





The Surge is On!

2012 ANNUAL REPORT

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I. VISION / MISSION

Vision

To make the Philippines a leading and significant destination for the world's retirees, seniors and elderly.

Mission

To develop PRA's capabilities and to enable and empower all segments of the government and private sector relevant to the Philippine retirement migration agenda.

II. BOARD OF TRUSTEES

Ex-Officio Members

Hon. RAMON R. JIMENEZ, Jr.

Chairman, PRA Board of Trustees Secretary, Department of Tourism (DOT)

Hon. VEREDIGNO P. ATIENZA

Vice-Chairman, PRA Board of Trustees General Manager, Philippine Retirement Authority (PRA)

Hon. RICARDO A. DAVID, Jr.

Member, PRA Board of Trustees Commissioner, Bureau of Immigration (BI)

Hon. AMANDO M. TETANGCO, Jr.

Member, PRA Board of Trustees Governor, Bangko Sentral ng Pilipinas (BSP)

Representative / Alternate Board of Trustees

Hon. JUAN J. DE ZUNIGA, Jr.

Member, PRA Board of Trustees Deputy Governor, Bangko Sentral ng Pilipinas (BSP) (Until May 23, 2013)

Hon. VICENTE S. AQUINO

Member, PRA Board of Trustees Deputy Governor, Bangko Sentral ng Pilipinas (BSP) (From May 24, 2013 to present)

Hon. SIEGFRED B. MISON

Member, PRA Board of Trustees

Associate Commissioner, Bureau of Immigration (BI)

Hon, EVELYN R. CAJIGAL

Member, PRA Board of Trustees Director Legal Services, Department of Tourism (DOT)

III. GENERAL MANAGER'S MESSAGE



Following my appointment as the General Manager in September 2010, we have continuously based our values and initiatives on President Aquino's promise of "pagbabago, pagbibigay pag-asa, paglutas sa kahirapan."

In October 2010, a product-mix strategy was conceptualized to streamline and brand the PRA product line, and in May 2011, the PRA visa products were launched as:

- SRRV SMILE, whereby the visa deposit is simply deposited for end of term obligations;
- SRRV Classics, whereby the visa deposit is convertible to property investments;
- SRRV Courtesy, for former Philippines-based diplomats and former Filipinos; and
- SRRV Human Touch, for ailing applicants.

This effort not only simplified the Authority's product line, but also brought down the visa deposits to levels by which our enrollee-members can be assured of a minimum amount of funds for their end of term obligations. The deposits remain to be theirs although managed and consolidated by PRA.

In 2011, various initiatives to advance the Philippine retirement agenda were taken to boost the Authority's overall performance. Without losing stability and balance, we have sharpened our vision statement to focus more on the customer – the retirees, seniors, and the elderly. We have kept the same aspirations, but expressed them in a manner that lends to easier execution, better measurement and control, and more precise direction-setting.

We have made our mission statement more humble and realistic, aimed towards developing PRA's capabilities where possible, as well as "enabling and empowering" others whose resources and capabilities are relevant to the Philippine retirement vision.

We followed a matching of market needs with our realistic resources to determine what we should offer to our clientele. This strategy has aligned the country with the retiree seniors and elderly of our target markets China, Japan, and South Korea among others.

Priority was also given to providing benefits for all PRA regular employees as well as job order employees.

The Authority is currently undertaking various initiatives such as promotion of a National Integrated Retirement and Ageing Agenda (NIRA) and the Parish and Barangay Retirement and Ageing Program (PBRA), promotion of Age-and-Ageing-friendliness, retirement franchising, international correspondent offices, an Institute for Retirement

Migration and Ageing (IRMA), updating of retiree benefits, the Co-Investment Fund, the promotion of retirement facilities, retirement industry development financing plan, fiscal incentives for retirement facility operator companies, zero estate taxes for deceased retirees, among others. *Please see the next section for more information.*

The Philippines now ranks 15th in the 2013 Global Retirement Index of the authoritative International Living Magazine.

PRA's history can be viewed in 3 segments:

- ❖ 1985-2005, when retirement was viewed as a visa product.
- 2005-2010, when retirement was viewed not just as a visa product, but also as an avenue for vendors and services, and
- ❖ 2010-forward, when retirement is viewed not just as a visa product or as an avenue for vendors, but also as a vital component and result of having an age-friendly and aging-friendly Philippines, and age-friendly and aging-friendly localities.

This last two years indicate that a "retirement surge" is on. With the right mechanisms, the stage is set for a take-off that can bring SRRV enrollment to a level of 10,000,000 by 2020, not at all impossible if we look at the large global market potential.

In conclusion, we must act on the belief that it takes a country to accomplish these aspirations. The Philippines is not the only show in town. Our global competitors are not softies who will just give us something that they want to have for themselves. As for the developed countries, they attained their advanced status thru hard work, creativity, self reliance and courage. They believe they can apply the same virtues to solve their ageing problem, while resorting to retirement migration as a last resort. How we act in the middle of all of these will determine the extent of our country's success in retirement migration.

VEREDIGNO P. ATIENZA General Manager

IV. CORPORATE EFFORTS

Sharpening our Vision and Mission

Among many things, PRA has revised its vision and mission, to attain sharper customer focus and to be more realistic about PRA's resources.

Our sharper Vision is: to make the Philippines a leading and significant retirement destination for the world's retirees, seniors, and elderly. To achieve our vision, we have this down-to-earth Mission: to continually develop PRA's capabilities, as well as to enable and empower all government and private sector entities that are potentially relevant to the Philippine retirement migration agenda.

Developing the SRRV Product Line

In May 2011, PRA launched its rationalized and rebranded product line. We have simplified the visa product line, and have brought the visa deposits and the various fees to the lowest levels possible. The deposit levels are such that our enrollee members are assured of a minimum amount of funds for their end of term obligations. The deposits remain to be theirs although managed and consolidated by PRA. The PRA visa products are among the most competitive in the world, without putting the Filipino taxpayer in harm's way.

Based on the product mix strategy approved by the PRA Board last October 22, 2010, we have streamlined, categorized and labelled our SRRV visa products as follows: Human Touch SRRV for ailing applicants, Courtesy SRRV for former Philippines-based diplomats and former Filipinos, Classics SRRV whereby the visa deposit is convertible to property investments, and SMILE SRRV whereby the visa deposit is simply deposited for end of term obligations. SMILE SRRV is our number one visa product now.

Each product offers immense exciting opportunities. Courtesy SRRV and Human Touch SRRV have barely scratched the surface of their markets, while SMILE SRRV and Classics SRRV can benefit from greater marketing focus and increased marketing expenditures.

We now have an expanded version of the Courtesy SRRV, covering the following:

- Retired ambassadors & other diplomatic corps even if they have not rendered diplomatic services in the Philippines; retirees of UN/ WB/ IMF;
- Honorary consuls who have served in Philippine diplomatic posts;
- Recipients of Noble Prize/ Ramon Magsaysay and other prestigious awards including Oscars/Emmys/Pulitzers/ various Halls of Fame;
- Scientists/ Physicists/ and top-rated engineers;
- Professors of US/ European/ Australian/Canadian/Japanese universities;
- Retired military personnel who have provided military aid and training to the Philippine Government via a defense treaty or any similar agreement;
- High achievers in sports/arts and business;
- Peace Corps Volunteers and other similar organizations;

- Retired officers and staff of USAID/AusAID/ and other similar assistance organizations;
- Retired officers and staff of JETRO/ KOICA/MITI and other similar trade and investment organizations;
- International philanthropists; foreign nationals previously working with internationally recognized Philippine jurisdiction i.e. our embassies, consular offices and other government offices.

Focusing on Our Markets

We are seriously though modestly expanding our presence both internationally and locally. We are focusing on our natural markets, our leading source countries: our neighbors China, South Korea, and Japan. We cannot cover all the bases, and so we are picking our shots very, very carefully.

Though we are a co-convenor of the US Medicare Philippine Portability Lobby Group, naturalized Fil-Ams are not a natural market for PRA. Based on PRA data, few naturalized Fil-Ams register for an SRRV; instead, they seek Balikbayan privileges and dual citizenship. Nonetheless, we encourage naturalized Fil-Ams, Fil-Europeans, Fil-Australians et al to come and retire in the Philippines. We want all of them to bring their descendants, in-laws, constant companions, significant others, partners in life, who cannot be dual citizens or 13A or 13G visa holders, and therefore have to settle for our SRRV.

Leveraging Tourism and Healthcare

We support and capitalize on each and every effort to promote Philippine tourism, long stay tourism, medical tourism, medical travel, global healthcare. The National Tourism Development Plan is a gift and booster to the retirement migration program. Each tourist and each foreign patient is a potential retiree. Each tourism cluster, each tourism development area, each tourism site, each tourism jewel, each tourism enterprise zone broadens the menu of retirement location alternatives. Similarly, each clinic, each specialty, each hospital, both government and private, each accreditation that our clinics and hospitals get, each medical concierge and each medical facilitator that drives traffic to Philippine hospitals and clinics, each medical evacuation terminal, each medicevac vehicle, and each connection to the various tele-medical spines, lengthens the menu for retirement location alternatives. Along these touristic routes and tele-medical spines, we encourage the development of retirement accommodations and care-related facilities.

PRA and the University of the Philippines have signed an agreement with technical provider Global Healthcare Network to make the UP Telehealth telemedicine program available to foreign retirees. PRA will also assist UP in attracting retired foreign professors from developed countries, and in attracting resources for the conversion of a portion of UP's 5,000 hectares to retirement communities for foreign professors and experts, of course also including UP Filipino professors as beneficiaries.

For PRA's present and prospective enrollees who want health insurance, Philhealth's Individual Paying Program is now available to them. PRA has accredited Manulife and has met with a few others, to make health insurance available to foreign retirees. As we wait for the portability of social health insurance from the US, Japan, Australia and

similar developed countries, we are pushing for the advancement of Philhealth's "Center of Medical Excellence" accreditation as an international seal of quality worth being supported by the world's leading insurers.

Boosting Global Awareness

We look forward towards making the Philippine retirement migration program better known internationally. As the "It's More Fun in the Philippines" concept gets more tweets and traction, PRA will run piggyback on More Fun memes, materials and campaigns.

In our small neck of the woods, PRA advertises in broadsheets and Manila-based international mosquito publications. We also do radio and TV interviews which are not lacking. Our PRA website is also promoting the retirement program. But the best way still to get reputable international publicity may be to get into the good graces of International Living and similar respected international magazines, and to go digital.

PRA has established its international correspondent office in China, following the framework of successful existing pilot program launched in October 2011. PRA will push country-marketing programs including participation in international road shows, exhibits, and conferences/conventions but these have to be rifled at distinct audiences. We have long been looking at the 50plus and AARP annual events as standard mechanisms for promoting the Philippine retirement agenda.

Empowering the Philippine and Global Private Sector

Focusing on one mechanism, that is, Retirement Franchising, PRA and the Philippine Franchise Association signed a MOA pushing for franchising of established and proven local and international companies engaged in retirement and age-friendliness. We look forward to the proliferation of chains of hospitals, clinics, nursing homes, assisted-living facilities, rehab facilities, etc. Indeed, the Philippines has a unique edge in nursing care, aged care, long-term care. Franchising systems will not only diffuse standards and technologies, but will bring in warm bodies and harness wherewithal. When potential retirement and care demand is transformed into effective and realistic demand, this surge of demand will be responsively met by the right supply of facilities thru direct investments, joint ventures and yes, franchising.

Empowerment should include the power to profit as well as the power to avoid losses. PRA sees itself duty-bound to keep developers and service providers from getting hurt, from losing valuable capital in ill-conceived ventures. While we encourage more investments and the development of more retirement facilities and products, we always ask the project proponents: "If you build it, who will come? Where are the warm bodies coming from?" We ask this ruefully, mindful of actual projects that did not get the full measure of their expected returns.

V. THE SURGE IS ON

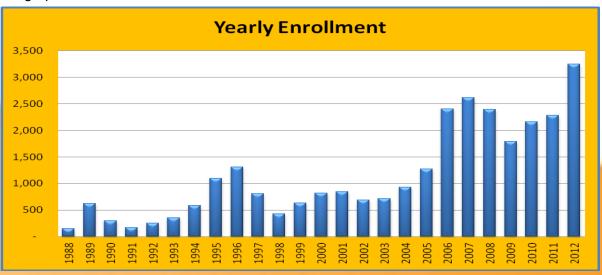
Global Rank

The Philippines is now ranked 15th by International Living's 2013 Global Retirement Index. Rank as of 2010 was nowhere in the Top 100.

No.	Country	Real	Special	Cost of	Integration	ESA	Health	Ret.	Climate	Final
140.	Country	Estate	Benefits	Living	megration	LOA	Health	Infra	Cilliate	Scores
1	Ecuador	99	99	90	90	95	83	79	100	91.9
2	Panama	83	100	86	93	95	85	81	88	89
3	Malaysia	89	77	92	90	100	93	85	75	87.6
4	Mexico	92	71	82	100	100	84	74		85.1
5	Costa Rica	89	85	87	90	94	86	73	71	84.4
6	Uruguay	87	72	69	83	94	91	82	92	83.7
7	Colombia	94	75	70	90	82	84	83	86	83
8	Spain	87	57	80	83	96	80	93	83	82.5
9	Thailand	82	57	97	87	96	81	77	81	82.3
10	Malta	87	82	71	100	68	82	77	75	80.1
11	Portugal	75	69	86	67	81	82	95	85	80.1
12	Nicaragua	94	63	89	90	77	83	68	73	79.7
13	Ireland	78	79	67	97	84	73	85	73	79.5
14	France	72	82	57	64	100	89	87	85	79.5
15	Philippines	78	57	100	87	79	83	84	69	79.5
16	New Zealand	82	74	57	90	88	71	86	87	79.3
17	Italy	76	77	66	74	98	70	89	83	79
18	Brazil	80	70	80	60	76	84	69	85	75.5
19	Chile	85	69	81	57	88	78	83	57	74.8
20	Honduras	76	85	80	87	64	76	67	62	74.6
21	Belize	78	72	85	83	57	79	66	64	5
22	Dom. Rep	91	63	70	64	74	68	75	64	71

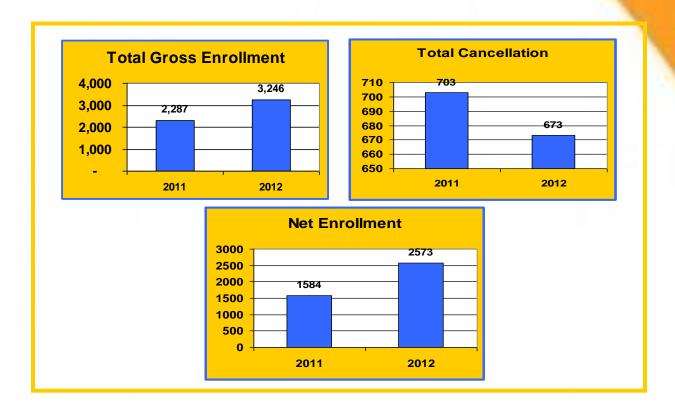
Gross Enrollment

There is a surge in gross enrollment from 2010 to present as shown in the following graph.



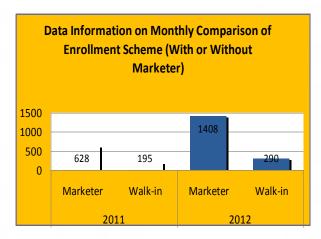
There were 3,246 enrolled retiree-members in 2012 making it the all-time-high gross enrollment record since the creation of the Authority. The figures below reflect that 2012 Annual Gross Enrolment is 42% higher than 2011, and 50% over 2010, while 2012 Annual Net Enrollment is 62% over 2011.

Year	Gross Enrollment	Cancellation	Net Enrollment
2010	2,157	742	1,415
2011	2,287	703	1,584
2012	3,246	673	2,573



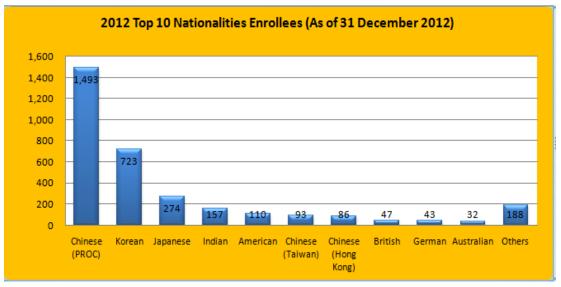
Likewise, the Authority was also able to reduce the number of cancellation by 4.26% from 703 to 673 retirees. The blending of these two factors – increased gross and reduced cancellation, favorably took PRA to increase its net enrollment to as high as 62% in 2012.

Aligned with the five (5) Key Result Areas of the Administration, on Rapid, Inclusive, and Sustained Economic Growth, it is estimated that the 20,783 active retirees, 10,654 are principal retirees, each generating employment at 4 employees (e.g. driver, housekeeper, cook, nanny), which is equivalent to 42,616 direct employment generated. Inter-industry linkages and effects have not been factored in.



Likewise, the Marketers Program of the Authority was deemed effective and booming, showing an increased enrollment using the said scheme. This increment can be attributed to the incentive programs, e.g. marketer's commission and the introduction of the annual persistency bonus. As of December 31, 2012, the Authority enlisted 73 new and 86 renewed marketers.

2012 Top 10 Nationalities Enrollees (As of 31 December 2012)



	Nationalities	Principal	Spouse/dep	TOTAL
1	Chinese (PROC)	699	794	1,493
2	Korean	294	429	723
3	Japanese	198	76	274
4	Indian	84	73	157
5	American	96	14	110
6	Chinese (Taiwan)	53	40	93
7	Chinese (Hong Kong)	36	50	86
8	British	42	5	47
9	German	31	12	43
10	Australian	27	5	32
	Others	139	49	188
	TOTAL	1,699	1,547	3,246

Chinese ranks first among the top ten nationalities enrolled in the program having 46% share in the total enrollment, followed by Korean at 22%, Japanese 8%, Indian 5% and Americans 3%. The 6 to 10 slots are Chinese (Taiwan & Hongkong), British, German, Australian respectively.

Foreign Currency Generated by the Program as of 31 December 2012

Year	Investment Deposit (US\$)
1987 - 2005	\$346,933,100.00
2006	44,375,500.00
2007	43,679,800.00
2008	38,212,000.00
2009	27,902,000.00
2010	34,399,000.00
2011	28,265,000.00
2012	35,798,100.00
Total	\$599,564,500.00

The foreign exchange generated from visa deposit for FY 2012 amounted to **USD 35,798,100.00** or the equivalent of **PHP 1,511,574,773.00** which is 27% higher than the previous year. Cumulative gross amounted to \$599,564,500.00 or **PHP 25,316,611,012.50**.

The total cumulative net for 2012 is \$ 384,805,900.00 or PHP16,248,429,127.50 as computed. This is composed of 1) outstanding deposits from current and previously accredited bank (PHP 11,235,410,526.53), deposits converted into investment (P4,486,994,647.75), and interest derived from them (PHP526,023,953.22).

Financial Highlights

COMPARATIVE BALANCE SHEET						
Particulars Particulars	2012	2011	% Inc/(Dec)			
Total Assets	2,860,838,931.00	1,473,303,419.00	94.18%			
Total Liabilities	2,200,161,768.00	854,152,759.00				
Government Equity	63,217,089 .00	63,217,089.00				
Retained Earnings	597,460,074.00	555,933,571.00				
Total Liabilities & Government						
Equity	2,860,838,931.00	1,473,303,419.00				

COMPARATIVE INCOME STATEMENT			
Particulars Particulars	2012	2011	% Inc/(Dec)
Net Income Before Tax	210,381,453.00	196,869,147.00	6.86%
Less: Income Tax	63,114,436.00	59,089,775.00	

Net Income After Tax before Adj	147,267,017.00	137,779,372.00	6.89%
Add: Other Non Taxable Income	22,854,978.00	14,149,292.00	
Net Income Before Other Items	170,121,995.00	151,928,664.00	11.97%
Add/Less): Net Forex Gain(Loss)	(43,121,905.00)	(1,017,607).00	
Net Income After Tax	127,000,090.00	150,911,057.00	

The Authority also had a remarkable increase in its total assets from Php1.4 billion in 2011 to a Php 2.8Billion in 2012, disclosing a growth of 94.18%.

Net Income Before Tax exclusive of forex amounting to Php 210,381,453.00 shows an increase of 6.86% compared to Php 196,869,147.00 of 2011. However, despite an increased loss in foreign exchange, the Authority still managed to earn a net profit after tax of Php127,000,090.00.

Return on Investment, on the other hand, is 201% as computed (Net Income / Government Equity).

PRA's Profitability

Year	Gross Income	Net Income After Tax
2010	Php 282,929,759.00	Php 100,545,707.00
2011	Php 302,490,191.00	Php 150,911,057.00
2012	Php 338,613,381.14	Php 127,000,090.00

PRA has shown consistent revenue growth resulting in being a consistent dividend payor to the National Treasury. For FY 2012, dividends remittance amounted to PHP 85,267,675.30.

Employee Welfare

Management has given importance to employees' welfare and has paid incentives and extended travel opportunity as follows:

- 2011 and 2012 Collective Negotiating Agreement Incentive first time in 5 years since 2007
- Productivity Enhancement Incentive
- Productivity Incentive Bonus
- Opportunity to travel extended to 14 PRA employees

As of this writing, the 2012 Performance-based Bonus (PBB) has been approved and promptly distributed among deserving parties.

VI. INVESTMENT MISSION

A PRA-CIPC mission in November 2012 that covered entities from Osaka to Tokyo and culminated in a well-attended International Symposium at the Prince Shinagawa Hotel has yielded great promise. A 240-unit retirement facility with day-care-plus amenities for lifelong education and elderly happiness is slated for the Cebu SRP, a PEZA economic zone.

This venture involving various Japanese retirement and Philippine property companies is the first retirement venture to enjoy PEZA incentives. Groundbreaking for a possible 3-hectare property is scheduled in April 2014, and inauguration is targeted for August 2015. This project will open the gates for Japanese retirement migration to the Philippines.











VII. MARKETING MISSIONS



DOT Secretary Ramon R. Jimenez Jr., Intramuros Administrator Jose Capistrano Jr., Philtoa PRO Clang Garcia, with PRA Officers at the PRA Booth during the 23rd Philippine Travel Mart, SMX Convention Center (August 10, 2012)

Toronto Business to Business Presentation / Briefing, December 03-04, 2012



SR Your L

Singapore Retirement Seminar - organized by Salomon & Associates (Modern Heroes Magazine) October 19-22





Korea Promotional Campaign-Korea Emigration & Investment Fair 2012, October 4 to 13, 2012





PRA Officers with PMSC President in China Marketing Mission, April 3 to 9, 2012

VIII. PHOTO GALLERY

Social Dynamics Unit



Retiree-members took plunge during the Luau-themed PRA Lakbay Saya Tour at Villa Corazon, Calamba, Laguna (May 26, 2012)





Friendly match among the Japanese Retirees, employees and other prospective retiree-members during the Philippine Gateball Exhibition Game held at University of Makati, J.P. Rizal, Makati City (August 8, 2012) With the theme "Not too Old to Play," PRA Family and the retirees and other dignitaries celebrated the PRA Elderly Day in Metropolitan Park, Pasay City (Oct 3, 2012)





Celebrating the Year of Retiree-Jubilarians during the Yuletide Season in Duty Free, Pasay City (Dec 12, 2012)





The Institute for Retirement Migration and Ageing (IRMA) conducted a Relief Mission



Corporate Social Responsibility through Relief Mission in Muntinlupa City Post Typhoon Habagat (Sept 1, 2012)



The first annual "Best of Radar" Award was given to Makati City. RADAR stands for "retirement areas deemed as retiree-friendly".

Represented by Mayor Jejomar Binay Jr., Makati City was awarded as Best of RADAR 2012 (July 20, 2012)



IX. PRA OFFICERS DIRECTORY

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