

26 March 2025

HON. AMENAH F. PANGANDAMAN

Secretary

Department of Budget and Management

Gen. Solano St., San Miguel, Manila

Thru: Director Elena Regina S. Brillantes, BMB C


Dear **Secretary Pangandaman**:

I am writing to submit the Corporate Operating Budget (COB) of the Aurora Pacific Economic Zone and Freeport Authority (APECO) in compliance with the Corporate Budget Circular No. 24 dated 4 November 2022.

Should your Honorable Office have any concern, please contact Mr. Miguel Martin D. Saligumba, Private Secretary of the Office of the President & CEO of APECO, through pceo_office@apecozonefreeport.com or +639178832242.

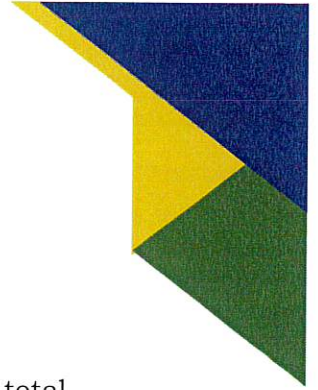
Thank you and we look forward to Honorable Secretary's support.

Truly yours,



ATTY. GIL G. TAWAY IV
President and CEO

Attached: as stated



C E R T I F I C A T I O N


This is to certify that the following Program/Activity/Project has a total amount of PHP 546,085,616.83, as contained in the Corporate Operating Budget CY 2025:

- a. APECO Central Expressway (4 Lanes)
- b. Spine Road Phase 3 - APECO Perimeter Road
- c. Disaster Preparedness and Response (Evacuation Center)
- d. Esteves to Biancoan Gate Road Expansion
- e. Dibet Road Widening
- f. Coastal Slope Protection with Road Construction Phase 1
- g. Coastal Slope Protection with Road Construction Phase 2
- h. Masterplan
- i. Corporate Campus Development (Grand Lagoon Project)
- j. JPEC Beachfront Rehabilitation
- k. Construction Works Pursuant to Corrective Measures for Casiguran Airstrip Permit to Operate
- l. Land Acquisition
- m. Sewerage Treatment Plant - Phase 1
- n. Underground Electrical Power Distribution Phase 2
- o. Central Water Supply and Ground Reservoir Phase 2
- p. Sewage Treatment Plant Phase 2
- q. Fire Station & Fire Protection Equipment
- r. Nayon Kalikasan Housing Project (APECO Share)
- s. Construction of APECO Corporate Campus
- t. Street Lights
- u. Procurement of Dome Tent
- v. Construction of Manila Satellite Office
- w. Construction of Beach Cottages
- x. Construction of Stage Platform
- y. Motor Vehicles
- z. Acquisition of Office & IT Equipment

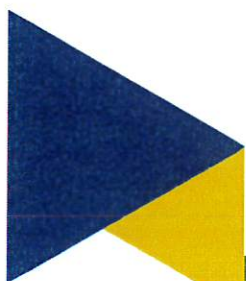
Upon the recommendation of the Engineering and Environmental Safety Division Manager and Corporate Planning Division Manager, it is attested to that the projects are implementable within the validity of the appropriation, consistent with APECO's mandate and are aligned with government priorities for the fiscal year.



This certification is issued for the purpose of completion of the required documents to be submitted to the DBM for APECO's COB CY 2025.



ATTY. GIL G. TAWAY IV
President and CEO



**AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY
FORMS TO BE ACCOMPLISHED FOR COB
FY 2025**

BUDGET FORMS FOR BUDGET COB 2025

FORMS #1	NO. OF FORMS	2022 Audited	2023 Actual	2024 Estimates	2025 Proposal	Assigned Division - Personnel	STATUS				REMARKS
							Pending	Not Applicable	For Review, Approval & Signature (RMCL/MCS)	For DA PGGT Signature/ Approved (for Sheryl printing)	
000 Board- Approval/Resolution	1					BOD/FIN					1 done printing
2 001 Narrative for COB 2025	1					ODA/OPCEO					1 done printing
3 001 Certification of Implementation Ready	1					OPCEO					1 done printing
4 700 Corporate Strategic Measures	1					FIN/CPD			1		finalization from planning
5 702 Statement of Financial Position /1	1					FIN - JEN					1 for printing
6 703 Statement of Financial Performance /1	1					FIN - JEN					1 for printing
7 703-A Staffing Summary (Summary of Personnel Services)	1					ADMIN - JVS					1 done printing
8 703-B Details of Maintenance and Other Operating Expenses	1					FIN - REN					1 done printing
9 703-C Details of Capital Outlays	1					FIN - REN					1 done printing
10 704 Statement of Cash Flows /1	1					FIN - JEN					1 for printing
11 705 Comparative Sources of Funds /1	1					FIN - REN					1 done printing
12 706 Uses of Funds by Expense Class /1	1					FIN - REN					1 done printing
TOTAL :	12						0	0	1	1	11

Legend (Status) :

 Pending

 Not Applicable

 For Review, Approval and Signature

Date Today : Thursday, 27 March, 2025
 Deadline : Monday, 31 March, 2025
 Hard Copies

4

CORPORATE STRATEGIC MEASURES
FY 2025

Corporate Operating Budget
 Budget Proposal

DEPARTMENT:

CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY

I. CORPORATE PROFILE

A. Brief Statement of Corporate Objectives

The Aurora Pacific Economic Zone and Freeport Authority (APECO), under the guidance of Republic Act 9490 and 10083, is dedicated to transforming the Aurora Ecozone into a leading model of economic, industrial, and social development. Our mission is to foster a green, self-reliant, and sustainable economic zone that serves as a prime gateway to the Eastern Pacific Seaboard and a catalyst for the comprehensive socio-economic upliftment of Aurora Province and the nation at large.

We are committed to:

1. Actively encouraging, promoting, including, and accelerating balanced development across industrial, commercial, trading, agro-industrial, tourism, banking, financial, and investment sectors, complemented by suitable residential areas in Casiguran.
 2. Positioning APECO as the premier green Economic Zone and Freeport Authority, pioneering eco-friendly and sustainable practices.
 3. Attracting legitimate and productive investments through competitive measures that align with our green vision.
 4. Generating employment opportunities for the local populace, including Indigenous People and residents of neighboring rural areas, thereby increasing productivity, individual and family incomes, and improving overall living conditions.
 5. Serving as the vital economic gateway to the Eastern Pacific Seaboard, contributing significantly to the progress of Aurora Province and the entire nation.
- Our objectives are grounded in the principle of decentralized, self-reliant, and sustainable development, aiming to create a vibrant and inclusive economic zone that benefits all stakeholders.

B. Corporate Priorities for the Budget Year

1. Transition focus from online gaming to diversified business sectors aligned with APECO's charter for balanced economic, industrial, and social development.
2. Leverage visa issuances to attract bona fide investments, enhancing local economic benefits.
3. Prioritize sectors of energy security, food security, green investments, defense, and tourism for sustainable development and long-term economic growth.
4. Enhance food security through sustainable fishing, agriculture, and support for specialty crops like coconut for various industries.
5. Invest in green energy sources and infrastructure to support eco-friendly industry and tourism.
6. Develop the defense sector, leveraging APECO's strategic location for defense manufacturing and partnerships with defense agencies.
7. Implement targeted marketing to attract industrial investors, focusing on sectors that contribute to local and regional economic growth.
8. Develop corporate campus and land acquisition to improve the ecozone's business environment and reverse urban decay.
9. Improve utilities and infrastructure to support business operations, partnering with government agencies for essential services like power and road networks.

C. Major Programs and Projects

1. Ecozone Development Program
 - A. General Administration and Support
 - B. General Management and Supervision
 - C. Infrastructure Development
- Completion of pending Infrastructure Projects
- Utilities and Infrastructure Development for Investors
2. Operations
 - A. Business Development Program
 - Investment Promotion (Targeted Marketing for Industrial Investors)
 - Research and Development Partnership with ASCOT

CORPORATE STRATEGIC MEASURES
FY 2025

Corporate Operating Budget
 Budget Proposal

DEPARTMENT:

CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY

- Green Investments and Sustainable Industries
 - Renewable Energy Projects (Solar, Wind, and Hydro)
 - Defense Industry Partnerships and Infrastructure
 - Agri/Aqua Zone Development for Food Security
 - Bamboo Plantation and Processing Initiatives
- B. Community Relations Development Program
 - Livelihood Programs Enhancements, particularly in Fishing and Agriculture
 - Information & Advocacy Campaign focused on Ecozone Initiatives
 - Corporate Campus Development for Economic and Social Activities
- C. Gender and Development (GAD) Program
 - Continuation and enhancement of initiatives in line with new strategic direction
- D. Climate Change Resilience and Adaptation Measures
 - Implementation of Programs aligned with Green Investment priorities
- 3. Tourism Development Program
 - Development and Maintenance of Tourism Enterprises for Extended Stays
 - Promotion of Eco-tourism aligned with the area's scenic beaches and mountain trails
 - Investment in Human Capital
- 4. Employment Generation Initiatives for local populace including Indigenous People strategic Infrastructure and Capacity Building
- 5. Airport Development and Expansion
 - Commercial Ports Development
 - Security and Stability enhancement
- 6. Support for the Philippine Aerospace Development Corporation's MRO facilities Development of the Philippine Navy and other Defense-related installations

CORPORATE STRATEGIC MEASURES
FY 2025

Corporate Operating Budget
 Budget Proposal

DEPARTMENT:

CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY

D. Linkages of Corporate Priorities/Programs/Projects with the National/Sectoral Development Plan, The Medium-Term Philippine Development Plan (MTPDP) and National Policy Pronouncements

APECCO's alignment with the five Key Result Areas (KRAs), as outlined in the National/Sectoral Development Plan and the Medium-Term Philippine Development Plan (MTPDP), reflects its commitment to the broader development goals of the Philippine government. These KRAs encapsulate the core objectives of enhancing economic dynamism, fostering social equity, and promoting environmental sustainability, which are integral to national policy pronouncements and the current administrator's agenda.

By focusing on competitive business environments and fostering a robust investment climate, APECCO directly contributes to the nation's economic expansion and job creation efforts, particularly in the Aurora Ecozone. This strategic approach is designed to stimulate regional growth and support the rural economy by improving livelihoods, boosting productivity, and ultimately raising the standard of living for the people of Aurora Province and surrounding areas.

APECCO's comprehensive plan includes the enhancement of infrastructure and facilities, as delineated in the NEDA-approved Three-year Rolling Infrastructure Program. Key projects such as the development of underground electric power distribution lines, advanced solid waste management systems, and the bolstering of agri-aqua facilities underscore its commitment to sustainable and resilient development. These initiatives are congruent with the nation's thrust toward modernization of infrastructure under the MTPDP.

Furthermore, APECCO places significant emphasis on social responsibility and inclusive growth. Its governance model prioritizes peace and order within the Ecozone, including the protection and integration of indigenous communities into the development process. APECCO's approach to environmental stewardship is embodied in its green investment initiatives and climate change adaptation measures, which are aligned with national policies on ecological balance and resilience.

As APECCO advances its vision, it remains attuned to the overarching goals of the Philippine Development Plan, which are to cultivate a fair and prosperous society with equal opportunities, to maintain a stable and predictable business environment, and to achieve a balance between development and environmental sustainability. Through its targeted efforts in energy security, food security, defense, and tourism, APECCO reaffirms its role as a key player in the economic progress of the country, steering the Aurora Ecozone towards a future that is both prosperous and sustainable.

CORPORATE STRATEGIC MEASURES

FY 2025

Corporate Operating Budget
 Budget Proposal

DEPARTMENT:

CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY

II. PERFORMANCE MEASUREMENT

PART A. FINANCIAL PERFORMANCE (In Thousand Pesos)

Program/Sub-Program	GCG STRATEGIC MEASURES and GAA PERFORMANCE INFORMATION	FY 2022			FY 2023			FY 2024			CY 2025		
		NG Support	Corp. Funds	TOTAL	NG Support	Corp. Funds	TOTAL	NG Support	Corp. Funds	TOTAL	NG Support	Corp. Funds	TOTAL
I. GAS													
1. Operating Expenses	Number of registered locators	17,642	26,737	44,379	22,139	32,222	54,361	82,827	82,827	43,841	33,381	77,222	
	Amount of generated investment												
2. Personnel Expenses	Number of generated employment	27,358		27,358	24,144	1,100	25,244	28,098	28,098	47,821	4,374	52,195	
Sub-Total GAS		45,000	26,737	71,737	46,283	33,322	79,605	110,925	110,925	91,662	37,755	129,418	
II. STO													
Motor Vehicles													
Acquisition of Office & IT Equipment													
Office Furniture and Fixtures													
Other Equipment			410	410.00					6,748	6,748			
Sub-Total STO		1,065	410	1,475	269	1,200	1,469	862	11,880	12,742			
III. OPERATIONS													
2024-2008 Locally Funded Projects	Number of Infrastructure projects started												
APECO Central Expressway (4 Lanes)	Percentage of Infrastructure projects implemented in accordance with plans and specification												
Spine Road Phase 3 - APECO Perimeter Road										44,540		44,540	
Disaster Preparedness and Response (Evacuation Center)										43,900		43,900	
										6,400		6,400	

CORPORATE STRATEGIC MEASURES

FY 2025

Corporate Operating Budget
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DEPARTMENT:

CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY

II. PERFORMANCE MEASUREMENT

PART A. FINANCIAL PERFORMANCE (in Thousand Pesos)

Program/Sub-Program	GCG STRATEGIC MEASURES and GAA PERFORMANCE INFORMATION	FY 2022			FY 2023			FY 2024			CY 2025		
		Audited			Audited/Actual			Audited/Actual			Current Program /1		
		NG Support	Corp. Funds	TOTAL	NG Support	Corp. Funds	TOTAL	NG Support	Corp. Funds	TOTAL	NG Support	Corp. Funds	TOTAL
Estaves to Biancoan Gate Road Expansion	Number of infrastructure projects completed												
Dibbet Road Widening										10,280			10,280
Coastal Slope Protection with Road Construction Phase 1										15,040			15,040
Coastal Slope Protection with Road Construction Phase 2										5,000			5,000
Masterplan							4,800			-		5,000	5,000
Corporate Campus Development (Grand Lagoon Project)							4,800			4,800		7,200	7,200
JPEC Beachfront Rehabilitation										7,872		62,128	70,000
Construction Works Pursuant to Corrective Measures for Casiguran Alstrip Permit to Operate										20,000			20,000
Land Acquisition										15,000			15,000
Sewerage Treatment Plant - Phase 1		30,614		30,614						62		25,000	25,062
Underground Electric Power Distribution Line Phase 1			22,384	22,384						2,526			2,526
APECO Corporate Office Building		11,361		11,361						-			-
		4,713		4,713						-			-

CORPORATE STRATEGIC MEASURES
FY 2025

Corporate Operating Budget
 Budget Proposal

DEPARTMENT:

CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY

PART B. PHYSICAL PERFORMANCE

STRATEGIC OBJECTIVES	GCG STRATEGIC MEASURES and GAA PERFORMANCE INFORMATION	VALIDATED BASELINE DATA		ACTUAL	TARGETS	PROPOSED
		FY 2023	FY 2024			
SECTOR OUTCOME Economic opportunities in industry and services expanded ORGANIZATIONAL OUTCOME Business Located and operating within the economic zone increased	ECOZONE DEVELOPMENT PROGRAM Outcome Indicators 1. Number of registered locators 2. Number of Generated Employment 3. Amount of Generated Investment Output Indicators 1. Number of infrastructure projects started 2. Percentage of infrastructure projects implemented in accordance with plans and specification 3. Number of infrastructure projects completed	39 285 P60 Million	-43 -500 P35 Million	-43 -500 P35 Million	34 500 P1,185 Billion	
		N/A	5	5	7	
		N/A	71%	71%	52%	
		N/A	2	2	0	

1/ Pertains to immediate year preceding the COB/Budget Proposal, to be adjusted with actual amounts.
 2/ For COB submission purposes, amounts shall be adjusted to GAA Level for those with NG Subsidies.
 For Budget Proposal purposes, amounts shall be as projected.

PREPARED BY:


 MA. CRISTINA G. SUAVERDEZ

DIVISION MANAGER A - CORPORATE PLANNING

APPROVED BY:


 LOVELY LORANE O. ESTEVES

CORPORATE BUDGET SPECIALIST A


 ATTY. GIL S. TAWAY IV

PRESIDENT AND CEO

STATEMENT OF FINANCIAL POSITION

(In Thousand Pesos)
Fiscal Year 2025

DBM Form No. 702

Corporate Operating Budget
 Budget Proposal

Department: _____				
Corporation: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT OF AUTHORITY				
PARTICULARS	FY 2023 (Audited)	FY 2024 (Actual)	CY 2025 (Current Program)	Remarks
ASSETS				
Current Assets				
Cash and Cash Equivalents	201,141	225,255	27,288	
Investments	-	-	-	
Receivables	451,601	453,315	448,676	
Inventories	6,079	8,367	10,485	
Other Current Assets	75,057	86,920	73,250	
Total Current Assets	733,878	773,856	559,699	
Non-Current Assets				
Investments	-	-	-	
Property, Plant and Equipment	850,320	944,299	1,465,690	
Biological Assets	-	-	-	
Intangible Assets	-	-	-	
Other Non-Current Assets	-	-	-	
Total Non-Current Assets	850,320	944,299	1,465,690	
TOTAL ASSETS	1,584,198	1,718,155	2,025,389	
LIABILITIES				
Current Liabilities				
Financial Liabilities	8,547	24,695	1,059	
Inter-Agency Payables	1,983	4,878	717	
Trust Liabilities	20,182	29,393	20,308	
Deferred Credits/Unearned Income	972	822	612	
Provisions	-	-	-	
Other Payables	3	3	3	
Total Current Liabilities	31,987	59,791	22,700	

Corporate Operating Budget
 Budget Proposal

Department: _____
 Corporation: **AURORA PACIFIC ECONOMIC ZONE AND FREEPORT OF AUTHORITY**

PARTICULARS	FY 2023 (Audited)	FY 2024 (Actual)	CY 2025 (Current Program)	Remarks
Non-Current Liabilities				
Financial Liabilities	-	-	-	
Inter-Agency Payables	-	-	-	
Trust Liabilities	-	-	-	
Deferred Credits/Unearned Income	-	-	-	
Provisions	-	-	-	
Other Payables	-	-	-	
Total Non-Current Liabilities	-	-	-	
TOTAL LIABILITIES	31,687	59,791	22,700	
NET ASSETS/EQUITY				
Government Equity (Accumulated Surplus/(Deficit))	1,552,511	1,658,364	2,002,689	
TOTAL NET ASSETS/EQUITY	1,552,511	1,658,364	2,002,689	
TOTAL LIABILITIES AND EQUITY	1,584,198	1,718,155	2,025,389	

- 1/ Pertains to immediate year preceding the COB/Budget Proposal, to be adjusted with actual amounts.
 2/ For COB submission purposes, amounts shall be adjusted to GAA Level for those with NG Subsidies.
 For Budget Proposal purposes, amounts shall be as projected.

Prepared by:


 Jenelyn R. Mamat-Lalo
 Responsible Officer

March 26, 2025
 Date

Approved by:


 Atty. Gil Gilway IV
 Head of Corporation

March 26, 2025
 Date

STATEMENT OF FINANCIAL PERFORMANCE
(In Thousand Pesos)
FY 2025

DBM Form No.703

Corporate Operating Budget
 Budget Proposal

DEPARTMENT:
CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT OF AUTHORITY

PARTICULARS	FY 2023	FY 2024	CY 2025	Remarks
	(Audited)	(Actual)	(Current Program)	
I. REVENUES (Comparative details disclosed in Notes to FS)				
Operating Revenues	40,291	3,855	7,354	
Other Revenues (Specify major items)	27,427	40	2,151	
a. Rent/Lease Income	2,896	1,297	5,153	
b. Interest Income	73	50	50	
c. Other Business Income	9,894	2,468	-	
II. COST OF SALES (Comparative details disclosed in Notes to FS)	-	-	-	
III. GROSS PROFIT	40,291	3,855	7,354	
IV. CURRENT OPERATING EXPENSES				
Personnel Services (DBM Forms 703-A/A2)	100,842	133,665	154,112	
Maintenance and Other Operating Expenses (DBM Form 703-B)	25,244	28,098	52,195	
Others	53,530	82,827	77,222	
Financial Expenses (DBM Form 703-C)	-	-	-	
Non-cash Expenses	22,068	22,740	24,694	
Depreciation of fixed assets	22,068	22,740	24,694	
Amortization of deferred assets	-	-	-	
Other non-cash expenses	-	-	-	
V. Surplus/(Deficit) from Current Operations	(60,551)	(129,810)	(146,758)	
VI. INCOME TAX	-	-	-	

- Corporate Operating Budget
- Budget Proposal

DEPARTMENT:
CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT OF AUTHORITY

PARTICULARS	FY 2023 (Audited)	FY 2024 (Actual)	CY 2025 (Current Program)	Remarks
VII. NET PROFIT/(LOSS) AFTER INCOME TAX	(60,551)	(129,810)	(146,758)	
Add/Deduct:				
Financial Assistance/Subsidy	46,283	235,850	125,858	
Sale of Assets	-	-	-	
Gains	-	-	-	
Losses	-	-	-	
III. SURPLUS/(DEFICIT) FOR THE PERIOD	(14,268)	106,040	(20,900)	

1/ Pertains to immediate year preceding the COB/Budget Proposal, to be adjusted with actual amounts.
2/ For COB submission purposes, amounts shall be adjusted to GAAP Level for those with NG Subsidies. For Budget Proposal purposes, amounts shall be as projected.

CERTIFICATION

We are confirming our commitment in implementing measures to enhance our corporate revenue generation and cost recovery to keep our financial viability as a

Prepared by:


Jenelyn R. Mamat-Lalo
Responsible Officer

March 26, 2025
Date

Approved by:


Atty. Ghisela Laway IV
Head of Corporation

March 26, 2025
Date

SUMMARY OF PERSONNEL SERVICES
(Amounts in Thousand Pesos Except Number of Positions)

DBM Form No. 703-A

Department:				
Corporation: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY				
PARTICULARS	FY 2023	FY 2024	CY 2025	FY 2026
	(Audited)	(Audited/Actual)	(Current Program) 1/	(Proposed) 2/
STAFFING SUMMARY				
Board of Directors/Trustees	-	-	-	-
Number of Positions	10	10	10	10
Amount	1,440	920	1,200	1,200
TOTAL AUTHORIZED POSITIONS	-	-	-	-
Permanent	-	-	-	-
Number of Positions	34	34	49	53
Amount	29,437	27,178	50,995	51,727
Contractual	-	-	-	-
Number of Positions	-	-	-	-
Amount	-	-	-	-
Casual	-	-	-	-
Number of Positions	-	-	-	-
Amount	-	-	-	-
Total Number of Positions	44	44	59	63
Total Amount	30,877	28,098	52,195	52,927
SUMMARY OF SALARIES/WAGES AND OTHER COMPENSATION				
Salaries and Wages	20,374	17,547	33,765	39,092
• Permanent	20,374	17,547	33,765	39,092
• Contractual	-	-	-	-
• Casual	-	-	-	-
Standard Allowances	4,342	3,460	7,734	8,825
• Personnel Economic Relief Allowance	732	556	1,176	1,584
• Uniform/Clothing Allowance	144	145	343	396
• Medical Allowance	-	-	343	-
• Mid-year Bonus	1,648	1,102	2,814	3,258
• Year-end Bonus	1,648	1,541	2,814	3,258
• Cash Gift	170	116	245	330
Specific Purpose Allowances	3,235	2,897	4,538	3,846
• Representation and Transportation Allowances	864	1,301	1,668	1,416
• Per Diem	-	-	1,200	-
• Honoraria	1,440	920	450	1,440
• Subsistence Allowance	-	-	-	-
• Night Shift Differentials	-	-	-	-
• Quarters Allowance	-	-	-	-
• Teller's Allowance	-	-	-	-
• Quarters Allowance	-	-	-	-
• PEI and SRI	931	675	1,220	990
Incentives and Benefits	-	-	-	-
• Anniversary Bonus	-	-	-	-
• Rice Allowance	-	-	-	-
• Children's Allowance	-	-	-	-
• Meal Allowance	-	-	-	-
• Medical/Dental/Optical Benefits	-	-	-	-
• Longevity Pay	-	-	-	-
• (Add additional allowances/benefits, if any)	-	-	-	-
Fixed Expenditures	2,926	2,595	4,743	1,164
• Employees Compensation Insurance Premium	37	29	58	79
• Pag-IBIG Contribution	37	50	115	158
• PhilHealth Contribution	407	406	752	926
• Retirement and Life Insurance Premium	2,445	2,110	3,818	4,535
Separation and Retirement Benefits	-	1,599	1,415	-
• Terminal Leave	-	1,356	1,415	-
• Retirement Benefits	-	-	-	-
• Other Personnel Benefits	-	243	-	-
GRAND TOTAL	30,877	28,098	52,195	52,927

2/ For COB submission purposes, amounts shall be adjusted to GAA Level for those with NG Subsidies.
For Budget Proposal purposes, amounts shall be as projected.

Prepared by:

JOHN V. SOCITO
OIC, Administrative and General Services

Approved by:

ATTY. GIL G. TAWAY IV
Head of Corporation

DETAILS OF MAINTENANCE AND OTHER OPERATING EXPENSES

(In Thousand Pesos)

Fiscal Year 2025

PARTICULARS	FY 2022 (Audited)	FY 2023 (Audited)	FY 2024 (Audited/Actual)	FY 2025 (Current Program) 1/	Remarks
Travelling Expenses	1,141	1,824	9,773	6,500	
Communication Expenses	561	467	325	318	
Repairs and Maintenance of Government Facilities	1,237	5,161	3,890	3,000	
Repairs and Maintenance of Government Vehicles	1,734	1,185	1,271	2,030	
Transportation Services	0	-	299	-	
Supplies and Materials	530	1,085	3,426	1,551	
Rents	5,323	7,929	8,726	4,281	
Water, Illumination and Power Service	2,675	2,959	2,623	3,375	
Training and Seminar Expenses	786	1,072	631	1,100	
Extraordinary and Miscellaneous Expenses	184	173	340	334	
Taxes,Duties and Fees	29	187	100	250	
Gasoline, Oil and Lubricants	3,296	2,544	3,298	5,383	
Fidelity Bonds and Insurance Premium	526	605	551	963	
Other Services					
Internet	980	1,171	1,290	858	
Membership Dues & Contributions to Org.	-	1	45	90	
Advertising	88	1,326	721	600	
Survey, Research, Exploration and Dev't Expenses	-	-	-	-	
Printing & Binding	38	134	313	334	
Representation	1,222	1,461	6,019	11,035	
Subscription Expenses			111	1,237	
Legal Services	281	1,003	248	200	
Security Services	3,648	3,934	6,259	5,030	
Janitorial Services	391	382	723	-	
General Services	10,133	10,375	14,748	16,492	
Environment/Sanitary Services	2,440	2,423	5,903	5,128	
Other Professional Services	5,885	6,283	11,005	7,031	
Assistance/Subsidies-Others		100	-	-	
Prizes			13	-	
Other MOOE	1,241	576	171	103	
Financial Expenses					
Bank Charges	9	1	4	-	
Total MOOE	44,379	54,361	82,827	77,222	

1/ Pertains to immediate year preceding the COB/Budget Proposal, to be adjusted with actual amounts.

2/ For COB submission purposes, amounts shall be adjusted to GAA Level for those with NG Subsidies. For Budget Proposal purposes, amounts shall be as projected.

Prepared by:


LOVELY LORANE O. ESTEVES
 Corporate Budget Specialist A

March 17, 2025
 Date

Approved by:


ATTY. GIL G. ANAY IV
 President and CEO

March 17, 2025
 Date

CAPITAL OUTLAYS OBLIGATIONS, BY OBJECT OF EXPENDITURES
(In Thousand Pesos)

Department: AURORA, PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY					
Particulars 1/	FY 2022 (Audited)	FY 2023 (Audited/Actual)	FY 2024 (Audited/Actual)	CY 2025 (Current Program) 2/	Remarks
Investment Outlay					
Loans Outlay					
Investment Property Outlay	30,614			25,062	
Land and Land Improvements Outlay	50,755			362,447	
Infrastructure Outlay		3,159	107,459	142,761	
Buildings and Other Structures		1,469	13,968	10,000	
Machinery and Equipment Outlay	1,474.64		5,994	1,000	
Transportation Equipment			6,748	4,816	
Furniture and Fixtures, Books Outlay					
Biological Assets Outlay					
Intangible Assets Outlay					
TOTAL	82,844	4,629	134,169	546,086	

1/ Use separate sheet for the details of programs/projects for each object of expenditures

2/ Pertains to immediate year preceding the COB/Budget Proposal, to be adjusted with actual amounts.


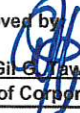
3/ For COB submission purposes, amounts shall be adjusted to GAA Level for those with NG Subsidies.
For Budget Proposal purposes, amounts shall be as projected.

Prepared by: 
RANSLEY NOEL C. LOTA MARCH 17, 2025 Date
 Division Manager A-Finance

Approved by: 
ATTY. GIL G. TAWAY IV MARCH 17, 2025 Date
 Head of Corporation

STATEMENT OF CASH FLOWS
(In Thousand Pesos)

Corporate Operating Budget
 Budget Proposal

DEPARTMENT:			
CORPORATION: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT OF AUTHORITY			
PARTICULARS	FY 2023 (Audited)	FY 2024 (Actual)	FY 2025 (Proposed)
I. Cash flows from operating activities			
Inflows:			
Cash generated from operations	37,612	1,090	7,354
Collection of receivables	13,142	-	-
Receipt of government subsidy	46,283	235,850	125,858
Other inflows	1,952	2,164	-
Outflows:			
Payment for salaries	17,551	22,563	52,195
Payment to suppliers	52,572	74,552	77,222
Payment of taxes	4,485	8,871	34,130
Other outflows	5,079	9,179	-
Net cash provided by (used in) operating activities	19,301	123,939	(30,337)
II. Cash flows from investing activities			
Inflows:			
Proceeds from Sale of Investment Property	-	-	-
Proceeds from sale/disposal of PPE	-	-	-
Proceeds from Matured/Return of Investments	-	-	-
Cash receipts from sale of other assets	-	-	-
Other inflows	-	-	-
Outflows:			
Purchase of property, plant and equipment	2,596	99,825	511,955
Purchase of Investment Property	-	-	-
Purchase of Intangible Assets	-	-	-
Other outflows	-	-	-
Net cash provided by (used in) investing activities	(2,596)	(99,825)	(511,955)
III. Cash flows from financing activities			
Inflows:			
Receipt of government equity	-	-	344,325
Proceeds from loans, bonds, notes	-	-	-
Other inflows	-	-	-
Outflows:			
Payment of Long-Term Liabilities	-	-	-
Redemption of Bills/Bonds Issued	-	-	-
Payment of Interest Expense	-	-	-
Dividend payment	-	-	-
Other outflows	-	-	-
Net cash provided by (used in) financing activities	-	-	344,325
Net increase/(decrease) in cash and cash equivalents	16,705	24,114	(197,967)
Effects of Exchange Rate changes on Cash and cash equivalents	-	-	-
Cash and cash equivalents, beginning of the year	184,436	201,141	225,255
Cash and cash equivalents, end of year	201,141	225,255	27,288
<p>1/ Pertains to immediate year preceding the COB/Budget Proposal, to be adjusted with actual amounts. 2/ For COB submission purposes, amounts shall be adjusted to GAA Level for those with NG Subsidies. For Budget Proposal purposes, amounts shall be as projected.</p>			
Prepared by:	Approved by:		
			
Jenelyn R. Mamat-Lalo	Atty. Gil G. Jaway IV	March 26, 2025	
Responsible Officer	Head of Corporation	Date	

COMPARATIVE SOURCES OF FUNDS
(In Thousand Pesos)

Department: Corporation: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY	FY 2022 (Audited)	FY 2023 (Actual)	FY 2024 (Actual)	CY 2025 (Current Program) 1/
PARTICULARS				
Corporate Funds	79,952	185,671	170,330	205,320
a. Corporate Income				
b. Equity Contribution				
b.1 Private				
b.2 Other				
c. Others (Corporate Funds)	27,805	40,291	3,805	7,354
c.1 Proceeds from Sale of Bid Documents, Locators Fee, Sale of goods etc.			50	
c.2 Interest Income from Bank Deposit				
c.3 Donations	6,820	15,500	33,034	22,176
c.4 Prior Years Proceeds from Online Gaming, Visa, Sale of goods etc.	42,527	129,881	133,441	62,981
c.5 Prior Years Corporate Funds - Equity				112,809
c.5 Prior Years Corporate Funds - Subsidy				470,183
General Funds	216,653	46,283	235,850	
a. Equity Contributions - National Government				
1. Equity -GAA				130,160
2. Equity -GAA (2009 Appropriation Balance)	17,090			107,872
2. Equity -GAA (2010 Appropriation Balance)				-
3. Equity -GAA (2011 Appropriation Balance)				-
4. Equity -GAA (2012 Appropriation Balance)	18,945			3,954
5. Equity -GAA (2013 Appropriation Balance)	111			49,302
6. Equity -GAA (2014 Appropriation Balance)				-
7. Equity -GAA (2019 Appropriation Balance)	53,675			16,174
8. Equity -GAA (2020 Appropriation Balance)	81,832			36,863
9. Equity -GAA (2021 Appropriation Balance)				
b. Subsidy - National Government	45,000	46,283	235,850	125,858
1. Subsidy -GAA				
c. Infrastructure Funds Allotment				
d. Special Account in the General Fund (specify)				
e. Other Funds Received from the National Government				
Borrowings				
a. Foreign Loan Availment				
b. Domestic Loans				
c. Others (specify)				
Total Sources	296,605	231,954	406,180	675,503

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Prepared by: 
LOVELY L. ORANIDO, ESTEVES
Corporate/Budget Specialist A

March 17, 2025
Date

Approved by: 
ATTY. GIL C. AWAY IV
President and CEO

March 17, 2025
Date

USES OF FUNDS BY EXPENSE CLASS
(In Thousand Pesos)

[] FY 2023 (Audited); [] FY 2024 (Audited/Actual); [X] CY 2024S(Current Program) 1/; [] FY 2026 (Proposed) 2/

Corporate Operating Budget
 Budget Proposal

Department: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY												
COST STRUCTURE PROGRAM ACTIVITY/PROJECT	NATIONAL GOVERNMENT EQUITY SUBSIDY AND/OR LOANS OUTLAY				CORPORATE FUNDS				GRAND TOTAL			
	PS	MOOE	CO	TOTAL	PS	MOOE	CO	TOTAL	PS	MOOE	CO	TOTAL
TIER 1												
I. General Administration and Support												
Operating Expenses		25,002		25,002						25,002		25,002
Personnel Services	24,100			24,100					24,100			24,100
Total, A.I.	24,100	25,002	0	49,102	0	0	0	0	24,100	25,002	0	49,102
II. Support to Operations												
Transportation Equipment				0				0				0
Acquisition of Office & IT Equipment				0				0				0
Office Furniture and Fixtures				0				0				0
Total, A.II	0	0	0	0	0	0	0	0	0	0	0	0
III. Operations												
ECOZONE DEVELOPMENT PROGRAM												
APECO Central Expressway (4 Lanes)			44,540	44,540							44,540	44,540
Spine Road Phase 3 - APECO Perimeter Road			43,900	43,900							43,900	43,900
Disaster Preparedness and Response (Evacuation Center)			6,400	6,400							6,400	6,400
Estevos to Blanco Gate Road Expansion			10,280	10,280							10,280	10,280
Dilbet Road Widening			15,040	15,040							15,040	15,040
Coastal Slope Protection with Road Construction Phase 1			5,000	5,000							5,000	5,000
Coastal Slope Protection with Road Construction Phase 2			5,000	5,000							5,000	5,000
JPEC Beachfront Rehabilitation			20,000	20,000							20,000	20,000
Construction Works Pursuant to Corrective Measures for Casiguran Airstrip Permit to Operate			15,000	15,000							15,000	15,000
Corporate Campus Development (Grand Lagoon Project)			7,872	7,872					62,128		70,000	70,000
Land Acquisition			62	62					25,000		25,062	25,062
Masterplan			0	0					7,200		7,200	7,200
Manila Office			5,100	5,100							5,100	5,100
Sewage Treatment Plan - Phase 1			2,526	2,526							2,526	2,526
Nayon Kailikasan Housing Project (APECO Share)			26,332	26,332					6,040		6,040	6,040
Construction of Underground Electric Power Distribution Line (Phase 2)			6,174	6,174					34,100		60,432	60,432
Sewage Treatment Plan - Phase 2			28,308	28,308					13,198		6,174	6,174
Fire Station and Fire Protection Equipment			10,527	10,527					9,643		20,170	20,170
Construction of Beach Cottages			0	0					600		600	600
Construction of Stage Platform			0	0					500		500	500
Street Lighting			153	153					985		1,139	1,139
Construction of APECO Corporate Campus Dome Tent			117,661	117,661					1,000		117,661	117,661
Total, A.III	0	0	369,875	369,875	0	0	0	160,395	160,395	0	530,270	530,270
Sub-total, Tier 1	24,100	25,002	0	418,977	0	0	0	160,395	160,395	24,100	25,002	579,372

USES OF FUNDS BY EXPENSE CLASS

(In Thousand Pesos)

[] FY 2022 (Audited); [] FY 2023 (Audited/Actual); [X] CY 2024 (Current Program) 1/; [] FY 2025 (Proposed) 2/

Corporate Operating Budget
 Budget Proposal

Department: Corporation: AURORA PACIFIC ECONOMIC ZONE AND FREEPORT AUTHORITY	COST STRUCTURE PROGRAM ACTIVITY/PROJECT	NATIONAL GOVERNMENT EQUITY SUBSIDY AND/OR LOANS OUTLAY						CORPORATE FUNDS						GRAND TOTAL							
		PS		MOOE		CO		PS		MOOE		CO		PS		MOOE		CO		TOTAL	
TIER 2																					
A. COST STRUCTURE																					
I. General Administration and Support Services																					
a. General Management and Supervision																					
Operating Expenses	18,839						18,839	0	33,381											52,220	
Personnel Services	23,721						23,721	4,374	4,374											28,095	
Sub-total	23,721	18,839					42,560	4,374	33,381	0										28,095	80,316
3. Support to Operations																					
Transportation Equipment																					
Acquisition of Office & IT Equipment																					
Generator Sets																					
Percentage of infrastructure projects implemented in accordance with plans and specification																					
Sub-total	0	0					0	0	0	0										0	15,816
B. PROJECT																					
I. Locally Funded Project(s)																					
Number of infrastructure projects started																					
Percentage of infrastructure projects implemented in accordance with plans and specification																					
Number of infrastructure projects completed on schedule																					
Sub-total	0	0					0	0	0	0										0	0
Sub-total, Tier 2	23,721	18,839					42,560	4,374	33,381	0										28,095	52,220
TOTAL	47,821	43,841	369,875	461,538	176,211	213,966	52,195	77,222	546,086	675,503											

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2/ For COB submission purposes, amounts shall be adjusted to GAA Level for those with NG Subsidies. For Budget Proposal purposes, amounts shall be as projected.

Prepared by: LOVELY LORANE O. ESTEVES Date: MARCH 17, 2025
 Corporate Budget Specialist A

Division Manager A-Finance: RANSLEY NOEL C. LOTA Date: MARCH 17, 2025

Approved by: [Signature] Date: MARCH 17, 2025
 Head of Corporation: ATTY. GEN. TAWAY IV

AURORA PACIFIC ECONOMIC ZONE & FREEPORT AUTHORITY

PROPOSED CORPORATE OPERATING BUDGET 2025

Prepared February 2025

Submitted by:



ATTY. GIL G. TAWAY IV

President & CEO

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CHAPTER 1: EXECUTIVE SUMMARY

The Aurora Pacific Economic Zone and Freeport Authority (APECO) shall focus on builds upon the institutional reforms and investment promotion initiatives initiated in FY 2024 for FY 2025. This budget cycle prioritizes investor readiness, tourism development and infrastructure expansion with an emphasis on sustainable and income-generating activities that contribute to long-term financial self-sufficiency. Furthermore, APECO remains steadfast in its positioning as a key contributor to national security, food security and energy security with the broader strategic priorities of the national government.

The total budget allocation for FY 2025 is set at **PHP 675,503,281.00**, reflecting the consolidated financial plan to support APECO's operations and strategic initiatives. This amount is sourced from various funding streams, including the General Appropriations Act (GAA), carry-over funds from previous fiscal years, internally generated revenues, revenue projections, and previously obligated but unutilized funds. The budget is strategically allocated across Personnel Services (PS), Maintenance and Other Operating Expenses (MOOE), and Capital Outlay (CO) to ensure optimal resource utilization and maximize economic impact, prioritizing projects that have revenue-generating potential. The overarching goal of the FY 2025 COB is to ensure that APECO can be self-sustaining by 2026/2027, by prioritizing revenue-generating projects.

The FY 2025 COB reflects a transition from past fiscal management approaches. Unlike FY 2024, where revenue projections included unrealized income estimates, the FY 2025 budget adopts a cash-basis revenue projection, ensuring that only revenues expected to be received in cash by the end of the fiscal year are accounted for. This shift strengthens financial stability and reduces dependence on uncertain collections. Furthermore, policy changes—including the resumption of visa issuances and groundbreaking activities by new locators in Q1 2025—are expected to generate increased revenues, reinforcing APECO's financial position.

A key component of APECO's FY 2025 strategy is prioritizing infrastructure development that directly supports investment readiness, transport and accessibility, tourism expansion, and disaster preparedness. The major infrastructure projects

include the APECO Central Expressway (4 Lanes), Spine Road Phase 3, Esteves to Biancoan Gate Road Expansion, Dibet Road Widening, and Coastal Slope Protection Structures with Integrated Road Networks. Additionally, the Construction Works for Corrective Measures on the Casiguran Airstrip Permit to Operate will ensure compliance with regulatory standards and improve airstrip operations, enhancing connectivity for investors and stakeholders.

APECO is advancing its role in national security by enhancing its infrastructure, logistics capabilities, and strategic partnerships government agencies, including the Philippine Coast Guard, Philippine Navy, Philippine National Police – Maritime Group and the Philippine Aerospace Development Corporation (PADC). With its geostrategic location along the Pacific Ocean and proximity to the Philippine Rise, APECO serves as an ideal hub for defense-related industries, maritime security initiatives, and aerospace development. In FY 2025, the development of the Casiguran Airstrip and the expansion of logistics hubs will further bolster national defense operations and emergency response capabilities in the eastern seaboard.

On food security, APECO is leveraging its coastal and agricultural resources to expand sustainable fishing operations, strengthen the local food supply chain, and attract agri-aqua investors. The development of cold storage, reefer facilities, and processing plants will support high-value fisheries, particularly in the Philippine Rise, reinforcing Aurora's potential as a key contributor to the nation's blue economy. The expansion of coconut and bamboo plantations will also diversify agricultural production while ensuring long-term sustainability.

In terms of energy security, APECO is prioritizing investments in renewable energy to reduce dependency on fossil fuels and provide a stable, self-sustaining power supply for locators, businesses, and local communities. The integration of solar, wind, and hydroelectric power solutions, along with battery energy storage systems, aligns with the Philippine Development Plan's emphasis on affordable and sustainable energy sources. Additionally, APECO's partnerships with local and foreign energy investors will accelerate the establishment of cutting-edge energy facilities that can support the zone's growing industries and future locators.

Tourism and community development remain integral to APECO's economic strategy, with projects such as the Grand Lagoon Project, JPEC Beachfront Rehabilitation, and Construction of Beach Cottages reinforcing APECO's positioning as a premier investment and eco-tourism hub. These projects are designed to generate revenue, attract locators, and stimulate economic activities that benefit the local communities in Dinalungan, Casiguran, and Dilasag. Moreover, APECO's commitment to disaster resilience is reflected in the construction of an Evacuation Center, ensuring preparedness for climate-induced risks.

The FY 2025 budget also prioritizes institutional governance, financial discipline, and gender-responsive development. APECO will reactivate its Gender and Development (GAD) Focal Point System (GFPS) to ensure compliance with the Philippine Commission on Women's gender mainstreaming guidelines. Additionally, process enhancements, digital infrastructure upgrades, and operational optimizations—including the relocation of the Manila Satellite Office to the cost-efficient PARQAL Area—demonstrate APECO's focus on maximizing fiscal responsibility while enhancing service delivery.

As APECO continues its strategic realignment in FY 2025, the focus remains on investment-driven growth, infrastructure expansion, and sustainable development. By leveraging increased investor confidence, policy-driven economic opportunities, and a well-structured budget, APECO is well-positioned to solidify its role as a self-sustaining and investment-ready economic zone, ensuring long-term economic benefits for locators, local communities, and national stakeholders. Additionally, its aspirations to contribute to national security, food security, and energy security reinforce its commitment to supporting the country's economic resilience and strategic defense initiatives.

Section A: Corporate Priorities for FY 2025

Subsection (i): Fiscal Year 2024: Revisiting the Reprioritization

1. In Fiscal Year 2024, the Aurora Pacific Economic Zone and Freeport Authority (APECO), under new management, embarked on a significant shift in focus from online gaming to broader business development initiatives that align with the overarching goals of the APECO charter as stipulated under Republic Act 9490 and Republic Act 10083. This strategic pivot was driven by the necessity to ensure that economic activities directly benefit the local communities, particularly in the municipalities of Dinalungan, Casiguran, and Dilasag. These areas, characterized by their rural nature and unique socio-economic challenges, were not seeing substantial benefits from the previous approach, which relied heavily on online gaming and visa issuances. To recall, Section 2 of RA 9490 provides:

...declared the policy of the State to actively encourage, promote, induce and accelerate the sound and **balanced industrial, economic and social development** of the country in order to **provide jobs to the people, especially those in rural areas, increase their productivity** and their individual and family income, and thereby **improve the level and quality of their living conditions** through the establishment.” (Emphasis and underscoring supplied)

2. Online gaming, while nominally lucrative had significant foregone investments and foregone income and primarily catered to a foreign clientele and did not create significant local economic activity or employment opportunities. The economic benefits were largely limited to the operators and did not trickle down to the community level, leading to a low “velocity of money” in the region. Worse, the foregone investments and foregone income were caused by the online gaming had a vicious cycle resulting in low investor confidence outside of a small niche of locators. This term refers to the rate at which money circulates within an economy, stimulating local businesses and improving living standards. In contrast, the local economy saw minimal direct benefits from such operations, and there was limited stimulation of local businesses or creation of job opportunities for residents. Additionally, the reliance on visa issuances most of which were residence visas that had no basis in the APECO charter, were not linked to any substantial investments in the local economy, further

underscored the disconnect between the APECO's activities and the intended economic upliftment of the surrounding communities.

3. Recognizing these issues, the new management team at APECO has committed to a strategic realignment with state policy, aiming to foster more inclusive and sustainable economic growth. This realignment involves a comprehensive reassessment of APECO's activities and a shift towards initiatives that promote industrial, agricultural, and commercial development, thereby creating meaningful employment opportunities and improving the quality of life for local residents.
4. Continuing these strategic shifts, APECO plans to undergo further developments to enhance its impact and drive sustainable growth. This includes a stronger emphasis on sectors that are more closely tied to the local economy and have a higher potential for creating a positive socio-economic impact. By focusing on sustainable industries, renewable energy, and defense sector initiatives, APECO aims to build a resilient economic base that can support long-term development goals. This strategic direction is not only aligned with the provisions of the APECO charter but also with the broader objectives of national development plans, ensuring that APECO's growth contributes to the overall prosperity and stability of the region and the nation
5. It is important to note that during FY 2024, APECO achieved several strategic victories that marked a transformative period for the ecozone. One of the most significant accomplishments was the revitalization of key infrastructure and facilities, addressing long-standing issues of neglect and underutilization. The successful rehabilitation of the Administrative Building provided a fully functional headquarters, allowing APECO to consolidate its operations in Casiguran and significantly reduce rental costs in Manila. This move resulted in substantial savings, eliminating PHP 4 million in annual expenses and ensuring a return on investment within three years. Furthermore, essential infrastructure projects such as the completion of Phase 1 of the Sewage Treatment Plant, the Fire Station, and the Central Water Supply and Reservoir, as well as the restart of the Underground Power Distribution Lines, reinforced APECO's commitment to sustainability and investor-readiness. These

developments not only improved the zone's operational efficiency but also aligned APECO with environmental standards and safety requirements necessary to attract high-value industries.

6. Another major victory was APECO's proactive approach to investment promotion and international engagement. Investment missions in South Korea, Japan, the United States, and the Czech Republic positioned APECO as a promising hub for renewable energy, agro-industrial ventures, and national defense logistics. These engagements led to direct investor interest, with companies such as Anglicotech (U.S.), Newmark (New York-based real estate developer), Armscor (Philippines), and Sumitomo Mitsui Banking Corporation (Japan) expressing serious intent to establish operations in the ecozone. The strategic expansion of APECO's global presence resulted in 42 investment engagements and multiple return visits from potential locators, signaling a renewed confidence in APECO's growth trajectory.
7. In line with strengthening its governance and transparency, APECO undertook major institutional reforms aimed at financial discipline, ethical governance, and enhanced operational efficiency. The suspension and audit of visa operations, followed by the Board's approval to cancel all improperly issued resident visas, was a decisive move to address previous regulatory lapses and reinforce APECO's credibility. Additionally, the introduction of real-time financial tracking, digital document management systems, and live-streamed procurement processes improved financial oversight and operational accountability. These reforms restored stakeholder trust and set new standards for transparency within the organization.
8. APECO also made significant strides in community engagement and inclusivity, particularly in its relationship with Indigenous Peoples (IPs) and local stakeholders. The establishment of the IP Lounge and IP Desk, led by former IP chieftains, created dedicated spaces for representation, ensuring that Indigenous communities were actively involved in decision-making processes. The long-delayed issuance of the Certificate of Ancestral Domain Title (CADT), which had been stagnant since 2007, was finally achieved in FY 2024, thanks to APECO's intervention and advocacy. This milestone underscored APECO's

commitment to fostering social inclusivity and equitable development within the ecozone.

9. Financially, APECO's fiscal discipline and strategic realignment resulted in a Budget Utilization Rate (BUR) of 99% for MOOE, demonstrating an efficient use of resources for operational enhancements. While previous years were characterized by financial uncertainty and reliance on external subsidies, FY 2024 saw a recalibration of APECO's revenue-generation strategies, including efforts to transform tourism initiatives into income-generating activities. The development of eco-tourism projects such as the Boat Café and the Grand Lagoon Project, along with the introduction of a "plug-and-play" corporate space model for Meetings, Incentives, Conferences, and Exhibitions (MICE) tourism, exemplified APECO's drive to create sustainable and revenue-generating assets.
10. Overall, APECO's strategic victories in FY 2024 reflect its transformation from an underperforming ecozone into a dynamic, investment-ready, and community-centered economic hub. Through infrastructure modernization, international partnerships, governance reforms, and social inclusivity initiatives, APECO has laid the foundation for a resilient and sustainable future, positioning itself as a key driver of economic growth in the region.

Subsection (ii): Continuing the Road towards a New Strategic Direction in 2025

11. For FY 2025, APECO will continue to focus on the critical areas identified in its new strategic direction, while enhancing and expanding initiatives to ensure sustainable growth, increased economic impact, and a stronger alignment between budget allocations and key Programs, Activities, and Projects (PAPs). APECO's budget strategy for the year will prioritize tourism development, infrastructure expansion, and community engagement, with a strong emphasis on income-generating projects that reduce the cost of implementing PAPs while fostering long-term sustainability.
12. **Food Security, Agriculture, and Green Investments.** Food security and green investments remain top priorities, with a focus on expanding sustainable fishing operations and enhancing agricultural production. APECO aims to

establish reefer facilities and canning operations to support its large-species fishing initiative in the Philippine Rise, positioning Aurora as a premier fishing hub in the country. This effort will involve acquiring advanced fishing vessels, developing sustainable fishing practices, and strengthening the supply chain to benefit local industries and improve economic returns.

- 12.1. Complementing this, APECO will intensify investments in agricultural development, particularly in coconut palm trees and bamboo plantations, which have significant applications in cosmetics, pharmaceuticals, furniture, and food production. Several locators and investors have already shown strong interest in these industries. Additionally, the agri-aqua zone will continue to expand with the support of Aurora State College of Technology, driving agricultural research and innovation to align with the Philippine Development Plan (PDP) 2023-2028, which promotes the modernization of agriculture to improve efficiency and market access. Organic farming and eco-friendly practices will also be explored, ensuring that green investment principles and sustainability goals remain at the core of APECO's agricultural initiatives.
13. **Energy Security.** To support eco-tourism growth and meet the increasing energy demands of new industrial ventures, APECO will prioritize investments in renewable energy sources such as solar, wind, and hydro power. Battery energy storage infrastructure will also be developed to ensure a sustainable and reliable energy supply, reinforcing the PDP's goal of providing affordable, accessible, and clean energy. Collaboration with leading renewable energy companies will be pursued to establish state-of-the-art facilities, leveraging the region's natural resources. Additionally, energy conservation and efficiency initiatives will be implemented to create a balanced and self-sustaining energy ecosystem within the ecozone.
14. **Defense Industry Development.** With APECO's growing role in national defense logistics, the ecozone will strengthen collaborations with defense agencies, including the Philippine Aerospace Development Corporation, to develop Maintenance, Repair, and Overhaul (MRO) facilities and advance drone development initiatives. The Philippine Coast Guard, Philippine Maritime

Police, and Philippine Navy have already established bases within the ecozone, further reinforcing APECO's strategic importance in the defense sector. Additionally, the San Ildefonso Peninsula in Parcel Two, with its hilly terrain, presents an ideal location for training facilities that could be used by both domestic and international defense forces.

- 14.1. With security threats in the region effectively neutralized and criminality at an all-time low, APECO is well-positioned to expand its partnerships with international defense contractors to bring advanced technology and manufacturing capabilities to the zone. Further investment in research and training centers will help develop local expertise in defense manufacturing, positioning APECO as a key hub for defense-related industries in the country.
15. **Tourism Development.** Recognizing Aurora's natural beauty, APECO will align its FY 2025 budget with PAPs that expand tourism mileage, particularly through infrastructure investments that enhance visitor experience while generating revenue. Plans include the development of villas, hotels, and cottages, catering to longer-staying visitors and increasing tourism's economic contribution to the local economy.
 - 15.1. Strategically, APECO will capitalize on the growing presence of tourists by introducing income-generating projects that reduce implementation costs for tourism-related PAPs. Eco-friendly resorts, adventure parks, cultural heritage sites, and recreational spaces will be developed with a focus on self-sustaining revenue models. Marketing campaigns targeting both local and international tourists will be launched to promote Aurora as a premier eco-tourism destination. Additionally, community-based tourism initiatives will be implemented to ensure that local residents directly benefit from increased tourism activity, further integrating the local economy with APECO's long-term development.
16. **Ecozone Infrastructure Development.** Infrastructure development will be a cornerstone of APECO's FY 2025 budget strategy, ensuring that the zone has the necessary facilities to support future locators, visitors, and its immediate community. Large-scale projects such as commercial ports and airport

expansion will be pursued through government funding and private sector partnerships. Critical utilities, including water systems, underground power distribution, and road networks, will also be developed to attract and accommodate new investments. These efforts align with the PDP's national priorities, which emphasize connectivity and infrastructure development to drive economic growth.

16.1. APECO will also prioritize the construction of logistics hubs, modern transportation networks, and enhanced communication systems, supporting seamless business operations within the zone. Additionally, the development of green spaces and public amenities will be integrated into the infrastructure plan to improve living standards for both residents and workers in the ecozone.

17. **Community Development and Gender Equality.** While APECO will continue to conduct PAPs that directly support its immediate community, the increased presence of locators and investors is expected to create more sustainable opportunities for local residents. As new industries emerge, employment prospects, livelihood improvements, and social programs will expand naturally, allowing APECO's community engagement initiatives to transition from direct intervention to long-term economic empowerment.

17.1. Following the GAD Agenda Workshop in May 2024, APECO will reactivate its GAD Focal Point System (GFPS) to comply with the Philippine Commission on Women's GAD Mainstreaming efforts. Various Programs, Activities, and Projects (PAPs) will be funded to address both organization-focused and client-focused gender issues, ensuring that APECO remains a gender-responsive GOCC.

17.2. This approach promotes equal opportunities for both men and women while fostering an inclusive and equitable environment, particularly for marginalized sectors such as Indigenous Peoples (IPs) and women in local communities. APECO will implement gender-sensitive policies, provide gender equality training programs, and develop facilities that cater to diverse needs, ensuring social inclusivity in the ecozone's growth.

18. **Strategic Budget Alignment for FY 2025.** APECO's budget allocations for FY 2025 will be strategically aligned to:
 - 18.1. Increase tourism mileage through eco-tourism infrastructure and income-generating projects, reducing costs for tourism PAPs while ensuring sustainability.
 - 18.2. Support the start-up of critical infrastructure PAPs, providing facilities and services for future locators, visitors, and the local community.
 - 18.3. Ensure the long-term sustainability of APECO's community engagement, leveraging increased investments and locators to organically expand economic opportunities.
19. By implementing a balanced, strategic approach to tourism, infrastructure, investment promotion, and community development, APECO is set to maximize economic impact, increase self-sufficiency, and position itself as a premier economic hub for sustainable growth.

Subsection (iii): 2025 Priority Programs: Strengthening APECO's Strategic Growth

20. Building on the progress made in FY 2024, APECO will prioritize budget allocations and Programs, Activities, and Projects (PAPs) with its strategic direction, ensuring that investments and infrastructure developments contribute to long-term sustainability, economic impact, and an improved investment climate. While large-scale infrastructure projects such as airport expansion and the development of commercial ports remain, long-term objectives requiring substantial capital outlays, FY 2025 will prioritize preparatory activities, including site inspections and feasibility studies, to lay the groundwork for future implementation.
21. To sustain its momentum from 2024, APECO will continue and enhance three key priority programs:
 - 21.1. (A) Strengthening Investment Promotion and Market Expansion
 - 21.2. (B) Advancing Corporate Campus Development and Land Acquisition

- 21.3. (C) Enhancing Utilities and Infrastructure to Support Investors and the Local Economy
22. These initiatives will be refined and expanded in FY 2025, with a stronger emphasis on income-generating projects that leverage tourism growth, increase investor confidence, and support long-term financial sustainability.
23. **Strengthening Investment Promotion and Market Expansion.** In FY 2024, APECO's investment promotion efforts successfully raised awareness and interest among potential investors. Moving forward, FY 2025 will focus on converting this interest into concrete investments, ensuring a seamless experience from investor engagement to actual project implementation. This will be achieved through:
- 23.1. **Targeted and Follow-up Investor Relations.** APECO will intensify efforts in maintaining relationships with interested investors, conducting regular follow-ups, and facilitating site visits to the ecozone.
- 23.2. **Intensified but Economical Investment Promotions.** Revisiting countries engaged in 2024 and expanding to new strategic locations will enable APECO to diversify its investor base and attract high-value industries. This includes a wider focus on investor promotions which are low-cost but high yield, such as domestic markets, and utilizing media relations to minimize travel.
- 23.3. **Industry-Specific Technical Working Groups.** Unlike the broad, generalist approach of FY 2024, FY 2025 missions will include industry-specific specialists from APECO's workforce to ensure that discussions with investors are tailored, strategic, and well-informed.
- 23.4. **Maximizing Tourism Exposure for Investment Promotion.** APECO will capitalize on its increasing tourism presence by integrating investment promotion efforts into high-profile tourism events, business fora, and networking engagements to further raise awareness of its development potential especially in MICE.

23.5. Through these strategies, APECO aims to strengthen its reputation as an investment destination, ensuring that promotional efforts translate into actual business commitments and economic activity within the zone.

24. **Advancing Corporate Campus Development and Land Acquisition.**

The Corporate Campus Development and Land Acquisition initiatives, launched in FY 2024, played a key role in reversing urban blight and enhancing APECO's positioning as a sustainable and investment-ready ecozone. For FY 2025, efforts will focus on completing ongoing projects, expanding investor-ready spaces, and strengthening security measures to protect and sustain new and existing investments within the ecozone.

24.1. A key expansion under this strategy is the construction of a Convention Center and two new buildings, along with the continuation of the Corporate Office Building. These developments respond to the growing interest from Business Process Outsourcing (BPO) firms seeking to establish operations within APECO as part of their expansion programs. The Convention Center is envisioned to be a multi-use facility capable of hosting large-scale corporate events, industry summits, and business networking activities, further reinforcing APECO's positioning as a prime destination for MICE. Meanwhile, the two additional buildings and the Corporate Office Building will provide modern office spaces designed to accommodate BPO locators, tech-driven industries, and administrative functions necessary for the ecozone's continued development.

24.2. Additionally, the rehabilitation and enhancement of the Retirement/JPEC Villas will be a major undertaking in FY 2025, following the Memorandum of Agreement (MOA) between APECO and JPEC. Under this agreement, APECO will assume operational management of the Villas, oversee their rehabilitation, enhance their amenities, and conduct landscaping improvements within the JPEC area. The agreement also establishes a revenue-sharing scheme, with APECO receiving 70% and JPEC receiving 30% of the generated income. This initiative is expected to strengthen APECO's presence in the retirement, sports tourism and

M.I.C.E tourism markets, offering premium accommodations for long-term visitors, retirees, and investors.

24.3. The following are the key focus areas for FY 2025:

24.3.1. **Completion of Ongoing Projects.** Infrastructure enhancements—including landscaping, building completion, and ensuring full operational capacity of existing and new developments—will be prioritized to create an inviting and functional environment for investors, tourists, and the local community. This includes the implementation of the Tier 1 projects approved by NEDA.

24.3.2. **Development of the Grand Lagoon Project.** The Grand Lagoon Project will serve as a central hub for eco-tourism, leisure, and business activities, strengthening APECO's appeal as a destination for both tourism and commercial ventures. The development will integrate green spaces, sustainable tourism facilities, and event venues, catering to business travelers and tourists looking for premium recreational experiences.

24.3.3. **Construction of the Convention Center and RFO/RFFO Corporate Buildings.** With increasing interest from BPO firms and other industry players, APECO will construct a Convention Center and two additional office buildings that are slated to be Ready-for-Fit-Out (RFFO) or Ready-for-Occupancy (RFO) under the plug-and-play model. This will ensure that the ecozone has the necessary infrastructure to accommodate large-scale corporate activities and new business locators.

24.3.4. **Rehabilitation and Enhancement of Retirement/JPEC Villas.** In line with the MOA with JPEC, APECO will rehabilitate, enhance, and manage the JPEC Villas, ensuring they meet high-quality standards for retirees, long-term visitors, and business travelers. The revenue-sharing model under this agreement will

provide a sustainable source of income while enhancing APECO's positioning in the retirement, sports tourism and MICE.

24.3.5. **Securing Parcel 1 for Industrial Expansion.** The continuation of land acquisition efforts will ensure that APECO has the necessary space for industrial expansion, accommodating new investors and facilitating business growth. The availability of ready-to-develop land will position APECO as a competitive location for high-value industries. To allow locators to avail of grants and credit lines, undisputed ownership over property is sometimes required by financing institutions. Thus, aside from purchasing the parcels of land, it is also a priority to ensure that relevant title documents are in place to prevent a repeat of previous issues.

24.3.6. **Strengthened Security Services.** To safeguard APECO's expanding development areas, the security framework will be reinforced, with enhanced security service contracts ensuring the protection of businesses, employees, visitors, and the local community. A well-equipped and professional security team will instill confidence among investors and maintain a stable and secure investment climate.

25. **Enhancing Utilities and Infrastructure to Support Investors and the Local Economy.** Infrastructure remains a cornerstone of APECO's long-term vision, with a strong focus on developing facilities that will benefit future locators, visitors, and the surrounding community. Given budget constraints, FY 2025 will prioritize scalable infrastructure projects that deliver immediate benefits while laying the groundwork for future large-scale expansion. These projects will not only enhance investor confidence but also support economic activities by improving accessibility, resilience, and sustainability within the ecozone. Here are the Key Infrastructure Priorities for FY 2025:

25.1. **Improved Digital Infrastructure.** Recognizing the critical role of digital connectivity in attracting modern industries, APECO will create a 3-year Information Systems Strategic Plan (ISSP) for submission to the

Department of Information and Communications Technology (DICT). This initiative will guide investments in high-speed internet access, digital communication systems, and cybersecurity, ensuring that APECO remains competitive in the digital economy. Improved digital infrastructure will also streamline government services and facilitate smoother operations for locators within the ecozone.

25.2. ***Community-Oriented Infrastructure Projects.*** Beyond investor-focused developments, APECO remains committed to community-centered projects aimed at improving education, healthcare, and social services in the municipalities of Dinalungan, Casiguran, and Dilasag. Planned initiatives include:

25.2.1. Supporting the development of new schools and educational facilities to support skills training and workforce development.

25.2.2. Supporting and incentivizing the creation of mass housing facilities aligned with the current standards and guidelines of the Department of Human Settlements and Urban Development (DHSUD).

25.2.3. Expansion of existing health facilities to improve healthcare access for local residents and locator employees.

25.2.4. Training programs for local workers to enhance employability in industries locating within APECO, with a focus on the needs of the energy, fishing, and defense sectors.

25.2.5. These efforts will bridge economic development with social progress, ensuring that local communities directly benefit from APECO's expansion.

25.3. ***Tourism Infrastructure and Income-Generating Facilities.*** Recognizing the increasing presence of tourists, APECO will strategically develop revenue-generating tourism infrastructure to monetize the growing tourism sector while enhancing the visitor experience. Key developments include:

- 25.3.1. Eco-friendly resorts and glamping sites to cater to high-value tourism.
 - 25.3.2. Adventure parks and cultural tourism hubs to promote sustainable travel.
 - 25.3.3. Business event venues (MICE facilities) to attract corporate events and conferences.
 - 25.3.4. These tourism-driven projects will ensure that visitor influx contributes directly to APECO's economic sustainability, allowing the ecozone to reduce the cost burden of hosting tourism-related activities while generating revenue.
- 25.4. **Green and Sustainable Infrastructure.** Aligned with national sustainability goals, APECO will continue investing in renewable energy solutions, including solar, wind, and hydro power. These initiatives will:
- 25.4.1. Ensure self-sufficient, clean energy sources for businesses and communities
 - 25.4.2. Support APECO's identity as an eco-friendly business hub
 - 25.4.3. Strengthen energy security for future locators and industrial projects
 - 25.4.4. These projects underscore APECO's commitment to sustainable development, ensuring that industrial and commercial growth does not compromise environmental integrity.
- 25.5. **Strategic Road and Disaster Preparedness Projects for FY 2025.** To support the increasing volume of locators, visitors, and economic activities, APECO will continue the development and expansion of critical road networks and disaster preparedness infrastructure. The following projects are set for implementation or advancement in FY 2025:

- 25.5.1. APECO Central Expressway (4 Lanes). A major roadway that will improve accessibility within APECO, facilitating the efficient movement of goods, services, and people.
 - 25.5.2. Spine Road Phase 3 - APECO Perimeter Road. A crucial transport corridor designed to support investor accessibility and enhance internal mobility within the zone.
 - 25.5.3. Esteves to Biancoan Gate Road Expansion. Expansion of an essential entry and exit route to accommodate increasing traffic from investors, workers, and tourists.
 - 25.5.4. Dibet Road Widening. Enhancing connectivity for barangays and key infrastructure sites to improve economic and logistical efficiency.
 - 25.5.5. Coastal Slope Protection Structure with Road Construction (Phase 1 and 2). A strategic initiative aimed at protecting APECO's coastal areas from erosion and climate-induced damage while integrating road construction to support transportation and logistics.
 - 25.5.6. Disaster Preparedness and Response (Evacuation Center). APECO will establish a dedicated evacuation center to strengthen disaster resilience and emergency response capabilities.
 - 25.5.7. These infrastructure projects will ensure that APECO remains accessible, disaster-resilient, and prepared for future growth, positioning the ecozone as a national leader in integrated economic and sustainable development.
- 25.6. By prioritizing infrastructure enhancements that directly impact investors, visitors, and local communities, APECO's FY 2025 strategy ensures an optimal balance between economic expansion, tourism promotion, and long-term sustainability.
26. **Institutionalizing Gender and Development (GAD) Initiatives.** Following the GAD Agenda Workshop conducted in May 2024, APECO will reactivate its GAD

Focal Point System (GFPS) and implement both organization-focused and client-focused GAD initiatives.

26.1. ***Organization-Focused GAD Initiatives:***

26.1.1. Conduct gender sensitivity training for APECO employees

26.1.2. Institutionalize the GAD Focal Point System

26.1.3. Implement gender-responsive policies and workplace practices

26.2. ***Client-Focused GAD Initiatives:***

26.2.1. Ensuring inclusive economic participation through support for women entrepreneurs and marginalized groups

26.2.2. Providing equal access to economic opportunities through training programs and financial literacy workshops

26.2.3. Developing gender-sensitive infrastructure, such as safe spaces and facilities that cater to women and IP communities

26.3. By embedding gender considerations into its development agenda, APECO ensures a more equitable, inclusive, and socially responsive growth strategy.

Section B: Comparative Budget FY 2025 and 2024

Table 1.

Comparison of Proposed COB 2025 v. COB 2024 (in PHP)

PARTICULARS	Proposed COB 2025	Approved COB 2024	Increase (Decrease)
Personnel Services (PS)	52,195,471.44	57,483,000.00	(5,287,528.56)
Maintenance and Other Operating Expenses (MOOE)	77,222,192.73	90,628,019.10	(13,405,826.37)
Capital Outlay (CO)	546,085,616.83	521,943,364.14	24,142,252.69
TOTAL	675,503,281.00	670,054,383.24	5,448,897.76

27. The decrease in Personnel Services by **PHP 5,287,528.56** reflects a more judicious and conservative assessment of the budget, taking into account the number of filled plantilla positions as of December 2024 and the time study of the entire staffing process from recruitment to placement. This decrease already takes into account the increase in tranches by virtue of EO 64 as implemented by National Budget Circular No. 597.

27.1. For FY 2025, the Personnel Services allocation has been adjusted to PHP 52,195,471.44, ensuring that the budget aligns with the actual staffing levels and the realistic timeline for hiring and placement of personnel. This also incorporates the second tranche increase resulting from the updated Salary Schedule for Civilian Government Personnel, as mandated by Executive Order (EO) No. 64, series of 2024. Additionally, an insertion in the General Provisions of the GAA 2025 includes the provision of a yearly PHP 7,000 medical allowance, which, in APECO's case, has been allocated for plantilla positions. This ensures that qualified personnel receive health benefits aligned with government standards, supporting employee well-being and workplace efficiency. A

detailed breakdown of this expense category is provided in Section A of Chapter III: Operating Expenses.

28. The decrease in the Maintenance and Other Operating Expenses (MOOE) amounting to **PHP 13,405,826.37** is due to the following:

28.1. In FY 2024, a portion of previously unobligated funds and savings from past fiscal years was allocated for both MOOE and Capital Outlay (CO) Programs, Activities, and Projects (PAPs). However, for FY 2025, APECO achieved a 99% Budget Utilization Rate (BUR) for MOOE, indicating that any remaining carry-over funds from FY 2024 are now primarily allocated to infrastructure-related CO PAPs. Consequently, the said reduction of the FY 2025 budget for MOOE reflects the Authority's strategic prioritization of capital-intensive infrastructure projects over operational expenditures. This shift aligns with APECO's commitment to long-term development, focusing on the Corporate Campus Development (Grand Lagoon Project), the Construction Works required for Corrective Measures in the Casiguran Airstrip to secure its Permit to Operate, and the Rehabilitation of the JPEC Beachfront. These projects, identified as key investment enablers, will enhance APECO's capacity to attract locators that align with the national priorities of food security, energy security, and national security, as emphasized in discussions with agencies such as the Board of Investments (BOI).

28.2. Despite the reduction in MOOE, APECO has sustained key allocations to ensure continuity in strategic initiatives that drive investment promotion and stakeholder engagement. The major components of the FY 2025 MOOE allocation include:

28.2.1. (A) Investment Missions will continue to deploy teams to engage potential investors with a stronger emphasis on attracting locators aligned with the Authority's food, energy, and national security priorities. The early initiation of these missions, compared to the previous fiscal year, allows for expanded outreach and an increased likelihood of securing commitments from high-value investors. Building on the momentum from FY 2024, APECO will

strengthen engagement with defense-related industries, renewable energy firms, and agribusiness locators that can support national objectives. The missions will target countries with strong investment interests in these sectors, including Japan, South Korea, the United States, and the European Union, while also exploring partnerships with international organizations that align with APECO's development vision. Additionally, APECO will integrate its investment missions with industry-specific business forums and trade fairs, ensuring that discussions with potential investors translate into concrete commitments for long-term operations within the zone.

28.2.2. (B) PAPs designed to attract visitors from outside Aurora will include Fun Runs, Triathlons, Business Fora, and promotional activities, all aimed at expanding APECO's tourism footprint while reinforcing its role as a hub for investment, eco-tourism, and sustainable development. Unlike in previous years, these initiatives will now place a greater focus on revenue generation, ensuring that tourism-related PAPs contribute directly to APECO's financial sustainability. The development of tourism-centric infrastructure, such as the JPEC Beachfront Rehabilitation and Grand Lagoon Project, will be leveraged to host high-profile sporting and business events, attracting both local and international participants. The APECO Business Forum, in particular, will be structured to integrate investment promotion with tourism development, showcasing the ecozone's potential for investors while simultaneously generating income from event participation. Moreover, strategic marketing campaigns will be launched to position APECO as a prime destination for sports tourism, corporate retreats, and sustainable travel, further driving economic activity in the region.

28.2.3. (C) PAPs aimed at strengthening APECO's engagement with its immediate community will focus on fostering inclusive economic growth and social empowerment, particularly among Indigenous

Peoples (IPs), fisherfolk, and other local stakeholders. Programs such as the Christmas Village and community support initiatives will be expanded and integrated into broader development efforts, ensuring that the benefits of APECO's growth are equitably distributed. APECO will work closely with local cooperatives, IP councils, and community-based organizations to implement livelihood programs, training workshops, and cultural preservation initiatives that support sustainable income generation. Special emphasis will be placed on capacity-building for fisherfolk, equipping them with the necessary resources and market linkages to participate in high-value fisheries and food processing ventures. Additionally, the JPEC Beachfront Rehabilitation Project will include community-led tourism initiatives, ensuring that local stakeholders directly benefit from the economic opportunities created by APECO's tourism expansion. Through these efforts, APECO aims to strengthen its socio-economic impact while reinforcing its role as a catalyst for regional development.

- 28.2.4. (D) Professional services and security services remain critical components of APECO's operational framework, particularly in light of its expanding land management responsibilities. The allocation for Contracts-of-Service (COS) personnel remains essential due to the evolving needs of APECO, especially in Parcel 2, which adds an additional 12,000 hectares under the Authority's jurisdiction. The review conducted in FY 2024 identified gaps in staffing and technical expertise, necessitating the continuation of COS engagements to support investment facilitation, environmental management, and infrastructure planning. Additionally, security services have been expanded to safeguard APECO-controlled areas, ensuring a secure investment environment as new locators and businesses begin operations. Given the strategic importance of APECO in food security, energy security, and national security, increased

security measures are being implemented to protect key infrastructure, industrial sites, and economic facilities. Enhanced surveillance, stricter access controls, and closer coordination with national law enforcement agencies will be pursued to fortify APECO's security framework, ensuring investor confidence and long-term stability.

28.2.5. Additionally, APECO continues to implement cost-saving measures within MOOE where feasible, such as the relocation of the Manila Satellite Office to the PARQAL Area, which significantly reduces rental expenses while maintaining operational efficiency. By balancing operational prudence with strategic investments, APECO ensures that the FY 2025 budget remains optimized for high-impact initiatives, securing its position as a key economic driver for investment, tourism, and national development.

29. Finally, the increase in Capital Outlay (CO) amounting to **PHP 24,142,252.69** is driven by the reallocation of funds toward high-priority infrastructure projects, particularly those that will bolster APECO's role in national security, food security, and energy security. The FY 2025 CO budget is primarily sourced from NEDA-approved Tier II Projects subsidized through the GAA 2025, amounting to PHP 130,160,000.00. This allocation represents a significant increase compared to the previous CO subsidy of PHP 96,653,000.00 in FY 2024 and reflects APECO's strategic pivot towards large-scale infrastructure development. Unlike in previous years, where CO funding was constrained by reduced carry-overs and previously obligated funds, the FY 2025 budget prioritizes forward-looking investments that will expand APECO's capacity to attract locators and secure long-term economic growth.

29.1. This increase is further justified by the strategic prioritization of key infrastructure projects, particularly the Corporate Campus Development (Grand Lagoon Project), the Construction Works required for Corrective Measures in the Casiguran Airstrip to secure its Permit to Operate, and the Rehabilitation of the JPEC Beachfront. These projects are expected

to reinforce APECO's positioning as a critical hub for investment, aligning with ongoing discussions with the Board of Investments (BOI) and other government agencies on attracting industries vital to the country's security and economic resilience. With the completion of several backlog PAPs in FY 2024, the focus for FY 2025 shifts toward implementing high-impact CO projects that enhance APECO's investment-readiness, logistical capabilities, and infrastructure resilience.

29.2. The FY 2025 CO budget is categorized into five key areas, ensuring that financial resources are strategically allocated to maximize infrastructure expansion and long-term sustainability:

29.3. There are five general categories for allocations under CO: There are four general categories for allocations under CO: (A) NEDA-Approved Tier II Infrastructure Projects, (B) Land Acquisition, (C) Corporate Campus Development, JPEC Beachfront Rehabilitation, and Construction Works Pursuant to Corrective Measures for Casiguran Airstrip Permit to Operate, (D) Information Technology (IT) Equipment, and (E) Previously Obligated Funds.

29.3.1. For (A), these involve the projects in which NEDA gave their approval as Tier II Projects of APECO for FY 2025 to 2027, and are fundamental to APECO's accessibility, logistical efficiency, and disaster risk reduction, ensuring the ecozone's long-term viability as a strategic location for investment and development:

29.3.1.1. APECO Central Expressway (4 Lanes)

29.3.1.2. Spine Road Phase 3 - APECO Perimeter Road

29.3.1.3. Esteves to Bianoan Gate Road Expansion

29.3.1.4. Dibet Road Widening

29.3.1.5. Coastal Slope Protection Structure with Road Construction Phase 1

29.3.1.6. Coastal Slope Protection Structure with Road Construction Phase 2

29.3.1.7. Disaster Preparedness and Response (Evacuation Center)

- 29.3.2. For (B), this covers the purchase of additional parcels within Parcel 1 and Parcel 2 as part of APECO's long-term expansion strategy. Ensuring that sufficient land is available for industrial, commercial, and security-related investments is critical to APECO's positioning as a key hub for food security, energy security, and national security initiatives.
- 29.3.3. For (C), these projects are eco-tourism and commercial development designed to generate long-term revenue while reinforcing APECO's investment-readiness. The rehabilitation of the JPEC Beachfront supports coastal tourism expansion, enhancing APECO's attractiveness to investors in the hospitality sector. Meanwhile, the construction works needed for the Casiguran Airstrip's Permit to Operate will ensure compliance with regulatory requirements, allowing for enhanced air transport connectivity, which is vital for both investment promotion and national security operations.
- 29.3.4. For (D), these include digital infrastructure upgrades to support APECO's growing operational needs. As the Information Systems Strategic Plan (ISSP) is being crafted, this category will prioritize essential IT procurements that enhance data security, investment facilitation, and digital transformation initiatives.
- 29.3.5. For (E), these are continuing projects from FY 2024 and are specifically described in Section E, Chapter 2.

Section C: Notes on the Overall Increase of the COB in FY 2025

30. With these adjustments, there is an overall increase of **PHP 5,448,897.76** in the proposed COB for FY 2025 compared to FY 2024. This increase is primarily driven by greater prioritization of infrastructure investments under CO, strategic realignments in MOOE, and necessary adjustments in PS. The increase reflects APECO's shift toward capital-intensive, investment-enabling projects, ensuring that budget allocations contribute to long-term economic sustainability, investment attraction, and national development priorities.

Subsection (i): Lower Carry-Over Funds Due to the Revamped Bids and Awards Committee (BAC) Processes

30.1. The implementation of stricter procurement guidelines, improved transparency measures, and enhanced efficiency within the BAC led to a higher budget utilization rate in FY 2024, reducing the amount of unspent funds available for carry-over into FY 2025. This was particularly evident in previously delayed or abandoned projects, where streamlined procurement processes facilitated their timely implementation and full fund utilization. The decrease in carry-over funds reflects APECO's improved budget execution efficiency, ensuring that previously allocated resources were effectively disbursed and utilized for planned Programs, Activities, and Projects (PAPs) under CO.

Subsection (ii): Increased CO Budget Allocation

30.2. Unlike the previous fiscal year, FY 2025 sees a substantial increase in CO funding, driven by the prioritization of large-scale infrastructure projects under NEDA-approved Tier II funding and internally sourced allocations. The CO budget has increased by PHP 24,142,252.69, reflecting APECO's commitment to long-term infrastructure investments, particularly in Corporate Campus Development, the JPEC Beachfront Rehabilitation, and the Construction Works required for Corrective Measures in the Casiguran Airstrip to secure its Permit to Operate. These projects are directly aligned with the national priorities of food security, energy security, and national security, ensuring that APECO's

infrastructure expansions contribute to broader economic and strategic goals.

Subsection (iii): Adjusted PS Budget

30.3. The PS allocation for FY 2025 has been recalibrated to PHP 52,195,471.44, reflecting a more judicious and conservative assessment of staffing needs. This represents a decrease of PHP 5,287,528.56, primarily due to the alignment of PS funding with actual filled plantilla positions as of December 2024 and the completion of a time study on the hiring and placement process. The adjustment also accounts for the second tranche increase mandated under Executive Order (EO) No. 64, series of 2024, ensuring that APECO personnel receive the necessary salary adjustments in compliance with government compensation policies. Furthermore, a yearly PHP 7,000 medical allowance has been allocated for plantilla employees under the General Provisions of GAA 2025, reinforcing employee well-being and workplace efficiency.

Subsection (iv): Reallocation of Resources Toward Self-Sustaining and Income-Generating PAPs

30.4. APECO's budget realignment in FY 2025 reflects a strategic shift toward investment-driven and revenue-generating projects, ensuring that financial allocations are optimized for long-term sustainability. Instead of allocating resources toward short-term operational expenses, a greater proportion of funding has been redirected toward infrastructure and income-generating initiatives such as eco-tourism ventures, logistics hubs, and digital infrastructure development.

30.5. The increase in CO and adjustments in MOOE allow APECO to strengthen its investment-readiness, enhance economic linkages, and improve its infrastructure to support locators and industries that align with its broader vision. This ensures that future revenue streams from locators, tourism, and investment-driven activities will progressively offset operational costs and reduce reliance on external subsidies, positioning APECO as a self-sustaining economic hub in the long term.

CHAPTER 2: PROJECTED AVAILABLE FUNDS

31. APECO projects that funds for the operating expenses and PAPs will be generated from the following: (A) Revenue Projections, (B) Subsidies and Equities, (C) Carry Overs from FY 2024, (D) Savings, (E) Previously Obligated Items, and (F) Internally Generated Funds.

Section A: Revenue Projections

32. APECO's revenue projections for FY 2025 reflect a diversified income strategy aimed at ensuring financial sustainability through multiple anticipated revenue streams, including lease income, tourism revenue, permit and visa fees, and investment-driven earnings. The total projected revenue for the year is estimated at **PHP 7,353,500.00**, with a substantial portion expected to come from tourism-related activities and visa fees.
33. Rent and lease income from locators is projected to reach **PHP 315,400.00**, representing anticipated fees from companies leasing commercial and industrial spaces within APECO. This figure is expected to increase in subsequent years as more businesses are projected to establish operations in the ecozone, supported by ongoing infrastructure improvements and investment promotions.
34. Tourism income is forecasted at **PHP 4,837,500.00**, highlighting its growing role as a key revenue driver for APECO. The projections indicate that a significant portion of this income will be generated from accommodations, commercial spaces, and event facilities. Hotel accommodations are expected to contribute PHP 2,430,000.00, followed by eco villas at PHP 945,000.00 and MICE-related activities at PHP 180,000.00. Additional revenue sources include glamping accommodations (PHP 225,000.00), dome tents (PHP 405,000.00), Mercato (PHP 337,500.00), and boat café rentals (PHP 81,000.00). The cottage sector is expected to generate PHP 126,000.00, while AVR rental (PHP 180,000.00) and nipa hut accommodations (PHP 108,000.00) are also projected to contribute. These projections reflect APECO's strategy of leveraging its natural and built environment to enhance tourism-driven revenues.

35. Permit fees are projected to generate **PHP 280,000.00**, covering various regulatory charges required for locators within APECO. These fees include building permits (PHP 15,000), sanitary permits (PHP 2,000), fire safety and inspection permits (PHP 5,000), zoning clearance (PHP 10,000), electrical inspection certificates (PHP 3,000), and occupancy permits (PHP 5,000), amounting to PHP 40,000 per locator. These regulatory fees ensure compliance with building and operational standards within the ecozone.
36. Registration fees are expected to contribute **PHP 35,000.00**, charged at a flat rate of PHP 5,000 per locator. This fee applies to businesses registering within APECO, providing them with the necessary documentation and approvals to operate within the ecozone.
37. Visa fees are forecasted to reach **PHP 1,836,000.00**, based on the assumption that three persons per month will avail of each visa category starting April 2025. The visa fee structure includes Investor Visas (PHP 30,000), Working Visas (PHP 13,000), and Dependent Visas (PHP 25,000). This projection accounts for the expected increase in foreign professionals, investors, and their dependents seeking residency and work opportunities within APECO.
38. Interest income, representing expected returns from financial investments and deposits, is projected at **PHP 50,000.00** for **FY 2025**. This revenue stream contributes to APECO's overall financial sustainability by leveraging available funds for income-generating financial instruments.

Table 2.

Projected Revenues from Business Activity (in PHP)

PARTICULARS	AMOUNT
Rent/Lease Income	315,400.00
Tourism Income	4,837,500.00
Permit Fees	280,000.00
Registration Fees	35,000.00

Visa Fees	1,836,000.00
Interest Income	50,000.00
TOTAL	7,353,500.00

Section B: Subsidies and Equities

39. The total budget allocated to APECO from the GAA for 2025 is **PHP 256,018,000.00**. This funding is designated for various development projects, originating from the national government's annual budget to support APECO's strategic initiatives and infrastructure development goals. This is divided into the expense categories of Personnel Services (PS), Maintenance and Other Operating Expenses (MOOE), and Capital Outlay (CO), following the standard DBM format and guidelines.
40. The total budget for PS and MOOE is earmarked at PHP 125,858,000.00, with PS allocated PHP 47,821,105.88 and MOOE receiving PHP 78,036,894.12. Meanwhile, the remaining PHP 130,160,000.00 is earmarked for CO, which has been automatically allocated in the GAA 2025 as part of the Three-Year Rolling Infrastructure Program (TRIP) for 2025-2027. The specific projects under this allocation are detailed in **Table 3**.

Table 3.

Total Subsidies and Equities from GAA 2025 Divided into Expense Classes (in PHP)

PARTICULARS	AMOUNT
<u>GAA 2025 Line Items</u>	
<i>As allocated in the following categories</i>	
Personnel Services (PS)	47,821,105.88
Maintenance and Other Operating Expenses (MOOE)	43,841,372.46
Capital Outlay (CO) <i>broken down as follows...</i>	164,355,521.66
...APECO Central Expressway (4 Lanes)	44,540,000.00
...Spine Road Phase 3 - APECO Perimeter Road	43,900,000.00
...Esteves to Biancoan Gate Road Expansion	10,280,000.00

...Dibet Road Widening	15,040,000.00
...Coastal Slope Protection Structure with Road Construction Phase 1	5,000,000.00
...Coastal Slope Protection Structure with Road Construction Phase 2	5,000,000.00
...Disaster Preparedness and Response (Evacuation Center)	6,400,000.00
...Other CO Projects (see Table 25 for full breakdown)	34,195,521.66
TOTAL	256,018,000.00

Section C: Carry Over from FY 2024

41. The GAA 2024 Carry-Over/Continuing Budget, amounting to **PHP 115,274,134.17**, has been earmarked for priority projects and operational requirements in FY 2025. These funds, which remained unobligated in FY 2024 due to delays in the bidding process—primarily caused by the need to re-bid certain projects when contractors failed to meet requirements, as well as to settle outstanding matters from previous fiscal years—will now support the completion of ongoing CO initiatives and essential MOOE expenditures. The BAC only commenced formal bidding processes and the main utilization of the FY 2024 budget in April 2024, further emphasizing the strategic importance of these carry-over funds in ensuring APECO’s continued development and financial sustainability.

42. A significant portion of the carry-over budget, amounting to **PHP 105,000,000.00**, has been allocated to the JPEC Beachfront Rehabilitation, Corrective Measures for the Casiguran Airstrip, and the Grand Lagoon Project—three key infrastructure initiatives aimed at strengthening APECO’s tourism sector, investment readiness, and business event (MICE) facilities. The JPEC Beachfront Rehabilitation will focus on enhancing coastal amenities, improving accessibility, and integrating eco-friendly developments to attract more visitors and promote sustainable tourism, ensuring that local communities benefit from increased economic activity. Meanwhile, the Grand Lagoon Project is envisioned to generate long-term revenue by incorporating commercial spaces, glamping areas, and recreational hubs, reinforcing APECO’s positioning as a self-sustaining ecozone and a prime destination for tourism and investment-driven activities. The Corrective Measures for the Casiguran Airstrip are a critical component of APECO’s infrastructure development, ensuring compliance with regulatory standards necessary for securing a Permit to Operate. These corrective measures will enhance airstrip functionality, improve aviation safety, and strengthen APECO’s logistical capabilities, facilitating better connectivity for investors, businesses, and government agencies while contributing to national security objectives.

43. The remaining **PHP 10,274,134.17** has been earmarked for MOOE and other CO items, ensuring the operational stability of APECO and the continuation of essential infrastructure projects. These funds will be strategically utilized for site developments, maintenance, and other critical expenditures that align with APECO's long-term growth strategy.

Section D: Savings

44. The total savings from discontinued projects, amounting to **PHP 125,532,880.00**, has been earmarked for high-priority infrastructure projects that align with APECO's long-term development strategy. A major portion of these savings, specifically **PHP 117,660,890.00**, has been allocated for the construction of the Ready-for-Fit-Out and Ready-For-Occupancy Buildings. This initiative is aimed at increasing attractiveness to investors by derisking or minimizing the business risks of frontloading significant investments to set up buildings.
45. Additionally, **PHP 7,871,990.00** from these savings has been redirected towards Phase 1 of the Grand Lagoon Project, ensuring the continued implementation of these tourism and commercial development projects. Table 4 summarizes how Section C: Carry Over from FY 2024, and Section D: Savings are allocated to FY 2025 PAPs.

Table 4.

Re-allocation of Budget from FY 2024 Carry-Over and Savings (in PHP)

PARTICULARS	AMOUNT
Construction of Ready-for-Fit-Out and Ready-For-Occupancy Buildings	117,660,890.00
Grand Lagoon Project	70,000,000.00
JPEC Beachfront Rehabilitation	20,000,000.00
Construction Works Pursuant to Corrective Measures for Casiguran Airstrip Permit to Operate	15,000,000.00
Other MOOE and CO Allocations	18,146,124.17
TOTAL FY 2024 CARRY-OVER AND SAVINGS	240,807,014.17

Section E: Previously Obligated Items

46. The previously obligated budget items comprise projects and expenditures that were awarded, bid out, or restarted in FY 2024 and remain ongoing as of the submission of the FY 2025 COB. These projects are in various stages of implementation and completion, reflecting APECO's commitment to infrastructure development, service improvement, and operational expansion.
47. A total remaining amount of **PHP 149,148,433.83** is available for these continuing projects, ensuring that sufficient funds remain to complete critical infrastructure, utilities, and institutional enhancements. These projects, along with their respective budgets and current utilization rates, are detailed in Table 5, providing a comprehensive overview of the progress and financial standing of ongoing implementations as APECO advances its developmental agenda for FY 2025.

Table 5.

Previously Obligated Items Currently Being Implemented (in PHP)

PARTICULARS	ACTUAL ALLOCATION	REMAINING AMOUNT	% UTILIZED
Master Plan	12,000,000.00	7,200,000.00	40%
Construction of the Manila Office	6,000,000.00	5,100,147.57	15%
Sewerage Treatment Plant - Phase 1	29,259,040.00	2,525,607.00	91%
Nayon Kalikasan Housing Project (APECO Share)	7,400,000	6,040,000.00	18%
Construction of Underground Electric Power Distribution Line (Phase 2)	77,838,210.07	60,432,103.05	22%
Construction of APECO Central Water Supply Reservoir (Phase 2)	68,613,232.00	6,173,979.14	91%
Sewerage Treatment Plant - Phase 2	48,695,000.00	41,506,469.13	15%

Fire Station and Fire Protection Equipment	30,000,000.00	20,170,127.94	33%
TOTAL Projects Implemented in FY 2024 but not yet Completed	279,805,482.07	149,148,433.83	47%

Section F: Internally Generated Funds

48. APECO's Accumulated Collected Operating Income reached **PHP 22,176,333.00**. This figure represents the interim amount reflecting income generated from APECO's operations. This figure is still subject to increase from the internal audit being conducted and is based on the currently available documents and records provided by the Finance Division.

Section G: Proposed Allocation of Projected Available Funds

49. The Total Projected Available Funds for FY 2025 amount to **PHP 675,503,281.00**. This funding allocation provides the financial capacity to execute ongoing projects, implement priority programs, and support long-term infrastructure investments, positioning APECO for sustained growth and financial stability.

Table 6.

Summary of Projected Available Funds (in PHP)

PARTICULARS	LABEL	AMOUNT
Revenue Projections	B1	7,353,500.00
Subsidies and Equities (GAA 2025)	A1	256,018,000.00
Carry Over from GAA 2024	B2	115,274,134.17
Savings	B3	125,532,880.00
Previously Obligated Items	A2	149,148,433.83
Internally Generated Funds	B4	22,176,333.00
TOTAL PROJECTED AVAILABLE FUNDS		PHP 675,503,281.00

50. The total COB expenses amount to **PHP 675,503,281.00** against Projected Available Funds amounting to **PHP 675,503,281.00**. This means that, for FY 2025, the total COB expenses are now fully aligned with the total Projected Available Funds, **ensuring that every peso of the budget source has been allocated with clear intent and strategic purpose.**

50.1. This approach is not merely an exercise in compliance but a demonstration of sound financial stewardship, reinforcing the principles of budget integrity, responsible fund utilization, and transparent governance.

51. By ensuring that all available funds are allocated, APECO strengthens its ability to effectively plan, implement, and monitor its PAPs. The Annual Procurement Plan (APP), which serves as the consolidated version of the Authority's Project Procurement Management Plan (PPMP), reflects the full breakdown of these allocations. This structured approach provides a clear roadmap for procurement execution and financial planning, reducing the risk of delays, misallocation, or underutilization of resources. Having a fully programmed budget ensures that all expenditure items are systematically accounted for, **giving APECO a complete picture of its financial commitments for the fiscal year and preventing any discretionary reallocation that may lead to inefficiencies.**
52. Beyond technical compliance, the decision to fully allocate the budget source also upholds the principles of prudent financial management and strategic fiscal planning. Allocating the entire amount ensures that APECO operates within a framework of predictability and accountability, **where planned expenditures correspond precisely to the available resources.** This not only prevents fragmented financial decision-making but also strengthens confidence in the Authority's financial governance among regulatory agencies, investors, and other stakeholders.
53. **While Revenue Projections (B1) inherently involve an element of uncertainty, planning for their full allocation ensures that the Authority can appropriately manage liquidity and mitigate potential shortfalls.** Unlike previous fiscal years where revenue projections were based on unrealized income estimates, the adoption of a cash-basis revenue projection for FY 2025 ensures that only income expected to be received in cash within the fiscal year is considered. This shift in methodology enhances financial stability, ensuring that all expenditure commitments are backed by actual cash inflows and that there is no reliance on speculative or deferred collections.
54. This level of financial planning is essential, not only for ensuring that government resources are efficiently utilized and aligned with national priorities but also for allowing APECO to remain agile and prepared for the demands of its growing responsibilities. **By programming the entire budget, the**

Authority strengthens its ability to execute its infrastructure and investment-driven initiatives with greater precision. The strategic prioritization of Capital Outlay (CO) projects, including the Corporate Campus Development, JPEC Beachfront Rehabilitation, and Corrective Measures for the Casiguran Airstrip to secure its Permit to Operate, underscores APECO's commitment to long-term development rather than short-term operational spending.

55. Ultimately, the full allocation of the budget source reflects a disciplined, forward-looking approach to financial planning. **Rather than treating budget utilization as a reactive process, APECO ensures that every peso is strategically directed towards initiatives that enhance its investment-readiness, infrastructure resilience, and economic sustainability.** With the APP and PPMP serving as guiding instruments for procurement execution, APECO reinforces its commitment to fiscal discipline, financial accountability, and sustainable economic growth, ensuring that resources are optimally deployed to fulfill both its immediate operational needs and its long-term development objectives.
56. For the purposes of ease in monitoring, the Program Procurement Management Plan, herein attached for all APECO units, uses the expense classes of PS, MOOE, and CO as standardized. However, the internal codes of A1, A2, B1, B2, B3, B4, are likewise indicated to monitor their sources of funding.

CHAPTER 3: OPERATING EXPENSES

57. The budget categories of Personnel Services (PS), Maintenance and Other Operating Expenses (MOOE), and Capital Outlay (CO) are subdivided into specific line items to ensure transparency and accountability. This approach allows for clear tracking of how funds are used, with PS covering salaries and benefits, MOOE including day-to-day operational costs, and CO for investments in physical assets. This detailed classification aids in financial oversight and effective resource allocation.
58. In compliance with Section 36 of the Republic Act (RA) 9710, a mandate exists for allocating at least 5% of the budget towards Gender and Development (GAD) activities, which includes a portion of Programs, Activities, and Projects (PAPs) as well as certain Capital Outlays (CO). This allocation is subject to a thorough assessment based on its level of attribution to meeting the 5% GAD requirement, guided by the Philippine Commission on Women's (PCW) Gender and Development Harmonized Gender and Development Guidelines (HGDDG). The assessment ensures that expenditures directly contribute to advancing gender equality and women's empowerment within the organization and its stakeholders. This systematic approach to budgeting underscores the commitment to integrating gender considerations into all aspects of planning and implementation, aligning with national goals for gender-responsive governance.

Chapter VI. Institutional Mechanisms.

Sec. 36. Gender Mainstreaming as a Strategy for Implementing the Magna Carta of Women.

Within a period prescribed in the implementing rules and regulations, the National Commission on the Role of Filipino Women (NCRFW) shall assess its gender mainstreaming program for consistency with the standards under this Act. It shall modify the program accordingly to ensure that it will be an effective strategy for implementing this Act and attaining its objectives.

All departments, including their attached agencies, offices, bureaus, state universities and colleges, government-owned and -controlled corporations, local government units, and other government instrumentalities shall adopt gender mainstreaming as a strategy to promote women's human rights and eliminate gender discrimination in their systems, structures, policies, programs, processes, and procedures which shall include, but not limited to, the following:

(a) Planning, budgeting, monitoring and evaluation for GAD. GAD programs addressing gender issues and concerns shall be designed and implemented based on the mandate of government agencies and local government units, Republic Act No. 7192, gender equality agenda of the government and other GAD-related legislation, policies, and commitments. The development of GAD programs shall proceed from the conduct of a gender audit of the agency or the local government unit and a gender analysis of its policies, programs, services and the situation of its clientele; the generation and review of sex-disaggregated data; and consultation with gender/women's rights advocates and agency/women clientele. **The cost of implementing GAD programs shall be the agency's or the local government unit's GAD budget which shall be at least five percent (5%) of the agency's or the local government unit's total budget appropriations.**

(Emphasis supplied)

Section A: Personnel Services (PS)

59. The Personnel Services budget supports 53 *plantilla* positions. The total allocation for this segment is **PHP 52,195,471.44**, covering salaries, allowances, bonuses, insurance premiums, and contributions. This budget ensures the organization's staff is adequately compensated and supported, facilitating efficient and effective service delivery, and follows government rules and regulations regarding appropriate allowances.

Table 7.

Summary of Personnel Services Allocation (in PHP)

PARTICULARS	AMOUNT
Salaries and Wages - Regular	33,764,976.00
Personal Economic Relief Allowance (PERA)	1,176,000.00
Representation Allowance (RATA)	1,668,000.00
Clothing/Uniform Allowance	343,000.00
Other Bonuses and Allowances	1,220,000.00
Honoraria	450,000.00
Cash Gift	245,000.00
Per Diem	1,200,000.00
Year End Bonus	5,627,496.00

Medical Allowance	343,000.00
Retirement and Life Insurance Premiums	3,817,929.60
PAG IBIG Contributions	115,200.00
Philhealth Contributions	752,236.80
Employees Compensation Insurance Premiums	57,600.00
Terminal Leave	1,415,033.64
PS TOTAL	52,195,471.44

60. The allocation of PERA is provided and authorized under Section 56 of the GAA 2025, which amounts to 2,000.00 per month provided to employees. The relevant portions of PERA are provided herein.

Sec. 56. Personnel Economic Relief Allowance. In order to supplement the salaries of government personnel covered by R.A. No. 6758, as amended, Personnel Economic Relief Allowance (PERA), in the amount of **Two Thousand Pesos (P2,000) per month**, is granted to the following:

- (a) **Civilian government personnel stationed in the Philippines, whether occupying regular, contractual or casual positions, appointive or elective;** and
- (b) Military and uniformed personnel.

(Emphasis supplied)

61. Representation Allowance and Transportation Allowances (RATA) are provided and authorized under Section 64 of the GAA 2025, which provides allowances to Officers occupying at least a Division Manager rank. The relevant portions of Section are reproduced here.

Sec. 64. Representation and Transportation Allowances. Government officials with the following ranks and their equivalent, as determined by the DBM or by the GCG for GOCCs/GFIs

covered by R.A. No. 10149, while in the actual performance of their respective functions, are hereby **authorized monthly commutable representation and transportation allowances at the rates indicated below, for each type of allowance:**

X X X X

(b) **P12,500 for Department Undersecretaries;**

X X X X

(d) **P10,000 for Bureau Directors and Department Regional Directors;**

(e) P9,500 for Assistant Bureau Directors, Department Assistant Regional Directors, Bureau Regional Directors, and Department Service Chiefs;

(f) P8,500 for Assistant Bureau Regional Directors; and

(g) P6,000 for Chief of Divisions, identified as such in the Personnel Services Itemization and Plantilla of Personnel.

The grant of representation and transportation allowances, shall be subject to the following:

(a) **Transportation allowance, whether in full or partial amounts, shall not be granted to officials who are assigned or actually using government motor transportation.** X X X X;

(Emphasis Supplied)

62. The Clothing/Uniform Allowance is provided for under Section 57 of the GAA 2025. This section authorizes an allowance not exceeding ten thousand pesos per year for each qualified government employee. The provision aims to support employees in maintaining a professional appearance, which is essential for the public service's dignity and integrity. The allowance is designed to ease the financial burden on government employees required to adhere to specific dress codes or uniforms as part of their employment. As stipulated in Section 57, the distribution and management of this allowance follow the guidelines and directives issued by DBM through B.C. No. 2024-1, ensuring a systematic and fair allocation to all eligible recipients.

Sec. 57. Uniform or Clothing Allowance. An amount not exceeding Seven Thousand Pesos (P7,000) per year is hereby authorized for the payment of uniform or clothing allowance to each qualified government employee subject to B.C. No. 2024-1 dated April 4, 2024 and such other guidelines issued by the DBM.

63. The provision on Honoraria, as per Section 63 of GAA 2025, ensures that the additional workload and contribution to government initiatives are fairly recognized and compensated, within the parameters of established guidelines and a capped percentage of the annual basic salary.

Sec. 63. Honoraria. Honoraria may be paid only to the following:

- a) Teaching personnel of the DepEd, TESDA, SUCs and other educational institutions, engaged in actual classroom teaching, whose teaching load is outside of the regular office hours or in excess of the regular load;
- b) Those who act as lecturers, resource persons, coordinators and facilitators in seminars, training programs, and other similar activities in training institutions;
- c) Chairpersons and members of commissions, boards, councils, and other similar entities, including personnel thereof who are not paid salaries nor per diems but compensated in the form of honoraria as provided by laws, rules and regulations;
- d) Those who are involved in science and technological activities and render services beyond their regular workload;
- e) Officials and employees assigned to special projects, subject to the following conditions:
 - i. Said special projects are reform-oriented or developmental, contribute to the improvement of service delivery and enhancement of the performance of the core functions of the agency, and have specific timeframes and deliverables in accomplishing objectives and milestones set by the agency for the year, and
 - ii. Such assignment entails rendition of work in addition to, or over and above, their regular workload.

The grant of honoraria to the foregoing shall be subject to the guidelines prescribed under B.C. No. 2003-5 dated September 26, 2003, as amended by B.C. No. 2007- dated April 23, 2007 and N.B.C. No. 2007-510 dated May 8, 2007, B.C. No. 2007-2 dated October 1, 2007, B.C. No. 2004-5A dated October 7, 2005, as amended by B.C. No. 2007-3 dated November 29, 2007, DBM and DOST J.C. No. 1 dated June 25, 2013, and such other guidelines issued by the DBM.

64. The Medical Allowance, a new provision provided for under Section 58 of the GAA 2025, is a section authorizing an allowance not exceeding seven thousand pesos (PHP 7,000) per year for each qualified government employee, serving as a subsidy for the availment of Health Maintenance Organization (HMO)-type benefits. This provision aims to enhance employees' access to quality healthcare services, supporting their overall well-being and productivity in the workplace.

Sec. 58. Medical Allowance for the Availment of Health Maintenance Organization (HMO)-type Benefit

"An amount not exceeding Seven Thousand Pesos (PHP 7,000) per year is hereby authorized for the grant of Medical Allowance as a subsidy to qualified government employees for the availment of HMO-type benefits, subject to the guidelines to be issued by the DBM for the purpose."

65. PAG-IBIG, PhilHealth, and Employees' Compensation Insurance premiums are mandated contributions detailed under Sections 54 and 55 of the GAA 2025. Section 54 ensures the remittance of compulsory contributions to government-managed insurance systems to support employees' welfare, healthcare, and

housing needs. Section 55 allows authorized deductions from government employees' salaries for these contributions, ensuring compliance and prioritization over other financial obligations, without reducing monthly take-home pay below five thousand pesos. These provisions underline the government's commitment to safeguarding its employees' benefits and financial security.

Sec. 54. Remittance of Compulsory Contributions. The government and employee shares in the compulsory contributions to the Employees' Compensation Commission, PhilHealth, GSIS and HDMF pursuant to P.D. No. 626, as amended, R.A. No. 6111, R.A. No. 7875, as amended, R.A. No. 8291, and R.A. No. 9679, respectively, shall be remitted directly by departments, bureaus and offices of the National Government, including Constitutional Offices enjoying fiscal autonomy and SUCs to the respective recipient agencies unless a different arrangement is agreed upon in writing between the DBM and the recipient agency.

Sec. 55. Authorized Deductions. Deductions from salaries and other benefits accruing to any government employee, chargeable against the appropriations for Personnel Services, may be allowed for the payment of an individual employee's contributions or obligations due the following:

- a) The BIR, PhilHealth, GSIS, and HDMF;
- b) The National Government, as decreed in a final and executory decision of COA;
- c) Non-stock savings and loans associations and mutual benefit associations duly operating under existing laws and cooperatives which are managed by and/or for the benefit of government employees;
- d) Associations or Provident Funds organized and managed by government employees for their benefit and welfare;
- e) Government Financial Institutions (GFIs) and Authorized Government Depository Banks (AGDBs) authorized by law and accredited by appropriate government regulating bodies to engage in lending;
- f) Licensed insurance companies; and
- g) Thrift banks or rural banks accredited by the BSP.

66. The provisions for Mid-Year Bonus, Year-End Bonus, and Cash Gift are established under Sections 67 and 68 of the GAA 2025 to acknowledge the hard work and dedication of National Government personnel. These bonuses serve as a means of sharing the benefits of public service with the employees who contribute to the efficient functioning of government operations.

Sec. 67. Mid-year Bonus. The Mid-year Bonus equivalent to one (1) month basic salary, shall be granted to all National Government personnel, whether under regular, temporary, casual or contractual status, on full-time or part-time basis, subject to the following:

- a) Personnel have rendered at least a total or an aggregate of four (4) months of service from July 1 of the immediately preceding year to May 15 of the current year and who are still in the government service as of May 15 of the current year;
- b) Personnel have obtained at least a satisfactory performance rating in the immediately preceding rating period; and
- c) The provisions of R.A. No. 11466 dated January 8, 2020, B.C. No. 2017-2 dated May 8, 2017, B.C. No. 2019-4 dated July 5, 2019, and such other guidelines issued by the DBM.

Sec. 68. Year-end Bonus and Cash Gift. An amount not exceeding ten thousand pesos per year is hereby authorized for the payment of uniform or clothing allowance to each qualified government employee subject to B.C. No. 2018-1 dated March 8, 2018 and such other guidelines issued by the DBM.

- 67. The Mid-Year Bonus, equivalent to one month's basic salary, is granted to employees who meet the service and performance criteria, fostering motivation and providing financial assistance mid-year. It is an expression of appreciation for the employees' continued service and is structured to contribute to their mid-year financial needs.
- 68. The Year-End Bonus and Cash Gift, similarly, are distributed to reward and thank government personnel for their year-long service to the nation. The Year-End Bonus, also equivalent to one month's basic salary, along with an additional Cash Gift of Five Thousand Pesos (₱5,000), is intended to aid employees during the festive season at the end of the year, alleviating the financial pressures that often accompany this period.
- 69. These financial benefits are not just rewards but also crucial components of a compensation structure that seeks to ensure the well-being of government employees, enabling them to continue performing their duties with increased morale and efficiency.
- 70. The Mid-Year Bonus is subsumed under the broader financial category of "Year-End Bonus" for the purposes of this COB. It is important to note that there is no separate account code specifically designated for the Mid-Year Bonus. Instead, the accounting and financial management system recognizes it as part of the Year-End Bonus account.

71. Retirement gratuity and terminal leave benefits, as outlined in Section 69 of the GAA 2025, are vital provisions that ensure government employees receive the retirement benefits they have earned. These appropriations, made with adherence to existing laws and subject to conditions and guidelines by the DBM, reflect the government's commitment to upholding the rights and welfare of its public servants upon the conclusion of their service. The careful regulation of these funds ensures that the payment of retirement benefits is both responsible and legally compliant, safeguarding public funds against unauthorized use and ensuring that the employees' entitlements are protected and provided for in their post-service years.

Sec. 69. Use of Appropriations for Retirement Gratuity and Terminal Leave. Appropriations authorized in this Act to cover the payment of retirement benefits shall be released directly to the agencies concerned computed based on the provisions of, and subject to the conditions prescribed in, applicable retirement laws, rules and regulations.

Unless authorized by law and duly covered by guidelines issued by the DBM, public funds shall not be used for the payment of salary increases or adjustments resulting from automatic promotions with the intent of increasing the retirement and terminal leave benefits of government personnel as provided in CSC-DBM J.C. No. 3 dated November 8, 1991.

The payment of any unauthorized retirement benefits shall be null and void and shall accordingly be refunded by the beneficiary-employee. The officials and employees who authorized, allowed, or connived with others in the payment of any unauthorized retirement benefits shall be subject to disciplinary actions in accordance with Section 43, Chapter 5, and Section 80, Chapter 7, Book VI of E.O. No. 292, and to appropriate criminal action under existing penal laws.

72. The Service Recognition Incentive (SRI) and Productivity Enhancement Incentive (PEI) are key incentives under the Total Compensation Framework, as established under Joint Resolution No. 4, s. 2009, which aims to reward government employees for exceeding agency and financial performance targets while motivating them toward higher productivity and service efficiency. These incentives serve as mechanisms to recognize the collective and individual contributions of employees to achieving organizational goals and public service improvements.
73. As stipulated in National Budget Circular (NBC) No. 595, the appropriation for the SRI and PEI is classified under PS and is subject to comprehensive release through the General Appropriations Act as the Allotment Order (GAAAO). This

provision ensures that the funding for these incentives is systematically allocated and disbursed, aligning with the government's fiscal policies and agency performance evaluations.

74. The PEI is granted as a fixed annual benefit to all qualified government employees, recognizing their collective efforts in operational efficiency and performance improvements. Meanwhile, the SRI is a performance-based incentive that may be authorized depending on the agency's ability to meet or exceed its performance and financial targets. The SRI serves as an additional recognition mechanism for employees who demonstrate exceptional dedication and service excellence within their respective agencies.

Section B: Maintenance and Other Operating Expenses (MOOE)

75. For FY 2025, the total allocation for Maintenance and Other Operating Expenses (MOOE) amounts to **PHP 77,222,192.73**. This budget ensures that APECO's day-to-day operations remain efficient while also supporting key strategic programs, infrastructure maintenance, and institutional growth. The MOOE is divided into two major categories: (A) Overhead Expenses and (B) Strategic and Programmatic Expenses, each serving a distinct purpose in the overall operational framework of APECO.
- 75.1. **(A) Overhead Expenses**, amounting to **PHP 35,378,700.00**, or **around 46% of the MOOE**, cover essential operational costs such as utilities, maintenance, office-related expenditures, and other administrative requirements that ensure the smooth functioning of APECO's facilities and services. These expenditures provide the necessary support for sustaining APECO's physical infrastructure and operational needs, including electricity, water, office rentals, and repairs.
- 75.2. **(B) Strategic and Programmatic Expenses**, totaling **PHP 41,843,492.73**, or **around 54% of the MOOE**, encompass professional services, project-based activities, and training initiatives that contribute to APECO's long-term development and institutional strengthening.
- 75.3. This structured allocation reflects a balanced approach in managing operating expenses, ensuring that while basic operational needs are met, resources are also directed toward initiatives that strengthen APECO's institutional capacity, attract investors, and enhance public service delivery. By optimizing both recurring and strategic expenditures, APECO aims to sustain its operational momentum while advancing its long-term vision as a self-sustaining and investment-ready economic zone.

Table 8.

Summary of Maintenance and Other Operating Expenses Allocation (in PHP)

PARTICULARS	AMOUNT
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OVERHEAD EXPENSES (O)

Advertising and Marketing Expenses	600,000.00
Bond Premium and Insurances	962,500.00
Communication Expenses	1,176,300.00
Electricity Expenses	3,300,000.00
Extraordinary and Miscellaneous Expenses	333,600.00
Gas/Diesel, Oil and Lubricants	5,382,800.00
Postage and Carrier Expenses	60,000.00
Printing Expenses	337,000.00
Rent and Lease Expenses	4,281,000.00
Repair and Maintenance	5,030,000.00
Representation Expenses	4,000,000.00
Subscription Expenses	1,236,500.00
Supplies and Materials	1,551,000.00

Taxes, Duties, and Fees	450,000.00
Travel Expenses - Foreign & Investment Missions	4,000,000.00
Travel Expenses - Local	2,500,000.00
Water Expenses	75,000.00
Other MOOE	103,000.00
O SUBTOTAL	35,378,700.00
STRATEGIC AND PROGRAMMATIC EXPENSES (SP)	
Professional and Security Expenses	33,618,652.73
Projects, Activities, Programs (PAPs)	7,124,840.00
Training Expenses	1,100,000.00
SP SUBTOTAL	46,873,398.15
MOOE TOTAL	77,222,192.73

O Subsection (i): Advertising and Marketing Expenses

76. APECO has allocated **PHP 600,000.00** for Advertising and Marketing Expenses, recognizing the critical role of promotional efforts in enhancing visibility, investment attraction, and stakeholder engagement. This allocation is strategically directed toward three key initiatives: broadsheet advertising,

production of corporate giveaways, and the creation of an APECO investment and tourism video.

77. A significant portion of the budget is earmarked for broadsheet advertising, amounting to PHP 150,000.00, which aims to ensure APECO’s presence in widely circulated publications, effectively reaching potential investors, business partners, and key stakeholders. Complementing this effort, PHP 100,000.00 has been allocated for the production of corporate giveaways, which serve as valuable tools for brand recognition and relationship-building during investment missions, corporate meetings, and trade fairs. The largest portion of the allocation, PHP 350,000.00, is dedicated to the production of an APECO investment and tourism video, which will highlight the ecozone’s competitive advantages, infrastructure developments, and business opportunities, further strengthening APECO’s positioning as a premier investment and tourism destination.
78. This investment in advertising and marketing is designed to align with APECO’s broader strategy of increasing investor confidence, boosting tourism appeal, and fostering business growth within the ecozone. By leveraging multiple promotional channels, APECO aims to enhance awareness, generate sustained interest, and ultimately drive economic development through strategic engagement with local and international investors.

Table 9.

Summary of Advertising and Marketing Expenses (in PHP)

PARTICULARS	AMOUNT
Broadsheet Advertising	150,000.00
Production of Corporate Giveaways	100,000.00
Production of APECO Investment/Tourism Video	350,000.00

TOTAL ADVERTISING AND MARKETING EXPENSES	600,000.00
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O Subsection (ii): Bond Premium and Insurances

- 79. For FY 2025, APECO has allocated **PHP 662,500.00** for Bond Premium and Insurance Expenses, ensuring adequate coverage for employees, vehicles, and other property and equipment. This allocation reflects APECO’s commitment to risk management, asset protection, and employee welfare, ensuring that key operational resources and personnel are safeguarded against unforeseen circumstances.
- 80. A portion of this budget, PHP 200,000.00, is allocated for Accident Insurance for Employees, providing financial security and support in case of work-related accidents. This initiative underscores APECO’s priority in ensuring a safe and protected working environment for its personnel. Meanwhile, PHP 112,500.00 has been designated for GSIS Insurance for Vehicles, covering government-owned vehicles used in official operations to mitigate potential financial losses due to damage or accidents. The largest portion of this allocation, PHP 350,000.00, is earmarked for GSIS Insurance for Other Property, Plant, and Equipment (PPE), ensuring that APECO’s essential assets are protected from risks such as theft, damage, or unforeseen incidents that may impact operational continuity.
- 81. This budget allocation reinforces APECO’s commitment to financial prudence and risk mitigation, ensuring that both human and material resources remain protected while maintaining compliance with government-mandated insurance requirements. By securing these insurance policies, APECO strengthens its ability to deliver uninterrupted services, protect investments, and uphold the welfare of its workforce and operational assets.

Table 10.

Summary of Bond Premium and Insurances (in PHP)

PARTICULARS	AMOUNT
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Accident Insurance for Employees	200,000.00
GSIS Insurance: Vehicles	112,500.00
GSIS Insurance: Other PPE	350,000.00
GSIS Insurance: Infrastructure	300,000.00
TOTAL BOND PREMIUM AND INSURANCES	962,500.00

O Subsection (iii): Communication Expenses

82. For FY 2025, APECO has allocated **PHP 1,285,200.00** for Communication Expenses, ensuring reliable and seamless connectivity across its offices and key personnel. This allocation underscores the importance of efficient communication systems in supporting operational coordination, stakeholder engagement, and administrative functions across multiple locations.
83. A portion of this budget, PHP 300,000.00, is designated for mobile subscriptions for Division Heads, Department Heads, Bureau Directors, and Undersecretaries, recognizing the dynamic and geographically dispersed nature of APECO's operations. Given that Division Heads are stationed either at the Manila Satellite Office or the Casiguran Office, maintaining real-time mobile connectivity is essential for rapid decision-making, field coordination, and cross-location collaboration in a highly mobile and fast-paced operational environment.
84. Additionally, PHP 18,000.00 has been allocated for postpaid telephone services, which, beyond its practical use for official communication, enhances APECO's credibility and institutional presence, particularly when dealing with foreign locators and investors. A dedicated telephone line reinforces APECO's legitimacy as a government entity, providing a formal and professional channel for external inquiries and business engagements.

85. The largest portion of the budget, PHP 858,300.00, is allocated for internet expenses, covering the Manila Satellite Office, COA Office, BI Office, and Casiguran Office. High-speed, stable, and 24/7 internet connectivity is essential not only for internal coordination but also for engagement with prospective and existing locators, most of whom operate in different time zones. As many investment discussions, negotiations, and business meetings take place through video conferencing platforms, maintaining uninterrupted and reliable internet access is critical to ensuring smooth transactions and business continuity.
86. This investment in communication infrastructure ensures that APECO remains efficiently connected, allowing for enhanced operational workflows, immediate responsiveness, and seamless coordination across its key offices and stakeholders, ultimately supporting its mission to attract and sustain investments within the ecozone.

Table 11.

Summary of Communication Expenses Allocation (in PHP)

PARTICULARS	AMOUNT
Mobile Subscription for Division Heads, Department Heads, Bureau Director, and Undersecretaries	300,000.00
Postpaid Telephone	18,000.00
Internet Expenses (Manila Satellite Office, COA Office, BI Office, Casiguran Office)	858,300.00
TOTAL COMMUNICATION EXPENSES	1,285,200.00

O Subsection (iv): Electricity Expenses

87. For FY 2025, APECO has allocated **PHP 3,300,000.00** for Electricity Expenses, ensuring the continuous operation of its offices and facilities across different

locations. This allocation is essential to support day-to-day administrative functions, investment-related activities, and service delivery within the ecozone.

88. A significant portion of this budget, PHP 3,072,000.00, is allocated for the Casiguran Office, which houses APECO's primary operations and requires uninterrupted power supply for essential infrastructure, office spaces, and operational facilities. The Manila Satellite Office, serving as APECO's central hub for coordination with government agencies and investors, is allocated PHP 168,000.00, ensuring that all administrative and investment facilitation activities continue seamlessly. Additionally, PHP 60,000.00 is allocated for the BI Office, which plays a role in processing investor-related documentation and coordination.

Table 12.

Summary of Electricity Expenses (in PHP)

PARTICULARS	AMOUNT
BI Office	60,000.00
Casiguran Office	3,072,000.00
Manila Satellite Office	168,000.00
TOTAL ELECTRICITY EXPENSES	3,300,000.00

O Subsection (v): Extraordinary and Miscellaneous Expenses

89. APECO has allocated **PHP 333,600.00** for extraordinary and miscellaneous expenses, specifically to bolster the operational efficacy of the Office of the President, as well as the Office of the Deputy Administrator, as provided and authorized under Section 50 of the GAA for 2025, the budget allocations for the President and Chief Executive Officer and Deputy Administrator, being SG 30 and SG 28 respectively, and thus being of the similar rank to an Undersecretary and a Bureau Director. Therefore they are allocated an EME of 108,000.00 for

the PCEO and 45,600.00 for the DA, with an additional 90,000.00 allocated for each amounting to 198,000.00 respectively and 135,600.00 respectively. The relevant portions of Section 51 are reproduced here:

Sec. 51. Extraordinary and Miscellaneous Expenses. Appropriations authorized in this Act may be used for the annual extraordinary expenses of the following officials with the following ranks and their equivalent, as may be determined by the DBM or by the GCG for GOCCs/GFIs covered by R.A. No. 10149, not exceeding the amounts indicated:

X X X X

(b) P108,000 for each Department Undersecretary;

X X X X

(d) P45,600 for each head of bureau or organization of equivalent rank, and for each head of a Department Regional Office including General Manager of Local Water District in Categories A and B;

X X X X

In addition, annual miscellaneous expenses not exceeding Ninety Thousand Pesos (P90,000) for each of the offices under the above named officials and their equivalent are authorized herein.

90. This allocation is intended to provide a financial buffer for unexpected or non-routine expenses that are not typically accounted for in the regular operational budget. By earmarking funds for such contingencies, APECO ensures that these pivotal offices remain agile, capable of swiftly responding to unforeseen needs or opportunities, thereby sustaining their crucial roles in leadership and strategic decision-making. This allocation underscores APECO's commitment to maintaining operational flexibility and preparedness, essential for navigating the dynamic challenges of economic zone management and development.

Table 13.

Summary of Extraordinary and Miscellaneous Expenses (in PHP)

PARTICULARS	AMOUNT
Office of the Deputy Administrator	135,600.00
Office of the President and CEO	198,000.00

TOTAL EME	333,600.00
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O Subsection (vi): Gas/Diesel, Oil and Lubricants

91. For FY 2025, APECO has allocated **PHP 5,382,800.00** for Gas/Diesel, Oil, and Lubricants, ensuring the continuous mobility and operational efficiency of its fleet, generators, and other fuel-dependent equipment. This allocation was computed on a per-liter basis, using forward estimates based on 2024 consumption rates, ensuring that projections align with actual usage patterns and anticipated operational needs. Compared to the 2024 budget of PHP 5,941,000.00, this represents a decrease in fuel expenses, reflecting cost-saving measures and efficiency improvements in APECO’s fleet management and operational deployment.

92. The bulk of this allocation, amounting to PHP 4,386,800.00, is designated for assigned vehicles, covering the fuel requirements for official transportation needs, administrative operations, investment missions, and field activities. Meanwhile, PHP 720,000.00 is earmarked for generators, ensuring stable power supply for key APECO facilities, particularly in Casiguran. An additional PHP 240,000.00 is allocated for regular fuel use, which includes fuel for small transport and maintenance operations, while PHP 36,000.00 is designated for lubricants, ensuring the longevity and efficiency of APECO’s machinery, vehicles, and power generators.

93. To optimize cost efficiency and standardization, fuel procurement will be centralized through a to-be-identified gasoline station in Talavera, Cabanatuan, with fuel stored in 12 drum barrels for use in Casiguran-based vehicles and generators. This bulk procurement strategy ensures supply reliability, bulk discount advantages, and improved inventory management, minimizing disruptions due to logistical constraints. Furthermore, with more operational functions and key personnel based in Casiguran, the fuel consumption of Division and Department Heads is expected to decrease, reducing the frequency of travel between Casiguran and the Manila Satellite Office.

94. By setting the fuel price at PHP 70/L, APECO accounts for potential fluctuations in fuel prices, ensuring that assigned vehicles, generators, and other operational fuel needs remain adequately supported. While the overall fuel consumption is expected to decline in some areas due to operational shifts, the allocation also includes necessary reserves to accommodate APECO's expanding operations and contingency needs. This proactive budget approach ensures that APECO remains operationally efficient, financially prepared for price fluctuations, and fully capable of sustaining its mobility and energy requirements throughout FY 2025.

Table 14.

Summary of Gas/Diesel, Oil and Lubricants (in PHP)

PARTICULARS	AMOUNT
For Assigned Vehicles (62,668.57 liters/month) @PHP 70/L	4,386,800.00
For Generators (857.14 liters/month) @PHP 70/L	720,000.00
For Regular Use (281.71 liters/month) @PHP 70/L	240,000.00
Lubricant (12 liters/month) @PHP 250/L	36,000.00
TOTAL GAS/DIESEL, OIL AND LUBRICANTS	5,382,800.00

O Subsection (vii): Postage and Carrier Expenses

95. A total of **PHP 60,000.00** has been allocated for mail and delivery services, ensuring timely and secure communication between APECO and its various stakeholders, including government agencies, investors, and partner institutions. This budget covers the costs of sending official documents, investment-related correspondences, permits, and other critical paperwork that require reliable transmission. Given the geographically dispersed nature of APECO's operations, particularly between its Manila Satellite Office and

Casiguran headquarters, a dependable postage and courier service is essential for ensuring that time-sensitive materials reach their destinations without delay or risk of misplacement. Additionally, this allocation supports the logistics of transmitting legal documents, contracts, and regulatory filings, reinforcing APECO’s commitment to efficiency, compliance, and professional engagement with its stakeholders.

O Subsection (viii): Printing Expenses

- 96. For FY 2025, APECO has allocated **PHP 337,000.00** for Printing Expenses, ensuring the availability of high-quality printed materials for administrative, promotional, and operational needs. This allocation covers various printing requirements essential for maintaining APECO’s professional image, branding, and communication efforts.

- 97. A portion of the budget, PHP 77,000.00, is allocated for general printing, which includes official documents, reports, presentations, and other essential materials used in daily operations. PHP 50,000.00 has been designated for Esplanade Sintra Board printing, which likely pertains to large-format prints for signage, public information boards, or marketing displays that contribute to APECO’s visibility and accessibility. Stationery prints, including official letterheads, envelopes, and office supplies bearing APECO’s branding, are allocated PHP 120,000.00, reinforcing a consistent and professional corporate identity in correspondence and documentation. Additionally, PHP 90,000.00 is allocated for business cards, ensuring that APECO representatives and key personnel are equipped with professionally printed contact information for networking, investment missions, and stakeholder engagement.

Table 15.

Summary of Printing Expenses (in PHP)

PARTICULARS	AMOUNT
General Printing	77,000.00

Esplanade Sintra Bord	50,000.00
Stationery Prints	120,000.00
Business Cards	90,000.00
TOTAL PRINTING EXPENSES	337,000.00

O Subsection (ix): Rent and Lease Expenses

98. For FY 2025, APECO has allocated **PHP 4,281,000.00** for Rent and Lease Expenses, covering essential office spaces, leased equipment, and vehicles that support the Authority’s operations. This budget ensures that APECO maintains functional and strategically located facilities, enabling efficient administration, regulatory compliance, and investment facilitation.
99. A significant portion of this allocation is for the new PARQAL Office, which represents a cost-efficient shift in APECO’s office rental strategy. The Authority will pay PHP 230,750.00 per month (PHP 2,769,000.00 annually) for the PARQAL Office, a significantly lower amount compared to the PHP 617,839.04 per month (PHP 7,414,068.48 annually) for the two Philflex Offices, which previously housed the Main Satellite Office on the 7th Floor and the Bureau of Immigration (BI) Satellite Office on the 6th Floor. The Manila Satellite Office has been temporarily relocated to the 6th Floor Office after APECO vacated the 7th Floor Office in October 2024. Tentatively, the plan is to fully vacate the 6th Floor Office, and thus the entire Philflex Building, by March 2025, marking a complete transition to a more cost-efficient and strategically located office setup.
100. Other key allocations include PHP 132,000.00 for the COA Office Lease in Baler, ensuring efficient compliance with government audit requirements, and PHP 405,000.00 for the lease of an Epson Printer/Scanner (MX 3060), a vital piece of equipment for high-volume document processing. Additionally, PHP 300,000.00 has been allocated for the rental of a Dump Truck, essential for logistical and operational needs in Casiguran.

Table 16.

Summary of Rent and Lease Expenses (in PHP)

PARTICULARS	AMOUNT
COA Office Lease	132,000.00
Dump Truck	300,000.00
EPSON Printer/Scanner (MX 3060)	405,000.00
Philflex 6th Floor Office (currently occupied as the Satellite and BI Offices, to be vacated by Mar 2025)	675,000.00
PARQAL Office	2,769,000.00
TOTAL RENT EXPENSES	4,281,000.00

O Subsection (x): Repair and Maintenance

101. For FY 2025, APECO has allocated **PHP 5,030,000.00** for Repair and Maintenance Expenses, ensuring that its vehicles, facilities, and essential infrastructure remain in optimal condition to support operations and service delivery. This allocation covers preventive maintenance, urgent repairs, and infrastructure upkeep, reinforcing APECO's commitment to asset preservation and operational efficiency.
102. A significant portion of this budget, PHP 2,030,000.00, is designated for the repair and maintenance of motor vehicles, which are essential for transporting personnel, logistics, and conducting field operations across APECO's ecozone and satellite offices. Another PHP 1,230,000.00 is allocated for APECO facilities and properties, ensuring that office buildings, operational hubs, and key structures remain safe, functional, and conducive to investment and administrative activities.

103. To address electrical system needs, PHP 300,000.00 has been earmarked for electrical repairs, covering power distribution lines, wiring maintenance, and other electrical infrastructure improvements. Additionally, PHP 300,000.00 is allocated for generator set maintenance, ensuring that APECO's offices and facilities maintain uninterrupted operations, especially in areas where power stability is a concern.
104. Further maintenance allocations include PHP 120,000.00 for air conditioning system repairs, PHP 180,000.00 for plumbing system upkeep, PHP 180,000.00 for sewer system maintenance, and PHP 150,000.00 for fire protection system enhancements, ensuring compliance with safety regulations and emergency preparedness protocols.

Table 17.

Summary of Repair and Maintenance (in PHP)

PARTICULARS	AMOUNT
Motor Vehicles	2,030,000.00
APECO Facilities and Properties	1,230,000.00
Electrical Repairs	300,000.00
Generator Sets	300,000.00
Airconditioning	120,000.00
Plumbing	180,000.00
Sewer System	180,000.00

Fire Protection	150,000.00
TOTAL REPAIR AND MAINTENANCE	5,030,000.00

O Subsection (xi): Representation Expenses

105. For FY 2025, APECO has allocated **PHP 4,000,000.00** for Representation Expenses, ensuring that the Authority can effectively engage in official meetings, conferences, and other official functions necessary for its investment promotion, stakeholder relations, and administrative coordination.
106. This budget covers expenses related to hosting discussions with potential investors, government agencies, and private sector partners, as well as participation in networking events, trade missions, and inter-agency collaborations. Given APECO’s strategic focus on investment attraction and economic zone development, representation expenses play a crucial role in strengthening diplomatic and business ties, facilitating negotiations, and positioning APECO as a prime location for locators and business ventures.
107. The allocation also supports official functions that promote APECO’s initiatives, including investment missions, business fora, and engagements with foreign and local delegations. Additionally, part of this budget is allocated for ensuring that high-profile guests, including foreign dignitaries, investors, and government officials, receive proper protocol arrangements, logistical support, and accommodations during their visits to APECO. This is essential in fostering goodwill, facilitating high-level discussions, and creating a professional and welcoming environment for key stakeholders.

O Subsection (xii): Subscription Expenses

108. For FY 2025, APECO has allocated **PHP 1,236,500.00** for Subscription Expenses, covering a range of essential software and digital tools that enhance productivity, streamline project management, ensure data security, and support the Authority’s expanding digital infrastructure. These subscriptions play a vital role in investment promotion, technical operations, administrative efficiency,

and regulatory compliance, allowing APECO to optimize its workflows and align with global best practices.

109. A significant portion of the budget, PHP 659,750.00, is allocated for AutoCAD, a crucial tool for engineering, architecture, and infrastructure planning. Given APECO's ongoing and upcoming development projects, having access to state-of-the-art drafting and design software ensures that infrastructure plans, site development layouts, and structural blueprints meet industry standards. Similarly, PHP 259,350.00 is allocated for Lumion, a powerful 3D visualization and rendering software, essential for creating high-quality visual presentations of development plans and investment pitches. These tools are indispensable in communicating project feasibility and progress to stakeholders and potential investors.
110. To support APECO's daily operations and collaboration, PHP 8,000.00 has been allocated for Microsoft Office 365, ensuring that employees have access to document processing, spreadsheets, email, and cloud-based collaboration tools. PHP 42,000.00 is dedicated to video conferencing software, which is essential for conducting virtual meetings with locators, investors, and government agencies, particularly given time zone differences and the geographical spread of APECO's partners.
111. For project management and document handling, PHP 57,600.00 is allocated for Project Management Software, which facilitates task delegation, project tracking, and workflow automation, ensuring efficient implementation of investment-related and infrastructure projects. PHP 60,000.00 is earmarked for PDF Editing Software, a necessary tool for handling document revisions, contract modifications, and permit processing, reducing the dependency on printed copies and improving document security.
112. To enhance APECO's branding and marketing efforts, PHP 14,400.00 is allocated for a Graphic Design Tool, enabling the Authority to produce high-quality promotional materials, social media content, and investment brochures. PHP 60,000.00 is also dedicated to a Professional Social Media Management Tool, ensuring that APECO effectively maintains its digital presence, engages

with stakeholders, and promotes investment opportunities through multiple online platforms.

113. For legal and compliance purposes, PHP 6,000.00 is allocated for an AI-Assisted Law Resource Library, ensuring access to updated legal references, policy frameworks, and regulatory guidelines. PHP 24,000.00 is earmarked for cloud backup services, safeguarding critical documents and project data from loss or cyber threats, while PHP 12,000.00 is allocated for a Private Email + VPN subscription, ensuring secure communication and data protection for APECO’s officials and personnel.
114. Lastly, PHP 16,000.00 is allocated for Newspaper (Hardcopy and Digital) Subscriptions, allowing APECO to stay informed on economic trends, policy updates, and investment-related news that impact its strategic planning and decision-making. CD

Table 18.

Summary of Subscription Expenses (in PHP)

PARTICULARS	AMOUNT
AutoCAD	659,750.00
Lumion	259,350.00
Microsoft Office 365	8,000.00
Video Conferencing	42,000.00
Project Management Software	57,600.00
PDF Editing Software	60,000.00

Graphic Design Tool	17,400.00
AI Assisted Law Resource Library	6,000.00
Cloud Back Up	24,000.00
Basic Office Productivity Suite	14,400.00
Private Email + VPN	12,000.00
Professional Social Media Management Tool	60,000.00
Newspaper (Hardcopy and Digital)	16,000.00
TOTAL SUBSCRIPTION EXPENSES	1,236,500.00

O Subsection (xiii): Supplies and Materials

115. For FY 2025, APECO has allocated **PHP 1,551,000.00** for Supplies and Materials Expenses, ensuring the continuous availability of essential office, operational, and safety-related materials required for efficient administration and service delivery. This budget is divided into three main categories: Common-Use Supplies, Non-Common-Use Supplies, and Fire Extinguishers, each serving distinct purposes within the organization.
116. A significant portion, PHP 854,000.00, is allocated for Common-Use Supplies, which include everyday office materials such as paper, pens, printer ink, and other consumables necessary for administrative functions. These will be procured through the Procurement Service of the Department of Budget and Management (PS-DBM), ensuring cost-efficiency, standardized procurement, and compliance with government procurement policies.

117. Non-Common-Use Supplies, with an allocation of PHP 347,000.00, cover specialized materials that go beyond standard office use. This includes frosted stickers for branding and office partitions, coffee for guests and meetings, plaques and souvenirs for events, and other customized items that support APECO’s official functions, business engagements, and promotional activities. These materials are crucial for maintaining a professional and welcoming environment for stakeholders and visitors.
118. Additionally, PHP 350,000.00 has been earmarked for Fire Extinguishers, which are classified under Supplies and Materials as they are considered consumable items with a limited lifespan. Fire extinguishers require regular replacement, refilling, and maintenance to comply with safety regulations and fire prevention protocols. This allocation ensures that APECO maintains fire safety standards in all its offices and facilities, reducing risks and ensuring compliance with workplace safety requirements.

Table 19.

Summary of Supplies and Materials (in PHP)

PARTICULARS	AMOUNT
Common-Use Supplies	854,000.00
Non-Common-Use Supplies	347,000.00
Fire Extinguishers	500,000.00
TOTAL SUPPLIES AND MATERIALS	1,551,000.00

O Subsection (xiv): Taxes, Duties, and Fees

119. For FY 2025, APECO has allocated **PHP 450,000.00** for Taxes, Duties, and Fees, ensuring compliance with legal and regulatory financial obligations. This budget allocation covers Legal Fees and Other Taxes, Duties, and Fees, both

of which are essential for maintaining APECO’s operational integrity, regulatory adherence, and smooth financial transactions.

120. A total of PHP 200,000.00 has been allocated for Legal Fees, which are necessary for contract review, legal consultations, regulatory compliance matters, and other legal services required in APECO’s operations. Given APECO’s continuous land acquisitions, investment agreements, and policy implementations, legal fees ensure that all transactions and engagements are lawfully sound and well-documented, minimizing risks and ensuring compliance with government policies and investment regulations.
121. Additionally, PHP 250,000.00 is earmarked for Other Taxes, Duties, and Fees, covering registration fees, documentary stamp taxes, and other government-imposed charges that APECO must pay in the course of its operations. These fees ensure compliance with regulatory requirements, particularly those related to land transactions, property holdings, permits, and financial dealings with government agencies.

Table 20.

Summary of Taxes, Duties, and Fees (in PHP)

PARTICULARS	AMOUNT
Legal Fees	200,000.00
Other Taxes, Duties, and Fees	250,000.00
TOTAL TAXES, DUTIES, AND FEES	450,000.00

O Subsection (xv): Travel Expenses - Foreign & Investment Missions

122. For FY 2025, APECO has allocated **PHP 4,000,000.00** for Travel Expenses related to Foreign and Investment Missions, ensuring the continuation of its international engagement strategy to secure investors and locators for the ecozone. This budget is divided into **two primary components: Airfare, Visa Processing, and Other Taxes (PHP 1,200,000.00 or 30%) and Per Diem**

(PHP 2,800,000.00 or 70%), reflecting the historical spending breakdown of investment missions and ensuring sufficient funding for both travel logistics and on-ground engagements.

123. This allocation is a conservative estimate, considering that FY 2024's actual investment mission expenses totaled PHP 5,933,801.64. Given the progress and traction gained from previous missions, FY 2025's investment missions will primarily focus on follow-ups with investors and companies from previously visited countries, including Czechia, the United States of America, Taiwan, Japan, South Korea, and others. This ensures that APECO can build on the relationships established in the prior fiscal year, reinforcing its credibility and increasing the likelihood of securing commitments from potential investors. This conservative approach is also due to the fact that the FY 2025 budget will be primarily allocated to initiatives that will enhance both local and foreign tourism within the Ecozone, supporting a more comprehensive investment promotion strategy. By improving tourism-related infrastructure, events, and marketing initiatives, APECO aims to create a more attractive destination for visitors and investors alike, ultimately increasing the Ecozone's economic viability and investment potential. Additionally, resources are being directed towards expanding services to APECO's immediate communities, ensuring that economic growth is inclusive and benefits the local population through improved livelihood opportunities and infrastructure development.
124. APECO's investment promotion efforts for FY 2025 will transition from preliminary discussions to solidifying partnerships, finalizing agreements, and facilitating site visits. This shift requires a well-planned and efficiently executed investment mission strategy, ensuring that potential investors receive the latest updates on infrastructure development, business incentives, and operational readiness within APECO. Additionally, the Technical Working Groups (TWGs) formed for investment missions will continue to play a critical role, providing industry-specific expertise and tailoring investment packages to meet the needs of various business sectors.
125. Moreover, the decision to allocate 30% for airfare, visa processing, and related expenses, and 70% for per diem, is supported by historical data, which reflects

the typical budgetary distribution in investment missions. This structure ensures that a larger portion of the budget is directed towards direct investor engagement activities, such as meetings, conferences, business forums, and site visits, which are crucial in fostering investor confidence and commitment.

126. Considering the growing competition for foreign direct investment, it is imperative that APECO maintains a strong international presence. The FY 2025 investment missions will focus on strengthening relationships with previous leads while also expanding into new markets with high investment potential, with consideration for those in line with the defense sector, energy, and food security. This will enable APECO to maximize its efforts in positioning the ecozone as a prime investment hub, securing long-term commitments from high-value investors, and ultimately driving economic growth for the region.

Table 21.

Summary of Travel Expenses - Foreign & Investment Missions (in PHP)

PARTICULARS	AMOUNT
Airfare, Visa Processing, and Other Taxes	1,200,000.00
Per Diem	2,800,000.00
TOTAL TRAVEL EXPENSES - FOREIGN & INVESTMENT MISSIONS	4,000,000.00

O Subsection (xvi): Travel Expenses - Local

127. This year's allocation of **PHP 2,500,000.00** for local per diems is lower than last year's allocation of PHP 6,660,000.00, reflecting the organizational shift towards more office-based operations in Casiguran. This reduction in budget allocation is a result of fewer personnel requiring frequent travel between APECO's offices, as most employees have now transitioned to working full-time in Casiguran, where the Authority's primary operations are based.

128. Currently, only employees of the Office of the President and CEO, Office of the Deputy Administrator, and the Business Development and Marketing Division maintain daily operations in the Manila Satellite Office. Their travel to Casiguran is now limited to conducting vital operational activities, such as investment promotions, high-level engagements, and the supervision of key development projects. This shift ensures that resources are allocated more efficiently, reducing unnecessary travel costs while maintaining operational effectiveness.
129. By streamlining travel expenditures and focusing on essential mobility needs, APECO aims to enhance cost-effectiveness while still ensuring that personnel can perform their roles efficiently. This strategic budget adjustment aligns with the Authority's goal of optimizing operational expenses without compromising its capacity to drive economic development and sustain investor engagement efforts.

O Subsection (xvii): Water Expenses

130. The Water Expenses allocation for FY 2025 is set at **PHP 75,000.00**, ensuring that APECO's facilities maintain adequate and uninterrupted access to clean and potable water. This budget covers monthly water consumption for office operations, including the Casiguran Headquarters, Manila Satellite Office, and other operational sites, supporting daily administrative activities, sanitation requirements, and the needs of employees and visitors.
131. The provision of sufficient water resources is critical to maintaining a healthy and conducive work environment, ensuring that all personnel have access to clean water for drinking, cleaning, and other essential office functions. This allocation also accounts for fluctuations in water usage, particularly during high-activity periods such as investment missions, government inspections, and special events hosted within the Ecozone.

O Subsection (xviii): Other MOOE

132. The Other MOOE allocation for FY 2025 amounts to **PHP 103,000.00**, covering essential miscellaneous expenditures necessary for APECO's operational requirements.

- 133. A key component of this allocation is the PHP 100,000.00 contribution to the Philippine Investments Promotion Plan (PIPP) Common Fund, which supports collaborative investment promotion efforts among government agencies. By participating in this common fund, APECO reinforces its commitment to fostering a unified national approach to investment promotion, ensuring alignment with broader economic development strategies and inter-agency partnerships. This contribution aids in joint marketing initiatives, investment roadshows, and other strategic efforts that enhance the country’s attractiveness as an investment destination.
- 134. Additionally, PHP 3,000.00 has been allocated for pest control services for the 6th Floor Philflex Office, which temporarily houses APECO’s Manila Satellite Office. This ensures a sanitary and conducive workspace for employees and visitors, preventing health hazards and maintaining compliance with workplace safety standards. The minimal allocation reflects the anticipated relocation of APECO’s Manila operations to the PARQAL Office by April 2025, at which point pest control services for the Philflex Office will no longer be necessary. This prudent budgeting approach ensures that resources are not unnecessarily allocated to a soon-to-be vacated office space, optimizing expenditures while maintaining workplace hygiene during the transition period.

Table 22.
Summary of Other MOOE (in PHP)

PARTICULARS	AMOUNT
6th Floor PhilFlex Office Pest Control	3,000.00
Payment for PIPP Common Fund	100,000.00
TOTAL OTHER MOOE	103,000.00

SP Subsection (i): Professional and Security Expenses

- 135. In line with APECO’s strategic realignment and expansion, a budget of **PHP 33,618,652.73** has been allocated for Professional Expenses in FY 2025. This

allocation ensures the engagement of essential external expertise and services necessary for sustaining operations and implementing key developmental programs that align with APECO's long-term vision.

136. **Contracts of Service (COS) Salaries and Wages**, amounting to **PHP 28,588,747.31**, are categorized into two distinct groups, reflecting the diverse human resource needs arising from APECO's ongoing growth and operational scaling. The first category comprises Technical Assistants and Technical Staff, who perform highly specialized and advisory roles that assist decision-makers in crafting well-informed policies, programs, and strategic initiatives. These professionals provide expertise in areas beyond standard salary grades, making their engagement through contractual arrangements a cost-effective approach compared to hiring them on a per-project basis. Their involvement ensures continuity and depth in technical planning and decision-making, which is crucial for the ecozone's expansion.
137. The second category consists of Workforce Augmentation Personnel, whose roles are essential for day-to-day operations but cannot yet be permanently integrated into the existing plantilla due to the outdated organizational structure, which was originally designed to manage only Parcel 1. With the expansion of APECO's mandate to oversee Parcel 2, these personnel play an indispensable role in filling operational gaps, ensuring the smooth execution of administrative, logistical, and technical functions. This distinction underscores the pressing need for an updated staffing pattern to reflect APECO's expanded coverage and the increasing scope of its responsibilities.
138. The allocation for **Security Services, totaling PHP 5,029,905.42**, has significantly increased from PHP 3,204,000.00 in FY 2024, reflecting the heightened security demands arising from APECO's operational upscaling. With the ecozone now covering larger parcels of land, additional security personnel are necessary to monitor, patrol, and safeguard critical assets, ongoing infrastructure projects, and operational facilities. The expansion also brings a growing number of locators, visitors, and business engagements, necessitating a reinforced security framework to ensure a safe, professional, and hospitable environment conducive to investment and economic activities.

This investment in security measures aligns with APECO’s goal of fostering a stable and secure business ecosystem, reinforcing confidence among investors and stakeholders.

Table 23.

Summary of Professional Expenses (in PHP)

PARTICULARS	AMOUNT
Contract-Of-Service Salaries and Wages	28,588,747.31
Security Expenses	5,029,905.42
TOTAL PROFESSIONAL EXPENSES	33,618,652.73

SP Subsection (ii): Projects, Activities, Programs (PAPs) under MOOE

139. APECO has allocated **PHP 7,124,840.00** to support a diverse range of meetings, events, and activities that are fundamental to its strategic planning, operational coordination, stakeholder engagement, and community interaction efforts. This budget underscores APECO’s commitment to fostering a well-coordinated and strategically focused environment that ensures alignment with its economic and developmental objectives. These activities play a crucial role in reinforcing team cohesion, strengthening partnerships, and monitoring progress toward APECO’s institutional and economic goals.
140. This allocation covers a wide spectrum of initiatives, ranging from strategic and operational planning workshops, meetings aimed at integrating gender perspectives into infrastructure projects, and community engagement efforts related to social preparation for ongoing and future developments. These activities are also designed to strengthen institutional governance, ensure compliance with national and international standards, and build a more inclusive and participatory approach to APECO’s growth. Additionally, the budget supports capacity-building programs, team-building exercises, project monitoring, and celebratory events such as the APECO Anniversary and

community festivals, which are essential in maintaining organizational morale and engagement with local communities.

141. This investment in meetings and engagements is essential to ensuring that APECO not only meets its operational goals but also nurtures a resilient and dynamic organizational culture. The activities funded through this budget allow for careful planning and execution of key programs while also aligning APECO's direction with broader economic, environmental, and social development priorities. These initiatives strengthen APECO's commitment to transparency, inclusivity, and operational excellence, helping to drive sustained economic growth within the ecozone. Below is a breakdown of the Programs, Activities, and Projects (PAPs) covered under this budget:

Table 24.

Summary of Projects, Activities, Programs (PAPs) under MOOE (in PHP)

PARTICULARS	AMOUNT
<p><u>ADMINISTRATIVE AND GENERAL SERVICES</u></p> <p>Town Hall Meeting. Regular town hall meetings provide an avenue for open dialogue between APECO leadership and employees, fostering transparency and strengthening internal communication on organizational plans, updates, and concerns.</p>	80,000.00
<p><u>ADMINISTRATIVE AND GENERAL SERVICES</u></p> <p>Year End General Assembly. This annual gathering serves as a venue for employees to reflect on the year's accomplishments, discuss future goals, and reinforce organizational cohesion through team recognition and engagement activities.</p>	100,000.00
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>Inauguration Events. These events mark the formal launch of completed infrastructure and strategic initiatives, showcasing</p>	325,000.00

PARTICULARS	AMOUNT
APECO's progress to stakeholders and reinforcing investor confidence in the ecozone.	
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>Partnership Signing Events. Formalizing agreements with local and international partners, these events play a key role in strengthening APECO's network, securing investments, and fostering inter-agency collaboration for economic development.</p>	200,000.00
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>1st APECO Sunrise Fun Run 2025. This initiative promotes health and wellness within the ecozone while also serving as a tourism and community engagement activity, attracting visitors and promoting APECO's natural landscapes.</p>	700,000.00
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>IP Immersion. APECO facilitates immersion programs with Indigenous Peoples (IPs) to foster inclusivity, enhance cultural appreciation, and ensure that economic activities in the ecozone remain respectful of indigenous rights and traditions.</p>	90,000.00
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>1st APECO Triathlon. A signature sports tourism event that positions APECO as a destination for adventure sports, attracting athletes and visitors while promoting eco-tourism and local economic opportunities</p>	250,000.00
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>2025 APECO Week. A week-long celebration highlighting APECO's achievements, featuring business forums, community activities, and investor engagements to reinforce the ecozone's strategic direction and economic potential.</p>	300,000.00

PARTICULARS	AMOUNT
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>1st APECO Film Festival. This initiative aims to promote APECO and the Aurora region through film and digital storytelling, engaging local filmmakers and creative industries while boosting tourism and cultural appreciation.</p>	100,000.00
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>2025 Maritime and Archipelagic Nation Awareness Month. APECO's participation in this national event highlights its commitment to maritime development, coastal sustainability, and disaster resilience through forums, training, and advocacy programs.</p>	50,000.00
<p><u>BUSINESS DEVELOPMENT AND MANAGEMENT</u></p> <p>APECO Newsletter. A regularly published newsletter providing updates on APECO's activities, policy developments, and investment opportunities, ensuring consistent communication with stakeholders.</p>	100,000.00
<p><u>CORPORATE PLANNING</u></p> <p>Track Light Installation. Infrastructure improvement to enhance safety and accessibility within APECO's premises, particularly in public spaces, walkways, and business areas.</p>	50,000.00
<p><u>CORPORATE PLANNING</u></p> <p>Christmas Village. A seasonal community project that transforms designated areas into festive attractions, drawing visitors and fostering local tourism while promoting holiday economic activity.</p>	1,000,000.00
<p><u>CORPORATE PLANNING</u></p> <p>Strategic Planning for 2025-2027. A multi-year planning initiative that sets APECO's long-term goals, ensuring</p>	50,000.00

PARTICULARS	AMOUNT
alignment with national economic strategies and optimizing resource allocation for sustainable growth.	
<p><u>CORPORATE PLANNING</u></p> <p>Execomm Meetings. Executive committee meetings serve as high-level discussions to streamline decision-making, address operational challenges, and monitor strategic initiatives within the organization.</p>	200,000.00
<p><u>CORPORATE PLANNING</u></p> <p>Year-End Assessment. A formal evaluation process that reviews APECO's annual performance, identifies key achievements, and addresses operational gaps to enhance efficiency and effectiveness.</p>	400,000.00
<p><u>CORPORATE PLANNING</u></p> <p>Opening and Lighting of Christmas Village. This event marks the start of APECO's holiday celebrations, engaging the community and fostering a sense of belonging while attracting tourists to the ecozone.</p>	300,000.00
<p><u>CORPORATE PLANNING</u></p> <p>Project Monitoring Meetings. Regular meetings dedicated to tracking the progress of infrastructure projects, ensuring timely implementation, addressing bottlenecks, and maintaining financial accountability.</p>	60,000.00
<p><u>CORPORATE PLANNING</u></p> <p>AO25 Compliance and ISO Certification Accreditation. APECO's adherence to AO25 compliance and ISO certification ensures operational excellence, transparency, and alignment with globally recognized governance standards.</p>	300,000.00

PARTICULARS	AMOUNT
<p><u>CORPORATE PLANNING</u></p> <p>Creation of Tourism Plan for APECO Parcel 1. A comprehensive tourism development strategy aimed at maximizing the ecozone’s natural assets, enhancing visitor experience, and generating revenue through sustainable tourism initiatives.</p>	500,000.00
<p><u>COMMUNITY DEVELOPMENT</u></p> <p>Information, Education, and Communication Campaign (IEC), Social Preparation for APECO Parcel 2. Community engagement and awareness programs designed to facilitate the smooth integration of Parcel 2 developments, ensuring stakeholder participation and support.</p>	189,840.00
<p><u>COMMUNITY DEVELOPMENT</u></p> <p>Conduct of Women's Month Celebration. APECO's observance of Women’s Month underscores its commitment to gender equality, women’s empowerment, and workplace inclusivity through targeted programs and initiatives.</p>	75,000.00
<p><u>COMMUNITY DEVELOPMENT</u></p> <p>Conduct of 18-Day Against VAWC. A dedicated campaign raising awareness on violence against women and children, reinforcing APECO’s role in promoting safe and inclusive community environments.</p>	40,000.00
<p><u>COMMUNITY DEVELOPMENT</u></p> <p>Conduct of GAD Responsive Activities/GAD Conference. Gender and Development (GAD) activities that integrate gender sensitivity into APECO’s policies, ensuring inclusive decision-making and equitable development programs.</p>	200,000.00
<p><u>COMMUNITY DEVELOPMENT</u></p>	685,000.00

PARTICULARS	AMOUNT
<p>Community Support, Empowerment, & Engagement Program (PWD, FR, IPs, Youth, Women). A program supporting marginalized sectors through capacity-building, livelihood assistance, and social integration initiatives, fostering inclusive economic participation.</p>	
<p><u>COMMUNITY DEVELOPMENT</u></p> <p>APECO Lingap Eskwelahan Program. APECO's flagship education support program providing assistance to local schools, improving facilities, and ensuring better learning environments for students.</p>	50,000.00
<p><u>COMMUNITY DEVELOPMENT</u></p> <p>Scholarships. Financial assistance program aimed at supporting students from APECO's host communities, enabling them to pursue higher education and technical training for future employment opportunities.</p>	200,000.00
<p><u>OFFICE OF THE DEPUTY ADMINISTRATOR</u></p> <p>ISO 9001 Series (QMS). APECO's commitment to maintaining quality management systems through continuous improvement initiatives, ensuring operational efficiency and compliance with global standards.</p>	30,000.00
<p><u>OFFICE OF THE PRESIDENT AND CEO</u></p> <p>Conduct of Monthly Board Meetings. Regular board meetings ensure governance oversight, strategic decision-making, and fiscal accountability, aligning APECO's development plans with its long-term vision.</p>	500,000.00
TOTAL PAPs UNDER MOOE	7,124,840.00

SP Subsection (iii): Training Expenses

142. For FY 2025, APECO has allocated **PHP 1,100,000.00** for training expenses, reinforcing the Authority's commitment to continuous professional development, capacity building, and operational efficiency enhancement. This allocation ensures that personnel across various departments are equipped with the necessary skills and competencies to meet evolving industry standards, enhance service delivery, and align with best practices in governance and economic zone management.
143. A critical consideration in this allocation is the workforce composition within APECO, where a higher ratio of COS employees to plantilla personnel presents challenges in accessing external training opportunities. Under existing regulations, COS employees often face restrictions in availing government-funded external training programs, including eligibility for reimbursement of training expenses. This limitation poses a significant gap in professional development, particularly as COS employees form the majority of divisions crucial to APECO's operations.
144. To address this challenge, APECO is exploring an alternative approach by conducting in-house training programs instead of solely relying on external training providers. Through small-value procurement, the Authority plans to engage consultancy services that will facilitate customized training sessions within the organization. This method not only ensures cost efficiency but also guarantees that all employees, including COS personnel, receive relevant training tailored to APECO's specific operational needs. In-house training sessions will be designed to cover a broad range of topics, including technical skills development, project management, investment promotion, regulatory compliance, and leadership training, ensuring that all employees—regardless of employment status—benefit from professional growth opportunities.
145. By implementing a structured blended training approach, APECO aims to bridge the gap in learning opportunities between plantilla and COS employees, fostering a more inclusive environment for career advancement while maximizing organizational efficiency. This initiative aligns with the Authority's broader strategic direction of developing a highly skilled and competent workforce to drive sustainable economic growth within the ecozone.

Section C: Capital Outlay (CO)

146. For FY 2025, APECO has allocated a total of **PHP 546,085,616.83** under Capital Outlay (CO), reflecting its strategic investments in infrastructure, equipment, and essential developmental projects. This allocation underscores APECO's commitment to enhancing operational efficiency, expanding ecozone capabilities, and ensuring the sustainability of its long-term development initiatives.

Table 25.

Summary of Capital Outlay (CO) Allocation (in PHP)

PARTICULARS	AMOUNT
Automobiles	1,000,000.00
Plant, Property, Equipment	14,816,000.00
Projects, Activities, Programs (PAPs) under CO	530,269,616.83
TOTAL CO	546,085,616.83

Subsection (i): Automobiles

147. Under the Automobile allocation of **PHP 1,000,000.00**, APECO has designated funds for the acquisition and refurbishment of vehicles essential to its operational and investor engagement activities. This investment aims to enhance mobility, facilitate logistical support, and ensure the seamless transport of personnel and key stakeholders between APECO locations.

148. A total of PHP 250,000.00 is allocated for the procurement of two (2) motorcycles to improve the efficiency of on-ground monitoring and coordination within the ecozone. These motorcycles will enable quicker response times for field personnel handling site inspections, security monitoring, and other operational duties, particularly in hard-to-reach areas.

149. Meanwhile, PHP 750,000.00 is allocated for the refurbishment of an existing van, which will serve as the primary transport for VIPs, foreign and local investors, and potential locators. Given the nature of APECO's investment promotions, the van will be used to fetch dignitaries, investors, and stakeholders for high-level engagements, including signing of Letters of Intent (LOI), Memoranda of Understanding (MOU), and Memoranda of Agreement (MOA), either in the Manila Satellite Office or in Casiguran. This refurbishment ensures that APECO can uphold its professional image and investor relations, providing comfortable and reliable transportation for key engagements.
150. These vehicle investments align with APECO's broader strategy of enhancing its logistical capabilities while ensuring that critical transportation needs are met to support both internal operations and investor facilitation efforts.

Subsection (ii): Plant, Property Equipment

151. The allocation for Plant, Property, and Equipment (PPE) in FY 2025 amounts to **PHP 14,816,000.00**, reflecting APECO's strategic investment in both technological infrastructure and physical facilities to support its expanding operations. This budget is divided into two main categories: IT Equipment and Facilities and Utility Equipment. These investments are essential for improving workplace efficiency, ensuring operational resilience, and modernizing APECO's infrastructure to better serve stakeholders, locators, and investors.
152. The **IT Equipment allocation** of PHP 1,571,000.00 is focused on upgrading and expanding computing and communication resources, ensuring that personnel have access to reliable and high-performing tools to execute their functions effectively. The budget includes office laptops and desktop computers with UPS, catering to both standard and high-performance computing needs across various departments. The inclusion of MacBook Air units for the COA Office is meant to facilitate efficient documentation, audit reporting, and financial monitoring.
- 152.1. Additionally, investments in networking equipment and tools for the PARQAL Office are necessary to establish a secure and high-speed internet infrastructure, ensuring seamless connectivity for both on-site

and remote operations. APECO has also allocated funding for facial and fingerprint recognition biometrics to enhance access control and personnel tracking, reinforcing security within the ecozone.

- 152.2. Recognizing the increasing reliance on virtual and hybrid meetings, a portion of the budget has been allocated for video conferencing equipment in the Board Room to improve communication and engagement with local and foreign locators, government agencies, and business partners. The purchase of two-way radio communication devices will also enhance on-ground coordination and security measures, particularly for field operations and emergency response efforts.
- 152.3. Furthermore, high-performance and mid-range laptops and desktop computers with UPS support have been distributed across key divisions to ensure that APECO personnel can execute their responsibilities without disruption due to power fluctuations or outages. To bolster surveillance, environmental monitoring, and documentation efforts, the budget includes a drone camera, which will be particularly useful for land surveys, infrastructure monitoring, and investment promotional activities.
- 152.4. APECO has also allocated funds for essential office peripherals, such as high-speed scanners, 3-in-1 printers, and additional uninterruptible power supply (UPS) units, to enhance document processing, data security, and workflow efficiency.
- 152.5. Until an Information Systems Strategic Plan (ISSP) has been formally furnished for APECO, only 1% of the total Corporate Operating Budget (COB) can be allocated for IT-related expenditures. With careful deliberation and planning, the IT Equipment, which costs PHP 1,571,000.00, constitutes only 0.23% of the entire COB for FY 2025. Despite this limitation, the selected IT investments are deemed sufficient to enhance current operational capacity while ensuring cost efficiency. Given APECO's current expansion and restructuring efforts, this IT investment ensures that critical operational functions remain seamless

and well-supported despite the constrained allocation. Furthermore, the limited budget for IT is a strategic decision, as a comprehensive revamp of APECO's structure and operations is set to take place from 2025 to 2026, which includes a reorganization and the formal furnishing of the ISSP. Once the ISSP is completed, APECO will be in a better position to justify increased IT allocations, aligning with a holistic digital transformation strategy to further enhance automation, data security, and infrastructure management in the coming years.

153. Meanwhile, the Facilities and Utility Equipment with an allocation of PHP 13,245,000.00 supports critical infrastructure improvements and operational resilience. This includes generator sets and transformers to ensure continuous power supply in essential facilities, minimizing disruptions to operations. Investments in vaults, office cabinets, and storage boxes will also enhance records management and security, particularly for sensitive documents.

153.1. The allocation also covers sound systems for AV rooms and outdoor areas, portable sound systems, and track lighting, which are crucial for public engagements, meetings, and special events within APECO. Specialized mechanical tools, measuring and leveling equipment, and electrical materials will be procured to support infrastructure maintenance, repairs, and project implementations. Additionally, materials recovery facility (MRF) tools will strengthen APECO's sustainability initiatives, ensuring proper waste management and environmental compliance.

153.2. Overall, the PPE allocation for FY 2025 reflects a balance between digital modernization and physical infrastructure enhancements. The planned investments will improve operational efficiency, security, and service delivery, supporting APECO's long-term goal of positioning itself as a competitive and investment-ready economic zone.

Table 26.

Summary of Plant, Property, and Equipment (in PHP)

PARTICULARS	AMOUNT
IT Equipment	1,571,000.00
Facilities and Utility Equipment	13,245,000.00
TOTAL PPEs	14,816,000.00

Subsection (iii): Projects, Activities, Programs (PAPs) under CO

154. The Programs, Activities, and Projects (PAPs) under Capital Outlay (CO) for FY 2025 have been allocated **PHP 530,269,616.83**, reflecting APECO's strategic investment in infrastructure, tourism development, disaster resilience, and investment facilitation. This budget supports critical infrastructure projects aimed at enhancing accessibility, improving investor readiness, fostering tourism growth, and ensuring disaster preparedness—all aligned with APECO's overarching goal of transitioning towards a more investment-driven and self-sustaining economic zone. This amount also includes the ongoing CO items with obligations already provided for FY 2024.
155. Building on the strategic realignments initiated in FY 2024, this year's CO budget prioritizes the completion of essential infrastructure, expansion of economic facilities, and reinforcement of disaster resilience efforts. These projects directly contribute to APECO's goal of creating an investor-friendly and tourism-oriented economic zone by providing better access to key areas, enhancing business-support facilities, and reinforcing climate resilience.
156. Infrastructure and Investment Readiness
- 156.1. Construction of APECO Corporate Campus. The development of APECO's Corporate Campus is a key initiative in establishing a centralized hub for government operations, investment coordination, and business facilitation. This will house administrative offices, investor

relations centers, and workspaces for locators, reinforcing APECO's capability to host business operations and industrial development efforts.

156.2. Corporate Campus Development – Grand Lagoon Project. The Grand Lagoon Project is envisioned as a flagship eco-tourism and leisure project, creating a revenue-generating facility that supports sustainable tourism and community engagement. This project will serve as a centerpiece attraction, enhancing APECO's appeal to both local and foreign investors in the tourism industry.

156.3. Land Acquisition. Securing additional land within Parcel 1 and 2 is critical to future investment expansion, ensuring that APECO has the necessary space to accommodate industrial and commercial developments.

156.4. Street Lighting. Investments in street lighting will improve security, accessibility, and overall investor confidence, particularly in key transport routes and entry points within APECO.

157. Transport and Accessibility

157.1. APECO Central Expressway (4 Lanes). This major road infrastructure project will enhance transportation efficiency within APECO, ensuring smooth connectivity between investment zones, tourism areas, and business districts.

157.2. Spine Road Phase 3 – APECO Perimeter Road. APECO is continuing the expansion of its perimeter road, which is critical for security, logistics, and internal mobility, benefiting both investors and the local community.

157.3. Esteves to Biancoan Gate Road Expansion. The road expansion project will accommodate the increasing volume of traffic from business operations, workers, and tourists, facilitating more efficient movement in and out of the ecozone.

157.4. Dibet Road Widening. Widening of Dibet Road is essential to support the growing transportation needs of businesses and logistics operations within APECO.

- 157.5. Construction Works Pursuant to Corrective Measures for Casiguran Airstrip Permit to Operate. In compliance with regulatory requirements and corrective measures necessary for the Permit to Operate of the Casiguran Airstrip, construction works will be undertaken to enhance airstrip infrastructure, ensuring safety, operational efficiency, and alignment with aviation standards. This initiative will bolster APECO's role in improving regional connectivity and supporting economic activities dependent on air transport.
158. Disaster Preparedness and Environmental Resilience
 - 158.1. Disaster Preparedness and Response – Evacuation Center. Establishing a dedicated evacuation center aligns with APECO's disaster preparedness initiatives, ensuring that the ecozone is equipped with emergency facilities for workers, residents, and businesses.
 - 158.2. Coastal Slope Protection with Road Construction – Phase 1 & 2. These projects reinforce coastal areas against erosion, storm surges, and climate-induced risks, while also integrating transport networks to enhance logistics and trade.
 - 158.3. JPEC Beachfront Rehabilitation. The rehabilitation of JPEC Beachfront is a key initiative to strengthen APECO's tourism development agenda, ensuring that natural resources are preserved while enhancing commercial value for investors in the tourism sector.
159. Tourism and Community Development
 - 159.1. Construction of Beach Cottages. Developing additional tourist accommodations aligns with APECO's goal of expanding its tourism portfolio, supporting local businesses and generating eco-tourism revenue.
 - 159.2. Construction of Stage Platform. A multipurpose stage platform will support corporate events, cultural programs, and investor summits, reinforcing APECO's branding as an event-ready investment hub.

159.3. Dome Tent. The installation of a multi-purpose dome tent will support large-scale public events, business expos, and emergency response initiatives.

Table 27.

Summary of PAPs under CO (in PHP)

PARTICULARS	AMOUNT
Installation of Beach Tent/Parasols	600,000.00
Construction of Stage Platform	500,000.00
Street Lighting	1,138,677.00
Land Acquisition	25,061,616.00
Construction of APECO Corporate Campus	117,660,890.00
Dome Tent	1,000,000.00
APECO Central Expressway (4 Lanes)	44,540,000.00
Spine Road Phase 3 - APECO Perimeter Road	43,900,000.00
Disaster Preparedness and Response (Evacuation Center)	6,400,000.00
Esteves to Biancoan Gate Road Expansion	10,280,000.00
Dibet Road Widening	15,040,000.00

PARTICULARS	AMOUNT
Coastal Slope Protection with Road Construction Phase 1	5,000,000.00
Coastal Slope Protection with Road Construction Phase 2	5,000,000.00
JPEC Beachfront Rehabilitation	20,000,000.00
Construction Works Pursuant to Corrective Measures for Casiguran Airstrip Permit to Operate	15,000,000.00
Corporate Campus Development (Grand Lagoon Project)	70,000,000.00
CO Previously Obligated Items (breakdown in Table 5)	149,148,433.83
TOTAL PAPs UNDER CO	530,269,616.83

Submitted by:

ATTY. GIL G. YAWAY IV

President & CEO