



# WELCOME



## Commissioner Isidro S. Lapena

on his first official visit to the

## Bureau of Customs

## PORT OF CLARK

Submitted by:

**Maritess T. Martin**  
District Collector

# PRESENTATION

- ▶ Brief Background on Port of Clark
- ▶ Areas of Operation
- ▶ Major Sources of Revenue
- ▶ Collection Report
- ▶ Comparative Statistics
- ▶ Organization and Personnel Manning
- ▶ Challenges



# **Brief Background on Port of Clark**






## Brief Background on Port of Clark

- 1) **Clark Air Base** is a former US military base located 3 miles west of Angeles City and approximately 45 miles northwest of Metro Manila. Clark Air Base was an American military facility from 1903 to 1991. The base occupied a land area of 4,400 hectares or 37 km<sup>2</sup> with a military reservation extending north that covered another 596 km<sup>2</sup>.






## Brief Background on Port of Clark

- 2) In 1975, Clark Air Base was returned to the Philippines by the USAF and became a Philippine military facility giving birth to Clark Air Base Command which was tasked to assert Philippine sovereignty over the Clark Air Base. CIQ procedures were imposed on arriving and departing US military aircraft in Clark.
  - 3) Subsequently in 1977, CAO No. 8-77 was issued by BOC that established the Sub port of Clark Air Force Base under the Port of Manila (Collection District II)
  - 4) On 26 November 1991, The Americans left Clark and the Philippine Air Force secured and administered the base until 1992 when the Bases Conversion Law was enacted and the Clark Development Corporation was established in 1993 to oversee the conversion of Clark Special Economic Zone.
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## Brief Background on Port of Clark

- 5) On 11 November 2001, Executive Order No. 55 was issued “Opening of the Sub-port of Clark Special Economic Zone as a Principal Port of Entry to be known as **PORT OF CLARK INTERNATIONAL AIRPORT**, pursuant to Section 702 of the Tariff and Customs Code of the Philippines, as amended, in relation to the Bases Conversion and Development Act of 1992”  
(Customs Memorandum Circular No. 434-2001 and Customs Administrative Order No. 2-2002)
  
  - 6) Republic Act 9400  
- An Act Amending Republic Act No. 7227, as amended, otherwise known as the Bases Conversion & Development Act of 1992, and for other purposes. Transforming the Clark Special Economic Zone to Clark Freeport Zone
- 



# Areas Of Operation



# The Clark Freeport Zone

As of January 2017, there are 920 firms listed with lease agreements and are registered as investors/locators in Clark engaged in the following businesses.

**Customs office concerned in monitoring & processing of imports & exports:**

- Office of the District Collector
- Assessment Division
- Operations Division
- Customs Clearance Area
- UPS Composite Unit
- X-Ray Inspection
- ESS / CIIS

| Type of Business  | Locators |
|-------------------|----------|
| Agro – Industrial | 4        |
| Aviation Related  | 32       |
| Commercial        | 216      |
| Developer         | 19       |
| ICT Industry      | 121      |
| Industrial        | 165      |
| Institutional     | 42       |
| Logistics         | 52       |
| Service           | 204      |
| Tourism           | 51       |
| Utility           | 14       |



# The Clark Freeport Zone

## On the Clark International Airport Operations:

| AIRLINE               | ORIGIN/DESTINATION    | GROUND HANDLER | PRIVATE/PUBLIC WAREHOUSE |
|-----------------------|-----------------------|----------------|--------------------------|
| UPS                   | US / China            | UPS            | UPS                      |
| Philippine Airlines   | Incheon               | MIASCOR        | CARGOHAUS                |
| QATAR Airways         | Doha                  | MIASCOR        | CARGOHAUS                |
| Cebu Pacific          | HK / Singapore /Macau | MIASCOR        | CARGOHAUS                |
| Scoot Tiger Airways   | Singapore             | CASSC          | CASSC                    |
| Asiana Airways        | Incheon               | CASSC          | CASSC                    |
| Cathay Dragon Airways | Hong Kong             | CASSC          | CASSC                    |
| Jin Air               | Incheon               | CASSC          | CASSC                    |
| China Eastern         | Pudong                | PAGGS          | Cargohaus                |
| Emirates Airlines     | Dubai / via Cebu      | Dnata          | Cargohaus                |

**Jetstar Singapore-Clark Flights are expected to start on November 24, 2017**



# The Clark Philippine Economic Zone Authority

**CMO #s 6/7/8 – 2011 : Creation of the Clark Freeport Zone  
No. 6 (E-ACTS) No.7 (AEDS) No. 8 (AFAB)  
Placing the Central Luzon PEZA under the Port of Clark**

## PEZA INDUSTRIAL PARKS UNDER THE PORT OF CLARK

- ▶ Bulacan
  - 1) Sta. Maria Industrial Park
  - 2) PDC Information Technopark
  
- ▶ Tarlac
  - 1) Luisita Industrial Park
  - 2) Central Technopark
  
- ▶ Pampanga
  - 1) Pampanga Export Processing Zone
  - 2) Angeles Industrial Park
  - 3) Clark Special Economic Zone
  - 4) TI Clark Special Economic Zone
  - 5) TECO Industrial Park

## PEZA IT PARKS UNDER THE PORT OF CLARK

- ▶ Bulacan
  - 1) Supima E-Circle
  
- ▶ Tarlac
  - 1) Tarlac Provincial IT Park
  - 2) Robinsons Luisita
  - 3) Sutherland IT Center
  
- ▶ Pampanga
  - 1) Entec Bldg.
  - 2) Entec 2 Bldg.
  - 3) SM City Pampanga IT Park
  - 4) SM City Clark IT Park



# PEZA Locators under the Port of Clark

## A) Angeles Industrial Park – Calibutbut, Bacolor, Pampanga

| Name of Enterprise                | Nature of Business                                            |
|-----------------------------------|---------------------------------------------------------------|
| Kyung Il Manufacturing Phils Inc. | Electronics                                                   |
| Chrysara - Carats Mfg., Inc.      | Manufacturer of Phil. Handicrafts for Export                  |
| Kodec                             | Electronic chips                                              |
| Superl Philippines Inc.           | Bags, Leatherware                                             |
| Angeles Alliance Leatherware Inc. | Bags, Leatherware                                             |
| Siglo Leatherware Manufacturing   | Bags, Leatherware                                             |
| D&A Edge Polymer Phils Inc.       | Edge polymer, polyurethane resins for leather based products. |
| GB Global Exprez Inc.             | Cigarettes                                                    |
| Kodec Precision Inc.              | Diecasting, E-coating, Machining                              |
| LTX Corp Phils Branch             | Testing equipments                                            |
|                                   |                                                               |

# PEZA Locators under the Port of Clark

## B) Pampanga Export Processing Zone – Pulung Cacutud, Angeles City

| <b>Name of Enterprise</b>                    | <b>Nature of Business</b>                                              |
|----------------------------------------------|------------------------------------------------------------------------|
| <b>Beyond Infinity Connections</b>           | <b>Electronics</b>                                                     |
| <b>GB Bem Cigarette Company, Inc.</b>        | <b>Cigarettes</b>                                                      |
| <b>Fashion Interiors Inc.</b>                | <b>Furnitures, Interior Lighting and Home Accessories</b>              |
| <b>PTW Phils Private Co. Ltd.</b>            | <b>Semiconductor Tools and Equipments reconfiguration and upgrades</b> |
| <b>Replicas Maritime and Aviation Models</b> | <b>Model Airplanes, Ships</b>                                          |
| <b>Tokyo Reparts Corporation</b>             | <b>Automotive Parts</b>                                                |
| <b>Shinsei Printing Inc.</b>                 | <b>Labeling Products</b>                                               |
| <b>Showcase Model Airplane Co.</b>           | <b>Model Airplanes, Ships</b>                                          |



# PEZA Locators under the Port of Clark

## C) TECO (TIPCO Estate Corporation) – Mabalacat, Pampanga

| Name of Enterprise                         | Nature of Business                  |
|--------------------------------------------|-------------------------------------|
| Trust International Paper Corp.            | Paper Recycling                     |
| Asia Pacific Energy Corp.                  | Power Generation                    |
| Molex Integrated Products Philippines Inc. | Electronics Connectors / Components |
| Anda Power Corporation                     | Power Generation                    |
| Philbook Consumer Products Inc.            | Paper / Paper Pulp conversion       |



# PEZA Locators under the Port of Clark

## D) Luisita Industrial Park - Tarlac

| <b>Name of Enterprise</b>                      | <b>Nature of Business</b>                                                            |
|------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>International Wiring System Phils Corp.</b> | <b>Mfg. of Wiring Harness for Automobile</b>                                         |
| <b>International Electric Wire Phils Corp.</b> | <b>Mfg. and Selling of Automotive Wire (sister co. of IWS)</b>                       |
| <b>On Semicon SSMP Phils., Corp.</b>           | <b>Mfg. of Integrated Circuits</b>                                                   |
| <b>SDE Phils Corp.</b>                         | <b>Jigs Business (Circuit, Metal, Clip, Case Jigs) used in making wiring harness</b> |
| <b>PD Energy Int'l Corp.</b>                   | <b>Mfg. of Power Cable</b>                                                           |





# PEZA Locators under the Port of Clark

## E) Sta. Maria Industrial Park – Sta. Maria, Bulacan

| Name of Enterprise         | Nature of Business                 |
|----------------------------|------------------------------------|
| Philippine Batteries, Inc. | Manufacturer of Motolite Batteries |
| Ramcar Technology, Inc.    | Manufacturer of Batteries          |

## F) PDC Information Technopark – San Rafael, Bulacan

| Name of Enterprise | Nature of Business        |
|--------------------|---------------------------|
| Krexim Inc.        | Tackle for Sports Fishing |
| AAIN Phils Corp.   | Apparel , Undergarments   |

## G) TI Clark Special Economic Zone – Clark

| Name of Enterprise | Nature of Business |
|--------------------|--------------------|
| TI Clark           | Electronics / ICs  |

# PEZA Locators under the Port of Clark

## F) Other PEZA Registered Enterprises

| Name of Enterprise                                                                                                                                                                                     | Nature of Business |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1) Supima E-Circle<br>2) Tarlac Provincial IT Park<br>3) Robinsons Luisita<br>4) Sutherland IT Center<br>5) Entec Bldg.<br>6) Entec 2 Bldg.<br>7) SM City Pampanga IT Park<br>8) SM City Clark IT Park | Call Center        |
|                                                                                                                                                                                                        |                    |



# Major Sources of Revenue



# Top Revenue Contributors

|    | COMPANY NAME              | TOTAL PAYMENT  |
|----|---------------------------|----------------|
| 1  | UPS                       | 245,977,878.43 |
| 2  | VISKASE ASIA PACIFIC CORP | 93,065,031.00  |
| 3  | PHILIPPINE BATTERIES INC. | 41,126,467.00  |
| 4  | YOKOHAMA TIRE PHILS INC.  | 25,558,711.00  |
| 5  | TAIYO NIPPON SANSO        | 16,399,506.00  |
| 6  | TIPCO                     | 14,087,554.00  |
| 7  | HONDA CARS/ IWS / IEP     | 6,896,103.00   |
| 8  | MELTERS STEEL             | 6,879,950.00   |
| 9  | AEROTECH INDUSTRIES       | 2,884,267.00   |
| 10 | MAXIMA MACHINERIES        | 1,390,194.00   |



# Collection Report



| MONTH        | REVISED TARGET 2017<br>COMM FAELDON | ACTUAL COLLECTION (2017) | DEVIATION             | % DEVIATION<br>TARGET VS ACTUAL |
|--------------|-------------------------------------|--------------------------|-----------------------|---------------------------------|
| JAN          | 102,977,000.00                      | 105,140,173.69           | 2,163,173.69          | 2.10%                           |
| FEB          | 95,634,000.00                       | 118,099,446.00           | 22,465,446.00         | 23.49%                          |
| MAR          | 106,060,000.00                      | 136,089,245.59           | 30,029,245.59         | 28.31%                          |
| APR          | 105,448,000.00                      | 108,661,782.00           | 3,213,782.00          | 3.05%                           |
| MAY          | 110,581,000.00                      | 131,072,787.43           | 20,491,787.43         | 18.53%                          |
| JUN          | 112,328,000.00                      | 114,629,267.00           | 2,301,267.00          | 2.05%                           |
| JUL          | 113,198,000.00                      | 127,502,241.35           | 14,304,241.35         | 12.64%                          |
| AUG          | 112,248,000.00                      | 132,840,272.77           | 20,592,272.77         | 18.35%                          |
| SEP          | 139,650,000.00                      | 142,131,807.00           | 2,481,807.00          | 1.78%                           |
| OCT          | 139,650,000.00                      | 143,224,171.35           | 3,574,171.35          | 2.56%                           |
| NOV          | 139,650,000.00                      | 148,781,537.27           | 9,131,537.27          | 6.54%                           |
| DEC          |                                     |                          |                       |                                 |
| <b>TOTAL</b> | <b>1,277,424,000.00</b>             | <b>1,408,172,731.45</b>  | <b>130,748,731.45</b> | <b>10.24%</b>                   |



| MONTHS       | 2014                  | 2015                    | 2016                    | 2017                    |
|--------------|-----------------------|-------------------------|-------------------------|-------------------------|
| JANUARY      | 68,481,027.54         | 87,768,612.36           | 104,748,518.00          | 105,140,173.69          |
| FEBRUARY     | 66,309,705.67         | 71,483,899.27           | 91,182,888.25           | 118,099,446.00          |
| MARCH        | 73,713,266.33         | 90,727,990.54           | 180,048,534.57          | 136,089,245.59          |
| APRIL        | 82,259,826.80         | 90,717,327.00           | 96,885,150.25           | 108,661,782.00          |
| MAY          | 92,364,238.00         | 96,233,922.00           | 112,260,751.00          | 131,072,787.43          |
| JUNE         | 73,810,556.55         | 120,496,353.26          | 116,093,794.90          | 114,598,493.00          |
| JULY         | 80,046,597.00         | 109,754,592.69          | 120,662,364.88          | 127,502,241.35          |
| AUGUST       | 71,790,458.85         | 104,859,535.09          | 125,611,080.82          | 132,840,272.77          |
| SEPTEMBER    | 74,774,263.00         | 124,734,446.00          | 124,530,309.09          | 142,131,807.00          |
| OCTOBER      | 97,162,497.00         | 119,026,420.00          | 124,675,025.21          | 143,278,331.35          |
| NOVEMBER     | 106,799,729.80        | 123,298,125.00          | 117,536,098.00          | 148,781,537.27          |
| DECEMBER     | 83,671,706.00         | 151,507,465.82          | 136,936,437.77          |                         |
| <b>TOTAL</b> | <b>971,183,872.54</b> | <b>1,290,608,689.03</b> | <b>1,451,170,952.74</b> | <b>1,408,196,117.45</b> |



# Comparative Statistics

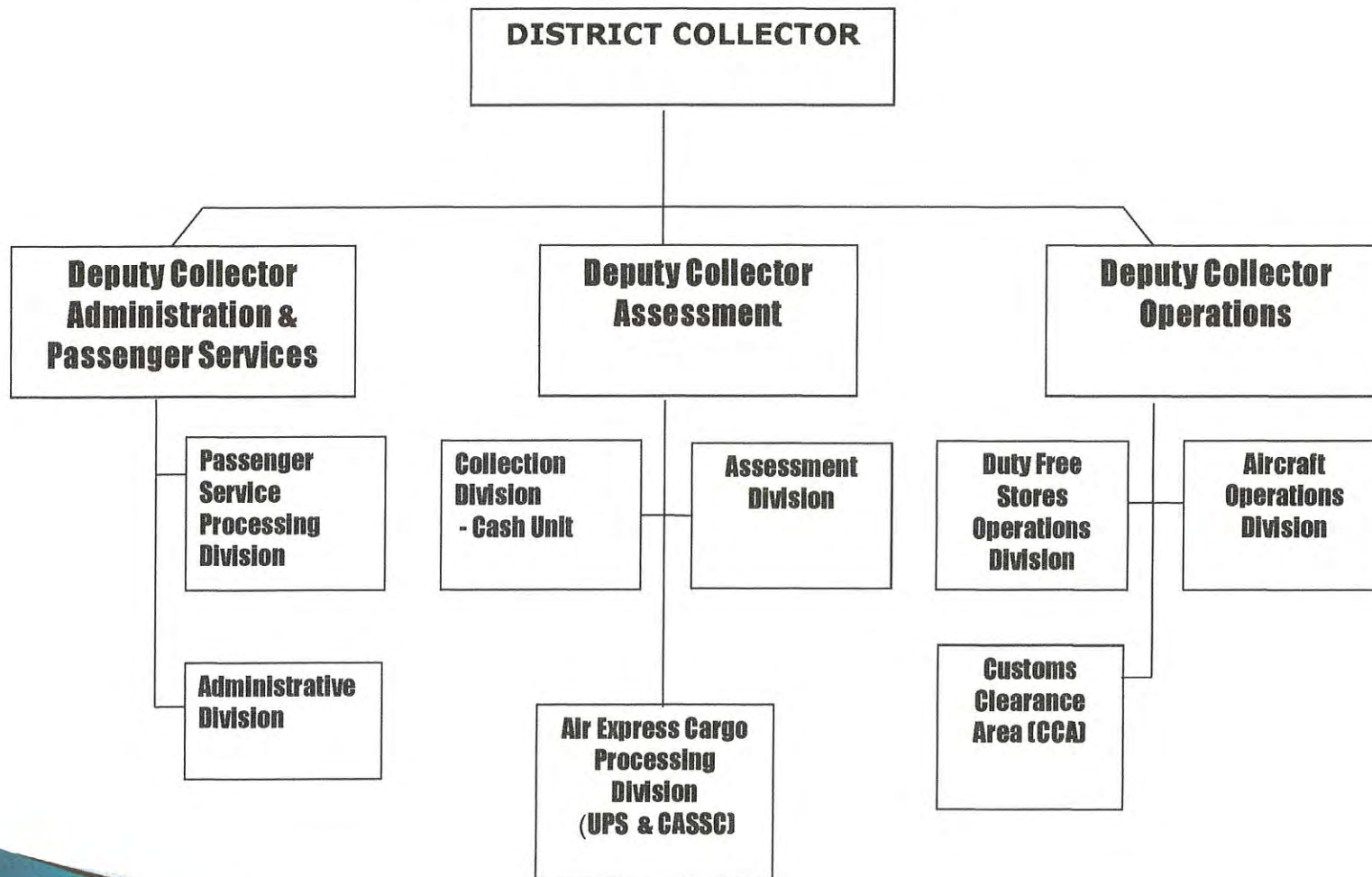




# Organization and Personnel Manning

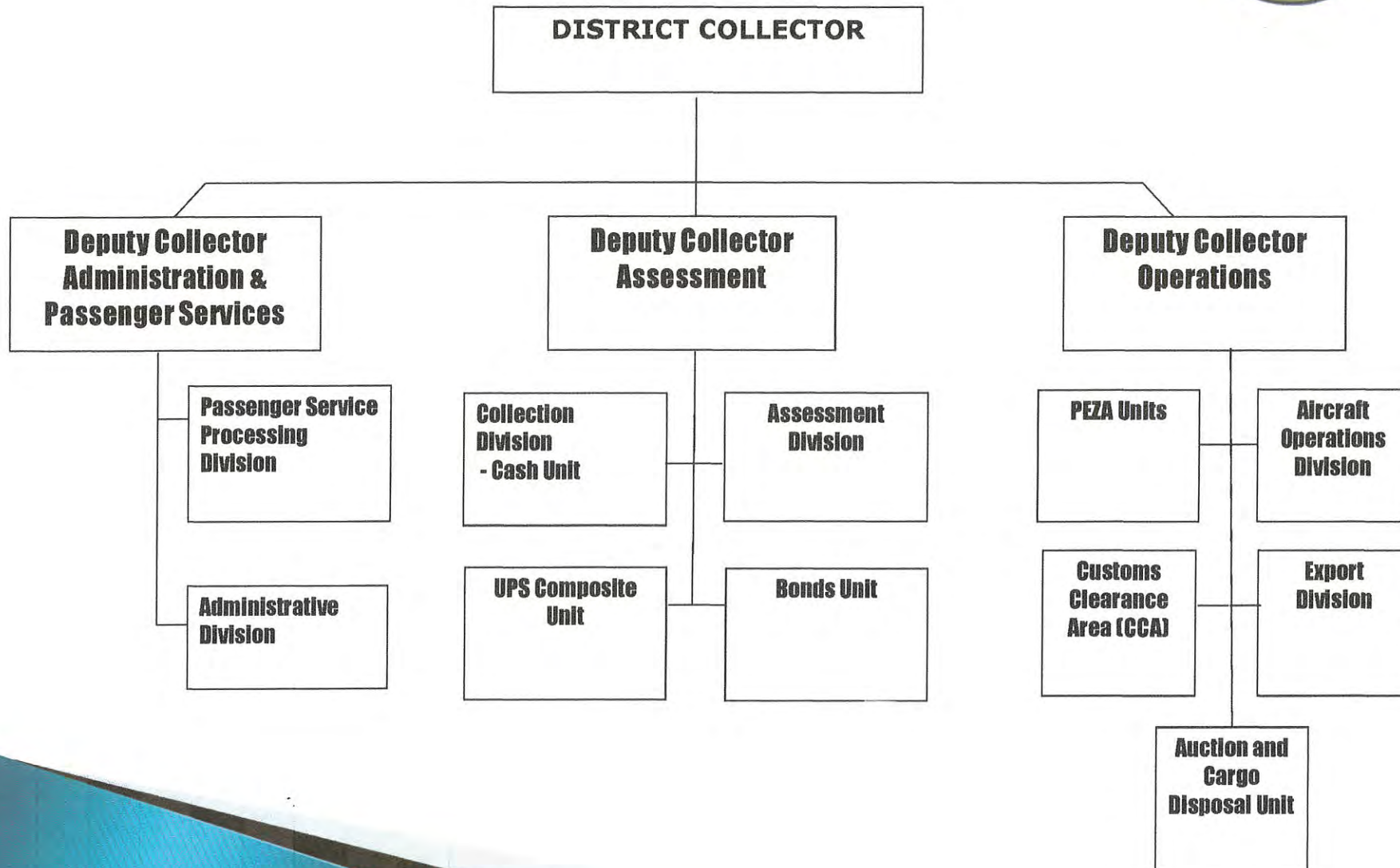


# ORGANIZATIONAL STRUCTURE PORT OF CLARK INTERNATIONAL AIRPORT (as per CAO 2-2002)





# ORGANIZATIONAL STRUCTURE PORT OF CLARK INTERNATIONAL AIRPORT (Current)



## FILLED AND UNFILLED POSITIONS Port of Clark International Airport (as of November 23, 2017)

| PLANTILLA POSITION                          | SALARY GRADE | FILLED    | UNFILLED  |
|---------------------------------------------|--------------|-----------|-----------|
| <i>COLLECTOR OF CUSTOMS II</i>              | 22           | 1         | 0         |
| <i>COLLECTOR OF CUSTOMS I</i>               | 21           | 1         | 0         |
| <i>ATTORNEY III</i>                         | 21           | 1         | 0         |
| <i>CUSTOMS OPERATIONS OFFICER V</i>         | 20           | 1         | 3         |
| <i>ADMINISTRATIVE OFFICER V</i>             | 18           | 1         | 0         |
| <i>CUSTOMS OPERATIONS OFFICER III</i>       | 16           | 5         | 7         |
| <i>ADMINISTRATIVE OFFICER III</i>           | 14           | 1         | 0         |
| <i>CUSTOMS OPERATIONS OFFICER II</i>        | 13           | 1         | 0         |
| <i>WAREHOUSEMAN IV</i>                      | 13           | 0         | 1         |
| <i>CUSTOMS OPERATIONS OFFICER I</i>         | 11           | 3         | 1         |
| <i>WAREHOUSEMAN III</i>                     | 11           | 2         | 3         |
| <i>ADMINISTRATIVE OFFICER I</i>             | 10           | 1         | 0         |
| <i>ASSISTANT CUSTOMS OPERATIONS OFFICER</i> | 9            | 1         | 1         |
| <i>ADMINISTRATIVE ASSISTANT II</i>          | 8            | 0         | 2         |
| <i>ADMINISTRATIVE AIDE VI</i>               | 6            | 1         | 1         |
| <i>SECURITY GUARD II</i>                    | 5            | 7         | 1         |
| <i>ADMINISTRATIVE AIDE IV</i>               | 4            | 2         | 2         |
| <i>ADMINISTRATIVE AIDE III</i>              | 3            | 1         | 0         |
| <i>ADMINISTRATIVE AIDE II</i>               | 2            | 1         | 0         |
| <i>ADMINISTRATIVE AIDE I</i>                | 1            | 0         | 1         |
| <b>TOTAL</b>                                |              | <b>29</b> | <b>23</b> |

Note: Two (2) COO III's and One (1) COO I, as well as other Plantilla Position holders of Security Guards are not currently assigned in the Port of Clark





# PERSONNEL MANNING

## Port of Clark

### (as of October 23, 2017)

| OFFICE                         | NO. OF POSITION | STATUS                                                                     |
|--------------------------------|-----------------|----------------------------------------------------------------------------|
| District Collector             | 1               | Plantilla                                                                  |
| Deputy Collectors              | 2               | Acting Capacity                                                            |
| Division Chiefs                | 10              | No Plantilla Positions for Division Chiefs<br>Acting Capacity / Concurrent |
| Appraisers                     | 2               | 1 - Plantilla<br>1 - Acting Capacity                                       |
| Examiners - Assessment / UPS   | 8               | 1 - Plantilla<br>7 - Acting Capacity                                       |
| Trade Examiners                | 2               | Acting Capacity / Concurrent                                               |
| Boarding Officers              | 3               | Acting Capacity / Concurrent                                               |
| Customs Inspectors             | 3               | Acting Capacity / Concurrent                                               |
| Examiners - Passenger Services | 15              | 1 - Plantilla<br>14 - Acting Capacity                                      |
| Warehouseman                   | 4               | Acting Capacity / Concurrent                                               |
| Storekeeper                    | 1               | Detailed                                                                   |
| Assistant COO                  | 1               | Plantilla                                                                  |
| Security Guard                 | 7               | Plantilla                                                                  |
| Admin Officers                 | 2               | Plantilla                                                                  |
| Admin Assistants               | 1               | Plantilla                                                                  |
| Admin Aide                     | 3               | Plantilla                                                                  |
| <b>TOTAL</b>                   | <b>65</b>       |                                                                            |





## POSITIONS MANNED BY 40 PERSONNEL

### Port of Clark

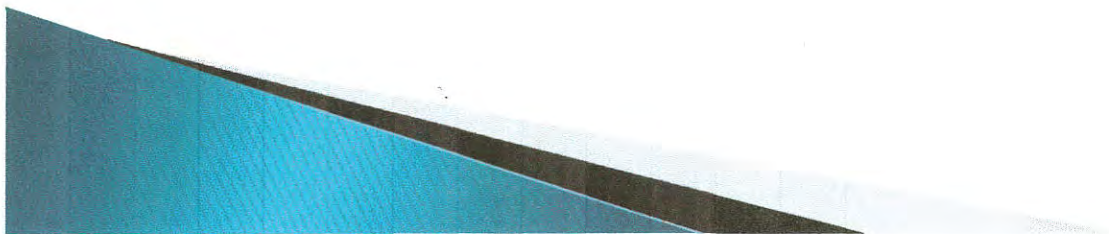
(as of October 15, 2014)

| OFFICE/Unit                                   | Organic   | Contractual | Total     |
|-----------------------------------------------|-----------|-------------|-----------|
| Administrative Division                       | 3         | 0           | 3         |
| Assessment Division                           | 6         | 2           | 12        |
| Collection Division                           | 1         | 3           | 4         |
| <b>Air Express Cargo (UPS) Division</b>       | 9         | 0           | 9         |
| <b>Custom Clearance Area</b>                  | 17        | 1           | 18        |
| <b>Aircraft Operations Division</b>           | 6         | 1           | 7         |
| <b>Passenger Service &amp; Proc. Division</b> | 18        | 0           | 18        |
| Bonds Section*                                | 2         | 0           | 2         |
| Auction & Cargo Disposal Section*             | 4         | 0           | 4         |
| Record, Billing & Mon. Section*               | 3         | 0           | 3         |
| Clark Air Support Services (CBW)              | 5         | 0           | 5         |
| Cargo Haus (CBW)                              | 5         | 0           | 5         |
| <b>TOTAL PERSONNEL REQUIREMENT</b>            | <b>79</b> | <b>13</b>   | <b>92</b> |

Legend: **red ink** = 24/7 manning  
 \* = not in CAO 2-2002



# RECENT ACTIVITIES



# PORT OF CLARK COMMENDS ASSESSMENT DIVISION PERSONNEL

On December 27, 2017, BOC-Clark awards Certificates of Commendation to personnel of the Assessment Division in recognition of their commendable efforts and contribution for the Port's successful revenue collection for the month of October. Consistent to its mission to assess and collect duties revenues efficiently, the Port recorded a surplus of 2.60% on its actual collection of Php 143,278,331.35 as against its Php 139,600,000.00 target collection for October.





## FILM VIEWING: 18-DAY CAMPAIGN AGAINST VAWC

Port of Clark organized a Film-Viewing Activity on November 21 in support of the 18-day Campaign to end Violence Against Women and Children (VAWC). Personnel watch the Indie Movie “Boses” by Erasto Film Productions which communicated a message to stop violence and abuse to children.





# 11<sup>th</sup> ASEAN DEFENSE MINISTERS MEETING

Port of Clark, through District Collector Maritess Martin, attended the Regional Comprehensive Economic Partnership (RCEP) Preparatory Trade Negotiating Committee (TNC) and Preparatory RCEP Ministerial Meeting at the 31<sup>st</sup> ASEAN Summit and Related Summits on November 10–12, 2017.





# 11<sup>th</sup> ASEAN DEFENSE MINISTERS MEETING

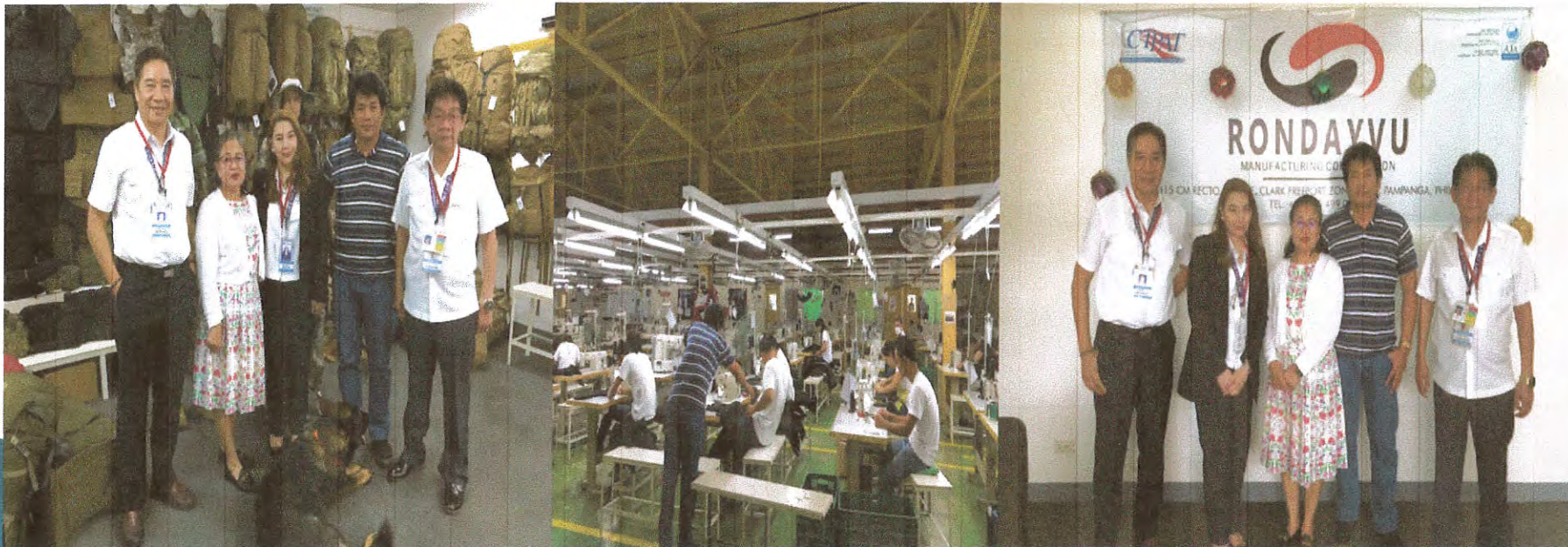
On October 23 & 24, the 11<sup>th</sup> ASEAN Defense Ministers Meeting was held at the Clark Freeport Zone. The Defense Ministers of ASEAN Plus Members arrived at the HARIBON Center, Clark International Airport and were give simple arrival honors. Special Lanes were opened at the Clark International Airport terminal for the participating delegates. Different government agencies including BOC Clark are also on constant meeting in preparation for the upcoming ASEAN Plus Summit this coming November.





# COURTESY PLANT VISIT TO RONDAYVU MANUFACTURING CORPORATION

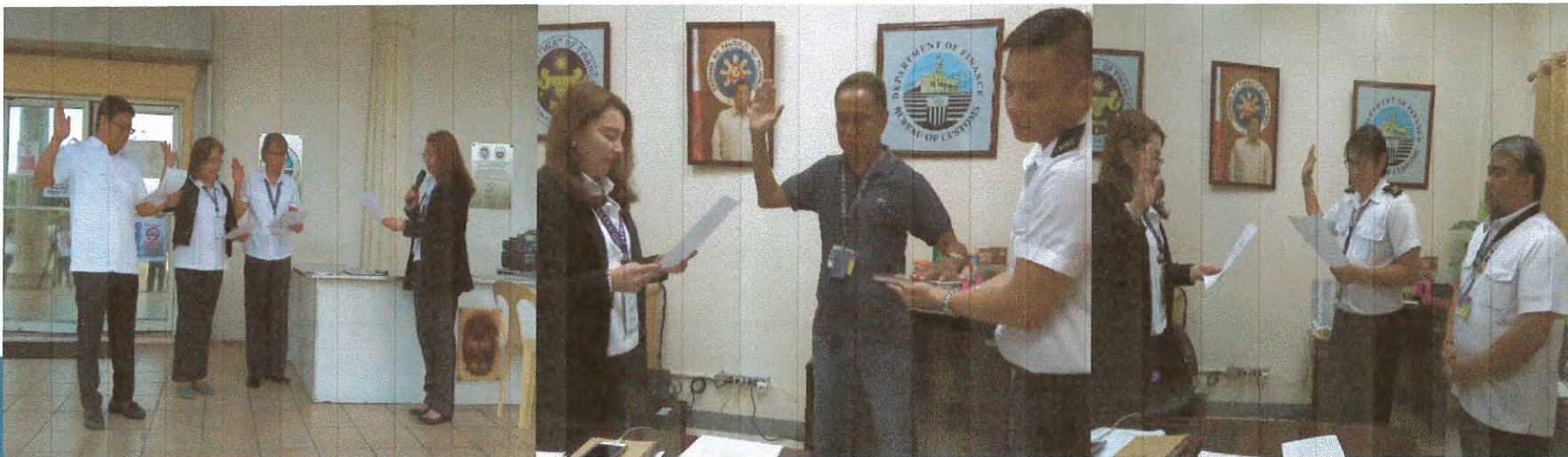
Port of Clark conducted a Plant Visit to Rondayvu Manufacturing Corporation last October 23, 2017. They were accompanied by the company President Daisy Slowik during the visit wherein, day-to-day operations were observed including actual processes to produce their finished products. The Plant Visit contributed to the port's initiative to familiarize the operations of locators and clients doing business and transacting with the port. The visit is also aimed at strengthening the working relationship between BOC and its clients.





# OATH TAKING OF NEWLY-PROMOTED BOC-CLARK EMPLOYEES

District Collector Maritess Martin administered the Oath-Taking of the newly-promoted employees of Port of Clark on October 9. Among these newly-promoted employees who took their oath were Rosalinda C. Mendoza (AO I), Myrna C. Abad (COO III), Patrick M. Santos (COO III), Rodrigo N. Quizon (COO V) and Atty. Noe L. Espenilla Jr. (Collector I).





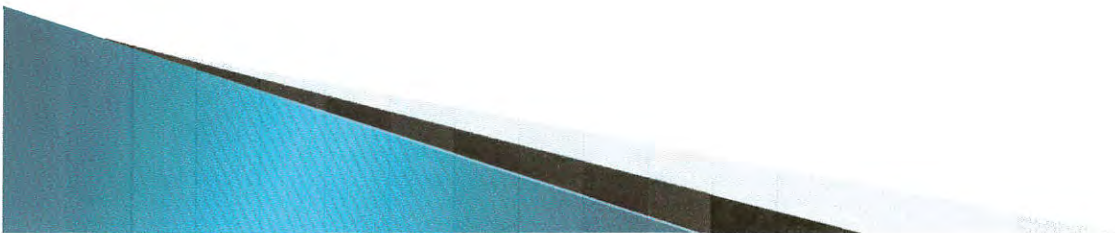
# CIVIL SERVICE COMMISSION EXIT CONFERENCE

The Civil Service Commission Region III, on October 9, conducted the Exit Conference at Port of Clark. Such activity aims to evaluate and assist the Port which regards to the improvement of service quality to clients and stakeholders, as well as to support the strict and proper implementation of the Anti-Red Tape Act (ARTA).






# Challenges



# CHALLENGES

## PORT ISSUES AND CONCERNS

- Substantial revenue loss due to the implementation of De Minimis value for which no duty or tax is collected. Revenue forgone for January to October amounted to Php **72,359,108.18**
  - Memorandum of Sec. Evasco dated January 30, 2017 on the non-opening of luggage at airports.
  - Some Clark Freeport locators are still paying duties and taxes at the Port of Subic, POM, MICP and NAIA despite the decision of the Supreme Court declaring RR 2-2012 as unconstitutional and exemption from CMO 29-2016.
  - Lack of Storage Facilities for seized goods and files.
  - Lack of organic manpower. Published plantilla positions for hiring and promotion are insufficient to address the port's dilemma on lack of manpower.
- 



# CHALLENGES

- Limited x-ray capability due to only one(1) x-ray units at the Clark International Airport. We need x-ray units for hand carried luggage where most taxable items and sometimes also drugs are carried and concealed. Additional x-ray unit is also needed for the check in luggage.
- Cargo warehouses are not connected to the OLRs system of the BOC which results to failure to check whether corresponding import declarations were filed.
- Frequent slow down of the E2M system which affects our collection effort.
- Lack of weighing scale at the Customs Clearance Area (CCA).



**END OF BRIEFING**  
**THANK YOU**

