



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS



# 2014 ANNUAL REPORT

DEFINING STRATEGIC PERFORMANCE  
AND LEADERSHIP ACCOUNTABILITY

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# MESSAGE FROM CHAIRMAN CESAR L. VILLANUEVA

In the 2014 Report of the Governance Commission for GOCCs

The end of 2014 represents three (3) full calendar years since the passage of The GOCC Governance Act of 2011. The law ushered into our national firmament a well-perceived reform agenda for the GOCC Sector, based not only on internationally-recognized best practices for State-owned enterprises, but more importantly, of integrating within its framework the lessons learned and the good policies crystalized since the public corporate reform agenda was first tackled by then President Corazon C. Aquino in February 1988, when she issued Administrative Order No. 59 (“Rationalization of the Government Corporate Sector”). It was only fitting therefore, that 23 years later, her son, President Benigno S. Aquino III, would formally place the capstone into the public corporate sector reform movement by signing into law Republic Act No. 10149.

The passage of what is equivalent to an academic term of office should provide enough data and statistics to gauge whether the State-declared policy that recognizes the potential of GOCCs “as significant tools for economic development,” is coming to a positive and dynamic realization, and whether the Governance Commission, as the “central advisory, monitoring, and oversight body with authority to formulate, implement and coordinate policies” for the sector, has achieved the breakthrough results of its primary mandate “to actively exercise [the State’s] ownership rights in GOCCs and to promote growth by ensuring that [their] operations are consistent with national development policies and programs.”<sup>1</sup>

## Numbers Tell the Truth

The 2014 Annual Report of the Governance Commission is filled with data and information, and with proper analyses thereof, that will confirm the truism that good governance yields good financial and economic returns for our country’s development.

Measures adopted by the Governance Commission in pursuit of its mandate have yielded positive results.



The GCG also rationalized the government corporate sector, reducing the number of GOCCs under R.A. No. 10149 that remain going concerns from 140 in 2011 to 102 as of June 2015 through abolition, privatization, and deactivation of poor performing or non-performing GOCCs.

These efforts yielded concrete results. Total GOCC dividends remitted from July 2010 to May 2015 amounted to ₱131.86 billion. This was higher than the ₱127.92 billion total collections from 1995 (when RA 7656 or the Dividends Law was first implemented) until June 2010.

The overall profitability of the entire GOCC Sector (which includes GOCCs that are prohibited from remitting dividends such as SSS and GSIS) has also improved as revenues increased from ₱641.46 billion in 2010 to ₱908.72 billion in 2014. The total comprehensive income of GOCCs, net of subsidies and unrealized gains/losses, also improved from ₱199.15 billion in 2012 to ₱257.96 billion in 2014.

<sup>1</sup> Quoted portions are taken from Section 2 (Declaration of Policy) and Section 5 (Creation of the Governance Commission for Government-Owned or -Controlled Corporations) of R.A. No. 10149.

Government efforts to reform the sector also resulted in increased dividend contribution to non-tax revenues, from an average of 7.52 percent during the previous administration to 13.59 percent during the Aquino Administration. This allowed the government corporate sector to significantly contribute to the overall government revenue effort.

During the three-year period, 20 GOCCs that were either losing money or have redundant functions with other agencies were abolished. For instance, the National Agribusiness Corporation (NABCOR), which functioned as a conduit for the release of PDAF to NGOs allegedly linked to the PDAF scam, operated at a cumulative net loss from ₱0.98 billion at the end of 2007 to ₱1.70 billion in 2011. There is also the Cottage Industry Technology Center, which was created to promote the cottage industry among community-based enterprises but whose functions overlap with those of the private sector and some government agencies such as TESDA, DOST, and Technology Resource Center. There are 18 more that are recommended for abolition while four GOCCs that have potential to generate significant revenues through sale are recommended for privatization.

The Total Comprehensive Income (TCI) of 53 out of 110 GOCCs improved despite the global economic slowdown in CY 2013. The combined TCI of GOCCs in the Banking, Non-Banking, Area Development, Tourism, Gaming, Utilities and Communications subsectors (7 out of 15) posted significant gains. Subsidies for operational expenses to the GOCC Sector also decreased significantly from ₱7.912 Billion in CY 2012 to ₱4.794 Billion in CY 2013.

## **Institutionalized Public Accountability**

Under the Governance Commission's oversight, important governance reforms have been implemented towards professionalizing Board Governance.

In 2012, the GCG also adopted the Fit and Proper Rule, which set the standards of integrity, experience, and education, among others, to determine whether an individual is qualified to be a member of the Board of Directors and/or a Chief Executive Officer.

The year 2012 also saw the adoption of the Code of Corporate Governance for GOCCs, which spelled out the responsibilities of the GOCC Boards towards the GOCC and the GOCC's stakeholders.

In 2014, the Governance Commission adopted the Performance Evaluation for Directors (PED) to monitor the individual performance of board members who could only be reappointed the following year if they obtained a performance rating of 'above average' or higher. The performance of the GOCC constituted 60% of a board member's individual rating.

GOCC Governing Boards also have stopped granting allowances and bonuses without obtaining the proper approval from the Office of the President. Compensation in GOCCs has also shifted towards promoting performance-driven organizations.

To rationalize the grant of incentives and tie these to performance, the GCG started implementing in 2013 the Performance Evaluation System (PES), which requires GOCC boards to negotiate both financial and social impact performance targets with the Governance Commission.

The resulting Performance Scorecards agreed with GOCCs thus serves as basis for the grant of the Performance-Based Incentives (PBI) to Appointive Directors and Performance-Based Bonus (PBB) to officers and employees. All operational GOCCs now have performance scorecards that measure their financial viability and the quality of their service delivery, among others.

In 2014, GOCCs started undertaking third party stakeholder/customer satisfaction surveys as a strategic performance indicator for 2015. The PES has also enhanced the strategic focus of GOCCs on providing services to the public and their stakeholders.

## **In the Service of the Nation**

The government banking system has become more accessible as the loan portfolio of Development Bank of the Philippines (DBP) and Land Bank of the Philippines to agriculture, MSMEs, infrastructure and other priority sectors increased from ₱117.95 billion and ₱172.1 billion respectively in 2011 to ₱147.87 billion and ₱331.3 billion respectively in 2014.



Social protection has also expanded to cover more Filipinos. Philippine Health Insurance Corp. increased the coverage of the national health insurance over the total population from 67% in 2013 to 87% in 2014, with no out-of-pocket charges for indigent patients identified by DSWD increasing from 7% in 2012 to 40% in 2014. The Social Security System has also increased the amount of benefits released to members from ₱84.17 billion in 2012 to ₱102.82 billion in 2014 or a total of 22.16%.

The housing GOCCs have also stepped up their efforts. From 2011 to 2014, National Housing Authority (NHA) has provided 112,001 housing units for indigent families. Social Housing and Finance Corporation (SHFC) has granted housing loans to 50,210 underprivileged families from 2011 to 2014.

GOCCs have also contributed significantly to improving the public's access to basic utilities. Through the reform of the Local Water Utilities Administration (LWUA), 689,669 more households outside Metro Manila were provided with direct access to water. Under the National Electrification Administration (NEA), 20,513 sitios have been energized from 2011 to 2014.

Under the Philippine and Amusement Gaming Corp. (PAGCOR), the contribution to the national economy from industry gross gaming revenues increased from P85.5 billion in 2012 to P99.15 billion in 2014 or by 29%. The Cebu Port Authority (CPA), on the other hand, generated P1.220 billion in 2014, increasing its revenues from the previous year by 35%.

An exemplar of GOCC reform is APO Production Unit, Inc. From operating at a loss just a few years ago, it is now contributing dividends to the national coffers. It is also at the forefront of security printing for the national government, producing excise stamps for the Bureau of Internal Revenue and the Internal Revenue Stamp Information System, and partnering with the Department of Foreign Affairs (DFA) for the production of ePassports.

The Metropolitan Waterworks and Sewerage System (MWSS) pursuing its goal of providing water security to the 15 million residents of Metro Manila and surrounding provinces, has recently inaugurated the rehabilitation of the Angat Dam and Dikey. This is part of a larger strategy to

develop the water sector, which includes the Angat Water Utilization and Aqueduct Improvement Project Phase 2, which was completed in 2012, and other projects that are now being bid out such as the Kaliwa Dam Project in Rizal, Bulacan Bulk Water Supply Project, and the Angat Water Transmission Improvement Project.

## Completing the Public Corporate Sector Reforms

In the last one-and-a-half years in the administration of President Benigno Aquino, the Governance Commission has set out for itself the goal of completing the infrastructural reforms within the GOCC Sector to ensure that the governance reforms will have a lasting effect on the Philippine public sector for generations to come.

First, we expect the formal approval by the President of the Compensation and Position Classification System (CPCS) which shall apply to all officers and employees of the GOCCs, whether chartered or nonchartered, and whether previously covered by (or exempt from) the Salary Standardization Law (SSL) or the Labor Code. The implementation of the CPCS would require all GOCCs to formally undertake a reorganization and rationalization of their organization to warrant application of the new compensation system that will provide reasonable, justifiable and appropriate remuneration schemes that is competitive with the private sector doing comparable work. This is in order to allow GOCCs to attract, engage, and retain the right talent who shall be operating under a reward system that supports and encourages performance-driven, productive and efficient organizations.

Furthermore, the CPCS is designed to provide GOCC Governing Boards with adequate operational autonomy and flexibility towards ensuring efficient and effective implementation of a total compensation framework, that ensures adoption of reasonable, justifiable and appropriate remuneration schemes to prevent or deter the granting of unconscionable and excessive remuneration packages. It also ensures that the compensation framework is operated within the GOCC's affordable limits and sustainability capacities, with adherence to the principle of equal pay for work of equal value, and due regard for other verifiable factors such as the sector where a GOCC operates and its overall size compared to other GOCCs in the sector.

Second, the formal adoption of the CPCS, will also usher the formal promulgation by the GCG of the Compensation Framework for Directors in the GOCC Sector, which would thereby consolidate the various interim issuances covering the compensation framework for Appointive Directors found in Executive Order No. 24, s. 2011, and the various Interim Performance-Based Incentives (PBI) circulars that have been implemented annually since 2012 within the GOCC Sector.

Third, will be the formal implementation of the Integrated Corporate Reporting System (ICRS), which is a web portal serving as the central repository of all data related to GOCCs, and capable of generating reports as needed by GCG and other National Government Agencies through the use of a business intelligence/analytics tool programmed into the system. The ICRS will be composed of two modules:

(a) GOCC Monitoring System (GMS), which is a web-based module that allows GOCCs to directly encode and submit financial and other performance reports. It is the facility within the ICRS that collects data for effective evaluation and assessment of the performance of GOCCs.

(b) GOCC Leadership Management System (GLMS), which is the module that projects each GOCC's profile and deploys a database that allows the GCG and the public to effectively assess the GOCC Directors, including nominees to the GOCC Governing Boards, to ensure they meet the Fit and Proper Rule.

As each GOCC inputs the required data, users from GCG and other service-wide agencies can interact with the business intelligence tool to either generate standard reports or customize reports, depending on the analysis required of the issue before them. The efficient and seamless flow of information would enhance the policy on participatory governance from the private sector, empowering the media and civil society to engage in policy discussions regarding each GOCC and the GOCC Sector as a whole.

Fourth, the completion of the regulatory framework that will institutionalize the reforms and programs achieved in pursuance of the mandates under The GOCC Governance Act of 2011, to ensure that: (a) the operations of GOCCs are rationalized and monitored centrally in order that government assets and resources are used efficiently and that gov-

ernment exposure to all forms of liabilities, including subsidies, is warranted and incurred through prudent means; and that (b) the governance of the GOCCs continues to be carried out in a transparent, responsible and accountable manner and with utmost degree of professionalism and effectiveness, for generations to come.

The end of the term of the President on 30 June 2016, will see the following regulatory issuances (GCG Memorandum Circulars) to be in place within the GOCC Sector, thus:

- Creation of GOCCs and Related Corporations
- Deactivation and Reactivation of GOCCs
- Merger or Abolition of GOCCs
- Reorganization and Personnel Planning in the GOCC Sector
- Revised Performance Evaluation System (PES) for GOCCs
- Revised Performance Evaluation of Directors (PED)
- Consolidated Whistleblowing Program for the GOCC Sector

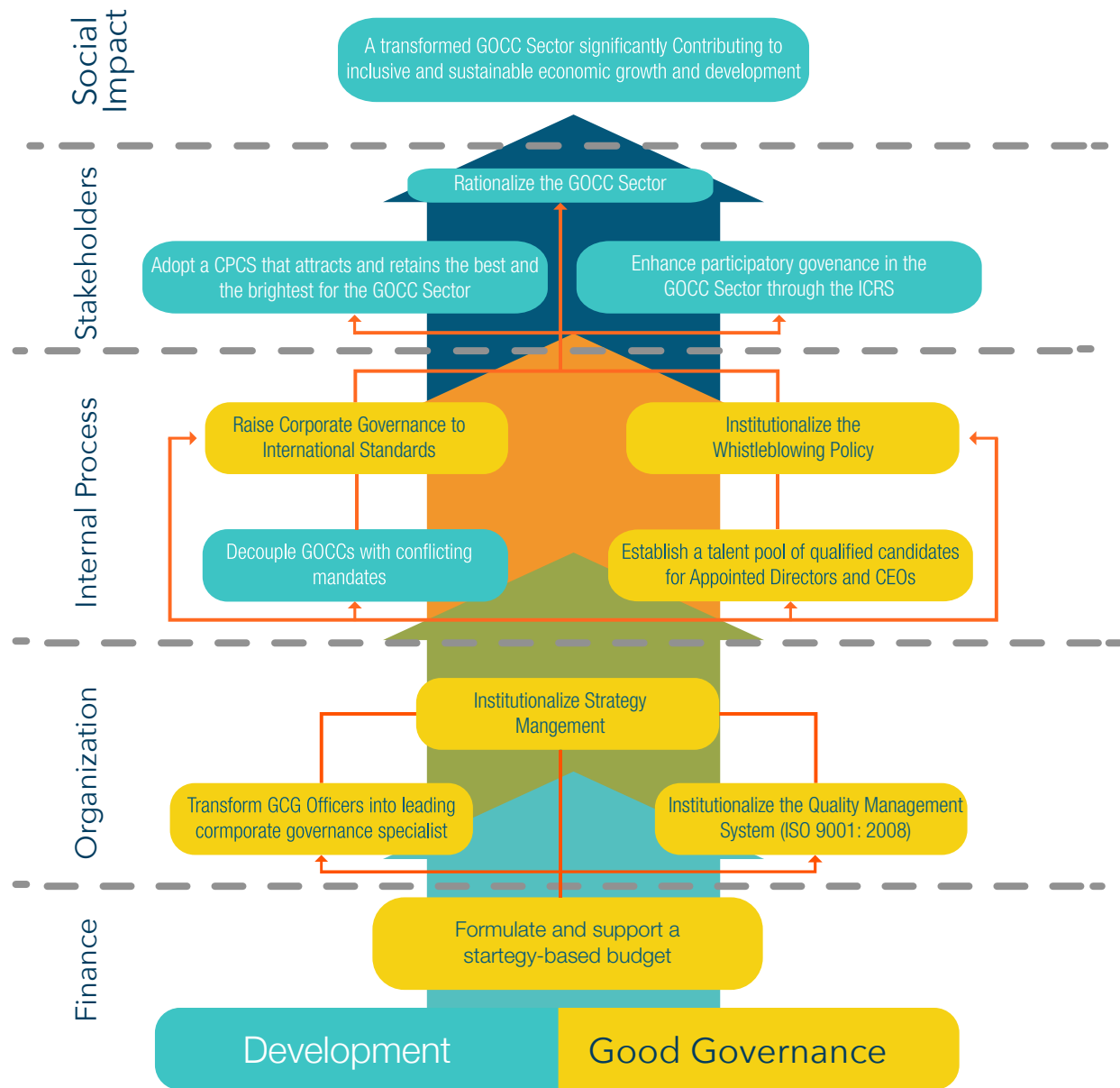
More importantly, we hope to leave behind within the ranks of the GCG a cadre of highly-motivated and competent young men and women, who will continue to pursue the Mission<sup>2</sup> and Vision<sup>3</sup> of the Governance Commission, and who each working day will live-up to its core values of Integrity, Professionalism, Independence and Love of Country.

We have every hope that even beyond the term of President Benigno Aquino, the governance reform movement has sunk and embedded deep and vigorous roots into the public corporate sector to ensure that the GOCCs will continue to fulfill their potentials as significant tools for our country's economic development, and that the Governance Commission for GOCCs (GCG) remains a vigilant and competent agency that ensures that the GOCCs remain responsive to their solemn duty to always seek to better the lives of the Filipino people.

<sup>2</sup>MISSION: The GCG, as the central advisory, oversight and monitoring body with authority to formulate and implement policies in the active exercise of the State's ownership rights, ensures GOCCs' financial viability and fiscal discipline through adherence to the highest standards of corporate governance.

<sup>3</sup>VISION: By 2020, the GCG shall have transformed the GOCC Sector into a significant tool of the State in the attainment of inclusive growth and economic development.

# GCG Strategic Roadmap



## MISSION

The GCG is an efficient and effective central advisory, oversight, and monitoring body with authority to formulate and implement policies in the active exercise of the State's ownership rights over GOCCs, thereby ensuring their financial viability and fiscal discipline, through adherence to the highest standards of corporate governance.

## VISION

By 2020, the GCG shall have transformed the GOCC Sector into a significant tool of the State in the attainment of inclusive economic growth and development.

## CORE VALUES

- Integrity
- Professionalism
- Independence
- Love of Country

# Rationalizing The GOCC Sector

'Cleaning up' the State's GOCC Portfolio in line with the State Ownership Policy under R.A. No. 10149 was one of the Governance Commission's first priorities upon its constitution on 16 October 2011.

The closure of GOCCs within only the 2nd full year of GCG's operations sent a strong signal to the Sector and to the public that the Governance Commission meant business.

As this strategic objective draws to a close with less than 20 GOCCs left to be studied for dispositive action, the Governance Commission has already begun working on reforms for the remaining GOCCs identified as critical to inclusive growth and economic development.

Despite the discovery of 25 GOCCs that were previously unmonitored, the State Universities portfolio has been rationalized from an initial list of 140 to 102 GOCCs that remain of concerns.



## GOCC HISTORY 101

Although part of the Government structure ever since, GOCCs did not start out with a clear definition or purpose.



*\*Figures exclude Local Water Districts and State Universities and Colleges, which are legally also classified as GOCCs*

## REASON FOR ABOLITION

**₱1.27 BILLION**

TOTAL ESTIMATED ANNUAL COST SAVINGS FROM THE ABOLITION OF OPERATIONAL GOCCS

**₱2.7 BILLION**

ESTIMATED AMOUNT TO BE REDISTRIBUTED TO VARIOUS GOVERNMENT AGENCIES OR PRIORITY PROJECTS FROM THE LIQUIDATION OF NON-OPERATIONAL GOCCS





# The Foundations Of Good Corporate Governance

As corporations, GOCCs must operate under the corporate structure, with resources and a legal personality that is separate from the national government. It is a structure that has served as one of the foundations of the modern economy, enabling private enterprise to pool resources from numerous sectors and individuals on an even global scale, resulting in companies that influence the economy just as much as government with the capacity to do great good, as well as great harm, as shown in the recent global financial crisis in 2007. This dynamic is just as true with the government's use of the corporate structure through the GOCCs, even if they are created for social ends.

**At the heart of the R.A. No. 10149 lies structural reforms designed to steer GOCCs towards responsible, transparent and accountable governance as the foundation for delivering sustainable and breakthrough results.**

These structural reforms could not end with the law, and had to be supplemented by the Governance Commission's policy issuances and regulatory processes. Collectively, R.A. No. 10149 and the reforms instituted by GCG were guided by the Guidelines on Corporate Governance of State-Owned Enterprises (SOEs) from the Organisation for Economic Co-operation and Development (OECD), a collection of international best practices summarized into six (6) basic guidelines:

- (a) Ensuring an Effective Regulatory Framework;
- (b) The State Acting as an Owner;
- (c) Equitable Treatment of Shareholders;
- (d) Relations with Stakeholders;
- (e) Transparency and Disclosure; and
- (f) Responsibilities of Boards

In 2012, the GCG issued the "Code of Corporate Governance for GOCCs" (GCG MC No. 2012-07), which Governance provides a comprehensive guide to the Boards of Directors, Management, and all stakeholders. It also provides for the specific duties and functions of the Governing Board,<sup>4</sup> the Board Officers<sup>5</sup> and Executive Officers.<sup>6</sup>

## WHISTLEBLOWING

When the Governance Commission started operations in November 2011, one of the first letters it received was from a concerned citizen voicing his complaints against a GOCC. The sender printed his letter on specialty paper, as if he had to go the extra mile just for his letter to be noticed. It was the first of many letters from concerned citizens who ran to GCG with complaints on both corruption and service quality, signaling the public's growing frustration with being "unnoticed" by GOCCs.

Still in the initial stage of building up its manpower complement, the Governance Commission began addressing these letters by requiring official comments from the board and management of the concerned GOCC, which would then be forwarded to the concerned citizen. What began as an interim and almost mechanical solution proved to have a profound impact: stakeholders officially had a voice in the regulatory framework.

But the process had to evolve insofar as reports of corruption were concerned. While the GCG's mandate was clearly different from the Ombudsman, the Governance Commission itself had to identify its niche in the fight against corruption. This led to the establishment of GCG's Whistleblowing Program for GOCCs (GCG MC No. 2014-04), providing an ideal venue for potential whistleblowers to report corruption in any GOCC or even the GCG itself.

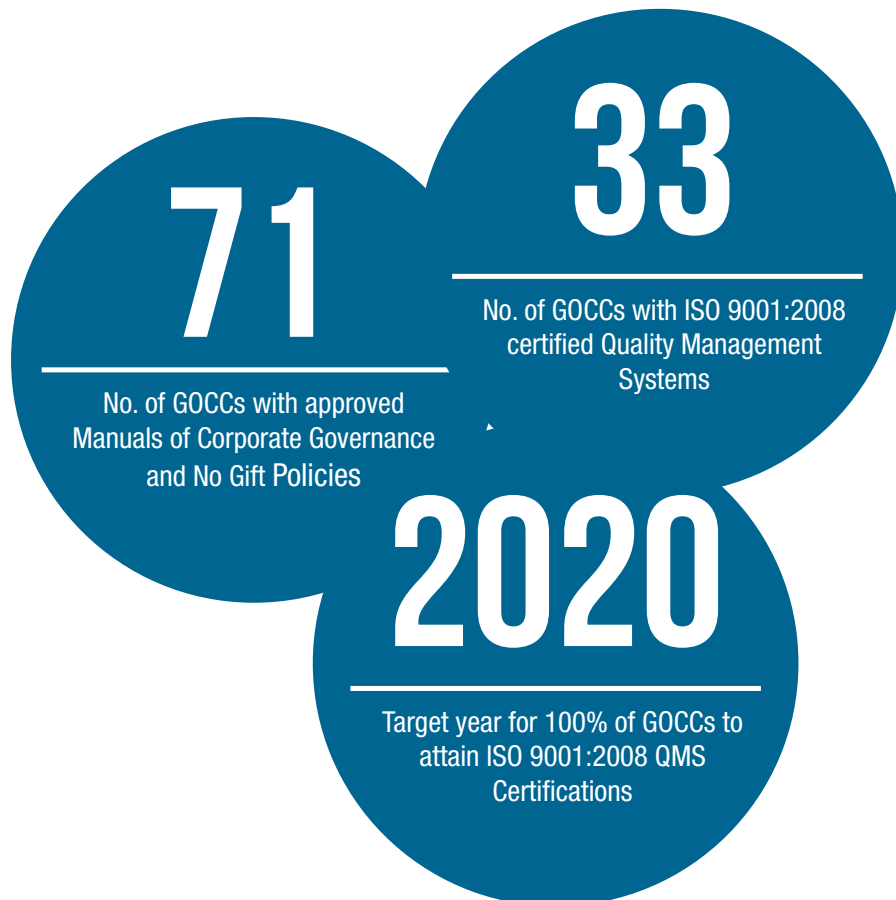
Aside from confidentiality, the Program affords complainants the option of reporting anonymously through various channels (email, short messaging system, telephone, and fax). In collaboration with Transparency International-Philippines (TI-Philippines), the Program is being upgraded with a case management system and its own website.

In addition, the Code formalizes the Corporate Social Responsibility (CSR) of GOCCs and their relations with stakeholders in concrete terms.<sup>7</sup> Under the Code, GOCCs had to adopt their own Manuals of Corporate Governance to implement the Code within their respective GOCCs wherein GOCCs had to:<sup>8</sup>

- (a) Identify and formally recognize the GOCC's major stakeholders;
- (b) Identify the nature of their interests;
- (c) Provide a hierarchy system of their conflicting interests in the GOCC;
- (d) Provide a clear policy on communicating or relating with stakeholders accurately, effectively and sufficiently, together with a system of properly rendering an accounting on how the GOCC has served their legitimate interests.

The requirement on relating to stakeholders are reinforced by the rule on mandatory disclosures wherein GOCCs must post on their website for unrestricted public access information about finances and operations, including the compensation of board members and management officers. GOCCs likewise had to adopt a No Gift Policy pursuant to GCG M.C. No. 2012-08. All of these were made Good Governance Conditions that formed part of the Performance Evaluation System for GOCCs.

The Manuals and No Gift Policies serve as important guide posts in the formulation of the GOCCs' performance scorecards and annual reports. These policies and the processes implementing them are also fine-tuned on a regular basis under the GOCCs' Quality Management Systems (ISO 9001:2008), which requires official mechanisms for obtaining and addressing feedback from the GOCC's stakeholders as identified in their respective Manuals.



<sup>4</sup>Secs. 5-8, GCG M.C. No. 2012-07.

<sup>5</sup>Sec. 15, GCG M.C. No. 2012-07.

<sup>6</sup>Secs. 20-21, GCG M.C. No. 2012-07.

<sup>7</sup>Art. VII, GCG M.C. No. 2012-07.

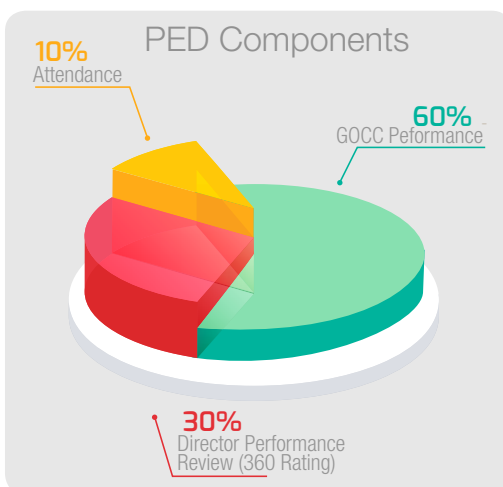
<sup>8</sup>Sec. 35, GCG M.C. No. 2012-07.



Selecting board members is one of the most fundamental rights of ownership in a corporate setup. It is the first step in ensuring good corporate governance.

In 2014, the Governance Commission adopted the **PERFORMANCE EVALUATION FOR DIRECTORS (PED)**, adopted based on a review of existing board performance evaluations in the private sector, both here and abroad. GCG even went further and linked the PED to company performance. The performance factors include Board Attendance, Self and Peer Appraisal Reviews, and GOCC Performance.

Now in its second year of implementation, the PED provides valuable feedback in the workings of each individual member and the board as a whole that can be used as inputs for improvement in board processes, or even for selecting new nominees in the event of a vacancy. The system has even been taken online with the Internet-based PED or IPED to facilitate analysis of the thousands of rating forms submitted from over 600 incumbent directors across 92 GOCCs.



# Professionalizing Board Governance



More importantly, the PED operationalizes the policy under R.A. No. 10149 such that “an Appointive Director may be nominated by the GCG for reappointment by the President only if one obtains a performance rating of above average or its equivalent in the immediately preceding year of tenure as Appointive Director.” Prior to R.A. No. 10149, many Appointive Directors would hold on to their posts for fixed terms regardless of performance. Coupled with the shift to one-year renewable terms, the Fit and Proper Rule, and the Performance Evaluation System for GOCCs, the PED completes the circle of ensuring that the each Appointive Director remains accountable to the State and earns his/her keep.

DPR Overview	
Categories where Directors are Rated	DPR Breakdown
<ul style="list-style-type: none"> <li>Knowledge and Personal Development</li> <li>Preparedness and Participation</li> <li>Teamwork and Communication</li> <li>Conduct/Behavior</li> </ul>	<ul style="list-style-type: none"> <li>Chairman's Appraisal (12.5%)</li> <li>Peer Appraisal (12.5%)</li> <li>Self-Appraisal (5%)</li> </ul>

In addition, the Chairman is also rated on his/her effectivity on Board Management.

**85%** Minimum rating for a board member to be eligible for reappointment

**107** Highest number of meetings an individual director had to attend in one year

# Financial Overview

The contribution of the GOCC Sector to the economy remains significant as total GOCC revenues increased from ₱641.46 billion in 2010 to ₱908.72 billion in 2014, or 7.59% of the 2014 GDP of USD272.02 billion, representing a 24% increase from ₱736.1 billion in 2013. The increase was led primarily by GSIS (₱92.3B) and SSS (₱15.9B) (See Financials Annex). Net of subsidies and other comprehensive income, Total Comprehensive Income (TCI) from operations rebounded from ₱134.19 billion in 2013 to ₱257.96 billion in 2014 with 75% of GOCCs posting a net profit.<sup>9</sup> In 2012, the TCI of the GOCC Sector was at ₱199.15 billion.

Total assets of the Sector breached ₱6.07 trillion from ₱5.15 trillion in 2014 due primarily to the expansion of the government banks and social security institutions whose

assets increased by ₱483.9 billion and ₱336.7 billion from 2012 respectively. Collectively, government banks and social security institutions account for 56% of assets in the GOCC Sector.

Liabilities, on the other hand, are at ₱3.28 trillion increasing by 5% from CY 2013 or a total increase of ₱548.2 billion from CY 2012 on account of the government banks whose liabilities (which includes deposits) increased by ₱486.6 billion from 2012 to 2014. Liabilities of Energy and Materials Sector, which is the second largest accounting for 31% of total liabilities, has remained at ₱1.025 trillion from ₱1.050 trillion in CY 2012. PSALM's liabilities decreased by 10% or ₱921.2 billion in 2013 to ₱827.4 billion in 2014. In 2012, PSALM's liabilities were at ₱839.5 billion.



“We have always emphasized to GOCCs that they have a double bottom line. The first is to deliver breakthrough results on their respective social mandates. The second is to grow the GOCC's financial resources and its potential to effect greater change, or at the very least, ensure the GOCC's financial viability.”

-Commissioner Ma. Angela E. Ignacio

SECTORS (In ₱ Billions)	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
<b>GFIs</b>	2,860.94	1,199.53	129.27	3,214.81	1,457.09	122.33	3,696.25	1,706.19	226.67
<b>Trade, Area Dev't, and Tourism</b>	245.59	84.72	4.54	264.09	84.96	5.61	294.79	86.50	5.34
<b>Educational and Cultural</b>	7.98	0.61	(0.16)	14.81	0.66	(0.24)	16.29	1.75	(0.71)
<b>Gaming</b>	47.61	31.58	3.58	52.64	32.44	5.96	51.69	28.99	6.55
<b>Energy and Materials</b>	1,496.76	1,051.35	45.60	1,522.24	1,115.37	4.45	1,433.38	1,025.80	7.36
<b>Agriculture, Fisheries and Food</b>	55.52	173.33	5.40	49.14	176.18	(12.39)	49.15	174.74	(0.35)
<b>Utilities and Communications</b>	436.14	226.60	10.93	503.65	285.63	8.47	534.40	289.41	12.45
<b>TOTAL</b>	5,150.53	2,767.72	199.16	5,622.37	3,152.37	134.19	6,077.17	3,313.38	257.96

Totals may not match due to rounding off. See Financial Annex for detailed breakdown.

<sup>9</sup>Based on available data of 87 GOCCs with 66 posting a net profit.

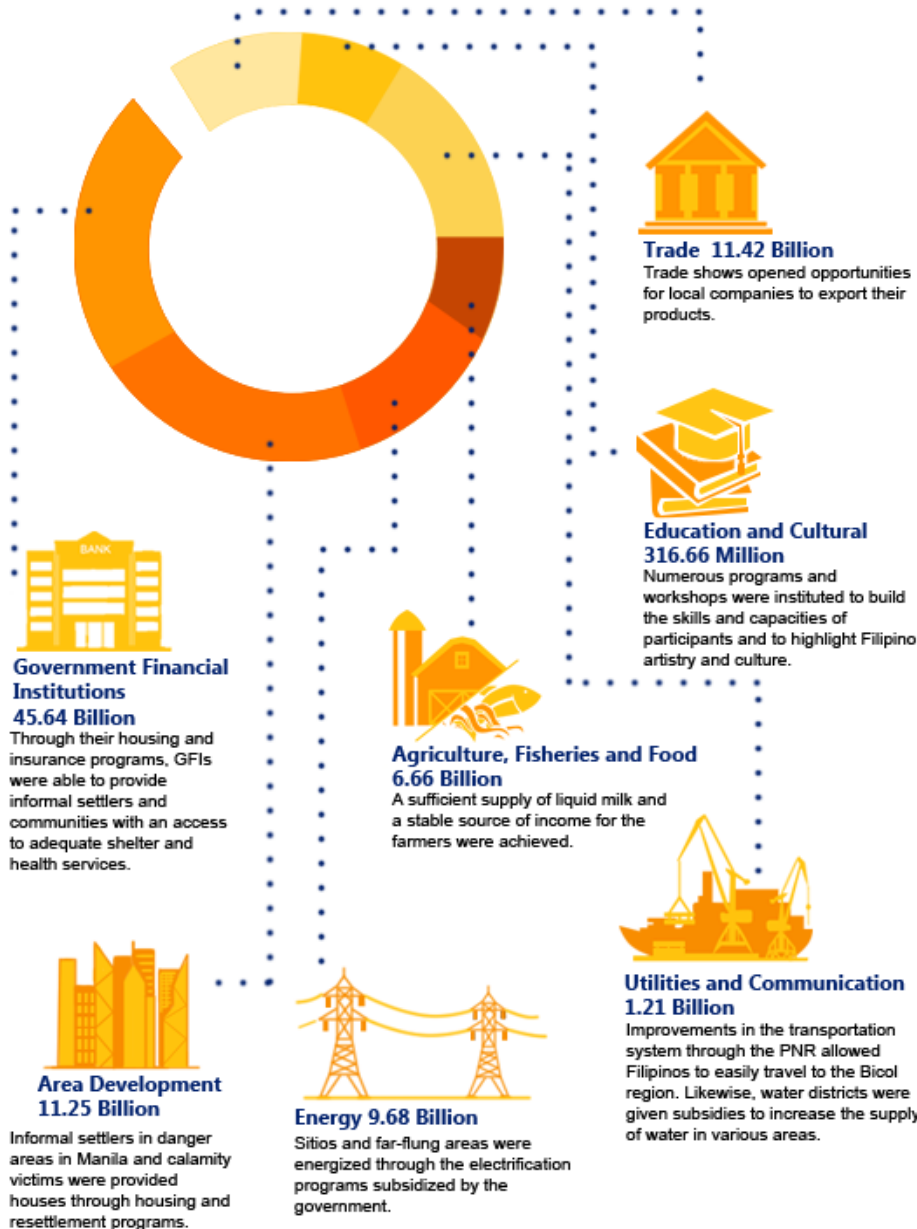


# Investing In Development

Program Funds/Program Subsidy (2011-2014)

## Program Funds (2011-2014)

*Program Subsidy*



Created to be financially independent, GOCCs are closely monitored to ensure that State support, known as Operational Subsidies, is kept to a minimum. From 2011-2014, the total Operational Subsidies reached ₱5 billion versus dividends of over ₱100 billion.

On the other hand, Program Funds (or Program Subsidies) – which are essentially commercial transactions between the State and the GOCC for vital social services and infrastructure not offered by the private sector – have often been confused with ‘State’ support. The “surge” in subsidies often cited by the media actually pertain to program subsidies or increased social spending by the government through GOCCs.

On the other hand, operational subsidies have remained relatively low at ₱2.1 billion, which is only 7.6% of the total dividends of GOCCs in 2014. National Irrigation Admin. (NIA) accounted for majority of the increase or a total of ₱1.06 billion. (See Annex B for breakdown on subsidies)

Compared to dividends, operational subsidies/financial assistance account for only 7% of the total remittances.

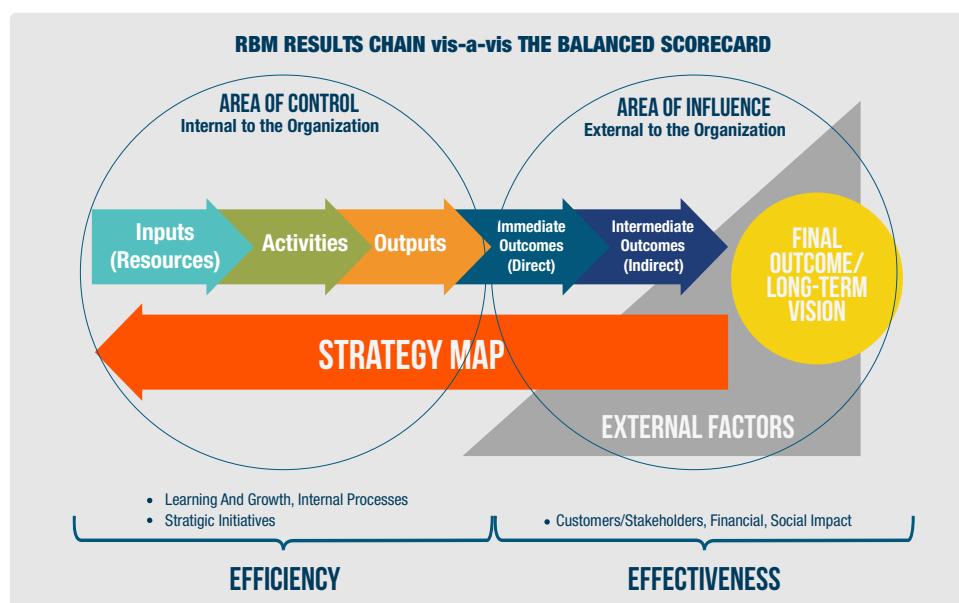
Dividends increased by 18.9% or ₱4.3 billion, which included payment of arrears by PAGCOR amounting to a ₱2.69 billion increase from 2013. PNOC-EC was also a major contributor whose dividends increased by ₱1.25 billion in 2014.

### Subsidies (Operations) & Dividends

*In ₱Billion*



# FROM OUTPUTS TO OUTCOME: Defining Strategic Performance



...introducing a 5<sup>th</sup> perspective: Social Impact ... and ... annual performance **negotiations** with the Governing Boards and Senior Managers of GOCCs on measuring the corporate vision and the strategies have proven to be a catalyst for **innovation**.

Viewed by many as a tool that was useful only to profit-driven organizations in the private sector, the Governance Commission pioneered the adoption of the Balanced Scorecard as the official platform for Results-Based Management (RBM) in the public sector. Traditionally consisting of strategic objectives and targets in 4 perspectives (Financial, Customers, Internal Processes, and Learning & Growth), the Governance Commission introduced a 5th perspective: Social Impact. This innovation proved to be cutting-edge as it fundamentally reoriented the GOCCs' application of the Balanced Scorecard and the development of their Strategy Maps, beginning with translating their vision statements into time-bound commitments that can be measured and creating Strategy Maps towards achieving the vision.

The Governance Commission also introduced the use of weights for performance measures for the purpose of evaluating whether a GOCC had reached its targets a weighted-average of 90% in its performance scorecard and

could thus grant performance bonuses/incentives. Performance-bonuses were also linked to employees' monthly salary, making performance matter to every individual at all levels of the organization.

The exercise of developing Strategy Maps has also deepened the value they place on the drivers of performance (people, processes and technology) as they regularly examine their cause and effect link to realizing the long-term visions for the respective GOCCs, and what they need to do to strengthen these aspects.

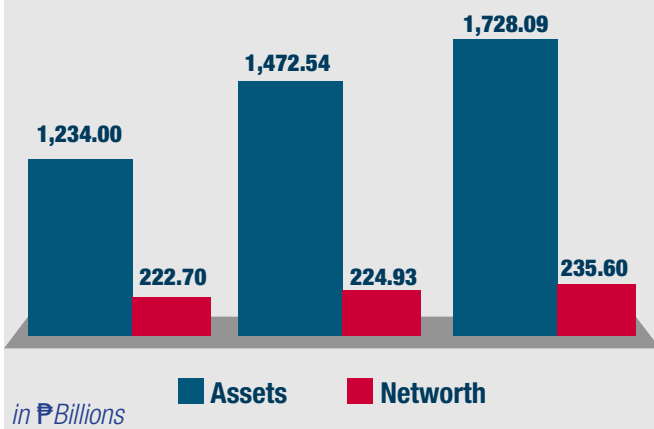
A process that is unique to GOCCs in the public sector, annual performance negotiations with the Governing Boards and Senior Managers of GOCCs on measuring the corporate vision and the strategies have proven to be a catalyst for innovation both for GCG as an oversight body and for the GOCCs as commercial entities. In 2014, more GOCCs sought to be covered by the Performance Evaluation and PBB system of GCG, increasing from 78 to 90.<sup>10</sup>

2012	2013	2014
80 GOCCs participating for PBB	78 GOCCs participating for PBB	90 GOCCs participating for PBB
₱1.9-B Total PBB amount	₱2.4-B Total PBB amount	₱2.2-B Total PBB amount

<sup>10</sup>GOCCs added in 2014 were: BSP, DFI, CIC, FTI, GSP, IBC, LCDFI, NRDC, NORTHRAIL, NFG, PEA-TC, PADG, PNOC, SUMSI, VFP.

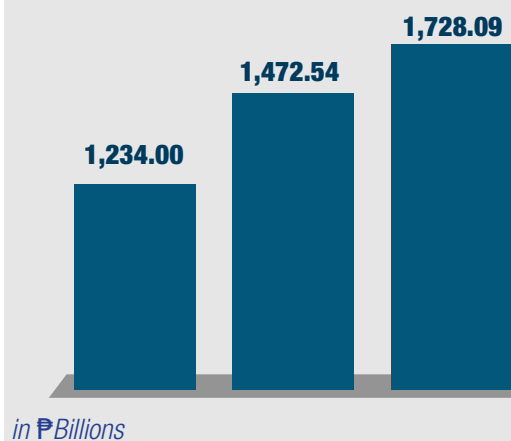
# Reliable And Accessible Financial System

## ASSETS AND NETWORK



Despite the loss of government deposits in 2014 due to the implementation of the Treasury Single Account, the government banks have continued to post robust growth. The Total Comprehensive Income (TCI) of government banks and financial institutions grew by 7.1% in 2014, topping the 1.4% growth in 2013.

## TCI



\*Assets, Net worth and TCI infographics include AAILBP, DBP-LC, LIBI, LBP-LC, PCFC, PCIC, SBC and PhilEXIM



**₱ 100 Billion**

Funds available as insurance to Depositors in 2014 compared to ₱75.76 Billion in 2011.

**98%**

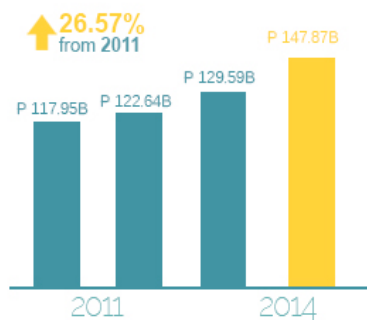
Settled claims for insured deposits within

**10 DAYS**



## Loans to Priority Areas

(Infrastructure, MSMEs, Agribusiness, Manufacturing, etc.)



## Deposits in 2014

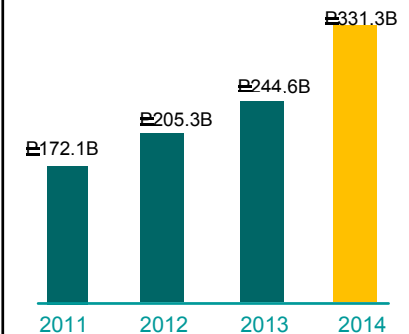
**P 293 Million**

An 85% increase from P158 million in 2011.



## Loans to Priority Areas

(Small Farmers & Fishers, Agriculture & Fisheries, other government programs)



## Deposits in 2014

**P 914 Million**

An 80% increase from P507 million in 2011.

**Postbank**

**₱15 Million**

Loans released to unbanked and underserved areas through microfinance banking offices (MBOs) established starting 2014

**₱ 7.9 Million**

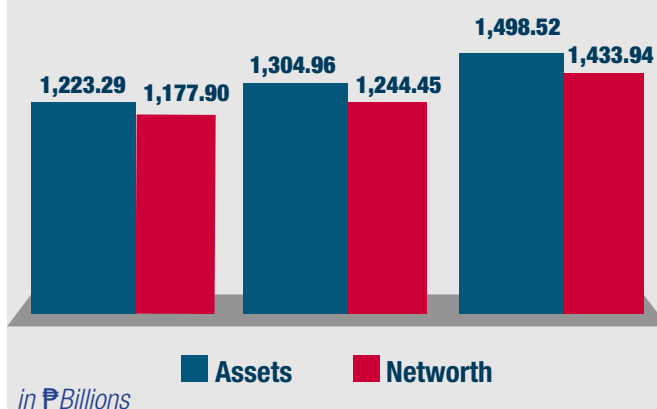
Deposits in 2014. A 52% increase from P5.2 million in 2011.

## GOCC Highlights (In P Millions)

	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
LandBank	689,129	607,225	10,596	847,083	767,127	10,199	1,054,106	975,818	11,830
DBP	351,730	309,400	4,174	427,352	386,599	4,765	467,513	424,692	4,108
PostBank	6,085	5,503	30	7,218	6,563	64	9,152	8,176	123
PDIC	154,425	68,688	3,337	155,968	65,737	5,576	161,786	61,683	7,355
NDC	12,295	8,410	328	13,115	8,530	324	12,913	9,838	391

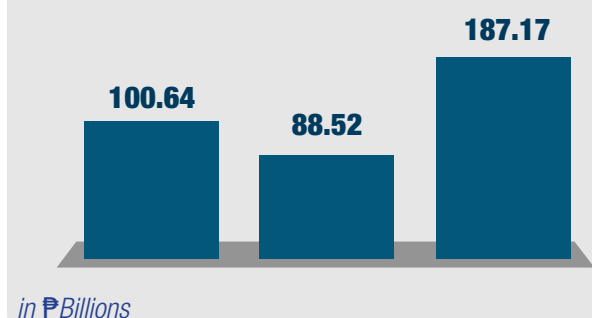
# Expanding the Country's Social Protection

## ASSETS AND NETWORTH



Contributions to social security institutions are invested in order to increase the fund available as benefits to the members. In 2014 alone, GSIS and SSS posted the biggest returns on their investment with 8.9% and 8.7% respectively. PHIC also received a 4.9% return. The sector's income likewise grew by 98% in 2014, primarily due to the 189% increase of GSIS' TCI.

## TCI



\*Assets, Net worth and TCI infographics include ECC, OSHC and VFP

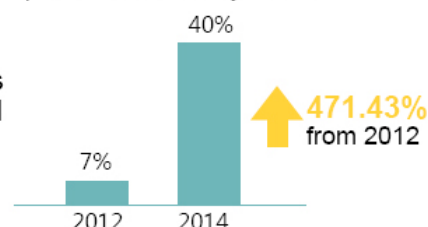


# 87%

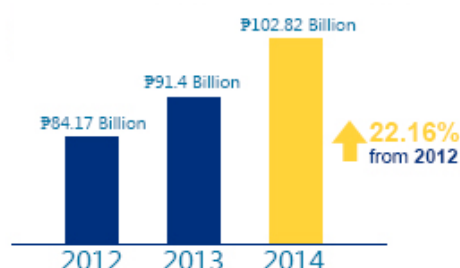
of the total population is covered by the National Health Insurance.

Compared to previously year actual of 67%

No out-of-pocket charges for indigent patients identified by DSWD



## Benefits Released



# 141,789

Educational assistance provided to students



Government Service Insurance System

# 100%

Qualified members and pensioners granted additional benefits under the fund for 2013 - 2014

Compared to 96% in 2012



# ₱ 6.35 Million

Amount of loans granted

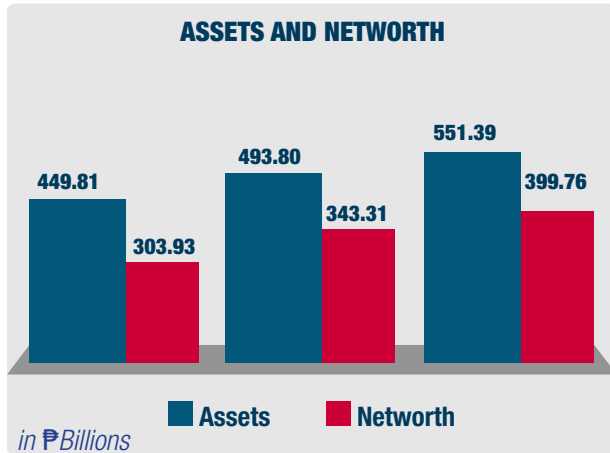
## GOCC Highlights (In ₱ Millions)

	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
GSIS	733,568	21,875	62,619	788,046	31,898	48,361	910,435	25,542	139,897
PhilHealth	125,999	12,045	1,768	131,242	15,598	1,690	145,524	23,801	4,738
SSS	362,805	11,383	36,155	384,633	12,913	38,357	431,344	15,116	42,379



## Access To Secure Shelter

### ASSETS AND NETWORK



For the State's housing portfolio, SHFC posted the biggest growth in TCI as it closed the year with P116.4 million, or a 234% jump from 2013 due to a significant increase of its loan portfolio for low cost housing. Pag-IBIG has also posted continued growth both in assets and TCI for 2014.

### TCI



\*Assets, Net worth and TCI infographics include NHMFC



**190,229** Housing Loans totaling **P140,777 Billion** were availed from **2012 to 2014**



Provided **P133.12 Billion** Short-term loans and calamity loans to **6,735,821** borrowers from **2012 - 2014**



**112,001** Housing Units have been completed for Indigent Families from **2011 to 2014**.



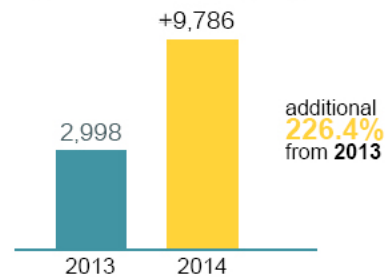
Total value of loans guaranteed to encourage banks and developers to engage in socialized and low-cost housing



Informal Settler Families living in danger areas relocated through the High Density Housing Program



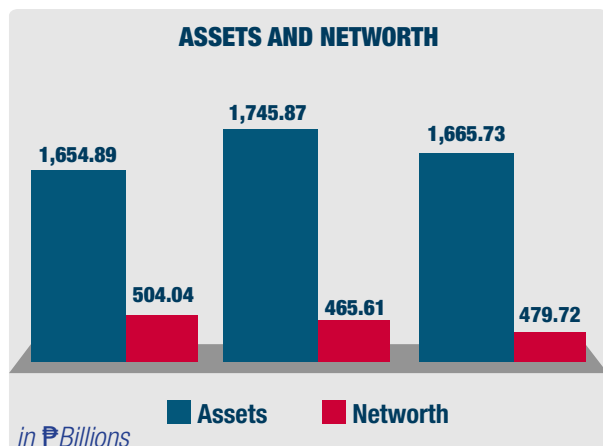
**50,210**  
Underprivileged families granted Community Mortgage Program from 2011 to 2014



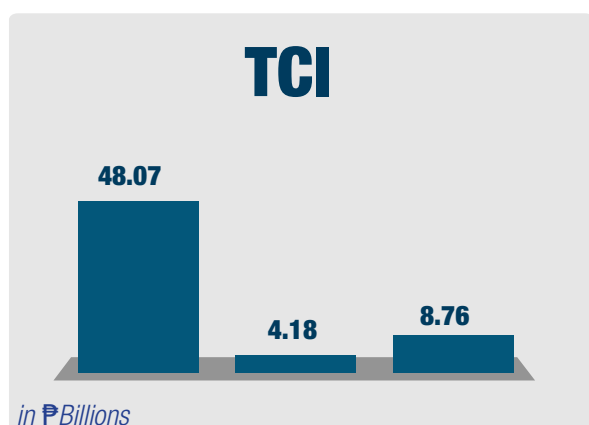
### GOCC Highlights (In ₱ Millions)

	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
Pag-IBIG	314,536	58,669	13,251	344,674	62,603	14,437	376,087	62,459	16,222
HGC	32,727	25,090	(563)	33,487	25,721	(374)	33,916	25,443	167
SHFC	11,965	11,720	48	13,095	12,883	35	15,319	14,153	116
NHA	55,064	11,986	74	66,523	11,327	383	91,190	13,293	250

# Utilities For The Common Good



Although the total TCI of GOCCs providing utilities declined significantly in 2013, a number of GOCCs have been consistent in growing their asset size and expanding their revenue streams. PNOC closed its 2014 with a 142% growth in its TCI. PhilPost and NAPOCOR also posted significant increases from 2012-2014.



\*Assets, Net worth and TCI infographics include NIA, NLRC, PEA-TC and SUMSI.

## IMPROVE WATER ACCESSIBILITY



Metropolitan Waterworks and Sewerage System

Started three projects in order to improve water supply namely:

**New Centennial Water Supply Project**  
**Bulacan Bulk Water Supply Project**

**Angat Water Transmission Improvement Project**



Local Water Utilities Administration

From **2011-2014**, there was an increase of **689,669** households outside Metro Manila with direct access to water

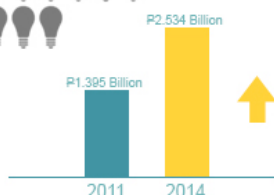


## ENSURE TOTAL ELECTRIFICATION OF THE COUNTRY



National Electrification Administration

Energized **20,513** of the **32,441** sitio projects since 2011.



Loans given to strengthen Electric Cooperatives

↑ **81.65%** from 2011



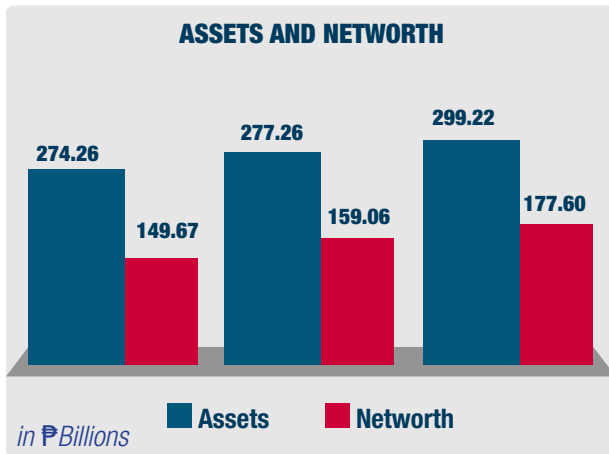
**66.37%** availability of power in far-flung areas in **2014** compared to **64.52%** in 2013



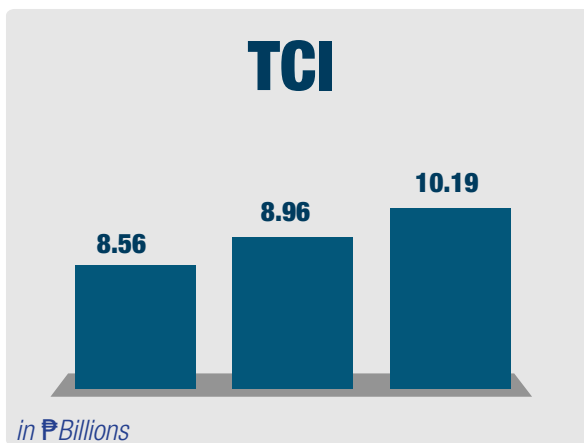
### GOCC Highlights (In ₱ Millions)

	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
LWUA	15,555	9,096	868	15,780	9,152	127	15,337	7,420	505
MWSS	54,077	17,363	1,946	53,810	17,092	430	58,463	13,132	709
NEA	19,770	18,692	341	23,709	22,561	374	36,028	30,918	416
NAPOCOR	39,279.0	18,036	397.6	39,633.5	17,018	505.1	43,198.7	17,883	1,536.3
NTC	383,447	165,460	11,411	358,671	145,055	8,027	349,102	140,745	5,215
PNOC	40,707	5,428	156	40,609	5,383	739	42,395	4,686	1,786
PSALM	997,388	839,512	30,359	1,041,620	921,258	(8,143)	945,403	827,499	(4,059)
PNOC EC	13,958	3,524	2,925	16,745	3,388	2,922	16,179	3,377	2,452
PhilPost	9,222	6,784	52	14,646	13,735	281	12,216	9,524	561
APO Production	367	385	18	311	326	22	404	407	23

# Accelerating Infrastructure Development

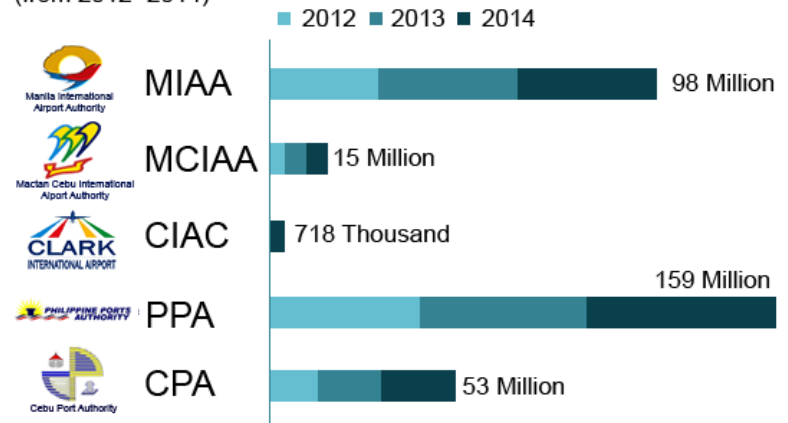


Increased passenger mobility has been at the forefront of the industry. In its effort to accommodate more passengers, MCIAA is expanding its terminal, allowing its asset size to grow by 193% in 2014. PPA and MIAA continued to provide the lion's share of TCI in the sector, closing 2014 at ₱4.52 Billion and ₱4.01 Billion respectively.

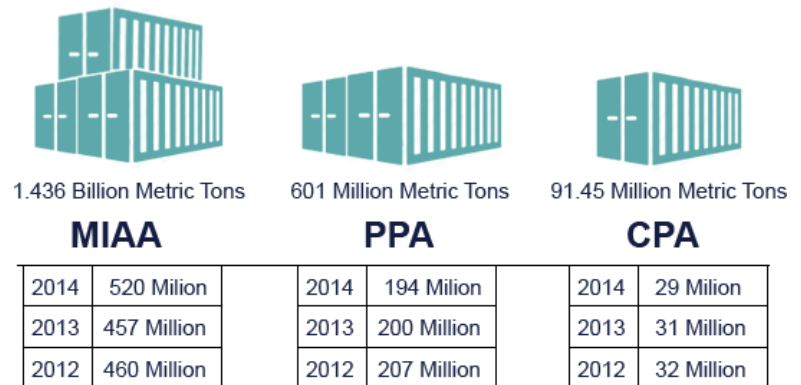


\*Assets, Net worth and TCI infographics include PADC, LRTA and PNR.

## Number of Passengers (from 2012- 2014)

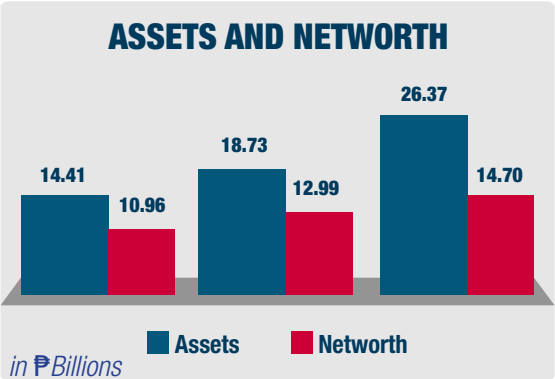


## Cargo Volume (from 2012- 2014)



GOCC Highlights (In ₱ Millions)	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
MIAA	32,244	13,415	2,641	32,251	11,622	2,934	33,434	11,046	4,019
MCIAA	6,529	291	91	7,359	280	521	21,577	14,631	387
CIAC	1,595	1,713	(8)	1,953	2,035	38	2,138	2,188	46
PPA	104,503	13,329	3,573	105,985	11,779	3,702	114,524	8,972	4,256
CPA	5,368	346	271	5,624	419	324	5,965	532	665

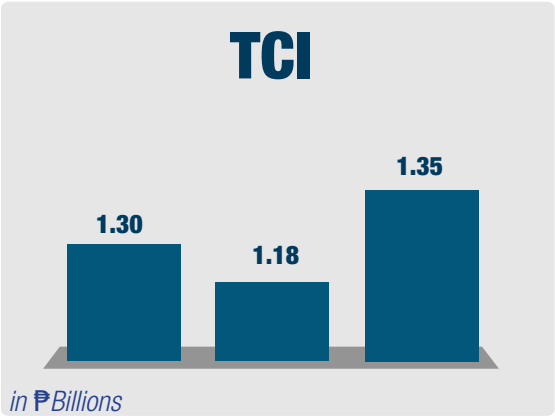
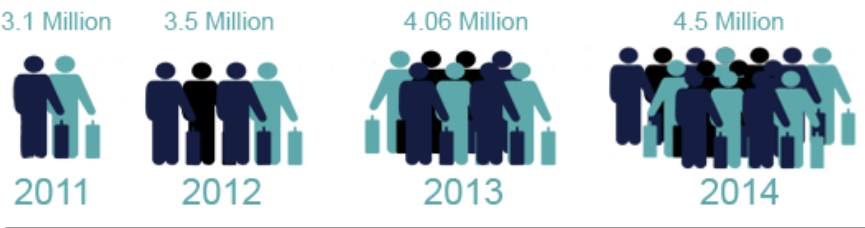
# Promoting World Class Tourism



## International Tourism Arrivals

(from TPB Key Markets: Germany, Korea, China etc.)

Increased to a total of **45%** of arrivals from 2011 to 2014 due to **INTENSIVE MARKETING & TOURISM CAMPAIGN**



In **2014**, **P306.19 Million** was used for specific ecotourism projects in Depressed Provinces compared to **2011** amount of **P 155.1 Million**

**↑ 97%**  
from 2011

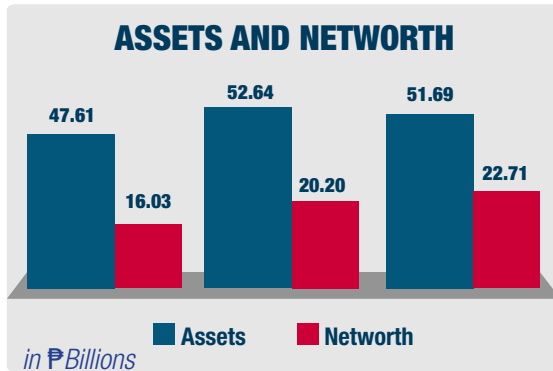
\*Assets, Net worth and TCI infographics includes PRetA and TPB.

TIEZA has significantly grown within three years. Posting an income of **P17.62 Billion** in 2014 or a **35%** increase from 2013, due to increase in travel tax and other business income, and decrease in expenses by **P263 million** due to reorganization.

GOCC Highlights (In P Millions)	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
TIEZA	11,279	1,185	1,236	12,414	1,232	1,047	17,620	5,007	1,411



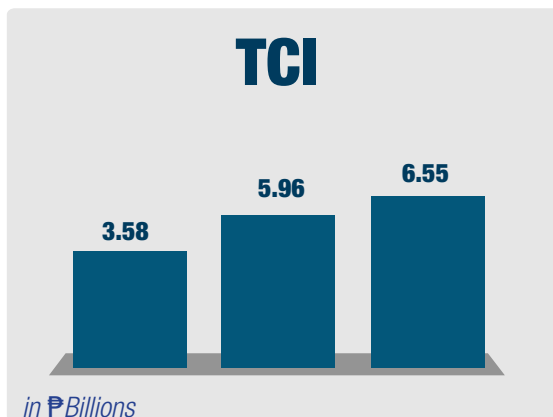
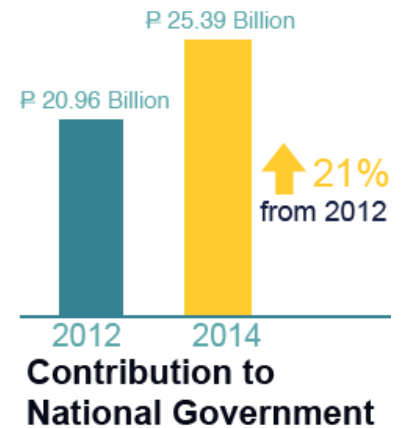
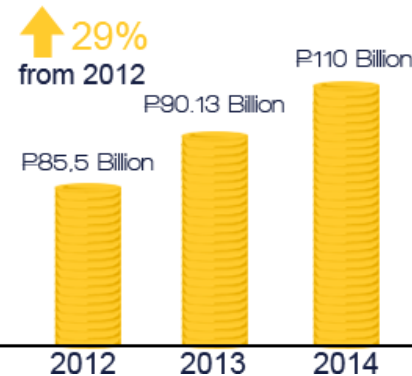
# Propelling The Gaming And Entertainment Industry



With an increase in its gross gaming revenues, PAGCOR has consistently grown for the past three years. It ended 2014 with a 4-5% increase in both its asset and TCI.



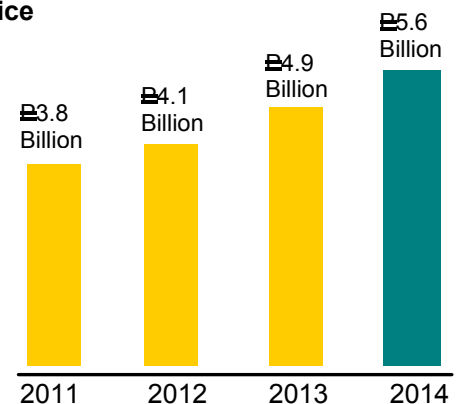
## Industry Gross Gaming Revenue



## Philippine Charity Sweepstakes Office

↑ 47%

Financial assistance provided for health and welfare from 2011

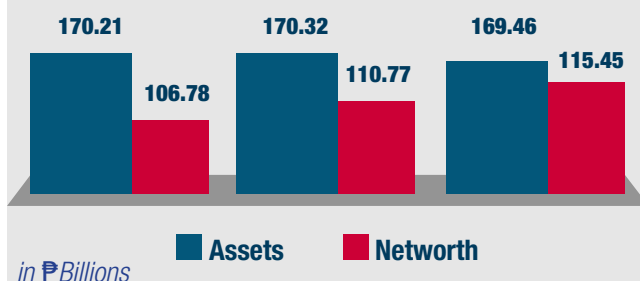


### GOCC Highlights (In ₱ Millions)

	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
PAGCOR	34,402	19,827	3,015	36,521	20,253	3,094	32,639	17,187	3,250
PCSO	13,203	11,749	564	16,118	12,185	2,870	19,056	11,800	3,304

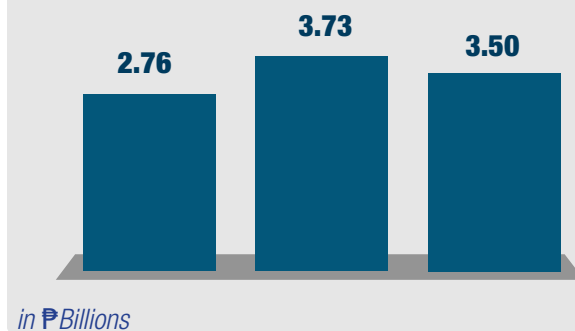
# Accelerating Growth Through Regional Development

## ASSETS AND NETWORTH



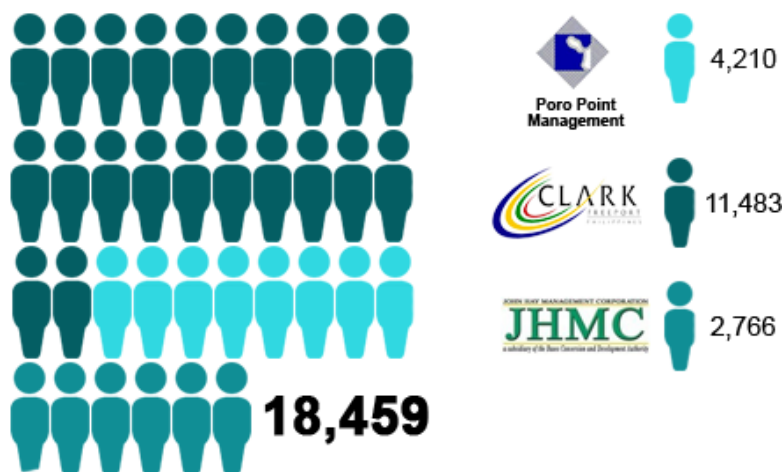
In the past three years, PPMC and LLDA were able to turnaround their financial standing from a loss position to an income of ₱110 Million and ₱802.7 Million respectively. CDC likewise increased its TCI by 74% in 2014, allowing the sector to experience a three-year increase of 27%.

## TCI



## Jobs Generated

Additional jobs generated from 2011-2014

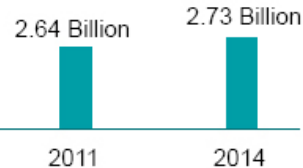


**BCDA**  
Business Conversion and  
Development Authority

7.26 Billion  
remittance to BTR  
from 2011 to 2014

**JHMC**  
John Hay Management Corporation  
a subsidiary of the Bases Conversion and Development Authority

Cumulative Investment

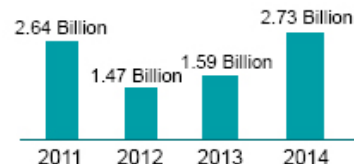


**CLARK**  
Clark Development Corporation

\$1,053.2 Million  
Investment  
commitment from  
2011 to 2014.

**Poro Point Management**

Cumulative Investment



## GOCC Highlights (In ₱ Millions)

	2012			2013			2014		
	Assets	Liabilities	TCI	Assets	Liabilities	TCI	Assets	Liabilities	TCI
BCDA	130,066	42,222	411	129,268	38,252	914	130,796	36,828	629
CDC	6,076	1,946	187	5,722	2,228	315	6,265	2,396	549
John Hay	167	296	7	167	300	3	191	316	7
Poro Point	155	95	(4)	97	36	(4)	110	47	8
LLDA	521	133	(4)	1,575	1,035	21	803	256	37
PRA	33,224	18,734	2,163	33,486	17,695	2,477	31,294	14,169	2,267

Brick By Brick:

# Building An Institution Of Governance

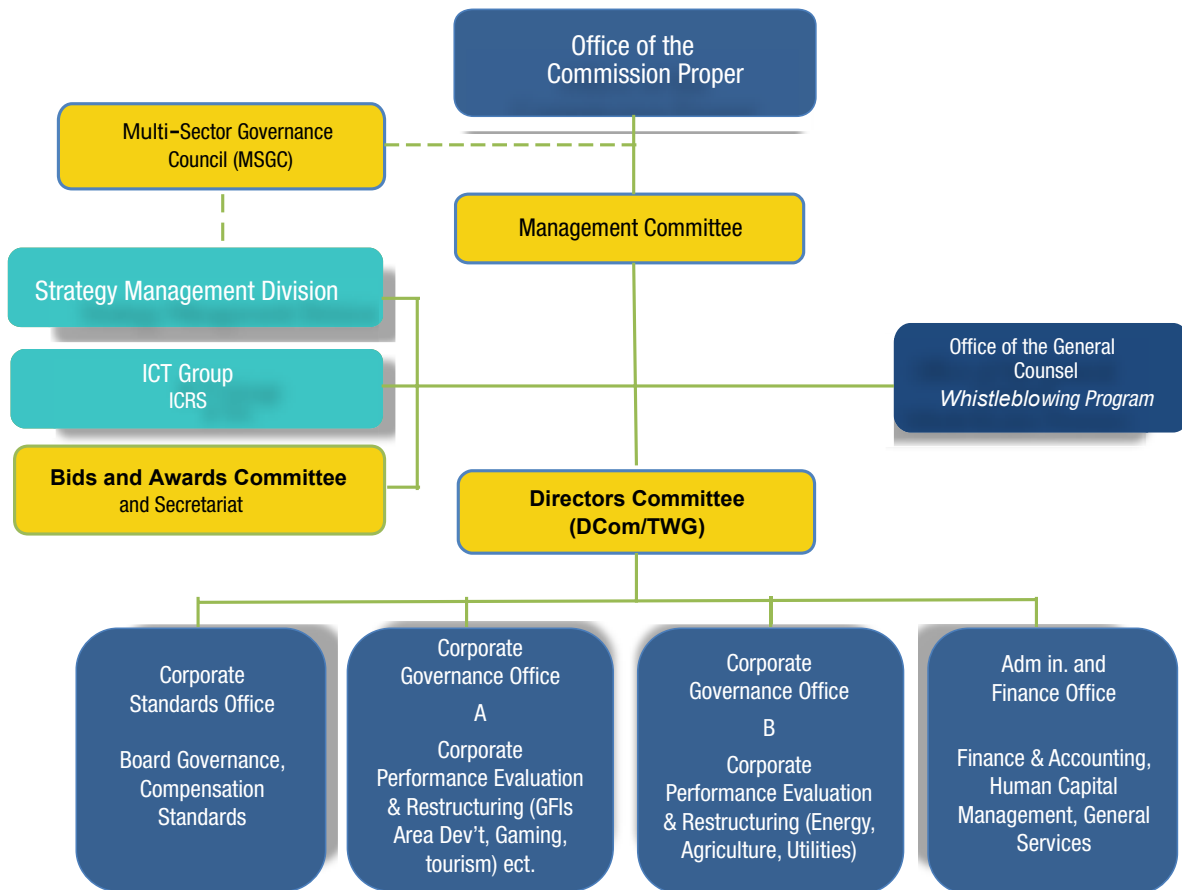


Our Core Values:

**INTEGRITY**  
We walk the talk

**PROFESSIONALISM**  
Meritocracy, Excellence & Service

**INDEPENDENCE**  
Transparency, Accountability & Fairness

**LOVE OF COUNTRY**  
Country above Self


When the Governance Commission began operations in October 2011, it set out to establish an agency that would operate with the efficiency and ‘feel’ of the private sector while maintaining the public sector values of financial stewardship, transparency and accountability. However, this task required mastering the complex array of intra-government rules that many argue ended up creating the government bureaucracy in the first place; from budgeting, civil service rules to procurement.

Beginning in October 2012 with less than 10 people, the agency has come into its own with 95 personnel (11 executives, 50 professionals, 29 general staff).

	Budget (P)	Utilization/ Obligation Rate*
<b>2012</b>	100,000,000	97%
<b>2013</b>	135,685,000	93%
<b>2014</b>	88,241,000	84%



In January 2014, the Governance Commission also established a Quality Management System (ISO 9001:2008) within a period of 4 months as a preliminary step towards developing a culture of efficiency and innovation based on learnings from the annual audit of GCG's processes. Now on its third year of implementation, the QMS will now be linked with the performance management processes as well as the agency's Citizens Charter in anticipation of the ISO 9001:2015 standards.

Foreseeing the need for greater precision in the agency's human capital management initiatives, a Human Capital Management Division was created in December 2014 to enhance the agency's strategic focus on employee engagement. The division hit the ground running with the development of a competency framework as one of its first priority projects in collaboration with the Civil Service Commission (CSC), which is set to be completed by the end of 2015. It also institutionalized the regular use of employee surveys to ensure adequate consideration of other areas and provide another avenue for crucial employee feedback.

Last but not least, capitalizing on information technology (IT) has been a key driver to achieving operational excellence. From documents management to the Integrated Corporate Reporting System, IT governance is regularly discussed at the level of top management, particularly during the performance conference of the ICT group.

## QUALITY POLICY



**GCG is committed to transform the GOCC Sector into a significant tool for economic growth and development.**

To uphold this commitment, we shall

- promote the highest standards of corporate governance;
- comply with applicable quality, statutory, and regulatory requirements;
- provide excellent and competent technical and policy advice to our stakeholders;
- transform the GCG Officers and Employees to leading corporate governance specialists; and
- ensure effective control and continual upgrading of key processes through the use of current technology.

# THE GCG MULTI-SECTOR GOVERNANCE COUNCIL

The Governance Commission recognizes that it must work closely with its stakeholders in the governance and monitoring of GOCCs. This policy was institutionalized with the establishment of the Multi-Sector Governance Council (MSGC) through Memorandum Circular No. 2013-04. Consisting of reputable individuals representing GCG's major external stakeholders, the Council serves as an advisory board to the Governance Commission on strategic areas of the GOCC Sector Transformation Program.

## *The Chairman*



**Dr. Roberto De Ocampo, Makati Business Club (MBC), Business Sector. –**

Dr. De Ocampo is the Co-Vice Chair of MBC. He was chosen as a representative of the Business Sector for his outstanding contributions to the government and the finance sector especially as Secretary of Finance from 1994 to 1998 during which he became the first Filipino to receive the “Global Finance Minister of the Year” award from Euromoney. He is known nationally and internationally for public and international finance, having been Chairman of the APEC and ASEAN Finance Ministers. He was also conferred by Her Majesty Queen Elizabeth II the Most Excellent Order of the British Empire (OBE). He currently sits as the Chairperson of the MSGC.

**Usec. Reynaldo Cruz, Office of the President. –** Atty. Cruz is undersecretary to Executive Secretary Paquito N. Ochoa, Jr. and heads the Office of the President's Strategic Initiatives Management Office. The Governance Commission is attached to the Office of the President for purposes of policy and program coordination. The Executive Secretary designated Usec. Cruz as his representative to the Council. He currently sits as the Vice-Chairperson of the MSGC.



## *Civil Society Organizations*



**Mr. Vincent Lazatin, Transparency and Accountability Network (TAN). –**

The Executive Director of TAN, a coalition of multi-sectoral organizations working towards transparency and accountability in Philippine governance, Mr. Lazatin was chosen as a representative of civil society organizations for his exemplary work and contribution not only through TAN but also through various civil society and/or development organizations such as BantayLansangan with DPWH and the Civil Society Coalition for the UN Convention.



**Mr. Edgar Morada, Fellowship of Christians in Government, Inc. (FOCIG).** – A member of the Board of Trustees of Fellowship of Christians in Government (FOCIG), Mr. Morada has private and public sector engagements over the last 40 years and a considerable exposure to the academe both local and international. He is now President of Presidency Capital, a private equity firm with a diversified portfolio ranging from infrastructure to food services.



## *Business Sector*



**Mr. Ricardo Nicanor Jacinto, Institute for Corporate Directors (ICD).** – Mr. Jacinto is the Chief Executive Officer of ICD, a non-stock, non-profit organization seeking to raise the standards and practice of corporate directorship in the country. ICD was invited as an Observer on the Council in view of its shared history and advocacy with the Governance Commission in promoting good corporate governance. He is also the President of the Nicanor P. Jacinto Jr. Foundation.

**Mr. Santiago F. Dumlao, Jr., Financial Executives Institute of the Philippines (FINEX).** – Mr. Dumlao is past president of Management Association of the Philippines (1979) and of the Financial Executives Institute of the Philippines (1989). Through these organizations he pursues his advocacies for national budget reform and judicial reform. He is currently Secretary General of the Association of Credit Rating Agencies in Asia (ACRAA), promoting regional cooperation in the advancement of cross-border investments through the credit rating platform.



## *Academe*



**Dr. Francisco Magno, De La Salle University (DLSU).** – Dr. Magno is the Director of the Robredo Institute of Governance, DLSU. He was chosen as a representative of the Academe for his exemplary contributions as an academician in the field of political science being a faculty and research scholar in various academic institutions such as the University of the Philippines, University of Hawaii, and Waseda University, among others. He was named an Outstanding Young Scientist in the field of political science by the National Academy of Science and Technology of the Philippines in 2000.

## Media



**Ms. Doreen Yu, Philippine Star** – An editor at one of the country's leading daily newspapers, Ms. Yu was chosen as a representative of the Media Sector for her valuable contributions in the field of journalism and for rendering her expertise for the pursuit of good governance within the country. She also works in the fields of arts and culture and serves on the board of several arts organizations.

**Ms. Gemma Mendoza, Rappler, Inc.** – Ms. Mendoza leads the Research and Content Strategy of the social news network website, Rappler and sits as a representative of the Media Sector for her significant contributions as a journalist and expertise in online and social media. She was recognized by various award-giving bodies such as the Jaime V. Ongpin Awards for Investigative Journalism, for her stories on governance and corruption and other social issues.



# GOCC SECTOR FINANCIALS in P<sup>Millions</sup>

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS			LIABILITIES			NET WORTH		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR</b>										
		2,860,942	3,214,805	3,696,202	1,199,528	1,457,094	1,706,125	1,661,414	1,757,711	1,990,077
	<b>Banking Institutions</b>	1,048,301	1,283,006	1,532,210	922,479	1,160,666	1,409,167	125,821	122,340	123,043
1.	Al-Amanah Islamic Investment Bank of the Philippines	707	679	703	265	286	329	442	392	374
2.	Development Bank of the Philippines	351,729	427,352	467,513	309,400	386,599	424,692	42,330	40,753	42,821
3.	***DBP Data Center, Inc.	58	75	87	20	31	45	38	44	42
4.	Land Bank of the Philippines	689,129	847,083	1,054,106	607,225	767,127	975,818	81,903	79,956	78,289
5.	***Land Bank Countryside Dev't Foundation, Inc.	107	105	105	3	3	3	104	102	103
6.	***LBP Resources and Development Corporation	485	493	544	63	58	104	422	435	440
7.	Philippine Postal Savings Bank, Inc.	6,085	7,218	9,152	5,503	6,563	8,176	582	656	976
	<b>Non Banking Institutions</b>	274,812	282,166	289,387	172,987	173,320	169,919	101,826	108,847	119,468
8.	Credit Information Corporation	149	179	156	1	1	1	149	179	155
9.	DBP Leasing Corporation	1,480	1,244	1,453	759	622	605	721	622	848
10.	Home Guaranty Corporation	32,727	33,487	33,916	25,090	25,721	25,443	7,637	7,766	8,474
11.	LBP Insurance Brokerage, Inc.	904	995	1,116	101	160	239	803	836	877
12.	LBP Leasing Corporation	3,132	3,712	4,006	1,920	2,436	2,669	1,212	1,277	1,337
13.	Masaganang Sakahan, Inc.	170	180	143	66	69	29	104	110	114
14.	National Development Company	12,294	13,115	12,913	8,410	8,530	9,838	3,884	4,585	3,075
15.	National Home Mortgage Finance Corporation	35,519	36,017	34,879	38,414	37,955	36,286	(2,895)	(1,939)	(1,407)
16.	National Livelihood Development Corp. (Merged Livcor and NLSF)	5,236	5,306	5,010	211	238	260	5,025	5,068	4,750
17.	People's Credit and Finance Corporation	3,879	3,791	4,395	2,735	2,658	2,383	1,144	1,134	2,012
18.	Philippine Crop Insurance Corporation	1,271	2,272	3,152	394	849	1,409	877	1,423	1,743
19.	Philippine Deposit Insurance Corporation	154,425	155,968	161,786	68,688	65,737	61,683	85,737	90,231	100,103

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS			LIABILITIES			NET WORTH		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
20.	Quedan & Rural Credit Guarantee Corporation	2,700	3,700	3,392	8,583	9,419	10,338	(5,883)	(5,719)	(6,946)
21.	Small Business Corporation	5,785	5,904	5,116	3,324	3,501	2,566	2,461	2,403	2,550
22.	Social Housing Finance Corporation	11,965	13,095	15,319	11,720	12,883	14,153	246	212	1,166
23.	Trade and Investment Development Corporation of the Philippines (also known as PhilEXIM)	3,174	3,202	2,634	2,571	2,543	2,017	603	658	617
	<b>Social Security Institutions</b>	<b>1,537,830</b>	<b>1,649,633</b>	<b>1,874,605</b>	<b>104,062</b>	<b>123,108</b>	<b>127,039</b>	<b>1,433,767</b>	<b>1,526,524</b>	<b>1,747,566</b>
24.	Employees Compensation Commission	359	383	415	35	39	53	324	344	362
	Occupational Safety and Health Center (Special ECC Department)	298	308	329	40	31	33	258	276	296
25.	Government Service Insurance System	733,568	788,046	910,435	21,875	31,898	25,542	711,693	756,148	884,893
26.	Home Development Mutual Fund (HDMF)	314,536	344,674	376,087	58,669	62,603	62,459	255,867	282,071	313,628
27.	Philippine Health Insurance Corporation	125,999	131,242	145,524	12,045	15,598	23,801	113,954	115,644	121,723
28.	Social Security System	362,805	384,633	431,344	11,383	12,913	15,116	351,422	371,720	416,227
29.	Veterans Federation of the Philippines	266	346	10,471	16	26	35	250	321	10,436
	<b>II. TRADE, AREA DEVELOPMENT AND TOURISM SECTOR</b>	<b>245,588</b>	<b>264,088</b>	<b>294,788</b>	<b>84,725</b>	<b>84,956</b>	<b>86,508</b>	<b>160,863</b>	<b>179,131</b>	<b>208,280</b>
	<b>Trade</b>	<b>5,409</b>	<b>8,060</b>	<b>7,315</b>	<b>4,710</b>	<b>7,262</b>	<b>6,382</b>	<b>699</b>	<b>798</b>	<b>933</b>
30.	Center for International Trade Expositions and Missions	486	495	527	78	86	103	408	409	424
31.	Duty Free Philippines Corporation	2,839	3,017	2,941	2,417	2,508	2,297	422	509	645
32.	Philippine International Trading Corporation	2,037	4,365	3,558	1,856	4,182	3,378	181	183	181
33.	PITC Pharma, Inc.	46	183	288	358	486	605	(312)	(303)	(317)
	<b>Area Development</b>	<b>237,044</b>	<b>249,717</b>	<b>278,728</b>	<b>77,748</b>	<b>73,187</b>	<b>73,465</b>	<b>159,295</b>	<b>176,529</b>	<b>205,263</b>
34.	Bases Conversion Development Authority	130,066	129,268	130,796	42,222	38,252	36,828	87,844	91,017	93,968
35.	Clark Development Corporation	6,076	5,722	6,265	1,946	2,228	2,396	4,130	3,494	3,869
36.	John Hay Management Corporation	167	167	191	296	300	316	(129)	(133)	(126)
37.	Laguna Lake Development Authority	521	1,575	803	133	1,035	256	389	541	546

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CLASSIFICATION OF GOCCs BY SECTORS				ASSETS			LIABILITIES			NET WORTH		
				2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>V. ENERGY AND MATERIALS SECTOR</b>				1,496,760	1,523,235	1,434,574	1,051,351	1,115,370	1,025,801	445,409	407,866	408,774
	<b>Energy</b>			1,495,670	1,522,093	1,433,384	1,050,763	1,114,776	1,025,229	444,907	407,318	408,155
51.	National Electrification Administration	NEA		19,770	23,709	36,028	18,692	22,561	30,918	1,078	1,148	5,110
52.	National Power Corporation	NPC		39,279	39,634	43,199	18,036	17,018	17,883	21,243	22,615	25,316
53.	National Transmission Corporation	TRANSCO		383,447	358,671	349,102	165,460	145,055	140,745	217,988	213,616	208,357
54.	Philippine National Oil Company	PNOC		40,707	40,609	42,395	5,428	5,383	4,686	35,279	35,226	37,710
55.	Power Sector Assets and Liabilities Management Corporation	PSALM		997,388	1,041,620	945,403	839,512	921,258	827,499	157,876	120,362	117,904
56.	PNOC Exploration Corporation	PNOC-EC		13,958	16,745	16,179	3,524	3,388	3,377	10,435	13,357	12,802
57.	PNOC Renewables Corporation	PNOC-RC		1,121	1,105	1,078	111	112	120	1,010	993	957
	<b>Materials</b>			1,090	1,142	1,190	588	594	572	502	548	618
58.	Bukidnon Forest, Inc.	BFI		248	218	208	91	48	38	157	169	170
59.	Natural Resources Development Corporation	NRDC		500	512	518	314	346	346	185	166	172
60.	Philippine Mining Development Corporation (formerly NRMDC)	PMDC		342	412	464	183	199	188	159	213	276
<b>VI. AGRICULTURE, FISHERIES AND FOOD SECTOR</b>				55,522	49,147	49,148	173,326	176,183	174,739	(117,804)	(127,036)	(125,591)
	<b>Agriculture and Fisheries</b>			42,509	38,898	38,687	171,684	174,878	171,139	(129,175)	(135,981)	(132,453)
61.	National Dairy Authority	NDA		1,234	1,351	1,766	749	633	671	484	718	1,095
62.	National Food Authority	NFA		29,396	20,974	24,003	162,990	165,810	166,936	(133,594)	(144,836)	(142,934)
63.	National Tobacco Administration	NTA		1,087	1,209	1,588	118	121	127	969	1,088	1,461
64.	Philippine Coconut Authority	PCA		2,596	6,678	7,579	451	622	703	2,145	6,056	6,877
65.	Philippine Fisheries Development Authority	PFDA		1,452	1,685	1,763	1,968	2,180	2,209	(516)	(495)	(446)
66.	Philippine Sugar Corporation	PHILSUCOR		6,289	6,505	1,534	5,297	5,402	415	992	1,103	1,118
67.	Sugar Regulatory Administration	SRA		455	496	454	111	110	78	344	386	376
	<b>Food</b>			13,012	10,249	10,461	1,642	1,305	3,600	11,371	8,944	6,862

		2012	2013	2014	2012	2013	2014	2012	2013	2014	
68.	Food Terminal, Inc. (PMO)	FTI	12,745	10,045	10,256	596	259	2,527	12,149	9,786	7,729
69.	Northern Foods Corporation	NFC	267	204	205	1,046	1,046	1,073	(778)	(842)	(868)
VII. UTILITIES AND COMMUNICATIONS SECTOR		436,137	503,650	534,403	226,600	285,631	289,407	209,537	218,019	244,996	
	Utilities	425,016	487,180	520,020	217,628	269,723	277,592	207,388	217,457	242,428	
70.	Cebu Port Authority	CPA	5,368	5,624	5,965	346	419	532	5,023	5,205	5,433
71.	Clark International Airport Corporation	CIAC	1,595	1,953	2,138	1,713	2,035	2,188	(118)	(82)	(50)
72.	Light Rail Transit Authority	LRTA	70,788	71,098	69,565	69,515	65,912	62,747	1,274	5,185	6,818
73.	Local Water Utilities Administration	LWUA	15,555	15,780	15,337	9,096	9,152	7,420	6,459	6,628	7,918
74.	Mactan-Cebu International Airport Authority	MCIAA	6,529	7,359	21,577	291	280	14,631	6,238	7,079	6,946
75.	Manila International Airport Authority	MIAA	32,243	32,251	33,434	13,415	11,622	11,046	18,829	20,629	22,388
76.	Metropolitan Waterworks and Sewerage System	MWSS	54,077	53,809	58,463	17,363	17,092	13,132	36,714	36,717	45,332
77.	National Irrigation Administration	NIA	58,902	117,737	124,122	45,423	103,294	108,060	13,478	14,443	16,062
78.	North Luzon Railway Corporation	NORTHRAIL	21,948	22,292	22,538	20,909	21,715	22,057	1,039	577	481
79.	PEA Tollway Corporation	PEA-TC	247	277	299	243	273	295	4	4	4
80.	Philippine Aerospace Development Corporation	PADC	132	121	121	28	32	29	104	88	92
81.	Philippine National Railways	PNR	53,103	52,869	51,896	25,956	26,115	26,476	27,147	26,754	25,420
82.	Philippine Ports Authority	PPA	104,503	105,985	114,524	13,329	11,779	8,972	91,174	94,206	105,552
83.	Southern Utility Management, Inc.	SUMSI	26	27	39	3	3	7	24	24	32
	Communications	11,121	16,470	14,383	8,972	15,908	11,815	2,149	562	2,569	
84.	APO Production Unit, Inc.	APO-PUJI	367	311	404	385	326	407	(18)	(15)	(3)
85.	Intercontinental Broadcasting Corporation	IBC	563	528	475	1,234	1,259	1,315	(670)	(731)	(840)
86.	People's Television Network, Inc.	PTNI	969	985	1,288	569	587	568	400	398	720
87.	Philippine Postal Corporation	PHILPOST	9,222	14,646	12,216	6,784	13,735	9,524	2,438	911	2,692
	VIII. REALTY HOLDING COMPANIES	245	232	219	38	29	41	207	203	178	

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS			LIABILITIES			NET WORTH		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
88.	Batangas Land Company, Inc.	68	70	62	22	13	16	45	57	45
89.	First Cavite Industrial Estate, Inc.	10	10	9	11	13	14	(1)	(3)	(6)
90.	G.Y. Real Estate, Inc.	145	133	125	2	1	5	142	132	120
91.	Kamayan Realty Corporation	19	15	20	2	2	5	17	13	15
	<b>TOTAL</b>	<b>5,150,779</b>	<b>5,622,603</b>	<b>6,077,319</b>	<b>2,767,759</b>	<b>3,152,366</b>	<b>3,313,359</b>	<b>2,383,020</b>	<b>2,470,237</b>	<b>2,763,960</b>

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES			TCI (Net of Subsidy and OCI)			RETURN ON ASSET			RETURN ON EQUITY		
		2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR</b>		431,954	460,766	596,996	129,265	122,327	226,694						
<b>Banking Institutions</b>		55,663	62,236	59,200	14,797	15,006	16,072						
1.	Al-Amanah Islamic Investment Bank of the Philippines <sup>1</sup>	45	27	48	(32)	(50)	(25)	4.1%	3.9%	3.5%	-7.2%	-12.6%	-6.7%
2.	Development Bank of the Philippines <sup>1</sup>	17,095	19,251	19,626	4,174	4,765	4,109	2.4%	2.2%	2.3%	9.9%	11.7%	9.6%
3.	***DBP Data Center, Inc.	63	74	89	4	6	2	6.8%	8.4%	2.8%	10.4%	14.2%	5.8%
4.	Land Bank of the Philippines <sup>1</sup>	37,683	42,031	38,250	10,596	10,199	11,831	3.5%	3.7%	3.4%	12.9%	12.8%	15.1%
5.	***Land Bank Countryside Dev't Foundation, Inc.	30	25	24	5	(2)	(0)	4.9%	-1.6%	-0.3%	5.1%	-1.6%	-0.3%
6.	***LBP Resources and Development Corporation	220	200	366	19	23	33	3.9%	4.6%	6.0%	4.5%	5.2%	7.4%
7.	Philippine Postal Savings Bank, Inc. <sup>1 2</sup>	527	628	796	30	64	123		5.8%	6.1%	5.2%	9.8%	12.6%
<b>Non Banking Institutions</b>		30,885	30,135	33,794	574	4,369	7,232						
8.	Credit Information Corporation	30	47	1	(10)	(21)	(24)	-6.8%	-11.4%	-15.3%	-6.8%	-11.5%	-15.4%
9.	DBP Leasing Corporation	73	75	56	(14)	(27)	(18)	-1.0%	-2.2%	-1.2%	-2.0%	-4.4%	-2.1%
10.	Home Guaranty Corporation	826	832	908	(563)	(374)	167	-1.7%	-1.1%	0.5%	-7.4%	-4.8%	2.0%
11.	LBP Insurance Brokerage, Inc.	115	116	133	68	68	76	7.5%	6.8%	6.8%	8.4%	8.1%	8.6%
12.	LBP Leasing Corporation	520	507	515	146	159	140	4.6%	4.3%	3.5%	12.0%	12.4%	10.4%
13.	Masaganang Sakahan, Inc.	183	226	266	6	11	13	3.5%	6.4%	8.8%	5.8%	10.4%	11.0%
14.	National Development Company	826	846	790	328	324	391	2.7%	2.5%	3.0%	8.4%	7.1%	12.7%
15.	National Home Mortgage Finance Corporation	4,914	2,038	1,169	193	47	3	0.5%	0.1%	0.0%	-6.7%	-2.4%	-0.2%
16.	National Livelihood Development Corp. (Merged Livecor and NLSF)	342	302	302	78	48	48	1.5%	0.9%	1.0%	1.6%	1.0%	1.0%
17.	People's Credit and Finance Corporation	344	291	254	63	35	23	1.6%	0.9%	0.5%	5.5%	3.1%	1.2%
18.	Philippine Crop Insurance Corporation	589	1,645	2,856	143	556	211	11.2%	24.5%	6.7%	16.3%	39.1%	12.1%
19.	Philippine Deposit Insurance Corporation	20,632	21,698	24,307	3,337	5,576	7,355	2.2%	3.6%	4.5%	3.9%	6.2%	7.3%
20.	Quedan & Rural Credit Guarantee Corporation	125	205	78	(3,527)	(2,242)	(1,326)	-130.6%	-60.6%	-39.1%	59.9%	39.2%	19.1%
21.	Small Business Corporation	394	348	361	69	21	32	1.2%	0.4%	0.6%	2.8%	0.9%	1.3%
22.	Social Housing Finance Corporation	420	379	1,313	49	35	116	0.4%	0.3%	0.8%	19.8%	16.4%	10.0%

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES			TCI (Net of Subsidy and OCI)			RETURN ON ASSET			RETURN ON EQUITY		
		2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
23.	Trade and Investment Development Corporation of the Philippines (also known as Philexim)												
		553	580	485	210	152	25	6.6%	4.8%	1.0%	34.8%	23.1%	4.1%
	<b>Social Security Institutions</b>	<b>345,405</b>	<b>368,395</b>	<b>504,003</b>	<b>113,894</b>	<b>102,952</b>	<b>203,390</b>						
24.	Employees Compensation Commission	93	100	110	19	20	18	5.2%	5.1%	4.4%	5.7%	5.7%	5.1%
	Occupational Safety and Health Center (Special ECC Department)	134	118	138	35	16	20	11.7%	5.3%	6.1%	13.5%	5.9%	6.8%
25.	Government Service Insurance System	137,501	139,158	231,541	62,619	48,361	139,897	8.5%	6.1%	15.4%	8.8%	6.4%	15.8%
26.	Home Development Mutual Fund (HDMF)	25,253	29,446	30,680	13,251	14,437	16,222	4.2%	4.2%	4.3%	5.2%	5.1%	5.2%
27.	Philippine Health Insurance Corporation	54,225	62,055	88,019	1,768	1,690	4,738	1.4%	1.3%	3.3%	1.6%	1.5%	3.9%
28.	Social Security System	128,100	137,396	153,334	36,155	38,357	42,379	10.0%	10.0%	9.8%	10.3%	10.3%	10.2%
29.	Veterans Federation of the Philippines	100	121	182	47	71	116	17.8%	20.6%	1.1%	19.0%	22.2%	1.1%
	<b>II. TRADE, AREA DEVELOPMENT AND TOURISM SECTOR</b>	<b>27,689</b>	<b>38,765</b>	<b>54,221</b>	<b>4,540</b>	<b>5,612</b>	<b>5,344</b>						
	<b>Trade</b>	<b>10,525</b>	<b>10,957</b>	<b>11,350</b>	<b>421</b>	<b>333</b>	<b>244</b>						
30.	Center for International Trade Expositions and Missions	210	244	226	(26)	(1)	(2)	-5.4%	-0.2%	-0.5%	-6.5%	-0.2%	-0.6%
31.	Duty Free Philippines Corporation	10,103	10,279	10,470	487	325	252	17.1%	10.8%	8.6%	115.2%	63.7%	39.1%
32.	Philippine International Trading Corporation	148	90	95	2	(0)	0	0.1%	0.0%	0.0%	0.8%	-0.1%	0.1%
33.	PITC Pharma, Inc.	64	345	560	(40)	9	(6)	-87.8%	4.8%	-2.1%	13.0%	-2.9%	1.9%
	<b>Area Development</b>	<b>16,521</b>	<b>26,012</b>	<b>40,896</b>	<b>4,053</b>	<b>5,147</b>	<b>5,160</b>						
34.	Bases Conversion Development Authority	3,148	4,761	6,409	411	914	629	0.3%	0.7%	0.5%	0.5%	1.0%	0.7%
35.	Clark Development Corporation	1,182	1,287	1,475	187	315	549	3.1%	5.5%	8.8%	4.5%	9.0%	14.2%
36.	John Hay Management Corporation	71	79	71	7	3	7	4.3%	1.8%	3.8%	-5.5%	-2.2%	-5.8%
37.	Laguna Lake Development Authority	160	197	223	(4)	21	37	-0.8%	1.3%	4.6%	-1.0%	3.8%	6.8%
38.	National Housing Authority	6,296	13,575	26,770	74	383	250	0.1%	0.6%	0.3%	0.2%	0.7%	0.3%
39.	Partido Development Administration	91	86	92	(18)	(9)	1	-3.8%	-1.9%	0.3%	2.8%	1.4%	-0.2%
40.	Philippine Reclamation Authority (Formerly PEA)	3,236	3,710	3,444	2,163	2,477	2,267	6.5%	7.4%	7.2%	14.9%	15.7%	13.2%



CLASSIFICATION OF GOCCs BY SECTORS		REVENUES			TCI (Net of Subsidy and OCI)			RETURN ON ASSET			RETURN ON EQUITY		
		2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
41.	Poro Point Management Corporation												
		70	66	61	(4)	(4)	8	-2.6%	-4.4%	7.2%	-6.6%	-7.0%	12.4%
42.	Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	2,268	2,250	2,351	1,236	1,047	1,411	11.0%	8.4%	8.0%	12.2%	9.4%	11.2%
	<b>Tourism</b>	643	1,796	1,975	66	132	(60)						
43.	Philippine Retirement Authority	361	450	552	127	241	290	4.4%	5.2%	4.2%	19.2%	26.8%	27.0%
44.	Tourism Promotions Board (formerly PCVC)	281	1,346	1,423	(61)	(109)	(350)	-22.3%	-6.4%	-18.5%	-29.4%	-12.0%	-34.6%
	<b>III. EDUCATIONAL AND CULTURAL SECTOR</b>	946	874	1,070	(160)	(243)	(71)						
	<b>Educational</b>	570	519	636	(25)	(76)	(75)						
45.	Boy Scouts of the Philippines	198	185	196	27	18	62	0.9%	0.6%	1.8%	0.9%	0.6%	1.8%
46.	Development Academy of the Philippines	372	333	441	(52)	(93)	(136)	-8.9%	-14.7%	-20.4%	-18.6%	-33.1%	-47.8%
	<b>Cultural</b>	376	356	434	(134)	(167)	3						
47.	Cultural Center of the Philippines	346	335	411	(118)	(151)	22	-7.9%	-10.1%	1.4%	-9.0%	-11.7%	1.6%
48.	Nayong Pilipino Foundation, Inc.	30	21	22	(17)	(17)	(18)	-0.6%	-0.2%	-0.2%	-0.6%	-0.2%	-0.2%
	<b>IV. GAMING SECTOR</b>	75,249	74,049	73,884	3,580	5,964	6,554						
49.	Philippine Amusement and Gaming Corporation	40,884	40,524	39,989	3,015	3,094	3,250	8.8%	8.5%	10.0%	20.7%	19.0%	21.0%
50.	Philippine Charity Sweepstakes Office	34,365	33,524	33,896	564	2,870	3,304	4.3%	17.8%	17.3%	38.8%	73.0%	45.5%
	<b>V. ENERGY AND MATERIALS SECTOR</b>	103,265	83,813	89,189	45,601	4,452	7,357						
	<b>Energy</b>	103,135	83,632	89,014	45,595	4,408	7,310						
51.	National Electrification Administration	865	7,113	14,769	341	374	416	1.7%	1.6%	1.2%	31.6%	32.6%	8.1%

CLASSIFICATION OF GOCCs BY SECTORS			REVENUES			TCI (Net of Subsidy and OCI)			RETURN ON ASSET			RETURN ON EQUITY		
			2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
52.	National Power Corporation	NPC	10,065	11,069	12,894	398	505	1,536	1.0%	1.3%	3.6%	1.9%	2.2%	6.1%
53.	National Transmission Corporation	TRANSCO	18,155	13,819	11,066	11,411	8,027	5,215	3.0%	2.2%	1.5%	5.2%	3.8%	2.5%
54.	Philippine National Oil Company	PNOC	2,036	1,042	5,245	156	739	1,786	0.4%	1.8%	4.2%	0.4%	2.1%	4.7%
55.	Power Sector Assets and Liabilities Management Corporation	PSALM	63,011	43,824	38,054	30,359	(8,143)	(4,059)	3.0%	-0.8%	-0.4%	19.2%	-6.8%	-3.4%
56.	PNOC Exploration Corporation	PNOC-EC	8,963	6,702	6,969	2,925	2,923	2,452	21.0%	17.5%	15.2%	28.0%	21.9%	19.2%
57.	PNOC Renewables Corporation	PNOC-RC	39	64	17	6	(17)	(36)	0.5%	-1.5%	-3.4%	0.6%	-1.7%	-3.8%
	<b>Materials</b>		<b>130</b>	<b>180</b>	<b>175</b>	<b>6</b>	<b>44</b>	<b>47</b>						
58.	Bukidnon Forest, Inc.	BFI	19	37	26	(9)	11	1	-3.6%	4.9%	0.3%	-5.7%	6.2%	0.3%
59.	Natural Resources Development Corporation	NRDC	27	10	8	(1)	(20)	(16)	-0.1%	-3.9%	-3.1%	-0.4%	-12.0%	-9.4%
60.	Philippine Mining Development Corporation (formerly NRMDC)	PMDC	84	133	141	15	54	63	4.5%	13.0%	13.6%	9.7%	25.2%	22.9%
<b>VI. AGRICULTURE, FISHERIES AND FOOD SECTOR</b>			<b>57,561</b>	<b>29,567</b>	<b>46,353</b>	<b>5,405</b>	<b>(12,388)</b>	<b>(353)</b>						
	-													
	<b>Agriculture and Fisheries</b>	-	<b>33,276</b>	<b>29,163</b>	<b>45,859</b>	<b>(9,977)</b>	<b>(12,430)</b>	<b>(457)</b>						
61.	National Dairy Authority	NDA	391	282	383	82	(226)	(158)	6.6%	-16.7%	-9.0%	16.9%	-31.5%	-14.4%
62.	National Food Authority	NFA	29,658	21,624	41,180	(9,503)	(11,079)	1,875	32.3%	52.8%	7.8%	7.1%	7.6%	-1.3%
63.	National Tobacco Administration	NTA	327	392	775	(51)	(153)	(154)	-4.7%	-12.6%	-9.7%	-5.3%	-14.0%	-10.5%
64.	Philippine Coconut Authority	PCA	1,617	5,530	2,403	(727)	(1,198)	(2,102)	28.0%	17.9%	27.7%	-33.9%	-19.8%	-30.6%
65.	Philippine Fisheries Development Authority	PFDA	553	635	659	(26)	21	44	-1.8%	1.2%	2.5%	5.1%	-4.2%	-9.9%
66.	Philippine Sugar Corporation	PHILSUCOR	311	261	45	190	140	15	3.0%	2.2%	1.0%	19.2%	12.7%	1.4%
67.	Sugar Regulatory Administration	SRA	420	439	414	59	65	22	12.9%	13.1%	4.9%	17.1%	16.9%	5.9%
	<b>Food</b>		<b>24,285</b>	<b>403</b>	<b>494</b>	<b>15,382</b>	<b>42</b>	<b>104</b>						
68.	Food Terminal, Inc. (PMO)	FTI	24,178	221	288	15,424	84	134	121.0%	0.8%	1.3%	127.0%	0.9%	1.7%
69.	Northern Foods Corporation	NFC	108	182	206	(42)	(43)	(31)	-15.8%	-20.9%	-14.9%	5.4%	5.1%	3.5%



CLASSIFICATION OF GOCs BY SECTORS		REVENUES			TCI (Net of Subsidy and OCI)			RETURN ON ASSET			RETURN ON EQUITY		
		2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
90.	G.Y. Real Estate, Inc.		5	5	5	(9)	(8)	(7)	-6.0%	-6.3%	-5.8%	-6.1%	-6.1%
91.	Kamayan Realty Corporation		6	5	7	3	2	3	15.3%	11.0%	14.9%	12.9%	19.9%
92.	Pinagkaisa Realty Corporation		2	2	2	1	1	1	27.1%	28.3%	28.6%	29.3%	29.7%
	<b>TOTAL</b>	<b>745,111</b>	<b>736,233</b>	<b>908,727</b>	<b>199,159</b>	<b>134,258</b>	<b>257,980</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Note: <sup>1</sup>Net Interest Margin was used instead of Return of Asset for banks

<sup>2</sup>No Net Interest Margin indicated in COA Audit Report for 2012

## GOCCs Not Included In GOCC Sector Financials

<b><u>INCOMPLETE DATA</u></b>		
93.	Palacio Del Gobernador Condominium Corporation	PDGCC
94.	Quezon City Development Authority	QCDA
95.	Southern Philippines Development Authority	SPDA
96.	Corregidor Foundation, Inc.	CFI
97.	Marawi Resort Hotel, Inc.	MRHI
98.	Girl Scouts of the Philippines	GSP
99.	Philippine Electricity Market Corporation	PEMC
100.	Batong Buhay Gold Mines, Inc.	BBGMI
101.	North Davao Mining Corporation	NDMC
102.	Phividec Panay Agro-Industrial Corp. (PMO)	PPAC
103.	National Sugar Development Company (PMO)	NASUDECO
104.	Civil Aviation Authority of the Philippines	CAAP
105.	Panay Railways Inc. (PMO)	PRI
106.	Philippine National Construction Corporation (PMO)	PNCC
107.	La Union Medical Center	LUMC

<b><u>SUPERVISED BY PCGG</u></b>		
108.	United Coconut Planters Bank (PCGG)	UCPB
109.	UCPB Savings Bank (PCGG)	UCPB-SB
110.	Performance Investment Corporation (PCGG)	PIC
111.	UCPB CIIF Finance and Development Corp (PCGG)	UCPB-CFDC
112.	UCPB Leasing (PCGG)	UCPB Leasing
113.	Independent Realty Corporation (PCGG)	IRC
114.	Mid-Pasig Land Development Corporation (PCGG)	MLDC
115.	Piedras Petroleum Company, Inc. (PCGG)	PIEDRAS
116.	Chemfields, Inc. (PCGG)	CI
117.	Bataan Shipyard and Engineering Company (PCGG)	BASECO
118.	Banahaw Broadcasting Corporation (PCGG)	BBC
119.	Philippine Communications Satellite Corporation (PCGG)	PHILCOMSAT

<b><u>PRIVATIZED</u></b>		
120.	GSIS Family Bank	GSIS-FB

<b><u>NON-OPERATIONAL / INACTIVE</u></b>		
121.	AFP-Retirement and Separation Benefits System	AFP-RSBS
122.	Anchor Estate, Inc.	AEI
123.	Aviation Services and Training Institute	ASTI
124.	Calauag Quezon Province Integrated Coconut Processing Plant	CQPICPP



125.	Clark Polytechnic Development Foundation	CPDF
126.	***DBP Management Corporation	DBPMC
127.	First Centennial Clark Corporation	FCCC
128.	GSIS Mutual Fund, Inc.	GSIS-MFI
129.	GSIS Properties, Inc.	GSIS-PI
130.	Integrated Feedmills Manufacturing Corporation	IFMC
131.	Inter-Island Gas Service, Inc.	IIGSI
132.	LBP Financial Services SpA (Rome, Italy)	LBP-FSS
133.	LBP Remittance Company (USA)	LBP-RC
134.	LBP Singapore Representative Office	LBP-SRO
135.	LBP Taiwan Representative Office	LBP-TRO
136.	Manila Gas Corporation	MGC
137.	Meat Packing Corporation of the Philippines	MPCP
138.	NDC-Philippine Infrastructure Corporation	NPIC
139.	Paskuhan Development, Inc.	PDI
140.	Phil. Centennial Expo '98 Corp.	EXPO FILIPINO
141.	Philpost Leasing and Financing Corporation	PLFC
142.	Philippine Veterans Assistance Commission	PVAC
143.	Philippine Veterans Investment Development Corporation	PHIVIDECA
144.	Metro Transit Organization, Inc.	MTOI
145.	***LWUA Consult, Inc.	LWUA-CI
146.	***BCDA Management and Holdings, Inc.	BMHI

#### **DISSOLVED/ABOLISHED**

147.	Alabang-Sto. Tomas Development, Inc.	ASDI
148.	Bataan Technology Park, Inc.	BTPI
149.	CDCP Farms Corporation	CDCP-FC
150.	Cottage Industry Technology Center	CITC
151.	Disc Contractors, Builders and General Services, Inc.	DISC
152.	HGC Subic Corporation	HGC-SC
153.	Human Settlements Development Corporation	HSDC
154.	National Agri-Business Corporation	NABCOR
155.	NIA Consult, Inc.	NIACI
156.	Philippine Fruits and Vegetables Industries, Inc.	PFVII
157.	Philippine Agricultural Development and Commercial Corporaion	PADCC
158.	Philippine Forest Corporation	PFC
159.	PNOC Alternative Fuel Corp.	PNOC-AFC
160.	PNOC Development and Management Corporation	PNOC-DMC
161.	PNOC Shipping and Transport Corporation	PNOC-STC
162.	San Carlos Fruits Corporation	SCFC

163.	Technology Resources Center	TRC
164.	Tierra Factors Corporation	TFC
165.	Traffic Control Products Corporation	TCPC
166.	Zamboanga National Agricultural College - Rubber Estate Corp.	ZREC

#### **GOCCs DISPOSED BY PMO**

167.	Menzi Development Corporation (PMO)	MDC
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#### **GOCCs EXCLUDED FROM THE COVERAGE OF RA NO. 10149**

	<b><i>Bangko Sentral ng Pilipinas</i></b>	
168.	Central Bank - Board of Liquidators	CB-COL
169.	Philippine International Convention Center, Inc.	PICC
	<b><i>Research Institutions*</i></b>	
170.	Lung Center of the Philippines	LCP
171.	National Kidney and Transplant Institute	NKTI
172.	Philippine Center for Economic Development	PCED
173.	Philippine Children's Medical Center	PCMC
174.	Philippine Heart Center	PHC
175.	Philippine Institute for Development Studies	PIDS
176.	Philippine Institute of Traditional and Alternative Health Care	PITAHC
177.	Philippine Rice Research Institute	PRRI
	<b><i>Economic Zone Authorities*</i></b>	
178.	Aurora Pacific Economic Zone and Freeport Authority	APECO
179.	Authority of Freeport Area of Bataan	AFAB
180.	Cagayan Economic Zone Authority	CEZA
181.	Freeport Services Corporation	FSC
182.	Northeastern Luzon Pacific Coastal Services, Inc.	NLPCS
183.	Philippine Economic Zone Authority	PEZA
184.	Phividec Industrial Authority	PIA
185.	Subic Bay Metropolitan Authority	SBMA
186.	Zamboanga City Special Economic Zone Authority	ZCSEZA

	<b><i>By Supreme Court Decision</i></b>	
187.	Radio Philippines Network	RPN
	<b><i>Sui Generis</i></b>	
188.	Millenium Challenge Account Philippines	MCAP

*\* Section 4 of RA10149 provides that for Economic Zone Authorities and Research Institutions, the President shall appoint one-third (1/3) of the board members from the list submitted by the GCG.*

*\*\*\*GOCC functions mainly as a support unit of the Parent GOCC with no independent mandate or business.*

# GOCC Operational Subsidies And Program Funds

In ₱ Millions

GOCC	Operational Subsidy		
	2012	2013	2014
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS</b>	<b>254.78</b>	<b>28.41</b>	<b>71.96</b>
<i>Non Banking Institutions</i>	254.78	28.41	71.96
1. Credit Information Corporation (CIC)	28.41	28.41	71.96
2. National Development Corporation (NDC)	226.37	0.00	0.00
<b>II. TRADE, AREA DEVELOPMENT AND TOURISM</b>	<b>281.29</b>	<b>61.90</b>	<b>573.17</b>
<i>Trade</i>	2.90	2.90	21.13
3. Center for International Trade Expositions and Missions (CITEM)	2.90	2.90	21.13
<i>Area Development</i>	28.39	59.00	52.04
4. Southern Philippines Development Authority (SPDA)	28.39	59.00	52.04
<i>Tourism</i>	250.00	0.00	500.00
5. Tourism Promotions Board (TPB)	250.00	0.00	500.00
<b>III. EDUCATIONAL AND CULTURAL</b>	<b>89.12</b>	<b>9.00</b>	<b>73.04</b>
<i>Educational</i>	9.41	9.00	2.30
6. Cottage Industry Technology Center (CITC)	9.41	9.00	2.30
<i>Cultural</i>	79.71	0.00	70.74
7. Cultural Center of the Philippines (CCP)	79.71	0.00	70.74
<b>V. AGRICULTURE, FISHERIES AND FOOD</b>	<b>184.80</b>	<b>552.59</b>	<b>225.03</b>
<i>Agriculture and Fisheries</i>	184.80	552.59	225.03
8. National Dairy Authority (NDA)	21.57	24.91	25.08

9. National Food Authority (NFA)	0.00	208.03	0.00
10. National Tobacco Administration (NTA)	30.00	72.20	0.00
11. Philippine Coconut Authority (PCA)	133.23	247.45	199.95
VI. UTILITIES AND COMMUNICATION	301.00	515.64	1,165.68
Utilities	301.00	0.00	1,065.68
12. National Irrigation Administration (NIA)	0.00	0.00	1,065.68
13. Philippine National Railways (PNR)	301.00	0.00	0.00
Communications	0.00	515.64	100.00
14. Philippine Postal Corporation (PPC)	0.00	515.64	0.00
TOTAL	1,110.99	1,167.54	2,108.88



GOCC	Program Subsidy		
	2012	2013	2014
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS</b>	<b>19,949.62</b>	<b>9,886.31</b>	<b>45,642.35</b>
<b><i>Banking Institutions</i></b>	<i>0.33</i>	<i>5,000.00</i>	<i>0.00</i>
1. Development Bank of the Philippines (DBP)	0.33	0.00	0.00
2. Land Bank of the Philippines (LANDBANK)	0.00	5,000.00	0.00
<b><i>Non Banking Institutions</i></b>	<i>893.77</i>	<i>4,886.31</i>	<i>10,304.69</i>
3. Credit Information Corporation (CIC)	0.00	37.62	0.00
4. National Home Mortgage Finance Corporation (NHMFC)	500.00	1,000.00	1,000.00
5. National Livelihood Development Corporation (NLDC)	370.00	0.00	0.00
6. Small Business Corporation (SBC)	0.00	0.00	100.00
7. Social Housing Finance Corporation (SHFC)	0.00	80.76	3,665.01
8. People's Credit and Finance Corporation (PCFC)	0.00	0.00	1,563.57
9. Philippine Crop Insurance Corporation (PCIC)	23.77	1,883.77	1,183.77
10. Philippine Deposit Insurance Corporation (PDIC)	0.00	1,884.16	2,792.34
<b><i>Social Security Institutions</i></b>	<i>19,055.52</i>	<i>0.00</i>	<i>35,337.66</i>
11. Philippine Health Insurance Corporation (PHIC)	14,055.52	0.00	35,337.66
12. Social Security System (SSS)	3,500.00	0.00	0.00
13. Government Service Insurance System (GSIS)	1,500.00	0.00	0.00
<b>II. TRADE, AREA DEVELOPMENT AND TOURISM</b>	<b>10,694.27</b>	<b>31,152.75</b>	<b>11,421.09</b>
<b><i>Trade</i></b>	<i>176.61</i>	<i>185.22</i>	<i>169.32</i>
14. Center for International Trade Expositions and Missions (CITEM)	176.61	185.22	169.32
<b><i>Area Development</i></b>	<i>10,017.66</i>	<i>30,217.09</i>	<i>11,251.77</i>
15. National Housing Authority (NHA)	10,017.66	30,217.09	11,251.77

<b>Tourism</b>	500.00	750.44	0.00
16. Tourism Promotions Board (TPB)	500.00	750.44	0.00
<b>III. EDUCATIONAL AND CULTURAL</b>	<b>169.82</b>	<b>343.33</b>	<b>316.66</b>
<b>Educational</b>	48.20	141.33	142.70
17. Cottage Industry Technology Center (CITC)	0.00	0.00	6.70
18. Development Academy of the Philippines (DAP)	48.20	141.33	136.00
<b>Cultural</b>	121.62	202.00	173.96
19. Cultural Center of the Philippines (CCP)	121.62	202.00	173.96
<b>IV. ENERGY AND MATERIALS</b>	<b>60,479.46</b>	<b>18,305.15</b>	<b>9,675.80</b>
<b>Energy</b>	60,479.46	18,305.15	9,675.80
20. National Electrification Administration (NEA)	4,950.46	17,234.39	7,675.80
21. National Power Corporation (NPC)	55,529.00	1,070.76	2,000.00
<b>V. AGRICULTURE, FISHERIES AND FOOD</b>	<b>9,581.51</b>	<b>7,921.49</b>	<b>6,660.46</b>
<b>Agriculture and Fisheries</b>	9,581.51	7,921.49	6,660.46
22. National Dairy Authority (NDA)	148.90	736.84	236.66
23. National Food Authority (NFA)	8,150.83	2,111.21	4,250.00
24. National Tobacco Administration (NTA)	189.20	199.00	0.00
25. Philippine Coconut Authority (PCA)	1,066.08	4,874.44	2,173.80
26. Philippine Forest Corporation (PFC)	26.50	0.00	0.00
<b>VI. UTILITIES AND COMMUNICATION</b>	<b>5,693.83</b>	<b>5,525.58</b>	<b>1,210.00</b>
<b>Utilities</b>	5,693.83	5,224.58	909.00
27. Light Rail Transit Authority (LRTA)	0.00	1,314.00	0.00
28. Metropolitan Waterworks and Sewerage System (MWSS)	1,826.01	0.00	0.00
29. National Irrigation Administration (NIA)	3,325.67	2,595.44	0.00

30. North Luzon Railway Corporation (NORTHRAIL)	221.28	0.00	0.00
31. Philippine National Railways (PNR)	0.00	359.00	344.00
32. Local Water Utilities Administration (LWUA)	320.87	956.14	565.00
<b>Communications</b>	0.00	301.00	301.00
33. Philippine Postal Corporation (PPC)	0.00	301.00	301.00
<b>TOTAL</b>	<b>106,568.51</b>	<b>73,134.61</b>	<b>74,926.36</b>

## GCG 2014 FINANCIAL STATEMENTS

Table 1  
Budget Allotment and Utilization

Allotment Classification	2014 Allotment/Budget 01 Jan to 31 Dec (₱ Million)	2014 Actual 01 Jan to Dec (₱ Million)	% of Utilization
<b>Current Year Budget</b>			
Personal Services	28.23	28.17	99.78
Maintenance and Other Operating Expenses	57.24	40.59	70.91
Capital Outlay	5.05	5.04	99.80
<b>Total</b>	<b>90.52</b>	<b>73.80</b>	<b>81.53</b>
<b>Special Purpose Fund</b>	<b>12.72</b>	<b>12.72</b>	<b>100.00</b>
<b>Automatic Appropriations</b>	<b>0.83</b>	<b>0.83</b>	<b>100.00</b>
<b>Prior Year's Budget</b>			
Maintenance and Other Operating Expenses	3.89	2.30	59.13
<b>Total</b>	<b>3.89</b>	<b>2.30</b>	<b>59.13</b>
<b>Grand Total</b>	<b>107.96</b>	<b>89.65</b>	<b>83.04</b>

Table 2  
Movement of Allotment to/from Each Account Classification

Allotment Classification	RA 10633, Special Purpose Fund, Automatic Appropriations and Continuing Fund	Actual
<b>Current Year Budget</b>		
Release of Allotment for PS	26.85	26.85
Realignment from MOOE to PS		1.38
<b>Total PS</b>	<b>26.85</b>	<b>28.23</b>
Release of Allotment for MOOE	57.24	57.24
Realignment from MOOE to PS	1.38	-
<b>Total MOOE</b>	<b>58.62</b>	<b>57.24</b>
Release of Allotment for CO	5.05	5.05
<b>Total CO</b>	<b>5.05</b>	<b>5.05</b>
<b>Total Current Year Budget</b>	<b>90.52</b>	<b>90.52</b>
<b>Special Purpose Fund</b>	<b>12.72</b>	<b>12.72</b>
<b>Automatic Appropriations</b>	<b>0.83</b>	<b>0.83</b>
<b>Prior Year's Budget</b>		
MOOE	3.89	3.89
<b>Total Prior Year's Budget</b>	<b>3.89</b>	<b>3.89</b>
<b>GRAND TOTAL</b>	<b>107.96</b>	<b>107.96</b>

## STATEMENT OF FINANCIAL POSITION

## GENERAL FUND

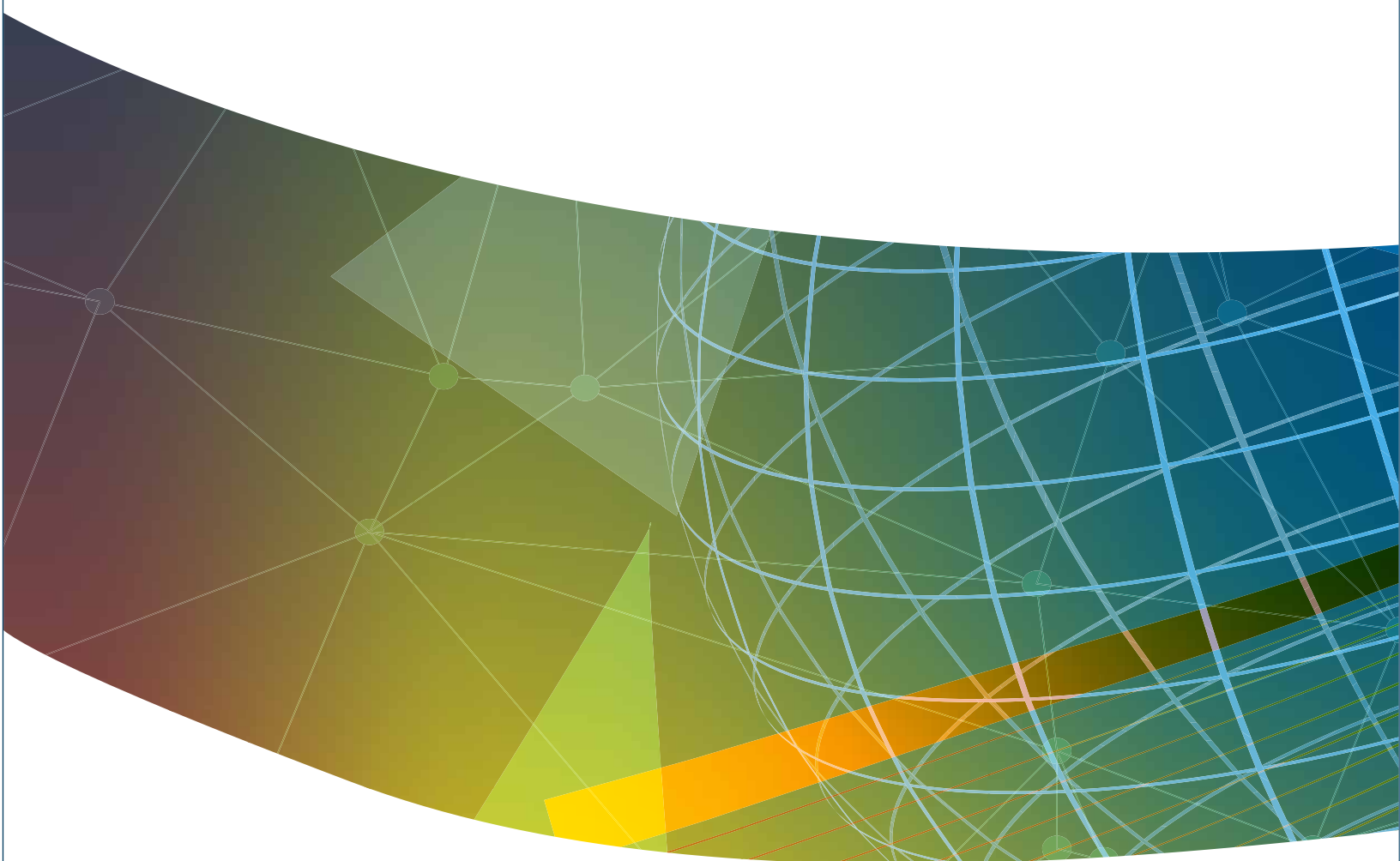
As of December 31, 2014

(In Philippine Peso)

	<u>Note</u>	<u>Amount</u>
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	5	9,433,773.70
Receivables	6	1,532,520.63
Inventories	7	2,081,124.74
Other Current Assets	8	1,695,716.68
<b>Total Current Assets</b>		<b>14,743,135.75</b>
<b>Non-Current Assets</b>		
Plant, Property and Equipment	9	125,006,996.93
Intangible Assets	10	3,747,525.91
<b>Total Non-Current Assets</b>		<b>128,754,522.84</b>
<b>Total Assets</b>		<b>143,497,658.59</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Financial Liabilities	11	8,204,896.52
Inter-Agency Payables	12	4,058,493.31
Trust Liabilities	13	495,033.44
Other Payables		55,364.74
<b>Total Current Liabilities</b>		<b>12,813,788.01</b>
<b>NET ASSETS/EQUITY</b>		
Accumulated Surplus/(Deficit)		130,683,870.58
<b>Total Net Assets/Equity</b>		<b>130,683,870.58</b>
<b>Total Liabilities and Net Assets/Equity</b>		<b>143,497,658.59</b>

See Accompanying Notes to Financial Statements available at [www.gcg.gov.ph](http://www.gcg.gov.ph)





Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
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