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Most CEOs upbeat on industry outlook

September 09, 2025 | Louella Desiderio | The Philippine Star

But urge government action on infrastructure, corruption

MANILA, Philippines — Over 80 percent of Philippines-based CEOs are optimistic on industry and revenue growth, but stressed the need for the government to step up efforts to address corruption and push for infrastructure development.

This is according to a survey of the Management Association of the Philippines (MAP) and PwC Philippines.

Results of the 2025 Philippine CEO Survey showed that 83 percent of CEOs are confident about their industry's prospects for the next 12 months, down from 86 percent in last year's survey.

The survey also showed that 84 percent of Philippine CEOs expect revenue growth

Conducted from July 22 to Aug. 25, the survey covered nearly 200 Philippine-based CEOs.

The CEO's positive outlook rests on the country's solid macroeconomic fundamentals including sound monetary policy, strong banking system and inflation that has remained within the government's target.



Towering buildings of the Ortigas business district are photographed on February 26, 2025.

STAR / File

Philippine-based CEOs expect economic growth in the next 12 months to be driven by infrastructure development (65 percent), domestic consumption (62 percent) and government spending (41 percent).

In terms of satisfaction in government performance, Trissy Rogacion, deals and corporate finance partner at PwC Philippines said Philippine-based CEOs are "generally happy with how our government is managing inflation, forging stronger relationships with other nations and pushing for infrastructure."

Despite being generally satisfied with the government's performance in these areas, the level of satisfaction dipped to 69 percent in terms of pushing for infrastructure from 83 percent last year and to 65 percent in forging stronger relationships with other nations from the previous year's 74 percent.

Rogacion said dissatisfaction remains high when it comes to fighting corruption with only nine percent saying the government is performing well in this area.

"With the rising public frustration over failed infrastructure projects, our leaders, our CEOs are closely watching and hoping that our administration succeeds in its fight against corruption," she said.

Last month, President Marcos said an initial review found that 15 contractors bagged P100 billion or 20 percent of all flood control projects in the past three years.

Roderick Danao, chairman and senior partner at PwC Philippines said the Sumbong sa Pangulo website to investigate irregularities in flood control projects, is seen as a game-changer with the site receiving a rising number of complaints and exposing those involved in projects. [Cont. page 2]

Most CEOs upbeat on industry outlook

[Cont. from page 1]

"Now, the next step is for the government to show serious enforcement and legal actions to set the tone moving forward for the sake of our country," he said.

He said CEOs are closely watching the next actions to be taken by the government.

While the economy is likely to grow between five and six percent without any significant intervention, Danao said the pace of growth could be much faster if the government accelerates infrastructure spending.

"We need more mass transport systems...not many flood control projects. We need tangible outcomes, we need measurable outcomes. We need the people to feel the impact of this massive infra spending to boost the economy," he said.

In the long-term, he said the country will need to reinvent its economic model from being service-led to becoming industry-led.

"And to do that, we need to build trust. And trust starts with the government," he said.

In terms of concerns that keep CEOs awake at night, the survey showed geopolitical uncertainty (47 percent), uncertain economic growth (47 percent) and workforce issues (42 percent) topping the list.

When it comes to the tariffs and trade regulations imposed by the United States, the survey showed that only 20 percent are facing threats from such.

The survey also showed that more than half or 52 percent of CEOs in the country do not see their companies as being economically viable beyond 10 years if they remain business as usual.

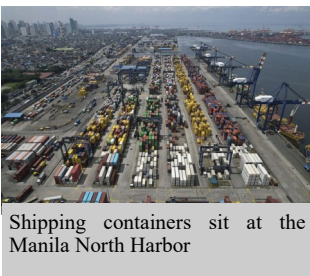
Key threats to the organizations are risk of inflation (94 percent), macroeconomic volatility (93 percent) and cyber risks (84 percent).

Over the next 12 months, Philippine-based CEOs said they are making investments on upskilling their workforce (82 percent), automation initiatives (78 percent) and advanced technologies (63 percent)

Source: <https://www.philstar.com/business/2025/09/09/2471404/most-ceos-upbeat-industry-outlook>

DTI steers exporters to non-US markets

September 05, 2025 | Andrea E. San Juan | BusinessMirror



THE Department of Trade and Industry (DTI) said it is steering exporters toward other markets such as Europe, Asean and the Middle East as it expects the full effect of the Washington-imposed tariff to begin to reflect in the August export data onwards.

In a statement sent to reporters on Thursday, Trade and Industry Secretary Cristina A. Roque said: "The surge in US-bound shipments in recent months was largely driven by frontloading activities/accelerated shipments ahead of the implementation of the 19-percent reciprocal tariff by the US, which took effect in August."

The Philippines's Trade chief said this "strategic" move by exporters was aimed to mitigate the immediate impact of the tariff hike.

"As such, we anticipate that the full effect of the tariff will begin to reflect in the August export data onwards," Roque said.

With the trade data and export performance in the coming months reflecting such impact, the agency, she said, is "intensifying" its support programs to help businesses stay competitive and find new markets.

In particular, she said DTI is "actively guiding" exporters to explore new markets like the EU, UK and Middle East.

"Projects like READY4EU offer tailored support to food exporters entering Europe, while digital tools like the FTA Information Portal help businesses take advantage of lower tariffs under trade agreements," Roque said.

[Cont. page 3]

DTI steers exporters to non-US markets

[Cont. from page 2]

Apart from this, DTI is helping exporters connect with buyers through business matching activities and hands-on assistance with export documents and customs procedures.

In its efforts to boost the capabilities of small businesses, the Trade department has been conducting “nationwide learning sessions and offering coaching” on packaging, marketing, and international standards.

Last week, the Philippine Statistics Authority (PSA) reported that the country’s outbound shipments amounted to \$48.62 billion in the January to July 2025 period, up 13.9 percent from the \$42.69 billion in the seven-month period in 2024.

Economists explained this increase thus: the tariff impact had not yet been felt, and traders were frontloading shipments.

The United States remained the Philippines’s top export market, with \$7.76 billion or 16-percent share. This was followed by Hong Kong, as the Philippines earned \$6.83 billion in exports or 14.1-percent share; Japan, \$6.80 billion or 14-percent share.

A month before the implementation of the 19-percent country reciprocal tariff imposed by Washington on Philippine exports, exports to Japan posted the fastest growth rate, or by 14.9 percent; followed by Hong Kong, 14.1 percent and the United States by 12.7 percent.

Explaining this trend, Former Tariff Commissioner George N. Manzano told this newspaper that “frontloading is a plausible explanation.”

However, he said frontloading could only be attributed to the growth of exports to the United States.

“I would think so [frontloading]. From April to August the reciprocal tariff has been in the range of 10 percent. The tariff has gone up, yet exports have, likewise, gone up,” Manzano noted in a Viber message on Friday.

As to the growth of exports to other top markets, Manzano said: “Although I don’t have evidence, the Philippines may be making inroads in diversifying to Japan and Hong Kong markets.”

Or, he added, “The bulk of the exports of the Philippines to Hong Kong and Japan is in electronics; it may mean that we are supplying inputs to the US-bound exports of these countries, but this is just a conjecture.” (See: <https://businessmirror.com.ph/2025/08/29/despite-tariff-threat-phl-exports-rise-13-9/>)

Image credits: **AP/AARON FAVILA**

Source: <https://businessmirror.com.ph/2025/09/05/dti-steers-exporters-to-non-us-markets/>

Virtual PPAs proposed for trading RE certificates

September 08 , 2025 | Sheldeen Joy Talavera | BusinessWorld

THE Department of Energy (DoE) said it is proposing the introduction of virtual power purchase agreements (VPPAs) in the trading of renewable energy certificates (RECs).

“There is a need to issue guidelines allowing RE developers to enter into financial arrangements for the transfer of RECs to business and industries in consideration of guaranteed payments for electricity,” according to a draft circular posted by the DoE.

Under the draft guidelines, the seller and buyer can enter into VPPAs covering the sale of voluntary RECs, without actually exporting electricity.

RECs are issued to participants in the Renewable Portfolio Standards (RPS) scheme, indicating that the energy sourced, produced, and sold or used comes from eligible RE systems.

Those not required to comply with the RPS can voluntarily purchase RECs generated by eligible RE facilities.

[Cont. page 4]



Solar panels are being installed on the roof of a mall. — GREEN HEAT HANDOUT PHOTO

Virtual PPAs proposed for trading RE certificates

[Cont. from page 3]

"For funding or financing purposes, a VPPA shall be recognized as a valid type of PPA for the assured offtake of the generated power from a VPPA Project," the DoE said.

The DoE noted that only RE projects that generate voluntary RECs may qualify as a VPPA project. The value of the voluntary RECs associated with the electricity generated by the seller can be assessed based on established domestic and international standards.

Voluntary RECs under the VPPA will carry a term of 10 years at minimum, reckoned from the date of commercial operations and subject to renewal.

The RE market, the venue for trading RECs, commenced full commercial operations in 2024.

The market was authorized by the Renewable Energy Act of 2008 and is intended to help the government achieve its goal of raising the RE share of the power mix to at least 35% by 2030 and 50% by 2040.

Source: <https://www.bworldonline.com/economy/2025/09/08/697107/virtual-ppas-proposed-for-trading-in-re-certificates/>

'Land lease extension to make PHL more appealing to foreign investors'

September 08, 2025 | Butch Fernandez | BusinessMirror

BusinessMirror
A broader look at today's business

WITH the enactment of a law that extends their land lease contract to 99 years, more foreign investors will look at the Philippines as an ideal investment destination, Senate President Francis G. Escudero said on Sunday.

The new law, principally authored by Escudero during the 19th Congress, was signed into law by President Marcos on September 3 and amended Republic Act 7652 or the Investors' Lease Act of 1993 in order to extend the lease contracts of foreign investors from the former maximum of 75 years.

"Foreign investors have long complained about the prohibitive provisions of our laws regarding the ownership of land by non-Filipinos. Businesses will never place their funds in destinations where there is uncertainty in laws and regulations. This law will go a long way in addressing these concerns," he said.

The ownership of land, he noted, is always a crucial consideration of investors when choosing where to set up shop because no one will put in so much money, only to be evicted after a short period of time.

Escudero pointed out: "We may be strategically situated geographically, have a predominantly English-speaking workforce, and have among the hardest working people in the world, but unless there is stability in the investment environment, none of these advantages we have will help us in competing for investors." He said under the law, the leased property should be utilized only for the purpose of the approved and registered investment.

Failure by a lessee to commence its investment project within a period of three years from the signing of the lease contract may result in the revocation of all entitlements granted under this law.

The lease contract is renewable upon the mutual agreement of the parties concerned.

The registered lease cannot be subject to collateral attack. It cannot be altered, modified or cancelled except in a direct proceeding in accordance with law.

Unless specifically prohibited in the lease contract, the lessee may sublet the property with the consent of the lessor.

The law provides for stiff penalties for lease contracts that exceed the 99-year period; for the use of the leased premises for a purpose contrary to existing laws, public order, public policy, morals, or good customs; and if the agreement results in the lease of land in excess of the approved area.

These acts will result in the voiding of the contract and a fine of P1 million to P10 million or imprisonment of six months to six years upon the discretion of the court for both contracting parties.

Escudero thanked Marcos for supporting the bill. "With the entry of more investments into the country, not only will more jobs be created but we will also gain from technology transfer that can be utilized to grow local enterprises and make them more competitive in the global stage," the Senate chief said.

Source: <https://businessmirror.com.ph/2025/09/08/land-lease-extension-to-make-phl-more-appealing-to-foreign-investors/>

China pushing Asean to seal trade pact upgrade as US tariffs bite

September 09 , 2025 | By Reuters | The Manila Times

BEIJING — China is pushing the Association of Southeast Asian Nations (Asean) to sign an upgrade to their free trade agreement before the end of the year, Vice Commerce Minister Yan Dong said on Monday, as Beijing seeks to diversify its exports amid US tariffs.

The Manila Times®

Negotiations on the upgrade concluded in May, paving the way for improved market access in sectors such as agriculture, the digital economy and pharmaceuticals between China and the 10-member Asean bloc, with Beijing seeking to position itself as the “more open” major economy while US President Donald Trump continues to target the region with punitive trade curbs.

“[China] will push for the formal signing of the protocol on upgrading the China-Asean free trade agreement version 3.0 by the end of the year,” Yan said at a news conference in Beijing.

“In the face of unilateralism and protectionism in global industrial chains, China and Asean have insisted on multilateral cooperation to maintain the stability and smooth operation of regional industrial chains,” he added, in a veiled reference to Trump’s trade policy.

Last month, Chinese exports to Asean surged 22.5 percent from a year earlier to \$57.1 billion, making Southeast Asia China’s top export destination by value. The jump helped counter a 33.1-percent slump in US shipments to \$31.6 billion.

China and the 10 Asean states are members of the Regional Comprehensive Economic Partnership (RCEP) as well, which also includes Japan, South Korea, Australia and New Zealand, but analysts say the RCEP is a less ambitious trade deal, with weaker provisions on areas such as e-commerce and phytosanitary standards.

Beijing has also applied to join the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), which includes Australia, Brunei, Britain, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore and Vietnam, and is seen by analysts as the gold standard for trade policy.

China should be able to meet CPTPP’s standards, trade experts say, forcing members to make a politically uncomfortable decision whether to let Beijing join a deal created to counter its growing influence.

Source: <https://www.manilatimes.net/2025/09/09/business/top-business/china-pushing-asean-to-seal-trade-pact-upgrade-as-us-tariffs-bite/2180892>

PPP pipeline down to P2.77 trillion as 3 projects delisted

September 04 , 2025 | By Manila Bulletin Newsroom



Three major national projects have been delisted from the Marcos Jr. administration’s public-private partnership (PPP) pipeline, bringing the total value of infrastructure to be funded by tycoons’ deep pockets down to ₱2.77 trillion to date.

Documents shared by the PPP Center with reporters on Wednesday, Sept. 3, showed an updated total cost across 229 projects that is lower than the ₱2.86 trillion worth in July.

The PPP Center emphasized that the change in the project pipeline is due to unsolicited proposals and new submissions from implementing agencies (IA).

The PPP Center identified three projects that were removed from the list of national projects.

The ₱320-million Philippine Retirement Authority (PRA) Digitalization Project was delisted.

Also removed was the ₱29.39-billion 3,000-tons-per-day (TPD) Waste-to-Energy (WtE) Facility under the Metropolitan Manila Development Authority (MMDA).

The Sanitary Landfill (SLF)-WtE Project in New Clark City under the Bases Conversion and Development Authority (BCDA) was likewise taken out of the pipeline.

[Cont. page 6]

PPP pipeline down to P2.77 trillion as 3 projects delisted*[Cont. from page 5]*

The PPP Center explained that the removals were due to failed negotiations on unsolicited proposals and changes in the mode of implementation.

Meanwhile, two national projects in the areas of WtE and school infrastructure have been added to the government's PPP pipeline.

The Metro Manila WtE Project is estimated to cost ₱29.62 billion and will be implemented by MMDA.

The proposed PPP for School Infrastructure Project Phase 4 (PSIP IV) by the Department of Education (DepEd) is under conceptualization and its cost is yet to be determined.

Earlier, state think tank Philippine Institute for Development Studies (PIDS) recommended the inclusion of stricter safeguards for PPP projects under a Senate bill (SB) seeking to accelerate classroom construction nationwide.

In an Aug. 18 comment on SB No. 121, or the proposed Classroom-Building Acceleration Program (CAP) Act authored by Sen. Paolo Benigno "Bam" Aquino, PIDS senior research fellow Michael Ralph M. Abrigo said the measure should draw from lessons of past education infrastructure programs to ensure sustainable and accountable delivery.

The bill aims to tap local government units (LGUs) and private-sector partners in addressing the country's classroom backlog, estimated at more than 165,000, through funding support from the DepEd, national government (NG) appropriations, and PPP arrangements.

Abrigo had noted that while PPPs can expand delivery capacity, the earlier PSIP, rolled out during the Benigno Aquino III administration, exposed contractual weaknesses and failed to attract broad private participation due to delays and high risks.

To prevent a repeat of such problems, Abrigo had recommended that the CAP bill require financial viability assessments for classroom PPPs, adopt flexible cost-recovery models such as staggered payments, viability gap funding or targeted tax incentives, and establish clear revenue-risk frameworks that define cost-sharing rules, penalties, and performance bonds.

Abrigo had also urged the creation of dedicated PPP oversight units to handle early site appraisals, contract design, and project preparation.

"Such measures could incentivize sustainable private participation while safeguarding transparency, efficiency, and equity in classroom construction delivery," according to Abrigo.

Beyond PPP safeguards, Abrigo had also proposed an equity-focused allocation framework to prioritize underserved areas, disaster-resilient classroom designs, lifecycle maintenance funding, and monitoring mechanisms that track not just project completion but actual improvements in class sizes and learning conditions.

Source: <https://mb.com.ph/2025/09/04/ppp-pipeline-down-to-277-trillion-as-3-projects-delisted>

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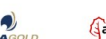
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