goals.
- b. Participants shall track their steps (distance) via fitness tracking app or a smartwatch.
- c. Participants shall submit a photo of the display of the fitness app/watch plus any of the two (if data requires validation) to the Wellness Committee.

Submission can be daily or weekly. Cut-off is every Saturday at 5 pm. Late submission will NOT be accepted.

- screenshot of the route
- photo of treadmill dashboard

**Include date, time, and distance/no. of steps*



The Kick Start Clark Animo Run

In line with the BCDA Wellness Program, BCDA employees likewise participated in the Clark Animo Kick-Start Run, organized by the De La Salle Alumni Association - Pampanga Chapter (DLSAA-P) in the Clark Freeport Zone, Pampanga on November 27, 2022.

The Kick-Start Run features friendly training distances: 25k, 16k, 8k, and 5k.

One hundred (100) participants from the BCDA Family joined the said event.



Chairman Delfin N. Lorenzana shares a light moment with BCDA employees during the Clark Animo Kick-start Run 2022.



BCDA employees strike a pose after the Clark Animo Kick-start Run 2022.



Walking marathon of BCDA employees in New Clark City's Warm-up Track.

BCDA's Mental Health Program for Employees

Pursuant to Republic Act No.11306 also known as the Mental Health Act (MHA) of 2018, the Civil Service Commission (CSC) issued Memorandum Circular No. 4, Series of 2020, on the Mental Health Program in the Public Sector, which took effect on January 26, 2020.

The issuance requires government agencies to develop a mental health program that shall promote overall mental wellness and provide an inclusive, conducive, and supportive work environment to ensure a productive and healthy workforce.

In this light, the BCDA aims to establish a mental health program for all its employees with the following objectives:

- Strengthen effective leadership and governance for mental health by formulating, developing, and implementing policies, strategies, programs, and regulations relating to mental health in the workplace;
- Develop a comprehensive, integrated, effective and efficient mental health program to meet the psychosocial needs of its employees;
- Protect the rights of employees with psychiatric, neurologic, and psychological health needs;
- Integrate mental health care in the basic health services and in the human resources systems and processes; and
- Integrate services promoting mental health in the workplace.

The Mental Health Program for BCDA was undertaken through the engagement of a mental health service provider. The said program included activities that looked into work-related issues and concerns that affected the overall health and wellness of BCDA employees. These activities included the conduct of first aid training on mental health to help the organization recognize early warning signs of mental health problems in the workforce; giving psychological first-response; and referring people to a mental health professional, if needed.

An easy online access to licensed local psychologists was also made available for employees, for consultations and counseling sessions. These sessions maintained strict standards of confidentiality.

For information dissemination, BCDA also conducted regular mental health webinars and sent out educational email campaigns.

To institutionalize the program, a Mental Health Policy that complies with the Mental Health Act will be drawn up for BCDA. This policy shall endeavor to strengthen the management's advocacy towards raising mental health awareness, preventing stigma and discrimination, and providing support to those who are at risk and/or with mental health conditions in BCDA.

EMPLOYEE TRAINING AND DEVELOPMENT

BCDA strives to continuously support employee development through continuous enhancement of knowledge, skills and attitudes aligned with the BCDA mandate.

BCDA advocates fairness and equitability in providing formal Learning and Development (L&D) interventions in a manner that all men and women regardless of employment status, age, religion, sexual orientation, ideologies & beliefs and those with special needs will receive equitable distribution of planned interventions that will enhance personal and professional growth.

At the start of the year, an annual training program (in-house) is prepared by the Human Resource Management Department (HRMD) through its training and development unit. The in-house training programs offers various programs to professionalize the workforce such as undergoing continuing education or introducing new work standards. These programs allow the employees to hone the skills they need to perform their duties and tasks in the office, while at the same time help achieve personal growth and advancement in their careers.

Data on training and development programs for its employees are regularly cascaded and are published via email and posted in the BCDA bulletin board and on the BCDA Enhanced Digital Gateway for Employees (EDGE) platform which was launched in August 2021. The BCDA EDGE is a project of HRMD in collaboration with the Information and Communication Technology Department (ICTD).

The EDGE is the one-stop shop for the formal training programs available that aims to strengthen the competence of the BCDA employees. It is BCDA's cloud-based learning and development hub, which aims to provide BCDA personnel with easier access to learning opportunities. It offers access to a wide array of training programs, webinars, and scholarship opportunities—all of which are carefully curated to make searching for opportunities for professional development easier and more enjoyable.

Aside from the basic programs that discuss core, technical, and leadership competencies, personal development courses have also been added to balance work related interventions.

Some of the subject matters covered are communication and interpersonal skills, financial management, I.T. skills, health and wellness, personal mastery, and various general interest topics, including life skills.

It also offers asynchronous digital learning through “lunch and learn,” or bite sized videos that can help BCDA employees build the necessary skills to be successful in their respective roles.

As of 31 December 2022, BCDA has carried out the following:

- **9,854** training hours / **1,623** employees or a total of **6.07** training hours per capita met
- **33** in-house trainings conducted

Below is the list of In-House Training and Development Programs held in 2022:

1. Online Orientation on R.A 6713 or the Code of Conduct and Ethical Standards for Government Employees
2. Google Studio Data Training
3. International Women's Day Celebration
4. Google Calendar Refresher Training
5. Online Entrepreneurship Program
6. Environmental and Social Safeguards (ESS) Workshop
7. Online Entrepreneurship Program
8. National Women's Month Culminating Activity
9. Records Management Seminar-Workshop
10. Records Management Seminar-Workshop (Batch 1)
11. Records Management Seminar-Workshop (Batch 2)
12. Seminar-Workshop on R.A. 9184 or The Government Procurement Reform Act (Goods and Services)
13. Seminar-Workshop on R.A. 9184 or The Government Procurement Reform Act (Consultancy)
14. Investment and Financial Management Group (IFMG) Team Building Activity
15. Workshop for Design Thinking for New Clark City (NCC)
16. Workshop on Petty Cash Fund and Special Cash Advance Management (Batch 1)
17. Workshop on Petty Cash Fund and Special Cash Advance Management (Batch 2)
18. GSIS Lecture on Benefits, Contribution, Retirement, etc.
19. Webinar: Money and Sanity: Coping with Financial Stress
20. GFCP Workshop on SDG, Open Spaces and Clark Subzone
21. Cyber Security Awareness Orientation
22. PhilHealth Orientation
23. Training-Workshop on the Preparation of Gender and Development Plan and Budget (GPB)
24. Workshop and Editorial Planning for the Internal Communications Group for the Production of the Internal and External Publications
25. Workshop on the Use of Harmonized Gender and Development Guidelines (HGDG) Tool
26. Webinar: Achieving Well-Being and Happiness: The PERMA Approach
27. Orientation on R.A. 9262 (Anti-Violence Against Women and their Children) BTC office in Taguig City
28. Ethical Leadership in the Public Sector attended by the Corporate Services Group
29. Orientation on R.A. 9262 (Anti-Violence Against Women and their Children) One West office in Clark, Pampanga
30. Ethical Leadership in the Public Sector attended by the Conversion and Development Group
31. Gender Sensitivity Training (GST) for New Employees
32. New Employees Orientation (NEO)

33. Ethical Leadership in the Public Sector attended by the Investment and Financial Management Group, Legal Services Group and Internal Audit Services Department

CORPORATE GOVERNANCE

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

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. This affirms BCDA'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.

Board Appraisal

The Board recognizes the importance and benefits of conducting a regular evaluation to determine its effectiveness. In 2021, the members of the Board conducted a self-assessment to evaluate the performance of the Board as a whole and that of the Board Committees. The members of the Board and of the Board Committees accomplished their Self-Assessment Questionnaire, answering questions which had the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting and Disclosure.

Ethical Standards for Public Officials and Employees and the BCDA Code of Conduct

The highest standards of ethics are embodied in Republic Act No. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees. It provides the eight (8) norms of conduct – commitment to public interest, professionalism, justness and sincerity, political neutrality, responsiveness to the public, nationalism and patriotism, commitment to democracy, and simple living.

In line with RA 6713, the BCDA Code of Conduct was developed and approved by the Board in 2015. The BCDA Code of Conduct was issued 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. Incorporated in the Code of Conduct are BCDA's Whistleblowing Policy and No Gift Policy which set forth the principles, corporate values, and rules of conduct of BCDA officers and employees in carrying out their official duties and responsibilities, taking into consideration the policies instituted by the Civil Service Commission (CSC) relating to integrity, transparency, and accountability in government.

BCDA strictly adheres to the BCDA Code of Conduct and its provisions are cascaded to new employees through the Values for Institutional Effectiveness Workshop (VIEW) conducted by the HRMD.

The Board of Directors, Top Management and Employees of BCDA, upon the discharge of his/her duties, are required to take an oath of office. It is an oath or affirmation of the public official to uphold and defend the Constitution; that he/she will bear true faith and allegiance to it; obey the laws, legal orders and decrees promulgated by the duly constituted authorities; will faithfully discharge to the best of his/her ability the duties of the office or position upon which he/she is about to enter; and that he/she voluntarily assumes the obligation imposed by his/her oath of office, without mental reservation or purpose of evasion.

Copies of said oaths are given to the public official and the same is deposited with the CSC and the National Archives.

There is also an Integrity Pledge that was issued and signed by every employee which acknowledges an employee's responsibility to serve as an example in the fight against corruption.

There are processes and steps to monitor compliance by employees, which are undertaken by the BCDA Internal Auditor. For the Board of Directors, there is a Compliance Officer assigned to monitor the same.

Whistleblowing Policy

BCDA's Whistleblowing Policy defines and prescribes the protection afforded to whistle blowers and witnesses and the conditions for entitlement to protection to deter frivolous and false disclosures. It promotes responsible reporting and disclosure of vital information in response to the detection of fraud, bribery and corruption within the organization. It aims to encourage concerned individuals to report on actions or

omissions of the BCDA officers and staff, including the BCDA Board, which are deemed illegal and unethical – or those which are in violation of good governance principles and entail unhealthy business practices that are grossly disadvantageous to BCDA.

No Gift Policy

In line with Section 29 of the Code of Corporate Governance for Government Owned and Controlled Corporations (GOCCs) on policies and rules governing solicitation and acceptance of gifts and benefits, the BCDA's No Gift Policy adheres to the highest form of ethical standards and compels the BCDA organization to demonstrate fairness, professionalism and excellence in delivering quality services, without expecting any undue favor or reward.

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.

The Freedom of Information upholds the constitutional right of the Filipino people to access information that is of public concern. The public may request for any information or document regarding BCDA and its projects via the FOI portal.

Risk Oversight

Risk management system and how risks are managed

To ensure that risk factors encountered by the organization are adequately identified, accurately assessed, and prioritized, BCDA developed the BCDA Corporate Risk Registry. The risk registry was developed through the concerted effort and inputs of the different BCDA departments and units after a series of pre-work activities held in 2021.

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

BCDA conducts Risk Management through its Regulatory, Compliance and Risk Management Department (RCRMD). RCRMD conducts risk management activities at the department-level. This includes orientation on Risk Management and workshop 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.

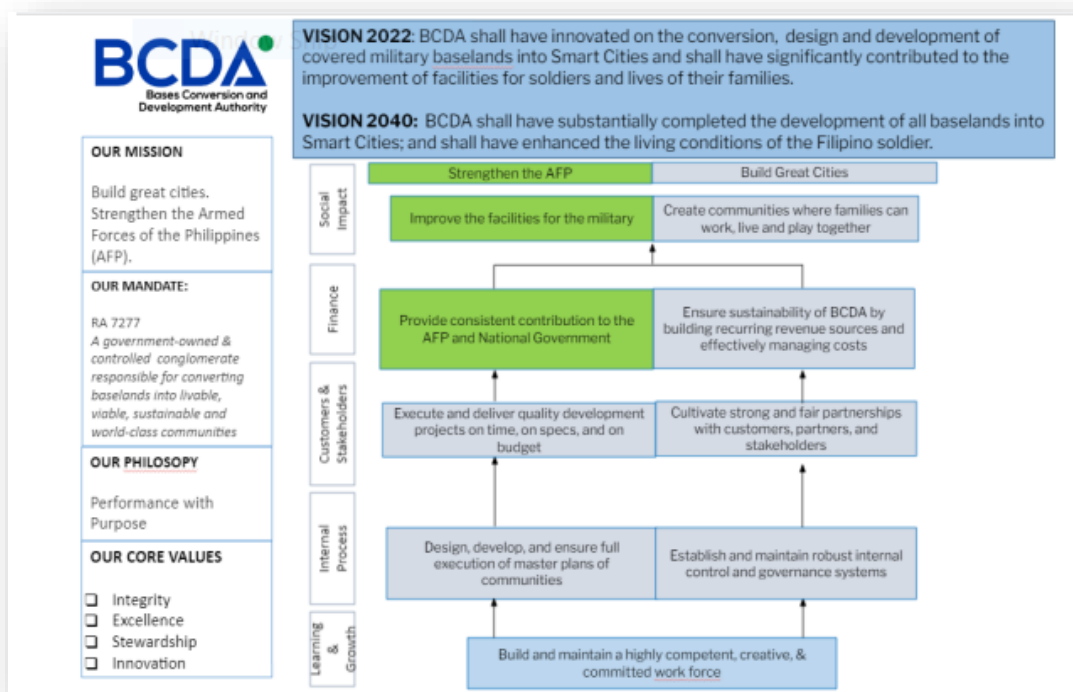
RCRMD then collates risks from all departments that have high to very high ratings. These risks are assessed based on how it impacts the achievement of corporate objectives and plotted in the BCDA Corporate Registry. This includes the identified

risks, controls to manage the risk, level of severity/ impact to the organization and the risk treatment plan in addressing the risk. The BCDA Corporate Risk Registry is then presented to the Management Committee and endorsed to the Legal, Risk Management and External Relations Board Committee for discussion/ review/ evaluation. It is then presented to the BCDA Board for approval.

The BCDA 2022 Corporate Risk Registry was approved by the BCDA Board of Directors on 23 November 2022 through Board Resolution No. 2022-11-176.

The BCDA Corporate Risk Registry is a dynamic document which means that it should be periodically reviewed, revised and updated. Specifically, the occurrence of the risk and effectiveness of the risk treatment plans needs to be assessed. Ideally, the risk rating of each risk entry should decrease over time.

BCDA 2022 Corporate Risk Registry



There are nine (9) corporate objectives in the 2021 BCDA Strategy Map and are guided by the strategic themes on Building Great Cities, Strengthening the AFP. The BCDA Strategy Map communicates how the BCDA corporate strategies accomplish the Vision and Mission in a single page. It also shows how BCDA creates value for its stakeholders through its projects.

The strategic objectives are grouped together per perspective. It may be driver perspective (Internal Business Process and Learning and Growth), or outcome perspective (Customer/Stakeholder, Financial and Social Impact). These objectives are arranged in a cause and effect logical manner to emphasize its relationship with one another.

In 2021, thirty-five (35) risks, with high to very high-risk ratings, were documented in the BCDA Corporate Risk Registry. Of the 35 documented risks, fourteen (14) risks occurred that ranged from project deliver, financial, organizational and reputational. There are risks that upon implementation of its risk treatment plan (RTP) yielded a low or tolerable rating. This means that the mitigating measures were able to address the effects of the risk's occurrence. On the other hand, there are risks that still rated high even after the implementation of measures to mitigate the impact of the risk. Simply put, the impact was already there, e.i. negative news, sources of delays in project implementation, among others. Risk owners are advised to identify other mechanisms to avoid the occurrence of said risks.

In 2022, one (1) new risk with HIGH rating was included. Fourteen (14) risks were removed because either their risks' ratings became lower than HIGH, or they were deemed as not directly impacting the corporate objectives. Overall, twenty-one (21) risks are included in the 2022 BCDA Corporate Risk Registry.

BCDA Material Risks and Strategies for Mitigation

The risks plotted in the BCDA 2022 Corporate Risk Registry are interconnected with each other that, should one department's risk occur, the operations of different departments will likely be affected and their expected deliverables delayed. In the long run, this will either lead to the non-accomplishment of BCDA's short-term and long-term vision, or at least delay its accomplishment. Below is the summary of the risks that affect the nine (9) strategic objectives of BCDA:

1. The objective, **Improve the facilities for military**, aims to uplift the dignity of the soldiers. This is in accordance with BCDA's Mission Statement to Build Great Cities and Strengthen the Armed Forces of the Philippines (AFP). BCDA aims to accomplish this objective through its replication projects. For 2022, the risks that may disrupt the accomplishment of this objective are the delays in the design and planning of replications projects. This is brought on by challenges in procurement activities. BCDA aims to mitigate this through adjustments in budget and procurement timeline for the former, and through the conduct of networking activities among BCDA top management and AFP leadership for the latter. Another mechanism that might mitigate these challenges is the continued implementation of communication activities and corporate social responsibility (CSR) projects with the AFP as target beneficiaries.
2. The objective, **Create communities where families can work, live and play together**, is also geared towards BCDA's mandate on conversion and development of former military baselands into economic centers. BCDA aims to accomplish this through partnerships with the private sector. The risks that might discourage the private sector are the delays in the clearing and delivery of project areas, and illegal construction/ improvements on BCDA properties. These risks occur due to the resistance of project affected people (PAP) to BCDA development projects.

BCDA aims to mitigate this by transferring to the private locators the cost of clearing the property to comply with the Audit Observation Memorandum (AOM) of the Commission on Audit (COA). Another mechanism to mitigate the

risk is to coordinate with local government units (LGU) to deny building permits on improvement or new structures to be built by informal settlers, and to seek the assistance of the AFP in the monitoring and securing of BCDA properties.

3. The objective, **Provide consistent contribution to the AFP and National Government**, is in accordance with R.A. 7227, as amended by R.A. 7917, directing BCDA to remit to the National Government disposition proceeds. With the ongoing COVID-19 pandemic, business partners/lessees suffer from reduced revenues from their respective businesses.

The action to be taken by BCDA is the negotiation with the contracting party to come up with a settlement agreement.

4. The objective, **Ensure sustainability of BCDA by building recurring revenue sources and effectively managing costs**, pertains to the continued revenue generation through long-term earnings. This can be accomplished by BCDA by ensuring that contracts to be entered into are advantageous to BCDA. The risk that has disrupted the accomplishment of this objective is the continuing COVID-19 pandemic which has impacted the disposition of BCDA properties, i.e. low demand for real estate. In addition to this, the ongoing Ukraine-Russia conflict and the possible direct/ indirect impact on the operations of the organization is taken into consideration

To reduce the impact of this risk, BCDA will identify cleared and titled properties that might be disposed of for projects that are not necessarily affected by the pandemic and other global phenomenon.

5. The objective, **Execute and deliver quality development projects on time, on specs and on budget**, is in accordance with the National Government's thrust to implement infrastructure projects aimed at decongesting traffic in Metro Manila, and facilitate the influx of economic activities in the country, among others. The risks that might disrupt the accomplishment of the objective are:
 - a. Delays in project implementation because of the issues in the clearing operations of right-of-way (ROW). Regular coordination meetings with concerned government agencies might mitigate this.
 - b. Contractor's poor performance because of poor management and decision-making on the part of the Contractor. BCDA aims to mitigate this through its existing control measures and possible contract termination or through the imposition of liquidated damages.
 - c. Titling of BCDA properties by private individuals/ indigenous people groups by the National Commission on Indigenous Peoples (NCIP). BCDA aims to mitigate this through the filing of appropriate cases.
6. Each stakeholder plays a crucial role for BCDA to achieve its vision. The objective, **Cultivate strong and fair partnerships with customers, partners and stakeholders**, recognizes that and any disruption such as negative news on BCDA might affect its development projects. Negative news on BCDA may

come from controversial projects that have opposition from different sectors, or due to the presence of legal issues, among others.

BCDA aims to mitigate this through the implementation of a communication plan that counters negative, or wrong information about BCDA. This consists of the release of positive stories on BCDA, improvement of relationships with media partners and conduct of dialogues with different sectors.

7. The objective, **Design, develop and ensure full execution of master plans of communities**, aims to master plan communities with the understanding of the needs of future inhabitants. The objective aims to ensure that master plans of BCDA properties are future-ready and able to contribute to the overall vision of BCDA. The risks that might disrupt this objective are deviations from development plans and delays in survey works, planning and design of BCDA properties.

The risk treatment plan for these risks are ensuring compliance with the approved design standards and guidelines (DSG) through its incorporation in performance agreements/ contracts with locators. Another initiative that can be implemented is requiring DSG compliance by the locators prior to the issuance of their business permits.

8. The objective, **Establish and maintain robust internal control and governance systems**, aims to strengthen the corporate governance systems and internal processes of the organization. As part of the internal process perspective, the projects that contribute to the attainment of this objective are centered on equipment, processes, office premises and technology.

Despite the easing of quarantine measures by the government, the risk of possible transmission of COVID-19 among BCDA personnel is still present. The control measures in place to prevent this include: daily disinfection of office premises/ vehicles and provision of health and safety protocols, among others.

9. People are the fundamental assets of any organization. Apart from technology and equipment, people are the drivers that can help the organization accomplish its vision. As such, the objective, **Build and maintain a highly competent, creative and committed work force**, aims to foster a culture of purposeful performance. The risks that might impact the accomplishment of the objective is the discontinuation of the current compensation package upon approval and implementation of the Compensation and Position Classification System (CPCS) by GCG. This might lead to resignation of employees which might create a vacuum in the organization. This risk also includes lack of readiness of the next-in-rank (NIR) to assume greater responsibility. BCDA aims to mitigate this through the creation of a succession plan and to implement this in parallel with the CPCS.

The BCDA Board has reviewed the corporation's material controls and risk management system and found them to be adequate, as evidenced by Board Resolution No. 2022-11-176, which is likewise posted on the BCDA website under the Good Governance Conditions Section - *Any material risk factors and measures taken*

to manage such risks.

BCDA Obtains Highest Audit Rating from COA Anew

For the fourth consecutive year, BCDA received the highest audit rating from the Commission on Audit (COA) for its 2021 financial statements.

COA's issuance of an "unqualified or unmodified opinion" in favor of BCDA serves as a testament to the state firm's sound, transparent and prudent utilization of public resources for the benefit of Filipinos.

In accordance with the International Public Sector Accounting Standards, state auditors issue an "unqualified or unmodified opinion" when they conclude that financial statements are "free from material misstatements," which could arise from either fraud or error.

Getting the most favorable audit opinion for four straight years now is proof that BCDA is serious in ensuring utmost transparency and accountability in its operations, especially in the management of public resources. BCDA also received an unqualified opinion on "the fairness of presentation of its financial statements" for 2018, 2019 and 2020.

These recognitions will not be possible without the hard work of the men and women of BCDA in ensuring that public funds and resources are properly utilized.

As part of the BCDA's unyielding efforts to provide the best public service possible, the organization was also recertified for the International Organization for Standardization (ISO) 9001:2015 in February 2022 for meeting international standards on quality assurance and services. The ISO 9001:2015 attests that the organization consistently provide products and services that meet customer requirements and enhance client satisfaction.

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.

COMPOSITION OF THE BOARD

Website

The BCDA Website contains information on the BCDA Board of Directors, which includes their biographical details and the number of board meetings attended in 2022.

Such details are shown below:

DELFIN N. LORENZANA

77, Filipino

Date of Appointment: 04 July 2022

Date of Oath of Office: 07 July 2022

Number of board meetings attended in CY2022: 12/12

Mr. Lorenzana does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

- Chairperson, Bases Conversion and Development Authority

Private but not publicly-listed company

- Chairperson, Heritage Park Management Corporation
- Vice Chairman, Fort Bonifacio Development Corporation
- Member, Board of Directors, Subic-Clark Alliance for Development Council
- Member, Board of Directors, Bonifacio Estate Services Corporation
- Member, Board of Directors, Bonifacio Global City Estate Association
- Member, Board of Trustees, Bonifacio Arts Foundation, Inc.
- Member, Board of Directors, Filinvest BCDA Clark, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.

MGen (Ret) Delfin N Lorenzana became Chairman of the Bases Conversion and Development Authority when he took his oath of office before President Ferdinand R. Marcos, Jr. on 07 July 2022.

Chairman Lorenzana was the immediate past Secretary of National Defense serving from 30 June 2016 to 30 June 2022. He brought to the Defense Department his expertise in national defense and security, special operations, foreign affairs, public diplomacy, veterans affairs and strategic leadership.

Secretary Lorenzana was born in Midsayap, Cotabato, on 28 October 1948 of migrant Ilocano parents. He was raised in the town of Parang, Cotabato where he finished his primary and secondary schooling. After high school, he spent two years at the Notre Dame University in Cotabato City. In 1969 he entered the Philippine Military Academy, graduated four years later and was commissioned as a Second Lieutenant in the Philippine Army.

Over the course of 35 years in uniform, Secretary Lorenzana has commanded army infantry units from platoon to Brigade, an Armor Brigade and the Army Special Operations Command. He also served in staff positions at Battalion and Brigade Headquarters, Army Headquarters and General Headquarters. His last posting as active military was as Defense Attaché in Washington DC from 2002 to 2004 after which he retired from active military service.

Upon retirement he was designated as Head, Office of Veterans Affairs at the Philippine Embassy in Washington, D.C. a designation he held until June 2016. As Head of the Office of Veterans Affairs he played an important role in lobbying for the passage of two landmark US legislations for the Filipino WW2 veterans who served under the US Army in WW2: the Filipino Veterans Equity Compensation Fund in 2009

awarding USD265M to surviving WW2 veterans and the Congressional Gold Medal to Filipino WW2 veterans in 2016.

Secretary Lorenzana is married to the former Editha Aguilar from Caloocan City. They have four children and one granddaughter.

AILEEN ANUNCIACION R. ZOSA

60, Filipino

Date of Appointment: 04 July 2022

Date of Oath of Office: 19 July 2022

Number of board meetings attended in CY2022: 11/11

Ms. Zosa does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

- President and CEO, Bases Conversion and Development Authority
- Member, Board of Director, Bases Conversion and Development Authority
- Vice Chairperson, Clark International Airport Corporation

Private but not publicly-listed company

- Member, Board of Directors, Subic-Clark Alliance for Development Council
- Member, Board of Trustees, Heritage Park Management Corporation
- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Estate Services Corporation
- Member, Board of Directors, Bonifacio Global City Estate Association
- Member, Board of Directors, Bonifacio Transport Corporation
- Member, Board of Directors, Crescent West Development Corporation
- Member, Board of Trustees, Fort Bonifacio Development Foundation, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.

Aileen Anunciacion R. Zosa, the first woman President and Chief Executive Officer (PCEO) of the Bases Conversion and Development Authority (BCDA), dedicated 27 years of service to the state-run firm before she took her oath of office as the new BCDA PCEO before President Ferdinand R. Marcos, Jr. in Malacañan Palace on Thursday, 11 August 2022.

Passionate about sustainability, diversity, and inclusion, Ms. Zosa was also designated as the Chief Sustainability Officer of the BCDA in June 2022, wherein she is tasked to provide guidance and direction in the design and implementation of a sustainability strategy for BCDA as well as its subsidiaries and affiliates.

Aside from 27 years of institutional knowledge with the BCDA, Ms. Zosa also brings to the table the knowhow in the fields of business development and public policy, and more than a decade's worth of experience in various academic and bureaucratic positions in the public sector including the Senate, the Office of the President, and the Commission on Audit.

Climbing the career ladder, Ms. Zosa started in BCDA in June 1995 as a manager for Corporate Planning and Project Development. She was then promoted to Vice President for Planning and Business Development in January 1997, and on to be the Executive Vice President and Chief Operating Officer of the state firm from February 2010 to July 2022.

Ms. Zosa started her career in government service in the Commission on Audit in 1984 under then Commission Secretary Leonor M. Briones, former Department of Education (DepEd) Secretary. She also worked in the Office of Senate Majority Leader Teofisto Guingona, Jr. where she undertook policy and legislative support functions, and actively participated in the research, formulation, and deliberations on the Bases Conversion Law and the Special Economic Zones Law, which eventually laid the foundation of the BCDA.

Also an academic, Ms. Zosa held teaching positions in the University of the Philippines - College of Public Administration from June 1987 to March 1992 in the fields of statistics and public fiscal administration. She also had a teaching stint as a Mathematics Instructor in the University of San Carlos after graduating Magna Cum Laude in Bachelor of Science in Mathematics from the same college in 1982.

Born on 26 March 1962 in Cebu City, Philippines, Ms. Zosa obtained her Master of Arts in Economics degree with Merit Award for Academic Excellence from the University of the Philippines in Diliman, Quezon City.

Ms. Zosa replaced Atty. Aristotle B. Batuhan, who served as officer-in-charge of the BCDA Office of the President and CEO since October 2021.

ARISTOTLE B. BATUHAN

56, Filipino

Date of Appointment: 14 October 2016

Date of Oath of Office: 19 October 2016

Number of board meetings attended in CY2022: 24/24

Atty. Batuhan does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

- Member, Board of Director, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Water Corporation
- Member, Board of Directors, Bonifacio Communications Corporation
- Member, Board of Directors, Filinvest BCDA Clark, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.
- Member, Board of Directors, Rosehills Memorial Management, Inc.

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

From 1996 to 1999, Atty. Batuhan worked as a senior associate at Sycip Salazar Hernandez & Gatmaitan, the largest law firm in the Philippines. His practice areas included corporations, foreign investments, project finance, public utilities (telecommunications and water), banking, securities, and privatization. He also has experience in corporate, civil, and criminal litigation, and has argued cases before labor and other administrative tribunals.

Atty. Batuhan was tapped to join the Presidential Management Staff, Office of the President in April 1999, with the rank of Presidential Assistant. He was tasked to review foreign-funded projects and government infrastructure contracts. He resigned his post in October 2000. Atty. Batuhan also served as senior legal consultant at the Office of the Presidential Chief of Staff in January 2006 to early 2007.

Atty. Batuhan co-founded the Batuhan Blando Concepcion Law Offices in October 2001, and was its Managing Partner until July 20, 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC). He resigned from DOTC on October 15, 2011, and resumed his private practice as special counsel at the Batuhan Blando Concepcion & Trillana Law Offices.

Mr. Batuhan serves as President and Chief Executive Officer of Motoring Ventures Phils., Inc.

VICE ADMIRAL FERDINAND S GOLEZ (RET)

68, Filipino

Date of Appointment: 07 April 2011

Reappointed to the position by President Rodrigo Roa Duterte on 16 June 2017

Date of Oath of Office: 29 June 2017

Number of board meetings attended in CY2022: 19/24

Mr. Golez does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

- Member, Board of Directors, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation
- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Water Corporation
- Member, Board of Directors, Bonifacio Communications Corporation
- Member, Board of Directors, Bonifacio Estate Services Corporation

Private but not publicly-listed company

- Member, Board of Directors, Bonifacio Estate Services Corporation

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

He rose to the top command as a manager and leader of a 23,000-strong sailor and marine force. His expertise spans naval and maritime operations, intelligence and strategic planning, national security administration, resource allocation, and organizational development. Among his major achievements are the establishment and institution of the Philippine Navy Board of Advisers (a multi-governance sector coalition, composed of experts and leaders in various sectors of society); the conduct of Maritime Security Forums from 2008-2010, for different naval forces around the archipelago; and other relevant activities that aimed to invigorate the future of the Navy.

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

LT GEN GLORIOSO V MIRANDA (RET)

61, Filipino

Date of Appointment: 08 January 2018

Date of Oath of Office: 24 January 2018

Number of board meetings attended in CY2022: 24/24

Mr. Miranda does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Member, Board of Directors, Bonifacio Water Corporation

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

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

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

As one of the country's valiant soldiers, he served as the commander of the Northern Luzon Command in Tarlac City; 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 degrees in National Security Administration and in Business Administration from the National Defense College of the Philippines and Isabela Colleges, respectively.

MR. DAVID L. DIWA

73, Filipino

Date of Appointment: 07 February 2018

Date of Oath of Office: 13 February 2018

Number of board meetings attended in CY2022: 24/24

Mr. Diwa does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

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 Philippines; the Regional Conference on Economic Integration and International Trade, held in Bangkok, Thailand; a leadership program in Nanyang Polytechnic University in Singapore; International Labor Organization (ILO) Regional Seminar on Wage Policy, held in Bali, Indonesia; and the 7th World Assembly: World Movements on Democracy, held in Lima, Peru. He also participated in study tours about public sector unions in Norway, Sweden, Germany, and in Geneva.

MR. GERARD M. CAMIÑA

69, Filipino

Date of Appointment: 05 May 2018

Date of Oath of Office: 15 May 2018

Number of board meetings attended in CY2022: 24/24

Mr. Camiña does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Member, Board of Directors, Filinvest BCDA Clark, Inc.

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

Mr. Camiña's leadership in the LTO enabled him to implement effective quality management system standards in the business processes and frontline services of the Region VI office. These projects earned him praises from various government agencies.

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

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

MR. BERNARDO JORGE B. MITRA

57, Filipino

Date of Appointment: 09 March 2022

Date of Oath of Office: 09 March 2022

Number of board meetings attended in CY2022: 18/19

Mr. Mitra does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Crescent West Development Corporation

Mr. Bernardo J.B. Mitra is a professional public servant. He gets things done.

Besides BCDA, he is the founder and a member of the Board of the Hydrocephalus Foundation of the Philippines. He owns the Blue Beach Home; a classic beach house in Batangas. He is also the owner of Palawan Beaches.com, the premier gateway to owning a piece of paradise in Palawan.

His work experience in the public sector includes serving 7 consecutive presidents. He last worked for the government as the Managing Director for Tourism of Manila Economic Cultural Office (MECO) from 2008 to 2016 which promotes trade, investments, tourism, labor and scientific and cultural cooperation in Taiwan in coordination with the Philippine government agencies and the private sector.

Mr. Mitra significantly contributed to Philippine agriculture by taking the following roles in the past: Agricultural Analyst and Agribusiness Attaché at the Embassy of the Republic of the Philippines in Washington, D.C. between 1989 to 1994. He then became the Chief of Staff at the Secretary of the Department of Agriculture in 1995.

From 1995 to 1999, Mr. Mitra served as the first Commissioner-at-Large at the newly created National Youth Commission under the Office of the President of the Philippines.

As the president of Livelihood Corporation of the Republic of the Philippines, a position he held from 2001 to 2008, Mr. Mitra created and launched, together with farmers, the National Agribusiness Equipment Leasing Program. The former flagship program of the Department of Agriculture’s LiveCor empowered farmers to modernize any kind of agricultural equipment or machinery through rent-to-own schemes.

From October 2002 to May 2008, Mr. Mitra was the Chairman of the board of directors of Northern Food Corporation (NFC), where he spearheaded initiatives that spurred the revitalization of the Philippine tomato industry. Among these initiatives were enhancing NFC's global competitiveness, developing and expanding the market, and implementing strategic development and business plans.

Mr. Bernardo Mitra graduated with a Bachelor of Science in Commerce, Major in Business Management degree from the De La Salle University, Manila in 1989. Subsequently, he did his post-graduate studies in International Relations at Georgetown University, Washington, D.C. in 1994. He also studied as a full scholar in the prestigious Center for Advance Studies in International Negotiations in Geneva, Switzerland.

A seasoned leader in varied industries in the private sector, Mr. Mitra has notable experience in the areas of business process outsourcing, information technology, education, tourism, media, agriculture, and food, to name a few.

He is the former Managing Chairman and Resort Manager of Blue Palawan Beach Club, Blue Kiteboarding, Robere and Associates Philippines, Inc., the Philippine counterpart of the leading consultancy and training company in Southeast Asia; Chairman of Informatics-Caloocan (IntelliCollege), an internationally recognized school whose goal is to train the nation's manpower in the required technical skills for national development; and Founder and Full Partner of Art OnLine, Inc., touted as the first virtual art gallery in the Philippines.

MR. REGHIS M. ROMERO II

69, Filipino

Date of Appointment: 04 July 2022

Date of Oath of Office: 26 July 2022

Number of board meetings attended in CY2022: 11/11

Mr. Romero does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Over the past 16 years since assuming the vice chairmanship of R-II Builders Inc. in 2006, Reghis M. Romero III has been successful in making the company's operations profitable while maintaining its Quadruple A status as a topnotch construction firm.

As vice chairman, Romero III represents the board of directors in dealing with clients, government officials, and other entities while acting as chairman in his absence.

Romero III also serves in the executive committee, the top management body that oversees the efficient implementation of corporate policies formulated by the board.

Much of Romero III's success can be attributed to the almost 32 years of his experience with the company since 1991 when it was barely on its third year, virtually making him one of its pioneers.

He was then president and chief executive officer, directly supervising all department heads in attaining growth targets and meeting the needs of both employees and clients, including all other stakeholders.

His tasks included developing new projects subject to bidding, designing the best methods and procedures for their implementation, approving pre-qualification documents, bid proposals and logistical project requirements, and monitoring all operations according to plans and completion schedules.

Romero III's sterling performance as president and chief executive officer for 15 long years actually prepared him for the company's vice chairmanship, just as his experience as national marketing manager of Hydropipes Inc. helped hone his skills for his leadership roles in R-II Builders.

Romero III has a master's degree in business in economics from the University of Asia and the Pacific, and Bachelor of Science degrees in journalism from the University of the Philippines and in commerce major in management from the Philippine Women's University.

His professional career started at Business Day as researcher/photographer, then Concept Builders as Project Coordinator, followed by Hydro Pipes Phils. Inc. as Vice President for Sales, then served at the Office of Representative Orlando Mercado as Chief of Staff, from there he moved to Pentad Development as Assistant Vice President and finally, to R-II Builders, Inc. as Vice Chairman.

GISELA Z. KALALO

45, Filipino

Date of Appointment as Corporate Secretary: 18 August 2021

Atty. Gisela Z. Kalalo is the Senior Vice President of the BCDA Legal Services Group and concurrently the Corporate Secretary of BCDA.

Atty. Kalalo, obtained her degree in Bachelor of Laws from the San Beda College of Law and became a member of the bar in 2004.

Below is the list of training programs attended by Atty. Kalalo in CY 2022:

- Online Capacity Building Activity (OCBA) on the *Introductory Course on the BOT Law and its 2022 IRR* conducted by Public-Private Partnership Center

(PPPC) on 21 July 2022 from 1:30 PM to 4:40 PM via Zoom platform

- Online Capacity Building Activity (OCBA) on *Project Manager's Training on Managing PPP Projects* conducted by Public-Private Partnership Center (PPPC) on 25-26 April 2022 from 1:30 PM to 4:40 PM via Zoom platform

RESPONSIBILITIES OF THE BOARD

Composition of the Board. The powers and functions of BCDA are exercised by the Board of Directors to be composed of nine (9) members, as follows:

- a) A full-time Chairman;
- b) Eight other members from the private sector, two (2) of whom shall come from the labor sector.²

The current Chairperson is **Mr. Delfin N. Lorenzana**, while the President & Chief Executive Officer is **Ms. Aileen Anunciacion R. Zosa**.

The Board is the policy making body and is primarily responsible for good governance in BCDA. Corollary to this main responsibility, the Board shall chart the corporate strategy and set guidelines for accomplishment of corporate objectives, as well as provide an independent check on management.

1.1. *Mandate and Responsibility for BCDA's Performance.* The responsibilities of Board are articulated in the BCDA Charter and other relevant legislation, rules and regulations. These responsibilities shall include the duty to:

- 1.1.1 Provide corporate leadership to BCDA subject to rule of law, and the objectives set by the State and BCDA.
- 1.1.2 Establish BCDA's vision and mission, strategic objectives, policies and procedures that shall guide its activities, including the means to effectively monitor Management's performance.
- 1.1.3 Define BCDA's values and standards.
- 1.1.4 Foster the long-term success of BCDA and secure its sustained competitiveness and profitability in a manner consistent with its corporate objectives and the best interests of the State.
- 1.1.5 Determine the organizational structure of BCDA, define the duties and responsibilities of its officials and employees and adopt a compensation and benefit scheme at least equivalent to that of the Central Bank of the Philippines.³
- 1.1.6 Appoint all officials down to the third level and authorize the BCDA President to appoint all others: Provided, that all appointments shall

² Sec. 9, R.A. 7227

³ Section 10 (a), Republic Act No. 7227

be based on merit and fitness and all personnel actions shall be in pursuance of Civil Service Laws, rules and regulations, except those coterminous employees of Members of the Board.⁴

1.1.7 The Board, in the performance of its duty to manage the business and affairs of BCDA, shall delegate the management authority to the President and CEO. The President is charged by the Board with the day-to-day leadership of Management of BCDA. The President is expected to keep the Board apprised and updated, in an open and transparent manner, of BCDA's progress and of any material deviations from the goals, objectives or policies established by the Board. To this end, the Board shall refrain from giving direct instructions to Management and shall course all directives through the President and CEO.

1.1.8 Prepare the annual and supplemental budgets of BCDA.⁵

1.1.9 Comply with reportorial requirements, as required in the BCDA Charter, as well as applicable laws, rules and regulations.

1.1.10 Carry out the mandate of BCDA, as provided in its Charter.

1.1.11 Act as an effective and independent check on Management.

The BCDA Board has reviewed BCDA's mission and vision during the presentation by the BCDA Corporate Planning Department of the proposed 2023 BCDA Corporate Scorecard and Performance Evaluation System (PES) documents for submission to the Governance Commission for GOCCs (GCG) during the 617th Regular Board Meeting held on 24 August 2022. The Board has likewise monitored the implementation of BCDA's corporate strategy by requiring the BCDA Management to give an update on BCDA's major projects on a monthly basis.

BCDA BOARD COMMITTEES

To aid in ensuring compliance with the principles of sound corporate governance, the Board has created committees to support it in the performance of its functions and in accordance with the Charter and to aid in good governance.

The BCDA Board has created the following Committees:

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

⁴ Sec. 10 (b), R.A. 7227

⁵ Sec. 10 (c), R.A. 7227

1) Organization Development Committee

In lieu of the Nomination Compensation/Remuneration Committee, the Board has created the Organization Development (OD) Committee which shall be composed of at least three (3) members, which shall include one (1) of the directors representing the labor sector.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the OD Committee as of 31 December 2022 are as follows:

Chairman	Director David L. Diwa
Members	Chairman Delfin N. Lorenzana PCEO Aileen Anunciacion R. Zosa Director Aristotle B. Batuhan Director Ferdinand S. Golez Director Glorioso V. Miranda Director Gerard M. Camiña Director Reghis M. Romero III

The OD Committee is chaired by Director David L. Diwa. Mr. Diwa is an advocate of labor rights and trade union. He was appointed as a labor representative for the National Tripartite Industrial Peace Council under the Department of Labor and Employment (DOLE) – Bureau of Labor Relations in 2010. During this time, Mr. Diwa helped improved 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.

The OD Committee met twice in 2022 and discussed the following agenda items:

- a. Application with Governance Commission for GOCCs (GCG) for Authorization to Grant the 2020 Performance-Based Bonus (PBB) for qualified officers and employees of BCDA;
- b. Implementation of the Compensation and Position Classification System (CPCS) in BCDA; and
- c. Procurement of Manpower Services for BCDA.

During the year, the Committee performed the following duties:

- Assisted the Board of Directors in the conduct of studies and policy formulation, pertaining to issues, concerns and problems affecting the organization and its personnel.
- Coordinated with Management in addressing specific key result areas (KRAs) and in adhering to existing policies on such matters as personnel recruitment, performance evaluation standards and processes, assignments, promotions and entitlements.

- Pursued organizational goals such as the promotion of meritocracy, the development of teamwork and the enhancement of morale among personnel.
- Conducted a review of the organizational structure to ensure that it remains responsive to BCDA's goals, objectives and strategies.

2) Audit and Corporate Governance Committee

The Committee shall be composed of at least three (3) members. An independent board member, if any, shall chair the Audit and Corporate Governance Committee. Each member shall have an adequate understanding of accounting and auditing principles in general and of the BCDA's financial management systems and environment in particular.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Audit and Corporate Governance Committee as of 31 December 2022 are as follows:

Chairman	Chairman Delfin N. Lorenzana
Members	Director Ferdinand S. Golez Director Glorioso V. Miranda Director Gerard M. Camiña

The Audit Committee is headed by Chairman Delfin N. Lorenzana. Mr. Lorenzana has a master's degree in Business Administration from the Ateneo De Manila University and a certificate in Business Economics from University of Asia and the Pacific. He also holds a graduate diploma in Strategic Studies from Australian National University in Canberra, Australia.

The Audit Committee met four (4) times in CY 2022. Some of the agenda items that were taken up during the said meetings were as follows:

- a. Audit Report on BCDA Procurement System;
- b. Terminal Audit Report;
- c. Audit Report on BCDA Property Management System – Movable Contents of Infrastructure Project;
- d. Audit Report on Serendra Retail; and
- e. IASD 2023 Annual Audit Plan.

During the year, the Committee performed the following functions:

- Reviewed and approved the Annual Audit Plan of the IASD;
- Reviewed the IASD's audit report and recommended solutions that would address the audit findings to the BCDA Board. The Audit Committee likewise

ensured that the resolutions, as concurred in by the BCDA Board, will be acted upon by Management to address the audit findings;

- Ensured that the IASD reviewed the periodic financial statements focusing on the propriety of changes in accounting policies and practices, significant adjustments resulting from the audit and compliance with accounting standards, and check the financial reports against its compliance with both the internal financial management policies and pertinent accounting standards, including regulatory requirements;
- 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); and
- Ensured that the IASD had free and full access to all the company's records, properties and personnel relevant to the internal audit activity and that the internal audit activity was free from interference.

3) Risk Management, Legal and External Relations Committee

The Risk Management, Legal and External Relations Committee shall be composed of three (3) members. The Chairman of the Committee must possess an adequate understanding of Philippine Law and the legal system and knowledgeable in strategic publicity and issues management.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Risk Management, Legal and External Relations Committee as of 31 December 2022 are as follows:

Chairman	Director Aristotle B. Batuhan
Members	Chairman Delfin N. Lorenzana PCEO Aileen Anunciacion R. Zosa Director Ferdinand S. Golez Director David L. Diwa Director Gerard M. Camiña Director Bernardo Jorge B. Mitra Director Reghis M. Romero III

The Legal, Risk Management and External Relations Committee is chaired by Director Aristotle B. Batuhan. Mr. Batuhan's practice areas included corporations, foreign investments, project finance, public utilities (telecoms and water), banking, securities and privatization. He also has experience in corporate, civil and criminal litigation, and has argued cases before labor and other administrative tribunals.

Mr. Batuhan co-founded Batuhan Blando Concepcion Law Offices in October 2001 and was its Managing Partner until 20 July 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC).

He resigned from DOTC on 15 October 2011 and resumed his private practice as Special Counsel at Batuhan Blando Concepcion & Trillana Law Offices.

The Risk Management, Legal and External Relations Committee met fifteen (15) times in CY 2022. Some of the agenda items that were taken up during the meeting were as follows:

- a. Implementing Agreement (IA) between BCDA and the Philippine Air Force (PAF) for the FedEx Facility
- b. Letter Agreement for the Turnover of Replicated Facilities and Areas at Fort Bonifacio – Army Support Command/Special Services Center/Division Administrative Command Center (ASCOM/SSC/DACC)
- c. Management Agreement (MA) between Filinvest BCDA Clark Inc. (FBCI) and Filinvest Inc. for the FBCI Project Area in New Clark City
- d. MOA among DOTr, BCDA and CIAC for Clark International Airport New Terminal Building Projects
- e. Contract of Lease (COL) between BCDA and the Department of Science and Technology (DOST) for the Virology Institute of the Philippines at New Clark City (NCC)
- f. Proposed 2023 BCDA Corporate Scorecard
- g. 2022 BCDA Corporate Risk Registry
- h. Policy Directions on BCDA Subsidiaries

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.

During the year, the Committee undertook the following tasks:

- Monitored the creation of a risk management structure for the organization by Management;
- Reviewed, evaluated and monitored policy-level studies, risks and threat assessments and other reports provided by Management for consideration of the Board;
- Assessed the information provided by Management on risk exposures and risk management activities;
- Reviewed, evaluated and monitored Management's researches on the probable causes and possible solutions to risks that were faced by Management;

- Reviewed and recommended measures on legislative proposals affecting BCDA;
- Assessed the Annual Planning Program of the Corporate Planning Department as it relates to risk management;
- Provided oversight over Management's activities in managing market liquidity, operational, legal and other risks of the corporation;
- Reviewed and evaluated public affairs' issues affecting BCDA's activities, programs and projects, as identified and presented by Management. It also reviewed and evaluated the measures recommended by Management to address such issues for possible consideration of the Board; and
- Reviewed, evaluated and monitored Management's policies pertaining to the organization's relationship with its stakeholders, as well as with the national and local government units.

4) Finance and Investments Committee

The Finance and Investments Committee shall be composed of at least three (3) members. Each member must possess an adequate understanding of accounting and auditing principles in general and of BCDA's financial management systems and environment in particular.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

Below is the actual composition of the Finance and Investments Committee as of 31 December 2022:

Chairman	Director Gerard M. Camiña
Members	Chairman Delfin N. Lorenzana PCEO Aileen Anunciacion R. Zosa Director Aristotle B. Batuhan Director Ferdinand S. Golez Director Glorioso V. Miranda Director Reghis M. Romero III

The Finance and Investments Committee is headed by Director Gerard M. Camiña. Mr. Camiña holds a Master of Science degree in Business Management from the University of the Philippines. Mr. Camiña is a certified public accountant. He received his Bachelor of Science degree in Commerce major in Accounting from the University of San Agustin in Iloilo City and graduated cum laude.

The Finance and Investments Committee met fifteen (15) in CY 2022. Some of the agenda items that were taken up during the said meetings were as follows:

- a. Monthly Collection Performance Report
- b. Clark Development Corporation (CDC) Realignment of Budget
- c. Bureau of Internal Revenue (BIR) Tax Assessment for CY 2018
- d. 2022 Revised General Appropriations Act (GAA) Budget
- e. Revised BCDA Contribution Valuation and Deed of Assignment in View of the Incorporation of Shin Clark Power Corporation (SCPC)
- f. Supplemental Budget of Poro Point Management Corporation (PPMC) and John Hay Management Corporation (JHMC), Clark International Airport Corporation (CIAC) pursuant to the implementation of the Compensation and Position Classification System (CPCS)
- g. Remittance of Disposition Proceeds to the Bureau of the Treasury (BTr)
- h. Enrollment to LandBank E-Payment System
- i. 2023 Budget Proposal
- j. Supplemental Budget requested by JHMC in relation to Dividend Declaration for CY 2022 and 2021
- k. 2021 Dividend to National Government to be remitted to Bureau of Treasury (BTr)
- l. 2021 BCDA Financial Statements
- m. Declaration of the Dividend based on the Audited Financial Statement (FS) and Remittance of the remaining balance to the Bureau of Treasury (BTr)
- n. 2022 and 2023 Minimum Annual Secured Revenue Share (MASRS) on the Joint Venture Agreement (JVA) between SM Prime Holdings, Inc. (SMPHI) and BCDA
- o. Engagement of DBP as Financial Advisor
- p. 2023 Corporate Operating Budget (COB)
- q. Implementing Agreement with SM Prime Holdings, Inc. (SMPHI) related to the remittance of 2022 and 2023 Minimum Annual Secured Revenue Share (MASRS) under the Joint Venture Agreement between SM Prime Holdings, Inc. (SMPHI) and BCDA for the privatization and development of the 33.13-hectare Bonifacio South Pointe

During the year, the Committee discharged the following functions:

For Sale, Lease or Joint Venture Agreement involving BCDA properties

- Reviewed the financial feasibility of the mode of disposition of the project, as endorsed by the Business Development Department (BDD);
- Reviewed the continuing financial status and compliance with the agreement, as reported by the Subsidiaries, Affiliates and Projects Monitoring Department (SAPMD); and
- Identified key issues, provided guidance and proposed solutions for approval of the Board.

Exercise oversight function in the fiscal management of BCDA resources

- Formulated policies and guidelines for the annual and supplemental budgets of the BCDA and its subsidiaries for approval of the Board;

- Provided guidelines for the investment of corporate funds and conducted periodic review to determine the profitability of investments and/or placements for approval of the Board;
- Reviewed receivables and recommended actions to the Board to increase collection efficiency; and
- Determined the necessity of incurring loans or other financing arrangement, and reviewed proposed terms for approval by the Board.

Exercise financial oversight on BCDA Subsidiaries and Affiliates

- Recommended appropriate business model for, and reviewed the financial targets of the Performance Agreement with the Subsidiary;
- Reviewed the proposed annual and supplemental budget of the Subsidiaries for approval by the Board;
- Reviewed the performance and determine the financial viability of BCDA's subsidiaries and affiliates, and recommended the need for reorganization, streamlining, abolition or privatization for approval by the Board; and
- Provided financial policies and guidelines for approval by the Board and monitored compliance based on report of Management.

5) Business Development Committee

The Business Development Committee shall be composed of at least three (3) members. Each member shall have experience in the fields of business, economics, finance management and/or marketing.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Business Development Committee as of 31 December 2022 are as follows:

Chairman	Chairman Delfin N. Lorenzana
Members	PCEO Aileen Anunciacion R. Zosa Director Aristotle B. Batuhan Director David L. Diwa Director Gerard M. Camiña Director Glorioso V. Miranda Director Ferdinand S. Golez Director Bernardo Jorge B. Mitra Director Reghis M. Romero III

The Business Development Committee is headed by Chairman Delfin N. Lorenzana. Mr. Lorenzana has a master's degree in Business Administration from the Ateneo De Manila University and a certificate in Business Economics from University of Asia and the Pacific. He also holds a graduate diploma in Strategic Studies from Australian National University in Canberra, Australia.

The Committee convened fifteen (15) in CY 2022. Some of the agenda items that were taken up during the said meeting were as follows:

- a. Updates on BCDA Major Projects
- b. Reactivation of the National Government Administrative Center (NGAC) Athlete's Village as COVID-19 Quarantine Facility
- c. Disposition of the 36-Ha Lot in the "Buffer Zone" of New Clark City (NCC) through Lease and Development of a Solar Power Plant
- d. Acceptance of the UK Global Future Cities Programme Integrated Sustainability Plan for New Clark City (NCC): a) NCC Central Park & City-wide Public Space Recommendations, b) NCC Housing and Sustainable Livelihood Recommendations, and c) Setting-up of the NCC Sustainability Unit
- e. Project Implementation and Development Plan for the Polytechnic University of the Philippines (PUP) Campus in New Clark City (NCC)
- f. Hann Development Corporation's (HDC) Hann Lux Lifestyle Resort Phase 1 Detailed Development Plan
- g. Bangko Sentral ng Pilipinas (BSP) Complex Master Development Plan in New Clark City
- h. Proposed Redevelopment Plan of the Shell Logcom Aranai Station, C5 Road, Taguig City
- i. Contract of Lease (COL) between BCDA and the Department of Science and Technology (DOST) for the Virology Science and Technology Institute of the Philippines at New Clark City (NCC)
- j. Memorandum of Agreement (MOA) between BCDA and Department of Environment and Natural Resources (DENR) Region III for the Replacement of the National Greening Program (NGP) Area in Morong Discovery Park
- k. Procurement of the Construction of Roads, Utilities and Preparatory Works at Morong Discovery Park
- l. Procurement of the Construction Management and Supervision (CMS) of the Construction of Road, Utilities and Preparatory Works at Morong Discovery Park
- m. Repair, Maintenance and Replacement of Spare Parts for Critical and Various Civil Aviation Authority of the Philippines (CAAP)- Operated Equipment for Air Navigation Services (ANS) at Clark International Airport (CIA)
- n. Memorandum of Agreement (MOA) among BCDA, Bonifacio Global City Estate Association (BGCEA) and Department of Public Works and Highways (DPWH) for the Turnover of Streetlights of Bonifacio Global City (BGC) Ortigas Link Project
- o. Procurement of the Design and Build Contractor for the NAS Phase 2
- p. Memorandum of Understanding (MOU) with Enterprise Singapore (EnterpriseSG)
- q. Proposed Estate Management Framework for NCC

- r. Usufruct Agreement between Clark Development Corporation (CDC) and National Museum of the Philippines (NMP) for the 5.2-Hectare El Dorado Area within the Clark Freeport Zone (CFZ)
- s. Procurement for the Construction of Roads, Utilities and Preparatory Works at Morong Discovery Park (Package I)
- t. NCC Infrastructure Development Status and Strategy for Balance of Works

During the year, the Committee performed the following duties and responsibilities:

- Reviewed the strategies and policies that generally affect the investment climate, marketing and after-sales service programs of BCDA;
- Conducted periodic review and validation to determine the viability of the assets for disposition;
- Conducted regular validation and review of the Master Development Plans of BCDA properties to determine its suitability to current real estate trends and developments;
- Formulated sound, strategic business management framework to maximize benefits from the disposition and development of land and other assets; and
- Assessed investment proposals which will require study for formulation of policies for approval by the Board.

Meetings of the Board

The dates of the CY 2022 Board meetings have been agreed upon with the Directors before the end of CY 2021 to ensure optimal attendance rates. The agreed upon dates is attached hereto as **Annex “A”**. In addition, teleconferencing/videoconferencing is allowed to enable the Director who could not be physically present in the Board meeting to participate in the discussion and to vote on the issues presented.

The Board met twice a month and they had attended at least 90% of all the authorized and duly called for Board meetings. The high attendance record of the Board members demonstrates their strong commitment to devote sufficient time and attention to perform their duties and responsibilities.

The attendance record of the Board Members to Board and Committee meetings is hereby attached as **Annex “B”** and could be accessed on the BCDA website under the *Board and Officers Section* of the Good Governance Conditions - *b.4 Attendance Record of Directors in Board and Committee Meetings*.

Access to Information

To give the Board sufficient time to prepare for Board and Committee meetings, the agenda and Board materials, including the pertinent attachments, were uploaded into

the BCDA Dropbox Folder at least three (3) working days before the scheduled Board and Committee meetings, pursuant to the Operations Manual of the BCDA Board Secretariat.

Internal Audit

BCDA has a separate internal audit function. The Head of the Internal Audit Services Department (IASD) is Mr. Marvin D. Obaob, who occupies the position of Job Grade 13 (Assistant Vice President).

Under the new BCDA organizational structure, which was approved by the GCG in 2019, the IASD is under the supervision of the Office of the Chairman.

The appointment and removal of the internal Auditor does not require the approval of the Audit and Corporate Governance Committee since it is the BCDA President and CEO who has the authority to appoint the internal auditor, upon the recommendation of the BCDA Chairman and the Organization Development Committee.

Likewise, the internal auditor occupies a *plantilla* position hence, his appointment is not dependent on the decision of the Audit and Corporate Governance Committee. However, said Committee provides feedback on the performance of the internal auditor.

Board Orientation and Training

Upon appointment to the BCDA Board, each Director is given a Directors' Manual explaining the Directors' duties, roles and responsibilities. The Manual likewise gives an overview of the mandate of BCDA and its subsidiaries. A presentation on the different projects of BCDA, the issues confronting the corporation and the remedial measures being undertaken is also provided by Management. For a better appreciation by the Directors of the different projects of BCDA and those of its subsidiaries and affiliates, an ocular inspection is also conducted of the same.

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.

As part of the corporation's continuing education for all Directors, the Board Secretariat and the HRMD inform the Board of the seminars and trainings which are relevant to the core functions of the corporation.

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.

In CY 2022, the Board Members attended the following seminars/ training programs:

Board of Directors	Training / Seminar
Chairman Delfin N. Lorenzana	<ul style="list-style-type: none"> • Online Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 01 – 02 September 2022 from 8:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Webinar Series conducted by the Institute of Corporate Directors entitled “Pilipinas: Aspire, Rise, Sustain Series” held on: <u>Episode 3: Accelerating the Energy Transition and Inclusive Development – Towards a Prosperity Agenda</u> held on 25 November 2022 from 4:00pm to 6:00pm
PCEO Aileen Anunciacion R. Zosa	<ul style="list-style-type: none"> • Pacific Business Mission to the Philippines (Australia, New Zealand and Papua New Guinea) organized by the Department of Trade and Industry (DTI) held on 16-17 August 2022 at PEZA, Pasay and NCC • UK Global Future Cities Program (GFCP) Workshop on Sustainability and Open Spaces Planning organized by the UK FCDO, UN Habitat, Mott Mcdonald Team held on 31 August 2022 at NCC • Belt & Road Summit, Project Pitching organized by the Hongkong Trade Development Council (HKTDC) held on 01 September 2022, online • Singapore International Transport Congress and Exhibitions and Networking & Pitching Event/Marketing Roadshow organized by the Enterprise Singapore held on 02-04 November 2022 in Singapore • Asian Innovation Business Platform (AIBP) Conference & Exhibition – Navigating the Intersection of Sustainable Growth, Business & Technology organized by AIBP held on 15 November 2022 at Marriot Hotel, Manila • BCDA-UK FCDO Investments Promotions Roadshow and Study Tour organized by the UK Embassy, UK FCDO held on 28 November 2022 to 02 December 2022 in London, United Kingdom

	<ul style="list-style-type: none"> • Ethical Leadership in Public Sector held on 06 December 2022, online
Director Aristotle B. Batuhan	<ul style="list-style-type: none"> • 2022 Manila Forum on Competition in Developing Countries held on 03-04 February 2022 sponsored by the Philippine Competition Commission
Director Ferdinand S. Golez	<ul style="list-style-type: none"> • Leaders Assembly 2022 Mid-year Refocus Session held on 29 July 2022, 9:00 AM – 12:00 NN • Leading with Empathy Webinar held on 02 September 2022 from 3:00 PM to 4:40 PM • Emotional Wellbeing - Finance 101 Webinar held on 04 November 2022 from 2:00 PM to 3:00 PM
Director Glorioso V. Miranda	<ul style="list-style-type: none"> • Webinar Series conducted by the Institute of Corporate Directors entitled “Pilipinas: Aspire, Rise, Sustain Series” held on: <u>Episode 2</u>: Social Governance Factors in the Post-Pandemic Landscape held on 18 November 2022 from 4:00pm to 6:00pm
Director David L. Diwa	<ul style="list-style-type: none"> • Webinar Series conducted by the Institute of Corporate Directors entitled “Pilipinas: Aspire, Rise, Sustain Series” held on the following dates: <u>Episode 1</u>: Green Energy Option Program held on 11 November 2022 from 4:00pm to 6:00pm <u>Episode 2</u>: Social Governance Factors in the Post-Pandemic Landscape held on 18 November 2022 from 4:00pm to 6:00pm <u>Episode 3</u>: Accelerating the Energy Transition and Inclusive Development – Towards a Prosperity Agenda held on 25 November 2022 from 4:00pm to 6:00pm
Director Gerard M. Camiña	<i>Director Camiña was not able to attend any training program due to his hectic schedule. He has several businesses in his hometown in Iloilo and a farm in Guimaras that he had to attend to.</i>
Director Bernardo Jorge B. Mitra	<ul style="list-style-type: none"> • Online Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 31 May 2022 to 01 June 2022 from 8:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD)

<p>Director Reghis M. Romero III</p>	<ul style="list-style-type: none"> • Online Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 01 – 02 September 2022 from 8:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Webinar Series conducted by the Institute of Corporate Directors entitled “Pilipinas: Aspire, Rise, Sustain Series” held on the following dates: <p><u>Episode 1</u>: Green Energy Option Program held on 11 November 2022 from 4:00pm to 6:00pm</p> <p><u>Episode 2</u>: Social Governance Factors in the Post-Pandemic Landscape held on 18 November 2022 from 4:00pm to 6:00pm</p> <p><u>Episode 3</u>: Accelerating the Energy Transition and Inclusive Development – Towards a Prosperity Agenda held on 25 November 2022 from 4:00pm to 6:00pm</p>
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**Board Agreed Schedule vs. Actual Date
of Board Meetings for CY 2022**

Board Agreed schedule of Board Meetings for CY 2022	Actual Date of Board Meetings for CY 2022
January 12 and 26, 2022	January 12 and 26, 2022
February 09 and 23, 2022	February 09 and 23, 2022
March 09 and 23, 2022	March 09 and 23, 2022
April 06 and 20, 2022	April 06 and 29, 2022
May 11 and 25, 2022	May 10 and 25, 2022
June 08 and 22, 2022	June 09 and 22, 2022
July 13 and 27, 2022	July 13 and 27, 2022
August 10 and 24, 2022	August 10 and 24, 2022
September 14 and 28, 2022	September 14 and 29, 2022
October 12 and 26, 2022	October 12 and 26, 2022
November 09 and 23, 2022	November 09 and 23, 2022
December 07 and 21, 2022	December 07 and 21, 2022

References:

- Republic Act No. 7227
- BCDA Manual of Corporate Governance
- BCDA InFocus e-Newsletter Volume VIII Issue Nos. 1,6,9 and 11
- BCDA e-bulletin “Saludo sa Sundalo” Issue No. 4

DISCLOSURE AND TRANSPARENCY

The BCDA Annual Report discloses the corporate objectives, financial performance indicators, non-financial performance indicators, details of whistleblowing policy, biographical details of directors and training and/or continuing programs attended by each director.

BCDA's CY2022 Audited Financial Statement was released by the Commission on Audit on 16 June 2023 and was published on the BCDA's website on 22 June 2023 or within 30 days from receipt thereof. BCDA does not practice Global Reporting Index in its Annual Report.

The BCDA 2022 Annual Report was published on 13 September 2023, or within 90 days from BCDA's receipt of its Audited Financial Statement.

FINANCIAL HIGHLIGHTS

(Based on 2022 Audited Financial Statements)

The Bases Conversion and Development Authority (BCDA) was able to sustain strong and stable financial operations in 2022 despite the traces left by the adverse impact of the COVID-19 crisis globally. This was mainly driven by revenue streams from existing leases, joint ventures, concession agreements, and other income-generating activities of BCDA.

I. Statement of Financial Position

BCDA's total assets slightly decreased by 0.08%, from Php208.200 billion in 2021 to Php208.037 billion in 2022, due to timing difference in the collection of the receivables and increase in the depreciation of newly completed infrastructure projects. BCDA's total liabilities also decreased by 14.41%, from Php43.494 billion in 2021 to Php37.227 billion in 2022, due to the payment of the Japan International Cooperation Agency loan, remittance of the Armed Forces of the Philippines and beneficiaries' share to the Bureau of the Treasury (BTr), and utilization/return of funds from/to other government agencies. On the other hand, BCDA's total equity reached Php170.810 billion in 2022 from Php164.707 in 2021 driven by the strong results of operations.

Table 1. Statement of Financial Position

	2022	2021 Restated
Current Assets	31.833	36.236
Non-Current Assets	176.204	171.964
TOTAL ASSETS	208.037	208.200
Current Liabilities	8.494	12.646
Non-Current Liabilities	28.733	30.848
TOTAL LIABILITIES	37.227	43.494
Equity	170.810	164.706
TOTAL LIABILITIES AND EQUITY	208.037	208.200

Current Assets

The decrease in current assets by 12.15%, from Php36.236 billion in 2021 to Php31.833 billion in 2022, was primarily due to the remittance of the beneficiaries' share from asset disposition in the amount of Php6.375 billion to the BTr. Nevertheless, BCDA's current ratio improved from 2.8:1 in 2021 to 3.7:1 in 2022, indicating BCDA's ability to pay off short-term liabilities.

Non-Current Assets

Non-current assets reached Php176.204 billion in 2022 or 2.47% higher compared in 2021 due to the recognition of Php2.535 billion, representing the cost of the taxiway and apron project in the Clark International Airport New Passenger Terminal Building.

II. Statement of Comprehensive Income

The results of operations of BCDA in 2022 posted a bottom line figure of Php6.676 billion. The 208.24% growth from Php2.166 billion in 2021 was due to an increase in the net subsidy income from the National Government of Php6.354 billion.

<i>(in billions)</i>	2022	2021 Restated
Revenues	5.996	6.554
Operating Expenses	(3.026)	(2.464)
Income from Operations	2.970	4.090
Income Tax (Expense)/Benefit	(0.327)	0.397
Subsidy/ (Financial Assistance/Contribution), net	4.033	(2.321)
Total Comprehensive Income	6.676	2.166

Revenues

BCDA revenues slightly decreased from Php6.554 billion in 2021 to Php5.996 billion in 2022 due to the decrease in the remittance of the joint venture proceeds. On the other hand, toll revenues from the SCTEX operation rose by 41%, from Php1.284 billion in 2021 to Php1.811 billion in 2022, primarily driven by the increase in traffic volume despite the effect of the pandemic. Concession agreement with Luzon International Premier Airport Development (LIPAD) Corporation for the operation and maintenance of Clark International Airport also contributed revenues of Php124.613 million in 2022, showing a 75% growth from the previous year.

Expenses

BCDA incurred operating expenses of Php3.026 billion in 2022, which is 22.81% higher compared to those of 2021 due to the increase in depreciation expense attributable to the completion of infrastructure projects.

Subsidy/(Financial Assistance/Contribution), net

BCDA posted a positive net subsidy income from the National Government of Php4.033 billion in 2022 due to the receipt of National Government subsidies of Php7.254 billion to finance the payment of multi-year obligations for infrastructure and military replication projects. The net subsidy income is already net of the AFP contribution of Php3.092 billion remitted to the BTr.

Truthfulness and fairness/fair representation of the 2022 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. 2023-06-087.

Annex “B”

Attendance Record of BCDA BODs for 2022

Bases Conversion and Development Authority
Directors' Attendance Record for the Period JANUARY 2022 to DECEMBER 2022

Name of Board Member	Position	Date of Most Recent Appointment	Audit and Corporate Governance Committee	Business Development Committee	Finance and Investments Committee	Organization Development Committee	Legal, Risk Management, and External Relations Committee
GREGORIO D. GARCIA III	Chairman	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 09 August 2016, to serve the unexpired Term of Office that began on 01 July 2016 and will end on 30 June 2017	Y	Y	Y	Y	Y
ARISTOTLE B. BATUHAN	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 14 October 2016, to serve the unexpired Term of Office that began on 01 July 2016 and will end on 30 June 2017	Y	Y	Y	N	Y
FERDINAND S. GOLEZ	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 16 June 2017, to serve the unexpired Term of Office that began on 01 July 2016 and will end on 30 June 2017	Y	Y	Y	Y	Y
GLORIOSO V. MIRANDA	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 09 January 2018, to serve the unexpired Term of Office that began on 01 July 2017 and will end on 30 June 2018	Y	Y	Y	Y	N
DAVID L. DIWA	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 07 February 2018, to serve the unexpired Term of Office that began on 01 July 2017 and will end on 30 June 2018	N	Y	N	Y	Y
GERARD M. CAMIÑA	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 08 May 2018, to serve the unexpired Term of Office that began on 01 July 2017 and will end on 30 June 2018	Y	Y	Y	Y	Y
HENRY L. URI	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 19 August 2019, to serve the unexpired Term of Office that began on 01 July 2019 and will end on 30 June 2020	N	Y	Y	Y	Y

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PEDRO R. LAYLO, JR.	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 03 December 2019, to serve the unexpired Term of Office that begun on 01 July 2019 and will end on 30 June 2020	Y	Y	N	Y	Y
BERNARDO JORGE B. MITRA	Member	Pursuant to the appointment paper signed by President Rodrigo Roa Duterte dated 08 March 2022, to serve the unexpired Term of Office that began on 01 July 2021 and will end on 30 June 2022	N	Y	N	N	Y
DELFIN N. LORENZA	Acting Chairman	Pursuant to the appointment paper signed by President Ferdinand R. Marcos, Jr. dated 04 July 2022	Y	Y	Y	Y	Y
AILEEN ANUNCIACION R. ZOSA	Acting PCEO; and Acting Member	Pursuant to the appointment paper signed by President Ferdinand R. Marcos, Jr. dated 04 July 2022	N	Y	Y	Y	Y
REGHIS M. ROMERO III	Acting Member	Pursuant to the appointment paper signed by President Ferdinand R. Marcos, Jr. dated 04 July 2022	N	Y	Y	Y	Y

LEGENDS:

P – Present
A – Absent

NA – Not Applicable
OB – Official Business

July

Bases Conversion and Development Authority
Attendance Record of Directors in Board and Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

Name of Board Member	Nature of Position	Position	Board and Committee			Board Attendance			Committee Attendance		
			Total	Actual	Percentage	Total	Actual	Percentage	Total	Actual	Percentage
GREGORIO D. GARCIA III	Appointive	Chairman	22	20	90.91%	12	11	91.67%	10	9	90%
ARISTOTLE B. BATUHAN	Appointive	Member	43	43	100%	24	24	100%	19	19	100%
FERDINAND S. GOLEZ	Appointive	Member	47	36	76.60%	24	19	79.17%	23	17	73.91%
GIORIOSO V. MIRANDA	Appointive	Member	47	47	100%	24	24	100%	23	23	100%
DAVID L. DIWA	Appointive	Member	40	40	100%	24	24	100%	16	16	100%
GERARD M. CAMIÑA	Appointive	Member	47	47	100%	24	24	100%	23	23	100%
HENRY L. URI	Appointive	Member	22	22	100%	13	13	100%	9	9	100%
PEDRO R. LAYLO, JR.	Appointive	Member	23	23	100%	13	13	100%	10	10	100%
BERNARDO JORGE B. MITRA	Appointive	Member	31	29	93.55%	19	18	94.74%	12	11	91.67%
DELFIN N. LORENZANA	Appointive	Acting Chairman	25	25	100%	12	12	100%	13	13	100%
AILEEN ANUNCIACION R. ZOSA	Appointive	Acting PCEO, and Acting Member	21	21	100%	11	11	100%	10	10	100%
REGHIS M. ROMERO III	Appointive	Acting Member	21	21	100%	11	11	100%	10	10	100%

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Bases Conversion and Development Authority
Attendance Record of Directors in Board Meetings for the Period JANUARY 2022 to DECEMBER 2022

GOVERNING BOARD MEETING				Date of Board Meeting																							
Name of Board Member	Total	Actual	Attendance %																								
				Jan 12	Jan 26	Feb 09	Feb 23	Mar 09	Mar 23	Apr 06	Apr 29	May 10	May 25	Jun 09	Jun 22	Jul 13	Jul 27	Aug 10	Aug 24	Sep 14	Sep 29	Oct 12	Oct 26	Nov 09	Nov 23	Dec 07	Dec 21
GREGORIO D. GARCIA III	12	11	91.67%	P	P	P	P	P	P	P	P	P	A	P	P	P	P	P	P	P	P	P	P	P	P	P	P
ARISTOTLE B. BATUHAN	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
FERDINAND S. GOLEZ	24	19	79.17%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	A	A	A	A	A	A
GLORIOSO V. MIRANDA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
DAVID L. DIWA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GERARD M. CAMIÑA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
HENRY L. URI	13	13	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
PEDRO R. LAYLO, JR.	13	13	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
BERNARDO JORGE B. MITRA	19	18	94.74%	NA	NA	NA	NA	NA	NA	P	P	P	A	P	P	P	P	P	P	P	P	P	P	P	P	P	P
DELFIN N. LORENZANA	12	12	100%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	P	P	P	P	P	P	P	P	P	P	P	P
AILEEN ANUNCIACION R. ZOSA	11	11	100%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	P	P	P	P	P	P	P	P	P	P	P	P
REGIS M. ROMERO III	11	11	100%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	P	P	P	P	P	P	P	P	P	P	P	P

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Bases Conversion and Development Authority
Attendance Record of Directors in Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

AUDIT AND CORPORATE GOVERNANCE COMMITTEE MEETING							
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting			
				Jun 22	Oct 19	Oct 26	Dec 21
GREGORIO D. GARCIA III	1	1	100%	P	NA	NA	NA
FERDINAND S. GOLEZ	4	1	25%	P	A	A	A
GLORIOSO V. MIRANDA	4	4	100%	P	P	P	P
GERARD M. CAMIÑA	4	4	100%	P	P	P	P
PEDRO R. LAYLO, JR.	1	1	100%	P	NA	NA	NA
DELFIN N. LORENZANA	3	3	100%	NA	P	P	P

*Director Ferdinand S. Golez filed his indefinite leave of absence on 13 October 2022.

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Attendance Record of Directors in Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

FINANCE AND INVESTMENTS COMMITTEE MEETING						
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting		
				Sep 15	Sep 16	Oct 12
GERARD M. CAMIÑA	3	3	100%	P	P	P
ARISTOTLE B. BATUHAN	3	3	100%	P	P	P
FERDINAND S. GOLEZ	3	3	100%	P	P	P
GLORIOSO V. MIRANDA	3	3	100%	P	P	P
DELFIN N. LORENZANA	3	3	100%	P	P	P
AILEEN ANUNCIACION R. ZOSA	3	3	100%	P	P	P
REGHIS M. ROMERO III	3	3	100%	P	P	P

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Attendance Record of Directors in Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

ORGANIZATION DEVELOPMENT COMMITTEE MEETING				
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting
GREGORIO D. GARCIA III	1	1	100%	P Mar 23
ARISTOTLE B. BATUHAN	1	1	100%	P
FERDINAND S. GOLEZ	1	1	100%	P
DAVID L. DIWA	1	1	100%	P
GERARD M. CAMIÑA	1	1	100%	P
GLORIOSO V. MIRANDA	1	1	100%	P
HENRY L. URI	1	1	100%	P
PEDRO R. LAYLO, JR.	1	1	100%	P

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Attendance Record of Directors in Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

BUSINESS DEVELOPMENT AND LEGAL, RISK MANAGEMENT & EXTERNAL RELATIONS COMMITTEE MEETING						
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting		
				Jun 22	Sep 29	Dec 21
GREGORIO D. GARCIA III	1	1	100%	P	NA	NA
ARISTOTLE B. BATUHAN	3	3	100%	P	P	P
FERDINAND S. GOLEZ	3	2	66.67%	P	P	A
GLORIOSO V. MIRANDA	3	3	100%	P	P	P
DAVID L. DIWA	3	3	100%	P	P	P
GERARD M. CAMIÑA	3	3	100%	P	P	P
HENRY L. URI	1	1	100%	P	NA	NA
PEDRO R. LAYLO, JR.	1	1	100%	P	NA	NA
BERNARDO JORGE B. MITRA	3	3	100%	P	P	P
DELFIN N. LORENZANA	2	2	100%	NA	P	P
AILEEN ANUNCIACION R. ZOSA	2	2	100%	NA	P	P
REGHIS M. ROMERO III	2	2	100%	NA	P	P

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Attendance Record of Directors in Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

JOINT MEETING OF THE ORGANIZATION DEVELOPMENT, BUSINESS DEVELOPMENT, FINANCE & INVESTMENTMENTS, AND LEGAL, RISK MANAGEMENT & EXTERNAL RELATIONS COMMITTEES					
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting	
				May 25	Nov 23
GREGORIO D. GARCIA III	1	0	0%	A	NA
ARISTOTLE B. BATUHAN	2	2	100%	P	P
FERDINAND S. GOLEZ	2	1	50%	P	A
GLORIOSO V. MIRANDA	2	2	100%	P	P
DAVID L. DIWA	2	2	100%	P	P
GERARD M. CAMIÑA	2	2	100%	P	P
HENRY L. URI	1	1	100%	P	NA
PEDRO R. LAYLO, JR.	1	1	100%	P	NA
BERNARDO JORGE B. MITRA	2	1	50%	A	P
DELFIN N. LORENZANA	1	1	100%	NA	P
AILEEN ANUNCIACION R. ZOSA	1	1	100%	NA	P
REGHIS M. ROMERO III	1	1	100%	NA	P

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Bases Conversion and Development Authority

Attendance Record of Directors in Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

JOINT MEETING OF THE BUSINESS DEVELOPMENT, FINANCE & INVESTMENTMENTS, AND LEGAL, RISK MANAGEMENT & EXTERNAL RELATIONS COMMITTEES													
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting									
				Jan 12	Jan 26	Feb 09	Mar 23	May 10	Jun 09	Aug 24	Sep 14	Dec 07	Dec 14
GREGORIO D. GARCIA III	6	6	100%	P	P	P	P	P	P	NA	NA	NA	
ARISTOTLE B. BATUHAN	10	10	100%	P	P	P	P	P	P	P	P	P	
FERDINAND S. GOLEZ	10	9	90%	P	P	P	P	P	P	P	A	P	
GLORIOSO V. MIRANDA	10	10	100%	P	P	P	P	P	P	P	P	P	
DAVID L. DIWA	10	10	100%	P	P	P	P	P	P	P	P	P	
GERARD M. CAMIÑA	10	10	100%	P	P	P	P	P	P	P	P	P	
HENRY L. URI	6	6	100%	P	P	P	P	P	P	NA	NA	NA	
PEDRO R. LAYLO, JR.	6	6	100%	P	P	P	P	P	P	NA	NA	NA	
BERNARDO JORGE B. MITRA	7	7	100%	NA	NA	NA	P	P	P	P	P	P	
DELFIN N. LORENZANA	4	4	100%	NA	NA	NA	NA	NA	P	P	P	P	
AILEEN ANUNCIACION R. ZOSA	4	4	100%	NA	NA	NA	NA	NA	P	P	P	P	
REGHIS M. ROMERO III	4	4	100%	NA	NA	NA	NA	NA	P	P	P	P	

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Bases Conversion and Development Authority

Attendance Record of Directors in Committee Meetings for the Period JANUARY 2022 to DECEMBER 2022

Board Committees	Total Number of Committee Meetings Conducted in CY 2022
Audit and Corporate Governance Committee	4
Finance and Investments Committee	3
Organization and Development Committee	1
Joint Business Development and Legal & Risk Management and External Relations Committees	3
Joint Organization Development, Business Development, Finance & Investments, and Legal & Risk Management and External Relations Committees	2
Joint Business Development, Finance & Investments, and Legal & Risk Management and External Relations Committees	<u>10</u>
Total	23

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Noted by:


ATTY. GISELA Z. KALALO
Corporate Secretary