



Republic of the Philippines
Tourism Infrastructure & Enterprise Zone Authority

TERMS OF REFERENCE

**CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A
COMPREHENSIVE TOURISM MASTER DEVELOPMENT PLAN
FOR THE CLUB INTRAMUROS GOLF COURSE AND ENVIRONS**

I. RATIONALE

The Tourism Infrastructure and Enterprise Zone Authority (TIEZA) aims to enhance the utilization of its assets, increase financial viability and contribute to responsible tourism in the communities where these assets are located through a holistic and research-based study of the assets development.

Upon evaluation and assessment of the Assets Management Sector, and the current tourism demand, it is deemed necessary to expand, enhance, and upgrade the Club Intramuros Golf Course (CIGC) and its facilities including its historic environment with additional revenue centers. Response to latest trends in golf course operations and management, and new/innovated revenue centers need to be incorporated in the golf course and environs to make it feasible and sustainable, making it at par with the other golf courses in Metro Manila and the rest of the country.

The outcome based on the Master Plan is envisaged to cater to all golf enthusiasts, their families, and corporate and family events. This will position the golf course and the restaurant, and other added revenue centers as a venue for corporate meetings as well as other social events helping generate more revenues for TIEZA.

Environmental assessment, socio-economic analysis, financial and institutional evaluation will be conducted to create a development framework that will produce benefits and minimize risks. As such, highest and best use options (minimum 3 options) will be presented and the most viable option will be chosen.

In view of this, TIEZA requests for the expression of interest for the Consultancy Services on the development of a Tourism Master Development Plan for the Club Intramuros Golf Course and environs.



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II. CLUB INTRAMUROS GOLF COURSE

TIEZA requests for expression of interest for the Consultancy Services on the development of Tourism Master Development Plan for the Club Intramuros Golf Course and environs.

The entire area is approximately 23 hectares. 20 hectares shall be for the Club Intramuros Golf Course and Driving Range. TIEZA built the Club Intramuros Golf Course with the following amenities:

- 18 Hole, Par 66 golf course
- Tee houses
- Lagoons
- Night golf lighting
- Halfway house
- Driving Range
- Golf cart path
- Locker rooms
- Club House with function rooms
- Roofdeck
- Restaurant
- Kitchen
- Administration office
- Leasable areas
- Parking area
- Caddies House
- Motorpool area
- Nursery

TIEZA currently operates the Club Intramuros Golf Course.

III. OBJECTIVES

The Consultancy Services to be procured under this TOR aims to prepare and submit a Comprehensive Tourism Master Plan (CTMP) for the Club Intramuros Golf Course and environs, to develop and position the golf course and food and beverage outlets as a tourism and corporate destination, of choice. In particular, the Consultants shall render the following obligations:

1. Undertake situational analysis of the Project sites to determine its suitability for a world-class golf course and other auxiliary tourism and corporate development considering the Manila Comprehensive Land Use Plan (CLUP), and the Department of Public Works & Highways – National Capital Region (DPWH-NCR) and the Metropolitan Manila Development Authority (MMDA) development plans;
2. Identify the specific nature and scale of the developments to include its developmental phases, timelines vis-a-vis the area's carrying capacity,



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socio-cultural, environment and financial considerations;

3. Determine the financial and economic viability of the Project development investment and identify the business, economics, financial and marketing models, operation and maintenance plan for the implementation of the CTMP;
4. Determine the institutional, operational and management arrangements on the development of the Project as well as the linkages which will ensure inclusive growth;
5. Identify viable infrastructure projects that may be undertaken by TIEZA and/or private sector as well as the corresponding costs and timelines for each project;
6. Formulate development guidelines in accordance to the Intramuros Administration rules and regulations that shall serve as a guide to TIEZA and prospective investors;
7. Present development options that will maximize the value of the site which will yield optimum return and opportunities to the government, private sector, and society; and
8. Recommend the preferred development ("Project") and financial option among the list presented approved by the procuring entity.

IV. EXPECTED RESULT

The primary expected result of the Master Planning is to produce a financially viable and sustainable integrated CTMP for the Club Intramuros Golf Course and environs that can be the basis for its development and rehabilitation as a incorporating its historical significance as a TIEZA operating asset.

V. SCOPE OF SERVICES

The consultants shall deliver the following outputs under the Services:

A. INCEPTION REPORT

1. Introduce the Project, its background, purpose, stakeholders, and the identified preliminary issues.
2. Prepare inventory of data, reports, development plans, maps, studies, climate impact, and other literature relevant to the Project.
3. Identify the approaches and methodologies that will be employed in complying with the Terms of Reference (TOR) such as site



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- investigations, land valuation, and market demand and supply evaluation, including market appetite.
4. Present detailed development work schedule, investment cashflow, and outline of deliverables.

B. SITUATIONAL ANALYSIS

1. Develop a vision and mission for the Project that would be in line with the development of the area as a challenging golf course as a premier recreational, sports tourism destination. Define the strategies, policies and action plans needed to achieve the set vision.
2. Conduct a review, assessment and consolidation of all the existing physical, tourism, recreation, sports and development plans, studies, and agreements concerning the Project and other literature relevant to the Project.
3. Conduct an inventory and assessment of all laws, ordinances and issuances from various government agencies that are relevant and can create an impact on the development, operation and maintenance of the golf course by TIEZA or through a third party. The legal inventory will include Environmental Plans prepared by the Department of Environment and Natural Resources or its local offices, R.A. 1616 of the Intramuros Administration. Resolutions of local councils, issuances of Committees and Task Forces created for Club Intramuros Golf Course, Memorandum of Agreement/ Understanding/ Contracts undertaken with regard to possession, management of development of Intramuros and CIGC. Indicate in the study the direct and indirect effects on CIGC, its environs, its operation, development, and on potential projects to be undertaken. This will also include indicated parameters or restrictions on development/ operation by TIEZA or a third party.
4. Identify and map the key site elements such as but not limited to its current land use, notable landmarks in the vicinity, transport, parking, accessibility, utilities, and other infrastructures it has at present.
5. Assess the environmental conditions of CIGC and its surrounding areas by examining its physical features such as land form, topography, drainage, vegetation, water resources, climate, its natural hazards such as tropical storms, earthquakes, flooding, and its susceptibility to climate change,



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6. Assess socio-cultural conditions factors in developing CIGC.
7. Assess the state of existing infrastructure and facilities, in relation to the current and projected traffic volume and demand for utilities in the Project and surrounding developments.
8. Undertake land valuation and current market value or appraisal of the Project site.
9. Identify gaps in market demand and supply and assess opportunities to meet these through the development of the Project without prejudice to creating golf circuits and data from the National Golf Association of the Philippines (NGAP) on players demographic.
10. Profile the existing markets of the Project site and its immediate vicinity such as but not limited to target market segments, market positioning, volume, structure and sources of tourism markets, pricing levels, themes and phasing of developments, mix of facilities and services, and strategies employed to capture the opportunities for this proposed tourism development.
11. Identify and profile at least two leading benchmarks located locally and at least two abroad which have the same scale, character, and theme as the Project, the practices of which could be adopted in the master planning of the site.
12. Determine the necessary/allowable tourist amenities such as but not limited to the attractions, facilities, and activities needed to create a tourism development framework in line with the user need and market gap analyses, identified target market, and proposed top recreational golf course.
13. Propose the viable land use elements based on the tourism development concept and framework, which include but not limited to tourism amenities, facilities, and activities necessary for an integrated tourism development. Areas for administrative facilities, utilities, and open spaces must also be provided.



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14. Identify the spatial strategy and preliminary land distribution and computation for the entire Project.
15. Identify the possible legal and institutional concerns that may arise in the conduct of master planning, implementation, and operation of the Project.
16. Identify the strengths, weaknesses, opportunities, and threats of the golf course and environs through a S.W.O.T. Analysis.

C. PRELIMINARY TOURISM MASTER PLAN

1. Propose two (2) integrated CTMP, each accompanied by schematic/conceptual site development plans anchored on a competitive recreational golf course as tourism destination, preliminary evaluation financial viability, and other components such as development theme; zoning, arrangement and mix of land use elements; pattern of activity; pattern of circulation; physical forms and building massing; and phasing of development with estimated cost.
2. Prepare a preliminary conceptual plan for the utilities based on identified needs of the site, verified site constraints, and Philippine regulations.
3. Propose the design parameters for water distribution system, sewerage, sewage treatment plant, drainage, flood control, internal road networks, etc. Identify the proposed location of these utilities.
4. Develop the design for the facilities that adheres to Intramuros Administration regulations.

D. COMPREHENSIVE TOURISM MASTER PLAN

D.1 Physical Framework Plan

1. Create the final site development plan using the preferred development option ("Project"). Included in the final site development plan are the following:
 - a. Detailed arrangement of the land use elements (i.e. concession



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- areas, retail shops, events places, F&B outlets, administrative and utilities building, parking areas, motorpool, gardens, open spaces, and other proposed land use elements); diagrams for the identified conceptual land uses; outline plan and elevation sketch concepts for the first phase, the size of areas identified for tourism development, and tabulation of land areas and related facilities parameters and efficiency factors;
- b. Defining landscape elements- Hardscape elements (e.g. entrance and exit gates, driveways, street furniture, signage, waterscape, solar lighting posts, nettings, etc.) Soft scape elements (plants and flowers, fountains etc);
 - c. Placement of circulation elements (internal road network, golf cart paths, streets, walkway, parking, and pedestrian);
 - d. Safety and Security elements (in consideration of the smart-city, disaster- resiliency, and sustainability concept for the CIGC.
 - e. Designated location and technical specifications of utility elements (water, drainage, wastewater, power, communications, etc.);
 - f. Layout and section details of the water supply system; layout plans of drainage and, sewerage systems, and layout and section details of sewage treatment plants (STPs), and drainage system; suggested construction methodology and project schedule; and
 - g. Schematic design plans and perspectives (blown-up, aerial/bird's eye view, section and elevations)
2. Formulate physical development guidelines that will include the parameters in infrastructure development based on pertinent Philippines laws (Building Code, Accessibility Law, Sanitary Code, Water Code, The Philippine Green Building Code, IA regulations, etc.). The components of this guideline will include the following: architectural character and design controls, development scale, density and height, climate change and disaster risk reduction management strategies, building setback, floor area ratio, building-lot ratio, and other applicable and appropriate provisions. The hallmarks of Filipino character, unity of design, and sustainability must be espoused in these guidelines.

D. 2. Environmental and Socio-cultural Plan

3. Undertake an initial environmental assessment/environmental scanning to determine the impact of the proposed tourism activities and structures to the site and the surrounding areas based on the findings in the geo-environmental assessment



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4. Determine the tourism carrying capacity *vis-a-vis* the social impact of the site taking into consideration all the proposed tourism activities, facilities and amenities, and recommend strategies to mitigate negative impacts and enhance positive ones.
5. Identify the socio-cultural and environmental impacts of the intended tourism development and propose measures and programs to ensure that the future development of the property is socially resilient and environmentally sustainable including the way in which nearby local communities can participate in the supply chain created by the Project
6. Formulate climate change and disaster risk reduction management strategies and development plans.
7. Identify activities that address issues concerning gender and development which should be implemented by both the public and private sectors to attain tourism development and competitiveness.
8. Develop a Human Resource Development Program for tourism stakeholders, particularly concerning the employment of local residents. Program strategies may include the identification of the gap between the existing workforce and that required by the Project, proposals for manpower source/s to address the gap and integration of gender awareness and development in local initiatives.

D.3. Financial and Economic Plan

9. Prepare a financial plan which includes the following:
 - a. Fifteen-year financial projections together with the defined revenue streams and pricing and cost assumptions, inclusive of Real Property Tax (RPT) and Value added Tax (VAT); and day and night golf.
 - i. *Projected Balance sheet and Income Statement*
 - ii. *Cash Flow Analysis*
 - iii. *Financial viability indicators (Le, NPV, FIRR, cost-benefit ratio, payback period) including sensitivity of these to changing demand, price, and capital expenditure assumptions.*
 - b. Total investments costs of the horizontal and vertical components of the proposed developments.



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- c. Minimum commercial terms of the entire Project that may be used by TIEZA for evaluation of possible unsolicited proposals from private investors i.e. joint venture or management contract.
10. Project the demand based on estimated market penetration rates that will be created once the development commences. Prepare estimates of the daily tourism receipts that will be generated per visitor and-per tourist on the site on a daily basis.
11. Identify and quantify the economic costs and benefits that will be generated by the Project.
12. Conduct economic cost-benefit analysis including simulation analysis.

D.4. Operational and Institutional Plan

13. Formulate an operational and institutional plan which includes the following:
 - a. Manpower requirements (day and night golf)
 - b. Safety and security measures/standards
 - c. Crisis management plan that will be implemented during emergency cases
 - d. Project implementation and operations schedule
 - e. Roles and responsibilities of TIEZA in the implementation of the master plan
 - f. Extent of TIEZA involvement and exposure in the development of the Project such as but not be limited to management contracts lease or Joint Venture (JV)

D.5. Marketing Plan

14. Create a marketing brand for the Project that will be carried out in all the marketing collaterals. These marketing collaterals include maps, brochures, video, power-point presentation, listings, and investment portfolio, and shall be aligned with institutional/ corporate branding of TIEZA.
15. Prepare an investment portfolio consisting of the potential investment opportunities, cost of doing business including



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possible tax liabilities, potential investment areas and partners.

16. Produce a marketing and promotional materials, and a 3-minute audio-visual presentation for the Project with the general public and investors as the intended audience.

VI. DELIVERABLES

The Consultants shall submit the following outputs during the course of engagement:

DELIVERABLES	COMPONENTS
1. Inception Report	1.1 Background and purpose of the Project
	1.2 Inventory of data assets
	1.3 Approach and methodology
	1.4 Detailed work schedule and outline of deliverables
2. Situational Analysis Report	2.1 The Study Area
	2.2 Comparative analysis of other development plans/studies
	2.3 Verified key site issues
	2.4 Environmental assessment
	2.5 Infrastructure assessment
	2.6 Tourist arrivals and average tourist expenditure
	2.7 Market gap and user-needs analysis
	2.8 Benchmarking
	2.9 Identification of needed facilities and utilities
	2.10 Tourism development framework
	2.11 Institutional and management setup assessment
	2.12 SWOT Analysis
3. Preliminary Tourism Master Plan	3.1 Two (2) integrated CTMP
	3.2 Preliminary conceptual utilities plan
	3.2 Design parameters and location of utilities
	3.3 Design for barrier-free facilities
4. Comprehensive Tourism Master Plan	4.1 Physical Framework plan
	4.2 Environmental and Socio-cultural plan
	4.3 Financial and Economic plan including government taxes such as RPT and VAT



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	4.4 Operational and Institutional plan
	4.5 Marketing Plan

VII. CONTRACT PERIOD

The Services shall commence upon the Consultant's receipt of the Notice to Proceed (NTP). The Services shall be completed in phases, based on the timeline below.

The Project shall be completed within a period of one hundred twenty forty-one days (141) days from the receipt of the NTP, inclusive of the review and approval of a deliverable by the TIEZA Technical Working Group and end-user before proceeding to the next deliverable,

Report	Deadline from Effectivity Date	Review Period (end-user)	Submission of Revised Report	% of Contract Price
A. Inception Report	10 days	3days	5 days	10%
B. Situational Analysis Report	30 days from acceptance of Inception Report	3days	5days	25%
C. Preliminary Tourism Master Plan	30 days from acceptance of Situational Analysis report	5days	5 days	30%
D. Comprehensive Tourism Master Plan	30 days from acceptance of Preliminary Tourism Master Plan	5 days	10 days	35%
TOTAL	100 days	16 days	25 days	100%

Notes:

1. Draft CTMP shall be presented to TIEZA Board of Directors for approval, and revisions necessary shall be carried out by the Consultants; and
2. The consultants shall be responsible for all the necessary studies, documents, information, and equipment pertinent to the production of the plans and reports. They shall likewise submit any other necessary and relevant research, study, data or report that may be requested by TIEZA.
3. Should delay or lapse of deadline set occurs due to TIEZA, the counting of number of days shall stop or shall be adjusted accordingly. However, if delay





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or lapse is caused by Consultant without valid notification, the Consultant must submit justification; In the absence of which, TIEZA may terminate the agreement. In case delay is caused by force majeure/ fortuitous event, notification and supporting documents on the facts shall be submitted by the Consultant, for TIEZA's consideration.

FORMAT OF SUBMISSIONS:

- Submission of 10 sets of reports per stage of the masterplanning
 - A4-size paper
 - Ring-bound
 - Colored copies
- Submission of 3 Copies of Executive Summary of the report per stage of the master planning.
- Submission of electronic copies in MS Word/MS Excel/MS Power point and PDF Formats of all the Reports 3CDs/ external flash drive/hard drive
- Submission of CAD Files of the Final Site Development Plan, Utility Plan, etc.
- Submission of GIS maps and other map-based information and plans or design perspectives
- Submission of High Resolution pictures of the site (jpeg Format)
- Submission of Marketing Collaterals
 - 2 ½ minute-video
 - Brochure (50 hard copies and soft copies saved in 3 USB in jpeg, psd, etc. format)
 - Prospectus (20 hard copies and soft copies saved in 3 USB in jpeg, psd, MS Word, etc. format)
 - Investment Portfolio (5 Copies in A4 paper)
- Submission of the approved CTMP in a 3D scale model (minimum dimensions 1.5 meters x 1 meter)



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VIII. CONSULTANT QUALIFICATIONS AND EXPERIENCE

The consultancy firm should have extensive experience in the preparation of integrated tourism master plans and development plans designed for sustainable development.

The Consultants must likewise be highly competent technical experts with recognized international and national experience in local and overseas projects, as well as relevant education and trainings on tourism planning, marketing, Infrastructure and product development, standards setting, local governance, financial and economic, environmental, and socio-cultural planning. It is required that the Consultant has at least five (5) years prior experience and track record in undertaking assignments of this type.

Consultant shall provide qualified key staff with sufficient skills and experiences necessary to undertake the services/tasks in the fields of expertise required by the TOR. An indicative list of the required fields of expertise as shown below.

	Expertise/Skills/Requirements	Minimum Requirement
Project Manager Team Lead	Years of professional experience related to the following activities: <ul style="list-style-type: none"> • Golf course management, Urban, master and tourism planning projects of similar or greater magnitude and complexity 	5
	Educational attainment in Civil Engineering, Environmental /Urban Planning/ Architecture	Minimum BS or MS
Civil/Cost Estimate Engineer	Years of professional experience related to the following activities: <ul style="list-style-type: none"> • Cost estimates of building and related structures including golf course • Costing of civil works including unit prices • Construction methods and preparation of basic plans and schedules 	5
	Must be a licensed Civil Engineer	
	Minimum BS or MS in Civil Engineering or related field	Minimum BS or MS



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Socio-economic expert	Years of professional experience related to the following activities: <ul style="list-style-type: none"> • Economic feasibility evaluation • Socio-economic impact analysis • Economic assessment, opportunity cost implications 	5
	Minimum BS or MS in Economics	Minimum BS or MS
Market Planner/ Financial Expert	Years of professional experience related to the following activities: <ul style="list-style-type: none"> • Financial viability analysis • Market analysis and assessments • Marketing Plans 	5
	Minimum BS Accounting or Finance	Minimum BS
Legal/Institutional Expert	Years of professional experience related to the following activities: <ul style="list-style-type: none"> • Policy and institutional framework assessment • Organizational and management set-up 	5
	Law, Economics, Public Administration, Political Science or other related fields	5
Architect	Years of professional experience related to the following activities: <ul style="list-style-type: none"> • Schematic or conceptual design Zoning	5
	Minimum BS or Post-graduate degree in Architecture	Minimum BS or Post-graduate qualification
Environmental Planner	Years of professional experience related to the following activities: <ul style="list-style-type: none"> • Environmental Impact Assessment • Environmental Management Plans, STP, flooding • Mitigation planning and design 	5



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	<ul style="list-style-type: none">• Tourism development planning and design	
	Minimum BS or Post-graduate degree in Environmental Planning, Environmental Science, Architecture or other related fields	Minimum BS or Post-Graduate qualification

IX. PROJECT BUDGET

The total allocation for the Comprehensive Tourism Master Plan on the development of the Club Intramuros Golf Course and environ shall be Three Million Pesos (PHP 3,000,000.00).

The amount shall include all applicable government taxes and charges and all professional, incidental, and administrative costs incurred by the Consultant arising from the performance of activities covered by the Scope of Work and Services such as but not limited to the cost of conducting meetings, inspections administrative costs such as printing and reproduction costs, etc., transaction costs and all other similar expenses.

X. EVALUATION OF PROPOSAL

The project bids shall be evaluated using the Quality-Cost Based Evaluation Procedures as provided for in RA. 9184 and its Revised Implementing Rules and Regulations (IRR).

A. Criteria for rating and shortlisting:

- 50% - Applicable experience of the consultants and members
- 30% - Qualifications of personnel who may be assigned to the job
- 20% - Current workload relative to the capacity

B. Criteria for evaluation of the project bids:

- Financial Proposal - 30%
- Technical Proposal - 70%
 - a. Plan of approach and methodology -30%



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- Business/Financial/Economic/Marketing (15%)
 - Physical Environmental/Social/institutional (15%)
- b. Experience and capability of consultants -40%
- Present and Past projects) (30%)
 - Quality of Personnel (10%)

XI. PROPOSAL SUBMISSION

- A. Parties interested to be engaged as the Consultant for the Project, whether as individuals or organized as a corporation or partnership, (Party Proponent) must secure bid forms from and submit proposals to the TIEZA Bids and Awards Committee (BAC).
- B. A detailed technical proposal substantially providing the content of the comprehensive report as part of the Deliverables stated in the Scope of Work and Services must be prepared and submitted by the Party Proponent to the BAC. The Party Proponent may present its proposal in a manner that deviates from the outline provided under the Scope of Work and Services, provided that such proposal substantially covers all the items indicated therein, and the deviation assists in the proper consideration of the Party Proponent's proposal.

XII. CONFIDENTIALITY

The parties hereby agree to hold in utmost confidence all works and materials deemed private and confidential including the use of any copyrighted materials. A willful violation of a party of this confidentiality agreement shall be a ground to indemnify the offended party.

XIII. RECORDS AND OTHER DOCUMENTS

The Consultant must waive complete ownership of the final documents for the master plan. All submitted outputs/documents shall be the property of the procuring entity upon completion of all work and all materials acquired relative to the project shall be turned over to the procuring entity prior to the issuance of certificate of completion and acceptance. Materials



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completed by the Consultant and the copyright thereto shall belong exclusively to TIEZA. Any use, reproduction, publication, sale or distribution of these materials and work shall be subject to prior written consent of the TIEZA and such other terms as the TIEZA may require. Any original work created or arising out of or in connection with the agreement shall belong to the TIEZA, which shall have the exclusive and irrevocable license to use, publish, copy, reproduce or distribute the work for government or public purpose.

XIV. PRE-TERMINATION OF CONTRACT

- A. The contract for the formulation of the CTMP may be pre-terminated by the, TIEZA upon notice of any violation of the terms of the Memorandum of Agreement. In case of pre- termination, the Consultant shall be informed by the TIEZA seven (7) days prior to such termination.
- B. In case of pre-termination due to Consultant's breach or default, the Consultant shall be liable to an additional liquidated damages based on the guidelines provided for by R.A. 9184 or the Government Procurement Law.
- C. TIEZA shall have the right to blacklist the Consultant in case of pre-termination based on the provision of R.A. 9184 as amended in the Uniform Guidelines for Blacklisting of Manufacturers, Suppliers, Distributors, Contractors, and Consultants.


JETRO NICOLAS F. LOZADA
Assistant Chief Operating Officer
Assets Management Sector

NOTED:


MARK T. LAPID
Chief Operating Officer