



“MAPping the Future” Column in *INQUIRER*

**“Simplified tax regime for micro and small enterprises”**

August 8, 2022

Mr. RAYMOND “Mon” A. ABREA

**B**ased on the March 2022 Labor Force Survey of the Philippine Statistics Authority (PSA), there are more than 17 million (M) informal sector workers, including tiangge (or flea market) and ambulant vendors, street vendors, and over 1.3M sari-sari stores which remain unregistered with the Bureau of Internal Revenue (BIR).

Generally, they fall under the category of micro enterprises. However, under Revenue Regulation 11-2000, self-employed individuals with annual gross sales or receipts not exceeding P100,000 are classified as marginal income earners. While they may also apply for BMBE (Barangay Micro Business Enterprises) certification to avail of income tax exemption, marginal income earners are exempted from tax compliance requirements, e.g.,

- P500 annual registration fee;
- maintaining books of accounts and submitting audited financial statements;
- issuing of official receipts or invoices;
- filing and paying 12% VAT or 3% percentage tax;
- filing and paying expanded withholding tax.

Should we increase the income threshold for marginal income earners to encourage the informal sector, including sari-sari stores, tiangge, ambulant and street vendors, to register with BIR? P100,000 annual gross sales or P8,333.33 monthly gross sales is even below the average daily sales of a sari-sari store.

Congress must revisit this and legislate a law redefining marginal income earners with a higher annual sales or revenue threshold from P100,000 to P1M and impose a fixed income tax of P1,000 payable after its first year of operation to encourage them to register with BIR, SSS, Pag-ibig, and Philhealth. In return, they get to file an income tax return which they can use to open bank accounts, apply for personal loans, and formalize their source of income.

Broadening the taxpayer base must not be confused or compromised with the goal of increasing tax collections. Digital transformation must aid and further simplify both registration and compliance with lower or flat tax to encourage more individual taxpayers to register, file and pay taxes.

Further, tax compliance must provide non-fiscal incentives, like access to credit or working capital for marginal income earners.

Under the BMBE Act of 2002, any individual or corporate taxpayer engaged in business, not in the practice of a profession, may apply for BMBE certification provided their total assets do not exceed P3M. The law provides benefits as follows:

- Exemption from income tax;
- Exemption from the coverage of Minimum Wage Law;
- Access to financial assistance;
- Access to training and technology transfer.

Note, however, that the exemption is from income tax. Therefore, a BMBE certified enterprise is

still required to file and pay business tax, either 3% percentage tax quarterly if the annual gross sales or receipts do not exceed P3M or 12% VAT monthly and quarterly if the annual gross sales or receipts exceed the P3M threshold.

While most of them remain in the informal sector, they continue to contribute in our economy through their accumulated spending or disbursements. More than collecting taxes from this sector, the government must provide financial assistance and training programs, and other services to help them grow and sustain their businesses.

So, how do we further simplify tax compliance for micro and small enterprises to formalize or register all them?

FIRST, we need to register all gainfully employed and self-employed individuals, including foreigners and corporations, to broaden the taxpayer base, regardless of whether they are exempted from paying income tax or not. The key is to have a comprehensive database based on the total population.

Maybe BIR can work with the National Economic and Development Authority (NEDA) and use the Philippine Identification System (PhilSys) to make sure that 100% of the total employed and self-employed individuals are registered with BIR, and are given a tax identification number (TIN).

Also, the BIR can secure databases from other government agencies to compare or update its taxpayer database, e.g.:

1. Securities and Exchange Commission (SEC) for non-individual or corporate taxpayers - for profit or non-for-profit organizations;
2. SSS, PAG-IBIG, Philhealth for individual taxpayers - employed and self-employed who registered under voluntary payment system;
3. OWWA for overseas Filipino workers (OFWs);
4. Department of Trade and Industry (DTI) for self-employed or sole proprietors;
5. Department of Foreign Affairs (DFA) for foreigners or alien individuals who are gainfully employed or doing business in the Philippines;
6. Professional Regulatory Commission (PRC) for licensed professionals, like doctors, accountants, engineers, etc.;
7. Supreme Court and Integrated Bar of the Philippines (IBP) for lawyers;
8. Google for content creators or influencers earning royalty through YouTube;
9. Lazada, Shopee, FoodPanda, Grab, Angkas and other digital platforms or orchestrators,

including online games and live-streaming apps for registered sellers, drivers or players generating income through their platforms or app.

SECOND, the government must provide fiscal and non-fiscal incentives to encourage them to register, e.g.:

- a. Tax holiday for the first two years or P1M income of startups. This can still be included in the proposed Internet Transaction Act;
- b. Generation of tax returns for informal sectors so they can use it to open a bank account or apply for personal/business loan, visa, etc.
- c. Offer an interest-free working capital or loan for micro enterprises payable in 2-3 years where they will be given a target profit or cash position to renew their loan or avail more incentives;
- d. Priority suppliers or contractors for government procurement or projects;
- e. Access to free training seminars, trade expos and inclusion in the database of registered MSMEs which will be preferred suppliers for both private and public procurements.

THIRD, allow an optional 10% flat tax in lieu of all taxes and remove non value-added and very costly compliance, including books of accounts. The requisite to avail the flat tax must be the use of electronic invoicing and online submission of profit and loss statements to monitor the sales and performance of the micro and small enterprises.

Once we have addressed the tax gap from unregistered taxpayers, we can focus now on the tax gap from undeclared income to broaden the tax base which is equally important in improving tax collections. The full implementation of the electronic invoicing system under the TRAIN Law will be helpful as it captures the actual sales of businesses. Effective January 2023, the use of eInvoicing will be mandatory for large taxpayers, eCommerce businesses and exporters.

Immediate priority is to revisit the qualification or threshold to be classified as large taxpayers owing to the fact that they contribute more than 60% of the total collections. If we can double the number of companies classified as large taxpayers, then BIR can clearly and easily focus on their compliance using data analytics and industry benchmarking to further increase the voluntary payments.

Finally, instead of auditing the same companies every year, the BIR must adopt a risk-based audit — that means only high-risk taxpayers must be audited. And the full force of the law must be enforced to tax evaders to serve as a deterrent, i.e., deport foreign or alien individuals who do not

pay taxes, dismiss or permanently disqualify public officials and revoke the CPA license of accountants who will be involved in any tax evasion case as provided in Section 253 of the tax code.

Here's the summary of a simplified tax regime for micro and small enterprises:

TAX REFORMS FOR MICRO & SMALL ENTERPRISES							
TAXPAYER TYPE	INCOME LEVEL (ANNUAL SALES)	TOTAL ASSETS	INCOME TAX RATE	TAX COMPLIANCE REQUIREMENTS			AUDIT/RENEWAL
				BOOKS OF ACCOUNTS	OR/INVOICE	AFS	
Employees	Fixed income	-	15%-25%	x	x	x	N/A
Marginal Income Earners	Up to P1 Million	-	P1,000 fixed amount annually	x	x	x	Tax mapping; online submission of profit and loss statement using BIR template
Micro Enterprises	Up to P50 Million	P3 Million	Optional 10% flat tax	x	Manual or e-invoicing	✓	Tax Compliance Verification Drive; BMBE Certification renewal every 2 years
Small Enterprises	P51 - 500 Million	P100 Million	Optional 10% flat tax	x	Manual or e-invoicing	✓	Risk-based audit; only high risk taxpayers will be subject to audit
Medium Enterprises	P501 - 999 Million	Below P300 Million	20% / 25%	CAS	Manual or e-invoicing	✓	Regular audit once every 3 years
Large Enterprises (LTS)	P1 Billion & above	P300 Million and above	25%	CAS	e-invoicing	✓	Regular audit every year except if they meet industry benchmarking threshold

\*AFS - Audited Financial Statements    \*CAS - Accredited Computerized Accounting System    \*LTS - Large Taxpayers Service

The proposed simplified tax regime for micro and small enterprises will more likely increase registered individual taxpayers and voluntary compliance without imposing new taxes. While the BIR is completing its digital transformation, it must reallocate its resources and focus on narrowing the tax gap and broadening the taxpayer base to increase voluntary compliance without relying on random audit and investigation which result in compromises.

*(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is Member of the MAP Ease of Doing Business Committee, Founding Chair and Senior Tax Advisor of Asian Consulting Group and Co-Chair of Paying Taxes – EODB Task Force. He is Trustee of CSR Philippines – the advocacy partner of the BIR, Department of Trade and Industry (DTI), and Anti-Red Tape Authority (ARTA) on ease of doing business and tax reform. Feedback via [map@map.org.ph](mailto:map@map.org.ph) and [mon@acg.ph](mailto:mon@acg.ph)).*



## “MAP Insights” Column in BUSINESSWORLD

### **“Building a more climate-resilient Philippines”**

August 9, 2022

Mr. RAYMOND “Mon” A. ABREA

It's been three weeks since I got here in Cambridge, Massachusetts. Never thought I would have to experience heat waves to know how serious climate change (CC) is. It's not even in the list of courses I want to study at the Harvard Kennedy School (HKS). But the discussion on CC is part of our summer program, and it's quite intense.

It is also part of my ordeal of having to walk daily for 15-20 minutes under the heat of the sun from my apartment to HKS. It's definitely hotter than the summer in the Philippines. I even got dry cough and colds in the second week. But it's not COVID-19, that's CC!

The first time I heard about CC was in 2015. The Paris Agreement was all over the news. At that time, it seemed to me that the problem was solved already. I'm not sure how many people around the world did care much about it but I joined our government in celebrating since the Philippines is a signatory of the climate agreement, without clearly understanding what it really meant for me and our country.

Unfortunately, the Philippines is a disaster-prone country and more vulnerable to the effects of CC. While we are used to tropical storms and flash floods which usually result in cancellation of classes especially in Metro Manila, we have been experiencing earthquakes, volcanic eruptions, El Niño more often recently, and then COVID-19 pandemic happened.

A new department was already proposed prior to the pandemic. It is separate from the National Disaster Risk Reduction and Management Council (NDRRMC), an attached agency under the Department of National Defense, which is currently handling disaster-related concerns. In the opening of the 19th Congress, a proposal for the creation of the Department of Disaster Resilience (DDR) was filed again. In the House Bill No. 13, it was reiterated that seventy-four percent of Filipinos and eighty percent of the country's land area are exposed to the risk of natural calamities.

Consequently, President Ferdinand Marcos, Jr. expressed his support in the creation of the new department during his first State of the Nation Address (SONA) on July 25, 2022. He said that renewable energy is on top of his climate agenda to further lower our carbon footprint. He briefly mentioned about building new nuclear power plants, using more solar power, and providing investment incentives by clarifying the uncertain policies on upstream gas, particularly in the area close to Malampaya gas field – a deepwater gas-condensate reservoir located offshore, 65 km northwest of the island of Palawan.

After attending the lectures and discussions on CC as part of the MPA Summer Program at the HKS, I got even more confused and at the same time overwhelmed about how it affects the Philippines or what exactly are we doing back home?

So, I became more curious. I started reading and searching all related laws and regulations, policies and programs and anything about CC.

I'm not a CC expert but we all have to know and support what our country is doing to save the planet. A strategy roadmap is needed to engage all stakeholders, especially with the use of a balanced scorecard which the public can understand to monitor progress similar to the World Bank Report on Ease of Doing Business.

As Co-Chair of the Ease of Doing Business on paying taxes, I have witnessed how all stakeholders, both from public and private sectors, have been very much involved and committed in improving our competitiveness ranking in the World Bank report.

The Philippines has committed to a seventy-five percent (75%) Greenhouse Gas (GHG) reduction and avoidance by 2030. With less than one percent of global greenhouse gas emissions, we are definitely not a major source of carbon emissions, unlike China, US and Russia who are the top 3 countries with the largest carbon footprint. But why should we care? And who is on top of all these CC initiatives?

The simple answer is we are all in this together. We have one earth to save, regardless of our country's

CO2 emission. We can choose to blame other countries, or resolve to contribute in mitigating the risks and effects of CC.

In the Philippines, it's the CC Commission (CCC) who is the sole policy-making body of the government tasked to coordinate, monitor and evaluate the programs and action plans of the government relating to CC.

As a fiscal policy and tax consultant, I have worked with CCC on tax incentives and regulations to build resilience against CC. In the same way, we strive to have an efficient tax system, a climate-resilient Philippines requires a whole government approach involving all stakeholders not just to push for climate agenda but to transition to a more sustainable lifestyle for every Filipino.

While we laud CCC's leadership and accomplishments, we need a balanced scorecard to objectively measure the impact of all existing laws, particularly those granting tax incentives whether they're really promoting green industries, cities or jobs; e.g., Renewable Energy Act of 2009 (RA 9513), Green Jobs Act (RA 10771), Philippine Clean Air Act of 1999 (RA 8749), Philippine Clean Water Act of 2004 (RA 9275), among others. Given the challenges we faced in implementing the existing laws related to CC, CCC must work closely with Congress to make sure mechanisms are in place before new taxes will be imposed. We have to be careful so as not to pass the burden of new taxes to the consumers.

CCC will be in the best position to give an impact assessment and recommendations as to what policies or best practices can be adopted to achieve our 75% GHG reduction by 2030. They should also be part of the discussion and deliberation in the Ways and Means Committee regarding the laundry list of proposed taxes, e.g., carbon tax, congestion tax, energy tax, air pollution tax, biodiversity services tax, single-use plastic tax or even a border carbon adjustment so we can impose carbon tariffs on carbon intensive products.

In the end, we are one with the CCC in its vision of a climate-resilient and climate-smart Philippines with healthy, safe, prosperous and self-reliant communities, and more environment-friendly, earth-loving and responsible Filipinos.

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# BOARD TALK

Business Features Editor  
Doris Damian-Absalon

## The No.1 thing that is more valuable than time or money

No matter if your goal is to recover or grow, in these times of change and uncertainty, there is one thing more important to any business leader or business owner than time or money: your attention.

We live in a "VUCA" world—a world of volatility, uncertainty, complexity and ambiguity. The pandemic has created a new global and national economic order with a very uneven distribution of winners and losers.

On a global scale, the Russia-Ukrainian conflict has brought us many new uncertainties due to inflation, capital market changes, uncertain interest rates, high energy prices, localization, food insecurity, global supply chain disruptions and more. Some Filipino companies are more impacted by this conflict than they had been by the pandemic.

Change on a global and national scale is now faster than ever before in history.

### Energy flows

As a business leader, you need to focus on opportunities because these will ultimately be what will drive the revenues and profits of your business.

In other words, what you focus on, you get more of. In a practical sense, this means that you should focus your attention and the attention of your teams on opportunities. Especially in these times of change, there are many unique opportunities in any market or industry.

Why? First, big change always creates big opportunities. It is a natural law. Second, in times of big change, most businesses sit and wait. This creates unique opportunities for the ones that do not, the ones that analyze the market and then take decisive action.

In a lot of industries, this is an ideal time to easily "steal" market share from competitors that would otherwise require much more time, energy, money and resources in less turbulent times.



### PROFIT PUSH

TOM OLIVER

Why do most companies sit and wait in turbulent times? Because the No.1 human need is the one for certainty and consistency, the need for things to stay the same, to stay familiar. Nobody likes change. That is your chance! Get your best people and the best experts to analyze the markets you are in and the golden opportunities that these turbulent times create. Predict the trends that are about to come and then take massive action.

### Feed the opportunities and starve the problems

As a business leader, you should follow this ruthless focus on opportunities in all meetings. Discuss opportunities first, only then address the challenges.

I've worked closely with top Fortune 500 CEOs and self-made billionaire entrepreneurs, including some of the famous ones you read about in the news every week. All of them have one thing in common: they are incurable optimists.

However, beware of "optimism overflow." That is the

disease of overly enthusiastic businessmen and owners who somehow think that by their sheer pure optimism, challenges in their business will vanish. In short, they put their heads in the sand. That does not work either.

### One small hole can sink an entire ship

This means that you need to pay intense attention to detail to make sure that you spot any matters within your business that can bring the ship down. This is not as easy as it sounds. You need to be able to distinguish the must-dos from the like-to-dos, the blips from the catastrophes.

And that only comes with practice and by surrounding yourself with two kinds of people: first, people who are a lot smarter than you are; second, people who are very different from you so that they complete your vision of reality. Why is it necessary? Because all of us see only a small part of reality but we are caught up in the illusion that we see all of it.

Challenges are by nature difficult to deal with, so most businesses make two kinds of mistakes:

1. They ignore the challenges because they have the wrong idea that they will go away by themselves. This does not work, of course, because challenges only get bigger with time if not solved.

In my work with many of the world's most famous companies from Johnson & Johnson to Coca-Cola and Google, I have yet to come across an organization where challenges magically resolve themselves. It does not happen. Challenges are like dirty laundry: the longer you leave them unattended, the more they stink.

2. They get so overwhelmed or burdened by the challenges that they occupy most of their mental space. This is a wrong practice as well because it will block all opportunities from your view. And remember: the opportunities are the ones that will make the money for your business so they should always come first.

Not all challenges are created equal. Focus on identifying and exploiting opportunities first. Then, attend to challenges. But do not treat all challenges equally. Differentiate between the ones that need your urgent

attention—the deal-breakers, the showstoppers—and the ones that do not.

Focus your attention on identifying and solving not only the immediate challenges but also the root causes of these challenges. Everything has a root cause. Keep asking "why" until you reach it. Most businesses stop too early and therefore never get to the bottom of things. They treat symptoms, not causes.

As a business leader, it is part of your job to look at your business as a machine that produces outcomes. Identify the root causes of the challenges within your business. They will point to the elements in the machine that need redesigning. Then, redesign the machine.

### The fountain of youth for your attention

The No.1 reason why most self-made billionaires and the top Fortune 500 CEOs meditate regularly is that it is one of the best tools to sharpen your attention. It allows you to get rid of the clutter in your mind.

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so you have your full attention powers available. I have written about this extensively in my article titled "The secret weapon of self-made billionaires and how you can use it too," which you can easily find online.

Remember, a great business leader can focus on the big and the small stuff at the same time: the big picture goals and the overall vision of the company, and the most minute details that could signal that there is a hole in the ship.

3 next steps  
Focus your attention on identifying and exploiting opportunities first. Get your best people and the best experts to analyze the markets you are in and the golden opportunities that these turbulent times create. Predict the trends that are about to come. Then, take massive action to profit from these opportunities.

Only then attend to challenges. Differentiate between the challenges that need your urgent attention: the deal-breakers, the showstoppers. Focus your attention on identifying and solving not only the immediate challenges but also the root causes of these challenges.

As a business leader, it is part of your job to look at your business as a machine that produces outcomes. The root causes of the challenges within your business will point to the elements in the machine that need redesigning. Then, make a new design that produces better outcomes. □



Tom Oliver, a "global management guru" (Bloomberg), is the chief of the Tom Oliver Group, the trusted advisor and counselor to many of the world's most influential family businesses, medium-sized enterprises, market leaders and global conglomerates. For more information and inquiries visit: [TomOliverGroup.com](http://TomOliverGroup.com) or email: [TomOliver@inquirer.com.ph](mailto:TomOliver@inquirer.com.ph)

## Tax challenges and opportunities for the new administration

Based on the March 2022 Labor Force Survey of the Philippine Statistics Authority, there are more than 17 million informal workers, including *tangkas*, *ambulant* and street vendors, plus over 13 million *sari-sari* stores that remain unregistered with the Bureau of Internal Revenue (BIR).

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Should we increase the income threshold to encourage the informal sector to register with BIR? The P500,000 annual gross sales or P8,333.33 monthly level is even below the average daily sales of a *sari-sari* store.

Congress must revisit this and legislate a law redefining marginal income earners with higher annual sales or revenue threshold from P500,000 to P1 million, and impose a fixed



### MAPPING THE FUTURE

RAYMOND ABREA

come tax of P5,000 payable after the first year of operation to encourage them to register with BIR, Social Security System (SSS), Pag-IBIG and PhilHealth. In return, they get to file an income tax return, which they can use to open bank accounts, apply for loans and formalize their source of income.

Broadening the taxpayer base must not be confused with the goal of increasing tax collections. Digital transformation must aid and further simplify both registration and compliance.

Further, tax compliance must provide nonfiscal incentives, like access to credit or working capital for marginal income earners.

Under the BMBE Act of 2002, any individual or corporate taxpayer engaged in business may apply for BMBE certification provided their total assets do

not exceed P5 million. They are exempted from income tax and minimum wage law and they get access to financial assistance, training and technology transfer.

Note, however, that the exemption is from income tax. Therefore, a BMBE-certified enterprise is still required to file and pay business tax—either 3-percent tax quarterly if the annual gross sales or receipts do not exceed P5 million or 12 percent VAT monthly and quarterly if the annual gross sales or receipts exceed the P5-million threshold.

More than collecting taxes from this sector, the government must provide financial assistance and training programs, and other services to help them grow and sustain their businesses.

### Making it easier

So, how do we further simplify tax compliance for micro and small enterprises to formalize or register all them?

First, we need to register all gainfully employed and self-employed individuals, including foreigners and corporations, whether they are exempt from paying income tax or not. The key is to have a comprehensive database based on total population. Maybe BIR can work with the National Economic and Development Authority and use the Philippine Identification System to make

sure that 100 percent of them are registered with BIR, and are given a tax identification number.

Also, the BIR can secure databases from other government agencies to compare with or update its taxpayer database, e.g. Securities and Exchange Commission, 555, Pag-IBIG, PhilHealth, Overseas Workers Welfare Administration, Department of Trade and Industry, Department of Foreign Affairs, Professional Regulatory Commission, Supreme Court, Integrated Bar of the Philippines, Google (for content creators or influencers earning royalty through YouTube) and Lazada, Shopee, FoodPanda, Grab, Angkas and other digital platforms or orchestrators, including online games and live-streaming apps.

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Once we have addressed the tax gap from the unregistered, we can focus now on undeclared income to broaden the tax base, which is equally important. The full implementation of the electronic invoicing system will be helpful as it captures actual sales of businesses. Effective January 2023, the use of e-invoicing will be mandatory for large taxpayers, e-commerce businesses and exporters.

Immediate priority is to revisit the threshold for large taxpayers, as they contribute more than 60 percent of total collections. If we can double the number of companies classified as large taxpayers, then BIR can clearly and easily focus on compliance using data analytics and

industry benchmarking.

Finally, instead of auditing the same companies every year, the BIR must adopt a risk-based audit—that means only high-risk taxpayers must be audited. And the full force of the law must be enforced to tax evaders to serve as a deterrent, i.e., deport foreign or alien individuals, dismiss or permanently disqualify public officials and revoke the CPA license of accountants involved in any tax evasion case.

A simplified tax regime for micro and small enterprises will more likely increase registered individual taxpayers and voluntary compliance without imposing new taxes. While BIR is completing its digital transformation, it must reallocate its resources and focus on narrowing the tax gap and broadening the taxpayer base to increase voluntary compliance without relying on random audit and investigation, which result in compromises. □

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# Building a more climate-resilient Philippines

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used to tropical storms and flash floods which usually result in the cancellation of classes (especially in Metro Manila), we have also been experiencing earthquakes, volcanic eruptions, and El Niño has been happening more often recently, and then the COVID-19 pandemic happened.

A new department to deal with disasters was already proposed prior to the pandemic. It is separate from the National Disaster Risk Reduction and Management Council (NDRRMC), an attached agency under the Department of National Defense, which is currently handling disaster-related concerns. In the opening of the 19<sup>th</sup> Congress, a proposal for the creation of the Department of Disaster Resilience (DDR) was filed again. In House Bill No. 13, it was reiterated that 74% of Filipinos and 80% of the country's land area are exposed to the risk of natural calamities.

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our carbon footprint. He briefly mentioned building new nuclear power plants, using more solar power, and providing investment incentives by clarifying the uncertain policies on upstream gas, particularly in the area close to the Malampaya gas field—a deep-water gas-condensate reservoir located offshore, 65 km northwest of the island of Palawan.

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As Co-Chair of the Ease of Doing Business or proving taxes, I have witnessed how all stake-

holders, both from the public and private sectors, have been very much involved and committed to improving our competitiveness ranking in the World Bank report.

The Philippines has committed to 75% Greenhouse Gas (GHG) reduction and avoidance by 2030. With less than 1% of global greenhouse gas emissions, we are definitely not a major source of carbon emissions, unlike China, the US, and Russia who are the Top 3 countries with the largest carbon footprint. But why should we care? And who is on top of all these climate change initiatives?

The simple answer is we are all in this together. We have one earth to save, regardless of our country's CO<sub>2</sub> emission. We can choose to blame other countries, or resolve to contribute in mitigating the risks and effects of climate change.

In the Philippines, it's the Climate Change Commission (CCC) that is the sole policy-making body of the government tasked to coordinate, monitor, and evaluate the programs and action plans of the government relating to climate change.

As a fiscal policy and tax consultant, I have worked with the CCC on tax incentives and regulation to build resilience against climate change. In the same way

that we strive to have an efficient tax system, a climate-resilient Philippines requires a whole government approach involving all stakeholders, not just to push for a climate agenda but to transition to a more sustainable lifestyle for every Filipino.

While we laud the CCC's leadership and accomplishments, we need a balanced scorecard to objectively measure the impact of all existing laws, particularly those granting tax incentives, whether they're really promoting green industries, cities, or jobs—e.g. the Renewable Energy Act of 2009 (RA 9513), the Green Jobs Act (RA 10771), the Philippine Clean Air Act of 1999 (RA 8749), and the Philippine Clean Water Act of 2004 (RA 9275), among others.

Given the challenges we face in implementing the existing laws related to climate change, the CCC must work closely with Congress to make sure mechanisms are in place before new taxes are imposed. We have to be careful so as not to pass the burden of new taxes to the consumers.

The CCC will be in an impact assessment and make recommendations as to what policies or best practices can be adopted to achieve our target of 75% GHG reduction by 2030. They should

also be part of the discussion and deliberation in the Ways and Means Committee regarding the laundry list of proposed taxes, e.g. carbon tax, congestion tax, energy tax, air pollution tax, bio-diversity services tax, single-use plastic tax, and even a border carbon adjustment so we can impose carbon tariffs on carbon-intensive products.

In the end, we are one with the CCC in its vision of a climate-resilient and climate-smart Philippines with healthy, safe, prosperous, and self-reliant communities, and more environment-friendly, earth-loving and responsible Filipinos.

This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP.

RAYMOND "MON" A. ABREA is a member of the MAP Ease of Doing Business Committee, the Founding Chair and Senior Tax Advisor of the Asian Consulting Group, and Co-Chair of the Payapa Taxes - EDDO Back Force. He is a Trustee of CSR Philippines, the advocacy partner of the Bureau of Internal Revenue, Department of Trade and Industry, and the Anti-Red Tape Authority on matters of doing business and tax reform. [map@map.org.ph](mailto:map@map.org.ph)



## Motorcycle taxis, illicit tobacco, and electric cooperatives

There were four economic developments last week that I want to comment on.

The first is high inflation driven by transport, alcoholic beverages and tobacco (ART), and financial services.

Last Friday, the Philippine Statistics Authority (PSA) reported the July 2022 inflation rate at 6.4%, another four-year high from October 2018's 6.9%. Transport and ART are among the big inflation generators (Table 1).

From transport inflation of 18.1% July, the inflation rates of sub-components are:

- 1) Operation of personal transport equipment, 48.1%;
- 2) Passenger transport services, 7.2%;
- 3) Purchase of vehicles, 1.8%;
- 4) Transport services of goods, 0.3%.

### MOTORCYCLE TAXIS AND LTRFB

As shown in the numbers above, the cost of operating personal transport like cars was very high, 48% in July due to higher gasoline and diesel prices.

Last week, there was this report in *BusinessWorld*: "Grab PHL says MOVE IT acquisition compliant with rules" (Aug. 6). This is good news.

Currently there are three motorcycle taxi (MCT) companies in the Philippines—Angkor, Joyride, and Move It. The latter is the smallest with just a few hundred drivers while

### MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

the first two have at least 15,000 drivers, the cap per player imposed by the Department of Transportation (DoT) Technical Working Group that includes the Land Transportation Franchising Regulatory Board (LTFRB). The acquisition by Grab PHL of Move It will have many benefits for the public.

One, commuters will have more options, more convenience with three large MCT players to choose. Long lines of people queuing for a ride will be cut shorter.

Two, thousands of new drivers will be on board—not hired as it is not an employer-employee arrangement. More drivers mean more MCTs to serve the riding public.

Three, there will be more competition as the virtual duopoly by Angkor and Joyride will be broken. So, there will be more competition in technology/apps, better services, more competitive fares, more passenger convenience and safety.

Four, traffic will ease as more people leave their cars or motorcycles at home and take public transportation. MCTs will help provide the "first mile" house-to-train/bus station, and "last mile" train/bus station-to-destination. And reverse back going home.

### Estimating tax losses from illicit tobacco, 2021

(Legal cigarette removal: 59.5 billion sticks, tax P55/pack or P2.75/stick)

If legal-illegal supply ratio is...	Then estimated illegal supply, X, in 20000 sticks	Tax at P2.75/stick, estimated tax losses
87:13	$[(59.5/0.87) \times 0.13] \times 10000 = 7.29 \text{ B}$	$8.89 \text{ B} \times P2.75 = P24.45 \text{ Billion}$
82:18	$[(59.5/0.82) \times 0.18] \times 10000 = 13.06 \text{ B}$	$13.06 \text{ B} \times P2.75 = P35.92 \text{ Billion}$
77:23	$[(59.5/0.77) \times 0.23] \times 10000 = 17.77 \text{ B}$	$17.77 \text{ B} \times P2.75 = P48.87 \text{ Billion}$

SOURCE: AUTHOR ESTIMATE.

Five, the overall inflation rate will be tempered when inflation in transport, especially in operation of personal transportation, is reduced. And people will have more savings.

To further increase competition and passenger convenience, Transportation Secretary Jaime J. Bautista and LTFRB Chair Cheloy Velazquez-Garaflán should consider removing two caps—remove the maximum number of MCT players from only three, and remove the maximum 15,000 drivers per player. At a maximum of 46,000 legal drivers, it is very likely that the number of unregistered "dogbut/haop" drivers may be twice or more than that number nationwide. Since they are already existing, they should be onboarded via legal MCT companies, for better regulatory transparency and better passenger safety.

### TOBACCO TAXES AND ILLICIT TRADE

Last week, Budget Secretary Amerah F. Pangasinaman reiterated that they will submit Budget 2023 to Congress on Aug. 22. The thick documents include projected tax revenues and other measures to fund the government's huge expenditures, including sin taxes.

Eight years ago, now Finance Secretary Benjamin Diokno wrote a column, "Illicit trading of cigarettes rising" (*Manila Speak*, Oct. 9, 2014; reprinted in one of his four books, *Through the Looking Glass*, published 2020). He cited Oxford Economics' estimates of tax losses from illicit cigarettes: P2.62 billion in

2012, and P15.60 billion in 2013. The estimated number of illicit cigarettes was 6.4 billion sticks in 2012 and 19.1 billion sticks in 2013, an almost 200% increase in just one year.

Last April, I attended a webinar organized by the National Tobacco Administration on illicit tobacco and Congressman Jericho "Koko" Nozales was one of the speakers. He shared *Economist's* estimates of illicit tobacco as a share of total supply: Nationwide 13%, Zambales 11.5%, Nueva Ecija 22%, Bataan 32%, Palawan 25%, Sultan Kudat 36%, Zamboanga de Sibogay 51%, Misamis Occidental 57%, some areas of Mindanao up to 60%.

Mr. Nozales' estimate of foregone revenues from illicit tobacco nationwide is P26 billion/year. In March 2021, Congressman Joey Salceda released his estimate of tax losses from illicit tobacco at P30 billion/year. These are huge amounts that benefit the smugglers, and criminal gangs in cahoots with some corrupt government officials, both national and local.

To verify the numbers of the two legislators, I made my own estimate, taking off from the *Economist's* estimate of 13% illicit cigarette share to total supply.

### Inflation rates in % and top 3 contributors

Commodity group	2020	2021	2022			
			Jan-April	May	June	July
All items	2.6	3.9	3.7	5.4	6.1	6.4
Transport	3.2	9.3	9.8	14.6	17.1	18.1
Alcoholic beverages & tobacco	16.1	9.7	5.3	6.8	7.8	8.5
Financial services	-	12.5	12.5	0	0	0

SOURCE: PSA

### Electricity prices in P/Kwh

A. Residential, All-in Total	EC/DO	July 2022	B. Generation only	July 2021	Jan. 2022	July 2022
Ilocos Norte	INEC	16.56	Batangas 1	5.48	8.05	11.07
Marikina	MJVECO	16.49	La Union	5.94	8.12	10.39
Pugon	IFELCO	15.28	Tarlac	6.02	6.84	10.11
Pangasinan	PANECO	14.46	Batangas 2	6.01	7.50	9.32
Ilocos Sur	ISECO	13.07	Zambales	5.92	6.60	9.04
Ibabela	ISELCO	12.88	Laguna	5.51	7.04	8.75
MERALCO	MERARCO	9.75	Pampanga	4.72	5.42	6.98
Banquet	BENECO	9.47	NCR	4.87	5.43	6.76

SOURCES: RESIDENTIAL—BENEFIT, BOMBA RAYDI LAGAO, GENERATION CHANGE—AUTHOR RESEARCH

# NOMINATIONS FOR MAP GOVERNORS FOR 2023-2024



Ramon V. del Rosario Sr. Center for Management Excellence  
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MAP Website: map.org.ph

July 25, 2022

Circular No. 047 – 2022

Subject: **NOMINATIONS FOR MAP GOVERNORS FOR 2023-2024**

Dear Fellow MAP Member:

The MAP Nomination and Election Committee (NOMELEC) is now accepting nominations for MAP Governors for 2023-2024.

The first TEN members who will receive the highest number of nominations and who will accept their nominations will be considered as candidates for MAP Governors.

The nomination period will be from July 25 to August 16, 2022.

From among the TEN candidates, FIVE Governors will be elected to serve on the MAP Board for two years, 2023 and 2024. The elected MAP Governors will serve concurrently as Trustees of the MAP Research and Development Foundation (MAPRDF).

For your information, the FIVE Governors to be elected will join the following on the MAP 2023 Board of Governors:

1. Dr. DONALD P. LIM  
COO  
DITO CME Holdings Inc.  
Years of MAP Membership: 16  
Age: 44  
Gender: Male  
Industry: Energy, property development, shipping, logistics, education, food and beverage, communications, media and entertainment
2. Atty. ALEXANDER "Alex" B. CABRERA  
Chair Emeritus and ESG Leader  
PwC Philippines/ Isla Lipana & Co.  
Years of MAP Membership: 12  
Age: 55  
Gender: Male  
Industry: Auditing, accounting and business advisory services
3. Dr. CIELITO "Ciel" F. HABITO  
Chair  
Brain Trust Inc. (BTI)  
Years of MAP Membership: 10  
Age: 69  
Gender: Male  
Industry: Development consultancy services
4. Dr. CHITO B. SALAZAR  
President and CEO  
PHINMA Education Holdings Inc.  
Years of MAP Membership: 15  
Age: 56  
Gender: Male  
Industry: Education

Please observe the following guidelines in submitting your nominees for MAP Governors for 2023-2024:

1. MAP members are encouraged to nominate TEN members.
2. Please choose your nominees from the list provided below which contains the names of qualified members who have agreed to be nominated.
3. Please submit your TEN nominees not later than 5:00 PM on August 16, 2022 through any of the following options:

**OPTION 1:**

Submit your TEN nominees through GOOGLE FORM using the following link but please note that for security reasons, you will be required to sign in through your Google/Gmail account:

<https://docs.google.com/forms/d/e/1FAIpQLSccov5pxzKtk0HXHUwzjrv13myQHOUo8fWPY9GiltG8OZAouA/viewform>

**OPTION 2:**

Email your TEN nominees via <map@map.org.ph>.

4. In accordance with the MAP By-Laws, the following are not eligible for nomination for MAP Governors for 2023-2024:

- 4.1 Elected Governors for 2022-2023 - - - ALEXANDER B. CABRERA, CIELITO F. HABITO, DONALD P. LIM and CHITO B. SALAZAR
- 4.2 Elected Governors for 2021-2022 - - - ROMEO L. BERNARDO, MARIANNE B. HONTIVEROS, ALFREDO E. PASCUAL, ROGELIO L. SINGSON and WILSON P. TAN
- 4.3 Elected Governors for 2020-2021 - - - EMMANUEL P. BONOAN, DANILO L. CONCEPCION, MARIA VICTORIA C. ESPAÑO and AURELIO R. MONTINOLA III

On behalf of the MAP NOMELEC, I urge you to make your voice heard. Please participate actively in the MAP's nomination and election process and submit your nominees for MAP Governors for 2023-2024.

Thank you and best regards.

Sincerely,

  
**MARILOU C. CRISTOBAL**  
Chair, MAP NOMELEC



MANAGEMENT ASSOCIATION OF THE PHILIPPINES  
List of MAP Members who have agreed to be nominated for MAP Governors for 2023-2024  
As of July 27, 2022

1. ACEVEDO, PIA SANDRA "Pia" N.  
Founder, President and CEO  
The OneCORE and Creative Human Resource Group  
Years of MAP Membership: 7  
Age: 47  
Gender: Female  
Industry: Training, coaching and mentoring
2. AGORRILLA, MARIA VICTORIA "Vicky" P.  
Chair and President  
NCR Corporation (Philippines)  
Years of MAP Membership: 15  
Age: 61  
Gender: Female  
Industry: ICT
3. ANDAYA, DOM FREDRICK "Dom" S. Dom  
Senior Director and Head of Tenant Representation  
Colliers Philippines  
Years of MAP Membership: 2  
Age: 37  
Gender: Male  
Industry: Real estate services
4. ANG II, DANTE FRANCIS "Klink" M.  
Executive Editor, President and CEO  
The Manila Times  
Years of MAP Membership: 7  
Age: 53  
Gender: Male  
Industry: Media
5. ARELLANO, MARIA GRACIA PIA "Pia" L.  
President and CEO  
Transunion Information Solutions, Inc.  
Years of MAP Membership: 3  
Age: 49  
Gender: Female  
Industry: Credit information services

6. **BALADAD, BENEDICTA "Dick" DU**  
Founding Partner and CEO  
Du-Baladad and Associates (BDB Law)  
MAP Treasurer in 2019-2020  
MAP Asst. Treasurer in 2015  
MAP Secretary in 2014  
MAP Governor in 2019-2020  
MAP Governor in 2014-2015  
Chair of MAP Tax Committee in 2021 and 2022  
Vice Chair of MAP Tax Committee in 2018  
Years of MAP Membership: 18  
Age: 60  
Gender: Female  
Industry: Legal and tax services
7. **BARLICOS, DANIEL "Danny" Z.**  
President and COO  
RiskIntegrate, Inc.  
Years of MAP Membership: 1  
Age: 64  
Gender: Male  
Industry: Risk consulting and insurance advisory services
8. **BATUNGBACAL, KAREN DE VENECIA**  
Senior Advisor to the Board  
IT & Business Process Association of the Philippines, Inc. (IBPAP)  
Years of MAP Membership: 8  
Age: 61  
Gender: Female  
Industry: BPO
9. **BENEDICTO III, BERNARDO "Dong Dong" T.**  
Chair  
Alpha One A1 Grand Industrial Sales Inc.  
Years of MAP Membership: 15  
Age: 52  
Gender: Male  
Industry: Distribution of steel products
10. **CARRANZA, ALVIN M.**  
CEO  
Digital Out of Home, Inc. (DOOH)  
Years of MAP Membership: 3  
Age: 57  
Gender: Male  
Industry: Digital media
11. **CASAS, REYNALDO "Regie" T.**  
President  
Advance Renewables Energy, Inc (AREI)  
Years of MAP Membership: 13  
Age: 76  
Gender: Male  
Industry: Renewable energy focusing on solar utility scale projects

**12. CHEN, JERAHMEEL FANDRALL "Jer" B.**

GM and VP-Finance  
Trans-tec International Marketing Phils. Inc.  
Years of MAP Membership: 8  
Age: 36  
Gender: Male  
Industry: Trading/distribution of surface-mount technology and semiconductor equipment

**13. CHIN, YU MING**

Executive Director  
Viventis Search Asia  
Years of MAP Membership: 22  
Age: 59  
Gender: Male  
Industry: Executive search

**14. DAYOAN, SHARON G.**

Chair and CEO  
KPMG R. G. Manabat & Co.  
Years of MAP Membership: 6  
Age: 51  
Gender: Female  
Industry: Financial audit, tax and advisory services

**15. DE LOS SANTOS, JAIME "Jimmy" S.**

Trustee  
University of the Philippines (UP) Foundation  
Years of MAP Membership: 19  
Age: 76  
Gender: Male  
Industry: Educational Foundation

**16. DEL MUNDO, JUNIE S.**

Chief Executive  
The EON Group  
MAP Governor in 2014-2015  
Chair of MAP Health Committee in 2021 and 2022  
Chair of MAP CEO Conference Committee in 2018 and 2019  
Vice Chair of MAP CEO Conference Committee in 2020, 2021 and 2022  
Years of MAP Membership: 15  
Age: 64  
Gender: Male  
Industry: PR, reputation management and public affairs, digital marketing and creative technology, and experiential marketing

**17. DIMACALI, SUSAN "Sue" L.**

Director  
National University (NU)  
Co-Chair of MAP Communications Committee in 2021 and 2022  
Years of MAP Membership: 4  
Age: 66  
Gender: Female  
Industry: Education

18. DIVINAGRACIA, MARY JADE "Jade" T. ROXAS

Managing Partner for Deals and Corporate Finance  
PwC Philippines/Isla Lipana & Co.  
Vice Chair of MAP Ease of Doing Business Committee in 2021 and 2022  
Years of MAP Membership: 15  
Age: 49  
Gender: Female  
Industry: Auditing, accounting and business advisory services

19. ESTUAR, FIORELLO "Toto" R.

Chair and President  
FR Estuar and Associates  
Years of MAP Membership: 44  
Age: 83  
Gender: Male  
Industry: Real estate and property development

20. FAUSTO, DANILO "Danny" V.

President  
DVF Dairy Farm, Inc.  
Years of MAP Membership: 14  
Age: 69  
Gender: Male  
Industry: Production, processing and marketing of dairy products, specializing in buffalo milk

21. FERMIN, AURELIA PAULINE "Pauline" G.

Managing Director  
Acumen Strategic Consulting, Inc.  
Years of MAP Membership: 2  
Age: 55  
Gender: Female  
Industry: Strategy and marketing consultancy, and capability-building services

22. GUILLERMO, JOSE EMMANUEL "Joel" P.

President and Chief Executive  
Royal Class Group of Companies  
Years of MAP Membership: 2  
Age: 59  
Gender: Male  
Industry: Petroleum trading, importation of trucks, trailers, construction equipment/materials, dump trucks hauling, site development and construction, and property/equipment leasing

23. HUERGAS, REYNALDO "Rene" R.

President and CEO  
Bee Information Technology PH, Inc.  
Years of MAP Membership: 13  
Age: 75  
Gender: Male  
Industry: Data center services

24. ILETO, JAMES MORRIS "James" P.  
First Vice President  
UnionBank  
Years of MAP Membership: 4  
Age: 51  
Gender: Male  
Industry: Banking and finance
25. ISLA, ERNESTO "Nesty" S.  
President and CEO  
EI Construction Co., Inc.  
Years of MAP Membership: 9  
Age: 71  
Gender: Male  
Industry: Construction
26. LAPEZ, GENARO "Genju" V.  
Independent Director  
Chinabank  
Years of MAP Membership: 7  
Age: 64  
Gender: Male  
Industry: Banking and finance
27. LEE, CRISTINA "Tina" A.  
GM and Managing Partner  
Cornerstone Performance International, Inc.  
Years of MAP Membership: 20  
Age: 60  
Gender: Female  
Industry: Business process redesign and management consulting services
28. LEE, DEXTER C.  
Chief Strategy and Planning Officer  
Philippine Airlines (PAL)  
Years of MAP Membership: 7  
Age: 48  
Gender: Male  
Industry: Air transportation
29. LIU, BRIAN GREGORY "Brian" T.  
Director and CFO  
Cirtek Holdings  
Years of MAP Membership: 4  
Age: 35  
Gender: Male  
Industry: Technology and manufacture of semiconductors and communications infrastructure equipment
30. LOPEZ, ANTONIO "Tony" S.  
President and CEO  
BizNewsAsia Philippines, Inc.  
Years of MAP Membership: 11  
Age: 73  
Gender: Male  
Industry: Media and publishing

**31. LOZANO, MANUEL "Dmi"**

SVP, CFO and CIO  
Aboitiz Equity Ventures, Inc.  
Years of MAP Membership: 1  
Age: 51  
Gender: Male  
Industry: Power, banking and finance, food, real estate, construction, shipbuilding, and infrastructure

**32. LUGTU JR., REYNALDO "Rey" C.**

President and CEO  
Hungry Workhorse Consultancy, Inc.  
Co-Vice Chair of MAP ICT Committee in 2018, 2019, 2020 and 2021  
Years of MAP Membership: 12  
Age: 54  
Gender: Male  
Industry: Strategy and IT consulting

**33. MACATANGAY, MICHAEL SHERWIN "Mike" M.**

Founder, President and CEO  
One A-TEAMS Consultants Pte. Ltd.  
Years of MAP Membership: 12  
Age: 47  
Gender: Male  
Industry: Executive management consultancy, business consulting, investments management, financial advisory, business brokering, valuation, digital marketing, cybersecurity, cloud, HR systems

**34. MANUEL, VLADIMIR "VJ" M.**

Chief Innovation and Growth Officer  
Pointwest Technologies Corporation  
Years of MAP Membership: 2  
Age: 52  
Gender: Male  
Industry: ICT

**35. MAQUERA, PETER D.**

CEO  
Microsoft Philippines, Inc.  
Years of MAP Membership: 4  
Age: 60  
Gender: Male  
Industry: ICT

**36. MATIGNAS JR., LEONARDO "Leo" J.**

For appointment as Independent Director in the next Board meeting of PNB Holdings  
Years of MAP Membership: 1  
Age: 60  
Gender: Male  
Industry: Real estate

**37. MELGAR, GIOVANNI "Vanni" H.**

Chair and CEO  
Melgar Brothers Holding Corporation  
Years of MAP Membership: 4  
Age: 57  
Gender: Male  
Industry: Service contracting, security services, construction, financing and Apps technology

38. MILLS JR., VICENTE "Bimbo" T.  
Chair  
Hino Motors Philippines Corporation  
Years of MAP Membership: 41  
Age: 75  
Gender: Male  
Industry: Manufacture and distribution of buses and trucks
39. MORENO, JONATHAN JUAN "JJ" DC.  
President and CEO  
AF Payments Inc.  
Co-Vice Chair of MAP Corporate Governance Committee in 2019, 2020 and 2021  
Years of MAP Membership: 11  
Age: 51  
Gender: Male  
Industry: Fintech
40. NIXON, DENIS H.  
President  
Cornerstone Performance International, Inc.  
Years of MAP Membership: 4  
Age: 77  
Gender: Male  
Industry: Business process redesign and management consulting services
41. PADILLA, TEODORO "Ted" B.  
Executive Director  
Pharmaceutical & Healthcare Association of the Philippines (PHAP)  
Years of MAP Membership: 27  
Age: 59  
Gender: Male  
Industry: Trade association of the pharmaceutical industry
42. PANTANGCO, ERNESTO "Ernie" B.  
Chair  
EBP Holdings Corporation  
Chair of MAP Energy Committee in 2020, 2021 and 2022  
Years of MAP Membership: 25  
Age: 71  
Gender: Male  
Industry: Real estate
43. PEÑA, TELESFORO "Porsche" E.  
Founder  
T & D Design Consultancy Co.  
Years of MAP Membership: 7  
Age: 73  
Gender: Male  
Industry: Architecture – engineering and master planning

44. PEREZ, EUNEY MARIE "Euney" MATA J.  
Managing Partner  
Mata-Perez, Tamayo and Francisco Attorneys-at-Law  
Years of MAP Membership: 6  
Age: 57  
Gender: Female  
Industry: Legal services
45. PERRERAS, CONRADO "Conrad" S.  
Chair and CEO  
Strategic Partners and Alliances, Inc.  
Years of MAP Membership: 5  
Age: 71  
Gender: Male  
Industry: Strategic planning, business consulting, management services, environmental solutions, greenscape development
46. PUNONGBAYAN, BENJAMIN "Ben" R.  
Founder  
P&A Grant Thornton  
MAP Governor in 2003-2004  
MAP Treasurer in 2003  
Years of MAP Membership: 40  
Age: 84  
Gender: Male  
Industry: Audit, advisory, tax and outsourcing services
47. PURISIMA, MARIA CORAZON "Corrie" D.  
Treasurer and Head of Global Markets  
HSBC Philippines  
Years of MAP Membership: 3  
Age: 46  
Gender: Female  
Industry: Banking and finance
48. REMO, KAREN  
President and CEO  
New Perspective Marketing International Inc.  
Years of MAP Membership: 2  
Age: 39  
Gender: Female  
Industry: Media and marketing
49. REYES, GERMAINE A.  
President and CEO  
Synergy Market Research + Strategic Consultancy, Inc.  
Years of MAP Membership: 3  
Age: 59  
Gender: Female  
Industry: Market research and management consulting services



50. REYES, MHARICAR "Cai" C.  
President and CEO  
Asticom Technology Inc.  
Years of MAP Membership: 3  
Age: 43  
Gender: Female  
Industry: Shared services
51. RIVERA, SUSAN GRACE "Susan" C.  
Managing Consultant  
Talent, Leadership and Change (TLC)  
Years of MAP Membership: 20  
Age: 63  
Gender: Female  
Industry: Consulting and coaching in wellness, talent, leadership and change
52. RUIZ, ROLANDO PAULINO "Roland" R.  
Managing Director  
DDI Philippines  
Years of MAP Membership: 2  
Age: 62  
Gender: Male  
Industry: Management consultancy services
53. SALAS, VICKY LEE  
Partner and Financial Services Organization Leader  
SyCip Gorres Velayo & Company (SGV & Co.)  
Years of MAP Membership: 2  
Age: 51  
Gender: Female  
Industry: Assurance, tax, transactions and advisory services
54. SAMSON, MARIA CRISTINA "Tina"  
President  
PRIVAATE  
Years of MAP Membership: 5  
Age: 49  
Gender: Female  
Industry: Data privacy, information technology and consulting
55. SAZON, MARTHA "Marts" MENDOZA  
President and CEO  
GCash (Mynt - Globe Fintech Innovations, Inc.)  
Years of MAP Membership: 1  
Age: 47  
Gender: Female  
Industry: Financial services

56. SEGISMUNDO, RAMON "Mon" B.

Founder and CEO  
1-HR.X Pte. Ltd. (Singapore)  
Co-Chair for Strategic HR Management of MAP Human and Management Development Committee in 2022  
Vice Chair of MAP Human Capital Committee in 2019  
Vice Chair of MAP Management Development and Human Capital Committee in 2020  
Years of MAP Membership: 12  
Age: 64  
Gender: Male  
Industry: General management, HR management advisory, interim management

57. SEGURA, RODRIGO

Partner and Senior Consultant  
CMC Business Solutions, Inc.  
Years of MAP Membership: 6  
Age: 60  
Gender: Male  
Industry: Leadership training, corporate training, organizational development, cultural training, coaching

58. SIY, PATRICIA MAY "May" T.

President and CEO  
PBCom  
Years of MAP Membership: 6  
Age: 62  
Gender: Female  
Industry: Banking and finance

59. SO, WARREN S.

President  
ADP Design Group  
Years of MAP Membership: 2  
Age: 58  
Gender: Male  
Industry: Architecture

60. SORIANO, JJ SAMUEL "JJ" A.

Chair  
Soriano Projects & Ventures Group (SPV)  
Years of MAP Membership: 8  
Age: 60  
Gender: Male  
Industry: Business development, management, holdings in diversified businesses and cross-border investment promotion

61. STA. MARIA JR., RODOLFO "Jun" B.

Chair and CEO  
Paxforce Corporation  
Years of MAP Membership: 17  
Age: 66  
Gender: Male  
Industry: Manpower agency

62. SUPREMO, FAY ANGELICA "Fay"  
Country Manager for Philippines  
Insider  
Years of MAP Membership: 2  
Age: 50  
Gender: Female  
Industry: IT solutions
63. SYTIN, ROMMELL.  
President and CEO  
United Auctioneers, Inc.  
Years of MAP Membership: 3  
Age: 52  
Gender: Male  
Industry: Industrial auction services
64. TAN, VICKY CASTILLO L.  
Independent Director  
Maya Bank  
Years of MAP Membership: 2  
Age: 60  
Gender: Female  
Industry: Banking and finance
65. TEE TEN, WILLY Q.  
President and Dealer Principal  
Autohub Group  
Years of MAP Membership: 10  
Age: 58  
Gender: Male  
Industry: Automotive dealership and distributorship
66. TEOTICO, JOAQUIN "Jack" M.  
Group Managing Director  
The Galerie Joaquin Group  
Years of MAP Membership: 2  
Age: 69  
Gender: Male  
Industry: Art gallery, museum, restaurant, publications
67. TORRALBA, OSCAR A.  
Chair and CEO  
Town Holdings Corporation  
Chair of MAP Agribusiness Committee in 2022  
Co-Vice Chair of MAP Agribusiness Committee in 2019, 2020 and 2021  
Vice Chair of MAP Agribusiness and Countryside Development Committee in 2018  
Years of MAP Membership: 24  
Age: 70  
Gender: Male  
Industry: Agribusiness, business services, property development, trading

68. **VILLEGAS, RAOUL ANTONIO "Raoul" A.**  
Executive Director - Deals and Corporate Finance  
PwC Philippines/Isla Lipana & Co  
Years of MAP Membership: 3  
Age: 54  
Gender: Male  
Industry: Auditing, accounting and business advisory services
69. **VINTA, JOHN ALLAN "John/Jojo" T.**  
President and CEO  
Micromatic Industries, Inc.  
Years of MAP Membership: 13  
Age: 49  
Gender: Male  
Industry: Electrical engineering – panel builder, contractor and importer
70. **VOHRA, SANJIV**  
President and CEO  
Security Bank  
Years of MAP Membership: 15  
Age: 61  
Gender: Male  
Industry: Banking and finance
71. **WALLACE, PETER**  
Chair  
The Wallace Business Forum  
MAP Vice President in 2010  
MAP Governor in 2017-2018  
MAP Governor in 2013-2014  
MAP Governor in 2009-2010  
MAP Governor in 2005-2006  
Years of MAP Membership: 34  
Age: 83  
Gender: Male  
Industry: Development and business consultancy services

# July 21, 2022 PBG-JFC Joint letter to President FERDINAND MARCOS, JR. Recommending the Passage of Priority bills for the 19th Congress



July 21, 2022

**President Ferdinand R. Marcos, Jr.**

Office of the President  
Malacañang Palace  
Jose Laurel St.  
San Miguel, Metro Manila

Dear Mr. President:

The undersigned Philippine business groups and members of the Joint Foreign Chambers congratulate you and Vice President Duterte on your election and inauguration as president of the Philippines. The Filipino people have provided you a strong mandate to pursue reforms for the continued recovery and further development of the economy over the next six years.

We write to recommend for your consideration the following legislative measures for enactment by the 19<sup>th</sup> Congress to improve the Philippine economy and our international competitiveness:

1. Liberalization of Foreign Equity Restrictions in the Constitution
2. Open Access in Data Transmission
3. Ease of Paying Taxes
4. Promotion of Digital Payments
5. CREATE and PEZA Act Amendments for Hybrid/Flexible Work Schedules
6. Freedom of Information
7. Property Valuation and Assessment Reform
8. Capital Income and Financial Taxes Reform
9. Build-Operate-Transfer Law amendments/PPP Act
10. Secrecy of Bank Deposits Law amendments
11. National Unemployment Insurance
12. Department of Disaster Resilience Creation
13. E-Commerce Act amendments
14. Pandemic Protection Act
15. Holiday Rationalization Act
16. Philippine Airports Authority Creation
17. Philippine Ports Authority (PPA) Charter amendments
18. Intellectual Property Code amendments

19. Philippine Pension System Portability and Strengthening
20. Apprenticeship Program Reform
21. Agricultural Lands Ownership Easing
22. Commonwealth Act 138 (Flag Act) Repeal
23. International Maritime Trade Competitiveness Act
24. Satellite-based Technologies Promotion Act

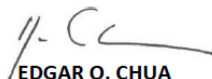
These reforms were voted on by the undersigned groups after a series of roundtable discussions among foreign chambers, Philippine business groups, government officials, and policy experts that discussed key achievements of the 18<sup>th</sup> Congress and identified priority reforms to advocate in the 19<sup>th</sup> Congress. We urge that these proposals be part of your administration's key legislative reforms in your first State of the Nation Address on July 25.

Included in the above list are seven reforms that reached advanced stages of approval in the 18<sup>th</sup> Congress, namely: 1) Liberalization of foreign equity restrictions in the Constitution; 2) Open Access in Data Transmission; 3) Ease of Paying Taxes; 4) Promotion of Digital Payments; 5) Property Valuation and Assessment Reform (Tax Reform Package 3 under the previous administration's Comprehensive Tax Reform Program); 6) Capital Income and Financial Taxes Reform (Tax Reform Package 4); and 7) Department of Disaster Resilience.

We look forward to working closely with your administration and the 19<sup>th</sup> Congress in pursuing these and other reforms that we believe will generate substantial impact in achieving our shared vision of inclusive growth through job generation, poverty reduction, and global competitiveness.


Sincerely yours,

 <b>FRANK THIEL</b> President American Chamber of Commerce of the Philippines	 <b>DANIEL ALEXANDER</b> President Australian-New Zealand Chamber of Commerce of the Philippines	 <b>JULIAN PAYNE</b> President Canadian Chamber of Commerce of the Philippines
 <b>LARS WITTIG</b> President European Chamber of Commerce of the Philippines	 <b>MICHAEL ARCATOMY H. GUARIN</b> President Financial Executives Institute of the Philippines	 <b>JACK MADRID</b> President & CEO IT and Business Process Association of the Philippines
 <b>CALIXTO CHIKIAMCO</b> President Foundation for Economic Freedom	 <b>SHINICHIRO SHIMADA</b> President Japanese Chamber of Commerce and Industry of the Philippines, Inc.	 <b>HYUN CHONG UM</b> President Korean Chamber of Commerce of the Philippines, Inc.

  
**EDGAR O. CHUA**  
Chairman  
Makati Business Club

  
**ROGELIO L. SINGSON**  
President  
Management Association  
of the Philippines

  
**EVELYN NG**  
President  
Philippine Association of  
Multinational Companies Regional  
Headquarters, Inc.

  
**DANILO C. LACHICA**  
President  
Semiconductor and Electronics  
Industries in the Philippines  
Foundation, Inc.

cc:

Vice President Sara Z. Duterte-Carpio  
Sen. Juan Miguel F. Zubiri  
Rep. Ferdinand Martin G. Romualdez  
Executive Secretary Victor D. Rodriguez  
NEDA Secretary Aresenio M. Balisacan  
DOF Secretary Benjamin E. Diokno  
DICT Secretary Ivan E. Uy  
DOLE Secretary Bienvenido E. Laguesma  
DOTr Secretary Jaime J. Bautista  
DPWH Secretary Manuel M. Bonoan  
DTI Secretary Alfredo E. Pascual  
BSP Governor Felipe Medalla

Call for Nominations for "MAP Management Man of the Year 2022"



**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL

*Call for Nominations for*

# MAP Management Man of the Year 2022

**Deadline of Submission of Nominations:**

**August 19, 2022**





NOMINATION FORM for  
"MAP Management Man of the Year 2022"

**I nominate the following:**

Name:

Position:

Organization:

Age:

No. of Years in the Organization:

I am submitting the following:

1. Curriculum vitae/profile with picture of my nominee
2. Comprehensive Explanations on how my nominee satisfies the following criteria:
  - 2.1. Integrity, prestige and distinction in the business community
  - 2.2. High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
  - 2.3. Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
  - 2.4. Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
  - 2.5. Contribution to reshaping national values and orientation
  - 2.6. Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
  - 2.7. The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
  - 2.8. The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

If my nominee will make it into the shortlist of candidates for further evaluation, I hereby commit to submit additional information which the MMY Judging Committee may require.

Name of MAP Member:

Date:

## • JUDGING PROCESS

- 1 The MMY Judging Committee shall serve as the Board of Judges which is tasked to choose the most deserving nominee.
- 2 The evaluation process shall consist of two stages: (a) a preliminary evaluation that will result in the preparation of a shortlist, and (b) a final evaluation of shortlisted candidates from which a final choice is made of one or more nominees, as the MMY Judging Committee may decide.
- 3 The MMY Judging Committee shall review the materials submitted through the nomination process, and other information as may be obtained, on which basis it shall decide who should be on the shortlist of nominees for further and more thorough evaluation.
- 4 The MMY Judging Committee may write to the nominators or the shortlisted nominees to confirm the nominees' willingness to go through the evaluation process, to request additional information as it may need for final evaluation, and to request a personal interview, if necessary, with the nominee, his/her nominator and/or the references specified in the nomination form.
- 5 The MMY Judging Committee may seek information or assistance from the MAP Secretariat or other persons as it may feel necessary for its evaluation work.
- 6 The principal selection criteria for the MMY are integrity, leadership and management qualities, contribution to nation-building and values formation, effective stewardship within the confines of the highest standards of business ethics and management practice.
- 7 Article I Section 3.3.1 of the MAP By-Laws stipulates that the selection of MMY requires the *"review, screening and selection by the MMY Judging Committee."* In the past, the MMY Judging Committees have invariably sought a consensus in their decisions.
- 8 With the exception of the Chair and the Vice Chair, the names of the members of the MMY Judging Committee are not disclosed until the search process has been completed.
- 9 To ensure confidentiality in the discussions of the MMY Judging Committee, no minutes of its meetings are taken.
- 10 The MMY Judging Committee's choice is presented to the MAP Board of Governors for approval.
- 11 As stipulated by Article I Section 3.3.2 of the MAP By-Laws, the election of MMY requires *"approval by the affirmative vote of the majority of the entire Board of Governors."*
- 12 The Awardee approved by the Board of Governors will then be presented to MAP members for approval during a MAP general membership meeting.
- 13 Article I Section 3.3.3 of the MAP By-Laws provides that the election of MMY requires the *"approval by the affirmative vote of the majority of the members of the Association present at a meeting called for the purpose"* of electing the MMY.

## • CRITERIA

### GENERAL CRITERIA

Any MAP member or any other person who has exceptionally distinguished himself/herself in the practice of management over a significant period of time may be elected as *"MAP Management Man of the Year."*

### SPECIFIC CRITERIA

- 1 Integrity, prestige and distinction in the business community
- 2 High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
- 3 Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
- 4 Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of the MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
- 5 Contribution to re-shaping national values and orientation
- 6 Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
- 7 The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
- 8 The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

## • NOMINATION PROCESS

- 1 Only MAP members are eligible to submit nominations.
- 2 A nominee need not be a MAP member.
- 3 To ensure a wide search of potential awardees, the MMY Search Committee, headed by the immediate past MAP President, is tasked to identify and propose nominees for the Award.
- 4 The nomination form or letter should be accompanied by a curriculum vitae of the nominee, including possible references who can help make clarifications as may be desired by the MMY Judging Committee.
- 5 Nominations shall be submitted to the MAP Secretariat through the prescribed nomination form or in the form of a letter signed by the MAP member.
- 6 The MMY Search Committee may or may not do a shortlisting of the nominees.
- 7 The MMY Search Committee will then endorse its list of nominees to the MMY Judging Committee.

## “MAP Management Man of the Year” Awardees



**Jose M. Soriano**  
(1979)



**Cesar E.A. Virata**  
(1981)



**Jaime V. Ongpin**  
(1982)



**Vicente T. Paterno**  
(1982)



**Dante G. Santos**  
(1983)



**Cesar A. Buenaventura**  
(1985)



**Roberto T. Villanueva**  
(1985)



**Jaime Zobel de Ayala**  
(1987)



**Ramon V. del Rosario, Sr.**  
(1988)



**Jose B. Fernandez, Jr.**  
(1989)



**Raul T. Concepcion**  
(1990)



**Oscar J. Hilado**  
(1991)



**Alfonso T. Yuchengco**  
(1992)



**Juan B. Santos**  
(1994)



**David M. Consunji**  
(1996)



**Rizalino S. Navarro**  
(1996)



**Gabriel C. Singson**  
(1998)



**Delfin L. Lazaro**  
(1999)



**Henry Sy, Sr.**  
(1999)



**Oscar M. Lopez**  
(2000)



**Tony Tan Caktiong**  
(2002)



**Jesus P. Tambunting**  
(2003)



**Rafael B. Buenaventura**  
(2004)



**Manuel V. Pangilinan**  
(2005)



**George S. K. Ty**  
(2006)



**Jaime Augusto Zobel de Ayala II**  
(2006)



**Jose L. Cuisia, Jr.**  
(2007)



**Antonino T. Aquino**  
(2009)



**Jesus P. Estanislao**  
(2009)



**Lilia B. de Lima**  
(2010)



**Ramon R. del Rosario, Jr.**  
(2010)



**Erramon I. Aboitiz**  
(2011)



**Aurelio R. Montinola III**  
(2012)



**Edgar O. Chua**  
(2013)



**Albert F. del Rosario**  
(2014)



**Amando M. Tetangco, Jr.**  
(2015)



**Teresita Sy-Coson**  
(2016)



**John Gokongwei, Jr.**  
(2017)



**Fernando Zobel de Ayala**  
(2018)



**Nestor V. Tan**  
(2019)



**Federico R. Lopez**  
(2020)



**Carlos Chan**  
(2021)



**MANAGEMENT ASSOCIATION OF THE PHILIPPINES**  
Ramon V. del Rosario Sr. Center for Management Excellence  
Unit 608, Ayala Tower One, Ayala Triangle, Ayala Avenue  
1226 Makati City, Philippines

Tel: (632) 7751-1150 to 52  
e-Mail: [map.map@map.org.ph](mailto:map.map@map.org.ph);  
[map.philippines@map.org.ph](mailto:map.philippines@map.org.ph)  
Website: [map.net.ph](http://map.net.ph)



**NOMINATION FORM  
for**

**“MAP Management Man of the Year 2022”**

*I nominate the following:*

Name:

Position:

Organization:

Age:

No. of Years in the Organization:

I am submitting the following:

1. Curriculum vitae/profile with picture of my nominee
2. Comprehensive Explanations on how my nominee satisfies the following criteria:
  - 2.1 Integrity, prestige and distinction in the business community
  - 2.2 High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
  - 2.3 Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
  - 2.4 Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
  - 2.5 Contribution to reshaping national values and orientation
  - 2.6 Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
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  - 2.8 The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

If my nominee will make it into the shortlist of candidates for further evaluation, I hereby commit to submit additional information which the MMY Judging Committee may require.

Name of MAP Member:

Date:

# 2022 Philippine CEO Survey



## **Invitation to participate in the 2022 PwC MAP Philippine CEO Survey**

The Management Association of the Philippines (MAP) will be holding its 20th International CEO Conference entitled “THE WINS OF CHANGE: Thriving in the Worlds of In-betweens” on 13 September 2022.

Isla Lipana & Co., the Philippine member firm of PwC, is its Knowledge Partner for the event. In relation to this, we would like to request you to fill out the online survey at the following link: [www.pwc.com/ph/2022-ceo-survey](http://www.pwc.com/ph/2022-ceo-survey).

Share your thoughts and experiences about your plans to grow despite the continuing concerns that resulted from COVID-19. Businesses from the Philippines and the rest of the world have learned that the pandemic changed the environment, and new strategies and plans need to be in place to thrive in the ‘next normal’.

For your reference, we have also included the link to last year’s survey results - “Hindsight, Insights, Foresights: The Future in the Present Tense”.  
[www.pwc.com/ph/ceosurvey](http://www.pwc.com/ph/ceosurvey).

Thank you and we look forward to your participation.



## IdeaSpace SHOWQASE: *The Future of Technology*

August 16, 2022, Tuesday, 2:00 PM to 4:00 PM via ZOOM

*A Project of the MAP NextGen Committee*

### Program

- |         |                               |
|---------|-------------------------------|
| 2:00 PM | Welcome Remarks               |
| 2:05    | Program Overview by IdeaSpace |
| 2:15    | Startup Pitches               |



### Q&A

- |         |                 |
|---------|-----------------|
| 4:00 PM | Closing Remarks |
|---------|-----------------|

Meeting ID: 898 1324 2752  
Passcode: No need for passcode to log in.

This event is FREE for  
MAP Members and Guests.

MAP Circular No. 049 - 2022



# MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

AUGUST 19, 2022, FRIDAY, 12:00 Noon to 2:00 PM  
Venue to be announced later

## Speakers



**Sec. ARSENIO "Arsi" M. BALISACAN**  
National Economic and Development Authority (NEDA)



**Gov. FELIPE "Philip" M. MEDALLA**  
Bangko Sentral ng Pilipinas (BSP)

## Co-Moderators



**Mr. ROMEO L. BERNARDO**  
MAP Governor and Assistant Treasurer  
Managing Director  
Lazaro Bernardo Tiu & Associates



**Mr. PETER WALLACE**  
MAP Governor Chair  
The Wallace Business Forum, Inc.

MAP Circular No. 042 - 2022

### Registration Fees:

MAP Member	FREE
Guest	P2,000 each



## Making Quality Health Care Accessible

### Picking Up the Tabs for the Filipinos

**Event Date and Time:**  
 August 24, 2022,  
 Wednesday  
 11:30 AM to 2:00 PM  
 Bonifacio Hall, Level 4,  
 Shangri-La at The Fort

**Speaker:**



**Dr. SHIRLEY B. DOMINGO**  
 Spokesperson and  
 VP for Corporate Affairs  
 PHILHEALTH

#### What to do with our SICK CARE?

Many people had health concerns during this pandemic. It is important to know what health and social protection as well as support systems are being extended to help ease the burden.

#### How will Universal Health Care 2 help?

This is especially crucial in the wake of the implementation of PHIC premium increase, adding to the financial responsibilities of companies and their employees already challenged in these trying times.

#### Moderators:



**Mr. JUNIE DEL MUNDO**  
 Chair, MAP Health Committee  
 Chief Executive, The EON Group



**Ms. ALMA JIMENEZ**  
 Vice Chair, MAP Health Committee  
 President and CEO  
 Health Solutions Corporation

#### Panel of Reactors:



**Dr. JOSE RENE DE GRANO, MD MHA**  
 President  
 Private Hospitals Association  
 of the Philippines (PHAP)



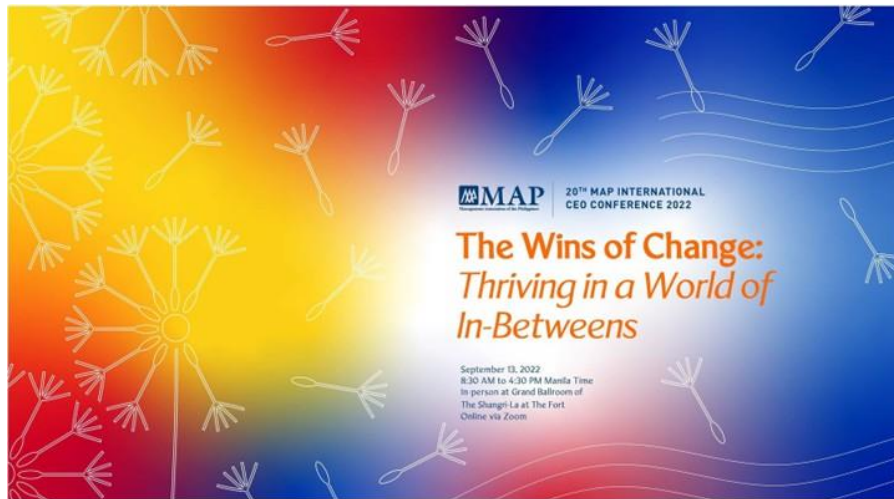
**Ms. ELLEN C. FULLIDO**  
 President  
 People Management  
 Association of the Philippines (PMAP)

**Join this forum to be updated now.**

#### Registration Fees:

Free	for the First 50 MAP Members who will register online
P2,000 each	for MAP Members beyond the first 50
P2,500 each	for Guests





**20<sup>TH</sup> MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022**  
 September 13, 2022, Tuesday, 8:30 AM to 5:00 PM, Grand Ballroom, Shangri-La at The Fort

presented by



In partnership with



**KNOWLEDGE PARTNER**



**PREMIUM PARTNERS**



**PRIVILEGE PARTNER**



**PREFERRED PARTNERS**



**PARTNER SPONSORS**



**HOTEL PARTNER**



**MEDIA PARTNERS**



## 20<sup>TH</sup> MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022

September 13, 2022, Tuesday, 8:30 AM to 5:00 PM

### Theme: “The WINS of CHANGE: Thriving in a World of In-Betweens”

After a bruising two-year pandemic, the world is eager to start living again albeit in a changed environment. We are in the midst of transition from epidemic to endemic, in the lengthy process of crossing over to a more stable recovery path and regaining the balance we seem to have lost in the crisis.

**That is not to say that the pandemic was all bad because there are WINS.** Changes that we thought we can gradually implement have been accelerated – the digital shift, putting health care as a critical component of global development, intensified buy-in for addressing climate change, the rise of corporate activism, the importance of trust in securing a stable market and the government finding ways to uplift the poor.

**And if there are wins, there are big winners.**

**As much as there are also swings and misses.**

**Living in the world of in-betweens.** Today, we are at a crossroad – forging pathways that can redefine what was to what can be and what will be.

This is the backdrop against which we will pick up the threads and weave a new fabric for the future. We were slowed down by the pandemic, but it is time to move forward. Our directions will be enriched by the lessons that were taught to us by our collective experience. We need all these wisdoms to initiate, manage and complete the transition process for our organizations. The road ahead will not be easy because though this pandemic period affords a chance for a do-over, it is not also possible to wipe the slate completely clean. We have to build upon the wins that were posted, even as we examine what lessons are taught by those that did not come up to expectations or failed.

There are developments that crept so silently and stealthily that we are even unaware we have come to accept these as normal – much in the same way that we are now learning to live with COVID.

**Managing the transition process requires patience and discipline.**

Transition is not about making changes for the sake of change; it requires foresight and planning.

Transitions bridge the present and that future where we want to be. Having a transition plan can establish a roadmap we can follow that will lead to that future. Our experiences these past two years underscore the importance of building into the organizational DNA out-of-the-box thinking and innovation. The future we are preparing for will depend on how well we can question and disrupt our own familiar structures that served us for a long time and initiate the steps to build capacities and capabilities that are imperatives of the times. Retooling, upskilling, and reskilling the present and future workforce mean putting a premium on human resource as a means for dynamic and continuing development.

REGISTRATION FEES			
Payment by	MAP Member	Non-MAP Member	Foreign Delegates
<b>FACE-TO-FACE</b>			
August	P14,000	P16,000	\$200
September	P16,000	P18,000	\$250
<b>ONLINE</b>			
August	P3,000	P4,000	\$75
September	P4,000	P5,000	\$100
Get 1 FREE seat for every 5 seats paid.			

Special FACE-TO-FACE Rate for Full-Time Academic and Government Officials		
Payment by	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

Please register thru the following link: <https://forms.gle/Sn5EwcFodTY6ncmeA>

## Articles/Papers from MAP Members

### 1. "Remembering FVR" by LILIA B. DE LIMA Manila Bulletin August 5, 2022

The dynamic President exuded dignity and competence and was highly respected internationally

President Ramos loved to visit the PEZA Zones and he needed little prodding to attend inaugurations and other milestone activities of PEZA enterprises.

Always on the go in typical FVR fashion, the President would ask me to schedule two or three such zone enterprise events in one day, usually the inauguration of new factories and he would fly by helicopter to PEZA zones in Cavite, Laguna, Batangas or Bataan. I have a problem with chopper rides because I suffer from vertigo. I preferred to travel by land and catch-up with the Presidential party. But most times, FVR wanted me to join him in the military helicopters, some of them with open windows and doors. Up in the air, he knew all the landmarks and details on the ground below and would point to me possible good development sites. Since I dared not look down I would just nod my head in agreement.

In these short flights, he took time reviewing documents, made notes with his red and blue-inked ball pen – "OK" in blue ink or "CSW" (complete staff work) together with his comments or instructions in red ink.

Upon landing at the inaugural site inside the zones, without missing a beat, FVR would go straight to greet the host and VIP guests and immediately jump into the program with not a minute lost. A typical company inaugural included a blessing of the new building or facility and other celebratory rituals and a tour of the factory. A priest presided over the blessing of the facility, coins were tossed for good luck, and trees were planted to commemorate the event. Japanese companies observed "Kagami-biraki," a Japanese tradition in which the lid of a sake barrel is smashed with wooden mallets by the VIP guests so that the heady liquor could be passed around to toast to harmony and good luck to the company and the guests.

The highlight of the formal program was a message from President FVR who never failed to

assure investors of government's support. Head office VIPs of foreign companies deeply appreciated the presence of the President and as a consequence, most pledged additional expansions in the country.

The tour took time because factory buildings of big companies typically measure from one to six hectares. I had wised up to always wear comfortable shoes for a factory tour.

As expected, guests were herded to a sumptuous lunch. But what a pity, FVR didn't have the time to savor the feast. He and his party had to leave. Even before his party reached the helipad, his helicopter's rotor blades were already furiously twirling, ready to fly the President to his next engagement. With most of us hungry I took out a packet of Tic-Tac mints, chewed a few pieces and passed the rest to the PSG men seated behind me in the chopper. The packet never got back to me.

At the next event, lunch was purposely delayed and food awaited us but FVR marched straight on to the program. By this time I would already feel hunger pangs, but there was yet another event to rush to. Finally, after the program of the third and last event, FVR settled down for the merienda. For most of us this was hardly lunch, worse, after a few spoonfuls, the President hurtled everyone back to the helicopter as there were people waiting for him in Malacanang. During President Ramos' time I was always hungry, speaking from famishing experience!

The same held true when he visited the local governments across the country. The governors and mayors would, of course, love to show their hospitality grandly. Their splendid intensions were, however, scaled down by FVR's advance party, the Presidential Management Staff, who saw to it that only finger food would be served, nothing fancy. FVR was certainly no foodie. Gen. Jose Calimlim, PSG head, who accompanied the President on his out of town engagements, shared this vital tip: "Whenever I join FVR on his sorties, whatever food is served, hungry or not, I eat a big serving because one never knows when the next meal would be." I took his advice to heart.

Considering his backbreaking schedule, even for a soldier and a military man, he never cancelled his attendance in PEZA investors' events he had previously confirmed. To put his audience in a relaxed mood, he would throw away his written speech "prepared by Secretary so and so" and

proceed with his extemporaneous talk. He consummately inspired his people and his audience with his thumbs-up sign and his battle cry: "Kaya natin ito." He would also incessantly exhort us to "accelerate, fast track, pole vault," which energized us to do just that.

His audience would all get used to him chewing on his ubiquitous unlit cigar. At times, towards the end of his talk, he would suddenly point to his eyeglasses which was just a frame with no lens, to the amusement of his audience.

President Ramos was wont to introduce me as "General de Lima, the only lady general in my administration." I will never forget this incident in Tokyo. On May 16-17, 1996, FVR was on a working visit to Japan to attend and speak at the International Conference on the Future of Asia. Here he met with all the major Japanese banks and *sogo shoshas* at a breakfast meeting.

We entered this enormous hall and were seated around a single super long table along with seasoned bankers and tycoons. The only woman in the Japanese block was an interpreter. FVR's party included former Prime Minister Cesar E.A. Virata, Gen. Jose Magno, and two others I could no longer recall, and myself, the only woman in our group.

Spread before us was a sumptuous breakfast. There was light chatter, though I noticed that the gentlemen beside and in front of me hardly talked to me. He introduced the male officials with him.

When my turn came, he paused and said: "But gentlemen, we men are only second stringers here, the most important personality with us is the only lady general in my administration, General Lilia de Lima, director general and chairman of the board of the Philippine Economic Zone Authority. And I advise you all to get to know her because she holds the key to your investment in our country." I almost fell off my seat. Suddenly, these seasoned magnates who snubbed me earlier all rushed toward me to present their business cards. Since Japanese society is known to be male oriented, perhaps they earlier concluded that being the only female in our group, I was the interpreter for the Filipinos.

I was walking on air after that. Never have I been so lavishly introduced in my whole life – by the President at that, and to such an elite group!

It was a breeze as it was a joy to do investment promotion missions abroad during the presidency of FVR. This dynamic President exuded dignity and competence and was highly respected

internationally. His prominence preceded us in any country we went to. The PEZA law paved the way for an exponential growth in investments, exports and employment, particularly in PEZA Zones, such as we have never seen before. This was because of the economic strategy put forth by the PEZA law but also — and perhaps most importantly — because FVR earned the trust and confidence of prospective investors. Up to this time, our country and our people continue to reap the gains in the Philippine economy that FVR planted. Indeed, FVR is a hard act to follow.

*(Lilia B. de Lima was appointed by President Ramos in 1995 as the first director general and chairman of the board of Philippine Economic Zone Authority and subsequently reappointed by Presidents Estrada, Macapagal-Arroyo and Aquino III).*

## **2. "Our interconnected crises" from MAP Governor CIELITO "Ciel" F. HABITO's "No Free Lunch" Column in the PHILIPPINE DAILY INQUIRER on August 9, 2022**

The human costs of COVID-19 and how we managed it heightened grave threats to the nation's future that had been looming even before the pandemic. We have a ticking time bomb in our midst that needs to be defused fast with decisive reform and wide collective action.

Many are already aware of our stunting problem, wherein one in every three Filipino children 5 years old and below is stunted due to chronic malnutrition, as reported by the Food and Nutrition Research Institute (FNRI). A child is stunted when his/her height is lower than the median (average) height for his/her age by two standard deviations or more. In 2015, incidence among 5-year-olds and younger was 33.4 percent, and had inched down to 28.8 percent in 2019. But the pandemic more than doubled the incidence of forced hunger, based on the Social Weather Stations' regular survey—and it is quite likely that early childhood stunting has also escalated in turn.

I have written before about why our high incidence of stunting, which is among the highest in our part of the world, is a silent crisis in our midst. FNRI describes it as a "silent pandemic." It's not the height that is the main problem here; it's the underdevelopment of the child's brain that is. It's a fact that 90 percent of a human's brain development happens by age 5. Brain scans of healthy and stunted children indeed show that the latter have much less brain tissue or white matter, which is essential to memory, cognitive ability, and overall mental capacity. Thus, a chronically

malnourished child who is stunted at age 5 will no longer be able to achieve his/her full physical and mental potential, and is irreversibly damaged for life. Studies have consistently shown that early childhood stunting has adverse long-term effects on individuals and entire societies, including poor cognition and educational performance, low productivity as adults, and consequently, lower earnings or wages.

Our other silent crisis is the alarmingly abysmal average performance of our elementary and high school students in international comparisons. It is now well-known that the Philippines ranks at the bottom in reading comprehension and second to the bottom in science and mathematics among 79 participating countries in the 2018 Program for International Student Assessment. Recently, the World Bank released the latest country assessments on learning poverty, which measures the percentage of children who cannot read and understand the simple text by age 10. The Philippines rated a dismally high 90.9 percent, far exceeding Indonesia's 52.8, Malaysia's 42, Thailand's 23.4, Vietnam's 18.1, and Singapore's 2.8 percent. And even as our education was already in crisis before COVID-19, the pandemic set us back further with over two years of remote learning that put children from poor families and far-flung areas with no connectivity at an even greater disadvantage.

The two crises are closely intertwined. Our serious education crisis is not just about classrooms and teachers but also traces more fundamentally to the silent pandemic of stunting and malnutrition that has afflicted our children for decades. That helps explain why we ranked lowest (with an average of 86) among all 10 Asean countries in average IQ in a cross-country assessment in the early 2000s. Even the best teachers can only do so much for a pupil whose learning has been compromised by early childhood stunting or distracted by hunger pangs in the classroom. School feeding programs are important, but making sure pregnant and lactating mothers are able to eat well is even more critical and urgent. And our overly protective (rather than nurturing and enabling) agricultural policies, which pushed food prices higher than they need to be, ultimately led to the poor's food insecurity, malnutrition, and poor education outcomes, hence perpetuating their poverty.

Until we understand that the Department of Agriculture has as much to do with our education

outcomes as the Department of Education does, we may continue finding ourselves at the bottom of many global lists.

Our most serious crises are interconnected. And so should our bureaucrats connect across their silos.

[cielito.habito@gmail.com](mailto:cielito.habito@gmail.com)

# MAP Talks on Youtube

Video Recording of July 14, 2022  
MAP GMM

**MAP General Membership Meeting on "DTI'S PRIORITY PROGRAMS"**

**Speaker:**  
**Sec. ALFREDO "Fred" E. PASCUAL**  
Department of Trade and Industry (DTI)

July 14, 2022, Thursday, 12:00 Noon to 2:00 PM  
Grand Ballroom A and B, Level 3, Shangri-La at the Fort

Video Recording of July 1, 2022  
MAP Webinar

**MAP CEO Academy Panel Discussion**  
**A NEW AGE OF CAPITALISM IN THE PHILIPPINES – Part 2**

July 1, 2022, Friday, 10:00 AM to 12:00 Noon via ZOOM

**Speaker:**  
**Dr. NICK POBLADOR**  
A Management and Economics Thought Leader  
Retired UP Professor of Economics and Management

**Panelists:**  
**Mr. JOEY BERMUDEZ**, Chair, Maybridge Finance and Leasing, Inc.  
**Mr. CLIFF EALA**, President, Symstyle Limited

**Co-Moderators:**  
**Mr. VIC MAGDARAOG**, Co-Chair for MAP CEO Academy, MAP HMDC, Senior Business Advisor, Advisory & Insights (A&I)  
**Dr. BEN TEEHANKEE**, Co-Vice Chair for Social Justice, MAP ESG Committee, Professor, DLSU  
**Ms. ALMA JIMENEZ**, President and CEO, Health Solutions Corporation  
**Prof. DINDO MANHIT**, CEO and Managing Director, Straitsbase Group

Video Recording of May 19, 2022  
MAP GMM

**MAP General Membership Meeting**  
**INTEGRATING ESG IN THE WAY WE DO BUSINESS**

MAY 19, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM

**Speakers:**  
**Mr. ANDREW CHAN**, Vice President, Leader in ESG, PwC Malaysia  
**Mr. VINCENT KNEFFEL**, Climate Economy Director, Pacific Credit Exchange  
**Ms. MA. ANTONIA YULO LOYAGA**, President, National Resilience Council

**EMCE:**  
**Ms. AGNES A. GERVACIO**, Co-Chair Chair to Assessment, MAP ESG Committee, CEO, M&B Service

**Q&A MODERATOR:**  
**Atty. ALEXANDER B. CARRERA**, Director-in-Charge, MAP ESG Committee, Chair, Business and ESG Centre, M&B Service & Co., PwC Philippines

Video Recording of April 29, 2022  
MAP Webinar

**GREEN EDSA MOVEMENT**  
**PROTECTING THE EARTH. PRESERVING OURSELVES.**  
*Doing what we need to do in celebration of Earth Month*

April 29, 2022, Friday, via ZOOM

**Speakers:**  
**Sec. JIM O. SAMPULNA**, Secretary, Department of Environment and Natural Resources (DENR)  
**Atty. ANGELA CONSUELO S. IBAY**, Head of Climate Change and Energy Program, World Wide Fund for Nature (WWF)  
**Ms. ANA MARGARITA MONTIVEROS**, Vice President and Chief Reputation & Sustainability Officer, Pacific Equity Investments, Inc.  
**Atty. TONY LA VINA**, Dean, Ateneo School of Government, Assistant Director, Manila Observatory

**Moderators:**  
**Mr. SANTIAGO F. DUMILAO JR.**, President and CEO, P&G Philippines  
**Ms. RACQUEL B. CAGURAN-GAN**, Chair, MAP ESG Committee, VP HR Operations, Advising, Analytics, Co., Inc.

Video Recording of June 23, 2022  
MAP GMM

**MAP General Membership Meeting "ICT LEADERSHIP IN OUR NEW WORLD"**

JUNE 23, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM

**Speakers:**  
**Dr. DAVID R. HARDOON**, Managing Director, Asiatel Group Corporation  
**Ms. AILEEN JUDAN JAO**, President and Country General Manager, USA Philippines, Inc.  
**Mr. PAUL WHITEN**, Global Advocate, Red Hat Asia Pacific

**Co-Moderators:**  
**Mr. PATRICK D. REIDENBACH**, Chair, MAP ICT Committee, President, SmartBusinessSolutions, Inc. (SB Solutions)  
**Mr. EDUARDO "Teddy" G. SUMULONG**, Co-Vice Chair, MAP ICT Committee, Managing Director and CEO, Smart Registration Systems, Inc. (SARSI)

Video Recording of May 2, 2022  
MAP Webinar

**SENTIMENT ANALYSIS**  
**AI and Big Data for Reading Collective Minds**

May 2, 2022, Monday, via ZOOM

**Speakers:**  
**Mr. WILSON I. CHUA**, Managing Director and Founder, Future Gen International Pte. Ltd. (Singapore)  
**Mr. ROGER DO**, CEO, AutoPublic (Singapore)

**Moderator:**  
**Dr. BENITO L. TEEHANKEE**, Co-Vice Chair for MAP CEO Academy, MAP HMDC, Professor and Head of the Business for Human Development Network, DLSU

Video Recording of April 29, 2022  
MAP Webinar

**PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT**

April 29, 2022, Friday, 1:00 PM to 3:00 PM via ZOOM

**Speakers:**  
**Dir. RAQUEL B. ECHAGUE**, Director for Resource-Based Industries Service, Board of Investments (BOI)  
**Mr. DANILO V. FAUSTO**, President, DVF Dairy Farm, Inc.

**Moderators:**  
**Ms. CISCAR A. TORRALBA**, Chair, MAP Ag-Business Committee, Chair and CEO, Treen Holdings Corporation  
**Mr. CHARLIE P. VILLASOR**, Chair, MAP Trade, Investment & Tourism Committee, Chair and CEO, PASA, TradeProcure and PASA Shared Services

Video Recording of April 27, 2022  
MAP Lecture



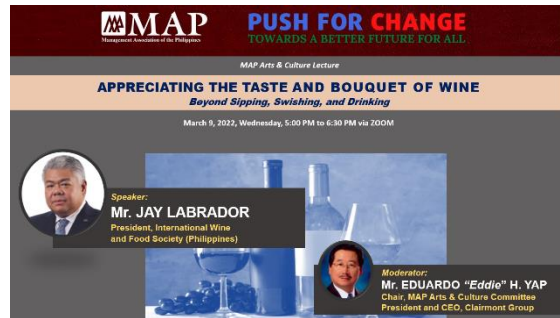
Video Recording of April 22, 2022  
MAP Webinar



Video Recording of March 24, 2022  
MAP General Membership Meeting

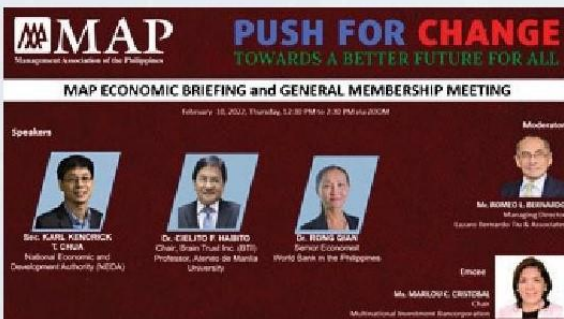


Video Recording of March 9, 2022  
MAP Lecture



<https://www.youtube.com/user/TheMAPph>  
<https://web.facebook.com/map.org.ph>

Video Recording of February 10, 2022  
MAP Economic Briefing and General Membership Meeting

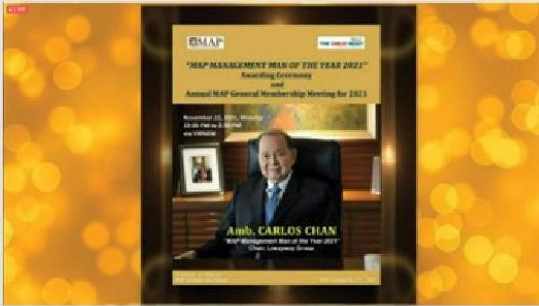


Video Recording of January 13, 2022  
MAP Inaugural Meeting and Induction of MAP 2022 Board of Governors



<https://www.youtube.com/watch?v=gzfmOPOZ0k>

Video Recording of November 22, 2021  
"MAP Management Man of the Year 2021" Awarding Ceremony  
and MAP Annual General Membership Meeting



<https://www.facebook.com/map.org.ph/videos/326360865554281>  
<https://www.youtube.com/watch?v=wIwo8hGMTpo>

Video Recording of 2nd MAP NextGen Conference



<https://www.youtube.com/watch?v=zMd6j1EqXgA>



## Happy Birthday to the following MAP Members who are celebrating their birthdays within August 1 to 31, 2022

### AUGUST 1

1. **Mr. RODERICK "Rick" M. DANA O**  
Chair and Senior Partner, Isla Lipana & Co./ PwC Philippines
2. **Mr. DANIEL RIVAS "Dan" FRANCISCO**  
Director, 1Infinity Traders Securities Corporation
3. **Mr. LARS BOGVAD "Lars" JEPPESEN**  
CEO, Tech One Global Philippines
4. **Dr. CONCHITA "Chit" L. MANABAT**  
President, Development Center for Finance

### AUGUST 2

5. **Mr. ROBIN R. BERNABE**  
President, Multimedia Exponents, Inc.
6. **Mr. GERARD "Gerry" M. LANE**  
President, Lane Archive Technologies August 2
7. **Mr. MICHAEL SHERWIN "Mike" M. MACATANGAY**  
Founder, President and CEO, One A-TEAMS Consultants Pte. Ltd.
8. **Mr. NOEL M. TEMPONGKO JR.**  
VP and General Manager, Century Pacific Agricultural Ventures, Inc.

### AUGUST 4

9. **Mr. PHILIP CEA**  
Chair, F1 Hotels & Resorts
10. **Dr. ANDREW "Andy" I. LIUSON**  
Co-Founder and Vice Chair, Cityland Group of Companies
11. **Dr. RAMON "Mon" B. SEGISMUNDO**  
Founder and CEO, 1-HR.X Pte. Ltd. (Singapore)

### AUGUST 5

12. **Ms. RUBY BAIRAN**  
President, EstateMart Dev't. Inc.
13. **Mr. VICTOR S. CHIONGBIAN**  
Chair, Fast Logistics
14. **Dr. RAYMOND "Ray" NELSON DAVIS**  
Chair, Mabuhay Capital Corporation
15. **Ms. CRISTINA "Tina" A. LEE**  
GM and Managing Partner, Cornerstone Performance International Inc.
16. **Mr. FEDERICO "Piki" R. LOPEZ**  
Chair and CEO, First Philippine Holdings Corporation
17. **Mr. JOHNSON "Jong" ONGKING**  
VP, Pacific Paint (Boysen) Philippines, Inc.
18. **Atty. JOSE MIGUEL "Miko" C. PALARCA**  
Managing Partner, Palarca and Baluyut Law Offices

### AUGUST 6

19. **Atty. LILIA B. DE LIMA**
20. **Mr. JUAN VICTOR "Jovy" I. HERNANDEZ**  
SVP and Head of PLDT and Smart Enterprise Business Groups, PLDT

### AUGUST 7

21. **Mr. EDWIN H. HERNANDEZ**  
President, Jardine Distribution, Inc.
22. **Mr. VICENTE "Bimbo" T. MILLS JR.**  
Chair, Hino Motors Philippines Corporation

23. **Atty. ANTONIO "Bing" A. PICAZO**  
Senior Partner, Picazo Buyco Tan Fider & Santos Law Offices

### AUGUST 9

24. **Mr. FLORIDO "Doy" P. CASUELA**  
OIC, Philippine National Bank (PNB)
25. **Mr. PETER G. COYIUTO**  
President and CEO, First Guarantee Life Assurance Company, Inc.
26. **Engr. RODOLFO "Rod" N. FERRER**, Chair, RN Ferrer and Associates, Inc.

### AUGUST 10

27. **Ms. CLARISSA ROWENA "Butch" C. BON SOL**  
President and Managing Director, Expat Communications, Inc.
28. **Mr. ARTURO "Art" N. DALUPAN**  
Consultant, Professional Payroll Specialists Inc. (PPSI)
29. **Mr. LORENZO V. TAN**  
President and CEO, House of Investments, Inc. (a YGC Member)
30. **Ms. SHARON T. TAN**  
President, Universal Rich Property and Management Corporation
31. **Mr. ARTEMIO "Jason" B. VITANGCOL**  
President and CEO, St. Peter Chapels

### AUGUST 11

32. **Mr. RUEL T. MARANAN**  
President, Ayala Foundation, Inc.
33. **Dr. JUSTO "Tito" A. ORTIZ**  
Vice Chair, UnionBank of the Philippines
34. **Mr. CESAR G. "Cesar" ROMERO**  
Country Chairman, Shell Companies in the Philippines
35. **Dr. ANTONIO "Tony" S. YAP**  
President, Benita & Catalino Yap Foundation

### AUGUST 12

36. **Mr. MICHAEL "Mhycke" C. GALLEGO**  
Partner and Advisory Practices Leader and Head, Knowledge Management, Punongbayan & Araullo/Grant Thornton Philippines
37. **Mr. FRANCIS AUGUSTUS "Francis" L. WEE**  
CEO, W Group, Inc.

### AUGUST 13

38. **Ms. PIA SANDRA "Pia" N. ACEVEDO**  
Founder, President and CEO, The OneCORE and Creative Human Resource Group
39. **Mr. MICHAEL ARCATOMY "Mike" H. GUARIN**,  
Partner, Advisory, KPMG R. G. Manabat & Co.
40. **Mr. JUAN "Johnny" B. SANTOS**
41. **Ms. MICHELLE "Michelle" M. UNGCO**  
SVP, Unicapital Inc.
42. **Atty. JOSE LUIS "Bobet" L. VERA**  
President, Quest Broadcasting, Inc.
43. **Mr. MARLO R. CRUZ**

### AUGUST 14

44. President and CEO, CIBI Information, Inc.

45. **Ms. ANGIE G. FLAMINIANO**  
President and COO, NutriAsia, Inc.
46. **Mr. ALVIN D. LAO**  
President and CEO, D & L Industries, Inc.
47. **Mr. BENJAMIN PHILIP "Philip" G. ROMUALDEZ**,  
Trustee/VP, Doña Remedios Trinidad Romualdez  
Medical Foundation, Inc.
48. **Mr. GERARDO "Ral" A. ROSARIO**  
President and General Manager, RMG Hospital  
Supply, Inc.

#### AUGUST 15

49. **Ms. MARION "Marcy" C. KOHCHECH CHUA**  
Managing Director and Head of ATRAM Wealth,  
ATRAM
50. **Ms. MARY JADE T. ROXAS- "Jade" DIVINAGRACIA**  
Managing Partner for Deals and Corporate Finance,  
Isla Lipana & Co./ PwC Philippines
51. **Mr. WILLIAM "Bill" B. GO**  
Vice Chair, CTBC Bank
52. **Mr. JALLAIN MARCEL S. "Jallain" MANRIQUE**  
Partner, KPMG R. G. Manabat & Co.

#### AUGUST 16

53. **Mr. MARCELO "Celo" S. CO**  
Managing Director, Marikina Food Corporation
54. **Mr. CHRISTOPHER "Chris" M. GOTANCO**  
Senior Advisor (former President and COO), Anglo  
Philippine Holdings Corporation
55. **Mr. ALBERTO "Bertie" ALDABA LIM**  
Chair, Culion Foundation, Inc.
56. **Atty. PEDRO "Pete" H. MANIEGO JR.**  
Chair, Energy Lawyers Association of the Philippines
57. **Mr. AURELIO "Gigi" R. MONTINOLA III**  
Chair, Far Eastern University (FEU)

#### AUGUST 18

58. **Mr. FRANCISCO JAVIER "Franz" P. BONOAN**  
First Vice President, BDO Capital and Investment  
Corporation
59. **Mr. ROBERTO JOSE "Boj" R. LOCSIN**  
Chief Administrative Officer, Manila Water Company,  
Inc.
60. **Ms. CRISTINA CARANTO "Tina" VIVAS**  
Head of Consumer Goods and Retail, Food Service,  
Healthcare and Pharmaceuticals Division, ZMG Ward  
Howell, Inc.

#### AUGUST 19

61. **Ms. MA. AURORA "Boots" D. GEOTINA GARCIA**  
President, MAGEO Consulting, Inc. August 19
62. **Mr. ROGELIO "Roger" M. MURGA**  
Chair and CEO, Private Infra Dev Corporation
63. **Mr. WILLY Q. TEE TEN**  
President and Dealer Principal, Autohub Group

#### AUGUST 21

64. **Mr. IMMANUEL "Mau" GARCIA**  
SVP - Client Management Group, Trinity Insurance  
and Reinsurance Brokers, Inc.
65. **Ms. JEAN MARGARET "Jeannie" GOULBOURN**  
President, Design Exchange, Inc.
66. **Ms. MARIA VIVIAN "Vivian" C. RUIZ**  
Vice Chair and Deputy Managing Partner, SyCip  
Gorres Velayo & Company (SGV & Co.)
67. **Mr. BRUCE ALEXANDER "Bruce" WINTON**  
General Manager, Marriott Hotel Manila

#### AUGUST 22

68. **Mr. LEONARDO JARDIN "Leo" MATIGNAS JR.**
69. **Mr. REY ESCARILLA "Rey" UNTAL**

#### AUGUST 23

70. **Atty. ALEXANDER "Alex" B. CABRERA**  
Chairman Emeritus and ESG Leader, Isla Lipana &  
Co./PwC Philippines
71. **Ms. AMELIA "Amy" D. MANAS**  
Chair, Bruno's Services Corporation

#### AUGUST 24

72. **Ms. MARTHA "Marts" MENDOZA SAZON**  
President and CEO, Globe Fintech Innovations, Inc.

#### AUGUST 25

73. **Mr. FRANCIS O. MONERA**  
President, SIGN (Sustainable and Inclusive Growth  
Network) Asia Foundation
74. **Mr. ARTHUR LEACHON "Art" PANGANIBAN JR.**  
President and CEO, Gotuaco, del Rosario Insurance  
Brokers, Inc.
75. **Mr. VICENTE "Nonoy" S. QUIMBO**  
President, Bel Mondo Italia Corporation

#### AUGUST 26

76. **Mr. RAYMON "Mon" CAYABYAB**  
Managing Partner and CEO, Xiklab Digital
77. **Mr. LUIS "Louie" B. QUISUMBING**  
President, Norkis Group of Companies
78. **Mr. SEIJI TAKANO**  
President, Sumitomo Corporation of the Philippines
79. **Mr. CONSTANCIO "Teting" B. TAN**  
President, Orix Metro Leasing and Finance  
Corporation

#### AUGUST 27

80. **Mr. RANDOLPH "Randy" T. ESTRELLADO**  
COO, Maynilad Water Services, Inc.
81. **Sec. PETER B. FAVILA**  
Monetary Board Member, Bangko Sentral ng Pilipinas
82. **Mr. ANTONIO C. "Tony" OPPEN**  
President and CEO, Welding Industries of the  
Philippines, Inc.
83. **Ms. KAREN REMO**  
President and CEO, New Perspective Marketing  
International Inc.
84. **Mr. KINGSON U. SIAN**  
President and CEO, Travellers International Hotel  
Group, Inc.

#### AUGUST 30

85. **Mr. OSCAR "Carey" L. DE VENECIA JR.**  
President and CEO, Basic Energy Corporation
86. **Mr. TAKESHI HARA**  
President and CEO, Mitsubishi Motors Philippines  
Corporation
87. **Mr. WILLIAM RUSSELL "William" M. SCHEIRMAN JR.**  
CEO, Scheirman & Cruz Property Holdings, Inc.
88. **Mr. IGNACIO "Chony" B. GIMENEZ**  
Corporate Secretary, I.B. Gimenez Securities, Inc.

#### AUGUST 31

89. **Ms. MARIA BLANCA KIM "Kim" BERNARDO LOKIN**,  
Managing Editor, Business+Class Magazine
90. **Mr. JOSEPH JEROME "Jerome" D. ONG**, President  
and General Manager, CDO FOODSPHERE, INC.
91. **Mr. JOSE RAMON "Bom" V. VILLATUYA**  
President and Managing Director, Rural Bank of  
Luisiana, Inc.

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