



REDEFINING RELATIONSHIPS

BPI ADDRESSES EVOLVING NEEDS OF CLIENTS

At BPI, we define our success by the success of our clients. We go beyond ensuring a smooth banking experience for our clients; we constantly strive to know them personally in order to offer tailor-fit financial advice and solutions. By addressing and providing for their most important financial needs, we help clients realize their potential, expanding not only their possibilities but also of the people they hold dear, the enterprises they own and manage, and in many cases, the communities they serve.

Featured clients have explicitly given their consent for them and their stories to be included in the 2016 BPI Annual Report.

OUR CLIENTS





Katrina Mae Yap

SUPPORT FOR PROFESSIONAL CAREERS

As **Katrina Mae Yap** climbed up the career ladder, she realized that she needed certain things she had not found essential before. “I didn’t think I needed a car—it was a huge expense, but I knew it was necessary for me to fulfill my duties as country manager of a consultancy firm. So I decided to get an auto loan with BPI. I knew I made the right decision—the transaction went so smoothly, and I got the loan shortly afterwards,” she says.

Kat enthuses about how BPI genuinely tries to discover her needs to match them with the right products. “I decided to get my insurance with BPI because I felt their genuine concern for me. When I first met with BPI to ask about insurance, they were sincere in getting to know me and my personal needs, and were not just after selling their products,” she says.

She has turned to BPI not only for herself, but for her colleagues as well. “We always use BPI’s Travel Care—it

is comprehensive and we feel safer with it because it’s partnered with International SOS. I also use it for personal trips for my peace of mind,” she says.

Kat praises BPI’s swift action when it comes to attending to her company’s needs. She recalls an occasion when they won a project and had to fly out of the country on short notice; she’s grateful BPI was able to act just as quickly. “The project was for a big client, and the decisions had to be made within a day. We needed travel insurance on the spot, and BPI delivered fast. Our client was very happy with our immediate response—we continue to work with them to this day,” she says.

“Being in the consulting business, I know that relationships are very important. Our clients trust us because they know they can easily approach us for their needs. With BPI, I felt this same value for relationships, because they extend their assistance immediately,” Kat says. In the near future, Kat intends to register BPI as the

‘I did not use to think this way of banks. Before, I wouldn’t dream of turning to one for my endeavors, but my branch manager played a big role in removing that concern.’



Timothy Laurie Ang

primary bank of her company, when it transitions into a locally incorporated entity.

Timothy Laurie Ang, 27, quit a high-paying job in the IT industry to pursue his interest in branding and graphic design. As it was a significant career change, he made sure to weigh its pros and cons before making the shift.

“I knew I had to be prepared before I quit my job in 2012,” Timothy recalls. “I accepted the fact that my new career may not give me the same job benefits I once had, so I consulted my branch manager at BPI to know how to better schedule my loan payments and ask about possible investments.”

Since shifting careers, Timothy has been able to pursue his passions without sacrificing his financial standing—he has

designed a guidebook for an international health NGO and has created marketing collaterals for various advocacies.

On the side, Timothy has also taken interest in real estate—he currently owns a condominium unit for lease, and plans to acquire another. He’s confident he would again receive the support and advice of his branch in this undertaking.

“I did not use to think this way of banks. Before, I wouldn’t dream of turning to one for my endeavors, but my branch manager Berna played a big role in removing that concern,” says Timothy. “I knew that I had to mature not only in my career, but in taking care of my money as well. It was tough, of course, but getting help from Berna validated my making that decision.”

A BANK FOR MILLENNIALS

People need a bank for different reasons—forward-thinking millennial **Jastine Tendilla** needed a bank that could guide him in his next steps in life. He believes being young is not an excuse to not think about the future. A loyal client of BPI Tayuman branch, Jastine was happy that he found a bank that could fulfill his dynamic banking needs.

“Millennials are perceived as carefree and dismissive when it comes to money. It may be true for some, but I’d like to break away from that stereotype. That’s why seeking advice, especially from a trustworthy bank, is crucial for me,” says Jastine.



Jastine Tendilla

He said that his branch in Tayuman, Manila was not the typical bank he was used to. Aside from being accommodating, the managers and staff were able to address his needs and match his financial savvy. At 28, he has already invested in two businesses, an advertising agency, and a jewelry line, aside from working as a policy consultant for the Department of Health. He has taken a plan with BPI-Philam Life Insurance and put his savings in a unit investment trust fund.

Jastine says his relationship with BPI complements what his father has taught him, that is, to be wise and prudent with his finances. “My father has always said that if my siblings and I wanted something, we would have to work hard for it,” Jastine recalls. “I remember in school how my classmates had new cellphones while I just had an old one. I knew then that my father was teaching me the value of money. That made an impression on me, and I have had the same attitude to this day. Thankfully, I have BPI to support me along this path.”



Adelina Dueñas

LIKE ONE OF THE FAMILY

Adelina Dueñas, now in her 60s, has been working in London for almost 30 years. A household service worker, Adelina says that aside from enabling her to manage her finances efficiently, BPI has made her feel the loving care of family whenever she is away from home.

At first, Adelina had challenges with online banking, but the branch in Central London has made it easy for her. “The branch at Earl’s Court is just a few steps from my apartment, so I’m always there. The staff has become family to me, especially my relationship manager, Ritche,” Adelina says.

“He’s become like a son to me. He helps me worry less about my loans when I feel like I won’t have enough for the



next payment. I know I can always go to him whenever I have questions about the bank and my account.”

Adelina also credits Ritche for making it possible for her to have a higher credit card limit. She’s frequently back in the Philippines, and so she needs enough funds for vacations with her family. “Now, I can enjoy more with my family when I’m home,” she says.

To send money to the Philippines, Adelina uses the BPI STAR account. “It’s very convenient and I recommend it to all my friends in London, especially those who live in the remote suburbs. With this account, they can remit without going to the bank,” she says.



Sheryll Cruz

ONLINE SOLUTIONS FOR EVERY NEED

Sheryll Cruz, 33, is the head of the finance and accounting department of a shipbuilding company based in Subic.

“As head of finance, I am on top of the company’s banking transactions. BPI has introduced me to different online solutions to be more efficient at work, especially when I need to go on business trips abroad. For example, I can use my card on business trips without going through the hassle of converting my cash to dollars. It may be seen as a minor solution, but to me that makes a huge difference,” Sheryll says.

She has also made sure that her staff takes advantage of BPI’s online services. The use of the mobile app, for instance, has helped them better manage their money. Now, they can digitally track the movement of their money in their accounts, and no longer have to rely on pay slips to check their monthly salaries, Sheryll says.

“Since becoming a client in 2007, I’ve been satisfied with how BPI has helped me all these years. It has made banking accessible, and because of that I’m more encouraged to stay loyal to BPI,” she says.

COMING THROUGH A ROUGH PATCH

Two years ago, **Arlene Padiernos-Go** found herself in an unfamiliar situation—her husband passed away, leaving her to take care of the family by herself, and a business she knew nothing about.

“My husband Roger used to manage our jeepney operations and buy-and-sell car business, while I focused on looking after our children. His passing away felt like losing our family’s arms and legs,” Arlene recounts.



Arlene Padiernos-Go

‘My husband had always trusted BPI, from when he started his savings to growing our businesses. I trust that it will also be there for me as I look after my family.’

The loss left Arlene and her children reeling, and their businesses neglected. After a year, Arlene finally mustered the courage to lead the family and restart the businesses that supported them. BPI was there to help her get through those days.

With a back-to-back arrangement, BPI provided Arlene with the option to put her husband’s savings in a time deposit account; at the same time, she was granted a Ka-Negosyo Loan to restart the businesses that her husband had built.

“It was Myra, my relationship manager, who recommended that I put my husband’s savings in a time deposit, as it earns more than a regular savings account. BPI then loaned me the same amount, so I could use it to revive our businesses. This enabled me and my family to start again,” says Arlene. “As soon as I received the loan, I put it to work, repairing the jeepneys that had not been running, and restarting the buy-and-sell business.”

Now Arlene runs both businesses by herself. “Only recently did I realize I needed to take on not just my role but my husband’s as well. With the Ka-Negosyo loan, my relationship manager’s help and continuous advice, and the convenience of banking with BPI, the burden has become less heavy,” she says.

“My husband had always trusted BPI, from when he started his savings to growing our businesses. I trust that it will also be there for me as I look after my family.”



With BPI’s support, Jonathan Segue, a small business owner based in Dumaguete City, has opened three bakeshops in the city.

FOR MICRO BUSINESS OWNERS

Jonathan Segue is a small bakeshop owner in Dumaguete in the Negros province. He was in search of a bank that knew and understood the concerns of owners of small enterprises like his, and he found it in BPI. Since he started banking with BPI, Jonathan has shared the benefits of his success with his family members, who also help him manage the business.

“BPI’s Self-Employed Micro-Entrepreneur (SEME) loan has enabled me, a starting entrepreneur, to support my family, grow my business, and even employ a number of my family members,” says Jonathan. “Its collateral requirement is flexible and the repayment frequency is quite manageable.”

From his initial outlet, Jonathan has been able to put up a second one, and opened a third last February. With the proceeds of his bakery business, he has also ventured into other businesses—an eatery, a fresh *buko* store, a viedoke machine rental business, and two fried chicken carts.

“I’m grateful that BPI offers a type of loan that caters to small entrepreneurs like me. With the SEME loan, I am able to put food on the table for my family, and provide them sources of livelihood as well,” Jonathan says.

IT BEGAN WITH AN OBSERVATION

When he opened Antonio's in 2002, little did **Chef Tony Boy Escalante** suspect that it would in the future be named one of Asia's 50 Best Restaurants by more than 300 leaders and influencers in the restaurant industry. Antonio's has since attracted tourists to Tagaytay, playing a big part the transformation of the city into a top gastronomic destination.

In fact, back in the day, Antonio's did not even have the facility to accept credit card payments. Tony Boy recalls noticing female guests seated alone, left by their dates who had to withdraw cash from the ATM on the main road. Embarrassed, Tony Boy sometimes told such guests to just come back the following day with their payment.

"We didn't have a credit card terminal, because of weak cellular network signal at the time. When things improved, my relationship manager facilitated our getting a credit card facility. That was when guests started to pour in," shares Tony Boy. Since then, Antonio's has been one of BPI's top credit card merchants in Tagaytay.



A MULTI-FACETED RELATIONSHIP

Tony Boy Escalante is chef and owner of the acclaimed Antonio's in Tagaytay. His passion for food led him to start the multi-awarded fine dining restaurant, but he credits his partnership with BPI for giving him the capability to consolidate his group of restaurants.

"BPI believed in me," says Tony Boy, remembering when he applied for a BPI loan when the restaurant was still new. "I was granted a loan right away." He has since parlayed both the momentum of Antonio's and the support from BPI to bolster his two other restaurants located nearby, Balay Dako and Breakfast at Antonio's.

The renowned chef also cites BPI's other solutions that allow him to grow his business and conduct his daily operations conveniently. Thanks to his relationship manager, Tony Boy has made use of a gamut of BPI solutions to power his burgeoning ventures. He has availed of the Ka-Negosyo business loan, and partnered with BPI Leasing to upgrade his restaurant equipment. He has also availed of an auto loan, fire and auto insurance, and



Tony Boy Escalante

Travel Care insurance for his employees going abroad for training. He also uses BPI ExpressLink for payroll and government payments.

“I appreciate how the loans I get from BPI are long-term, enabling me to grow and expand without squeezing my financial capabilities. The bank’s inter-branch check clearance also makes working with my suppliers in Manila and abroad easy and stress-free,” he says.

Tony Boy takes pride in how the expansion of his restaurant group, with the help of BPI, has helped the community around him prosper. Currently, one in three of the working population in the restaurant’s surrounding barangay work in his restaurants. “Before, waiters I hired would, after a week or so, ask to leave in order to work abroad. But now because of my restaurants’ expansion, I am able to hire more people, even both husband and wife from the same household. With another person in the family gainfully employed, my people no longer want to go abroad, as they now have enough to support the family,” he shares.



Willie Bernardo

CARS AND INVESTMENTS DO GO TOGETHER

Willie Bernardo is many things: husband, father to two children, vice president at a publicly listed company, and a great lover of cars. He also knows a lot about banks, having been a client of several banks, both for his personal and work needs. Of these banks, Willie says, BPI has been the most attentive to his needs.

Willie shares that it was during financial wellness talks at his company when he became more aware of BPI’s products and services. “The talks helped me appreciate BPI’s products and services better. Like in any other relationship, it’s in getting to know someone up close where you can see them for who they are. That’s what it felt like with BPI,” he says. “I have since recommended BPI to my peers and colleagues.”

Being the car enthusiast that he is, Willie reveals that a number of his friends and acquaintances have asked him for advice on auto loans. His frequent advice: set aside an amount for down payment, and then apply for a loan with BPI. “By doing this, not only would they be able to take advantage of BPI’s lower amortization rate; they could also free up their cash for other investing opportunities,” he says. “I hope they would continue banking with BPI just like me for more years to come.”



Robert Tinsay

RESPONSIVE TO CRITICAL NEEDS

Robert Tinsay, owner of a medium-sized poultry farm in the province of Bukidnon, considers BPI as his trusted partner in growing his business. Established in 1990, his farm has been a supplier to one of the country's biggest food companies. Robert attributes the success of his company to the bank, especially during a critical period in its growth story.

"I got a loan from BPI Family Savings Bank. It was well suited to the farm's operational needs, especially during the early stages of working with one of our biggest clients that was critical for the company's growth," Robert notes. BPI Family Savings is BPI's retail lending arm.

"We used the loan to address the farm's needs during the growing stage of the chicks, to ensure that they grow healthy and lay good quality eggs that will be delivered to our client. The loan enabled us to address any unforeseen expense during this period and helped increase the farm's efficiency at the time," he adds.

In addition, Robert says BPI eases the way he conducts his own business through the bank's local presence and 24/7 banking services. He cites the bank's cash deposit machine in particular. "The cash machine lets me do weekend and holiday transactions for farm-to-market sales, and paying for farm labor, both of which are usually done on cash basis," he says.



F/V Discovery 101 of the RD Fishing Group

ENABLING BUSINESSES TO DIVERSIFY

The **RD Group of Companies**, based in General Santos City in South Cotabato, has made major acquisition and expansion projects in the last four years with the support of BPI.

The conglomerate is involved in various industries, such as deep sea fishing, shipbuilding and repair, manufacturing, export marketing and distribution, aquaculture and processing, agribusiness, finance, realty, retail, and hotels and resorts.

“Through our productive relationship with BPI, we have acquired three purse seiner fishing vessels in the past few years, making us the sole owner and operator of these vessels in the country. Moreover, we have added capital provisions in fishing, feed mill, ship repair and maintenance, real estate, and manufacturing just to name a few,” says Roy Rivera, board member of the RD Group of Companies.

Roy is confident that BPI will continue to power the RD Group’s pursuit of the growth story. “We believe that our partnership with BPI will take our RD Group further and together, as we continue to diversify and expand to other territories outside the country,” he affirms.



RD Group Chairman Rodrigo E. Rivera Sr. (seated), with sons Ritchie C. Rivera, president for the RD Fishing; manufacturing, and pawnshop group, and Roy C. Rivera, president for agribusiness, retail, finance, and realty.



Jose Soberano III, with wife Ma. Rosario, and children Jose Franco, Joanna Marie, and Janella Marie

PARTNER FOR GROWTH

Jose Soberano III began his company with the desire to provide affordable, quality homes, specifically to the shipbuilding community in Balamban, Cebu. He started by putting up his own company, **Cebu Landmasters Inc.** (CLI), with only two employees. Today, CLI is Cebu's leading number real estate company with 170 full-time employees. "We were one of the first to bring a gated subdivision to that part of Cebu, which was a niche market," Jose shares.

In all these 13 years, and counting, Jose has turned to BPI for support. "Banking with BPI has been a great experience. I appreciate most the personal side of knowing the BPI team, who always provides excellent service," shares Jose. "The team regularly visits us to keep us updated on new developments and even policies."

Since 2011, BPI has funded six of the company's projects, including its biggest project to date—the Baseline Center, a mixed-used lifestyle destination that brings together office spaces and a residential condominium. Moreover, in 2016, BPI granted a term loan to El Camino Developers Cebu Inc., a joint venture of CLI with top Cebu businessmen to support the development of 38 Park Avenue, a high-rise, New York-inspired condominium project that will rise in the Cebu Asiatown IT Park.

And as CLI positions itself for more growth, BPI continues on its journey with the company by being the joint bookrunner and underwriter for the company's planned IPO in 2017.

Before starting CLI, Jose had worked with the Ayala Group for 23 years and with BPI for one year. He shares how he continues to witness the bank's distinctive character to this day. "I see the same pursuit of excellence that has always been a trademark of BPI," he says.



The Baseline Center in Cebu

HELPING POWER THE ECONOMY

Alongside its relationships with individuals and small- and medium-sized businesses, BPI also serves top corporations that power the economy. Of note is the lead role of BPI in its support of the power sector, and the bank's financing of **Redondo Peninsula Energy Inc.** (RP Energy). RP Energy will develop the first 300MW of a 2-by-300MW coal-fired plant in the Subic Freeport Zone, a state-of-the-art power plant using Circulating Fluidized-Bed Technology that significantly lowers emissions. The plant is expected to partly address the power supply requirements in Luzon in the coming years.

Jasper Virola, senior vice president of Meralco Powergen Corp. (MGen), one of the sponsors of the RP Energy project, shares that the loan arranged by BPI Capital Corp., where BPI is also a majority senior term lender, enabled MGen to balance costs while allowing the project to generate reasonable returns on this significant investment. BPI Capital is BPI's investment banking subsidiary.

"Building a power plant has its own set of unique challenges. We have to work with different sectors—government, business, non-government organizations, the community, and other stakeholders. Completing it

takes at least five years, and no project ever comes easy. That's why even the slightest enhancement and innovation in financing terms can make a huge difference when it comes to our projects," Jasper says.

BPI Capital, as Mandated Lead Arranger and Bookrunner, arranged for the financing of 75% of the total project cost (P31.5 billion) by three local banks, with BPI as anchor senior term lender providing more than 60% of the required financing. BPI and RP Energy worked together for mutually beneficial terms, including an optimal repayment schedule, with sculpted amortizations over 15 years. "For a major power plant like RP Energy, this is an optimal repayment structure that matches its cash flow generation profile," Jasper says.

With this partnership with BPI, Jasper is confident that RP Energy would be able to pursue its mission to provide affordable and reliable power to more Filipinos. Jasper says, "Energy is one of the building blocks of a country's progress. Aside from building the right infrastructure, our investment empowers lives and industries, which all contribute to the nation's competitiveness and growth. And BPI helps us to do exactly that." ■



Jasper Virola

OUTSTANDING UNIBANKERS

THOSE WHO REDEFINE RELATIONSHIPS

Our people are at the heart of our mission of redefining relationships with people and communities. They not only exemplify the BPI Unibanker's genuine commitment to understand the needs of our clients; they also practice a collaborative spirit that enhances processes and ultimately unlocks the potential of our clients and opens up further opportunities for growth.

A Commitment to Service

Kevin Abantao, Retail Loans, 4 years in BPI

Kevin Abantao is a Designated Lending Officer for Auto Credit in BPI Family Bank Bacolod, evaluating loan applications and coordinating with different teams internally to determine risk.

An engineer by training, Kevin joined BPI as an appraiser four years ago. Kevin credits the family-life work environment and his bosses' mentorship and hands-on approach as enablers that have allowed him to thrive in the banking industry. Putting his background to good use, he has introduced automated processes to improve turnaround times and income generation of the business center.

Recently, he was assigned to spearhead efforts for various business centers to spot process improvements. Kevin has also co-developed a Branch/Universal Lending Assistance Companion to enhance BPI's service delivery to clients, improving overall turnaround times from the point of view of the client.

Kevin also goes out of his way to help the less fortunate in his community. He's been able to engage colleagues to take part in his personal advocacy of regularly donating to the Sto. Niño Orphanage in Bacolod. Kevin is also helping form a BPI Bayan group to educate residents of what was once a sanitary landfill in vermicomposting, producing compost for organic farms.

Kevin, a 2016 BPI Excellence Awardee, is quick to acknowledge that his proudest moments as a BPI employee are all rooted in service. He takes great pride in being able to reach out to those who have less in life, addressing their needs, and giving back to the community.



Instituting Critical Procedures

*Glenda Abinguna, Central Operations Group
10 years in BPI*

Glenda Abinguna had a busy 2016, capped by her training for officership, successfully transitioning as an Officer in the last quarter of the year.

In 2016, Glenda scored one of her proudest achievements in her career—instituting checking procedures on all trade-related transactions in line with Office of Foreign Assets Control standards. OFAC is an office in the US Department of the Treasury that enforces economic and trade sanctions against terrorists, international narcotics traffickers, those engaged in the proliferation of weapons of mass destruction, and other threats to national security. In 2016, Glenda guaranteed a total of 30,739 transactions,



GLEND A

amounting to almost US\$1.2 billion, were risk-free. As part of the bank's Centralized Operations Group, Glenda checked each trade transaction individually, watching out for any detail that might raise a red flag.

She recently took on a new role as Support Officer in Branch Channels Marketing and Retail Banking Group Communications, in charge of disseminating communications to all of the bank's branches.

With a banking career that spans 25 years, 10 years of which have been with BPI, Glenda has worked with all kinds of groups with an enthusiasm like no other. She is an officer of the BPI Runners Club and is a member of the BPI Badminton Group and Aerobics Club. She is active in BPI Bayan activities, with her project group 3D Dama, Damay, Damayan consistently winning in the BPI Bayan Search for Outstanding Volunteer Group. Glenda attributes her enthusiasm to the people around her, saying each new person she meets presents her with an opportunity to learn.

Matching Needs with Best Solutions

Maria Zarina Junto, Retail Banking, 12 years in BPI

Zarina Junto is a Relationship Manager, handling some 1,000 clients with the BPI Iloilo Central Market and BPI Iloilo Business Park branches. As an RM, she understands that she is often the first point of contact of clients with the bank. As such, she makes it a point to start her day thinking or doing something for clients—from greeting clients celebrating a



ZARINA

milestone on any given day or planning how to bring the previous day's transactions forward. This tenacity to touch base with clients has allowed Zarina to almost double her portfolio from P2.1 billion in 2014 to P4 billion in 2016.

Having started her BPI career as an officer trainee in 2004, Zarina says that working in BPI has been rewarding, both personally and professionally. Working her way through the ranks before becoming an RM in 2014, Zarina has had opportunities to perform myriad functions, from being the Area Trainer for Panay, prior to the institution of centralized training programs, to heading an audit team.

For Zarina, engaging clients, understanding their needs, and matching them with the best possible products and solutions are all part of the day's work. For instance, she has helped a client with an existing business diversify into the food business through a zero collateral loan. The loan enabled the client to further expand into other areas, branching out from Iloilo to Kalibo, in Aklan province. This example, and many more like it, is what's most rewarding about being part of a bank that helps open up opportunities for clients, Zarina says.

Creating Global Opportunities for Clients

Noel Y. Abduhalim, Corporate Banking, 20 years in BPI

As a Relationship Manager in the Top Corporates Division of the Corporate Clients Segment Group of BPI, Noel Y. Abduhalim is no stranger to landmark deals. Among his major accomplishments in his over 20 years in BPI are his roles in teams that partially financed the acquisition of Del Monte USA by Del Monte Philippines; a US\$1.68-billion acquisition of a consumer food business; the acquisition of a widely popular condiments brand by a giant food company,

worth P11 billion; and the Monde Nissin's acquisition of UK-based meat-substitute food maker, Quorn Food Ltd.

Noel points out a happy cycle—by enabling local companies to expand globally, BPI helps open new opportunities, including access to new markets, for Filipino entrepreneurs. This global expansion of BPI's clients abroad is proof that BPI is a player in the international banking scene. This international recognition allows the bank to leverage its financial muscle in creating even more opportunities for clients.

Noel credits BPI's professional culture for his longevity in the bank and for what he has been able to achieve. On a personal level, he is proud to be a finalist in BPI's 2016 Excellence Awards. He is also part of the first batch of BPI's Breakthru Project, a program that presents opportunities for middle management to recommend and execute improvements for the bank.

Enabling a Growing Economy

Reggie Cariaso, BPI Capital Corp., 4 years in BPI

Reggie Cariaso is the Co-Head of BPI Capital and also serves as its Chief Operating Officer. He is also the Head of Equity Capital Markets, and the Chairman of BPI Securities. Having multiple roles means that his day is spent thinking about clients and his team, making sure that his team of close to 60 people provides clients with the best advice and is equipped with the tools that they need. For Reggie, engaging clients means spotting those who have the ability to create impact, and allocating capital to those who will make the biggest and most meaningful results.

Amidst abundant growth opportunities in the country, Reggie sees BPI as a great platform for growth. He cites the deals that he has been involved in as those that have transformed the Philippine landscape, including the P12.5-billion partially guaranteed multiple-tranche facility with mixed tenors for the Tiwi-Makban geothermal facility of AP Renewables, Inc., the first Asian climate bond, as well as the successful IPO of Pilipinas Shell Petroleum Corporation. Such projects in





the oil and energy industry, notes Reggie, enable a growing economy to address its energy requirements.

Reggie reflects that the work of BPI Capital has opened up vistas for their clients, making them realize how much they could grow. Given existing markets, Reggie says clients have to “reset” to higher aspirations—and BPI can give them the confidence and means to achieve such big dreams.



From Large Conglomerates to Small Players

*Maria Teresa Anna K. Lim, Corporate Banking,
22 years in BPI*

As a Team Head for the Top Corporates Division of the Corporate Client Segment Group, Terry is mainly responsible for developing and growing corporate business relationships for large local conglomerates and multinational corporations. Managing these important relationships requires in-depth technical skills and business acumen particularly in the areas of financial analysis, corporate finance and investment markets which she has gained and developed through more than 20 years of her banking career. These, put together, enable her to aptly address her client’s various complex requirements. Terry currently manages over P 130 billion in loan portfolio, largely dominated by several syndicated long term loans and project financing. Terry points out the need for her to be hands-on in such deals, especially because they entail significantly large amounts.

On the other end of the spectrum, Terry has been able to unlock some opportunities for the smallest of players, having participated in the BPI Social Innovation Lab (SoIL) immersion program. The experience has allowed her to understand the challenges faced by the small holder farmers and cooperatives in the province of Negros. Terry shared her professional experience and expertise with the cooperative she has worked with—she developed base case financial projections and financial budget and helped put together the cooperative’s applications for the various government offerings. More than enhancing leadership and mentoring skills, Terry says her SOIL experience has inspired her to continue “doing something different that makes a difference.”

BPI AND THE COMMUNITY

G4-SO DMA, G4-SO1

INVOLVEMENT AND COLLABORATION

The year 2016 was a time for groundbreaking initiatives and opportunities for involvement and collaboration, with and among our employees, and similar-minded organizations. While these undertakings naturally stemmed from our business, they created impacts far greater and wider than our immediate surroundings.

Everyone's a relationship manager

Trusted financial advisory is at the heart of each and every relationship we have with our clients. This was made uniquely apparent in an initiative spearheaded by our senior-most officers—the President and all the Executive Vice Presidents—in August, the Bank's 165th anniversary month. The initiative, which we called RM for a Day, brought to life the Relationship Manager experience.

The President and the EVPs were deployed to key cities nationwide, where they served as RMs to some of our clients in those localities, engaging them in meaningful conversations addressing specific client concerns, giving them customized advice and offering appropriate solutions.

The initiative also brought our leaders even closer to unbankers at the local level, unbankers who deal with clients and partners on a daily basis. Aside from appreciating having proximate exemplars of trusted financial advisors in our senior executives going to the grassroots, the Unbankers were inspired and took pride in being part of an organization whose leaders walk the talk and actually touch base with clients.

Fast-tracking financial solutions for the underbanked

In a bold move equally meant to promote corporate social responsibility and accelerate leadership development, BPI mobilized its senior officers to experience the lives of smallholder farmers in an immersion program called BPI

SoIL, or Social Innovation Lab. This immersion with the farmers was deliberately designed so that our senior bank employees would think more innovatively to fast-track the development of solutions for this sector.

This immersion program, managed by both BPI Foundation and Human Resources Group, has resulted in direct benefits to the identified beneficiaries and communities. Moreover, it enables the Bank to discover new markets and innovatively address the sector's lack of access to formal financial resources, while providing bank officers a unique action-learning leadership development. SoIL's initial run in 2016 sent 23 senior officers in this social laboratory to be immersed in three cooperatives in Negros province.

Over 6,000 Bank employees give back through BPI BAYAN

BPI *Bayanihan para sa Inang Bayan*, or BAYAN version 2.0, is the Bank's reinvigorated employee volunteer program, enabling over 6,000 unbankers to give back to society through various modalities.

BPI BAYAN programs focus on financial inclusion, enterprise development, and alignment with the national development agenda. In turn, modalities include donations to various identified causes and campaigns, volunteering in a BPI Foundation program, developing programs that address a need in the unbanker's branch-community, and participating in the BPI SoIL program, where key talents make use of their experience and professional skills to address financial exclusion.

By year-end, the Bank recognized the top 10 BPI BAYAN programs nationwide that focused on environmental sustainability programs to improve economic activity, life skills development programs to increase per capita income, and financial education programs to foster financial inclusion among the unbanked and underbanked segments.



BPI Social Innovation Lab cohort 1 with the officers and Board of Directors of General Malvar Agrarian Reform Cooperative in Pontevedra, Negros Occidental

Harnessing the potential of enterprises with social impact

Micro, small and medium-sized segments comprise 99.6% of all Filipino businesses, contributing the most to job creation in the country. BPI supports this segment, and BPI Foundation has made a conscious effort to provide a platform to promote and advance social entrepreneurs as catalysts for societal innovation and inclusive growth.

This platform, BPI Sinag, consists of two categories: BPI Sinag U, designed for student entrepreneurs at the business ideation stage, and BPI Sinag Accelerate, aimed at identifying social enterprises that pioneer solutions for social and environmental challenges. Special focus was given to agri-based enterprises, and those coming from Mindanao and indigenous people.

Over 170 social entrepreneurs across the nation applied to participate in BPI Sinag. Those who met the above criteria underwent a series of intensive boot camps, some of whom were later selected to pitch to a panel of highly successful entrepreneurs, business enablers, and impact investors. This panel then selected ready-to-scale social entrepreneurs and student social entrepreneurs to receive further training and credit access for the development of their enterprises.

Sustainable agriculture through new business models

BPI Foundation, in collaboration with the Bank's Agribusiness team and multi-sectoral, like-minded entities, is exploring emerging business models that engage smallholder farmers as valued partners, and not mere suppliers of farm goods and services. In 2016, the Foundation piloted a value chain financing model with seven smallholder cooperatives based in Negros Occidental, who are suppliers to one of BPI's corporate clients.

The main objectives of the program are to enhance the organizational, financial, and business management capabilities of these cooperatives, enabling them to participate in the formal financial system, and improving their living standards.

BPI Foundation is also leading efforts to form a consortium of key agriculture value chain players, whose main mandate would be to strengthen the sector by developing scalable, replicable, and sustainable value chain financing business models to address social and economic challenges.

Financial Education in a Box

At the center of financial wellness is the need to know how to make money work for you. Keeping financially healthy can be daunting not only for first-timers but even for those who have taken charge of their finances. BPI Foundation sought to make this endeavor less daunting with FinEd-in-a-Box, a series of shareable learning modules on financial education and empowerment that could be easily tailored for a target audience.

In 2016, FinEd-in-a-Box was launched as an online game for grade 3 students, and as a holistic set of resources for senior high school, including materials for teacher support. Sets for farmers, military personnel, and Filipino migrant workers in Hong Kong have also been developed.