

# Luzon Economic Corridor Investment Opportunities





Message from

# Frederick D. Go

**Secretary of Finance,  
Government of the Philippines**

On behalf of the Philippine Government, I am pleased to welcome you to the inaugural Luzon Economic Corridor Investment Forum.

The Luzon Economic Corridor (LEC) is one of the Philippines' most important economic undertakings, which began with three countries—the Philippines, US, and Japan. As of May 2026, it has welcomed an additional eight (8) valued country partners—a clear sign that the Philippines is gaining international confidence as a premier investment destination.

The growing momentum behind the LEC affirms this vision. This partnership expansion broadens the financing, technical expertise, and investment networks available to the Corridor and strengthens our collective capacity to advance viable projects.

LEC brings together the country's principal gateways, industrial centers, and growth areas along Subic Bay, Clark, Metro Manila, and Batangas—and gives us the opportunity to develop them as a more integrated, competitive, and investment-ready economic platform.

The Corridor is taking concrete shape. Major transportation systems are being developed, ports and airports are expanding, and industrial estates are continuing to grow. Collectively, these investments will enhance connections between production centers, logistics gateways, and both domestic and international markets.

We are also building a business environment equal to these opportunities. Recent reforms have made our incentives more competitive, opened key sectors to greater foreign participation, strengthened the framework for public-private partnerships, extended land-lease terms, and improved the facilitation of strategic investments. These measures send a clear signal: the Philippines is open to long-term investment and prepared to support businesses that choose to grow with us.

This Dealbook highlights our ambitious goals and commitment. It outlines opportunities to be explored through private capital, technology, expertise, and partnerships, connecting investors with Philippine agencies and project proponents. I invite you to examine the opportunities in this Dealbook with that perspective.

The Philippine Government is prepared to work with investors who take these opportunities forward. We will work across agencies to provide clear investment pathways, resolve implementation issues, and move viable projects toward execution. Our commitment is to transform strong proposals into practical partnerships, and these partnerships into tangible investments in the community.

The opportunity before us is to shape the Corridor's advantages into investments that will define the next generation of Philippine growth. I encourage you to build that future with us.



Message from

## Lee Lipton

**Ambassador Extraordinary and Plenipotentiary  
to the Republic of the Philippines,  
Embassy of the United States of America**

On behalf of the United States of America, it is my privilege to welcome you to the inaugural Luzon Economic Corridor Investment Forum. This gathering represents a milestone in our shared effort to transform the Luzon Economic Corridor into one of the most dynamic and investable economic corridors in the Indo-Pacific. I am proud to welcome the American companies joining us today—innovators, investors, and industry leaders who understand that the Philippines’ growth is an opportunity for shared prosperity. Your presence here reflects the confidence the U.S. private sector places in this partnership, and I encourage you to use this Forum to forge new relationships, explore emerging projects, and deepen your footprint across the Corridor.

The economic relationship between the United States and the Philippines has never been stronger. Our governments have accelerated cooperation across energy, transportation, and digital infrastructure, translating shared strategic priorities into concrete investments. From fuel storage and pipeline infrastructure to supporting the development of the Philippines’ first civil nuclear reactor, American engagement is delivering tangible results on the ground. The Luzon Economic Corridor itself, anchoring roughly 50 percent of Philippine GDP, stands as the clearest proof point of what our nations can build together: a resilient, competitive, and forward-looking economic engine for the region.

This progress is made possible by the strength of our trilateral partnership with Japan. Since its founding, the Luzon Economic Corridor has grown into a model of allied cooperation, bringing together American and Japanese technology, financing, and infrastructure expertise with the Philippines’ skilled workforce and strategic geography. That trilateral foundation has since expanded to include Australia, Canada, Denmark, France, Italy, the Republic of Korea, Sweden, and the United Kingdom, and the European Union—a testament to the Corridor’s growing importance as a platform for like-minded nations to invest in secure supply chains, advanced manufacturing, and critical infrastructure. Together, we are demonstrating that free and open economic partnerships, built on shared principles and mutual benefit, are the surest path to regional prosperity and security.

As you move through today’s sessions, I encourage you to view the Luzon Economic Corridor not merely as a destination for individual projects, but as an integrated platform for long-term partnership. I invite each of you to engage boldly with the opportunities before you, to connect with our partners, and to help write the next chapter of a Luzon Economic Corridor that will define economic opportunity in the Indo-Pacific for decades to come.

Thank you, and the United States looks forward to building this partnership with you—today, and for many years to come.



Message from

## Takao Imafuku

**Director-General, International Cooperation Bureau,  
Ministry of Foreign Affairs of Japan**

This year marks the 70th anniversary of the normalization of diplomatic relations between Japan and the Philippines. It is a great pleasure that this inaugural Luzon Economic Corridor Investment Forum is being held in this commemorative year, marking another important milestone in trilateral cooperation among Japan, the United States, and the Philippines.

The Philippines is one of Japan's closest like-minded countries, sharing fundamental values and principles. As the security environment in the Indo-Pacific becomes increasingly severe and the free and open international order based on the rule of law faces growing challenges, it is more important than ever for Japan and the Philippines to further deepen cooperation across a wide range of areas, including the economy and economic security. In May 2026, Prime Minister Takaichi and President Marcos agreed to elevate bilateral relations to a Comprehensive Strategic Partnership reflecting our shared determination to continue strengthening our relationship in a sustained and multilayered manner.

Japan, the United States and the Philippines, guided by the vision of a "Free and Open Indo-Pacific (FOIP)," have also been advancing cooperation across a wide range of areas, such as infrastructure, energy, digital connectivity, and supply chain resilience. Cooperation among Japan, the United States, and the Philippines is playing an increasingly important role in promoting peace and prosperity in the Indo-Pacific. The Luzon Economic Corridor, launched at the Japan-U.S.-Philippines Summit in 2024, is a prime example of such cooperation.

Building on Japan's longstanding cooperation with the Philippines, Japan, for its part, has been actively engaged in supporting the development of critical railway infrastructure such as the North South Commuter Railway, providing expertise and assistance to enhance connectivity and urban mobility, promoting disaster risk reduction, and helping to ensure a safe and reliable communications environment through support for the introduction of Open RAN technologies. These efforts provide a strong foundation for our shared ambition to the Luzon Economic Corridor into a dynamic and integrated economic hub that strengthens global supply chains, accelerates economic development, and delivers mutual economic prosperity.

I hope that this Forum will serve as a platform connecting public- and private-sector actors from Japan, the United States, the Philippines, and other partner countries and help bring quality, transformative investments. I also hope that it will contribute to enhancing connectivity in Luzon and further promoting the economic development of the Philippines, while advancing the realization of a "Free and Open Indo-Pacific (FOIP)" and contributing to peace and prosperity throughout the region.



Message from

## Thomas R. Hardy

**Deputy Director and Chief Operating Officer  
U.S. Trade And Development Agency**

Welcome to the inaugural Luzon Economic Corridor Investment Forum. It is an honor for the U.S. Trade and Development Agency (USTDA) to sponsor this important gathering and to bring together our U.S. government partners, the governments of the Philippines and Japan, and international partners to advance investment in the Luzon Economic Corridor.

The Corridor – connecting Subic Bay, Clark, Manila, and Batangas – is the Philippines’ largest economic engine and a vital hub for manufacturing, logistics, and trade. This Forum provides an important platform to connect investors, project developers, technology providers, financiers, and government leaders around the infrastructure projects that will drive Luzon’s continued growth.

USTDA is proud to support the Philippines’ efforts to translate these opportunities into implementable projects. Through project preparation activities, USTDA helps advance priority infrastructure projects toward financing and implementation while connecting Philippine partners with the expertise, technologies, and capabilities of the U.S. private sector.

As a leader in infrastructure partnership building, USTDA is committed to bringing together the public and private sectors to identify opportunities, address project-development challenges, and build lasting commercial relationships between our two countries. As I noted when we announced this Forum, “America’s leadership in the Indo-Pacific is built on trusted partnerships and a shared commitment to secure, high-quality infrastructure.” This Forum reflects that commitment, bringing the United States, Japan, the Philippines, and partners from around the world together around a shared goal: turning priority projects into commercial reality.

I encourage all participants to use this Forum to forge new partnerships, explore investment opportunities, and help move the Luzon Economic Corridor’s most promising projects closer to implementation. I look forward to seeing the partnerships and opportunities that emerge from this important gathering.

# The Luzon Economic Corridor

## What is the Luzon Economic Corridor (LEC)?

The LEC aims to crowd in infrastructure and investment in Luzon to catalyze mutual economic growth, create jobs, strengthen connectivity, and improve transport and logistics, energy, and digital infrastructure along the corridor connecting Subic Bay, Clark, Manila, and Batangas. These investments will deliver mutual economic prosperity for the Philippines, United States, Japan, and our partners and allies, opening new opportunities for our businesses, strengthening our supply chains, and improving infrastructure across the island of Luzon.

## Who is involved?

The LEC is a trilateral initiative of the United States, Japan, and the Philippines that aims to mobilize private sector investment with government support. In May 2026, Australia, Canada, Denmark, France, Italy, the Republic of Korea, Sweden, and the United Kingdom joined the initiative as well. Myriad private companies are investing in the development of the corridor.

## Why does it matter?

The LEC represents the Philippines' largest economic engine, accounting for ~50 percent of gross domestic product (GDP). Through coordinated, high-impact investments in critical sectors, the LEC is transforming Luzon into a more prosperous and interconnected region for the Filipino people while securing supply chains and delivering value to foreign partners and investors.

## Core Objectives:

### • Investor Mobilization

Promote public and private sector investment and partnerships, creating opportunities for international and Filipino businesses.

### • Better Business Environment

Reduce barriers for international and local investors through enhanced fiscal incentives, streamlined permitting processes, and improved public-private partnership frameworks to support and catalyze investments.

### • Economic Development and Mutual Prosperity

Create quality jobs and position the LEC as a competitive economic hub, for the Philippines and partner nations.

### • Strategic Positioning and Connectivity

Strengthen Luzon's role as a key node in regional supply chains, including semiconductors, and improve the mobility of goods and people, while reducing energy and logistics costs.

### • Supply Chain Security

Strengthen supply chain resilience for critical technologies, advancing a free and open Indo-Pacific region.

Learn more about the Luzon Economic Corridor here







Est. in 1992, the Subic Freeport Zone (SBFZ) is recognized as the Philippines' first freeport. Today, it is one of the country's major economic and investment zones, with key industries in port and logistics, tourism, manufacturing, shipbuilding, ship repair, leisure, and information technology. It is also home to one of the world's largest shipbuilding and ship repair facilities, with more than 1,700 skilled workers, ~2,000 companies, and investments exceeding USD 11 billion.

Strategically located in the heart of Southeast Asia, SBFZ is a Philippines' multimodal logistics hub, with a deep harbor supported by 15 world-class piers and wharves, an international airport, and direct connectivity to major highways and economic centers across Luzon.

SBFZ is transforming its economic and logistics infrastructure through green and smart development. Building on its strategic advantages, SBFZ is poised to become the Philippines' first Green Port City and Asia's Cruise Ship Playground.

## Key Industry and Infrastructure

- **Deep Water Harbor** – depths up to 52 m
- **Bulk and Break Bulk Cargo Terminals** – >7 m tonnes/yr
- **Container Terminals** – 600k TEU annual capacity
- **Subic International Airport** – 9,000-foot runway
- **Subic Bay Freeport Zone (SBFZ)** – 166,680-acre economic zone containing 6,900-acre development zone
- **Berthing Infrastructure** – 9 km of berth space
- **Fuel Tank Farm** – country's largest independent fuel terminal
- **Industrial Parks** – Subic Bay Gateway Park, Subic Techno Park, Global Industrial Park, and Tipo High Tech Ecopark

## Planned Infrastructure

- **Port expansion projects** – Boton, Redondo, San Bernardino, Lower Mau; multi-purpose piers for bulk, break bulk intended for commercial and other logistics services, increased container handling capacity to 1M TEU
- **The Country's first dedicated Cruise ship terminal**
- **Fuel tank farm** – from 6 to 10 MMbbl in storage
- **LNG plant in Redondo Peninsula**

## Subic Incentives

### R.A. 12066 CREATE MORE ACT –

- 4 to 7 years income tax holiday
- 5% Special Corporate Income Tax
- Enhanced Deductions Regime
- Duty exemption on importation
- VAT exemption on Importation, VAT zero rating on local purchases
- Investor visas

## Subic Bay Metropolitan Authority (SBMA)

**Chairperson:** Eduardo Jose L. Aliño

**E:** [administratorsoffice@sbma.com](mailto:administratorsoffice@sbma.com)

**Project Officer:** SDA Ronnie R. Yambao

**E:** [ryambao@sbma.com](mailto:ryambao@sbma.com)



# Clark

The former Clark Airbase has emerged as Central Luzon's engine of export growth, with the privatized operation of Clark International Airport; cargo and logistics hubs; aircraft maintenance, repair, and overhaul (MRO); industrial estates; and access to the agricultural region to the north. Its disaster-resilient central location links Metro Manila and Central Luzon populations of over 23 million within a 2-hour drive, and 45-minute connectivity to the deep-water harbor at Subic Bay. The Central Luzon region includes the provinces of Bulacan, Pampanga, Tarlac, Nueva Ecija – with a workforce of over 8 million.

## Key Industry and Infrastructure

- **Clark Special Economic Zone** – containing 9,450 ha New Clark City, 2,100 ha Clark Freeport Zone, 2,300 ha Clark Aviation City, 170 ha Clark Global City
- **Clark International Airport (CRK)** – operational 3200 m (10,500 ft) runway, with Terminal 2 capacity for 8 million annual passengers and plans for up to 80 million
- **Export, Logistics, and Industrial Hub** – existing Tenants including Texas Instruments (in-country since 1970), Samsung (planning a \$1 billion expansion), Jamco (Boeing supply chain), Yokohama

## Planned Infrastructure

- **North South Commuter Rail (NSCR)**– Stations from Clark airport to Malolos, Bulacan to Tutuban in Manila. With a planned extension to New Clark City (18 km)
- **Clark Airport** – second runway and fuel infrastructure
- **New Clark City** – power, water, telecommunications, waste management, government data centers

## Clark Incentives

**Duty Free at Clark Freeport** – Clark Development Corp (CDC) maintains separate-customs-territory duty-free privileges

**Employee Visas** – Investors and staff are eligible for Subic-Clark visas processed via the CDC

**Investors' Lease Act** – commercial and industrial parcels are leasable for up to 99 years

**Philippine Economic Zone Authority (PEZA)-Registered Enterprise Benefits** –

- VAT zero-rating and duty-free importation
- Foreign employees qualify for a 2-year renewable PEZA visa
- One-Stop-Shop Service

## Bases Conversion and Development Authority (BCDA)

Chairperson: Jerry Marasigan

E: [oc@bcda.gov.ph](mailto:oc@bcda.gov.ph)

President & CEO: Joshua Bingcang

E: [op@bcda.gov.ph](mailto:op@bcda.gov.ph)

Project Officer: VP Ken Peralta

E: [marketing@bcda.gov.ph](mailto:marketing@bcda.gov.ph)

W: <https://www.bcda.gov.ph>



The capital and financial center that anchors the LEC Corridor's service economy and the heart of its government, Metro Manila is the primary domestic economic market, with 40% of national GDP, and is home to over 12 million people. Decongestion efforts are harnessing expanded logistics operations in Subic, Clark, and Batangas, while reinforcing Manila's innovation, finance, and digital services base. New bridges, river restoration, urban development, and education and health investments further bolster connectivity of talent to support economic growth.

## Key Industry and Infrastructure

- **Manila Port** – 4.5m TEU/yr and 75m tons of cargo
- **Manila International Airport (MNL)** – operated by San Miguel in a 15+10 yr concession, 46 million annual passengers
- **Cities of Manila, Makati, Pasay, Taguig, Pasig, and Quezon City** – headquarters of Filipino conglomerates
- **Bonifacio Global City** – 172 ha former military base redeveloped over the past 30 years, home of international firms JP Morgan (over 25,000 employees in the Philippines), Citibank, Wells Fargo

## Planned Infrastructure

- **Metro Manila Subway** – 17 underground stations, 35 km, Phase 1 of 2, target opening 2032
- **North South Commuter Rail (NSCR)** – stations in Metro Manila
- **Rapid Transit Railway** – MRT 4 with partial opening in 2026 and MRT 7 with opening in Q2 2027
- **MTerra Solar & Battery Energy Storage System (BESS) by Meralco** – 3.5 GW and 4.5 MWhr capacity (up to 38% increase) to Metro Manila

## Metro Manila Incentives

### The CREATE MORE Act and Board of Investments (BOI) Incentives –

- Enterprises receive 4 to 7 years income tax holiday, set by Strategic Investment Priority Plan (SIPP) tier and location
- Post-holiday, export enterprises get 5% Special Corporate Income Tax or Enhanced Deductions (10 to 20 yr), domestic enterprises get Enhanced Deductions (5 yr)
- Investors (\$75,000 investment) qualify for the Special Investor's Resident Visa
- Green Lane mechanism fast-tracks permits
- One-Stop-Shop Service

### Philippine Economic Zone Authority (PEZA) Zone Benefits – for buildings across Metro Manila, especially in Bonifacio Global City:

- VAT zero-rating and duty-free importation
- Foreign employees qualify for a 2-year renewable PEZA visa

## Board of Investments (BOI)

**Chairperson:** DTI Sec. Cristina Roque

**E:** [Secretary@dti.gov.ph](mailto:Secretary@dti.gov.ph)

**Managing Head:** USec Ceferino Rodolfo

**E:** [CeferinoRodolfo@dti.gov.ph](mailto:CeferinoRodolfo@dti.gov.ph)

**W:** <https://boi.gov.ph>



# Batangas

The Calamba to Batangas corridor, at the heart of the 13-million-person Region IV-A - including the provinces of Cavite, Laguna, Batangas, Rizal, and Quezon is a fast-growing energy and industrial cluster with growing container ports and energy terminals, as well as established industrial facilities for consumer, aerospace, and technology manufacturing.

## Key Industry and Infrastructure

- **Batangas International Port** – operated by Asian Terminals Inc. under DP World, at 600k TEU/yr
- **South Luzon Container Terminal (SLCT)** – operated by ICTSI, growing from 1 million to 2 million TEU/yr capacity and 900m berth by 2028
- **20% of National Power Supply** – 6.5 GW of power generation (from solar, wind, and natural gas)
- **Industrial Parks** – Laguna Technopark, Lima Estates, First Philippines, Science Park: homes of Collins Aerospace (Boeing supply chain), Proctor & Gamble, Yamaha, Brother, Ibiden, Dyson, Littelfuse
- **Expanding Highways** – Southern Tagalog Arterial Road Expressway (STARex) and South Luzon Expressway (SLEX) widening, completion of Cavite-Laguna Expressway (CALAX), Cavite-Batangas Expressway (CBEX), Nasugbu-Bauan Expressway (NBEX), TR4

## Planned Infrastructure

- **North South Commuter Rail (NSCR)** – from Metro Manila to Calamba
- **Liquefied Natural Gas (LNG)** – projects by San Miguel + Meralco + Aboitiz (1.2 GW), and Prime Energy (2.0 GW) with their Malampaya natural gas fields, with 2026 discoveries of > 222 billion ft3 reserves

## Batangas Incentives

**Board of Investments (BOI) and Philippine Economic Zone Authority (PEZA) frameworks** – found within existing industrial parks

- 4 to 7 years income tax holiday
- Post-holiday, either 5% Special Corporate Income Tax or Enhanced Deductions (10-30 years depending on investment capital)
- One-Stop-Shop Service

**PEZA-Registered Enterprise Benefits and CREATE MORE incentives** –

- VAT zero-rating and duty-free importation
- Foreign employees qualify for a 2-year renewable PEZA visa

## Philippine Economic Zone Authority (PEZA)

Chairperson: DTI Sec. Cristina Roque

E: [Secretary@dti.gov.ph](mailto:Secretary@dti.gov.ph)

Director General: Tereso Panga

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# LEC Investment Incentives & Agencies

The Philippine government includes a host of agencies to support investors.

| Investment Promotion Agency (IPA)                                   | Mandate                                                                                                                                                                                                                          | Enabling Statute                                                                               | Website                                          |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>Board of Investments (BOI)</b>                                   | The Philippines' principal IPA for non-zone strategic investments; formulates the SIPP and administers CREATE MORE incentives and the Green Lanes for BOI-registered enterprises.                                                | Omnibus Investments Code (Executive Order No. 226, 1987), as amended by CREATE and CREATE MORE | <a href="http://boi.gov.ph">boi.gov.ph</a>       |
| <b>Philippine Economic Zone Authority (PEZA)</b>                    | Administers the country's Special Economic Zones — export processing zones, information technology (IT) parks, agro-industrial zones, tourism ecozones, and medical tourism parks.                                               | Special Economic Zone Act (R.A. 7916, as amended)                                              | <a href="http://peza.e.gov.ph">peza.e.gov.ph</a> |
| <b>Tourism Infrastructure and Enterprise Zone Authority (TIEZA)</b> | Registers Tourism Enterprise Zones and TIEZA-registered enterprises for tourism-linked incentives.                                                                                                                               | Tourism Act (R.A. 9593)                                                                        | <a href="http://tieza.gov.ph">tieza.gov.ph</a>   |
| <b>Philippine Retirement Authority (PRA)</b>                        | Investment Promotion Agency (IPA) for retirement-linked residency and investment programs — relevant to LEC hospitality and mixed-use investors.                                                                                 | Executive Order No. 1037 (1985), as amended                                                    | <a href="http://pra.gov.ph">pra.gov.ph</a>       |
| <b>Bases Conversion and Development Authority (BCDA)</b>            | Master developer and IPA for former U.S. military bases: Clark, John Hay, Poro Point, Bonifacio Global City. Oversees CDC, John Hay Management Corporation (JHMC), and Poro Point Management Corporation (PPMC) as subsidiaries. | Bases Conversion and Development Act (R.A. 7227, as amended by R.A. 9400)                      | <a href="http://bcda.gov.ph">bcda.gov.ph</a>     |
| <b>Clark Development Corporation (CDC)</b>                          | Operating IPA for the Clark Freeport and Clark Special Economic Zone — LEC's northern node.                                                                                                                                      | Under BCDA charter (R.A. 7227 / R.A. 9400)                                                     | <a href="http://clark.com.ph">clark.com.ph</a>   |
| <b>Subic Bay Metropolitan Authority (SBMA)</b>                      | Operating IPA for the Subic Bay Freeport Zone — LEC's deepwater port and logistics anchor.                                                                                                                                       | R.A. 7227, §12 (as amended by R.A. 9400)                                                       | <a href="http://sbma.com">sbma.com</a>           |
| <b>Authority of the Freeport Area of Bataan (AFAB)</b>              | Operating IPA for the Freeport Area of Bataan; industrial, shipbuilding, and export-oriented capacity on the Bataan peninsula.                                                                                                   | R.A. 9728                                                                                      | <a href="http://afab.gov.ph">afab.gov.ph</a>     |

R.A.: Republic Act  
SIPP: Strategic Investment Priority Plan

Further insights on the mechanics of setting up businesses and investment vehicles in the Philippines, are available at SGV's *Doing Business in the Philippines* (July 2026).



# Regulatory Overview & Enablers

Key policies and regulatory advancements in recent years have helped reduce regulatory friction and open market access.

|                                                       | Laws and Incentives                                                                                                              | Effective | Summary                                                                                                                                                                                                                                                                                         | Administered by                                                          |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <b>Which industries and activities are supported?</b> | 2026 SIPP (Strategic Investment Priority Plan)                                                                                   | Jun 2026  | Encourages semiconductors, ports and terminals, and telecoms infrastructure including data centers, LNG and power generation, wafer fabrication, artificial intelligence (AI) and data science, cybersecurity, quantum technologies, aerospace, nuclear energy, hydrogen, and Industry 4.0/5.0. | BOI                                                                      |
| <b>How do I structure my investment?</b>              | PPP (Public Private Partnership) Code R.A. 11966                                                                                 | Apr 2024  | Strengthens private-sector role in infrastructure delivery and long-term project implementation. Introduces green financing and land-value capture and streamlined unsolicited proposal procedures for all corridor concessions, transport, energy, digital.                                    | PPP Center                                                               |
|                                                       | FIA (Foreign Investments Act), with the 13th FINL (Foreign Investment Negative List)                                             | May 2026  | Includes updated list of industries and activities that do not require controlling Filipino ownership in equity structures, expanded since the previous edition.                                                                                                                                | Office of the President, with DTI, BOI, SEC                              |
|                                                       | Public Service Act R.A. 11659                                                                                                    | Apr 2022  | Reduces “public utility” definition leaving everything else—telecom, airport, tollways, railways—open for 100% foreign ownership.                                                                                                                                                               | DOE, ERC, DOTr, LTFRB, LTO, PPA, CAB, CAAP, DICT, NTC, DENR, LWUA, MWSS* |
| <b>How do I reduce taxes and costs?</b>               | CREATE MORE (Corporate Recovery and Tax Incentives for Enterprises to Maximize Opportunities for Reinvigorating the Economy) Act | Nov 2024  | Expands the incentive framework to provide 14–27 years of fiscal and non-fiscal incentives for strategic investments in priority sectors.                                                                                                                                                       | BOI, REZA, BIR, FIRB                                                     |
| <b>How do I secure land and permits?</b>              | Investor’s Lease Act R.A.12252                                                                                                   | Sep 2025  | Extends lease terms to 99 years, providing certainty for long-term foreign and domestic investments under FIA and CREATE MORE, or via an IPA.                                                                                                                                                   | DTI-BOI, FIRB, Registry of Deeds, Land Reg Authority                     |
|                                                       | ARROW (Accelerated and Reformed Right-of-Way) Act                                                                                | Oct 2025  | Streamlines land acquisition, extending acquisition powers to private public-service providers (energy, telecom, ports, airports), mandates uniform valuation, requires courts to issue immediate writs of possession.                                                                          | DPWH, DOTr, DHSUD                                                        |
| <b>How do I exit with profits intact?</b>             | CMEPA (Capital Markets Efficiency Promotion Act)                                                                                 | Jul 2025  | Reduces stock transaction tax from 0.6% to 0.1%, aligning with region and reducing friction for local capital raises.                                                                                                                                                                           | DOF                                                                      |

\* The Public Service Act is not administered by a single agency but empowers sectoral regulators.

# Curated Projects List

The following is a listing of curated opportunities for private-sector participation, grouped as projects under four key sectors: Energy / Water, Transport / Logistics, Digital Connectivity, and Advanced Manufacturing.

| Energy / Water                                                                                                                                                                                       | Transport / Logistics                                                                                                                                                          | Digital Connectivity                                                                                                                                     | Advanced Manufacturing                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reliable power generation, conveyance, and management for energy security, resource processing, and high-technology value chains and industrialized water to support advanced technology industries. | Airport, maritime, rail, and road connectivity for goods, passengers, and critical supply chains; temperature-controlled warehousing, stockpiling, and distribution to market. | Fiber and wireless capacity, trusted networks, subsea connectivity, and data security and redundancy to support economic prosperity and competitiveness. | Value additive industrial activities integral to supply chains of economic partners, particularly in semiconductors, high technology, aerospace, and food security. |

The project opportunities that follow include key information to facilitate independent review and inquiry. Each summary includes a project name, geographic coverage, project typology, a brief description, the latest opportunity value estimate, and the lead proponent with contact information. For simplicity, opportunities are categorized across three non-exclusive engagement models: investors, locators, and suppliers.

I

Investors / Developers

Foreign capital, private and public equity, and debt providers, investment structurers, and advisors

L

Locators / Businesses

Manufacturers, supply chain ecosystems, logistics operators, design assembly, testing, and packaging

S

Suppliers / Technology

Providers of hardware, software, processes, and expertise critical to the workflows of advanced industry and infrastructure

# Energy

## LEC Node:

BT: Batangas SB: Subic  
CK: Clark OT: Other Luzon  
MM: Manila

## Opportunity Type:

**I** **L** **S** — Supplier  
| Locator  
Investment Currencies in USD

| Project Name                                        | LEC Node                                  | Project Typology                       | Project Description                                                                                   | Opportunity Type & Value (USD)                                 | Lead Proponent(s)<br>Proponent(s) Contact(s)                                                                                                   |
|-----------------------------------------------------|-------------------------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Energy Conveyance, Distribution, and Storage</b> |                                           |                                        |                                                                                                       |                                                                |                                                                                                                                                |
| Clark and NCC Power Reconductoring                  | Phase 1: CK<br>Future phase: SB / MM / BT | Energy Distribution Infrastructure     | Upgrade of 70 km (Ph1) NCC power distribution with carbon-core conductors, for advanced manufacturing | <b>I</b> <b>S</b><br>Phase 1: \$8–12M<br>Future phases: \$250M | CTC Global<br>Charles Girard<br><a href="mailto:cgirard@ctcglobal.com">cgirard@ctcglobal.com</a>                                               |
| ACEN LEC Portfolio                                  | SB / CK / MM / BT / OT                    | Energy                                 | A renewable energy platform developing, financing and operating over 1GW projects across LEC          | <b>I</b> <b>L</b> <b>S</b><br>TBD                              | ACEN<br>Igo Gonzalez<br><a href="mailto:igo.gonzalez@acenrenewables.com">igo.gonzalez@acenrenewables.com</a>                                   |
| Subic Clark Fuel Pipeline                           | SB / CK                                   | Energy Conveyance                      | New 70 km jet, diesel, and mogas pipeline from Subic to storage at Clark Airport                      | <b>L</b> <b>S</b><br>\$250M                                    | BCDA / SBMA<br>I Squared Capital<br>Nish D'Souza<br><a href="mailto:Nishant.dsouza@isquaredcapital.com">Nishant.dsouza@isquaredcapital.com</a> |
| Subic Bay Newport Fuel Depot                        | SB                                        | Fuel Storage                           | 120M L fuel storage and reserve on 3ha site in Subic                                                  | <b>I</b> <b>L</b> <b>S</b><br>\$30M                            | Subic Bay Newport Corp (SBNC)<br>Carlo Alino<br><a href="mailto:cpalino@starservices.ph">cpalino@starservices.ph</a>                           |
| <b>Power Generation</b>                             |                                           |                                        |                                                                                                       |                                                                |                                                                                                                                                |
| Circular Energy Infrastructure at Clark             | CK                                        | Power Infrastructure; Waste Processing | Non-incineration waste-to-energy                                                                      | <b>I</b><br>\$160M                                             | Riven Global Holdings, LLC<br><a href="mailto:info@riviaequitytrust.com">info@riviaequitytrust.com</a>                                         |
| Meralco Small Modular Reactor Program               | OT                                        | Power Infrastructure – Nuclear (SMR)   | Adoption of small nuclear power, targeting 300 MW of nuclear power                                    | <b>I</b> <b>L</b> <b>S</b><br>TBD                              | Meralco PowerGen Corp. (MGEN)<br>Felino M. Bernardo<br><a href="mailto:FMBernardo@mgen.com.ph">FMBernardo@mgen.com.ph</a>                      |
| Subic Clark Natural Gas Ecosystem                   | SB / CK                                   | Power Generation / Conveyance          | LNG-to-power platform with up to 2GW+ baseload capacity, with FSRU at Subic and pipeline              | <b>I</b> <b>L</b> <b>S</b><br>\$3–6B                           | BCDA / SBMA / I Squared Capital<br>Nish D'Souza<br><a href="mailto:Nishant.dsouza@isquaredcapital.com">Nishant.dsouza@isquaredcapital.com</a>  |

# Water

## LEC Node:

BT: Batangas SB: Subic  
CK: Clark OT: Other Luzon  
MM: Manila

## Opportunity Type:

**I** **L** **S** — Supplier  
| Locator  
Investment Currencies in USD

| Project Name            | LEC Node | Project Typology                 | Project Description                                                                   | Opportunity Type & Value (USD)    | Lead Proponent(s)<br>Proponent(s) Contact(s)                                          |
|-------------------------|----------|----------------------------------|---------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------|
| Industrial Desalination | CK / SB  | Water Desalination and Pipelines | Desalination facility and pipeline to supply industrial water to Subic Clark corridor | <b>I</b> <b>L</b> <b>S</b><br>TBD | BCDA<br>Mark Torres<br><a href="mailto:mptorres@bcda.gov.ph">mptorres@bcda.gov.ph</a> |

# Transport / Logistics

LEC Node:

BT: Batangas SB: Subic  
CK: Clark OT: Other Luzon  
MM: Manila

Opportunity Type:

**I** **L** **S** — Supplier  
| — Locator  
Investment Currencies in USD

| Project Name                                 | LEC Node               | Project Typology                                         | Project Description                                                                                    | Opportunity Type & Value (USD)    | Lead Proponent(s)<br>Proponent(s) Contact(s)                                                                                                                               |
|----------------------------------------------|------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Aviation</b>                              |                        |                                                          |                                                                                                        |                                   |                                                                                                                                                                            |
| Clark AeroDistrict Cargo City                | CK                     | Logistics (Airport-Integrated Cargo and Cold-Chain Zone) | 25 ha Cargo, courier, MRO, and cold-chain logistics zone at CRK, 20yr lease                            | <b>I</b> <b>L</b> <b>S</b><br>TBD | LIPAD<br>Paolo Santos<br><a href="mailto:paolo.santos@lipadcorp.com">paolo.santos@lipadcorp.com</a>                                                                        |
| Clark Aviation Training Campus               | CK                     | Talent Infrastructure / Aviation Facilities              | 10 ha aviation education, simulation and MRO training hub at Clark, 99yr lease                         | <b>I</b> <b>L</b> <b>S</b><br>TBD | CIAC<br>Melissa Feliciano<br><a href="mailto:melissafeliciano@ciac.gov.ph">melissafeliciano@ciac.gov.ph</a>                                                                |
| Clark Civil Aviation Complex & Expansion     | CK                     | Airfield Infrastructure                                  | Expansion of aviation complex including second independent runway, terminals, cargo and MRO facilities | <b>I</b> <b>L</b> <b>S</b><br>TBD | CIAC<br>Kathleen Dizon<br><a href="mailto:kathleendizon@ciac.gov.ph">kathleendizon@ciac.gov.ph</a>                                                                         |
| Sangley Point International Airport          | MM                     | Airports                                                 | Privatization of existing airport into 840 ha airport to complement NAIA and Greater Manila capacity   | <b>L</b> <b>S</b><br>\$4.1B       | Provincial Government of Cavite; Cavite Holdings, Inc.; House of Investments, Inc.<br>Leo Virata<br><a href="mailto:leovirata@cavitex.com.ph">leovirata@cavitex.com.ph</a> |
| <b>Ground Transport – Rail and Terminals</b> |                        |                                                          |                                                                                                        |                                   |                                                                                                                                                                            |
| Clark Multimodal Mobility Terminal           | CK                     | Transport Terminal                                       | 6 ha hub adjacent CRK T2 connecting the airport, NSCR rail, and public transport.                      | <b>I</b> <b>L</b> <b>S</b><br>TBD | CIAC<br>Erika Wijanco<br><a href="mailto:erikawijanco@ciac.gov.ph">erikawijanco@ciac.gov.ph</a>                                                                            |
| Metro Manila Subway Phase 2                  | MM / OT                | Rail                                                     | Over 40 km of extensions to Phase 1, north to Bulacan and south to Cavite                              | <b>I</b> <b>L</b> <b>S</b><br>TBD | DOTr<br>Jomar Lua<br><a href="mailto:raulupmo@dotr.gov.ph">raulupmo@dotr.gov.ph</a>                                                                                        |
| Subic Clark Manila Batangas Rail Corridor    | SB / CK / MM / BT / OT | Rail                                                     | 212 km port-to-port rail corridor linking Subic-Clark, Manila, and Batangas                            | <b>I</b> <b>L</b> <b>S</b><br>TBD | DOTr<br>Jomar Lua<br><a href="mailto:raulupmo@dotr.gov.ph">raulupmo@dotr.gov.ph</a>                                                                                        |

CIAC: Clark International Airport Corporation  
CRK: Clark International Airport  
DOTr: Department of Transportation  
LIPAD: Luzon International Premiere Airport Development Corp.  
MRO: maintenance, repair, and overhaul  
NAIA: Ninoy Aquino international Airport (Manila International Airport)  
NSCR: North-South Commuter Railway

# Transport / Logistics

LEC Node:

BT: Batangas SB: Subic  
CK: Clark OT: Other Luzon  
MM: Manila

Opportunity Type:

**I** **L** **S** — Supplier  
| — Locator  
Investment Currencies in USD

| Project Name                               | LEC Node    | Project Typology        | Project Description                                                                                          | Opportunity Type & Value (USD)           | Lead Proponent(s)<br>Proponent(s) Contact(s)                                                      |
|--------------------------------------------|-------------|-------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>Ground Transport – Rail Operations</b>  |             |                         |                                                                                                              |                                          |                                                                                                   |
| LRT-2 Rehabilitation, O&M                  | MM          | Rail, PPP               | Long-term concession to rehab 13 stations, 14 km above ground line                                           | <b>I</b><br>\$700M                       | DOTr, ADB<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a>          |
| Metro Manila Subway O&M PPP                | MM          | Rail, PPP               | O&M for 17 station, 33 km underground line fully open by 2032                                                | <b>I</b> <b>S</b><br>\$3B                | DOTr, ADB, JICA<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a>    |
| MRT-3 Capacity Expansion, O&M              | MM          | Rail, PPP               | Reprivatization of 20-25yr O&M concession for 13 station, 17 km line                                         | <b>I</b> <b>S</b><br>\$800M              | DOTr, ADB, JICA<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a>    |
| North South Commuter Rail O&M              | CK/ MM / BT | Rail, PPP               | O&M concession with fixed monthly payments, 35 stations, 147 km rail from Clark to Calamba, operations 2027+ | <b>L</b> <b>S</b><br>\$4B                | DOTr, ADB, JICA<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a>    |
| NSCR Extension to New Clark City (NCC)     | CK          | Rail, PPP               | 18 km extension of NSCR from Clark Airport to New Clark City                                                 | <b>I</b> <b>S</b><br>TBD                 | DOTr<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a>               |
| <b>Ground Transport – Road</b>             |             |                         |                                                                                                              |                                          |                                                                                                   |
| Central Luzon Link Expressway Phases 1 & 2 | CK / OT     | Road, Concession        | 35.5 km toll road extension into agricultural heartland, O&M of entire 60km starting at Tarlac               | <b>I</b> <b>S</b><br>\$300M              | DPWH<br>Pelita Galvez<br><a href="mailto:galvez.pelita@dpwh.gov.ph">galvez.pelita@dpwh.gov.ph</a> |
| <b>Maritime</b>                            |             |                         |                                                                                                              |                                          |                                                                                                   |
| Redevelopment of Boton Wharf               | SB          | Seaports                | New 12.8 ha terminal 920 m berth, 30k sm facilities, 12m depth                                               | <b>I</b> <b>L</b><br>\$360–380M          | SBMA<br>Jerome Martinez<br><a href="mailto:jmmartinez@sbma.com">jmmartinez@sbma.com</a>           |
| Redondo Multi-Purpose Terminal             | SB          | Seaports                | New 30 ha terminal, 600 m berth, 13 m depth, adjacent Agila Shipyard                                         | <b>I</b> <b>L</b><br>\$162–180M          | SBMA<br>Jerome Martinez<br><a href="mailto:jmmartinez@sbma.com">jmmartinez@sbma.com</a>           |
| San Bernadino Multi-Purpose Terminal       | SB          | Seaports                | 17.4 ha wharf, 400 m berth, 12 m depth, adjacent Subic Airport                                               | <b>I</b> <b>L</b> <b>S</b><br>\$146–150M | SBMA<br>Jerome Martinez<br><a href="mailto:jmmartinez@sbma.com">jmmartinez@sbma.com</a>           |
| <b>Logistics and Cold Chain</b>            |             |                         |                                                                                                              |                                          |                                                                                                   |
| Clark National Food Hub                    | CK          | Logistics / Warehousing | 40 ha central trading, storage, and distribution for agricultural products                                   | <b>I</b> <b>L</b> <b>S</b><br>\$150M     | FTI<br>Joseph Lo<br><a href="mailto:jlo@fti.gov.ph">jlo@fti.gov.ph</a>                            |

ADB: Asian Development Bank  
DOTr: Department of Transportation  
DPWH: Department of Public Works and Highways  
FTI: Food Terminal Inc.  
JICA: Japan International Cooperation Agency

LRT: Light Rail Transit  
MRT: Metro Rail Transit  
NSCR: North-South Commuter Railway  
O&M: Operations and Maintenance  
SBMA: Subic Bay Metropolitan Authority

# Digital Connectivity

LEC Node:

BT: Batangas    SB: Subic  
CK: Clark       OT: Other Luzon  
MM: Manila

Opportunity Type:

**I** **L** **S** — Supplier  
|       |  
Investment       Locator  
Currencies in USD

| Project Name                          | LEC Node               | Project Typology                  | Project Description                                                                                                                        | Opportunity Type & Value (USD) | Lead Proponent(s)<br>Proponent(s) Contact(s)                                                                           |
|---------------------------------------|------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Automated Fare Collection System      | MM / OT                | Rail Payment Systems              | Single digital backbone for fare systems across all rail projects nationwide                                                               | <b>I</b> <b>S</b><br>TBD       | DOTr<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a>                                    |
| National CNS / ATM System             | BT / SB / CK / MM / OT | Aviation Communications           | National air traffic management modernization program                                                                                      | <b>I</b><br>TBD                | CAAP, DOTr<br>Danjun Lucas<br><a href="mailto:danjun.lucas@caap.gov.ph">danjun.lucas@caap.gov.ph</a>                   |
| National Data Center Development Plan | MM / SB                | Digital Infrastructure            | The Government of Philippines' transformative plan to modernize its IT infrastructure and migrate applications onto a cloud-based platform | <b>I</b> <b>S</b><br>\$175M    | DICT<br>Office of the Assistant Secretary for E-Government<br><a href="mailto:oaseg@dict.gov.ph">oaseg@dict.gov.ph</a> |
| New Clark City ICT Infrastructure     | CK                     | Fiberoptic Network Infrastructure | Develop and operate open-access fiber and switching at New Clark City                                                                      | <b>I</b> <b>L</b><br>\$16–24M  | BCDA<br>Kenneth Peralta<br><a href="mailto:marketing@bcda.gov.ph">marketing@bcda.gov.ph</a>                            |

BCDA: Bases Conversion and Development Authority  
CAAP: Civil Aviation Authority Philippines  
CNS: Communications-Navigation-Surveillance  
DICT: Department of Information and Communications Technology  
DOTr: Department of Transportation  
DTI: Department of Trade and Industry  
ICT: Information and Communications Technology

# Advanced Manufacturing

LEC Node:

BT: Batangas SB: Subic  
CK: Clark OT: Other Luzon  
MM: Manila

Opportunity Type:

**I** **L** **S** — Supplier  
Locator  
Investment

Currencies in USD

| Project Name                                 | LEC Node | Project Typology                  | Project Description                                                                                                    | Opportunity Type & Value (USD)    | Lead Proponent(s)<br>Proponent(s) Contact(s)                                                                                                                                    |
|----------------------------------------------|----------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Clark Pharmaceutical Hub                     | CK       | Healthcare Infrastructure         | 67 ha pharmaceutical production, testing, and distribution hub adjacent CRK runway                                     | <b>I</b> <b>L</b> <b>S</b><br>TBD | CIAC<br>Melissa Feliciano<br><a href="mailto:melissafeliciano@ciac.gov.ph">melissafeliciano@ciac.gov.ph</a>                                                                     |
| Cold Chain Building Technology Manufacturing | CK       | Industrial Manufacturing Facility | Adding 1M sm production capacity for logistics and cold chain building technology                                      | <b>I</b><br>\$20–25M              | Union Insulated Panel Corporation<br>Ariel M. Austria<br><a href="mailto:Ariel.austria@uipc.ph">Ariel.austria@uipc.ph</a>                                                       |
| <b>Private-Sector Industrial Parks</b>       |          |                                   |                                                                                                                        |                                   |                                                                                                                                                                                 |
| Berthaphil Clark Zones                       | CK       | Industrial Park                   | Over 45 ha PEZA industrial parcels across Clark, NCC, and CRK Airport                                                  | <b>I</b> <b>L</b> <b>S</b><br>N/A | Berthaphil Inc<br>Joanie Mitchell<br><a href="mailto:joanie@berthaphil.com">joanie@berthaphil.com</a>                                                                           |
| Carmelray Industrial Parks                   | MM       | Industrial Park                   | Total of 470 ha within 2 PEZA Industrial Parks in Laguna                                                               | <b>L</b> <b>S</b><br>N/A          | Carmelray Industrial Park Association, Inc.<br>Francisco Zalduendo<br><a href="mailto:Fszalduendo@carmelray.com">Fszalduendo@carmelray.com</a>                                  |
| Filinvest New Clark City                     | CK       | Industrial Park                   | 288-hectare master-planned community located in Capas, Tarlac, within the 9,450-hectare development of New Clark City. | <b>L</b> <b>S</b><br>N/A          | Filinvest Land, Inc.<br>Lloyd Cunanan<br><a href="mailto:lloyd.cunanan@filinvestland.com">lloyd.cunanan@filinvestland.com</a>                                                   |
| First Philippines Industrial Park            | BT       | Industrial Park                   | 600 ha PEZA industrial park                                                                                            | <b>L</b> <b>S</b><br>N/A          | First Philippine Industrial Park, Inc.<br><a href="mailto:smd@fpip.com">smd@fpip.com</a>                                                                                        |
| Hermosa Ecozone Industrial Park              | CK / SB  | Industrial Park                   | 100 ha PEZA industrial Park in Bataan 40kms south of Clark                                                             | <b>L</b> <b>S</b><br>N/A          | Science Park of the Philippines, Inc.<br>Jeronimo Salonga<br><a href="mailto:jmsalonga@sciencepark.com.ph">jmsalonga@sciencepark.com.ph</a>                                     |
| Laguna Technopark, Inc.                      | MM       | Industrial Park                   | 471 ha PEZA Industrial Park in Laguna 71 kms north of Batangas                                                         | <b>L</b> <b>S</b><br>N/A          | Laguna Technopark Association, Inc.<br>Ana Marie Molano<br><a href="mailto:anamarie.molano@ltai-phil.com">anamarie.molano@ltai-phil.com</a>                                     |
| Light Industry and Science Park III          | BT       | Industrial Park                   | 124 ha PEZA Industrial Estate in Batangas                                                                              | <b>L</b> <b>S</b><br>N/A          | Science Park of the Philippines, Inc.<br>Jeronimo Salonga<br><a href="mailto:jmsalonga@sciencepark.com.ph">jmsalonga@sciencepark.com.ph</a>                                     |
| LIMA Estates Batangas                        | BT       | Industrial Park                   | PEZA 1200 ha industrial park expansion between Manila and Batangas                                                     | <b>L</b> <b>S</b><br>N/A          | Aboitiz Economic Estates<br>Nico De Leon<br><a href="mailto:nico.deleon@aboitiz.com">nico.deleon@aboitiz.com</a>                                                                |
| Mira City Industrial Park                    | BT       | Industrial Park                   | 92 ha industrial park, up to 99yr lease terms                                                                          | <b>L</b> <b>S</b><br>N/A          | Daiichi Properties<br>Maria Christina Palacio<br><a href="mailto:cpalacio@dpdiph.com">cpalacio@dpdiph.com</a><br><a href="mailto:marketing@dpdiph.com">marketing@dpdiph.com</a> |
| Suntrust Ecotown Tanza                       | MM       | Industrial Park                   | 350 ha PEZA Industrial Park in Cavite 108 kms northwest of Batangas                                                    | <b>L</b> <b>S</b><br>N/A          | Suntrust Ecotown Developers, Inc.<br>Basilio Almazan Jr.<br><a href="mailto:bcalmazan@suntrust.com.ph">bcalmazan@suntrust.com.ph</a>                                            |
| TARI Estates                                 | CK       | Industrial Park                   | 184 ha PEZA industrial park expansion north of NCC                                                                     | <b>L</b> <b>S</b><br>N/A          | Aboitiz Economic Estates<br>Nico De Leon<br><a href="mailto:nico.deleon@aboitiz.com">nico.deleon@aboitiz.com</a>                                                                |
| TECO Industrial Park                         | CK       | Industrial Park                   | 250 ha PEZA industrial Park in Pampanga 13kms away from Clark                                                          | <b>L</b> <b>S</b><br>N/A          | TIPCO Estates Corporation<br>Hazel Alas<br><a href="mailto:hazel_dela_paz@tipco.com.ph">hazel_dela_paz@tipco.com.ph</a>                                                         |
| Victoria Industrial Park                     | CK       | Industrial Park                   | 29 ha PEZA industrial Park in Tarlac                                                                                   | <b>L</b> <b>S</b><br>N/A          | Victoria Industrial Park, Inc.<br>Athena Quejada<br><a href="mailto:Tintinh.quejada@gmail.com">Tintinh.quejada@gmail.com</a>                                                    |

CIAC: Clark International Airport Corporation  
CRK: Clark International Airport

NCC: New Clark City  
PEZA: Philippine Economic Zone Authority

SCTEX: Subic-Clark-Tarlac Expressway

# LEC Partner Government Support for Project Preparation

As the U.S. government's first mover on critical infrastructure development abroad, USTDA funds the upfront planning that accelerates the development of infrastructure projects, including through feasibility studies, technical assistance and pilot projects.



## USTDA Mechanisms

### Project Preparation

- Feasibility Studies
- Technical Assistance
- Pilot Projects
- Engineering and Design
- Transaction Advisory Services

### Partnership Building

- Reverse Trade Missions
- Conferences and Forums

USTDA can fund feasibility studies for large-scale projects that offer shared strategic benefits, are financially viable, and create opportunities for the deployment of U.S. technologies.

### Grant Eligibility

|                         |                                                                                                                                                        |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Amount</b>           | Fixed price, typically from \$500k to \$2M                                                                                                             |
| <b>Who can Apply</b>    | Public, private, or state-owned entities                                                                                                               |
| <b>What we can fund</b> | Labor involved in project preparation activities; not equipment                                                                                        |
| <b>Project size</b>     | Large, capital-intensive infrastructure projects                                                                                                       |
| <b>How to Apply</b>     | Submit a concept note or contact USTDA to discuss<br><a href="https://ustda.gov/work/propose-a-project/">https://ustda.gov/work/propose-a-project/</a> |

## Grant Types

**Sole-sourced** – Project sponsor (grantee) has identified a U.S. firm as a partner or preferred supplier, or U.S. firm (contractor) and Project Sponsor jointly submit a proposal to USTDA

**Competed** – Project sponsor (grantee) has a project idea, but has not identified a U.S. firm to work with, submits a proposal to USTDA, and USTDA posts a Request for Proposal (RFP) so the Sponsor can competitively select the U.S. firm to conduct the technical work

## Process

1. Project sponsor develops concept note
2. Project sponsor submits proposal to USTDA
3. USTDA runs technical and legal due diligence
4. USTDA reviews potential for grant funding
5. USTDA sets out the grant agreement
6. USTDA issues the Request for Proposal (if competed)
7. Contract signed by all parties
8. Commencement of work

The work of feasibility studies may include technical, regulatory, financial, and transaction assistance, including on the navigation of the PPP Code's Unsolicited Proposal process for partnerships with Philippine government entities at all levels.

# LEC Partner Support: Project Preparation and Financing

The table below lists LEC partner tools to assist with project preparation and finance.

| Institution                                                                                                                   | Technical Assistance & Grants | Debt & Equity Financing | De-risking Instruments | Details                                                                                                                                                                                                                                                                                                                                                                                            | Learn More                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <br>U.S. TRADE AND DEVELOPMENT AGENCY        | ✓                             |                         | ✓                      | U.S. Government (USG) agency that funds feasibility studies, technical assistance (TA), and pilot projects to advance project development and unlock financing for implementation; individual grants typically \$500K–2M.                                                                                                                                                                          |    |
|                                              | ✓                             | ✓                       | ✓                      | U.S. development finance arm that provides equity, debt, guarantees, and political risk insurance (PRI) to de-risk private investment. \$205B in global investment capacity, long-tenor loans of up \$1B per project, and equity investments for minority takes (40% maximum).                                                                                                                     |    |
| <br>EXPORT-IMPORT BANK OF THE UNITED STATES |                               | ✓                       | ✓                      | The Export-Import Bank of the United States (EXIM) is the official export credit agency of the United States, supporting U.S. exports through export credit insurance, loan guarantees, and direct loans. EXIM has a lending capacity of \$135B and can support transactions ranging from small business exports to multi-billion-dollar projects.                                                 |   |
|                                            | ✓                             |                         |                        | The Department of State works to protect and promote U.S. prosperity and shape an international environment in which all Americans can thrive. This includes creating jobs at home and boosting economic opportunities overseas, including by providing capacity building, deal origination and opportunity screening, project preparation, feasibility studies, grants, and technical assistance. |  |
|                                            | ✓                             |                         |                        | The Department of Commerce Gold Key Service helps U.S. companies identify and meet potential partners in foreign markets. It includes partner research and outreach, meeting coordination, company profiles, meeting support, and a report with profiles and contact information for interested firms.                                                                                             |  |
|                                            | ✓                             | ✓                       |                        | Japan's development cooperation for overseas infrastructure, encompassing technical cooperation, grant aid, and Official Development Assistance (ODA) loan (JICA).                                                                                                                                                                                                                                 |  |
| <br>JBIC                                   | ✓                             | ✓                       | ✓                      | Japan's policy-based financial institution, providing loans, equity investments, guarantees, and other financial instruments.                                                                                                                                                                                                                                                                      |  |

## LEC Partner Support: Project Preparation and Financing (continued)

| Institution                                                                                                                                                            | Technical Assistance & Grants | Debt & Equity Financing | De-risking Instruments | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Learn More                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <br>NEXI<br><small>Nippon Export and Insurance Inc.</small>                           |                               |                         | ✓                      | Stock company wholly owned by the Japanese government. It conducts insurance business of covering risks that arise in foreign transactions and that are not covered by commercial insurance.                                                                                                                                                                                                                                                                                  |    |
| <br>JOIN                                                                              | ✓                             | ✓                       |                        | Japan's investment fund company, supporting Japanese companies' expansion into overseas infrastructure markets (JOIN).                                                                                                                                                                                                                                                                                                                                                        |    |
| <br>MAHARLIKA<br>INVESTMENT CORPORATION<br><small>REPUBLIC OF THE PHILIPPINES</small> |                               | ✓                       |                        | Philippine sovereign wealth fund investing across equity, debt, and joint ventures/co-investments in domestic energy, logistics, agriculture, and mining. Established in 2023 and seeded with \$2.3B by the national government.                                                                                                                                                                                                                                              |    |
| <br>export<br>finance<br>australia                                                   |                               | ✓                       | ✓                      | Australia's official export credit agency providing loans and guarantees to back Australian exports and related infrastructure investment. Manages a dedicated A\$2B Southeast Asia Investment Financing Facility.                                                                                                                                                                                                                                                            |   |
| <br>FinDev<br>Canada                                                                | ✓                             | ✓                       | ✓                      | Canada's bilateral Development Finance Institution (DFI) providing debt, equity, technical assistance, and blended finance to mobilize private investment in emerging markets.                                                                                                                                                                                                                                                                                                |  |
| <br>cdp                                                                             |                               | ✓                       | ✓                      | CDP is the Italian National Promotional Institution whose mission is to foster the development of the country, by supporting growth, infrastructure and the development of the Italian entrepreneurial fabric, both in Italy and on international markets. CDP serves also as the Italian Financial Institution for International Development Cooperation, authorized to finance initiatives aimed at promoting sustainable development in emerging and developing countries. |  |
| <br>SACE                                                                            |                               | ✓                       | ✓                      | Italy's Export Credit Agency (ECA), wholly owned by the Ministry of Economy and Finance, supporting Italian companies and international buyers through export credit, financial guarantees, insurance and risk mitigation solutions, working capital support, advisory services, and business matching initiatives.                                                                                                                                                           |  |
| <br>simest<br>gruppo cdp                                                            | ✓                             | ✓                       |                        | Italian financial institution supporting Italian companies in their internationalization and overseas investments through financing, equity participation, and export support instruments.                                                                                                                                                                                                                                                                                    |  |

## LEC Partner Support: Project Preparation and Financing (continued)

| Institution                                                                                                                                                            | Technical Assistance & Grants | Debt & Equity Financing | De-risking Instruments | Details                                                                                                                                                                                                                                                                                                                                                                                                           | Learn More                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <br> | ✓                             | ✓                       | ✓                      | Swedish export credit system offering competitive, long-term financing and government-backed risk mitigation to buyers of Swedish goods, services, and technology. Together, EKN and SEK enhance project bankability and support investments involving Swedish exports and expertise.                                                                                                                             |    |
|                                                                                       | ✓                             | ✓                       | ✓                      | UK's Development Finance Institution (DFI) and impact investor across Africa, Asia, and the Caribbean, providing equity and debt to high-impact private sector firms. £9.87Bn in total net assets, invested in 1,600+ businesses across 66 countries. Key part of UK-Philippines Growth and Investment Partnership (GIP+).                                                                                        |    |
|                                                                                      | ✓                             | ✓                       | ✓                      | Innovative infrastructure development and financing platform founded and funded predominantly by the UK government ( <i>with other funding governments including Australia, Canada, Netherlands, Switzerland and Sweden</i> ). Flexible offer includes upstream technical assistance, early-stage project finance, debt finance, guarantees to private sector for projects in African and Asian frontier markets. |   |
|                                                                                     |                               | ✓                       | ✓                      | UK's government ministerial department and the nation's export credit agency (ECA) supporting UK exporters and overseas buyers with government-backed guarantees, direct lending and buyer finance, export insurance, and working capital support.                                                                                                                                                                |  |
|                                                                                     | ✓                             | ✓                       |                        | UK government program that supports investment solutions by helping businesses get listed on public stock exchanges in emerging and developing markets. Invested \$12.5M in the IPO of Citicore Renewables Energy Corporation, a Philippine solar/hydro/wind developer; and \$10M in the IPO of Maynilad Water Services.                                                                                          |  |
|                                                                                     | ✓                             | ✓                       | ✓                      | Philippines-headquartered multilateral bank providing sovereign/ non-sovereign loans, grants, guarantees, equity, and TA across Asia-Pacific. Active in the Philippines with \$30.56B in cumulative public- and private-sector loans and grant disbursements.                                                                                                                                                     |  |
|                                                                                     | ✓                             | ✓                       | ✓                      | International financial institution that spans project prep through de-risking. Alongside its core financial products, the World Bank delivers extensive advisory services, policy dialogue, and technical support to help governments build institutional capacity and implement development projects effectively.                                                                                               |  |
|                                                                                     | ✓                             |                         |                        | GIF enables collective action among a wide range of partners – including donors, development finance institutions, country governments, with inputs of private sector investors and financiers – to leverage resources and expertise and find solutions to build bankable pipelines of infrastructure projects that attract private financing.                                                                    |  |

# Financing across the Project Lifecycle

The following demonstrates how U.S. agencies can assist at various stages of project development.

## Stage of Project Agencies and their Assistance



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# Projects Guide

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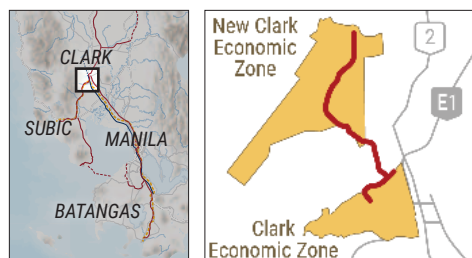
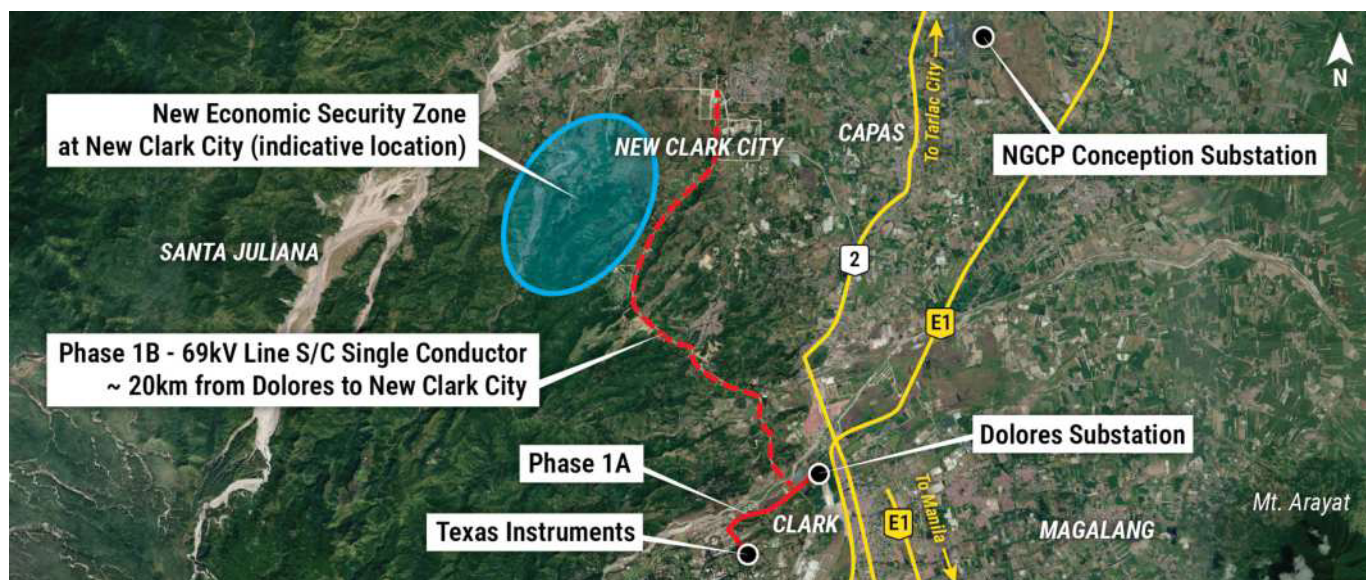
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# Energy

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# Clark and NCC Power Reconductoring

Modernization of energy distribution to accelerate advanced manufacturing and digital growth



## Project Overview

The project upgrades the existing 20 km, 69 kV transmission line linking the Clark-Dolores substation and New Clark City (NCC), and the 230 kV line connecting the Dolores and the National Grid Corporation of the Philippines (NGCP) Concepcion substations, by replacing obsolete traditional conductors with advanced composite core conductors (Phase 1). Phase 2 begins the systematic reconductoring of the 230 kV transmission lines, starting with the Dolores to Concepcion line.

## The Proponent

CTC Global is leading the development of the Phase 1 and Phase 2 upgrade programs and will coordinate with the relevant transmission and distribution utilities.

## Highlights

Reconductoring with advanced composite core conductors is faster and more cost-efficient compared to new greenfield transmission lines, reducing costs and improving efficiency. Implementation time is estimated at 3 to 4 months at 25% of the cost, vs. 3 to 5 years to construct new 69 kV and 230 kV lines. Investment and supply partners will benefit from credit-worthy utility counterparties.

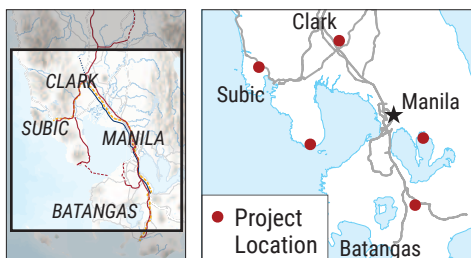
## The Opportunity

The proponent is seeking investment support to finance Phase 1 to execute rapid reconductoring of distribution lines within Clark. Proof of concept provides a basis to address transmission networks in Phase 2.

| SECTOR            | Energy                                                                                           |
|-------------------|--------------------------------------------------------------------------------------------------|
| LEC NODE          | Phase 1: CK<br>Future Phase: SB / MM / BT                                                        |
| PROJECT TYPOLOGY  | Energy Distribution Infrastructure                                                               |
| OPPORTUNITY TYPE  | Investors, Suppliers                                                                             |
| OPPORTUNITY VALUE | Phase 1:<br>US\$ 8–12 million<br>Future Phases:<br>US\$ 250 million                              |
| PROPONENT         | CTC Global<br>Charles Girard<br><a href="mailto:cgirard@ctcglobal.com">cgirard@ctcglobal.com</a> |

# ACEN LEC Portfolio

LEC-wide portfolio of energy generation to support infrastructure, manufacturing, and townships



|                   |                                                                                                              |
|-------------------|--------------------------------------------------------------------------------------------------------------|
| SECTOR            | Energy                                                                                                       |
| LEC NODE          | SB / CK / MM / BT / OT                                                                                       |
| PROJECT TYPOLOGY  | Energy                                                                                                       |
| OPPORTUNITY TYPE  | Partners, Customers, Suppliers                                                                               |
| OPPORTUNITY VALUE | TBD                                                                                                          |
| PROPONENT         | ACEN<br>Igo Gonzalez<br><a href="mailto:igo.gonzalez@acenrenewables.com">igo.gonzalez@acenrenewables.com</a> |

## Project Overview

ACEN is currently open to partnerships across its portfolio of operational and pipeline projects within the renewable energy space comprising various renewable technologies.

## The Proponent

ACEN is Ayala Group's listed energy company with around 7 GW of projects both in operations and under construction. ACEN functions as a developer, contractor, and operator across Battery Energy Storage System (BESS), Solar, Wind, and retail electricity supply. It currently has presence in multiple countries, notably the Philippines, Australia, Vietnam, and India.

## Highlights

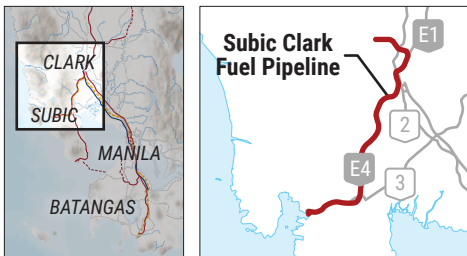
Within the Luzon Economic Corridor (LEC), ACEN currently has 624 MW of operational solar projects. A key highlight is the 384 MW SanMar solar farm, which is the Philippines' largest operational solar farm and has an additional 200 MW of installed capacity currently under construction.

## The Opportunity

ACEN is seeking potential partners and customers for various projects.

# Subic Clark Fuel Pipeline

Energy security through reliable fuel conveyance to support aviation, industry, and transportation



## Project Overview

The Subic Clark Fuel Pipeline is a new 70 km fuel pipeline linking Subic Bay to Clark Airport, New Clark City, and Basa Airfield. It will modernize fuel logistics and enhance energy security. It will enable growth in aviation via a robust delivery solution, remove hundreds of fuel trucks from the region's congested roads, and support economic growth in the Luzon Economic Corridor (LEC).

## The Proponent

Philippine Coastal Storage and Pipeline Corporation (PCSPC), recently acquired by I Squared Capital, a U.S. infrastructure investment group, is developing the project, with the Bases Conversion and Development Authority (BCDA) and the Subic Bay Metropolitan Authority (SBMA) as co-implementing agencies.

## Highlights

Anticipated rising demand from aviation will support the project, while the upgrade of existing pumping facilities and use of national government right-of-way will streamline implementation.

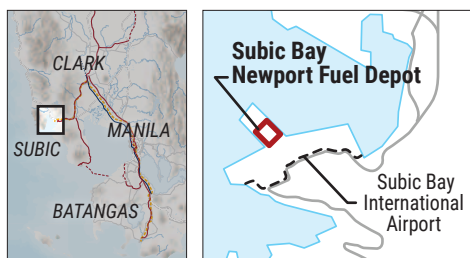
## The Opportunity

The proponent welcomes offtake proposals from fuel customers of jet A-1 fuel, diesel, and motor gasoline, as well as suppliers of critical pipeline equipment and technology.

|                          |                                                                                                                                                 |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Energy                                                                                                                                          |
| <b>LEC NODE</b>          | SB / CK                                                                                                                                         |
| <b>PROJECT TYPOLOGY</b>  | Energy Conveyance                                                                                                                               |
| <b>OPPORTUNITY TYPE</b>  | Customers, Suppliers                                                                                                                            |
| <b>OPPORTUNITY VALUE</b> | US\$ 250 million                                                                                                                                |
| <b>PROPONENT</b>         | BCDA / SBMA;<br>I Squared Capital<br>Nish D'Souza<br><a href="mailto:Nishant.dsouza@isquaredcapital.com">Nishant.dsouza@isquaredcapital.com</a> |

# Subic Bay Newport Fuel Depot

Expanding fuel storage capacity to serve Subic Bay's emerging logistics ecosystem



## Project Overview

Subic Bay Newport Corp (SBNC) is open to strategic partnerships for its 30,000 sqm fuel storage and distribution hub development located in the Subic Bay Freeport Zone. The project will deliver approximately 120 million liters of storage capacity alongside associated handling facilities, supporting aviation fuel supply, regional energy security, and growing industrial demand within Subic Bay and the Luzon Economic Corridor (LEC).

## The Proponent

SBNC is an initiative of the S.T.A.R Services Group, one of the Philippines' leading port operations and bulk grain handling groups. SBNC has been established to support diversification of the group's portfolio and capitalize on the emerging opportunities within the LEC.

## Highlights

The fuel depot is a key component of SBNC's 15.9 ha multimodal logistics hub development. It is also well positioned to support aviation fuel demand given its proximity to Subic Bay International Airport.

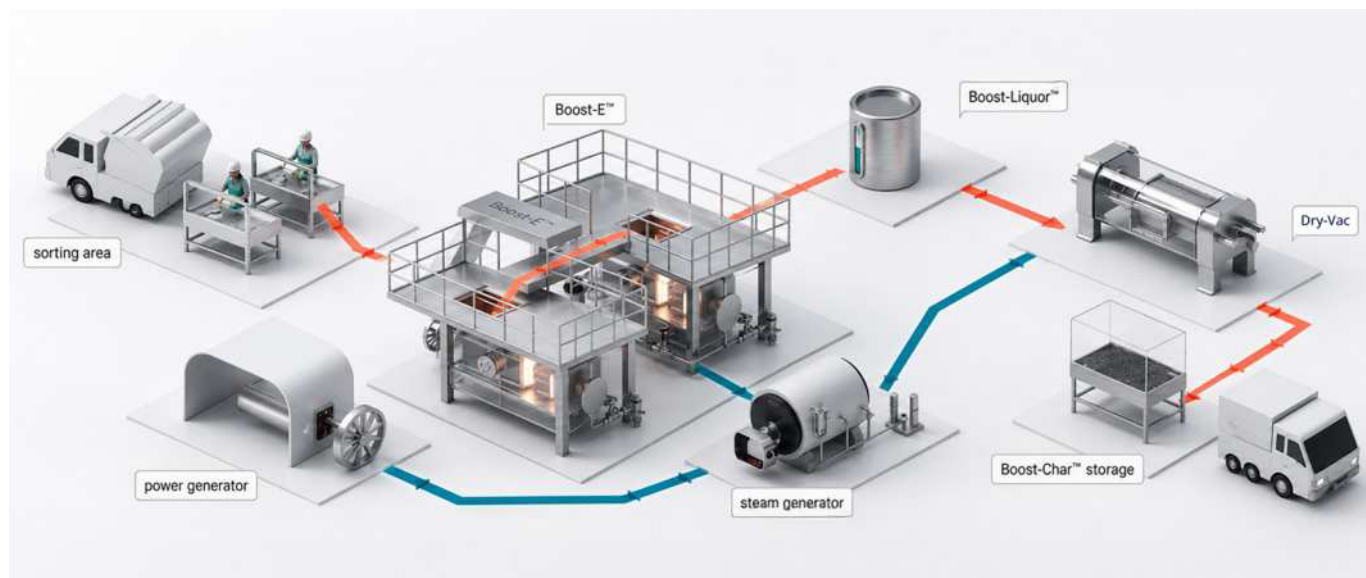
## The Opportunity

Development of the depot commenced in May 2026 after long-term lease approvals and permits were obtained in 2025. SBNC is thus seeking strategic partners for investment, development, and operational participation.

|                          |                                                                                             |
|--------------------------|---------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Energy                                                                                      |
| <b>LEC NODE</b>          | SB                                                                                          |
| <b>PROJECT TYPOLOGY</b>  | Fuel Storage                                                                                |
| <b>OPPORTUNITY TYPE</b>  | Investors, Locators, Suppliers                                                              |
| <b>OPPORTUNITY VALUE</b> | US\$ 30 million                                                                             |
| <b>PROPONENT</b>         | SBNC<br>Carlo Alino<br><a href="mailto:cpalino@starservices.ph">cpalino@starservices.ph</a> |

# Circular Energy Infrastructure at Clark

29 MW from 600 TPD through non-incineration hydrothermal infrastructure



## Project Overview

Clark's expanding industrial, aviation, and digital infrastructure requires additional reliable power while also facing growing volumes of municipal and industrial waste. The project addresses both constraints through a water-based hydrothermal carbonization (HTC) platform that converts local waste streams into dispatchable energy without incineration. The initial Clark deployment is designed as a replicable model for additional Luzon Economic Corridor (LEC) nodes.

## The Proponent

Under Riven Global, Rivia Equity Philippines holds exclusive Philippine license access to an HTC technology platform with a 17-year operating track record and deployments across Japan, India, Taiwan, and, Indonesia.

## Highlights

Full-scale Clark deployment targets approximately 29 MW of 24/7 power from 600 tons per day (TPD) using a water-based, non-incineration HTC process designed for wet waste streams. Training-scale deployment is targeted within 6 to 7 months, with full commercial deployment in approximately 12 months, on a compact 2 ha footprint and with a replicable model for other LEC nodes.

## The Opportunity

Rivia is seeking a lead strategic or institutional investment partner for the US\$ 160 million Phase 1 development of the Clark project. Phase 1 forms part of an approximately US\$ 308 million Clark program and is intended to establish the operating platform for subsequent expansion across the LEC.

|                          |                                                                                                                      |
|--------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Energy                                                                                                               |
| <b>LEC NODE</b>          | CK                                                                                                                   |
| <b>PROJECT TYPOLOGY</b>  | Power Infrastructure; Waste Processing                                                                               |
| <b>OPPORTUNITY TYPE</b>  | Investors                                                                                                            |
| <b>OPPORTUNITY VALUE</b> | US\$ 160 million                                                                                                     |
| <b>PROPONENT</b>         | Riven Global Holdings, LLC<br>Hazel Mann<br><a href="mailto:info@riviaequitytrust.com">info@riviaequitytrust.com</a> |

# MGEN Small Modular Reactor Program

MGEN is targeting up to 4,800 MW of nuclear capacity by 2050, anchored by a first tranche of 1,200 MW by 2032



|                   |                                                                                               |
|-------------------|-----------------------------------------------------------------------------------------------|
| SECTOR            | Energy                                                                                        |
| LEC NODE          | OT                                                                                            |
| PROJECT TYPOLOGY  | Power Infrastructure – Nuclear (SMR)                                                          |
| OPPORTUNITY TYPE  | Investors, Customers, Suppliers                                                               |
| OPPORTUNITY VALUE | TBD                                                                                           |
| PROPONENT         | MGEN<br>Felino Bernardo<br><a href="mailto:FBBernardo@mgen.com.ph">FBBernardo@mgen.com.ph</a> |

## Project Overview

The government of the Philippines is targeting up to 4,800 MW of nuclear capacity by 2050, anchored by a first tranche of 1,200 MW by 2032. One of the first projects marking the Philippines' step into the sector is a U.S. Trade and Development Agency (USTDA) funded small modular reactor (SMR) adoption study with Meralco PowerGen Corp. (MGEN) targeting approximately 300 MW of nuclear power.

## The Proponent

MGEN, the power generation subsidiary of Meralco, the Philippines' largest electric distribution utility, launched its Nuclear Energy Strategic Transition (NEST) program in April 2025 to explore the responsible integration of nuclear power into the country's energy mix. As of June 2026, MGEN has a net sellable capacity of 5,070 MW from its diversified energy portfolio in the Philippines and Singapore.

## Highlights

Luzon peak demand is forecast to reach 15,683 MW in 2026 and continue growing through 2030. Tightening reserve margins have also reinforced the need for additional firm and dispatchable capacity. A feasibility study is being undertaken within the U.S.-Philippines 123 Agreement, Republic Act No. 12305, and the government's nuclear power licensing roadmap.

## The Opportunity

MGEN is seeking vendor and technology partners as the USTDA SMR adoption study advances, which is being conducted by the U.S. contractor Sargent & Lundy. Upon completion, MGEN will initiate a financing roadmap and seek investment partners.

# Subic Clark Natural Gas Ecosystem

Reliable baseload power with low transmission costs and congestion, providing affordable power to the northern segment of the LEC



## Project Overview

The Liquefied Natural Gas (LNG)-to-Power platform offers a co-investment opportunity along the Subic-Clark segment of the Luzon Economic Corridor (LEC) that will deliver approximately 1.2 to 2.4 GW of reliable baseload capacity. The project includes an LNG import and floating storage terminal, 100 km of gas transmission pipelines, and a scalable combined-cycle gas turbine (CCGT) plant.

## The Proponent

I Squared Capital, a U.S. infrastructure investment group, is developing the project, with the Bases Conversion and Development Authority (BCDA) and the Subic Bay Metropolitan Authority (SBMA) as co-implementing agencies.

## Highlights

Anticipated rising demand from advanced manufacturing and industrial parks requires stable baseload power. Offtake contracts for the import terminal, pipeline, and CCGT plant are achievable through straightforward private negotiations at favorable pricing. Clark Special Economic Zone (CSEZ) incentives under the CREATE MORE Act also offer income tax holidays and streamlined permitting.

## The Opportunity

The proponent welcomes co-investment proposals from strategic partners with technology or supply chain advantages, alongside early demand commitments from parties interested in procuring power through a Power Purchase Agreement (PPA).

|                          |                                                                                                                                                 |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Energy                                                                                                                                          |
| <b>LEC NODE</b>          | SB / CK                                                                                                                                         |
| <b>PROJECT TYPOLOGY</b>  | Power Generation; Conveyance                                                                                                                    |
| <b>OPPORTUNITY TYPE</b>  | Investors, Suppliers, Locators                                                                                                                  |
| <b>OPPORTUNITY VALUE</b> | US\$ 3–6 billion                                                                                                                                |
| <b>PROPONENT</b>         | BCDA / SBMA;<br>I Squared Capital<br>Nish D'Souza<br><a href="mailto:Nishant.dsouza@isquaredcapital.com">Nishant.dsouza@isquaredcapital.com</a> |

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# Water

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# Industrial Desalination

Alternative water sources support growth of advanced manufacturing without impact to potable supply



|                   |                                                                                       |
|-------------------|---------------------------------------------------------------------------------------|
| SECTOR            | Water                                                                                 |
| LEC NODE          | CK / SB                                                                               |
| PROJECT TYPOLOGY  | Water Desalination and Pipelines                                                      |
| OPPORTUNITY TYPE  | Investors, Locators, Suppliers                                                        |
| OPPORTUNITY VALUE | TDB                                                                                   |
| PROPONENT         | BCDA<br>Mark Torres<br><a href="mailto:mptorres@bcda.gov.ph">mptorres@bcda.gov.ph</a> |

## Project Overview

This Industrial Desalination project is a planned Subic Bay desalination facility and bulk water pipeline to transport industrial-scale, demineralized water to industrial, advanced manufacturing, and digital infrastructure growth up to New Clark City. This provides an alternative to potable water sources to meet anticipated growth requirements.

## The Proponent

The Bases Conversion Development Authority (BCDA) is the lead implementing agency for the desalination project.

## Highlights

An optimal route for the pipeline will limit pumping costs. Further, the pipeline may benefit from existing national government-owned rights-of-way. Proposed advanced manufacturing and digital connectivity project needs in the LEC corridor are driving demand for desalination.

## The Opportunity

The project is in its early stages, and BCDA welcomes private sector partners to confirm water demand, optimize routing and hydraulic analysis, and advance pipeline designs and permitting. The proponent also welcomes early conversations with investors, locators, and suppliers of technologies.

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# Transport / Logistics

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# Clark AeroDistrict Cargo City

Government land cargo hub within Clark's airport city, backed by surging air-freight demand



## Project Overview

Cargo City is a 25 ha integrated cargo and logistics zone within the Luzon International Premiere Airport Development (LIPAD) Corp's 759 ha Clark AeroDistrict. It is strategically located near Clark International Airport Terminal 2, existing cargo capacity, and the planned Clark International Airport Corporation (CIAC)-developed National Food Hub.

## The Proponent

LIPAD has operated Clark International Airport since 2019 under a 25-year Bases and Conversion Development Authority (BCDA) concession, with shareholders including Filinvest, JG Summit, and Changi Airports Philippines.

## Highlights

Cargo throughput exceeded 48,000 tons in the first half of 2026, up 10% year-on-year, while ~160 ha of existing leasable area nears full utilization. UPS, FedEx, and Lufthansa Technik are committing capital to expand at Clark, signaling strong tenant demand ahead of formal procurement.

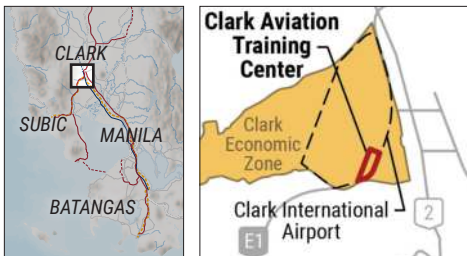
## The Opportunity

LIPAD is seeking expressions of interest from investment and development partners for renewable 20-year leases, ahead of completion of the Cargo City master plan by year-end 2026.

|                          |                                                                                                     |
|--------------------------|-----------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | <b>Transport / Logistics</b>                                                                        |
| <b>LEC NODE</b>          | CK                                                                                                  |
| <b>PROJECT TYPOLOGY</b>  | Logistics (Airport-Integrated Cargo and Cold-Chain Zone)                                            |
| <b>OPPORTUNITY TYPE</b>  | Investors, Locators, Suppliers                                                                      |
| <b>OPPORTUNITY VALUE</b> | TBD                                                                                                 |
| <b>PROPONENT</b>         | LIPAD<br>Paolo Santos<br><a href="mailto:paolo.santos@lipadcorp.com">paolo.santos@lipadcorp.com</a> |

# Clark Aviation Training Campus

*Talent infrastructure for regional leadership in aerospace and aviation at Clark*



## Project Overview

The Clark Aviation Training Campus will be a 10 ha aviation and aerospace education and maintenance, repair, and overhaul (MRO) training hub within Clark Civil Aviation Complex (CCAC), adjacent to Clark International Airport (CRK). The campus includes a flight operations center, technical simulation facilities, and an aviation research laboratory to meet growing demand for advanced pilot, technician, and cabin crew training.

## The Proponent

Clark International Airport Corporation (CIAC) is the lead implementing agency, supported by the Department of Transportation (DOTr) and the Civil Aviation Authority of the Philippines (CAAP).

## Highlights

A 10 ha site adjacent to the CRK runway is available for a 99-year lease to construct the new facility. The project allows for a low capital expenditure pilot investment in existing flight schools to establish proof of concept before scaling investment.

## The Opportunity

CIAC is seeking proposals and welcomes private sector-led initiatives to enter into a Public-Private Partnership (PPP).

|                          |                                                                                                             |
|--------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | <b>Transport / Logistics</b>                                                                                |
| <b>LEC NODE</b>          | CK                                                                                                          |
| <b>PROJECT TYPOLOGY</b>  | Talent Infrastructure; Aviation Facilities                                                                  |
| <b>OPPORTUNITY TYPE</b>  | Investors, Locators, Suppliers                                                                              |
| <b>OPPORTUNITY VALUE</b> | TBD                                                                                                         |
| <b>PROPONENT</b>         | CIAC<br>Melissa Feliciano<br><a href="mailto:melissafeliciano@ciac.gov.ph">melissafeliciano@ciac.gov.ph</a> |

# Clark Civil Aviation Complex & Runway Expansion

Aviation hub expansion to serve as many as 80 million passengers annually



## Project Overview

Clark International Airport Corporation (CIAC) is studying the potential expansion of Clark International Airport (CRK) within the 2,367 ha Clark Civil Aviation Complex (CCAC). This includes investments across a second independent runway and other airfield improvements; new terminals; cargo facilities; maintenance, repair, and overhaul (MRO) facilities; utilities; commercial districts; and other aviation support developments.

## The Proponent

CIAC, the government-owned corporation managing the CCAC estate and a subsidiary of the Bases Conversion and Development Authority (BCDA), is the lead proponent and implementing agency.

## Highlights

CRK serves about 2.8 million passengers annually and is projected to reach 3.1 million by the end of 2026. The expansion targets a capacity of up to 80 million passengers per year and will reassess passenger and cargo demand, the timing and configuration of a second independent runway, terminal and cargo development, and optimal land use.

## The Opportunity

CIAC is seeking a strategic advisory partner to undertake a Master Development Plan, establishing a long-term roadmap for the coordinated development of airport infrastructure and complementary land uses. CIAC also welcomes early discussions with potential investors.

|                   |                                                                                                    |
|-------------------|----------------------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                                              |
| LEC NODE          | CK                                                                                                 |
| PROJECT TYPOLOGY  | Airfield Infrastructure                                                                            |
| OPPORTUNITY TYPE  | Investors, Locators, Suppliers                                                                     |
| OPPORTUNITY VALUE | TBD                                                                                                |
| PROPONENT         | CIAC<br>Kathleen Dizon<br><a href="mailto:kathleendizon@ciac.gov.ph">kathleendizon@ciac.gov.ph</a> |

# Sangley Point International Airport

Greenfield international airport for Cavite, expanding Greater Manila's aviation capacity



## Project Overview

The Sangley Point International Airport is an 840 ha greenfield airport in Cavite, 15 km by road from Ninoy Aquino International Airport (NAIA), designed to expand Greater Manila's aviation capacity and strengthen the Luzon Economic Corridor (LEC). The master plan is being revised with U.S. Trade and Development Agency (USTDA) assistance. The revised plan will align with NAIA Public-Private Partnership (PPP) and increase combined airport capacity.

## The Proponent

The Provincial Government of Cavite and the Sangley Point International Airport (SPIA) Development Consortium, led by Cavite Holdings and House of Investments, are the lead proponents. GMR Airports Limited is a potential strategic equity partner.

## Highlights

The project addresses growing passenger and cargo demand and supports trade, tourism, and logistics across Luzon. Potential revenues will come from airline and passenger fees, cargo services, commercial spaces, parking, and other airport activities.

## The Opportunity

The Joint Venture Agreement is under renegotiation, targeted for completion by Q4 2026 alongside the master plan revision. The proponents are open to airport locators, suppliers, and technology.

|                          |                                                                                                                                                                          |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Transport / Logistics                                                                                                                                                    |
| <b>LEC NODE</b>          | MM                                                                                                                                                                       |
| <b>PROJECT TYPOLOGY</b>  | Airports                                                                                                                                                                 |
| <b>OPPORTUNITY TYPE</b>  | Locators, Suppliers                                                                                                                                                      |
| <b>OPPORTUNITY VALUE</b> | US\$ 4.1 billion                                                                                                                                                         |
| <b>PROPONENT</b>         | Provincial Government of Cavite; Cavite Holdings, Inc.; House of Investments, Inc.<br>Leo Virata<br><a href="mailto:leovirata@cavite.com.ph">leovirata@cavite.com.ph</a> |

# Clark Multimodal Mobility Terminal

Connecting ground and air transportation to improve regional mobility and business access



## Project Overview

The terminal is a 6 ha hub within the Clark Civil Aviation Complex (CCAC), connecting Clark International Airport, North-South Commuter Railway (NSCR), public transport, and future mobility services. It also houses the future CCAC Integrated Command Center.

## The Proponent

Clark International Airport Corporation (CIAC), the government-owned corporation managing the 2,367 ha CCAC estate, is the lead proponent and implementing agency.

## Highlights

The project offers a robust revenue profile from leasing, retail, food and beverage, advertising, and transport concessions. Freeport cost advantages and CREATE MORE Act incentives support the investment case, backed by growth toward 80 million passengers per year. CIAC is open to negotiating favorable investment structures, including a Public-Private Partnership (PPP) or 99-year lease.

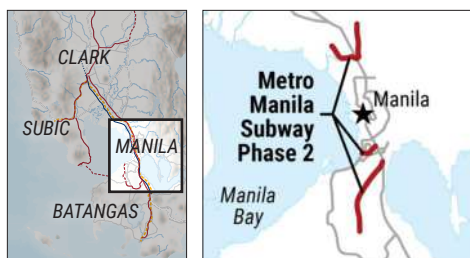
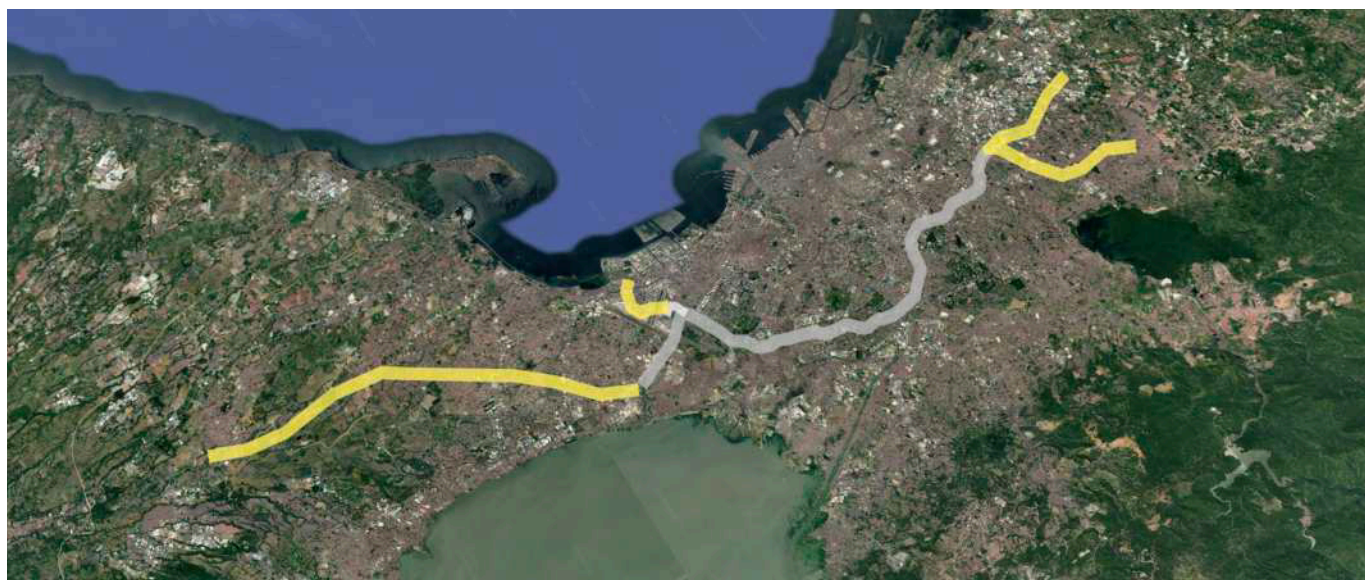
## The Opportunity

CIAC seeks unsolicited, private sector-led PPP proposals, subject to competitive challenge, and partners for structuring, financing, development, and operations.

|                   |                                                                                                   |
|-------------------|---------------------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                                             |
| LEC NODE          | CK                                                                                                |
| PROJECT TYPOLOGY  | Transport Terminal                                                                                |
| OPPORTUNITY TYPE  | Investors, Locators, Suppliers                                                                    |
| OPPORTUNITY VALUE | TBD                                                                                               |
| PROPONENT         | CIAC<br>Erika Wijanco<br><a href="mailto:erikawijangco@ciac.gov.ph">erikawijangco@ciac.gov.ph</a> |

# Metro Manila Subway Phase 2

Expanding subway capacity in support of Metro Manila's long-term economic growth



## Project Overview

Metro Manila Subway Phase 2 extends Metro Manila's first subway (the 35 km, 17-station system funded by the Japan International Cooperation Agency [JICA] and due to be fully operational after 2031) via a north extension (East Valenzuela–Caloocan), a south extension (FTI–Governor's Drive), and an airport spur (NAIA Terminal 3–PITX).

## The Proponent

The Department of Transportation (DOTr) is the government counterparty for major transport projects, with previous partnerships with the World Bank, Asian Development Bank (ADB), and JICA on comparable rail infrastructure.

## Highlights

Phase 2 extends the subway into high-growth corridors where transport demand exceeds existing capacity. CREATE MORE Act incentives and Public-Private Partnership (PPP) Code revenue-recovery provisions support eventual PPP structuring.

## The Opportunity

The DOTr is seeking investors to engage now as financing partners, contractors, or future PPP participants, ahead of feasibility completion targeted for Q2 2029.

|                   |                                                                                     |
|-------------------|-------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                               |
| LEC NODE          | MM / OT                                                                             |
| PROJECT TYPOLOGY  | Rail                                                                                |
| OPPORTUNITY TYPE  | Investors, Locators, Suppliers                                                      |
| OPPORTUNITY VALUE | TBD                                                                                 |
| PROPONENT         | DOTr<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

# Subic Clark Manila Batangas Rail Corridor

Freight rail linking Luzon's ports into a seamless logistics corridor



## Project Overview

Subic-Clark-Manila-Batangas (SCMB) Rail Corridor envisages a ~212 km freight railway linking the ports of Subic, Manila, and Batangas and serving as the Luzon Economic Corridor's (LEC's) logistics backbone. The project shifts freight from truck-only logistics toward integrated port-rail options, easing congestion and improving supply chains.

## The Proponent

The Department of Transportation (DOTr) is the government's lead transport agency, with a track record of Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank-financed infrastructure projects.

## Highlights

Favorable Public-Private Partnership (PPP) structures and strong DOTr support present an opportunity to capitalize on the demand for rail freight in the LEC. The DOTr is willing to negotiate cost-recovery mechanisms and cost-competitive public financing options.

## The Opportunity

The project is advancing through feasibility and technical studies supported by the ADB, U.S. Trade and Development Agency (USTDA), and Swedfund. The feasibility and preliminary studies for the project are expected to be complete in early 2029. The DOTr is seeking early conversations with long-term investors experienced in large-scale infrastructure projects.

|                   |                                                                                     |
|-------------------|-------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                               |
| LEC NODE          | SB / CK / MM / BT / OT                                                              |
| PROJECT TYPOLOGY  | Rail                                                                                |
| OPPORTUNITY TYPE  | Investors, Locators, Suppliers                                                      |
| OPPORTUNITY VALUE | TBD                                                                                 |
| PROPONENT         | DOTr<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

# LRT-2 Rehabilitation O&M

*Transforming an established rail corridor through rehabilitation and private expertise*



## Project Overview

The Light Rail Transit Line 2 (LRT-2) Rehabilitation Operations and Maintenance (O&M) project offers private sector participation in modernizing a critical east-west rail corridor, improving asset performance and passenger service. As a key feeder within the Luzon Economic Corridor (LEC), LRT-2 strengthens connectivity with Metro Manila's expanding rail network, including the Metro Manila Subway and Metro Rail Transit 3 (MRT-3) systems.

## The Proponent

The Department of Transportation (DOTr) is the government's lead transport agency, with a track record of Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank-financed infrastructure projects.

## Highlights

LRT-2 combines established corridor demand with a long-term concession supporting stable cash flows and lower development risk than greenfield projects. Rehabilitation enhances asset life and reliability, while expanding network integration and strengthening ridership and long-term revenue potential.

## The Opportunity

The project is being prepared for Public-Private Partnership (PPP) implementation. The DOTr is seeking private sector partners with rail rehabilitation and operations expertise to participate in the concession process.

|                          |                                                                                          |
|--------------------------|------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Transport                                                                                |
| <b>LEC NODE</b>          | MM                                                                                       |
| <b>PROJECT TYPOLOGY</b>  | Rail, PPP                                                                                |
| <b>OPPORTUNITY TYPE</b>  | Investors                                                                                |
| <b>OPPORTUNITY VALUE</b> | US\$ 700 million                                                                         |
| <b>PROPONENT</b>         | DOTr, ADB<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

# Metro Manila Subway O&M

Operate a landmark metro asset that is reshaping Philippine urban mobility



## Project Overview

The Public-Private Partnership (PPP) scope includes management of the country's first underground metro system (Metro Manila Subway Phase 1). The project provides high-frequency rail service across Metro Manila and connections to the North-South Commuter Railway (NSCR), Metro Rail Transit (MRT), Light Rail Transit (LRT), and Ninoy Aquino International Airport.

## The Proponent

The Department of Transportation (DOTr) is the government's lead transport agency, with a track record of Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank financed infrastructure projects.

## Highlights

The subway serves one of Asia's most congested urban areas. A long-term Operations and Maintenance (O&M) concession provides predictable revenue, while early participation positions operators for long-term growth in the Philippine transportation sector.

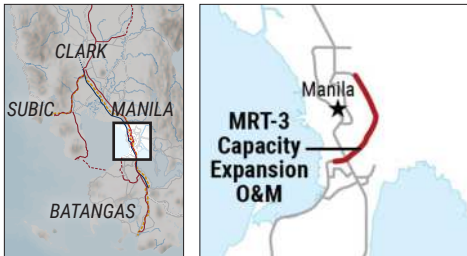
## The Opportunity

The DOTr is seeking metro operators, safety advisers, and investors through early market engagement. Financial close is pending PPP structuring, due diligence, and procurement. The O&M concession tender is expected to be announced in late 2026 and awarded in Q3 2027.

|                          |                                                                                     |
|--------------------------|-------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Transport / Logistics                                                               |
| <b>LEC NODE</b>          | MM                                                                                  |
| <b>PROJECT TYPOLOGY</b>  | Rail, PPP                                                                           |
| <b>OPPORTUNITY TYPE</b>  | Suppliers, Investors                                                                |
| <b>OPPORTUNITY VALUE</b> | US\$ 3 billion                                                                      |
| <b>PROPONENT</b>         | DOTr<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

# MRT-3 Capacity Expansion O&M

Unlocking value from an existing urban rail asset through modernization



|                   |                                                                                                |
|-------------------|------------------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                                          |
| LEC NODE          | MM                                                                                             |
| PROJECT TYPOLOGY  | Rail, PPP                                                                                      |
| OPPORTUNITY TYPE  | Suppliers, Investors                                                                           |
| OPPORTUNITY VALUE | US\$ 800 million                                                                               |
| PROPONENT         | DOTr, ADB, JICA<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

## Project Overview

The Public-Private Partnership (PPP) scope expands capacity and modernizes operations and maintenance (O&M) for the existing Metro Rail Transit Line 3 (MRT-3) system, a critical urban distributor connecting the Metro Manila Subway, North-South Commuter Railway (NSCR), and Light Rail Transit (LRT) lines. It addresses overcrowding and aging infrastructure.

## The Proponent

The Department of Transportation (DOTr) is the government's lead transport agency, with a track record of Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank financed infrastructure projects.

## Highlights

The project benefits from an established passenger base and growing mobility demand. Private sector operations improve service quality while leveraging existing infrastructure and reducing construction risk.

## The Opportunity

The project is finalizing technical assessments, PPP structuring, and procurement prior to the concession tender. The DOTr invites interested bidders to participate as O&M concessionaires, technical partners, or financing providers.

# North South Commuter Railway O&M

Long-term rail operations opportunity in Luzon's flagship commuter network



## Project Overview

The North South Commuter Railway (NSCR) is a 147 km electrified rail project connecting Clark International Airport, Metro Manila, Calamba, and Laguna. As the backbone of the Luzon Economic Corridor's passenger rail transport network, the NSCR is expected to provide fast, safe, and reliable mobility, serving hundreds of thousands of passengers daily while enhancing regional connectivity and supporting economic growth.

## The Proponent

The Department of Transportation (DOTr) is the government's lead transport agency, with a track record of Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank financed infrastructure projects.

## Highlights

Strong commuter demand across the Greater Capital Region supports stable, availability-based revenue. With NSCR entering operations over the next few years, this is a first-mover opportunity on a large-scale Public-Private Partnership (PPP) for the country's largest commuter railway.

## The Opportunity

Preparations for NSCR operations are progressing, with the DOTr currently undertaking the procurement of Operations and Maintenance (O&M) services, including the engagement of an Independent Consultant and an Independent Safety Assessor. Partial operations are expected to begin in December 2027, with full operations targeted by 2033.

|                   |                                                                             |
|-------------------|-----------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                       |
| LEC NODE          | CK / MM / BT                                                                |
| PROJECT TYPOLOGY  | Rail, PPP                                                                   |
| OPPORTUNITY TYPE  | Suppliers, Locators                                                         |
| OPPORTUNITY VALUE | US\$ 4 billion                                                              |
| PROPONENT         | DOTr, ADB, JICA                                                             |
|                   | Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

# NSCR Extension to New Clark City (NCC)

Extension of Luzon's flagship commuter network to service New Clark City



## Project Overview

The proposed project will extend the North-South Commuter Railway (NSCR) line 18 km past Clark International Airport (CIA) to New Clark City. The NSCR currently plans for 147 km of electrified rail connecting CIA, Metro Manila, Calamba, and Laguna.

## The Proponent

The Department of Transportation (DOTr) is the government's lead transport agency, with a track record of Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank financed infrastructure projects.

## Highlights

Commuter demand across the Greater Capital Region can support stable, availability-based revenue. The first phase of the NSCR (147 km) will provide validation for regional rail demand, as well as repeatable design, permitting, and delivery processes.

## The Opportunity

The project feasibility study is ongoing. The DOTr is seeking partners to conduct detailed engineering designs, and technical assistance for government approvals and financing. Investors and suppliers are also encouraged to initiate early discussions to participate in the project's financing or operations.

|                   |                                                                                     |
|-------------------|-------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                               |
| LEC NODE          | CK                                                                                  |
| PROJECT TYPOLOGY  | Rail, PPP                                                                           |
| OPPORTUNITY TYPE  | Investors, Suppliers                                                                |
| OPPORTUNITY VALUE | TBD                                                                                 |
| PROPONENT         | DOTr<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

# Central Luzon Link Expressway Phases 1 & 2

Expressway link connecting Central Luzon's agricultural belt to the LEC



## Project Overview

The project extends the Central Luzon Link Expressway (CLLEX) 35.5 km east from Cabanatuan City to San Jose City, strengthening east-west connectivity between the Luzon Economic Corridor (LEC) and Central Luzon's agricultural and economic zones, while supporting food security and access toward the Pacific coast.

## The Proponent

The Department of Public Works and Highways (DPWH) is the sole proponent and built Phase 1 with public funds. DPWH plans to tender a concession for the operation of Phase 1 and completion of Phase 2.

## Highlights

The project is anticipated to reduce travel time between San Jose City and the Subic-Clark-Tarlac Expressway (SCTEX) from 2 hours to 45 minutes, improving logistics for LEC operators. A potential link to Fort Magsaysay further improves connectivity between Subic, Metro Manila, and the region.

## The Opportunity

Phase 1 is operational and Phase 2 is undergoing preparation for solicited tender. The proponent will be opening requests for private sector-led proposals for a long-term concession, including the Operations and Maintenance (O&M) of Phase 1 and the Build and Operate (B&O) of Phase 2.

|                   |                                                                                                   |
|-------------------|---------------------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                                             |
| LEC NODE          | CK / OT                                                                                           |
| PROJECT TYPOLOGY  | Road, Concession                                                                                  |
| OPPORTUNITY TYPE  | Investors, Suppliers                                                                              |
| OPPORTUNITY VALUE | US\$ 300 million                                                                                  |
| PROPONENT         | DPWH<br>Pelita Galvez<br><a href="mailto:galvez_pelita@dpwh.gov.ph">galvez_pelita@dpwh.gov.ph</a> |

# Redevelopment of Boton Wharf

Transforming Boton into the SBFZ's premier waterfront for trade, logistics, investment, and growth



## Project Overview

The Redevelopment of Boton Wharf will transform an aging waterfront – comprising a 12 ha site area, 920 m of berths, 12 m depth, and up to 30,000 sqm of facilities – into a multi-purpose logistics terminal to support new and expanded of maritime economic activity. It addresses growing demand for resilient, efficient, and technology-enabled port infrastructure in the Luzon Economic Corridor (LEC).

## The Proponent

The Subic Bay Metropolitan Authority (SBMA) is a government-owned and controlled corporation established in 1992 under Republic Act No. 7227. It has planned, developed, regulated, and managed the 67,000 ha Subic Bay Freeport Zone (SBFZ) for more than 34 years.

## Highlights

Existing throughput of 500,000 MT is expected to increase by an additional 1,500,000 to 2,000,000 MT following the proposed redevelopment. Project cash flows will be generated through long-term terminal operations, vessel and cargo handling charges, storage and warehousing fees, logistics services, and commercial leasing. The project will also benefit from the Public-Private Partnership (PPP) Code, CREATE MORE Act, and fiscal incentives available within the SBFZ.

## The Opportunity

The SBMA is advancing through the project preparation stage and is seeking strategic investors, infrastructure developers, terminal operators, and financing partners, with procurement expected to commence within 12 to 18 months.

|                   |                                                                                         |
|-------------------|-----------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                                   |
| LEC NODE          | SB                                                                                      |
| PROJECT TYPOLOGY  | Seaports                                                                                |
| OPPORTUNITY TYPE  | Investors, Locators                                                                     |
| OPPORTUNITY VALUE | US\$ 360–380 million                                                                    |
| PROPONENT         | SBMA<br>Jerome Martinez<br><a href="mailto:jmmartinez@sbma.com">jmmartinez@sbma.com</a> |

# Redondo Multi-Purpose Terminal

*Unlocking maritime-hub potential through resilient port infrastructure and economic development*



## Project Overview

The Redondo Multi-Purpose Terminal will serve as a deep-water port within the Subic Bay Freeport Zone (SBFZ), comprising a 30 ha site area, 600 m berth, and 13 m depth adjacent to the Subic Agila Shipyard. It provides additional capacity for new maritime uses, reduces port congestion, and improves connectivity for export-oriented manufacturing, agribusiness, and industrial investments within the Luzon Economic Corridor (LEC).

## The Proponent

The Subic Bay Metropolitan Authority (SBMA) is a government-owned and controlled corporation, established in 1992 under Republic Act No. 7227. It has planned, developed, regulated, and managed the 67,000 ha SBFZ for more than 34 years.

## Highlights

Revenue will be generated through long-term terminal operations and other port-related services under a concession or Public-Private Partnership (PPP) structure, providing predictable and diversified cash flows. The project will also benefit from the CREATE MORE Act, PPP Code, and incentives available within the SBFZ, including fiscal and non-fiscal benefits, streamlined permitting, and a stable regulatory framework.

## The Opportunity

The SBMA is progressing through project preparation activities prior to financial close, including the feasibility study, environmental and regulatory approvals, detailed engineering design, and procurement strategy, while finalizing the preferred PPP or concession structure. The SBMA seeks strategic investors as lead equity partners, co-investors, or technical infrastructure partners.

|                          |                                                                                         |
|--------------------------|-----------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | <b>Transport / Logistics</b>                                                            |
| <b>LEC NODE</b>          | SB                                                                                      |
| <b>PROJECT TYPOLOGY</b>  | Seaports                                                                                |
| <b>OPPORTUNITY TYPE</b>  | Investors, Locators                                                                     |
| <b>OPPORTUNITY VALUE</b> | US\$ 162–180 million                                                                    |
| <b>PROPONENT</b>         | SBMA<br>Jerome Martinez<br><a href="mailto:jmmartinez@sbma.com">jmmartinez@sbma.com</a> |

# San Bernardino Multi-Purpose Terminal

Multimodal terminal supporting airport operations, logistics, commerce, and economic growth



## Project Overview

The San Bernardino Multi-Purpose Terminal will be a deep-water port facility within the Subic Bay Freeport Zone (SBFZ), including a 17 ha site area, 400 m berth, 12 m depth, and direct access to the Subic Bay International Airport. It will strengthen multimodal logistics and cargo flow between Subic Bay, Central Luzon, Metro Manila, and Northern Luzon.

## The Proponent

The Subic Bay Metropolitan Authority (SBMA) is a government-owned and controlled corporation established in 1992 under Republic Act No. 7227. It has planned, developed, regulated, and managed the 67,000 ha SBFZ for more than 34 years.

## Highlights

Revenue will be generated through a long-term concession or Public-Private Partnership (PPP), providing stable, recurring revenues from vessel calls, cargo handling, storage, logistics services, and terminal leases. The project will also benefit from the PPP Code, CREATE More Act, and SBFZ fiscal and non-fiscal incentives.

## The Opportunity

The SBMA is advancing through pre-investment activities and is seeking strategic investors as lead equity partners, co-investors, or project development partners, with procurement and transaction structuring expected to be completed within 12 to 18 months.

|                   |                                                                                         |
|-------------------|-----------------------------------------------------------------------------------------|
| SECTOR            | Transport / Logistics                                                                   |
| LEC NODE          | SB                                                                                      |
| PROJECT TYPOLOGY  | Seaports                                                                                |
| OPPORTUNITY TYPE  | Investors, Suppliers, Locators                                                          |
| OPPORTUNITY VALUE | US\$ 146–150 million                                                                    |
| PROPONENT         | SBMA<br>Jerome Martinez<br><a href="mailto:jmmartinez@sbma.com">jmmartinez@sbma.com</a> |

# Clark National Food Hub

Agri-industrial logistics center for import and export, enhancing food security and trade



## Project Overview

The Clark National Food Hub is a 40 ha development to establish a centralized agri-food wholesale trading zone with cold storage, warehousing, and value addition capabilities, such as packaging and processing.

## The Proponent

Food Terminal Inc. (FTI) is the lead implementing agency and is supported by the Department of Agriculture (DA) and Clark International Airport Corporation (CIAC).

## Highlights

Investors will benefit from tax and investment incentives, preferential utility rates, and a potential toll subsidy for agricultural cargo. Demand for a centralized food hub is driven by high import reliance on products such as beef, rice, dairy, and pork.

## The Opportunity

The project is in its early stages, with the DA securing an initial budget of US\$ 65 million for the construction of the initial phase of the complex. Management and operations will be turned over to FTI thereafter. FTI also welcomes private sector participation, either through land leases to developers or operations contracts with food logistics companies.

|                          |                                                                        |
|--------------------------|------------------------------------------------------------------------|
| <b>SECTOR</b>            | Transport / Logistics                                                  |
| <b>LEC NODE</b>          | CK                                                                     |
| <b>PROJECT TYPOLOGY</b>  | Logistics; Warehousing                                                 |
| <b>OPPORTUNITY TYPE</b>  | Investors, Suppliers, Locators                                         |
| <b>OPPORTUNITY VALUE</b> | US\$ 150 million                                                       |
| <b>PROPONENT</b>         | FTI<br>Joseph Lo<br><a href="mailto:jlo@fti.gov.ph">jlo@fti.gov.ph</a> |

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# Digital Connectivity

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# Automated Fare Collection System

*Creating the digital backbone of the Philippines' integrated transport network*



|                          |                                                                                     |
|--------------------------|-------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Transport / Logistics                                                               |
| <b>LEC NODE</b>          | MM / OT                                                                             |
| <b>PROJECT TYPOLOGY</b>  | Rail Payment Systems                                                                |
| <b>OPPORTUNITY TYPE</b>  | Investors, Suppliers                                                                |
| <b>OPPORTUNITY VALUE</b> | TBD                                                                                 |
| <b>PROPONENT</b>         | DOTr<br>Jomar Lua<br><a href="mailto:railupmo@dotr.gov.ph">railupmo@dotr.gov.ph</a> |

## Project Overview

The Philippine Automated Fare Collection System (PAFCS) will create a digital backbone for a unified, interoperable fare payment ecosystem, enabling seamless transfers across the country's existing and future urban rail lines.

## The Proponent

The Department of Transportation (DOTr) is the government's lead transport agency, with a track record of Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank financed projects, offering investors a sovereign-backed counterparty.

## Highlights

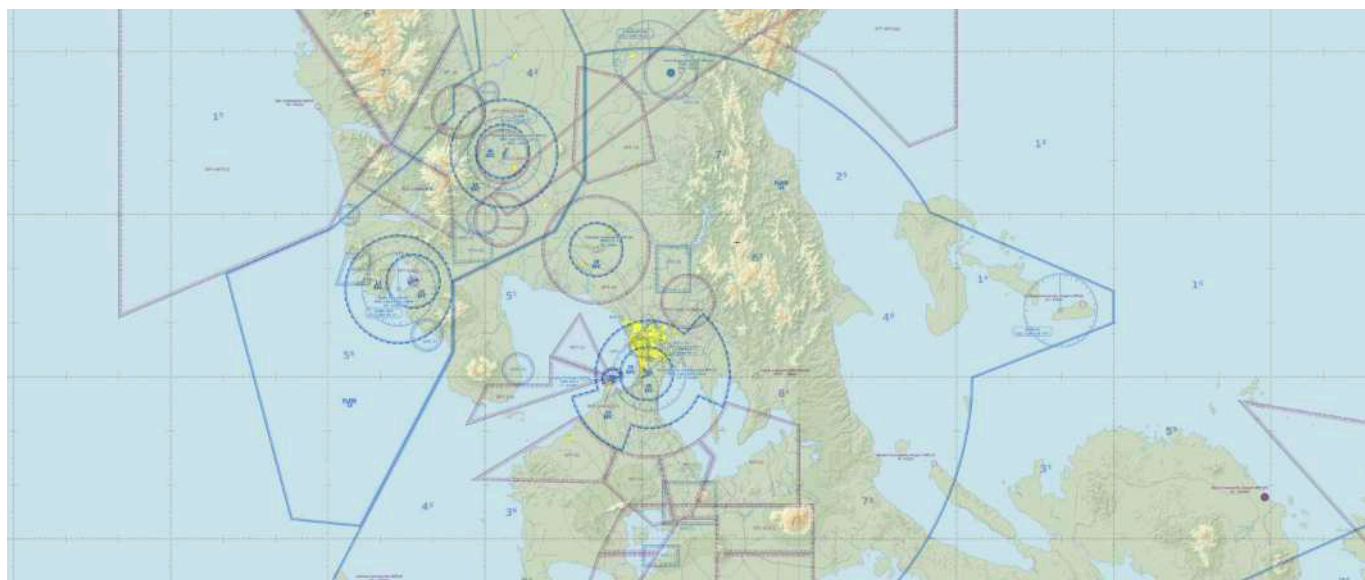
Revenue streams include fixed availability payments, fare transaction fees, and non-fare revenues. The DOTr intends to pursue this opportunity through Public-Private Partnership (PPP), which provides predictable income as digitalization policy accelerates rail expansion.

## The Opportunity

With technical assessments, PPP structure progressing, and procurement upcoming, the DOTr welcomes expressions of interest from investors, operations and maintenance (O&M) concessionaires, technical partners, and financing parties.

# National CNS / ATM System

Next-generation air traffic management securing Luzon's aviation growth



Source: Skyvector.com

|                          |                                                                                                      |
|--------------------------|------------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | <b>Digital Connectivity</b>                                                                          |
| <b>LEC NODE</b>          | BT / SB / CK / MM / OT                                                                               |
| <b>PROJECT TYPOLOGY</b>  | Aviation<br>Communications                                                                           |
| <b>OPPORTUNITY TYPE</b>  | Investors                                                                                            |
| <b>OPPORTUNITY VALUE</b> | TBD                                                                                                  |
| <b>PROPOSER</b>          | CAAP, DOTr<br>Danjun Lucas<br><a href="mailto:danjun.lucas@caap.gov.ph">danjun.lucas@caap.gov.ph</a> |

## Project Overview

The Communications, Navigation, and Surveillance (CNS) / Air Traffic Management (ATM) modernization initiative includes space-based Automatic Dependent Surveillance-Broadcast (ADS-B) across the Manila Flight Information Region, U.S.-proven ATM automation and traffic-flow platforms, cybersecure communications, performance-based navigation procedures at Ninoy Aquino International Airport (NAIA) and Clark and Bulacan airports, and a multi-year controller training.

## The Proponent

An indicative consortium could partner with the Civil Aviation Authority of the Philippines (CAAP) and the Department of Transportation (DOTr) to supply, deliver, and maintain component systems of the Philippine CNS/ATM under CAAP's direct control and supervision.

## Highlights

The project is a dual-use national asset serving civil and security needs. Its revenue profile is tied to low-risk navigation and overflight charges.

## The Opportunity

The proponents are seeking indicative investor interest, as well as a strategic advisory partner to size investment via feasibility study to calibrate the required capital investment and establish an operational structure that allows private sector execution while preserving institutional government control.

# National Data Center Development Plan

Strengthening the Government of the Philippines' digital capacity



|                          |                                                                                                                        |
|--------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | Digital Connectivity                                                                                                   |
| <b>LEC NODE</b>          | MM / SB                                                                                                                |
| <b>PROJECT TYPOLOGY</b>  | Digital Infrastructure                                                                                                 |
| <b>OPPORTUNITY TYPE</b>  | Investors, Suppliers                                                                                                   |
| <b>OPPORTUNITY VALUE</b> | US\$ 175 million                                                                                                       |
| <b>PROPONENT</b>         | DICT<br>Office of the Assistant Secretary for E-Government<br><a href="mailto:oaseg@dict.gov.ph">oaseg@dict.gov.ph</a> |

## Project Overview

Through the Department of Information and Communications Technology (DICT), the Philippine Government is seeking to develop a National Data Center to consolidate fragmented government Information and Communications Technology (ICT) infrastructure into one secure, resilient, and cloud-enabled platform. The primary data center is expected to have a capacity of up to 1,000 racks.

## The Proponent

DICT is the lead implementing agency, with the project receiving support from the Korea Trade-Investment Promotion Agency and Korea Overseas Infrastructure and Urban Development Corporation (KIND).

## Highlights

The project involves developing and financing a state-of-the-art, secure, and resilient Philippine DICT Integrated Data Center (PDIDC), along with its supporting digital infrastructure in New Clark City, Capaz Tarlac, and Central Luzon. A second Disaster Recovery site is already located in the Subic Bay Freeport Zone (SBFZ). Overall, the project is expected to migrate about 2,000 government applications across more than 99 agencies.

## The Opportunity

The proponents are seeking investor and supplier interest. The project is currently at the pre-feasibility stage, with the proposed implementation road map comprising planning and consulting, design and construction, cloud platform deployment, and migration of government systems. The current proposed Public-Private Partnership (PPP) implementation approach remains conceptual and is subject to government review and approval.

# New Clark City ICT Infrastructure

Completing the digital backbone of New Clark City



|                          |                                                                                             |
|--------------------------|---------------------------------------------------------------------------------------------|
| <b>SECTOR</b>            | <b>Digital Connectivity</b>                                                                 |
| <b>LEC NODE</b>          | CK                                                                                          |
| <b>PROJECT TYPOLOGY</b>  | Fiberoptic Network Infrastructure                                                           |
| <b>OPPORTUNITY TYPE</b>  | Investors, Locators                                                                         |
| <b>OPPORTUNITY VALUE</b> | US\$ 16–24 million                                                                          |
| <b>PROPOSER</b>          | BCDA<br>Kenneth Peralta<br><a href="mailto:marketing@bcda.gov.ph">marketing@bcda.gov.ph</a> |

## Project Overview

New Clark City (NCC) Information and Communications Technology (ICT) offers a development, financing, and commercialization opportunity for an open-access fiber network. This wholesale digital backbone connects every unit for lease in the nearly 3,000 ha development area of NCC, from residences and data centers to government and institutional facilities.

## The Proponent

The Bases Conversion and Development Authority (BCDA) manages NCC and is the counterparty for any concession agreements relevant to ICT infrastructure.

## Highlights

NCC is BCDA's 9,450 ha flagship development serving tenants across government, tourism, industrial, advanced manufacturing, and residential segments. CREATE MORE incentives under Republic Act No. 12066 support income tax holidays at the anchor site.

## The Opportunity

The BCDA seeks unsolicited proposals from investors interested to complete and operate the fiber network to serve anticipated demand, and welcomes private sector-led initiatives to enter a Public-Private Partnership (PPP) under the PPP Code.

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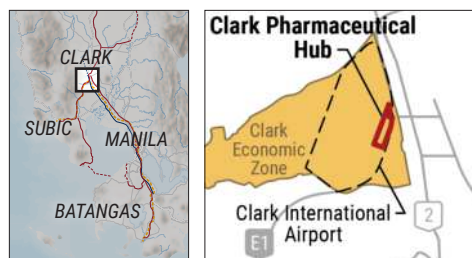
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# Advanced Manufacturing

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# Clark Pharmaceutical Hub

Supply chain hardening for medicines, emergency food supply, and blood/biomedical assets



## Project Overview

The Clark Pharmaceutical Hub includes the development of a 67 ha pharmaceutical manufacturing, analytical testing lab (Quality Assurance / Quality Control), and distribution center within the Clark Civil Aviation Complex (CCAC).

## The Proponent

Clark International Airport Corporation (CIAC), the government-owned corporation managing the 2,367 ha CCAC estate, is the lead proponent and implementing agency.

## Highlights

The hub is well placed to capitalize on freeport zone incentives and the Philippines' growing pharmaceutical market, buoyed by the expansion of the Universal Health Care Act and an accelerating generic drug spending pool expected to hit US\$ 3.8 billion by 2028.

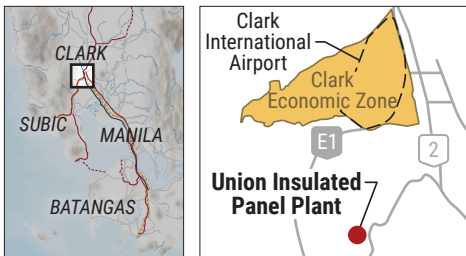
## The Opportunity

CIAC is seeking a strategic private partner for transaction preparation, as well as locators and investors interested in developing, financing, and operating the hub through a Public-Private Partnership (PPP) or long-term lease.

|                   |                                                                                                             |
|-------------------|-------------------------------------------------------------------------------------------------------------|
| SECTOR            | Advanced Manufacturing                                                                                      |
| LEC NODE          | CK                                                                                                          |
| PROJECT TYPOLOGY  | Healthcare Infrastructure                                                                                   |
| OPPORTUNITY TYPE  | Investors, Locators, Suppliers                                                                              |
| OPPORTUNITY VALUE | Not yet disclosed                                                                                           |
| PROPONENT         | CIAC<br>Melissa Feliciano<br><a href="mailto:melissafeliciano@ciac.gov.ph">melissafeliciano@ciac.gov.ph</a> |

# Cold Chain Building Technology Manufacturing

At least 1M sqm of annual PU/PIR insulated panel capacity for Luzon's cold chain sector



## Project Overview

Union Insulated Panel Corporation (UIPC) is doubling its continuous-line panel plant in Porac, Pampanga, currently sized at over 1M sqm of annual capacity in polyurethane and polyisocyanurate (PU/PIR) panels for cold storage, logistics, and cleanrooms, serving Clark and Subic.

## The Proponent

UIPC is a subsidiary of Union Galvasteel Corporation, a Philippine steel building products manufacturer, within the PHINMA Group, a listed conglomerate.

## Highlights

Demand comes from cold chain, food processing, and industrial estate build-out across Central Luzon, backed by Board of Investments (BOI) incentives and green building thermal rules. Local production displaces imports, cutting freight cost and lead time. The additional US\$ 20 to 25 million will increase capacity to 2M sqm of annual capacity.

## The Opportunity

Civil works are complete, and the equipment for the production line is in transit. Commercial startup is targeted for late 2026, with required permits secured. Interested investors may request a Non-Disclosure Agreement (NDA) and data room access.

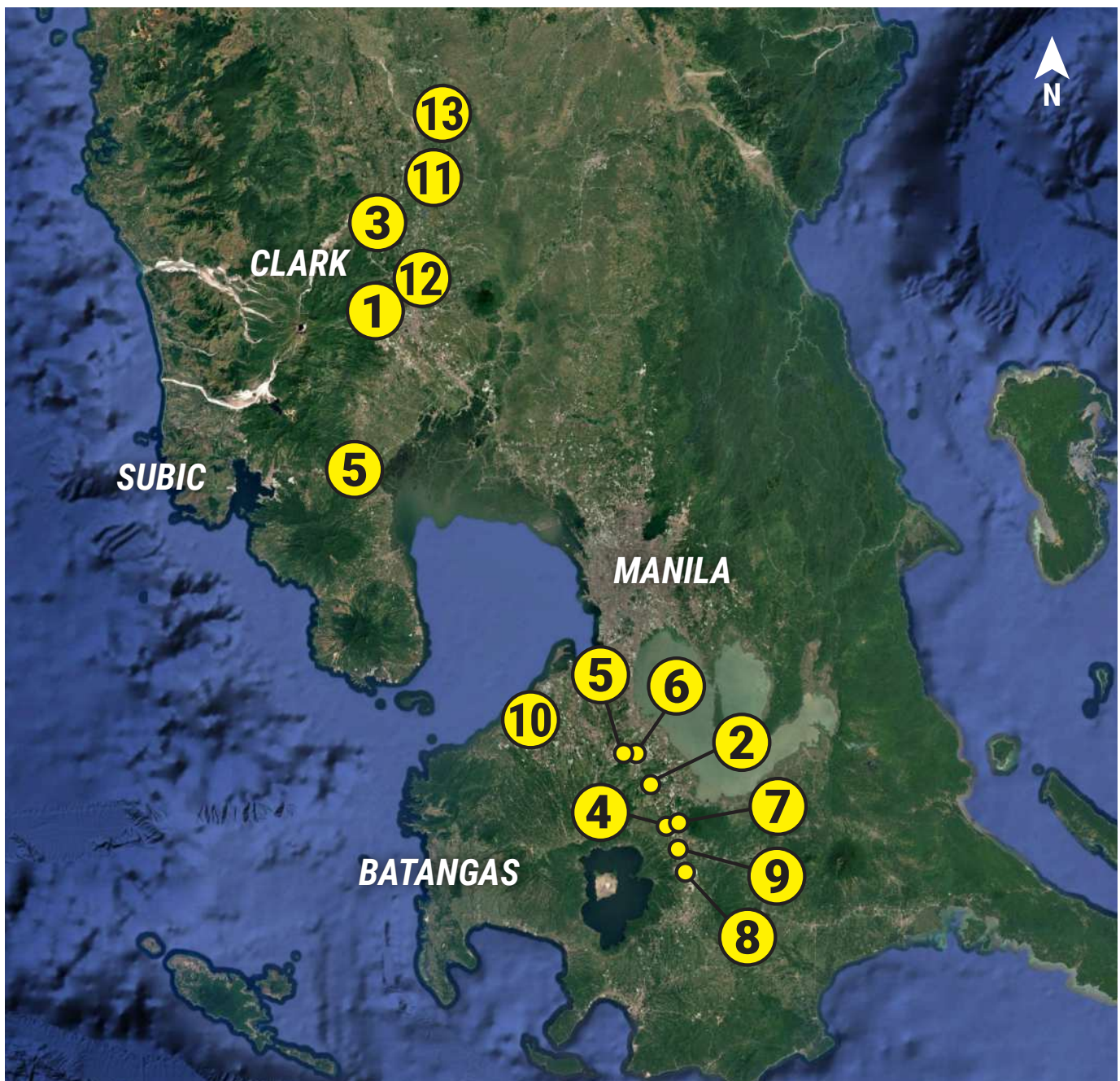
|                   |                                                                                                          |
|-------------------|----------------------------------------------------------------------------------------------------------|
| SECTOR            | Advanced Manufacturing                                                                                   |
| LEC NODE          | CK                                                                                                       |
| PROJECT TYPOLOGY  | Industrial Manufacturing Facility                                                                        |
| OPPORTUNITY TYPE  | Investors                                                                                                |
| OPPORTUNITY VALUE | US\$ 20–25 million                                                                                       |
| PROPONENT         | UIPC (PHINMA Group)<br>Ariel Austria<br><a href="mailto:ariel.austria@uipc.ph">ariel.austria@uipc.ph</a> |

# Sampling of LEC Industrial Parks

*Economic zone industrial parks for investment, manufacturing, and growth, guided by local partners*

The Philippine Economic Zone Authority (PEZA) and Bases Conversion and Development Authority (BCDA) industrial parks offer manufacturers and logistics operators access to investment incentives, streamlined business processes, and strategically located industrial land with strong infrastructure connectivity. A curated selection of parks is listed below.

The latest official PEZA list of available spaces inside Economic Zones (February 2026) can be found at this [link](#).



## LEC Node:

BT: Batangas    MM: Manila  
CK: Clark        SB: Subic

## Opportunity Type:

**I** **L** **S** — Supplier  
Investment  
Locator

| Industrial Park Name                         | LEC Node | Project Description                                                                                                    | Opportunity Type           | Proponent                                                                                                                                                                       |
|----------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b> Berthaphil Clark Zones              | CK       | Over 45 ha PEZA industrial parcels across Clark, NCC, and CRK                                                          | <b>I</b> <b>L</b> <b>S</b> | Berthaphil, Inc.<br>Joanie Mitchell<br><a href="mailto:joanie@berthaphil.com">joanie@berthaphil.com</a>                                                                         |
| <b>2</b> Carmelray Industrial Parks          | MM       | Total of 470 ha within 2 PEZA Industrial Parks in Laguna                                                               | <b>L</b> <b>S</b>          | Carmelray Industrial Park Association, Inc.<br>Francisco Zalदारriaga<br><a href="mailto:Fszalदारriaga@carmelray.com">Fszalदारriaga@carmelray.com</a>                            |
| <b>3</b> Filinvest New Clark City            | CK       | 288-hectare master-planned community located in Capas, Tarlac, within the 9,450-hectare development of New Clark City. | <b>L</b> <b>S</b>          | Filinvest Land, Inc.<br>Lloyd Cunanan<br><a href="mailto:lloyd.cunanan@filinvestland.com">lloyd.cunanan@filinvestland.com</a>                                                   |
| <b>4</b> First Philippine Industrial Park    | BT       | 600 ha PEZA industrial park                                                                                            | <b>L</b> <b>S</b>          | First Philippine Industrial Park, Inc.<br><a href="mailto:smd@fpip.com">smd@fpip.com</a>                                                                                        |
| <b>5</b> Hermosa Ecozone Industrial Park     | CK / SB  | 100 ha PEZA industrial Park in Bataan 40kms south of Clark                                                             | <b>L</b> <b>S</b>          | Science Park of the Philippines, Inc.<br>Jeronimo Salonga<br><a href="mailto:jmsalonga@sciencepark.com.ph">jmsalonga@sciencepark.com.ph</a>                                     |
| <b>6</b> Laguna Technopark, Inc.             | MM       | 471 ha PEZA Industrial Park in Laguna 71 kms north of Batangas                                                         | <b>L</b> <b>S</b>          | Laguna Technopark Association, Inc.<br>Ana Marie Molano<br><a href="mailto:anamarie.molano@ltai-phil.com">anamarie.molano@ltai-phil.com</a>                                     |
| <b>7</b> Light Industry and Science Park III | BT       | 124 ha PEZA Industrial Estate in Batangas                                                                              | <b>L</b> <b>S</b>          | Science Park of the Philippines, Inc.<br>Jeronimo Salonga<br><a href="mailto:jmsalonga@sciencepark.com.ph">jmsalonga@sciencepark.com.ph</a>                                     |
| <b>8</b> LIMA Estates Batangas               | BT       | PEZA 1200 ha industrial park expansion between Manila and Batangas                                                     | <b>L</b> <b>S</b>          | Aboitiz Economic Estates<br>Nico De Leon<br><a href="mailto:nico.deleon@aboitiz.com">nico.deleon@aboitiz.com</a>                                                                |
| <b>9</b> Mira City Industrial Park           | BT       | 92 ha industrial park, up to 99-year lease terms                                                                       | <b>L</b> <b>S</b>          | Daiichi Properties<br>Maria Christina Palacio<br><a href="mailto:cpalacio@dpdiph.com">cpalacio@dpdiph.com</a><br><a href="mailto:marketing@dpdiph.com">marketing@dpdiph.com</a> |
| <b>10</b> Suntrust Ecotown Tanza             | MM       | 350 ha PEZA Industrial Park in Cavite 108 kms northwest of Batangas                                                    | <b>L</b> <b>S</b>          | Suntrust Ecotown Developers, Inc.<br>Basilio Almazan Jr.<br><a href="mailto:bcalmazan@suntrust.com.ph">bcalmazan@suntrust.com.ph</a>                                            |
| <b>11</b> TARI Estates Tarlac                | CK       | 184 ha PEZA industrial park expansion north of NCC                                                                     | <b>L</b> <b>S</b>          | Aboitiz Economic Estates<br>Nico De Leon<br><a href="mailto:nico.deleon@aboitiz.com">nico.deleon@aboitiz.com</a>                                                                |
| <b>12</b> TECO Industrial Park               | CK       | 250 ha PEZA industrial Park in Pampanga 13kms away from Clark                                                          | <b>L</b> <b>S</b>          | TIPCO Estates Corporation<br>Hazel Alas<br><a href="mailto:hazel_dela_paz@tipco.com.ph">hazel_dela_paz@tipco.com.ph</a>                                                         |
| <b>13</b> Victoria Industrial Park           | CK       | 29 ha PEZA industrial Park in Tarlac                                                                                   | <b>L</b> <b>S</b>          | Victoria Industrial Park, Inc.<br>Athena Quejada<br><a href="mailto:Tintinh.quejada@gmail.com">Tintinh.quejada@gmail.com</a>                                                    |

# Acronyms and Other Abbreviations

|             |                                                                                                                |       |                                                                 |
|-------------|----------------------------------------------------------------------------------------------------------------|-------|-----------------------------------------------------------------|
| ADB         | Asian Development Bank                                                                                         | DICT  | Department of Information and Communications Technology         |
| ADS-B       | Automatic Dependent Surveillance-Broadcast                                                                     | DOE   | Department of Energy                                            |
| AFAB        | Authority of the Freeport Area of Bataan                                                                       | DOF   | Department of Finance                                           |
| AI          | artificial intelligence                                                                                        | DOTr  | Department of Transportation                                    |
| ARROW       | Accelerated and Reformed Right-of-Way                                                                          | DPWH  | Department of Public Works and Highways                         |
| ATM         | Air Traffic Management                                                                                         | DTI   | Department of Trade and Industry                                |
| BCDA        | Bases Conversion and Development Authority                                                                     | ECA   | export credit agency                                            |
| BESS        | Battery Energy Storage System                                                                                  | ERC   | Energy Regulatory Commission                                    |
| BIR         | Bureau of Internal Revenue                                                                                     | EXIM  | Export-Import Bank                                              |
| B&O         | Build and Operate                                                                                              | FIA   | Foreign Investments Act                                         |
| BOI         | Board of Investments                                                                                           | FINL  | Foreign Investment Negative List                                |
| BT          | Batangas                                                                                                       | FIRB  | Fiscal Incentives Review Board                                  |
| CAAP        | Civil Aviation Authority of the Philippines                                                                    | FOIP  | Free and Open Indo-Pacific                                      |
| CAB         | Civil Aeronautics Board                                                                                        | ft    | feet                                                            |
| CALAX       | Cavite-Laguna Expressway                                                                                       | ft3   | cubic feet                                                      |
| CBEX        | Cavite-Batangas Expressway                                                                                     | FTI   | Food Terminal Inc.                                              |
| CCAC        | Clark Civil Aviation Complex                                                                                   | GDP   | gross domestic product                                          |
| CCGT        | combined cycle gas turbine                                                                                     | GW    | gigawatts                                                       |
| CDC         | Clark Development Corp                                                                                         | ha    | hectares                                                        |
| CIAC        | Clark International Airport Corporation                                                                        | HTC   | hydrothermal carbonization                                      |
| CK          | Clark                                                                                                          | ICT   | Information and Communications Technology                       |
| CLLEX       | Central Luzon Link Expressway                                                                                  | ICTSI | International Container Terminal Services, Inc.                 |
| CMEPA       | Capital Markets Efficiency Promotion Act                                                                       | IPA   | Investment Promotion Agency                                     |
| CNS         | Communications-Navigation-Surveillance                                                                         | IT    | information technology                                          |
| CREATE MORE | Corporate Recovery and Tax Incentives for Enterprises to Maximize Opportunities for Reinvigorating the Economy | JHMC  | John Hay Management Corporation                                 |
| CRK         | Clark International Airport                                                                                    | JICA  | Japan International Cooperation Agency                          |
| CSEZ        | Clark Special Economic Zone                                                                                    | KIND  | Korea Overseas Infrastructure and Urban Development Corporation |
| DA          | Department of Agriculture                                                                                      | km    | kilometers                                                      |
| DENR        | Department of Environment and Natural Resources                                                                | kV    | kilovolts                                                       |
| DFC         | Development Finance Corporation                                                                                | LEC   | Luzon Economic Corridor                                         |
| DFI         | Development Finance Institution                                                                                | LIPAD | Luzon International Premiere Airport Development Corp.          |
| DHSUD       | Department of Human Settlements and Urban Development                                                          | LNG   | liquefied natural gas                                           |
|             |                                                                                                                | LRT   | Light Rail Transit                                              |

## Acronyms and Other Abbreviations (continued)

|          |                                                                   |        |                                                      |
|----------|-------------------------------------------------------------------|--------|------------------------------------------------------|
| LTFRB    | Land Transportation Franchising and Regulatory Board              | PPP    | Public Private Partnership                           |
| LTO      | Land Transportation Office                                        | PPPI   | Philippines Pharmaceutical Procurement Inc           |
| LWUA     | Local Water Utilities Administration                              | PRA    | Philippine Retirement Authority                      |
| m        | meters                                                            | PRI    | political risk insurance                             |
| MGEN     | Meralco PowerGen Corp.                                            | PU/PIR | polyurethane and polyisocyanurate                    |
| MM       | Metro Manila                                                      | R.A.   | Republic Act                                         |
| MMbbl    | One million barrels                                               | REZA   | Regional Economic Zone Authority                     |
| MNL      | Manila International Airport                                      | RFP    | Request for Proposal                                 |
| MRO      | maintenance, repair, and overhaul                                 | SB     | Subic                                                |
| MRT      | Metro Rail Transit                                                | SBFZ   | Subic Bay Freeport Zone                              |
| MT       | metric tons                                                       | SBMA   | Subic Bay Metropolitan Authority                     |
| MW       | megawatts                                                         | SBNC   | Subic Bay Newport Corp                               |
| MWhr     | megawatt-hours                                                    | SCMB   | Subic-Clark-Manila-Batangas                          |
| MWSS     | Metropolitan Waterworks and Sewerage System                       | SCTEX  | Subic-Clark-Tarlac Expressway                        |
| NAIA     | Ninoy Aquino international Airport (Manila International Airport) | SEC    | Securities and Exchange Commission                   |
| NBEX     | Nasugbu-Bauan Expressway                                          | S&L    | Sargent & Lundy                                      |
| NCC      | New Clark City                                                    | SIPP   | Strategic Investment Priority Plan                   |
| NEST     | Nuclear Energy Strategic Transition                               | SLCT   | South Luzon Container Terminal                       |
| NGCP     | National Grid Corporation of the Philippines                      | SLEX   | South Luzon Expressway                               |
| NLEX     | North Luzon Expressway                                            | SMR    | small modular reactor                                |
| NSCR     | North-South Commuter Railway                                      | SPIA   | Sangley Point International Airport                  |
| NTC      | National Telecommunications Commission                            | sqm    | square meters                                        |
| O&M      | Operations and Maintenance                                        | STAR   | Southern Tagalog Arterial Road                       |
| ODA      | Official Development Assistance                                   | STARex | STAR Expressway                                      |
| OEM      | original equipment manufacturer                                   | TA     | technical assistance                                 |
| Open RAN | Open Radio Access Network                                         | TEU    | Twenty-foot Equivalent Unit                          |
| OT       | Other Luzon                                                       | TIEZA  | Tourism Infrastructure and Enterprise Zone Authority |
| PAFCS    | Philippine Automated Fare Collection System                       | TPD    | tons per day                                         |
| PCSPC    | Philippine Coastal Storage and Pipeline Corporation               | TPLEX  | Tarlac-Pangasinan-La Union Expressway                |
| PDIDC    | Philippine DICT Integrated Data Center                            | UIPC   | Union Insulated Panel Corporation                    |
| PEZA     | Philippine Economic Zone Authority                                | USG    | U.S. Government                                      |
| PPA      | Philippine Ports Authority                                        | USTDA  | U.S. Trade and Development Agency                    |
| PPA      | Power Purchase Agreement                                          | VAT    | value-added tax                                      |
| PPMC     | Poro Point Management Corporation                                 |        |                                                      |

