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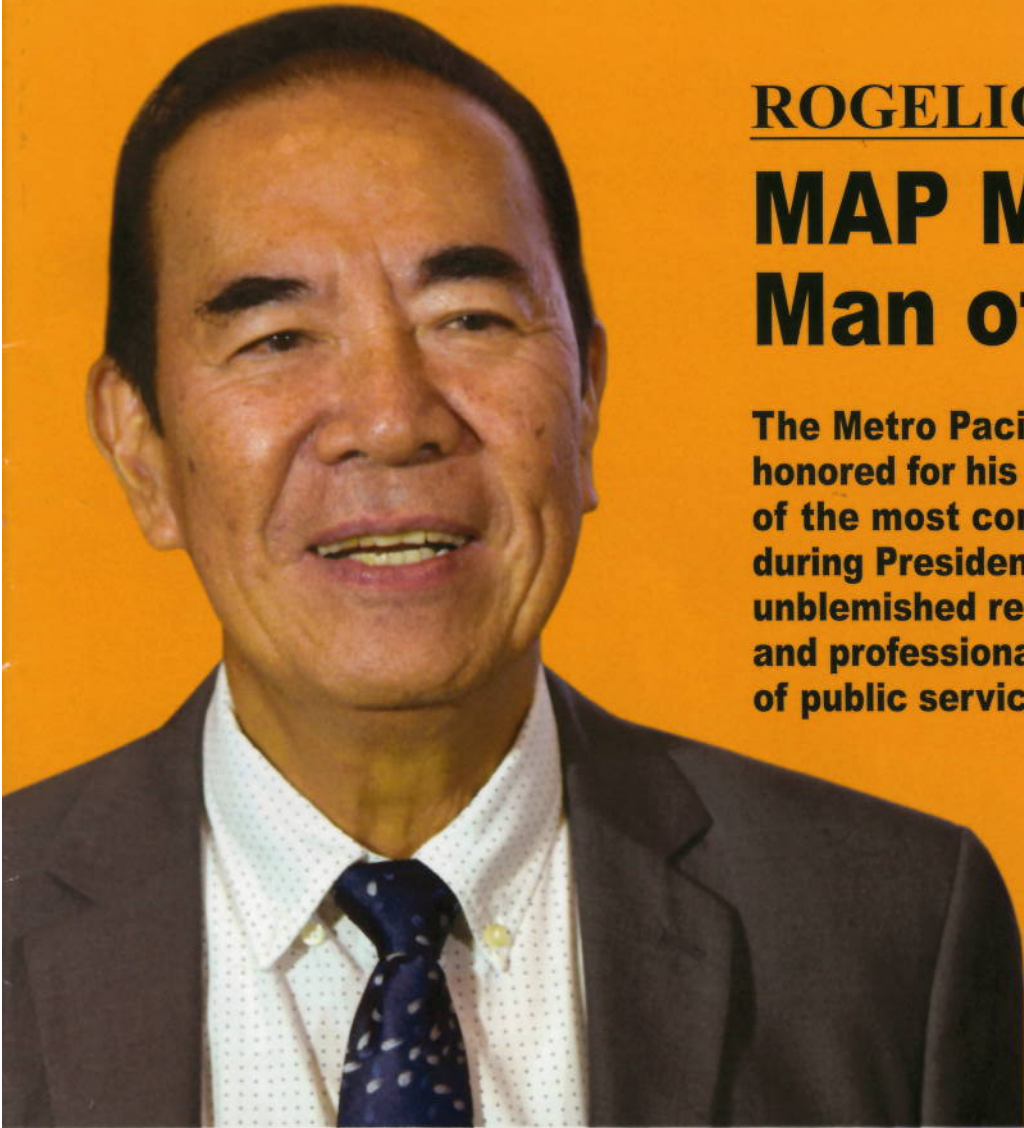
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OLIVIA RODRIGO



## ROGELIO L. SINGSON

# MAP Management Man of the Year

The Metro Pacific Tollways Corp. CEO is honored for his anti-corruption policy in one of the most corrupt cabinet departments during President Aquino III's time and for his unblemished record of integrity, competence, and professionalism during a 53-year career of public service and private management.



## DOES CHINA HAVE SPIES AMONG US?

Senate POGO hearings have shifted focus to something overarching and spine-chilling—spying.

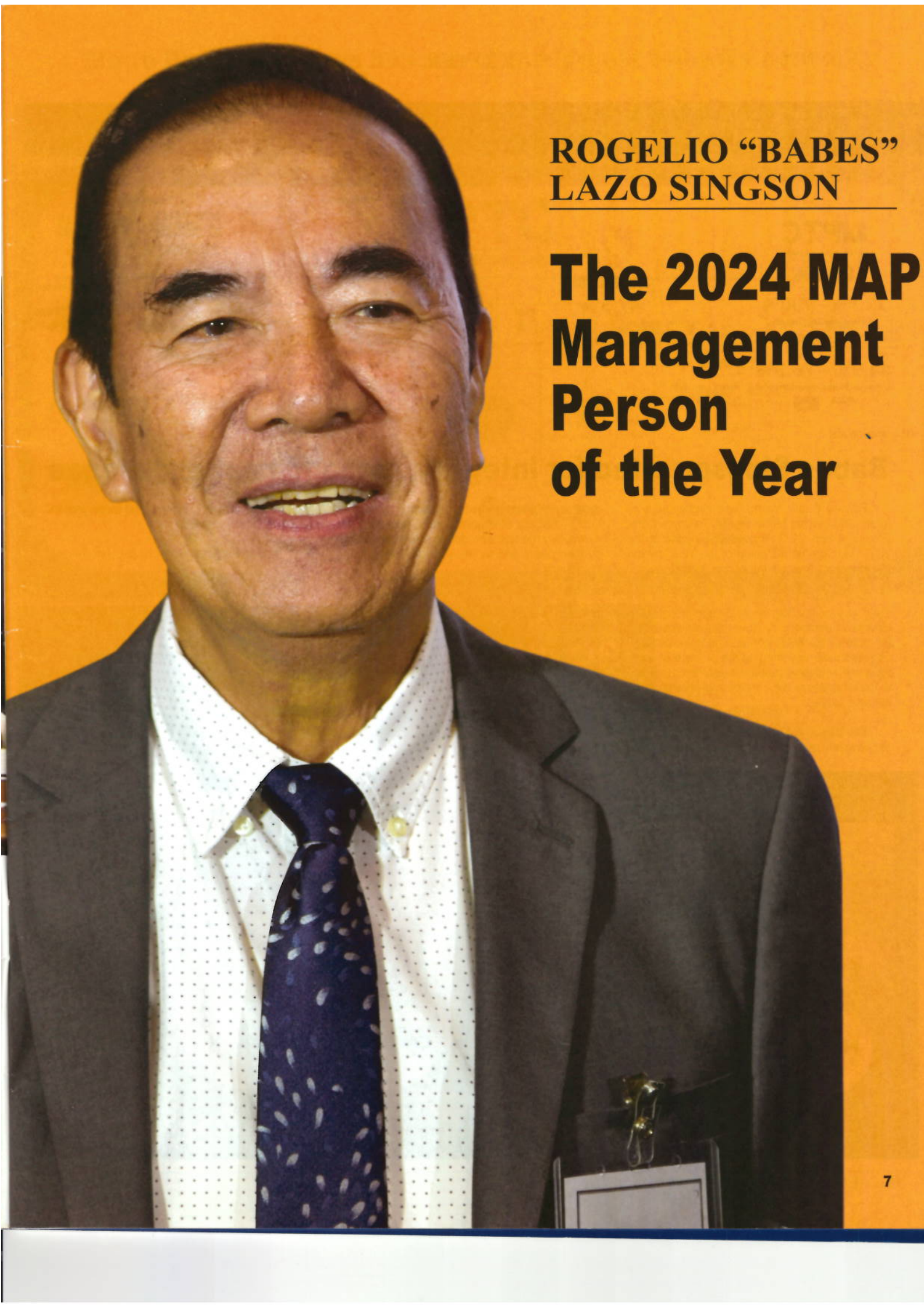
One emerging narrative: Alice Leal Guo, alias Guo Hua Ping, is a spy.

Senators are alarmed by credible accounts that Guo is an agent or a spy of the China Ministry of State Security (MSS).

Senator Jinggoy Estrada wants our state intelligence and security agencies to “verify whether or not covert and illegal operations are being undertaken here as part of a foreign country’s global influence operation.” “We must identify all those who exploited the vulnerabilities in our system either for personal gain or for the benefit of a foreign entity and make them accountable.”







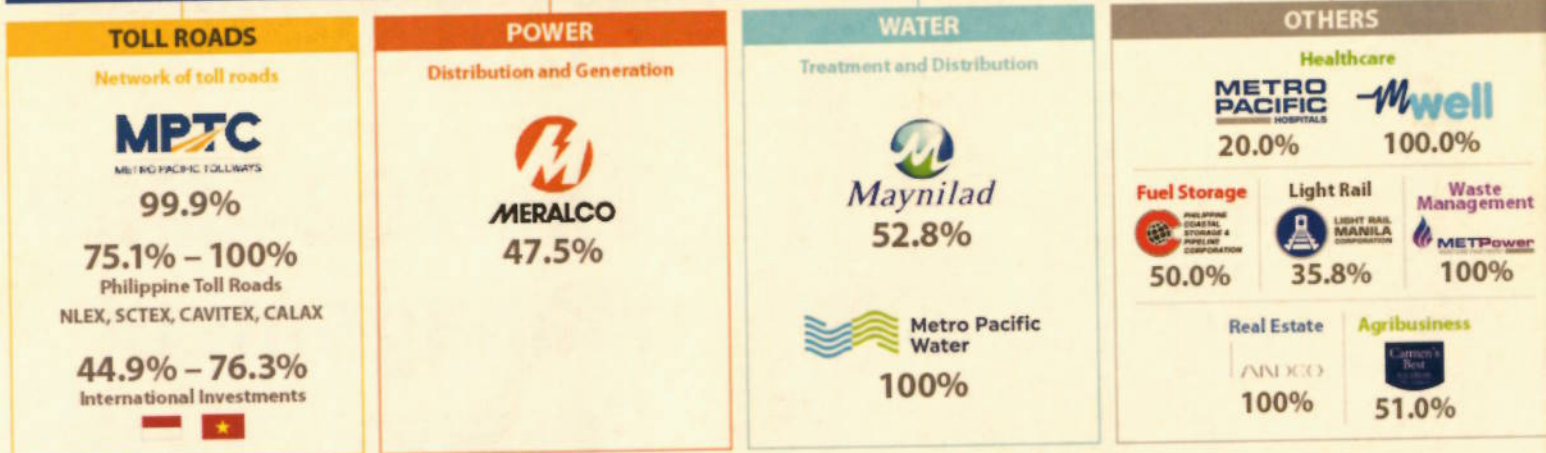
**ROGELIO "BABES"  
LAZO SINGSON**

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**The 2024 MAP  
Management  
Person  
of the Year**



# The Metro Pacific Investments Corp. at a glance



\*As of September 30, 2022

## Babes Singson cited for integrity, management excellence

Former Public Works and Highways secretary and current Metro Pacific Tollways Corp. President and CEO Rogelio L. Singson is the 2024 "Management Person of the Year" by the Management Association of the Philippines.

The "MAP Management Person of the Year" is a distinction the MAP confers on individuals in business or government, whether a member of the MAP or not, who have attained unquestioned distinction in the practice of management, and have made valuable contributions to the progress of the country and in re-shaping national values.

The highly coveted award is bestowed on exceptional persons who have chalked up a

record of achievement and distinction as leaders and managers of organizations, and who are exemplary models who deserve to be emulated by their peers and by the younger leaders and managers.

The winner undergoes a thorough, stringent selection process. The distinction of "MAP Management Person of the Year" has only been conferred 48 times in the six-decade history of the award.

### Criteria

The criteria for the award include integrity, leadership, and management qualities; contribution to nation-building and values formation; effective stewardship within the confines of the

highest standard of business and management practice; among others.

Babes Singson was chosen for the following:

1. For implementing a Good Governance and Anti-Corruption Program in the Department of Public Works and Highways (DPWH) which changed its image from one of the most corrupt agencies to an acknowledged efficient line agency under his stewardship during the term of President Benigno Aquino III;

2. For his contribution to re-shaping national values by being a model of humility, ethical conduct and spiritual uprightness;

## MPTC has 6 operating concessions in the Philippines



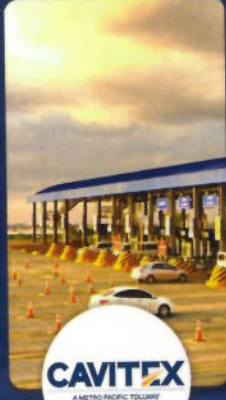
**NLEX**  
A METRO PACIFIC TOLLWAY



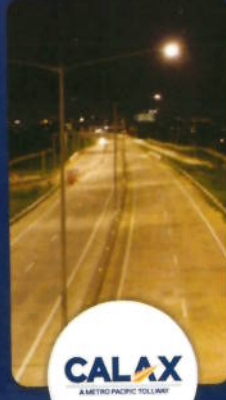
**SCTEX**  
A METRO PACIFIC TOLLWAY



**NLEX CONNECTOR**  
A METRO PACIFIC TOLLWAY



**CAVITEX**  
A METRO PACIFIC TOLLWAY



**CALAX**  
A METRO PACIFIC TOLLWAY



**CCLLEX**  
A METRO PACIFIC TOLLWAY

**MPTC**  
METRO PACIFIC TOLLWAYS

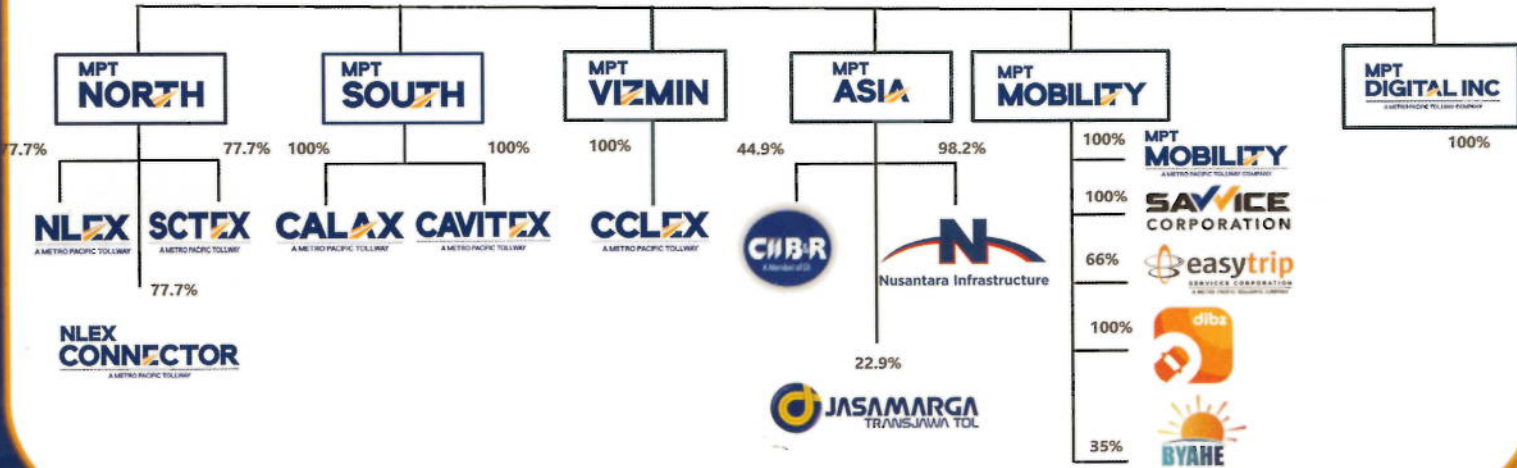


# Metro Pacific Tollways has one of the largest tollways networks

## MPTC GROUP STRUCTURE



METRO PACIFIC TOLLWAYS



## ASEAN NETWORK OF 1,129-KM EXPRESSWAYS



Close to

2,000,000

Average vehicle entries per day FTY 2023

255 kms

Operating toll roads in the Philippines

838 kms

Operating toll roads in Indonesia & Vietnam

36 kms

Toll roads under construction in Philippines, Vietnam & Indonesia



# NETWORK OF EXPRESSWAYS PHILIPPINES

## NLEX

105 kms  
371,000 daily vehicles

## SCTEX

94 kms  
84,000 daily vehicles

## NLEX CONNECTOR

8 kms  
31,000 daily vehicles

## CAVITEX & CAVITEX C5 Link

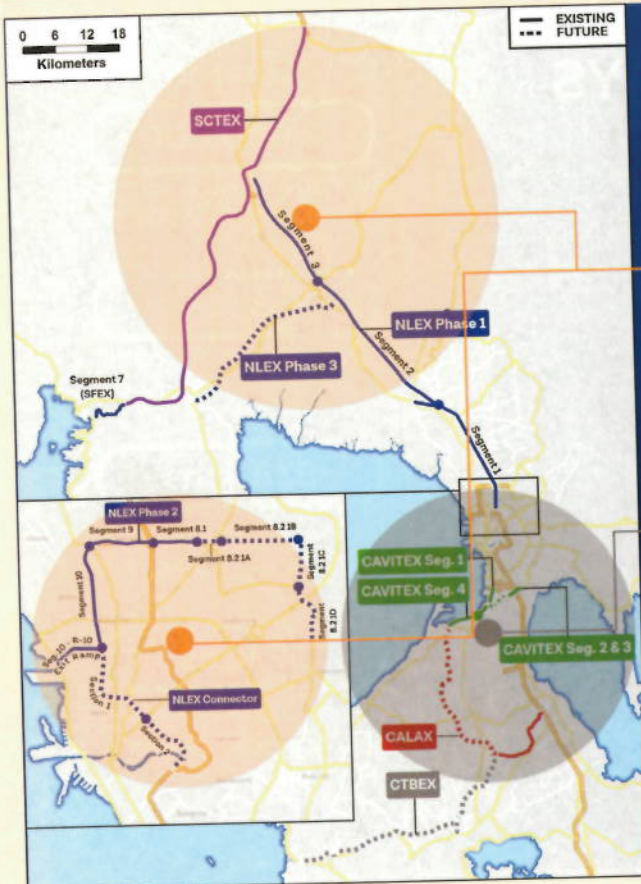
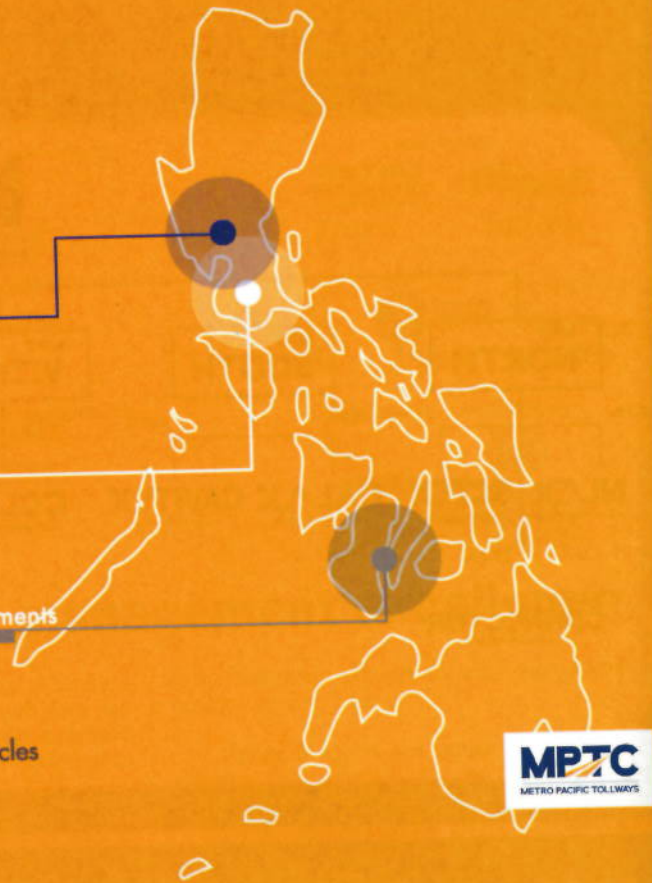
21.7 kms  
(Est. completion in 2025)  
187,000 daily vehicles for the completed segments

## CALAX

45 kms  
(Est. completion in 2025)  
43,000 daily vehicles for the completed segments

## CCLEX

9 kms  
24,000 daily vehicles



# NETWORK OF EXPRESSWAYS LUZON

## NLEX

105 kms  
371,000 daily vehicles

## SCTEX

94 kms  
84,000 daily vehicles

## NLEX CONNECTOR

8 kms  
31,000 daily vehicles

## CAVITEX & CAVITEX-C5 Link

(Est. completion in 2025)  
21.7 kms  
187,000 daily vehicles for the completed segments

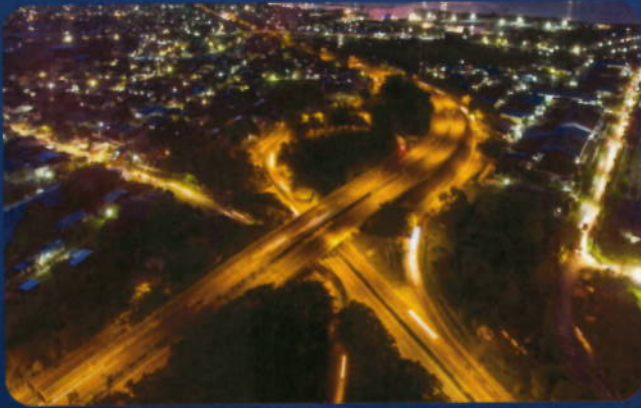
## CALAX

45 kms  
(Est. completion in 2025)  
24,000 daily vehicles for the completed segments





# MPTC has significant investments in the ASEAN Region



PT NUSANTARA INFRASTRUCTURE | JASAMARGA TRANSJAWA TOLL  
INDONESIA



CII BRIDGES AND ROADS  
VIETNAM



3. For setting an example for Filipino managers through an unblemished track record of integrity, managerial competence and professional leadership in his management career in both private and public sectors, particularly in the areas of public-private partnership, tollways management, water and power utilities privatization, airports, seaports and resorts; and

4. For his active role in the MVP Group's substantial contribution to national development in terms of job creation and income opportunities for various sectors of the economy.

Previous "MAP Management Person of the Year" awardees include: Washington Z. SyCip+ (1967), Geronimo Z. Velasco+ (1977), Henry A. Brimo+ (1978), Jose M. Soriano (1979), Cesar E.A. Virata (1981), Jaime V. Ongpin+ and Vicente T. Paterno+ (1982), Dante G. Santos+ (1983), Cesar A. Buenaventura and Roberto T. Villanueva+ (1985), Jaime Zobel de Ayala (1987), Ramon V. del Rosario, Sr.+ (1988), Jose B. Fernandez, Jr.+ (1989), Raul T. Concepcion (1990), Oscar J. Hilado (1991), Alfonso T. Yuchengco+ (1992), Juan B. Santos (1994), David M. Consunji+ and Rizalino S. Navarro+

(1996), Gabriel C. Singson+ (1998), Delfin L. Lazaro and Henry Sy, Sr.+ (1999), Oscar M. Lopez+ (2000), Tony Tan Caktiong (2002), Jesus P. Tambunting (2003), Rafael B. Buenaventura+ (2004), Manuel V. Pangilinan (2005), George S. K. Ty+ and Jaime Augusto Zobel de Ayala II (2006), Jose L. Cuisia Jr. (2007), Antonino T. Aquino and Jesus P. Estanislao (2009), Lilia B. de Lima and Ramon R. del Rosario, Jr. (2010), Erramon I. Aboitiz (2011), Aurelio R. Montinola III (2012), Edgar O. Chua (2013), Albert F. del Rosario+ (2014), Amando M. Tetangco, Jr. (2015), Teresita Sy-Coson (2016), John L. Gokongwei,

## NETWORK OF EXPRESSWAYS INDONESIA

*Nusantara Infrastructure*  
(MPTC Stake in Nusantara: 98.2%)

**Jakarta Outer Ring Road System  
(Elevated (JORR-E))**  
21.6 kms  
Concession until 2068  
87,000 daily vehicles  
MPTC Effective ownership: 58.43%

**BINTARO SERPONG DAMAI (BSD)  
(Commuter Road)**  
7 kms  
Concession until 2040  
115,000 daily vehicles  
MPTC Effective ownership: 53.68%

**Jasamarga Jalanlayang Cikampek  
(Jakarta-Cikampek Elevated)**  
38 kms (Elevated)  
Concession until 2062  
474,000 daily vehicles  
MPTC Effective ownership: 24.14%

**Jakarta Lingkar Baratsatu (JLB)**  
9.7 kms  
Concession until 2042  
86,000 daily vehicles  
MPTC Effective ownership: 21.13%

**JALAN TOLL SEKSI EMPAT (JTSE)  
(Makassar Intl. Airport Toll Road)**  
12 kms  
Concession until 2041  
46,000 daily vehicles  
MPTC Effective ownership: 59.76%

**MAKASSAR METRO NETWORK (MM)  
(Harbour Road)**  
10 kms including Pettarani  
Concession until 2043  
61,000 daily vehicles  
MPTC Effective ownership: 60.12%





# NETWORK OF EXPRESSWAYS TRANSJAVA

*Jasamarga Transjawa Toll*  
(MPTC Stake in JTT: 22.9%)

**Jakarta-Cikampek (Japek)**  
83 kms  
Concession until 2044  
257,383 daily vehicles  
MPTC Effective ownership: 22.9%

**Japek Elevated (JJC)**  
38 kms  
Concession until 2044  
190,864 daily vehicles  
MPTC Effective ownership: 9.2%

**Palimanan-Kanci (Palikanci)**  
26.3 kms  
Concession until 2044  
47,448 daily vehicles  
MPTC Effective ownership: 22.9%

**Semarang-Solo (TMU)**  
72.6 kms  
Concession until 2060  
33,598 daily vehicles  
MPTC Effective ownership: 13.5%

**Surabaya-Mojokerto (JSM)**  
36.6 kms  
Concession until 2049  
574,000 daily vehicles  
MPTC Effective ownership: 12.7%

**Pandaan-Malang (JPM)**  
13.6 kms  
Concession until 2052  
25,407 daily vehicles  
MPTC Effective ownership: 11.7%

**Semarang-Batang (JSB)**  
91.1 kms  
Concession until 2066  
29,418 daily vehicles  
MPTC Effective ownership: 13.8%

**Solo-Ngawi (JSN)**  
74.9 kms  
Concession until 2066  
19,834 daily vehicles  
MPTC Effective ownership: 13.7%

**Surabaya-Gempol (Surgem)**  
49 kms  
Concession until 2044  
78,433 daily vehicles  
MPTC Effective ownership: 22.9%

**Gempol-Pasuruan (JGP)**  
13.6 kms  
Concession until 2049  
20,092 daily vehicles  
MPTC Effective ownership: 22.8%

**Semarang A,B,C (Semarang)**  
24.8 kms  
Concession until 2044  
70,083 daily vehicles  
MPTC Effective ownership: 22.9%

**Ngawi-Kertosono-Kediri (JNK)**  
116.6 kms  
Concession until 2066  
18,386 daily vehicles  
MPTC Effective ownership: 13.7%

**Gempol-Pandaan (JPT)**  
38.5 kms  
Concession until 2049  
36,300 daily vehicles  
MPTC Effective ownership: 11.7%

Jr.+ (2017), Fernando Zobel de Ayala (2018), Nestor V. Tan (2019), Federico R. Lopez (2020), Carlos Chan (2021), Isidro A. Consunji (2022) and Mr. Ernesto Tanmantiong (2023).

The conferment of the 2024 Award is on November 25, 2024.

## Integrity

Babes Singson is known for his integrity, hard work, and long-term visioning in every position of power and management he has held in the last half a century.

If government men had his sense of honesty and purposeful public service, the government

—and the nation at large—would be in a much better state today.

## The toll of corruption

According to reports, up to 40% of the national budget (P6.3 trillion in 2025) is stolen or wasted on graft and inefficiency.

That money in a single year, equivalent to P2.5 trillion, is enough to enable some 15 million poor Filipinos to cross the poverty line for good.

The P2.5 trillion is 2.5x the budget for education which means 22 million stupid kids could become intellectually powerful almost overnight if the money were spent for their proper education.

Today, 75 of every 100 teenagers (those 1 and below) cannot read, cannot write, cannot count beyond 20. They cannot even write nor read their own names.

Even if they can read, these teenagers cannot understand what they read. Filipino youth rank among the lowest in the world in creativity, a basic skill in the age of artificial intelligence and the Fourth Industrial Revolution.

## Babes Singson's positions

Currently, Babes Singson is the president and CEO of Metro Pacific Water and Metro Pacific Tollways Corp.. He is also the president

# NETWORK OF EXPRESSWAYS VIETNAM

*CII Bridges and Roads*  
(MPTC Stake in CII B&R: 44.9%)

## DT741

50 kms  
Concession until 2034  
15,000 ave. daily vehicles  
MPTC Effective ownership: 44.9%

## PRTC 2

37 kms  
Concession until 2035  
11,000 ave. daily vehicles  
MPTC Effective ownership: 44.9%

## HANOI HIGHWAY

16 kms  
Concession until 2037  
32,000 ave. daily vehicles  
MPTC Effective ownership: 22.9%

## RACH MIEU 2

22 kms  
Concession until 2030  
20,000 ave. daily vehicles  
MPTC Effective ownership: 22.9%

## CO CHIEN

2 kms  
Concession until 2030  
7,000 ave. daily vehicles  
MPTC Effective ownership: 22.9%



# MPTC CONCESSION STRUCTURE

PROJECT	NLEX	NLEX CONNECTOR	SCTEX	CAVITEX <small>A METRO PACIFIC TOLLWAY</small>	CALAX	CCLLEX
GRANTOR						
FRANCHISEE GRANTEE						
CONCESSIONAIRE						

## DESIGN, FINANCE, CONSTRUCT, OPERATE AND MAINTAIN

of MPW's subsidiaries, Metro Iloilo Bulk Water Supply Corp., Metro Pacific Iloilo Water Inc., Metro Pacific Dumaguete Water Services Inc and Cagayan De Oro Bulk Water.

He currently serves as a member of the board of trustees of De La Salle University and was MAP president from July 1 to December 31, 2022, to serve the unexpired term of Dr. Alfredo Pascual.

Prior to joining Metro Pacific Water, Singson served as the president and CEO of MERALCO PowerGen Corp. and Light Rail Manila Corp. (LRT 1).

Singson completed a full six-year term (July 2010 to June 2016) as secretary of the Department of Public Works and Highways (DPWH) where he led the Good Governance and Anti-Corruption Program, and the implementation of major government infrastructure projects nationwide.

### Led turnaround at Maynilad Water

Before he was appointed DPWH Secretary in 2010, he was president and CEO of Maynilad Water Services for three years and led the successful turnaround of one of the two major water concessionaires in Metro Manila.

Among his previous positions in the private and public sectors were as senior vice president of Citadel Holdings, and as chairman and president of Bases Conversion and Development Authority (BCDA) from 1998 to 2002. Singson was directly involved in the major projects of SBMA, Clark SEZ & BCDA including the privatization and development of Bonifacio Global City.

### Awards

In June 2016, Singson was conferred the Order of Lakandula with the rank of Grand Cross (Bayani).

## MPTC HISTORICAL AVERAGE DAILY VEHICLE ENTRIES (ADVE)

Managing close to 2 Million Average Daily Vehicle Entries in 2023



\*Foreign ADVE excludes DMT

\*\*C/I B&R is based on average daily tickets sold

\*\*\*Includes 100% ADVE of JORR and JAPEX At-Grade





## EXPRESSWAY MOBILITY SERVICES



## MPTC GROUP CONCESSION PROJECTS (PHILIPPINES)

PROJECTS	LENGTH (in KM)	PROJECT COST (in Php Bn)	CONCESSION PERIOD	MPTC EFFECTIVE OWNERSHIP
<b>EXISTING</b>				
NLEX Ph.1	92.6	22.7	2005-2037	75.1%
Segment 8.1	2.7	1.9	2013-2037	75.1%
Segment 9	2.4	1.6	2015-2037	75.1%
Segment 10	5.8	13.0	2015-2037	75.1%
Segment 10 R10 sec.	2.6	7.8	2020-2037	75.1%
SCTEX	93.8	5.3	2008-2043	75.1%
Cavitex Segment 1	6.5	1.9	1998-2033	100%
Cavitex Segment 4	7.0	7.0	2011-2046	100%
CCLEX	8.9	33.5	2022-2063	100%
<b>PROJECTS UNDER CONSTRUCTION</b>				
NLEX Connector Road (including Skyway Connection)	7.7	20.2	2023-2058	75.1%
C-5 South Link Seg. 2 and 3 (whole stretch)	7.8	16.4	2019/ 2024-2048	100%
CALAX (whole stretch; including Sta. Rosa Spur)	45.8	29.5	2019/ 2024-2050	100%
CAVITEX-CALAX Link	0.7	2.4	2024-2048	100%
<b>TOTAL</b>	<b>284.3</b>	<b>163.2</b>		

## MPTC GROUP CONCESSION PROJECTS (INDONESIA)

PROJECTS	LENGTH (in KM)	PROJECT COST (in Php Bn)	CONCESSION PERIOD	MPTC EFFECTIVE OWNERSHIP
<b>EXISTING</b>				
JTSE	11.6	3.3	2008-2041	50.5%
MMN (Makassar Metro Network; formerly BMN)	6.0	0.9	1998-2043	50.5%
BSD	7.3	4.4	1999-2040	47.2%
Jakarta Outer Ring Road System At-Grade Toll Road*	71.9	78.2	2010-2042	17.8%
Pettarani Toll Road	4.3	8.7	2021-2043	50.5%
Jakarta-Cikampek At-Grade Toll Road**	83.0	55.1	2021-2062	20.3%
<b>TOTAL</b>	<b>184.1</b>	<b>150.6</b>		

\*MPTC owns 17.8% effective ownership in PT Jakarta Lingkar Baratsatu (JLB). JLB receives 15.3% of the revenues of the Jakarta Outer Ring Road system (JORR).

\*\*MPTC owns 20.3% effective ownership in Jasa Marga Jalanlayang Cikampek (JJC), which is the concession holder of Jakarta-Cikampek Elevated (JAPEX) toll road. JJC holds the concession of Jakarta-Cikampek Elevated (JAPEX Elevated) toll road which is a 38km fully elevated toll road over the existing at-grade Jakarta-Cikampek (JAPEX At-Grade) toll road. JJC's share in the total JAPEX revenue is 42.6%.



## MPTC GROUP CONCESSION PROJECTS (VIETNAM)

PROJECTS	LENGTH (in KM)	PROJECT COST (in Php Bn)	CONCESSION PERIOD	MPTC EFFECTIVE OWNERSHIP
<b>EXISTING</b>				
DT741	49.7	1.9	2006-2034	44.9%
PRTC 1 & 2	45.1	5.4	2013/2017-2023/2035	44.9%
Rach Mieu 1 & 2	22.4	3.0	2021-2030	22.9%
Co Chien	1.6	2.0	2016-2030	22.9%
Hanoi Highway Ph.1	11.7	3.0	2021-2037	22.9%
<b>PROJECT UNDER CONSTRUCTION</b>				
Hanoi Highway Ph.2	4.0	10.0	2025-2037	22.9%
<b>TOTAL</b>	<b>134.5</b>	<b>25.3</b>		

Singson was also a recipient of the Outstanding Filipino Award for Government/ Public Service and was named the Most Distinguished Alumnus by the UP Alumni Engineers in November 2011.

He received other significant awards and recognitions, including the Outstanding Exemplar in Government Service, Lifetime Distinguished Achievement Award from the UP Alumni Association; and the Outstanding Manilan Award for Public Service.

Babes Singson has a Bachelor of Science in Industrial Engineering from the University of the Philippines.

He is a covenanted member of Ang Ligaya ng Panginoon Community.

### Management track record

Before joining the President Aquino III, Singson served in various senior positions such as Senior Vice President for Business Development, Citadel Holdings, Inc. from July 2002 to May 2007; chairman & president of Bases Conversion and Development Authority from July 1998-February 2002; and concurrent chairman of the board of John Hay Poro Point Development Corp., BCDA Management Holdings Inc., and North Luzon Railways Corp. from July 1998 to February 2002.

As SVP for Project Development of Citadel Holdings, Inc., Singson was responsible for identifying and developing new business ventures and expansion of core business of the Holdings Group. During that time, he led the consortium with foreign investors and technical partners that participated in two biddings of electricity transmission company Transco, and the successful acquisition of a telecommunications project in Micronesia.

### From base lands to economic zones

As chair and president of BCDA, the public-private partnership projects, Singson pushed include the conversion of former military base lands (Clark, Subic, John Hay, Poro Point, Fort

Bonifacio (Bonifacio Global City), & Villamor bases) from military use to private commercial and industrial uses as special economic and freeport zones.

He was responsible for conceptualizing and promoting Subic Clark Alliance Development (SCAD) Project as a national priority program and in securing JBIC loan and funding arrangements for Subic Clark Tarlac Toll Road.

### Bonifacio City work

He is credited for the successful bidding of major portions of Fort Bonifacio paving the way for the entry of big developers including the Fort Bonifacio Development, Market-Market, Pacific Plaza Towers, and for concluding agreements with International School, Japanese School and British School to enhance the total development of Fort Bonifacio.

### Largest toll operator

Metro Pacific Tollways Corp. (MPTC) is the largest toll road developer and operator in the Philippines in terms of vehicle traffic volume, revenue levels, asset base, and combined length of expressways in kilometers.

MPTC is the tollways infrastructure unit of Metro Pacific Investments Corp. MPIC is one of three key Philippines units of Hong Kong-based First Pacific Co. Ltd.

MPTC are the first toll road developer to venture into the fast growing Visayas island, seen as a beginning to creating and building more toll roads in high-growth areas outside of Luzon.

MPTC the first Philippine company that now has significant stakes in two major infrastructure companies in two progressive countries in the ASEAN, Indonesia and Vietnam.

The business is now able to look further into its horizon as it expands its footprint beyond the borders of the Philippines and ventures into non-toll services. The biggest private sector toll road developer and operator in Southeast Asia.

MPTC handles 700,000 vehicles per day on the average during the pandemic and close to a million vehicles per day pre-pandemic.

### History

Metro Pacific Tollways Corp. (MPTC) is in the business of developing and operating toll roads in the Philippines, Indonesia and Vietnam. It is the biggest toll road developer in the Philippines, with a current portfolio of tollways that includes the North Luzon Expressway (NLEX), the Subic-Clark-Tarlac Expressway (SCTEX), the Manila-Cavite Toll Expressway (CAVITEX), Cavite-Laguna Expressway (CALAX), Cebu-Cordova Link Expressway (CCLEX) and the NLEX Connector Road (NLEX Connector).

MPTC also has investments in Indonesia via PT Nusantara whose operations comprise of toll roads, ports, water, and energy generation and distribution; and in Vietnam's CII Bridges & Roads Investment Joint Stock Company that is primarily engaged in the construction, development and operations of urban infrastructure.

MPTC has recently accelerated its digital transformation and expanded its business offerings via its two new business units- MPT Data Services Inc and MPT Mobility.

MPT Data Services Inc. will continue to drive the group's internal and external digital transformation, leverage on data for business insights, and implement enterprise support systems.

MPT Mobility houses products and services to satisfy the customers' mobility needs and enhance their experience. It has seven business units under its fold, namely account management company Easytrip Services Corp., centralized customer response organization One Hub, expressway rest stop firm MPT Drive & Dine, outsourced manpower provider Southbend Express Services Inc., out of home advertising unit Spot On, parking solutions company Dibz, and innovation and diversification unit Business Development. MPT Mobility also maintains and operates the tollway group's newest mobile application, MPT DriveHub.