



"MAPping the Future" column in INQUIRER

***"Harvard puts a
Spotlight on the Philippines"***

April 3, 2023

Ms. MARIA CAROLINA "Carol" V. DOMINGUEZ



"MAP Insights" column in BUSINESSWORLD

"Interesting times"

April 4, 2023

Sec. RAFAEL "Raffy" M. ALUNAN III

“Harvard puts a Spotlight on the Philippines” *(from page 1)*



Ms. MARIA CAROLINA "Carol" V. DOMINGUEZ

On the evening of March 22, 2023 the Philippines shone brightly. That night, the highest-ranking Harvard University official ever to visit the Philippines, Harvard Provost Dr. Alan Garber, who was on a two-day visit as part of a swing through Southeast Asia, was given a memorable, world-class welcome.

The venue was the Ayala Museum. The attendees were over 200 Filipino graduates of Harvard and their guests. The attire was formal. The red carpet (literally) was rolled out for Dr. Garber.

Musicians from the Manila Symphony Orchestra played. Food catered from Manila Hotel was scrumptious. Specially designed drapery and floral arrangements gave an extra touch of class. A photo exhibit of past Harvard events in the Philippines showed the depth of Harvard's presence in our country.

There was a buzz in the air.

A high point of the evening was a fireside chat with Dr. Garber. As Harvard's provost, Dr. Garber is second highest-ranking official at the University (after the University's president), and in that role, he acts as Harvard's chief academic officer. He graduated summa cum laude from Harvard and holds a PhD degree in economics as well as being an MD.

The fireside chat was moderated by Geraldine Acuña-Sunshine, Harvard University Overseer and the co-president of Harvard Club of the Philippines Global. The Club's other co-president, Carol Dominguez, CEO of John Clements Consultants, gave the welcome remarks.

The opening question from Ms. Acuña-Sunshine was for Dr. Garber to explain what he does as provost. In response, Dr. Garber said that one of his most pressing tasks is to ensure that Harvard's twelve graduate schools work in concert. There is tremendous talent at Harvard, but it's scattered across the different schools, and there is a real danger of duplication of effort and redundant investments. For example, different medical research labs could be running similar projects and requesting the same expensive equipment - rather than aiding one another.

To remedy this, Dr. Garber and Harvard's president, Professor Drew Gilpin Faust, have formulated the One Harvard initiative. Through One Harvard, the departments have begun working more closely and more efficiently.

Another question was how Harvard was addressing the challenge of AI, specifically ChatGPT, which potentially can write highly articulate essays for students, among other tasks. Dr. Garber noted that the educational community at large would have to determine new ways to test and inspire students, but that the University would approach AI advancements as potentially

positive developments. Dr. Garber acknowledged that something admirable is often lost whenever technology makes related ingrained aptitudes not as necessary as they once were, but he remained hopeful that AI in Harvard would ultimately come into its own as a progressive tool to accomplish basic tasks faster at high quality. He reminded the audience of the Kempner Institute for the Study of Artificial and Natural Intelligence that Harvard launched in late 2021 in collaboration with Mark Zuckerberg and Priscilla Chan. The college, Dr. Garber said, has always moved forward when it comes to emerging tech, and it wouldn't be proper to shy away from this newest challenge just because the solution is currently a touch opaque.

The fireside chat ended with closing remarks by Jaime Alfonso Zobel de Ayala. Dr. Garber was complimented for how great he looked in his new barong (which had been made specifically for him), and he was asked to return to the Philippines in the near future so he'd have more chances to wear it. The Provost of Harvard chuckled and nodded.

Harvard University is placing greater emphasis on Southeast Asia. Harvard's Asia Center has ambitious plans for promoting Philippine studies which includes teaching Filipino; starting a Visiting Scholars and Post-doctoral Fellowship Program (to bring scholars from the Philippines to Harvard); introducing the Philippines and its history into under-graduate classes through course development support; supporting Special Research Projects (climate change, food security, disaster response, innovative housing, ASEAN, culture and religions, etc.); furthering Philippines Related Programming (Academic Talks and Cultural Events - art exhibitions, music, food, etc.); and establishing a high-profile Yearly Conference (this would include a conference at Harvard, with scholars based in the Philippines invited, and a collaborative conference with universities in the Philippines).

Harvard's Asia Center sees this as a particularly important moment for moving ahead aggressively with all these initiatives as part of its efforts to provide a lasting place for Southeast Asian Studies generally, and the study of the Philippines in particular, at Harvard; something that has not previously existed in its nearly 400-year-old history. It is an exciting and unprecedented moment, filled with opportunities and possibilities.

The spectacular success of the evening honoring Dr. Garber at the Ayala Museum did much to elevate the status of the Philippines at Harvard. It made one proud to be a Filipino. With this event and the plans of Harvard's Asia Center to give prominence to Philippine studies, the distance between Manila and Massachusetts has never been closer.



***That distance is
getting nearer
every day.***



(The author is Chair of Diversity, Equity and Inclusion Committee of the Management Association of the Philippines (MAP) and was MAP Governor from 2018-2019. She is President and CEO of John Clements Consultants, Co-President of Harvard Club of the Philippines Global and a member of Harvard Business School Alumni Board. Feedback at <map@map.org.ph> and <cvdominguez@johnclements.com>).

“Interesting times”

(from page 1)



Sec. RAFAEL “Raffy” M. ALUNAN III

In its March 7, 2023 article, McKinsey reported that while the Philippines has yet to reach pre-pandemic growth rates, big opportunities exist across sectors. As the world emerges from the pandemic, business leaders must shape innovation and growth by anticipating future disruptions.

It cited five crucial sectors that hold tremendous promise.

1. Real estate and construction

The expansion in real estate development is expected to recover to pre-pandemic levels by the end of 2023, except building construction, with residential construction predicted to grow by 12% in 2024.

Return-to-office policies and a resurgence in the need for industrial, retail and leisure spaces will increase demand for office space. Hybrid working will influence the reinvention of office spaces and the growth of co-working facilities.

The cultivation of green real estate opportunities and appetite for sustainable buildings will encourage sector-wide growth and innovations in construction techniques, and could help attain the country’s 2030 goal of reducing carbon emissions by 75%.

2. Travel and hospitality

In pre-pandemic 2019, gross direct tourism value-added, as a share of GDP, was estimated at

12.7%.

International tourism spending was estimated at PhP549 Billion, while domestic tourism spending was around PhP3.1 Trillion. A full recovery to pre-pandemic levels is expected by 2024.

Hotel occupancy rates are now between 70-80% and expected to still rise. China’s and Hong Kong’s lifting of mandatory quarantine on arrival are reasons for optimism. Other positive factors are:

- the growth of “revenge travel”;
- sustainable tourism and increased awareness of eco-friendly travel options;
- the increase in domestic travel;
- the popularity of the “digital-nomad” lifestyle that allows for extended periods.

3. Financial services

The state of the financial services sector in 2023 will depend on two key factors: interest rate hikes and rising inflation. Macro-volatility could cause a slowdown in new loans, while rising inflation will put pressure on cost-of-living due to operating cost and wage increases.

In response, the Bangko Sentral ng Pilipinas (BSP) will increase interest rate hikes to keep up with inflation while the financial sector is prioritizing the inter-operability and digitization in top banks. Moreover, the banking sector has taken additional steps to protect itself and its clients. These include:

- recovering non-performing loans,
- reducing loan-loss provisions with an outlook on improved credit status,
- digital neo-banks offering higher savings interest rates and faster customer acquisition.

Most significant I would think is the growing effort to make banking more accessible and inclusive. The growth of digital banking is significant: in 2021, 60% of Filipinos used digital banking (from only 17% in 2019), and growth is expected to accelerate in 2023.

4. Energy

The supply-demand balance is a major concern with clear downside risks. Threats to energy supply include rising oil and gas prices, supply-chain disruptions and currency depreciation.

A power supply shortage is expected later this year due to:

- a growing population,
- a resurging economy,
- the depletion of domestic gas supply,

- heavy reliance on imported fuel.

It will sustain upward pressure on prices and urgency to bring greenfield capacity online. On energy transition, major players are diversifying energy assets with direct investments in cleaner technologies – solar, hydro, wind and battery energy storage systems.

I'm personally batting for pocket nuclear plants in Luzon, Visayas and Mindanao to significantly reduce power costs and electrify in the whole country.

For its part, the government passed legislation to:

- reduce fuel and power costs via subsidies for transport operators;
- boost investments in indigenous energy resources, such as coal;
- strengthen electric cooperatives for broader access to electrification.

5. Healthcare

Growth stalled in 2022 for healthcare services and pharmaceuticals, and is expected to persist this year as it addresses three major challenges.

First, rising inflation resulting in the rise of healthcare wages, especially that of hospital staff, i.e., nurses and technologists who are in short supply here and abroad.

Second, supply-chain disruptions that will drive up medicine price variations and production inefficiencies since the country remains a net importer of pharmaceuticals.

Third, turnover levels for health workers will remain high, straining the capacity of service providers and raising the poor quality of healthcare.

To address these challenges, the DOH aims to close the supply-demand gap by building facilities in areas outside Metro Manila and assuring the supply and affordability of medicines.

In the private sector, key players are investing in the healthcare value chain, and taking concerted steps to tap into growing online markets through electronic medical records, all-in-one telemedicine and consultation apps, and other ancillary services.

S&P Global foresees our GDP will continue to grow rapidly in the next 10 years. By 2034, the Philippines is foreseen to become a trillion-dollar economy benefiting from, among others, its membership in RCEP that will attract FDIs in manufacturing and infrastructure projects.

This strong growth is expected to boost per capita GDP from US\$3,500 in 2021 to US\$6,400 by 2031, spurring domestic consumption and catalyzing foreign and domestic investment flows.

Consequently, the outlook over the next decade is very bright. Rapidly rising standards of living will broadly improve human development and cut significantly the population living in extreme poverty over the next ten years.

That said, reality bites. The country undoubtedly faces formidable headwinds in 2023, such as:

- pandemic and Ukraine-related supply-chain disruptions;
- declining global growth;
- the VUCA (volatile, uncertain, complex, ambiguous) reality prevailing in the world.

We're in the cusp of a potentially destructive war amongst the great powers in the Asia-Pacific region who also happen to be our major trade partners. If that comes true, there goes the neighborhood. To what extent would that ultimately impact on our national economy? Do we have a relevant prescription for national survival?

We need to review the strategies in place, if any, to mitigate key risks - geopolitical, governance, inflation, interest rates, foreign exchange, trade – and reduce the imbalance between social costs and benefits through policy reform.

The economic outlook for the Philippines appears bright but bringing it to fruition depends on how well we govern and manage risk to win the future for our common good.

(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 former Governor of MAP. He is Vice Chair of Pepsi-Cola Products Philippines, Inc. He is a Member of Philippine Council for Foreign Relations, and sits on the boards of other companies as Independent Director. Feedback at <map@map.org.ph> and <rmalunan@gmail.com>.)



NO FREE LUNCH

The economy's backbone

By: Cielito F. Habito

@inquirerdotnet Philippine Daily Inquirer
/ 04:30 AM April 04, 2023

Over the years, I have described agriculture as the economy's backbone. While I believe this to be true nearly everywhere, it's more especially so for the Philippine economy. Many might find it hard to agree, especially considering how by various measures, it has been our worst performing economic sector for decades now—that is, compared to the two other sectors of industry and services. For one, agriculture, forestry, and fishery (AFF) now accounts for less than a tenth (9.6 percent) of our gross domestic product (GDP), way down from one-third in the postwar years of 1946-1947.

It's not because the sector shrank. It kept growing over the years, but at a rate much slower than industry and services did. Since the turn of the millennium, AFF grew at an average annual rate of only 2.4 percent, far outstripped by the 4.6 and 5.7 percent for industry and services, respectively. And it had worsened over time; the sector's annual growth averaged 3.5 percent in 2001-2010 (vs. 4.2 and 5.6 percent for industry and services, respectively), but has been a mere 1.5 percent per year from 2011 onwards. Meanwhile, industry and services both speeded up to 5.0 and 5.8 percent average annual growth, respectively. Productivity (in constant 2018 pesos) per worker in AFF was only P164,982 last year, far below industry's P689,059 and services' P444,045. Not surprisingly, our nation's poorest are found in our farms and fisheries.

With such dismal numbers, how can we say agriculture is our economy's backbone, then? Consider the following facts. Only two regions, Metro Manila and Calabarzon, already account for more than half of our total services GDP. In industry GDP, only three regions account for 60 percent, with the addition of Central Luzon to the previous two. All three regions are in Luzon. On the other hand, AFF output is much more evenly spread across the regions, with six of the 16 regions accounting for half, including one region in Visayas and three in Mindanao. It is, quite literally, the sector holding our regions together like a backbone, commonly important in all of our regions. Thus, I also describe it as our economy's most inclusive sector, because growth in the sector benefits all regions of the country, in contrast to the highly skewed (and Luzon-centric) geographical benefits from growth in industry and services. Just like in the human body, other parts of the body could well be in much better shape than our spine—but it's still the backbone that holds it all together.

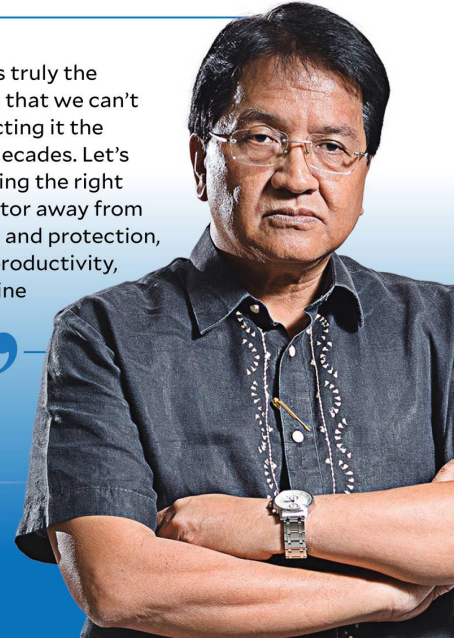
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All told, agriculture is truly the economy's backbone that we can't afford to keep neglecting it the way we've done for decades. Let's start with finally having the right captain steer the sector away from persistent defeatism and protection, toward heightened productivity, dynamism, and genuine food security for all.

”

Cielito F. Habito
No Free Lunch

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PHILIPPINE DAILY
INQUIRER
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Our backbone sector showed its mettle at the height of the COVID-19 pandemic. In 2020, when industry and services suffered deep contractions at -13.1 and -9.1 percent, respectively, AFF dipped a mere -0.2 percent. But it turned negative only because African swine fever had abnormally reduced livestock production. If livestock is omitted from the computation, the rest of the sector actually grew by a positive 0.8 percent. Crops alone posted an impressive 2.1 percent growth even as the rest of the economy collapsed! At the same time, statistics showed that the AFF sector absorbed hundreds of thousands of workers displaced from industry and services. Agriculture, apart from showing resilience in adversity, also proved to be the reliable fallback jobs provider—a true backbone indeed.

Furthermore, agriculture is a key foundation on which our industry and services sectors are built. It provides the raw materials for about two-thirds of our manufacturing output (of which more than half are food manufacturers), which in turn is about two-thirds of the total industry sector output. In services, agriculture and agri-based products also figure prominently in the dominant services subsectors of wholesale and retail trade, transport and storage, food and accommodation services, and now tourism as well, with farm tourism fast gaining ground.

All told, agriculture is truly the economy's backbone that we can't afford to keep neglecting it the way we've done for decades. Let's start with finally having the right captain steer the sector away from persistent defeatism and protection, toward heightened productivity, dynamism, and genuine food security for all.

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BOARD TALK

Business Features Editor
Doris Dumalac-Abadilla

Unlocking the full potential of family businesses: The power of professionalization

I was having a private meeting with family members in the boardroom of one of the largest family business conglomerates in Asia that is now in its fifth generation. The question the family asked me is the same that family business conglomerates ask me that are only in the first, second or third generation, "We need to professionalize more. How can you help us?"

You would think that a multibillion-dollar family business conglomerate is already professionalized enough given its success and size; otherwise, they would not be where they are. But that is not true. With over 83 percent of our clients globally and in the region being family businesses, we see every day how already extremely successful conglomerates can still unlock hidden growth potentials by filling in the missing gaps of professionalization.

What does it mean to professionalize?

As family businesses grow and mature, they always need to adopt more professional practices and processes to remain competitive. To survive, succeed and remain competitive over generations, professionalization is fundamental. This empowers family businesses to enhance their operations, attract talent, and position themselves for future growth and sustainability by implementing more formal and organized practices and processes.

Professionalization is especially important for large family conglomerates because they often operate across multiple industries and geographies, and have more complex organizational structures than smaller family businesses. As family conglomerates grow, they may face a range of challenges, such as managing diverse business units, coordinating operations across different regions and ensuring effective communication and decision-making.



PROFIT PUSH
TOM OLIVER

Professionalization can be a challenging process for family businesses, particularly ones that have operated informally for a long time. Family members may be resistant to change, or feel that professionalization undermines their sense of autonomy and control over the business.

How a family business can keep its 'soul'

A lot of family businesses struggle to achieve the right balance between professionalization and maintaining the company's values, culture and "soul," which are usually rooted in the family. However, we have found again and again in our many years of experience in helping family businesses professionalize, both in the region and globally, that "keeping the soul" and "professionalizing" are not mutually exclusive.

On the contrary, if family businesses do not professionalize enough, their soul is at risk. Why? Because they will lose high potential in their organization, they will not manage to establish a culture where high performers gravitate. They will fail to attract the best and keep the best. They will descend into a culture of mediocrity where average performance is tolerated. And this means they will miss out on many business opportunities and ultimately forsake revenues and profits.

The best-run family businesses around the world, no matter what country they are in, realize that they can only keep their "soul" and continue

to reap the many benefits family businesses have by becoming 100-percent professional. They hire external experts and advisors to make sure they uncover their blind spots and then make whatever changes are necessary to become 100-percent professionalized.

Why do a lot of family businesses struggle with professionalization?

It is especially common for family businesses to lack professionalization because they often started with a "mom-and-pop" store mentality. Even if they manage to grow to an enormous size or become billion-dollar businesses, we often see remains of that mom-and-pop mentality hidden in plain sight in various parts of the conglomerates. These are usually blind spots for the owners and for the management. Everyone is used to operating in such a way that no one realizes the many hidden growth potentials the business can unlock easily by professionalizing 100 percent across all areas of the business.

Take the profit potential of synergies, for example. A very large family business

conglomerate in Europe approached me and my team because they suspected they had not been using the synergies among all businesses of the conglomerate properly. They were in their third generation. When we started our deep investigation, it became clear to us very quickly that they were missing out on huge profit potentials because they were only using a minute portion of the synergies among all their different businesses in the conglomerate. They had never taken any conscious and focused approach to synergies at all. We estimated that they could realize up to 15 percent more profits over the next two to three years with no added investments, just by correctly exploiting the synergies within and between the businesses they already had.

Key benefits of professionalization

Professionalization can involve adopting a wide range of practices, from areas such as corporate governance, financial management and risk management to more formal organizational structures and processes.

Here are some practical examples of how even some of the world's largest family business conglomerates can still apply professionalization to further unlock profit potential:

- **Tata Group:** This is a family business conglomerate based in India that made revenues of \$28 billion in 2022. It operates across a range of industries, including steel, automotive, information technology and hospitality. The Tata Group has implemented several professionalization initiatives in recent years. For example, the group has established a formal board of directors and

has implemented a corporate governance framework that includes independent directors and board committees. The group has also established formal risk management processes and has implemented sustainability reporting practices.

- **Koch Industries:** With \$25 billion in revenues in 2021, this is a family business conglomerate based in the United States that operates across a range of industries, including energy, chemicals and manufacturing. Koch Industries has also implemented more professionalization initiatives in recent years. For example, the company has established formal performance management processes and has implemented an enterprise resource planning (ERP) system to improve financial reporting and analysis. The company has also established formal innovation processes, including an innovation center and a venture capital fund.

- **Walmart:** This well-known American multinational retail corporation is a family business conglomerate that made over \$600 billion in revenues in 2022. The company has implemented a range of professionalization initiatives over the years, including the establishment of a formal board of directors and the implementation of a formal ethics and compliance program. The company has also implemented formal sustainability reporting practices and established a formal talent management framework.

If a giant like Walmart still sees the need to professionalize even further, so should you! (a)



ILLUSTRATION BY RUTH MACAPAGAL



Tom Oliver, a "global management guru" (Bloomberg), is the chair 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 organizations. For more information and inquiries, visit TomOliverGroup.com or email TomOliver@inquirer.com.ph.

"Harvard puts a Spotlight on the Philippines"

by

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Chair of MAP Diversity, Equity and Inclusion Committee
Former MAP Governor from 2018-2019
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Harvard puts a spotlight on the Philippines

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Musicians from the Manila Symphony Orchestra played. Food catered from Manila Hotel was scrumptious. Specially-designed drapery and floral arrangements gave an extra touch of class. A photo exhibit of past Harvard events in the Philippines showed the depth of Harvard's presence in our country.

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A high point of the evening was a fireside chat with Garber. As Harvard's provost, he is second highest-ranking official at the university (after the president) and in that role, he acts as Harvard's chief academic



MAPPING THE FUTURE
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officer. He graduated *summa cum laude* from Harvard, holds a PhD degree in economics and is also an MD (doctor of medicine).

The fireside chat was moderated by Geraldine Acuña-Sunshine, Harvard University overseer and the president of Harvard Club of the Philippines Global. This author, the club's copresident, gave the welcome remarks.

The opening question from Acuña-Sunshine was for Garber to explain what he does as provost. In response, he said that one of his most pressing tasks is to ensure that Harvard's 12 graduate schools work in con-

cert. There is tremendous talent at Harvard, but it's scattered across the different schools, and there is a real danger of duplication of effort and redundant investments. For example, different medical research labs could be running similar projects and requesting the same expensive equipment—rather than aiding one another.

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Dealing with AI

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In this part of the world Harvard University is placing greater emphasis on

Southeast Asia. Harvard's Asia Center has ambitious plans for promoting Philippine studies, which include: teaching Filipino; starting a Visiting Scholars and Post-doctoral Fellowship Program (to bring scholars from the Philippines to Harvard); introducing the Philippines and its history to undergraduate classes through course development support; supporting special research projects (climate change, food security, disaster response, innovative housing, Association of Southeast Asian Nations, culture and religions, etc.); furthering Philippine-related programming (academic talks and cultural events, such as art exhibitions, music, food, etc.); and establishing a high-profile yearly conference (this would include a conference at Harvard, with scholars based in the Philippines invited and a collaborative conference with universities in the Philippines).

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ippines in particular, at Harvard—something that has not previously existed in its nearly 400-year-old history. It is an exciting and unprecedented moment, filled with opportunities and possibilities.

The spectacular success of the evening honoring Garber at the Ayala Museum did much to elevate the status of the Philippines at Harvard. It made one proud to be a Filipino. With this event and the plans of Harvard's Asia Center to give prominence to Philippine studies, the distance between Manila and Massachusetts has never been closer.

That distance is getting nearer every day. (a)



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MAP INSIGHTS
RAFAEL M. ALUNAN III

1. REAL ESTATE AND CONSTRUCTION
The expansion is not where the expansion is expected to occur to pre-pandemic levels by the end of 2022 except for the construction, with residential construction projected to grow to 2021 in 2024.

2. TRAVEL AND HOSPITALITY
In pre-pandemic 2019, growth rate for tourism was 10%, or a share of GDP was estimated at 12.2%.

3. FINANCIAL SERVICES
The state of the financial services sector in 2020 will depend on how we balance interest rate hikes and rising inflation. Money-wisdom could cause a downturn in new loans, while rising inflation will put pressure on cost-of-living due to operating cost and wage increases.

4. ENERGY
The energy demand balance is a major concern with three key risks: threats to energy supply, supply-chain disruptions, and currency depreciation.

5. HEALTHCARE
Covid-19 cases in 2022 for health-care workers and patients, and is expected to persist through a mid-2023 or later.

Most significant, I would think, is the growing effort to establish green energy assets and systems. The growth of digital banking is significant to 2021, 60% of Filipinos used digital banking (from only 17% in 2019), and growth is expected to accelerate in 2022.

For its part, the government has proposed and passed laws to address the energy sector. It has passed laws to help energy companies, such as coal and oil.

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in 2022 that will attract foreign investment and infrastructure projects.

The strong growth is expected to boost gross value added from 2020 to 2021 to 4.4% to 5.0%, opening domestic consumption and contributing foreign and domestic investment flows.

Consequently, the outlook for the year ahead is very bright. Typically strong statements of being well-lit and not negatively impacted by the pandemic, being an extension of the year 2021.

That said, reality bites. The country's economic growth has been volatile in 2020, such as pre-pandemic and pandemic of supply-chain disruptions, a deepening global recession, and the US's inflation, interest rates, and energy costs providing to the world.

With all the risk of a particularly difficult year, however, the great promise in the local health system, who also happen to be our major health partners. If that comes true, there goes the nightfall. To what extent would that ultimately impact on our national economy? Do we have a relevant perspective for national recovery?

We need to review the strategies in place. If not, we may be able to - government, government, business, industry, etc. - and reduce the impact on our national health through policy reform.

The economic outlook for the Philippines appears bright but being a developing country, we need to be wary and manage risk to win the battle for our economic growth.

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

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by
Mr. RAFAEL "Raffy" M. ALUNAN III
Former Governor of MAP
Vice Chair of
Pepsi-Cola Products
Philippines, Inc.
Boards of other companies
as Independent Director

"MAP Insights"
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April 4, 2023

Low power supply and Meralco distribution cost

The big power plants in the Philippines started in 1955, when the power generation was 2.1 TWh (terawatt-hours) (TWh). 70% of the power is from hydropower and 30% from thermal power. The power supply in 1990 was 25.1 TWh, and in 2000 was 23.7 TWh, resulting in a deficit for many years.

MY CUP OF LIBERTY
BIENVENIDO S. OPLAS, JR.

Let me wish Meralco, the national grid operator of the Philippines, a happy birthday. It was founded in 1955, when the power generation was 2.1 TWh.

In 1990, while the Philippines was generating 25.1 TWh of power, it was the only country in the world that had a power deficit. It was not until 2010, or after three decades, that the Philippines is generating 80 TWh of power while Meralco serves 27 million (27 million) MW for 2.1 billion people in the Philippines and Indonesia 30 TWh.

Cost component of major charges in Meralco customer bills

Charge	Category	Price, P/KWh		
		2019	2021	2020
Generation	Gross	4.39	4.8	4.7
Transmission	NETP	0.76	0.1	0.04
Distribution, 200-200	Netcost	1.00	1.00	0.90
Service, 200-200	Netcost	0.59	0.59	0.59
Metering, 200-200	Netcost	0.41	0.45	0.33
Distribution loss (see 20)		0	-0.22	-0.6
Taxes, NTAS, 0% (see 20)				

Generation companies (gross)	Category	% of energy sales		
		2019	2021	2020
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81
First Gen Power Corp.	NGP-Gen. Co.	4.52	4.51	4.81

Gross revenue and net income in P Billion

Company	Gross revenue (P)			Net income (P)			N/VA, %		Avn.
	2019	2020	2021	2019	2020	2021	2019	2020	
NGP	46.81	48.25	59.97	20.03	25.50	23.12	42.7	47.7	19.8
Meralco	234.03	268.08	292.09	20.64	14.82	20.30	8.7	5.5	11.5
NGP-Gen. Co.	33.01	20.11	34.58	3.36	4.38	6.0	6.0	17.9	16.2
NGP-Gen. Co.	85.02	14.41	-1.86	3.30	3.44	2.0	3.0	6.0	14.0
SPRC	20.00	13.18	12.11	2.38	1.98	4.98	8.7	23.6	14.0
NGP-Gen. Co.	12.68	0.54	-1.41	1.33	1.58	0.48	8.1	18.9	4.9
AC Energy	4.09	8.47	16.49	0.3	1.37	1.22	4.7	16.6	4.8
SPRC	42.16	42.8	42.00	2.36	1.97	3.24	5.4	9.3	12.4
SPRC	12.08	18.73	19.68	0.26	0.16	0.19	3.4	9.1	10.5
TI	26.47	32.41	35.48	2.1	-0.1	0.3	7.9	6.1	10.4

generation companies (Genco) Meralco, which is 100% owned by the Philippine National Grid Operator (NGO) and is a subsidiary of Meralco.

From 2014 to 2021, the power generation in the Philippines was only 6.3 TWh/year, which is a significant deficit for the country's population of 110 million people.

As of 2021, the power generation in the Philippines is only 6.3 TWh/year, which is a significant deficit for the country's population of 110 million people.

As of 2021, the power generation in the Philippines is only 6.3 TWh/year, which is a significant deficit for the country's population of 110 million people.

MAP Sports, Fellowship and Wellness Committee Meeting | April 4, 2023



(l-r)

(l-r) MAP Sports, Fellowship & Wellness Committee (SFWC) Vice Chair Ebot Tan and SFWC Chair Peng Perez de Tagle



(l-r)
MAP President and SFWC Governor-in-Charge Dick Du-Baladad, MAP Past President and SFWC member Ed Francisco and SFWC NextGen Vice Chair George Carlos



(l-r)

MAP Past President and SFWC member Popoy del Rosario, SFWC members Popoy Juico, Mike Macatangay and Obet Salvino



CALL FOR NOMINATIONS FOR THE SCALE PROGRAM

Scale

Building resilient and sustainable tech businesses

Armed with a mission to shape the Philippine startup economy, the Scale program is an initiative led by the Management Association of the Philippines (MAP) and PwC Philippines, together with QBO Innovation Hub, the Department of Trade and Industry (DTI) and Foxmont Capital Partners. It seeks to develop promising startups across various industries through a process of mentorship and advisory.



What does Scale aim to do?



Who can join Scale?

- Startups looking to grow and want to scale
- Corporates that are shaping the digital future of their organizations and are open to working with startups
- Strategic investors who are looking for promising and sustainable startups



How can I register for Scale?

Scan the QR code to fill out the registration form or email us at ph_scale@pwc.com

Deadline for registration is on 19 April 2023.



March 24, 2023

Circular No. 015 - 2023

Subject: **Call for Nominations for the SCALE PROGRAM**

Dear MAP Member:

On behalf of the MAP Board of Governors and the MAP Tech Start-Up Committee, we would like to invite you to submit your nominations and/or volunteer as mentor for the **SCALE PROGRAM**.

The **SCALE PROGRAM** is a joint project of Department of Trade and Industry (DTI), Foxmont Capital Partners, IdeaSpace Foundation Inc./QBO, PwC Philippines and MAP.

Here below for your reference are the key information about the **SCALE PROGRAM**:

OBJECTIVES

1. Prepare start-ups to scale up and admit investors by providing them important knowledge on governance, business valuation, deal processes as well as challenging them on their product and business model.
2. Enable MAP members, who would like to be investors and/or mentors of promising start-ups, to contribute to the development of the Philippine start-up ecosystem.

TARGET PARTICIPANTS

1. Start-ups that are looking for ways to grow and scale up.
2. Start-ups that are moving towards or already in the A and B Series levels.

(Series A refers to the level where shares of the start-ups are offered in exchange for capital. Series B level refers to start-ups with steady streams of revenue and have proven that they can scale up.)

Note: Nominations will be coming from MAP members and MAP's partners for the **SCALE PROGRAM**: (1) DTI, (2) Foxmont, (3) IdeaSpace/QBO and (4) PwC Philippines.

VETTING PROCESS

Each nomination will undergo vetting by the MAP Tech Start-Up Committee. The vetting process will consist of:

1. An evaluation of the company, its operations and its officers,
2. An interview with its officers, and
3. An ocular of its place of business.

CRITERIA

1. The start-up should be bringing new and innovative technology-based products and/or services to the market.
2. The start-up has been operating for at least two years in the Philippines.
3. The start-up is operating in any of the following sectors:
 - 3.1 Agribusiness
 - 3.2 Artificial Intelligence (AI)
 - 3.3 E-commerce
 - 3.4 Educational technology
 - 3.5 Financial technology
 - 3.6 Food
 - 3.7 Healthcare
 - 3.8 Insurance technology
 - 3.9 Supply chain management and logistics
 - 3.10 Sustainability, Climate Change, Environment

Note: The criteria have been made easy and simple, and excluded the audited financial statement requirement as most start-ups find this difficult to provide.

TIMETABLE

April 12, 2023	Launch of SCALE PROGRAM at the April 12, 2023 MAP General Membership Meeting
April 19, 2023	Deadline of submission of nominations
Last week of April	Launch Party at the Sinigang Valley
April 20 to May 5, 2023	Pre-screening
May 10, 2023	Announcement of short-listed nominees during the May 10, 2023 MAP General Membership Meeting
May	Vetting Period to generate 12 to 15 participants
June - August	Mentorship Program
	1st module - Scaling up
	2nd module - Valuation
	3rd module - Revalida
	4th module - Governance and Reporting
	Fireside Chats and Mixers
September	Culmination Activities (Final Pitch, Awarding, etc.)

MENTORS

Each start-up will be assigned at least one mentor from MAP. The mentors will be identified after the participating start-ups have been chosen.

HOW TO NOMINATE

Submit thru this Google Form link:

<<https://forms.gle/wAvyQnxQYKDGvgiP9>>

the following information:

1. Name of Nominator
2. Name of Start-up
3. Description of Start-up's products/services
4. Names and Profiles of the Start-up's officers

If you have questions, please call MAP Executive Director Arnold P. Salvador via <map@map.org.ph> or +63917-820-2456, or PwC Deals and Corporate Finance Senior Manager Trissy Rogacion via <karen.patricia.rogacion@pwc.com> or +63917-836-8673.

Thank you.

Sincerely,



BENEDICTA DU-BALADAD
MAP President



ALEXANDER B. CABRERA
Governor-in-Charge
MAP Tech Start-Up Committee



ALDIE P. GARCIA
Chair
MAP Tech Start-Up Committee



MAP General Membership Meeting

Current State of Philippine Transport

A Project of MAP Infrastructure Committee

April 12, 2023, Wednesday

11:30 AM to 2:00 PM

Bonifacio Hall, Level 4

Shangri-La The Fort



Speaker:

Secretary JAIME "Jimmy" J. BAUTISTA
Department of Transportation (DOTr)



Reactor:

Mr. TAKEMA SAKAMOTO
Chief Representative
Japan International
Cooperation Agency (JICA)

Registration Fees:	
MAP Member	FREE
Guest	P2,000 each



MAP Governance Committee in collaboration with ICD Technology Governance

OpenAI:

ChatGPT

Navigating AI Ethics for a Responsible Future

18 APRIL 2023, TUESDAY
08:30 AM TO 10:30 AM (GMT+8)
DISCOVERY PRIMEA, MAKATI CITY (LIMITED SEATS) / ZOOM

INVESTMENT FEE	MAP MEMBER	NON-MEMBER
Face-to-Face Fee	FULLY BOOKED	FULLY BOOKED
Online Fee	FREE	P1,250



SCAN THE QR CODE

Participation in this course meets the recommended best practices for continuing directors education prescribed by the Securities and Exchange Commission (SEC).

OpenAI: ChatGPT

Navigating AI Ethics for a Responsible Future

We will discuss the ethical ramifications of artificial intelligence in this seminar, as well as the contribution that OpenAI's ChatGPT language model makes to a responsible future. This session will give a summary of the current state of AI ethics and emphasize some of the most urgent ethical concerns. As AI's capabilities and integration into our daily lives increase, major questions regarding privacy, bias, responsibility, and the influence of AI on society have arisen. Participants will learn about the important ethical factors that should be taken into account when developing and deploying AI systems and will have the chance to ask questions. We will also discuss the role of OpenAI and ChatGPT in fostering transparency, accountability, and inclusiveness in AI development.

Schedule & Agenda

18 April 2023, Tuesday, 08:30 AM to 10:30 AM (GMT+8)
Venue: Discovery Primea, Makati City / ZOOM

8:30 AM - 8:35 AM	Welcome remarks
8:35 AM - 8:45 AM	Introduction
8:45 AM - 9:05 AM	Overview of AI Ethics
9:05 AM - 9:25 AM	OpenAI and ChatGPT
9:25 AM - 9:40 AM	Break
9:40 AM - 10:20 AM	Panel Discussion and Q&A
10:20 AM - 10:30 AM	Conclusion and Closing Remarks

Registration Details

Invest in your professional development.

NON MEMBERS

ONSITE: PHP 2,800.00
ONLINE: PHP 1,250.00
inclusive of VAT

ICD MEMBERS AND MAP MEMBERS

NOTE: Registration for ICD and MAP Members is FREE



**APPLY TO ATTEND
MAY 1-4, 2023
EXPAND YOUR REACH**

2023

May 1-4
SELECTUSA INVESTMENT SUMMIT
Gaylord National
Resort & Convention Center, Maryland

2023 SelectUSA Investment Summit

The SelectUSA Investment Summit is the United States' premier annual event **dedicated to promoting foreign direct investment (FDI)**. The convening power of the Investment Summit brings worldwide attention to the U.S.' expanse of investment potential creating business opportunities and directly connecting investors with U.S. economic development organizations (EDOs).

Explore 100+ sessions featuring C-Suite Executives, Cabinet Officials, Governors, and more. **Meet over 71 U.S. EDO representatives** from 51 U.S. States and Territories in one location. **Connect with 1,400+ Business investors from 70+ international markets.**

The annual event highlights the current U.S. investment environment and industry trends in its robust and curated agenda featuring:

- **SelectUSA Tech**, connecting early-stage and startup technology companies to prospects for advancement in the U.S. market.
- **Select Global Women in Tech** (SGWIT) Mentorship Network connecting international women founders of early-stage and startup tech companies to resources needed to successfully expand into the U.S. market.
- Appearances by US senior government officials, C-Suite business executives, and other thought leaders.
- Sessions on global climate priorities like key clean energy, advanced batteries, energy storage, civil nuclear energy, offshore wind, and semiconductors.
- Online Networking platform to schedule meetings and curate personalized agendas.



Secretary Gina M. Raimondo at 2022 SUSA Investment Summit

"It is THE event to attend for anyone considering expansion in the USA."

~ 2022 SelectUSA Investment Summit Participant

REGULAR RATE

US\$1,095.00

Begins March 1, 2023



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Apply Today



www.selectusasummit.us

To join the Philippine Delegation to the Summit, please contact Jeanne Santiago at Jeanne.Santiago@trade.gov or telephone number 5301-2696.

SAVE THE DATE REGISTER EARLY

ON A COHESION COURSE

Leading In the Age of Unlimited Possibilities



2023 MAP International CEO Conference
TRANSITION SERIES 2
Tuesday • 12 September 2023
Shangri-La at the Fort

Please register thru the following link:
<https://forms.gle/xonTxE2ArxfGTWdCA>

MAP CEO CONFERENCE 2023 REGISTRATION RATES

REGISTRATION FEES			
Payment by	MAP Member	Non-MAP Member	Foreign Delegates
April	P6,000	P8,000	\$150
May	P8,000	P10,000	\$200
June	P10,000	P12,000	\$250
July	P12,000	P14,000	\$300
August	P14,000	P16,000	\$350
September	P16,000	P18,000	\$400

Get 1 FREE seat for every 5 seats paid.

Special 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/xonTxE2ArxfGTWdCA>

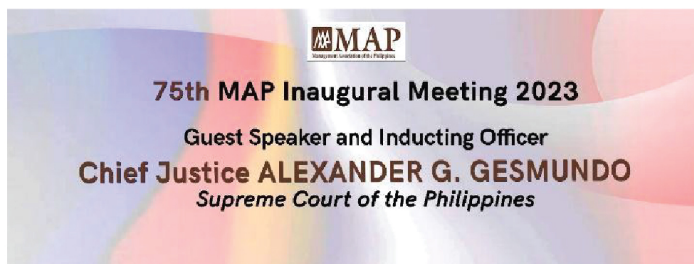
MAP TALKS ON YOUTUBE



March 8, 2023
MAP General Membership Meeting (GMM)
on International Women's Day



February 8, 2023
MAP Economic Briefing and
General Membership Meeting (GMM)



January 31, 2023
MAP Inaugural Meeting and
Induction of MAP 2023 Board of Governors



November 22, 2022
MAP Annual General Membership Meeting and
"MAP Management Man of the Year 2022"
Awarding Ceremony



November 11, 2022
3rd MAP NextGen Conference 2022



October 13, 2022
MAP GMM



September 13, 2022
MAP International CEO Hybrid Conference



September 8, 2022
MAP - PMAP Joint GMM

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

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

Speakers



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

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

August 19, 2022, Friday, 12:00 Noon to 2:00 PM
Bonifacio Hall, Level 4, Shangri-La at The Fort

August 19, 2022
MAP GMM

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

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

July 14, 2022
MAP GMM

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

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
Ratford UP Professor of Economics and Management

Co-Moderators:



Mr. **VIC MAGDARAOG**
Co-Chair for MAP CEO Academy
MAP HMDC
Senior Business Adviser
Advisory & Insights (A&I)

Dr. **BEN TEHANKKEE**
Co-Vice Chair for Social Justice
MAP ESG Committee
Professor
DLSU

Panelists:



Mr. **JOEY BERMUDEZ**
Chair
Maybridge Finance and Leasing, Inc.

Mr. **CLIFF EALA**
President
Synetys Limited

Ms. **ALMA JIMENEZ**
President and CEO
Health Solutions Corporation

Prof. **DINDO MANHIT**
CEO and Managing Director
Stalabas Group

July 1, 2022
MAP Webinar

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

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
Atsuhita Data Innovation

Ms. **AILEEN JUDAN JIAO**
President and Country General Manager
IBM Philippines, Inc.

Mr. **PAUL WHITTEN**
Chief Advocate
Red Hat Asia Pacific

Co-Moderators:



Mr. **PATRICK D. REIDENBACH**
Chair, MAP ICT Committee
President, UbaidoReidenbachSolutions, Inc. (UR Solutions)

Mr. **EDUARDO "Teddy" G. SUMULONG**
Co-Vice Chair, MAP ICT Committee
Managing Director and CEO, Land Registration Systems, Inc. (LARS)

June 23, 2022
MAP GMM


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

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

EMCEE:



Ms. **AGNES A. GERVACIO**
Co-Vice Chair for Environment, MAP ESG Committee
CEO, MDI Marine

Speakers:




Mr. **ANDREW CHAN**
Asia-Pacific Leader in ESG
PwC Malaysia

Mr. **VINCENT KNEEFEL**
Circular Economy Director
Public Credit Exchange

Ms. **MA. ANTONIA YULO LOYZAGA**
President
National Residence Council

Q&A MODERATOR:



Atty. **ALEXANDER B. CABRERA**
Governance-Charge, MAP ESG Committee
Chief Strategy and ESG Leader
Ilo Iloano & Co., Inc. Philippines


May 19, 2022
MAP GMM

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

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
AutoPulse (Singapore)

Moderator:



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

May 2, 2022
MAP Webinar

GREEN EDSA MOVEMENT **MAP** **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

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 Wildlife Fund for Nature (WWF)

Atty. **TONY LA VINA**
Dean, Ateneo School of Environment;
Associate Director, Manila Observatory

Ms. **ANA MARGARITA MONTIVEROS**
Vice President and Chief Reputation & Sustainability Officer
Societe Generale Techno, Inc.

Mr. **SANTIAGO F. DUMLAO, JR.**
Chairman, CEO
Secretary General of Association of Green Building
Agencies in Asia (AGBA)

Ms. **RACQUEL B. CAGURANGAN**
Chair, MAP Agriculture Committee
Vice President, Avenir Health Corp., Inc.

April 29, 2022
MAP Webinar

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

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

April 29, 2022, Friday, 3:00 PM to 5:00 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 Farms, Inc.

Moderators:



Mr. **OSCAR A. TORRALBA**
Chair, MAP Trade, Investments & Tourism Committee
Chair and CEO, Teves Holdings Corporation

Mr. **CHARLIE P. VILLASOR**
Chair and CEO, PAMA, Trade Procure and PAMA Shared Services

April 29, 2022
MAP Webinar

Happy Birthday!

to the following MAP Members who are celebrating their birthdays within **April 2023**

April 1

Ms. MARIA AILEEN “Mylene” ABIVA
President and CEO, FELTA Multi-Media, Inc.
Atty. LORNA PATAJO “Lorna” KAPUNAN
Senior Partner, Kapunan & Castillo Law Offices
Ms. VICKY LEE “Vicky” SALAS
Partner, Financial Services Organization Leader,
SyCip Gorres Velayo & Company (SGV & Co.)

April 2

Gen. JAIME S. “Jimmy” DE LOS SANTOS
AFP (Ret), Trustee, University of the
Philippines (UP) Foundation
Mr. ANTONIO V. “Tony” DEL ROSARIO SR
Mr. ANTONIO R. “Tony” SAMSON
Chair and CEO, Touch XDA

April 3

Mr. JAMES GERARD O. “James” DE JESUS
President, Jaric Marketing, Inc.
Mr. APOLLO S. “Cocoy” ENRIQUEZ
President and General Manager, A S Enriquez
Engineering Consultancy
Sec. CESAR V. “Cesar” PURISIMA
Founding Partner, Ikhlas Capital

April 4

Mr. RICARDO S. “Ricky” GUEVARA
Chair and CEO, Guevent Investments
Development Corporation
Ms. JUDITH DUAUIT “Judy” VAZQUEZ
CEO, PHCOLO Inc.

April 5

Atty. CARLOS G. “Carlo” BANIQUED
Managing Partner, Baniqued & Bello

April 6

Atty. JO KRISTINE GERONA “Kaye” CELERA
Regulatory Affairs Director - East Zone,
Manila Water Company
Mr. JIMMY D. “Jimmy” GO
President, MSI-ECS Phils., Inc.
Ms. CECILIA A. “Chechi” SANCHEZ
Chair and CEO, Leverage International (Consultants), Inc.

April 8

Mr. FELIX R. “Felix” ANG
President, Auto Nation Group, Inc.
Mr. NICK “Nick” GITSIS
President, Integrated Airline Group, Inc.
Mr. JOSE TEODORO K. “TG” LIMCAOCO
President and CEO, Bank of the
Philippine Islands (BPI)
Mr. MARIANO M. “Nonong” MARTIN
FICD
Ms. MA. CARMEN ALCUAZ “Nena” REYES
Management Consultant for Education,
FranklinCovey Philippines
Mr. ERNESTO B. “Ernest” RUFINO JR.
Chair and CEO, Health Maintenance, Inc. (HMI)

April 9

Mr. SIXTO TAN “Noy” BENEDICTO
President, Benedicto Steel Corporation
Mr. KARLO G. “Karlo” MAGPAYO
President and COO, Mother Teresa Crematorium
and Columbarium (MTCC)
Dr. MA. CRISTINA DAMASCO “Tina” PADOLINA
President, Centro Escolar University (CEU)
Ms. BETTINA T. “Tina” SALMO
Managing Director for Mortgage Banking, J
P Morgan Chase & Co.

April 10

Mr. RUBEN Y. “Rubby” LUGTU JR.
President, Asia Link Finance Corporation

April 11

Mr. FILEMON T. “Jun” BERBA JR.
President, Philippine Foundation for
Science Technology
Mr. MIGUEL ANTONIO L. “Mike” OZAETA
Executive Director, Nomura Securities Philippines, Inc.
Mr. REUBEN M. “Reuben” VALERIO
Chair and CEO, AC Corporation

April 12

Ms. MILDRED R. “Mildred” RAMOS
Managing Partner, Advisory Services,
Reyes Tacandong & Co.

Happy Birthday!

to the following MAP Members who are celebrating their birthdays within **April 2023**

April 13

Mr. CHRISTIAN R. “Gonzalez” GONZALEZ
Head, Asia Pacific & the Subcontinent,
ICTSI (International Container Terminal Services, Inc.)
Ms. DANNAH “Ma” MAJAROCON
Consultant, Lalamove PH

April 14

Engr. VERGIL J. “Verg” BARGOLA
President and CEO, Cargo Padala Express Forwarding
Services Corporation (CaPEX)
Arch. NESTOR S. “Nes” MANGIO
President and CEO, Central Country Estate, Inc.
Dr. ELTON SEE “Elton” TAN
Chair, President and CEO, The E-Hotels Group

April 15

Mr. EVARISTO M. “Jun” NARVAEZ JR.
Chair and President, Jackbilt Industries, Inc.

April 16

Mr. JOSE ROBERTO “Roby” ALAMPAY
CEO, PumaPublic Productions

April 17

Mr. NIKKOLAI MARI Z. “Nikko” ACOSTA
Globe Group-Chief Strategy Officer and
Brave Connective Inc.-Group CEO, Globe Telecom, Inc.
Ms. GERALDINE HAMMOND “Gett” APOSTOL
Partner, Isla Lipana & Co./PwC Philippines
Mr. DANIEL Z. “Danny” BARLICOS
President and COO, RiskIntegrate, Inc.
Mr. CARLOS S. “Charlie” RUFINO
CEO, The NetGroup - Real Estate &
Project Management Corporation
Ms. JO-ANN Y. “Jo-Ann” TACORDA
Chief Administrative Officer, P J Lhuillier Inc.
Dr. RODOLFO M. “Rudy” VILLARICA
President, Villarica Specialty Chemical Corporation

April 18

Mr. GARY C. “Gary” DE OCAMPO
President and Managing Director, Kantar Philippines, Inc.
Mr. JOHNLU G. “Johnlu” KOA
Founder and CEO, The French Baker, Inc.

Mr. CONRADO S. “Conrad” PERRERAS
Chair and CEO, Strategic Partners and Alliances, Inc.
Mr. OSCAR S. “Oscar” REYES
Chair, LinkEdge Inc.

April 19

Mr. RAMONCITO S. “Mon” FERNANDEZ
President and CEO, Maynilad Water Services, Inc.
Mr. OSCAR M. “Oskie” LOPEZ
Chair Emeritus, First Philippine Holdings Corporation
Mr. EDGAR C. “Edgar” SEE
President, Halston Garments, Inc.

April 20

Dr. CIELITO F. “Ciel” HABITO
Chair, Brain Trust Inc. (BTI)
Mr. DAVID T. “David” LEECHIU
CEO, Leechiu Property Consultants, Inc.

April 21

Mr. ERNEST KENNETH S. “Ernie” CUYEGKENG
EVP and CFO, A. Soriano Corporation
Ms. SHEILA G. “Sheila” LOBIEN
CEO, Lobien Realty Group, Inc.

April 22

Mr. OLIVER D. “Oliver” JIMENO
President and CEO, CTBC Bank (Philippines) Corp.

April 23

Ms. MA. FE PEREZ- “Fe” AGUDO
President, Hyundai Asia Resources Inc.
Mr. EDWIN R. “Edwin” BAUTISTA
President and COO, Union Bank of the Philippines
Mr. DELFIN T. “Jun” HALLARE JR.
Chair, Exakt IT Services Inc.
Mr. ALBERTO D. “Bert” LINA
Chair, Lina Group of Companies
Mr. YORK B. “York” VITANGCOL
Treasurer and Director, St. Peter Life Plan, Inc.
Ms. LOURDES JOSEPHINE T. GOTIANUN “Joji” YAP
President and CEO, Filinvest Land, Inc. (FLI)

Happy Birthday!

to the following MAP Members who are celebrating their birthdays within **April 2023**

April 24

Ms. MARIA GEORGIANNA E. “George” CARLOS

Founder and Pack Leader, Fetch! Naturals

Mr. TEODORO B. “Ted” PADILLA

Executive Director, Pharmaceutical & Healthcare Association of the Philippines (PHAP)

Mr. DOMINGO PAREJA “Don” PANLILIO

President, D2B Multi-ventures Inc.

Mr. WARREN S. SO

President, ADP Design Group

Cong. GUSTAVO S. “Gus” TAMBUNTING

Representative - 2nd District of Parañaque City, House of Representatives

April 29

Mr. DANIEL CAVESTANY “Daniel” ABOITIZ

Chief Commercial and Stakeholder Engagement

Officer, Aboitiz Power Corporation

Mr. LUIS GUILLERMO FRANCO “Luis” CARRILLO

President and CEO, CEMEX Holdings Philippines, Inc.

Mr. EMMANUEL C. “Manny” CUASAY

President and CEO, Capital Industries, Inc.

Mr. JOSE MA. K. “Joey” LIM

former President and CEO, Metro Pacific Investments Corporation (MPIC)

Mr. JOSE MA. S. “Baby” LOPEZ

SVP - Finance, Lopez Sugar Corporation

April 25

Mr. ERNESTO R. “Eric” ALBERTO

President, DITO CME Holdings Corp.

Mr. ALDRIN DENNIS F. “Aldrin” DULIG

VP - Finance, ASIAPAC, Concentrix CVG Philippines, Inc.

Mr. AMIT KUMAR “Amit” OBEROI

General Manager, Shangri-La The Fort

April 30

Mr. AMADOR P. “Ador” CRUZ

Chair, ASPAC Advertising

Mr. LAWRENCE N. “Lawrence” LEONIO

CEO, LNL Archipelago Minerals, Inc.

Mr. FERDINAND A. “Randy” NAGUE

Managing Partner, Nague Malic Magnawa & Associates Customs Brokers

April 26

Ms. MARCELINA TOLENTINO “Ace” ITCHON

President and CEO, Aspen Philippines, Inc.

Atty. MARIA CRISTINA “Tina” SAMSON

President, PRIVAATE

April 27

Mr. PETER D. “Peter” MAQUERA, CEO

Microsoft Philippines, Inc.

April 28

Mr. TIRSO D. “Jun” ANTIPORDA JR.

Chair and CEO, Milestone Petroleum

Marketing Corporation

Mr. FRANCISCO F. “Popoy” DEL ROSARIO JR.

Chair, Institute for Solidarity in Asia (ISA)

Mr. JAIME E. “Jimmy” YSMAEL

President and CEO, Qualimed Health Network

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