

全聯	108年 3月 26日
不動產	
收文	第 12011 號

檔 號：  
保存年限：

## 經濟部投資業務處 函

地址：10047 臺北市館前路71號8樓

承辦人：劉惠君

電話：23892111分機：314

傳真：23820497

電子信箱：hcliul@moea.gov.tw

受文者：中華民國不動產開發商業同業公會全國聯合會

發文日期：中華民國108年03月26日

發文字號：經投三字第10800023480號

速別：普通件

密等及解密條件或保密期限：

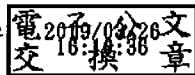
附件：如文(請至【<http://godba.moea.gov.tw/BigAttachProject/>】下載，驗證碼：YNU150709)

主旨：有關美商知名工程公司AECOM等企業將建造跨馬尼拉灣大橋，歡迎我商參與投資事，檢送本案簡介及聯絡資訊如附件，請協助廣為週知貴會會員廠商，請查照。

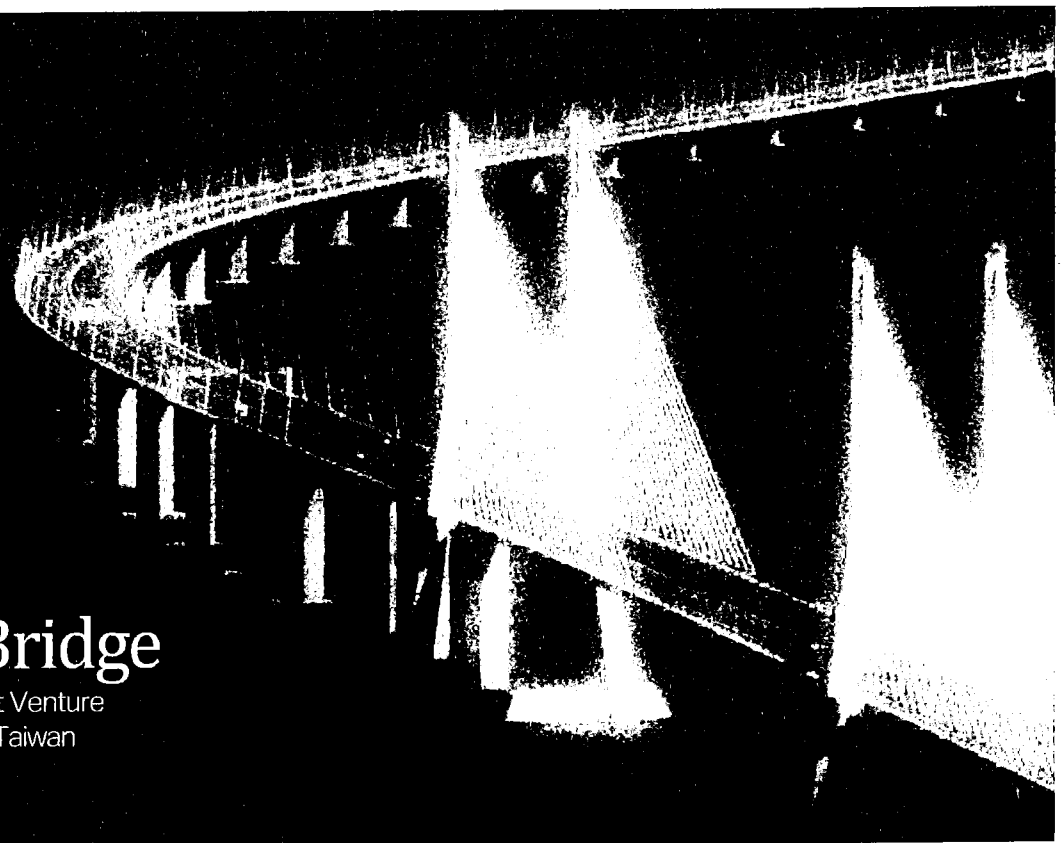
說明：依據駐菲律賓代表處台菲經字第10810602530號函辦理(來函影本如附件)。

正本：中華民國工商協進會、中華民國全國工業總會、中華民國綜合營造業同業公會全國聯合會、中華民國不動產開發商業同業公會全國聯合會、中華民國銀行商業同業公會全國聯合會、臺灣區基礎工程專業營造業同業公會

副本：駐菲律賓代表處





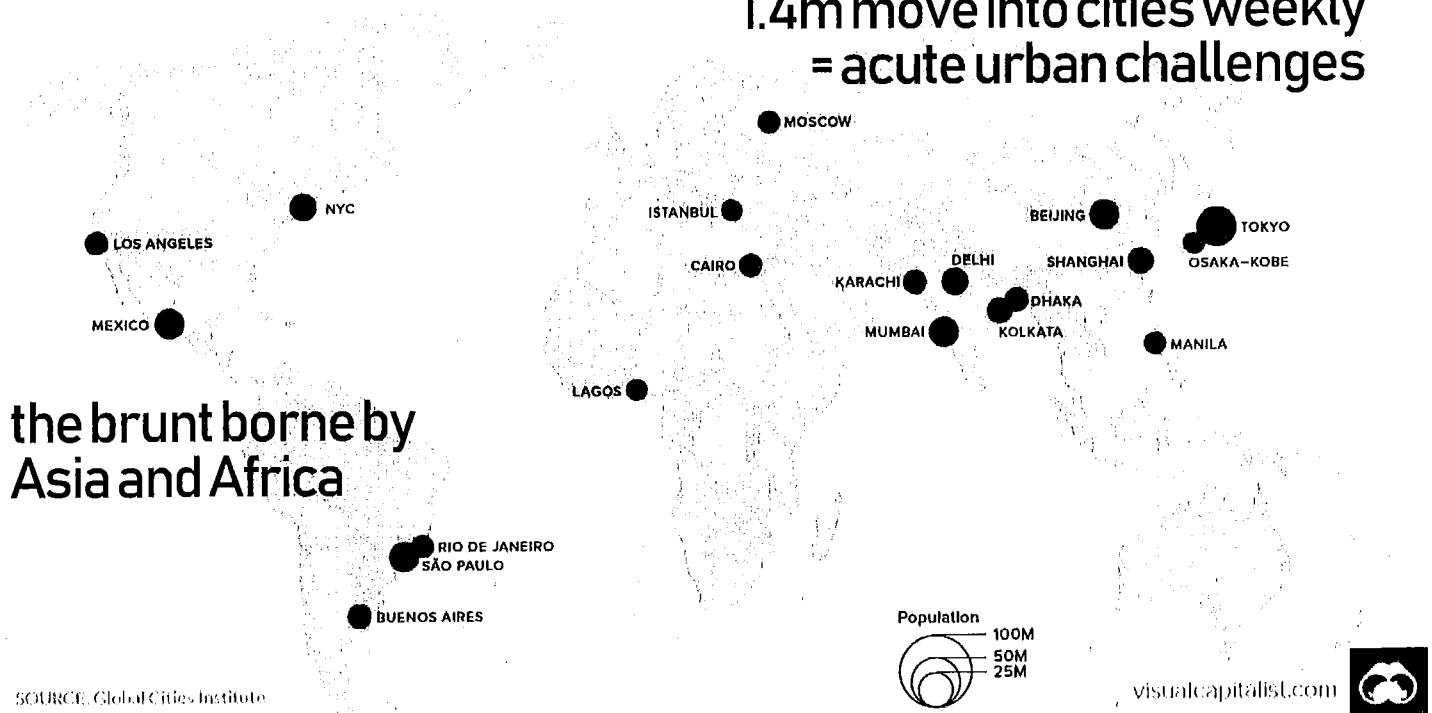


# Manila Bay Bridge

Unsolicited Proposal for a Joint Venture  
A discussion with Embassy of Taiwan  
5 March 2019

## 2010 TOP 20 CITIES BY POPULATION

1.4m move into cities weekly  
= acute urban challenges



SOURCE: Global Cities Institute

# Urbanization comes with challenges

Public Health

Disasters

Congestion

Climate Change

Pollution

Poverty

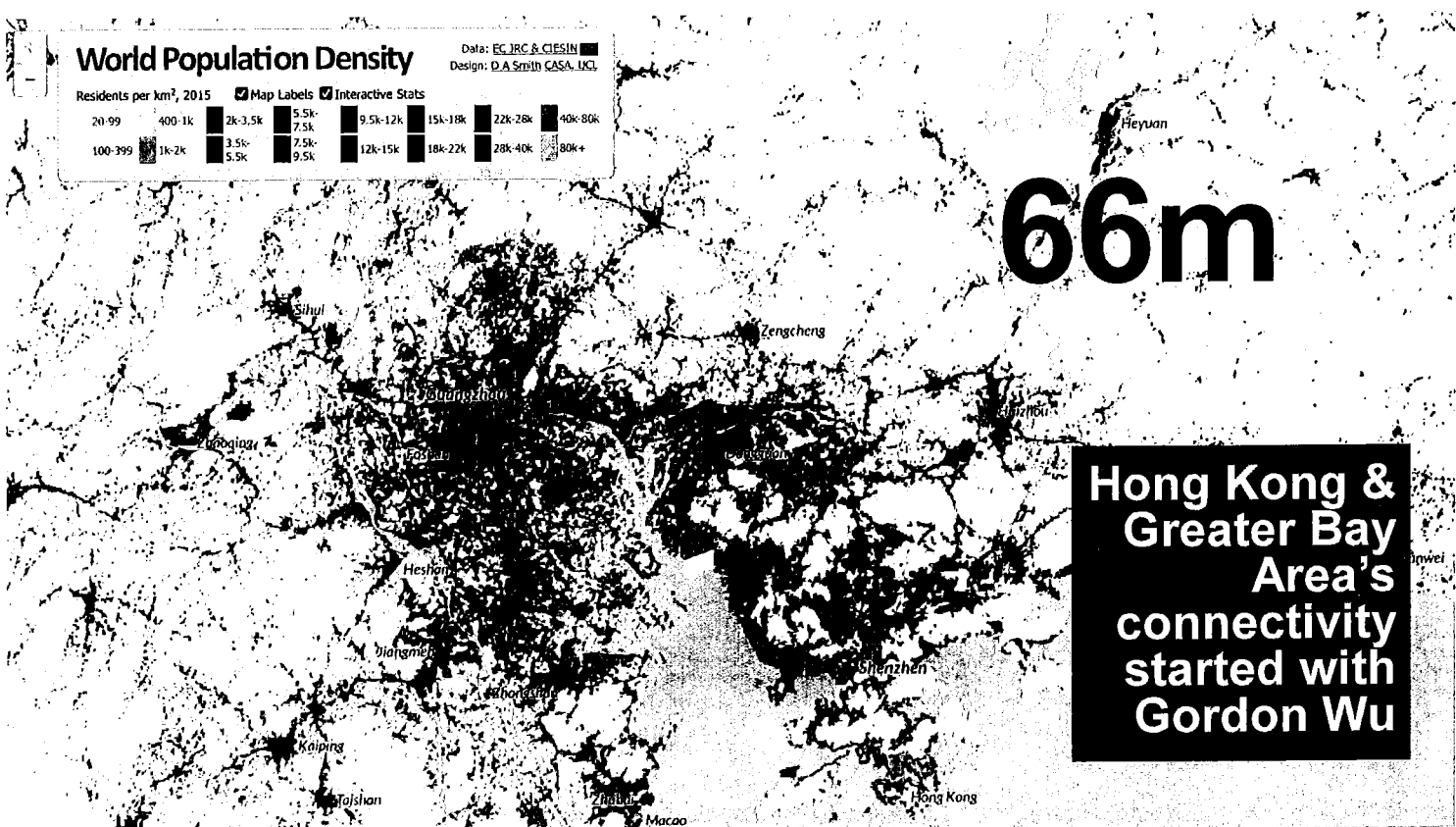
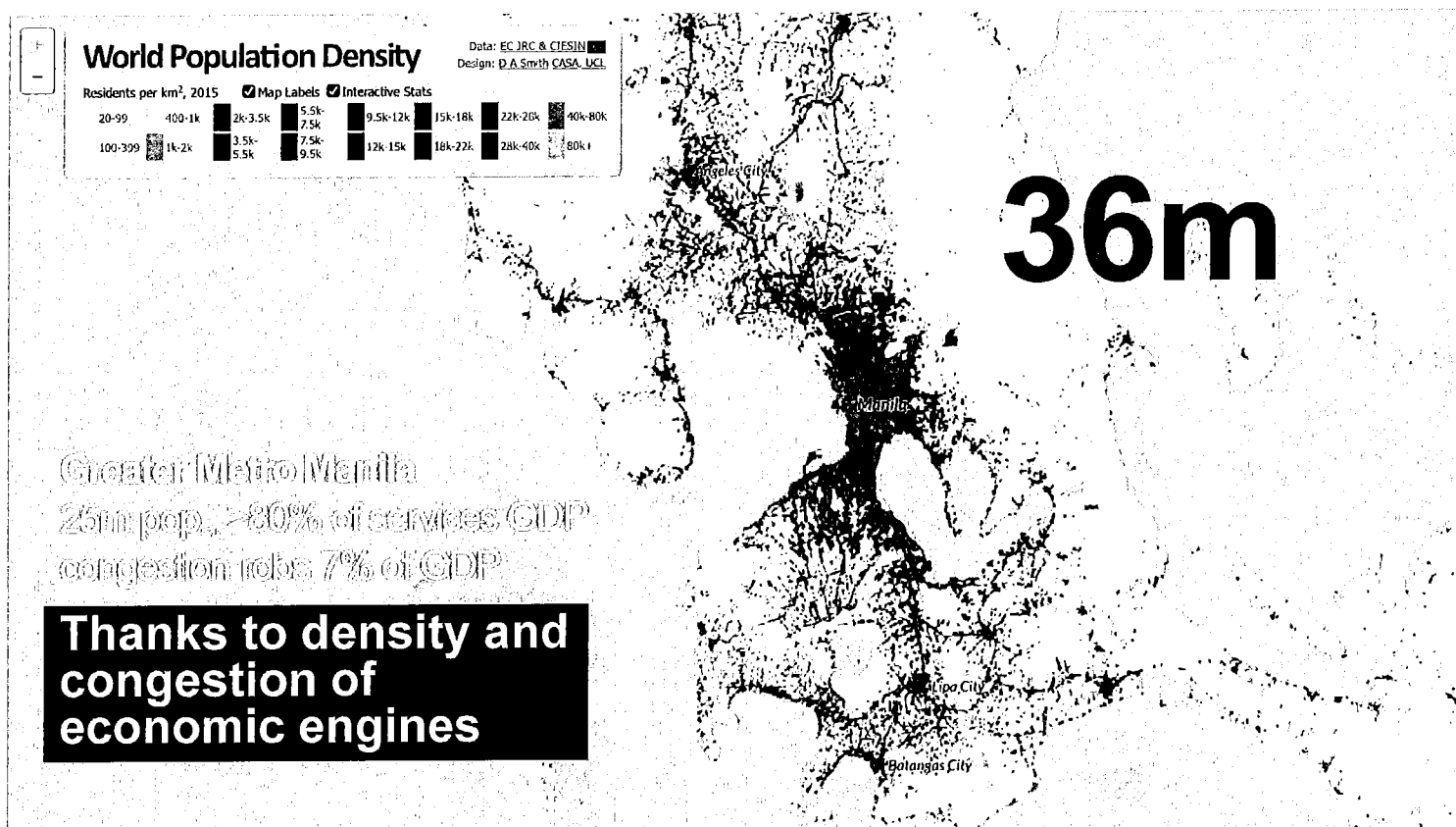
## Congestion in Manila, Philippines

-7%

annual loss of national GDP

3.5 Billion Php lost per day in productivity - JICA

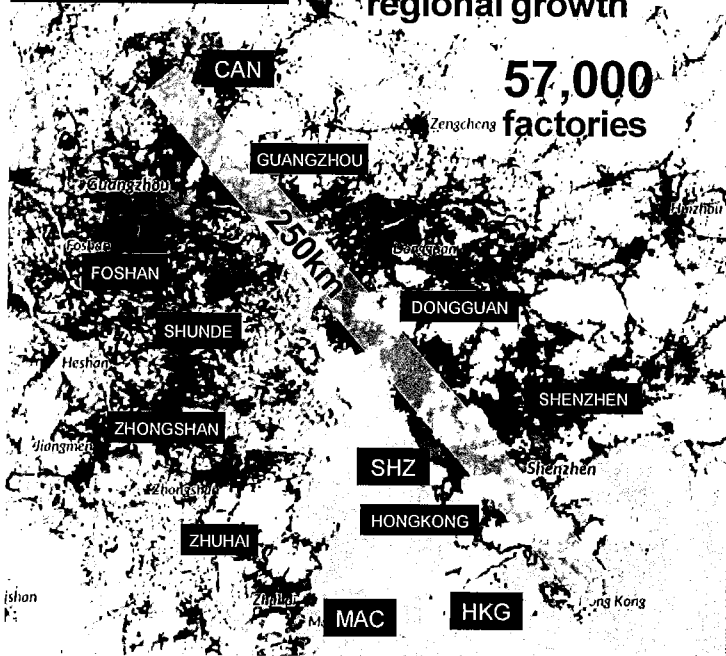
a loss of productivity and competitiveness at a massive scale



66m persons  
1.5T usd grdp  
6 airports

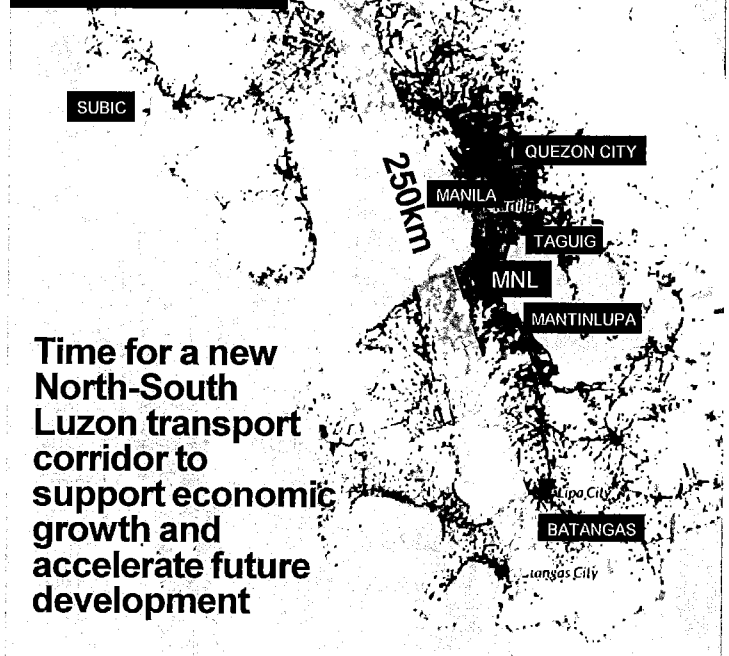
Multiple transport  
corridors and  
nodes are key to  
unlocking  
regional growth

57,000  
factories



36m persons  
100 B usd grdp  
3 airports

AECOM



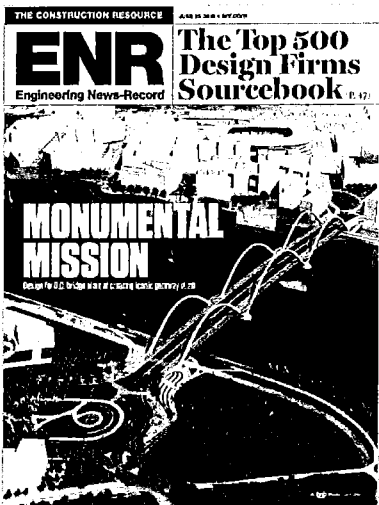
Time for a new  
North-South  
Luzon transport  
corridor to  
support economic  
growth and  
accelerate future  
development

## Global Overview

With an integrated team operating in more than 150 countries,  
AECOM works to positively impact lives, transform communities and make the world a better place

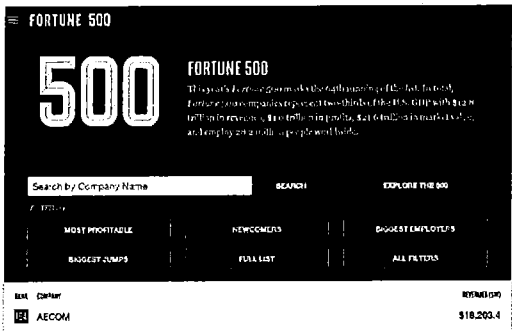


# Professional Excellence



2018 ENR Top 500 Design Firms  
**No. 2** Top Global Design Firms

- 1 Transportation
- 1 General Building
- 2 Hazardous Waste

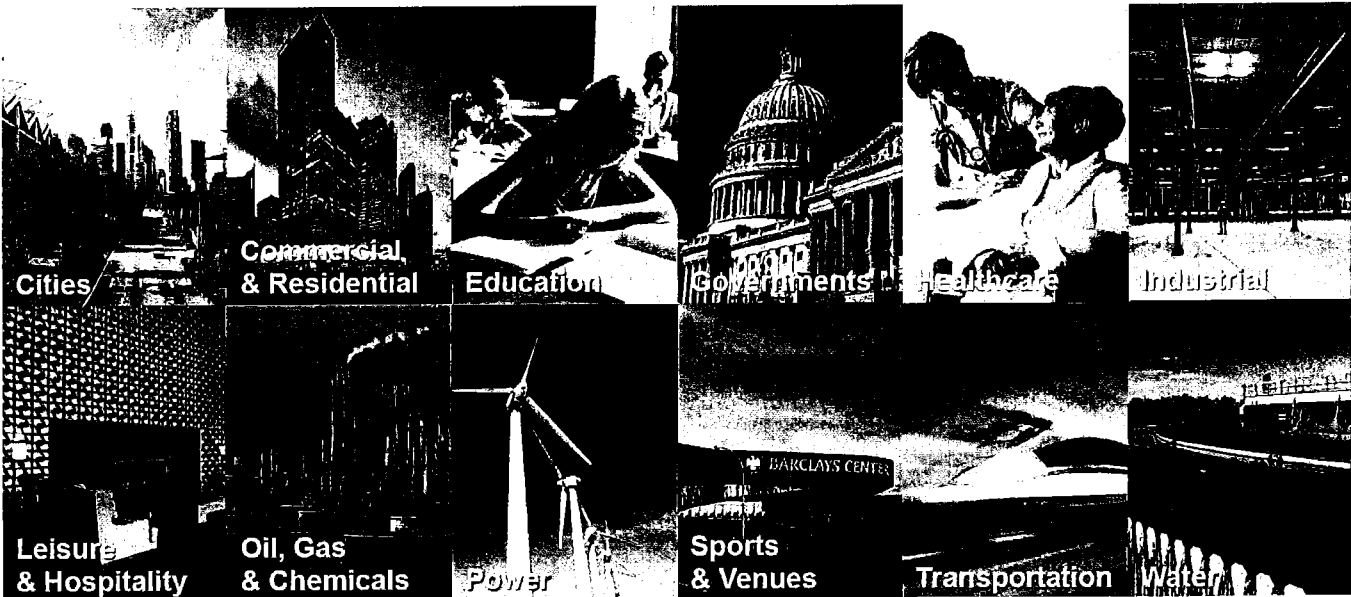


2018 Fortune 500 list  
**No. 164**

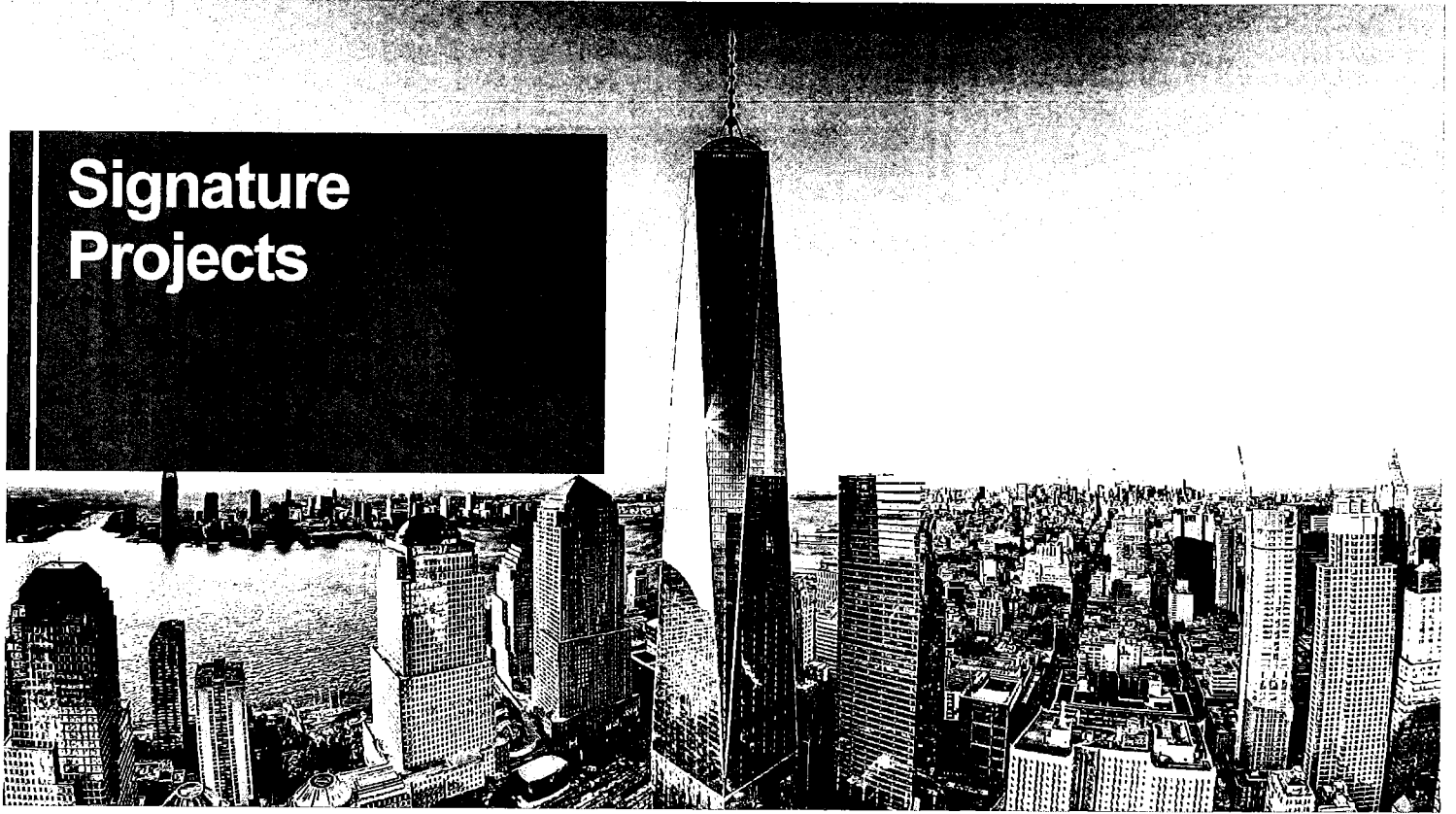


A "World's Most  
Admired Company"

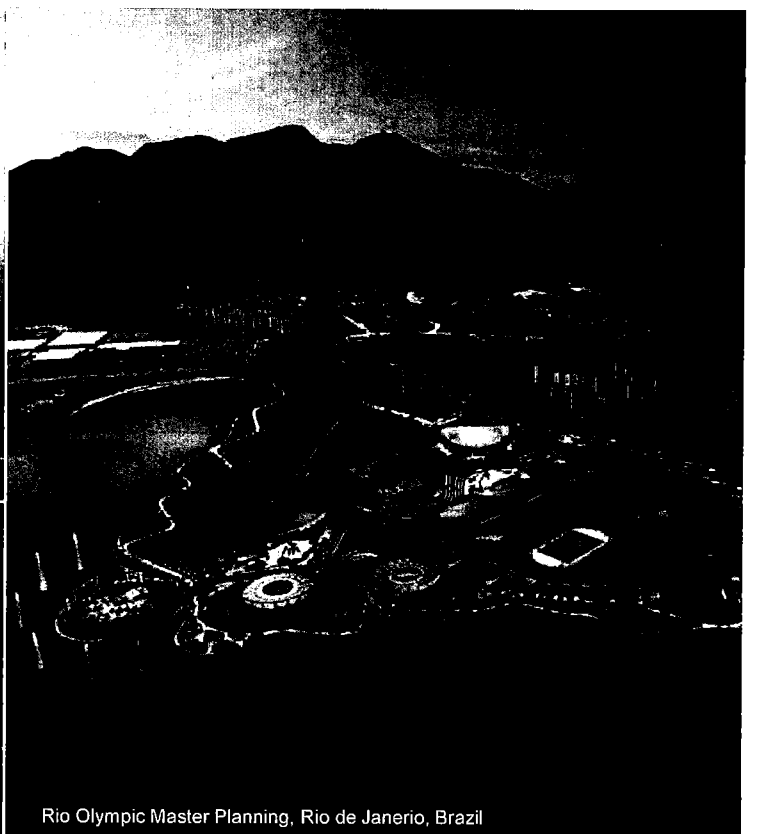
# Serving Markets Pivotal to a Better World



# Signature Projects

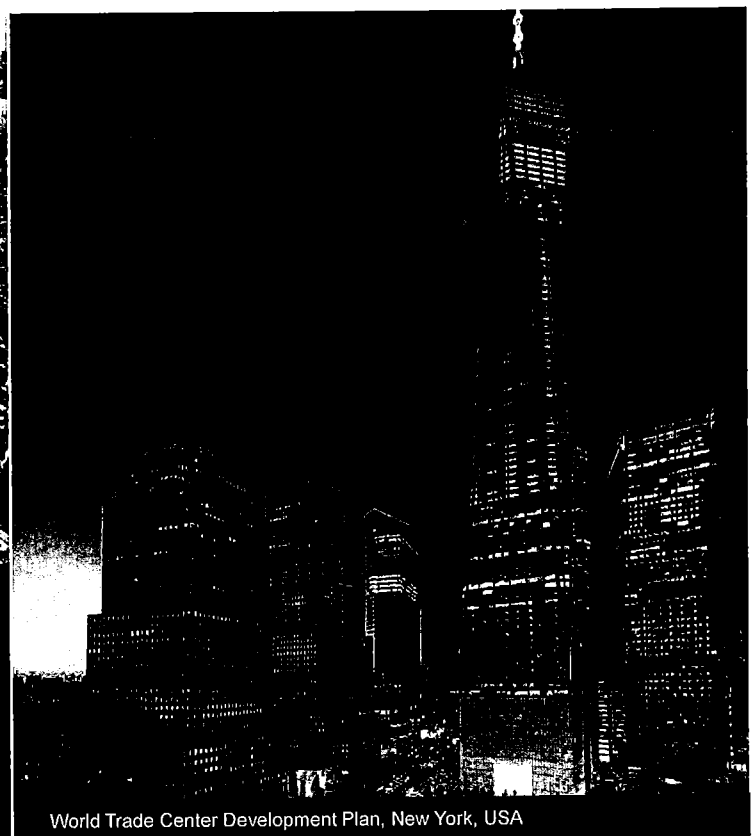


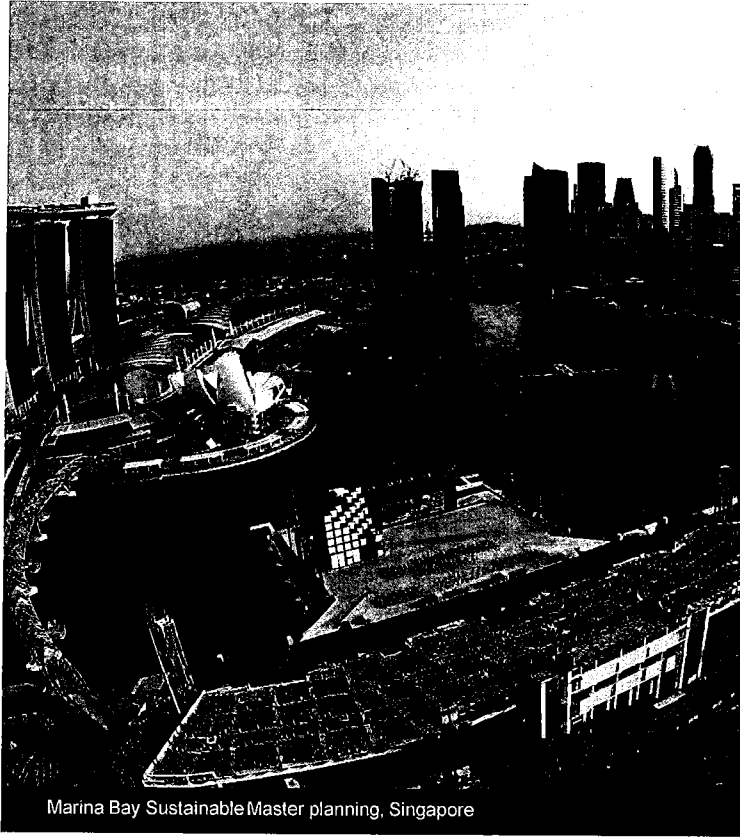
London Olympic Master Planning, London, UK



Rio Olympic Master Planning, Rio de Janeiro, Brazil





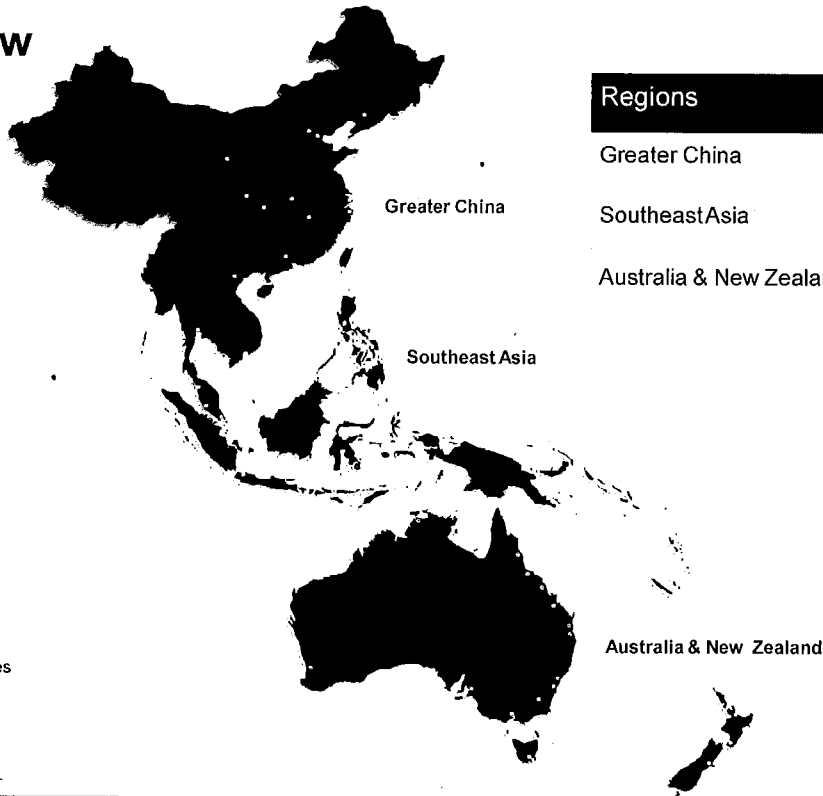


Marina Bay Sustainable Master planning, Singapore



Tokyo Midtown, Tokyo, Japan

## APAC Overview

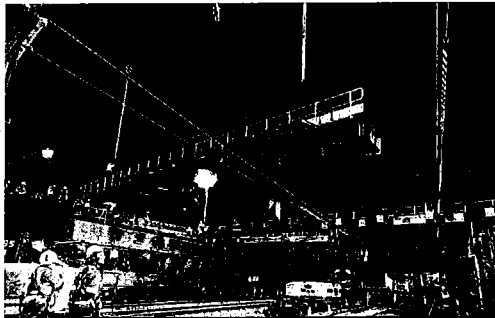


Regions	Employees
Greater China	6800+
Southeast Asia	1900+
Australia & New Zealand	3200+

14 | countries

70+ | offices

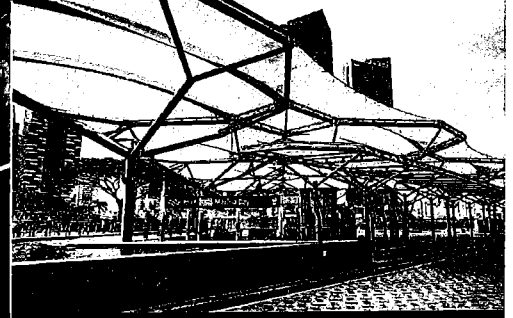
12K+ | employees



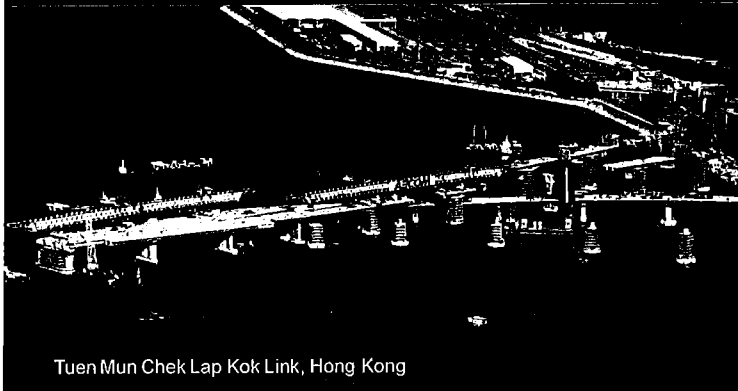
Regional Rail Link, Victoria, Australia



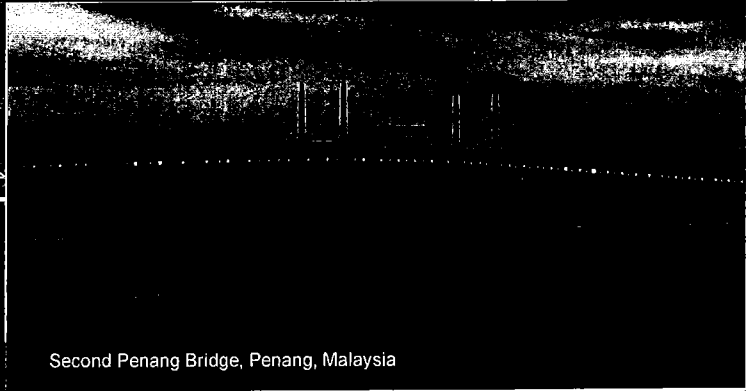
Chongming Tunnel, Shanghai



Circle Line Stage 6, Singapore

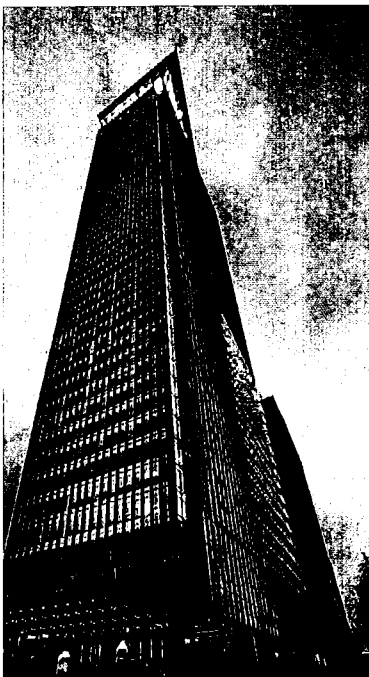


Tuen Mun Chek Lap Kok Link, Hong Kong

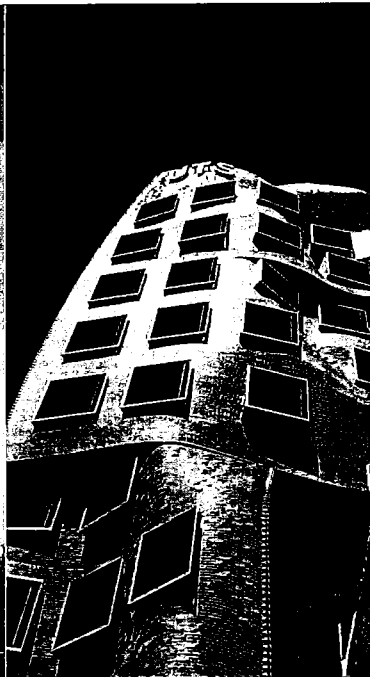


Second Penang Bridge, Penang, Malaysia

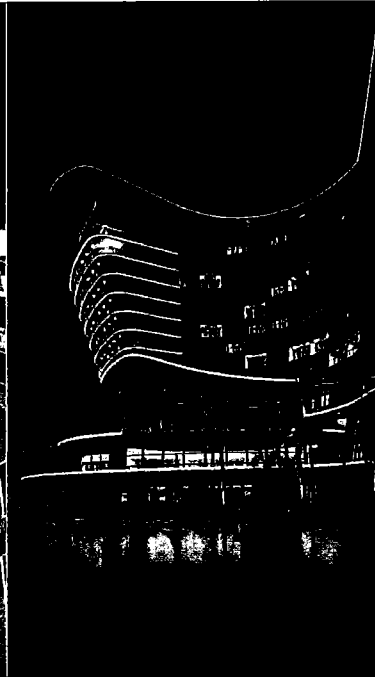
## Civil Infrastructure



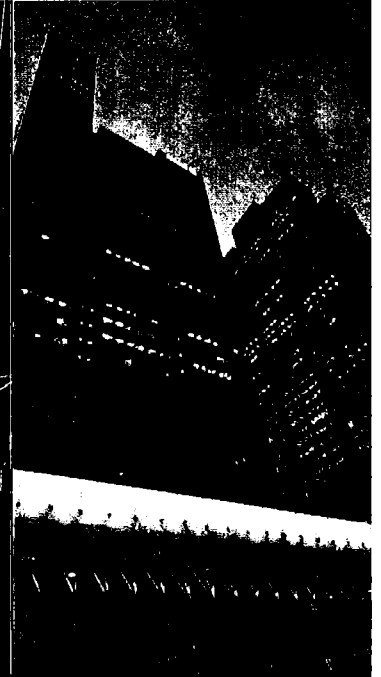
Chengdu Fantasia — Hailun Plaza  
Chengdu, China



Dr. Chau Chak Wing Building  
Sydney, Australia

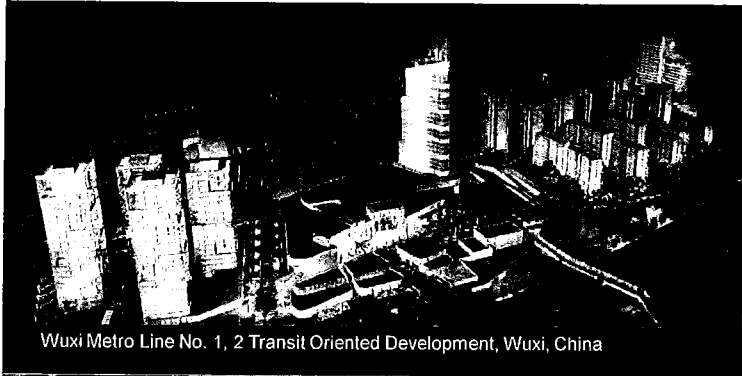


Jingji Dameisha Sheraton Hotel  
Shenzhen, China



Asia Square Tower 1&2  
Singapore

## Buildings & Places: Architecture & Building Engineering



Wuxi Metro Line No. 1, 2 Transit Oriented Development, Wuxi, China



River of Life, Kuala Lumpur, Malaysia

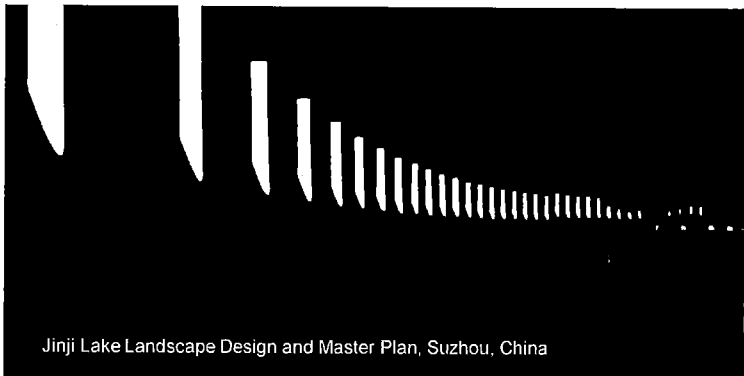


New Clark City, Tarlac, Philippines

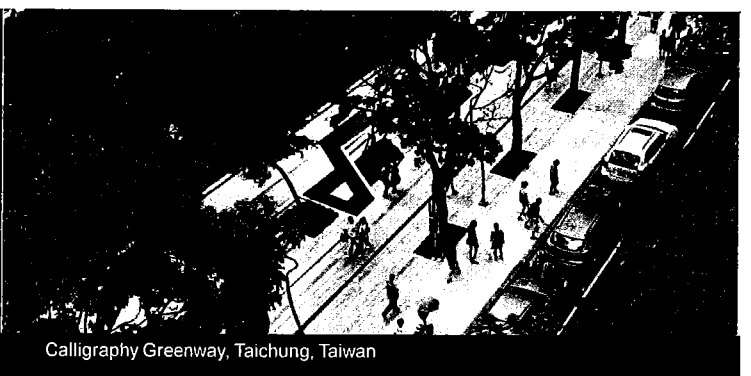


Singapore Sport Hubs, Singapore

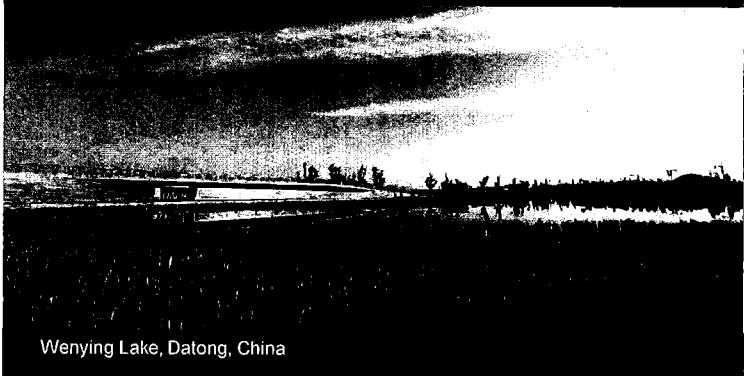
## Buildings & Places: Master Planning & Urban Design



Jinji Lake Landscape Design and Master Plan, Suzhou, China



Calligraphy Greenway, Taichung, Taiwan



Wenying Lake, Datong, China



Anvaya Cove, Manila, Philippines

## Buildings & Places: Landscape Architecture



Shenzhen River Remediation Strategy Study, Shenzhen



Wayang Windu Geothermal Power Plant, West Java, Indonesia

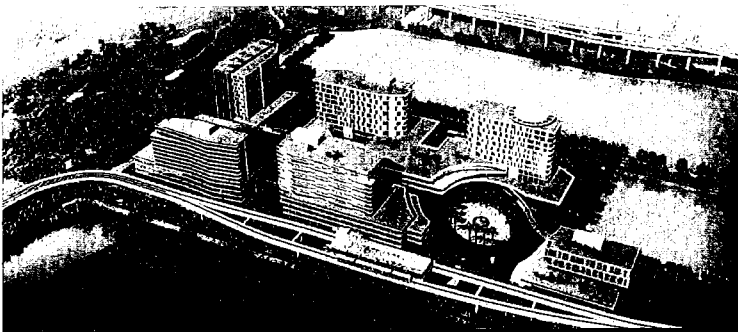


Changji City Toutun River Ecological Corridor Comprehensive Renovation, Xinjiang

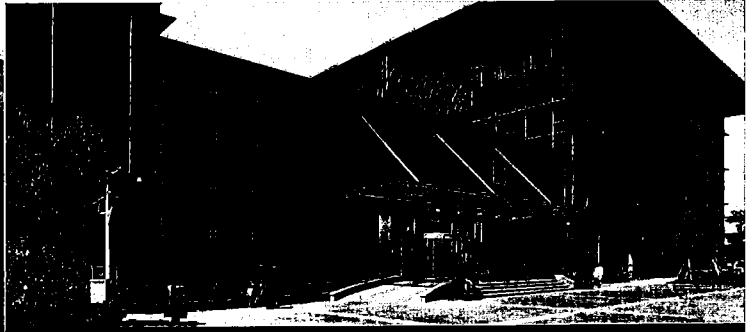


Kaohsiung Linhai Special Industrial Park Air Quality Monitoring System, Taiwan

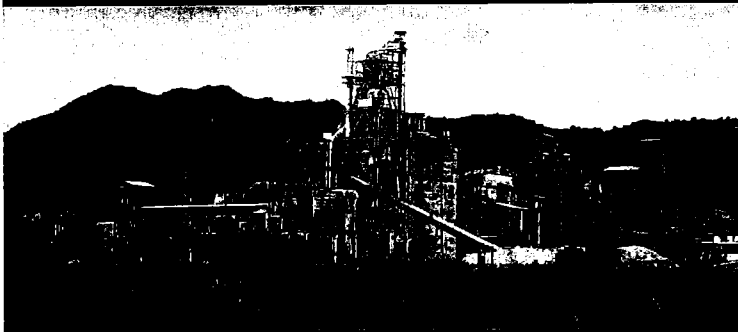
## Environment



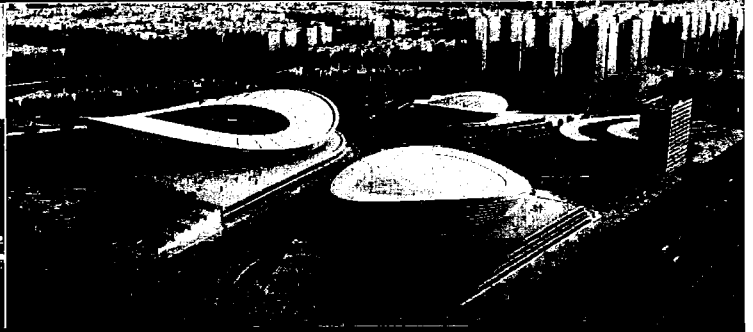
Medical Hub, Macau



Coca-Cola Shanghai Campus EPCM, Shanghai, China

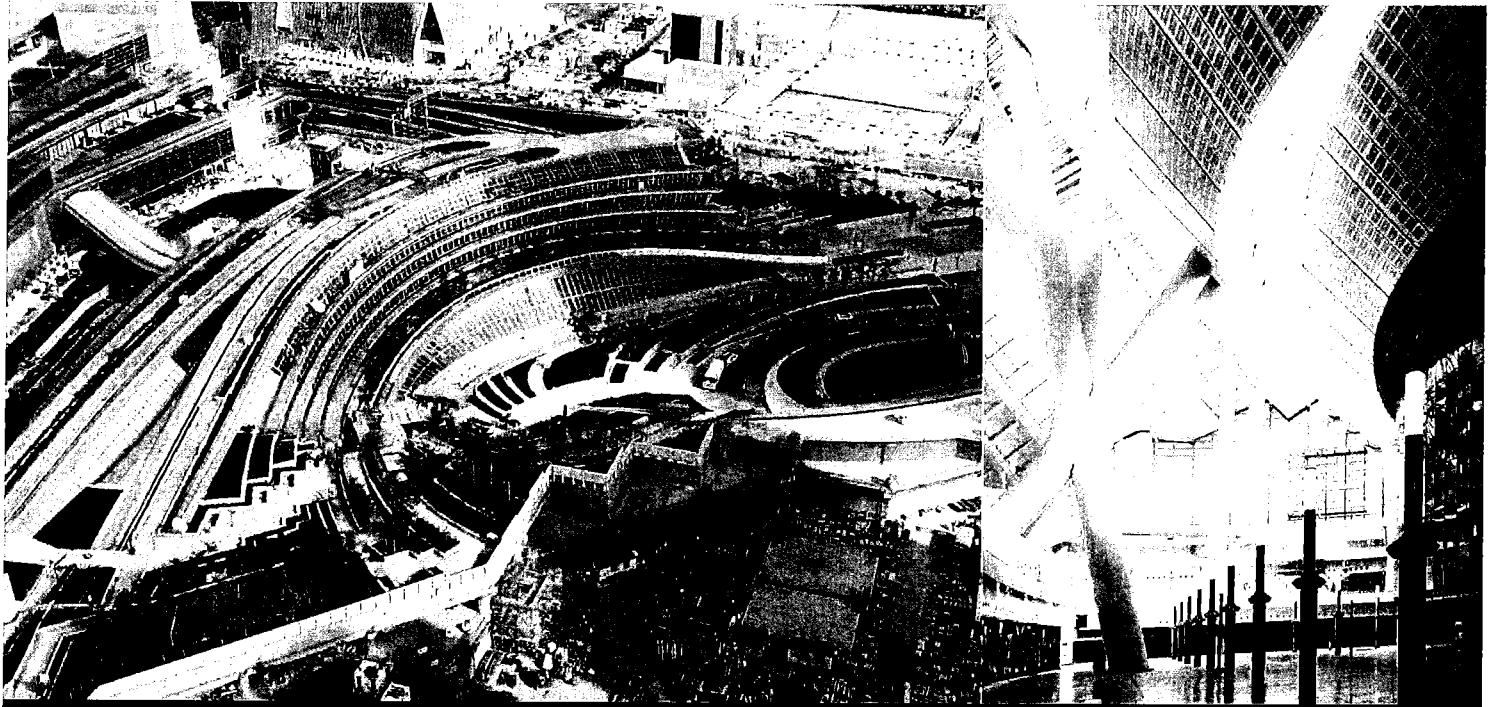


Cement Capacity Upgrade Programme, Multiple sites across the Philippines



Suzhou Industrial Park Sports Center, Suzhou, China

## Construction Management



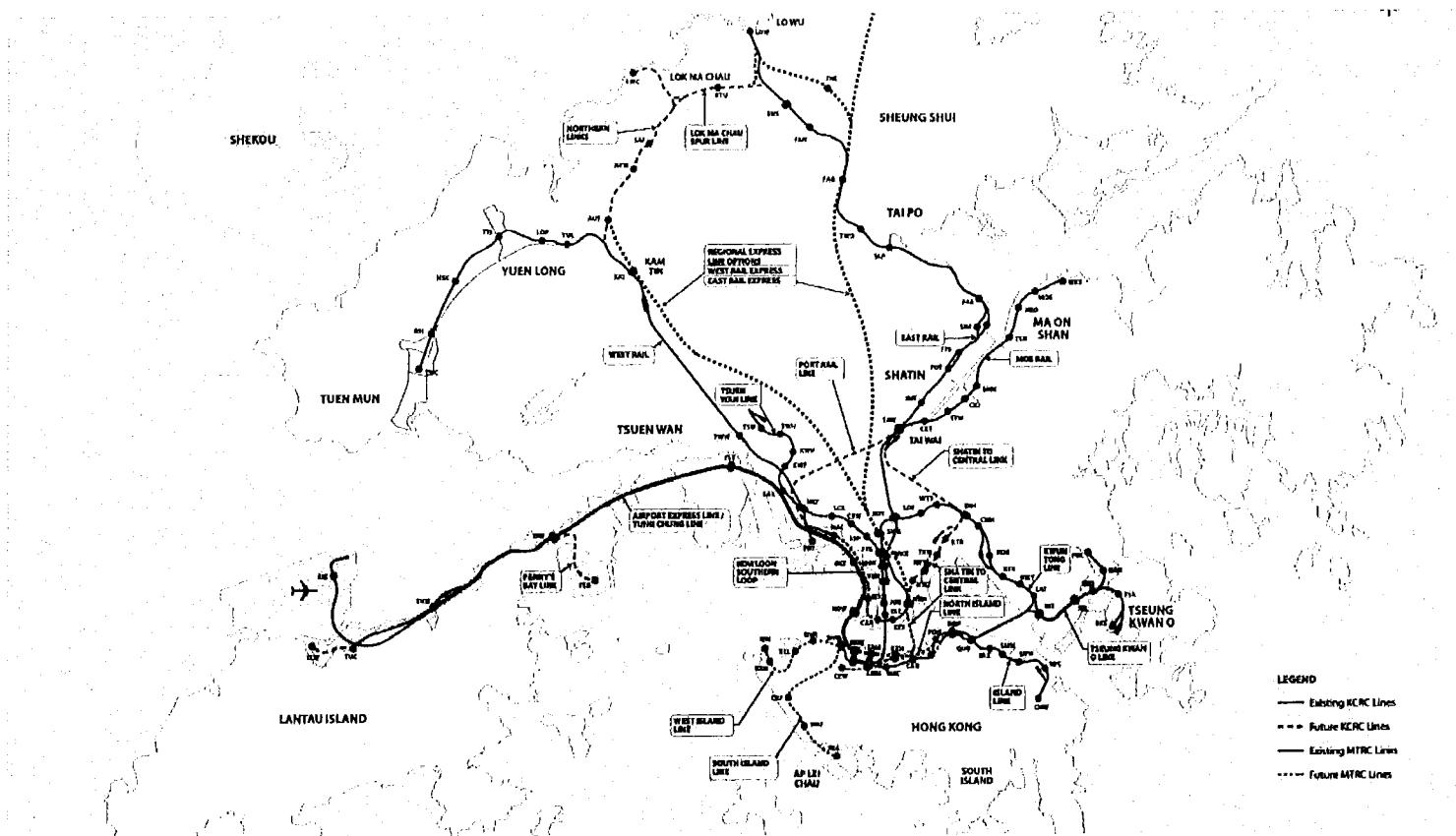
West Kowloon Terminus, Hong Kong

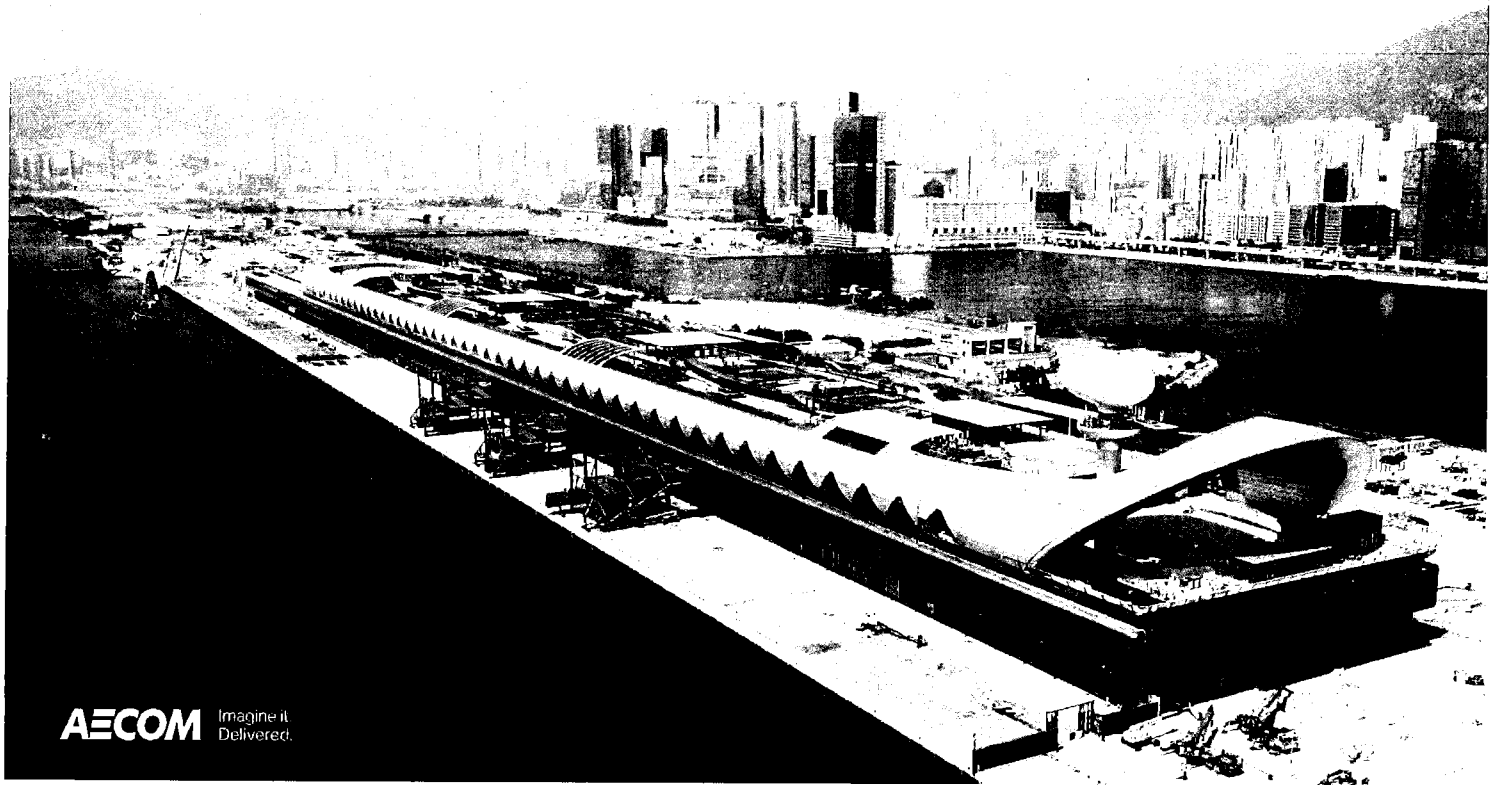
**Multi Disciplinary Offer & Integrated Services**

A black and white photograph of the Hong Kong skyline at night, viewed from the water. The image shows a dense cluster of skyscrapers, including the prominent, tall, slender Bank of China Tower. The city lights reflect on the water in the foreground. The sky is dark with some clouds.

**USD 3 Billion / year**  
on Hong Kong domestic infrastructure

H5BC



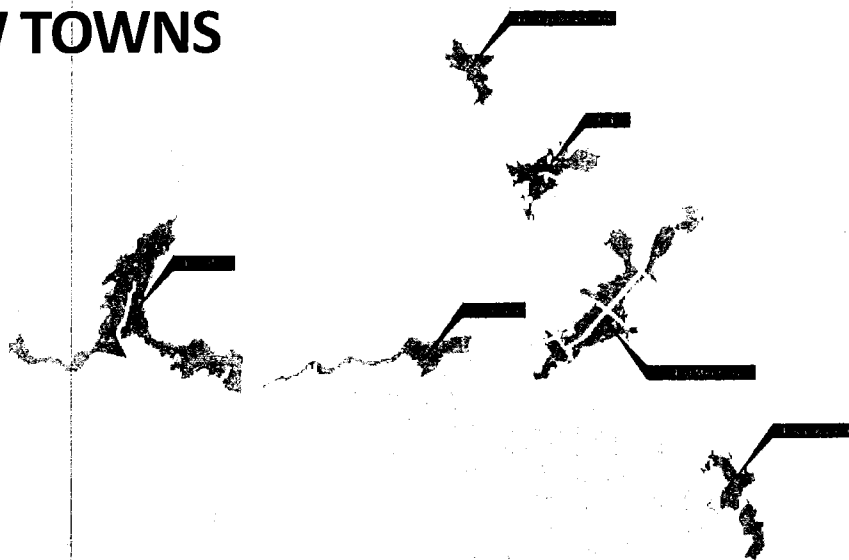






Hong Kong - Zhuhai - Macao Bridge - Tunnel and Artificial Island  
Hong Kong, China

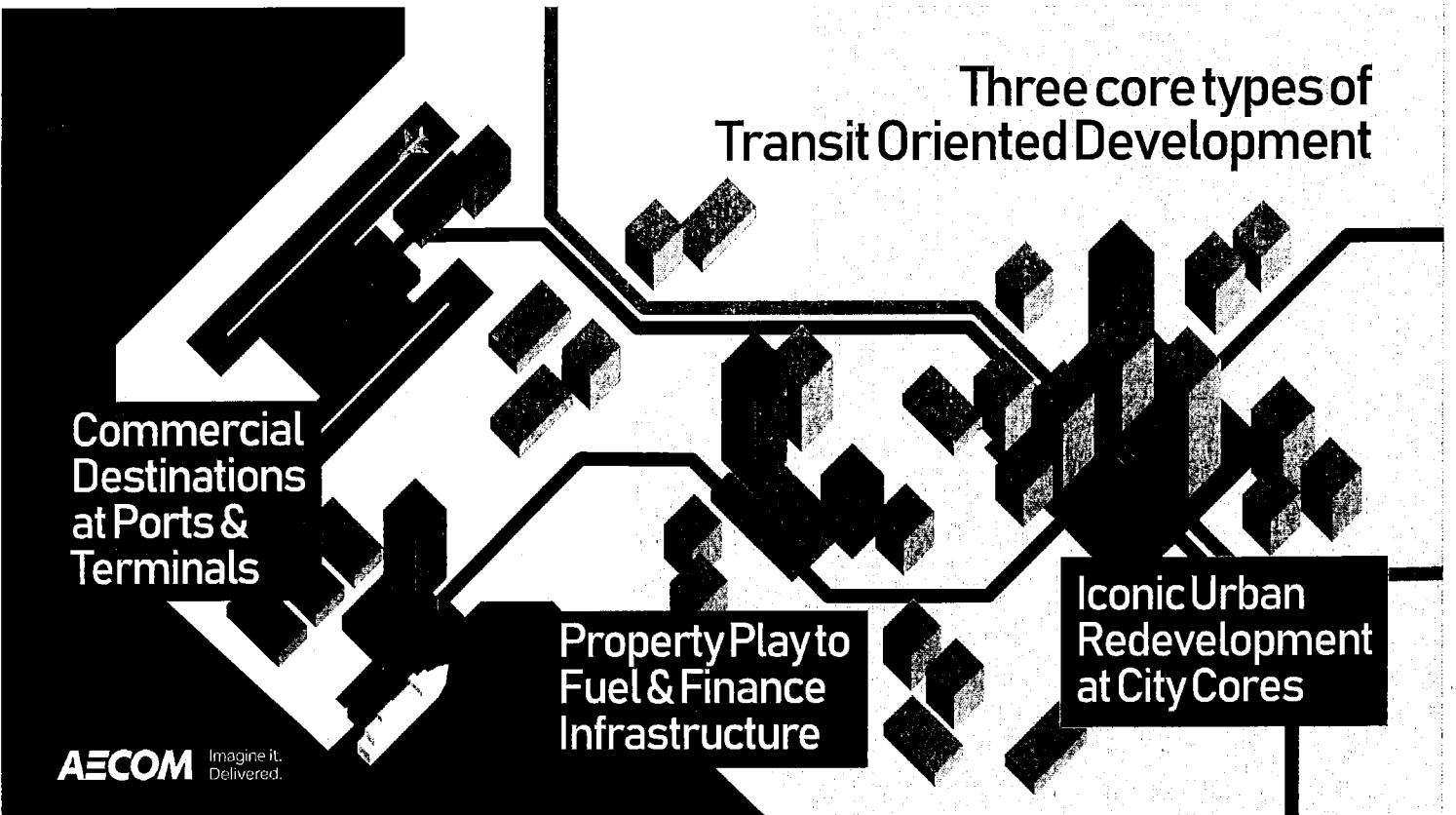
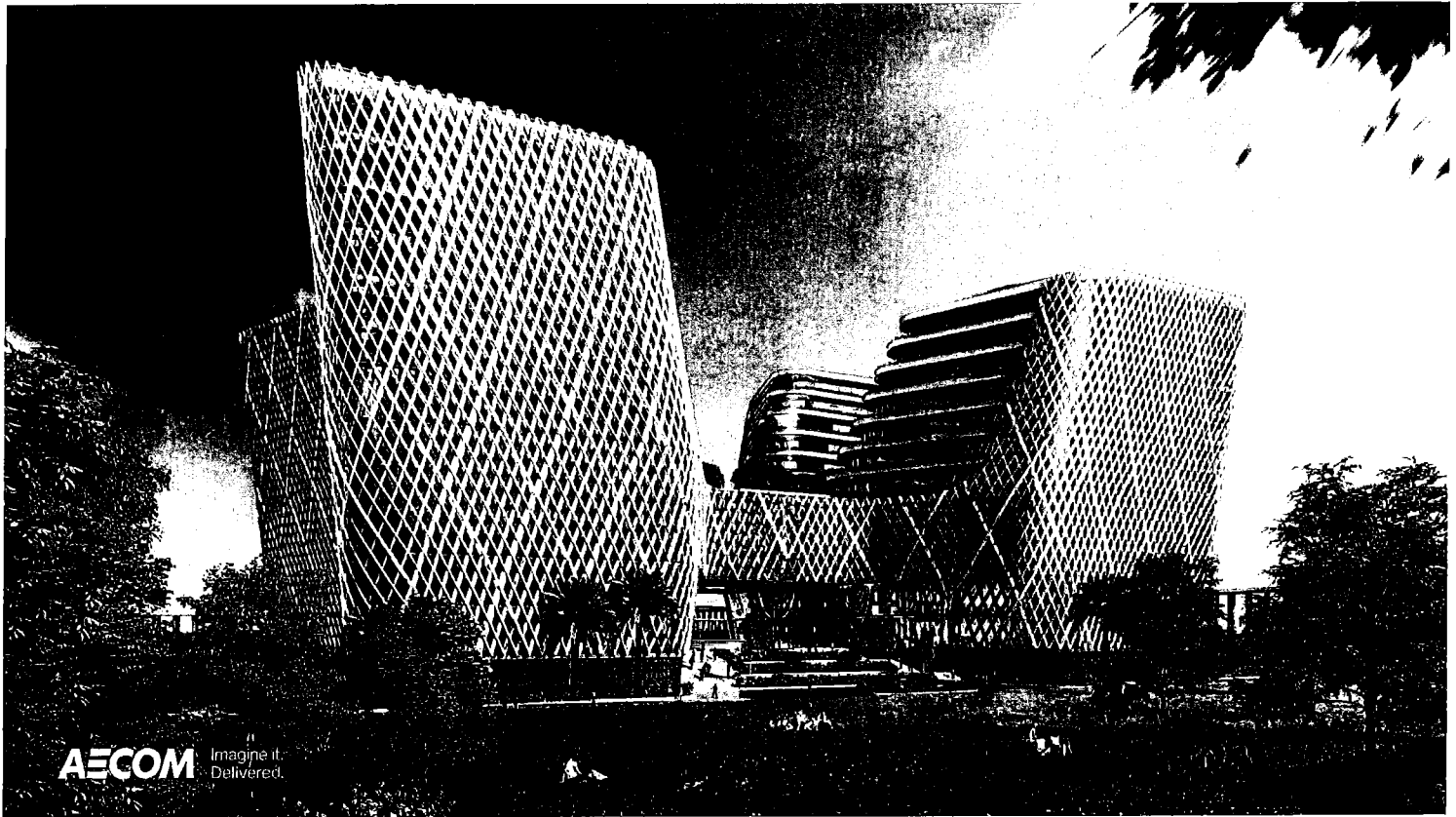
## HONG KONG NEW TOWNS



New town	Sha Tin / Ma On Shan	Tsuen Wan	Tuen Mun	Tai Po	Fanling / Sheung Shui	Tseung Kwan O
Total development area (ha)	3,591	3,285	3,259	2,897	768	1,738
Project population (2015)	711,100	796,000	496,000	278,100	266,300	402,800
Projected full population	735,000	845,000	649,000	316,980	290,900	450,000
Equivalent to	Athens	San Francisco	Denver	Cardiff	Cincinnati	Atlanta



New Clark City  
Tarlac, Philippines

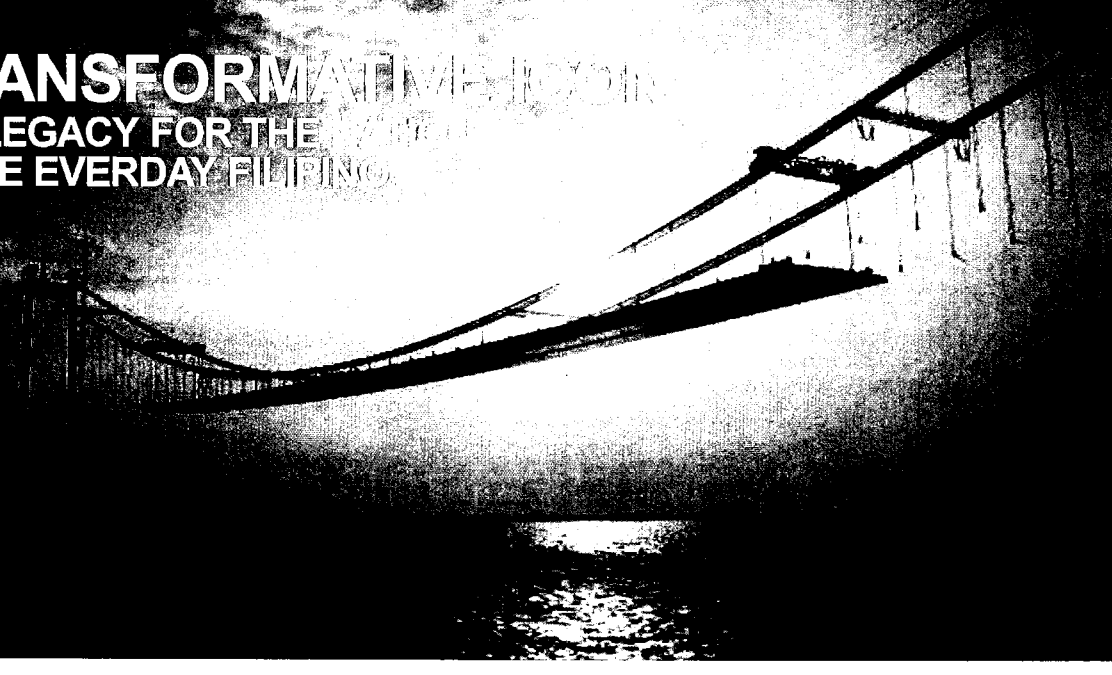


Majority of the 300B  
Philippine economy,  
growing >6% per year,  
lies with half of its  
population on Luzon



**NOW IS THE MOMENT**  
CAPTURE INBOUND INVESTMENT  
CRITICAL POINT IN LIVABILITY

**THE TRANSFORMATIVE INFRASTRUCTURE**  
A LASTING LEGACY FOR THE PHILIPPINES  
SERVING THE EVERYDAY FILIPINO





# Manila Bay Bridge

Unsolicited Proposal for a Joint Venture  
A discussion with Embassy of Taiwan  
5 March 2019

## Manila Bay Bridge

The Partners

Originator of  
Idea for  
Unsolicited  
Proposal



## Manila Bay Bridge



- Philippines safety infrastructure company
- Track record of PPP delivery in Bataan
- And multiple LGUs across Philippines
- Improvement of Roman Highway

## Manila Bay Bridge

Unsolicited Proposal

### Where we are

- 10 months of LGU coordination
- Key project partners identified with registered interest
- Bridge landing sites and land banks identified
- Commercial model / Feasibility Study at 95%
- USP submission Feb/Mar



**METRO  
PACIFIC**  
INVESTMENTS

**MPTC**  
METRO PACIFIC TOLLWAYS

DRAFT 11 February 2019 | CONFIDENTIAL



**亞洲聯合基建控股有限公司**

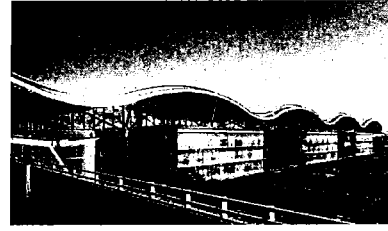
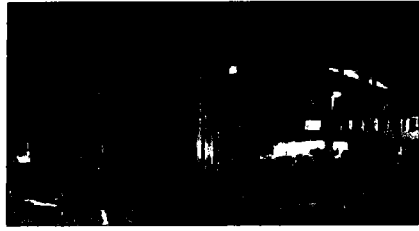
**ASIA ALLIED INFRASTRUCTURE HOLDINGS LIMITED**

- 50 years, listed on HKSE Main Board (0711)
- USD1 Billion revenue 2015
- USD 3.7 Billion contracts in hand (March 2018)
- Global footprint in 7 major countries
- Active in Philippines with JV with First Balfour



亞洲聯合基建控股有限公司  
ASIA ALLIED INFRASTRUCTURE HOLDINGS LIMITED

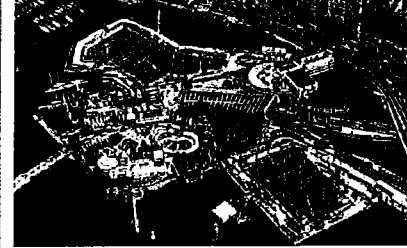
Hong Kong  
International  
Airport  
Terminal Two



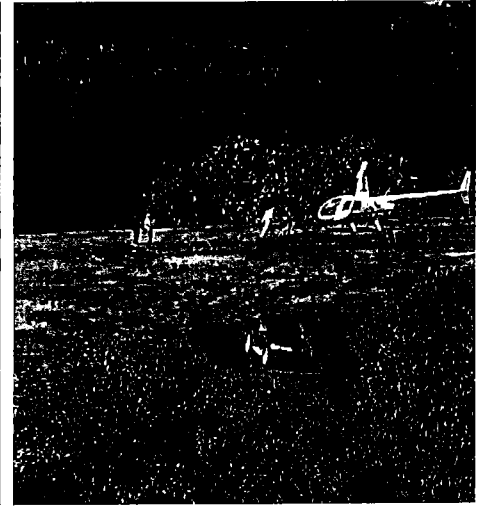
HK-Zhuhai-  
Macau Bridge  
Boundary  
Crossing  
Facilities (1B  
USD)



Central Wanchai Bypass / Island Eastern  
Corridor Bridges & Tunnels (1.2B USD)



Operator of  
majority of  
Hong Kong  
toll  
crossing  
tunnels

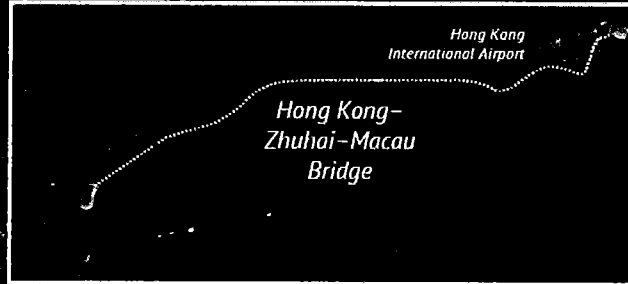


**Zhongshan**  
3.1 million

50km  
2 bridges  
1 tunnel

**Hong Kong**  
Special Administrative Region  
7.1 million

Area of detail in section below



**Zhuhai**  
Special Economic Zone  
1.6 million

**Macau**  
Special Administrative Region  
534,626

Date of satellite imagery:  
October 18, 2015



Hong Kong - Zhuhai - Macao Bridge - Tunnel and Artificial Island  
Hong Kong, China



**AECOM**

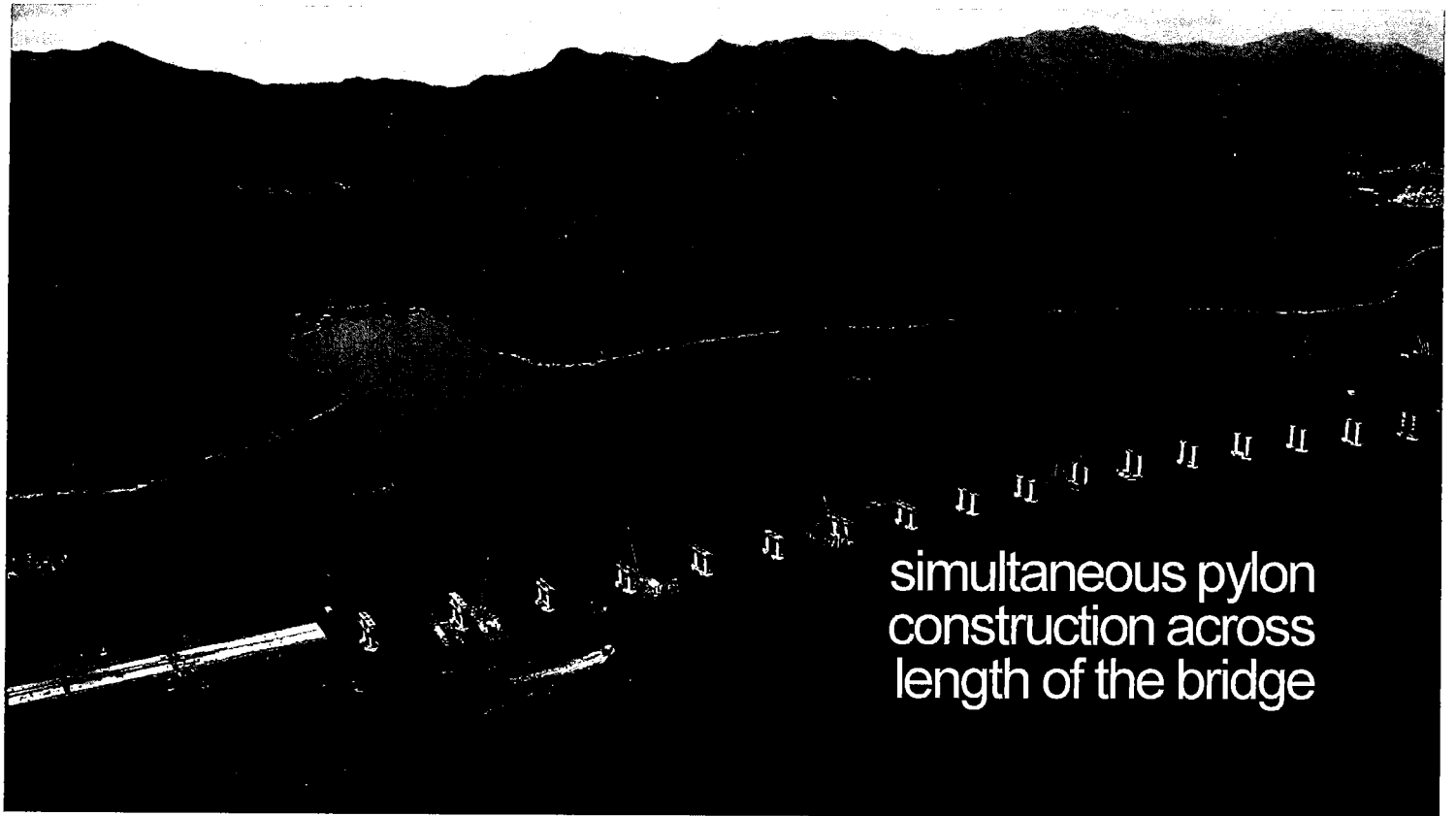
# Marine-based construction across operational highway and airport express rail

Hong Kong – Zhuhai – Macao Bridge – Connective Elevated Roadways  
Hong Kong, China

**AECOM**

# Marine-based construction across operational highway and airport express rail

Hong Kong – Zhuhai – Macao Bridge – Tunnel and Artificial Island  
Hong Kong, China



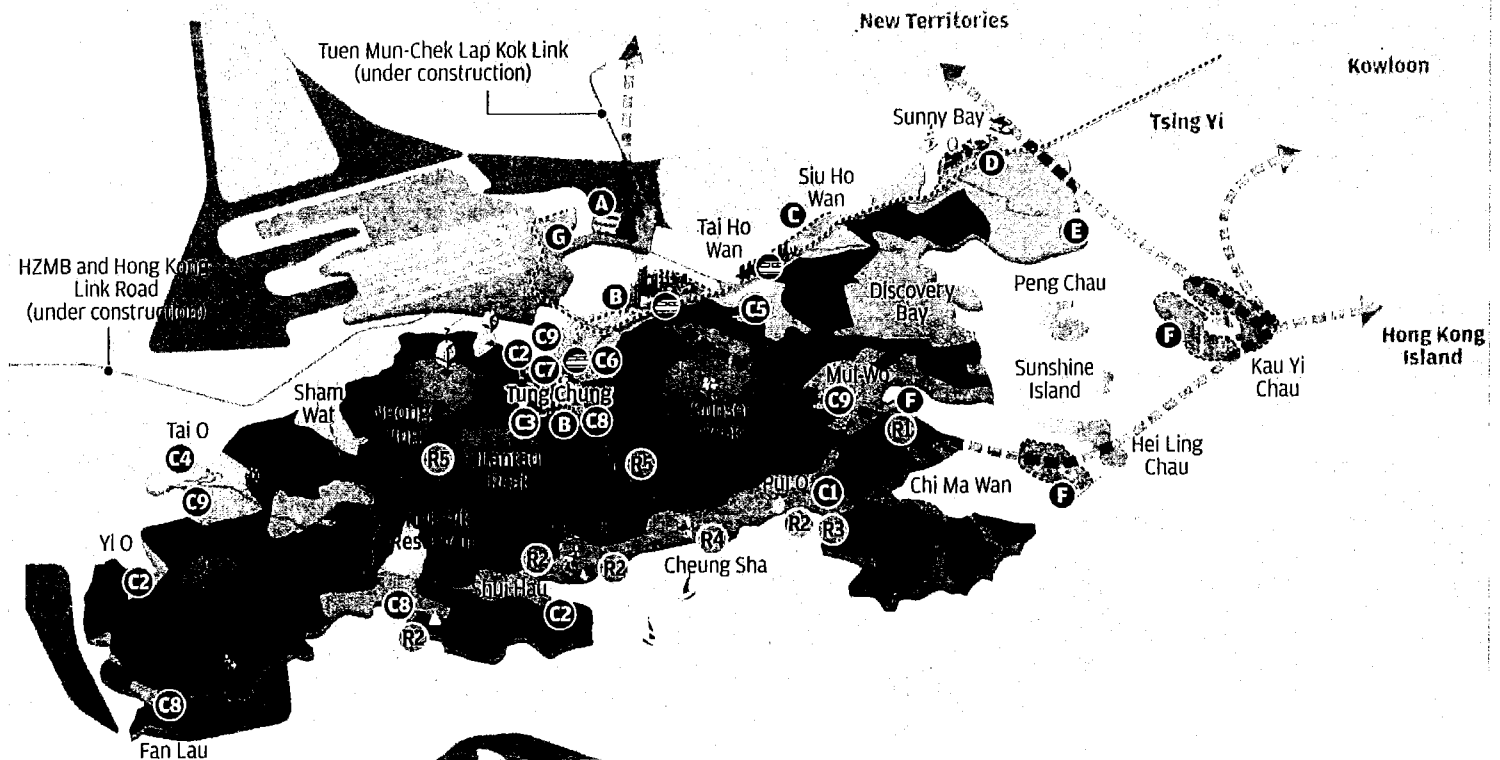
simultaneous pylon  
construction across  
length of the bridge



Tung Chung New Town  
Infrastructure + Development

## The Lantau blueprint

Overall development and conservation plan

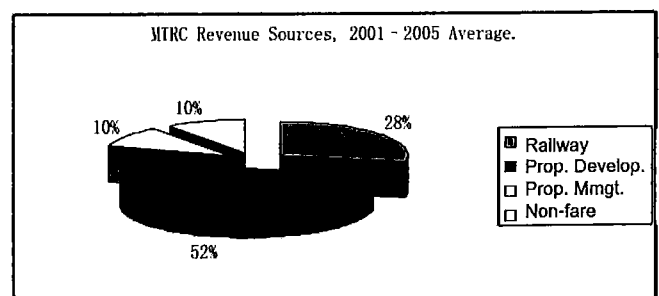


## Hong Kong MTR Property + Infrastructure



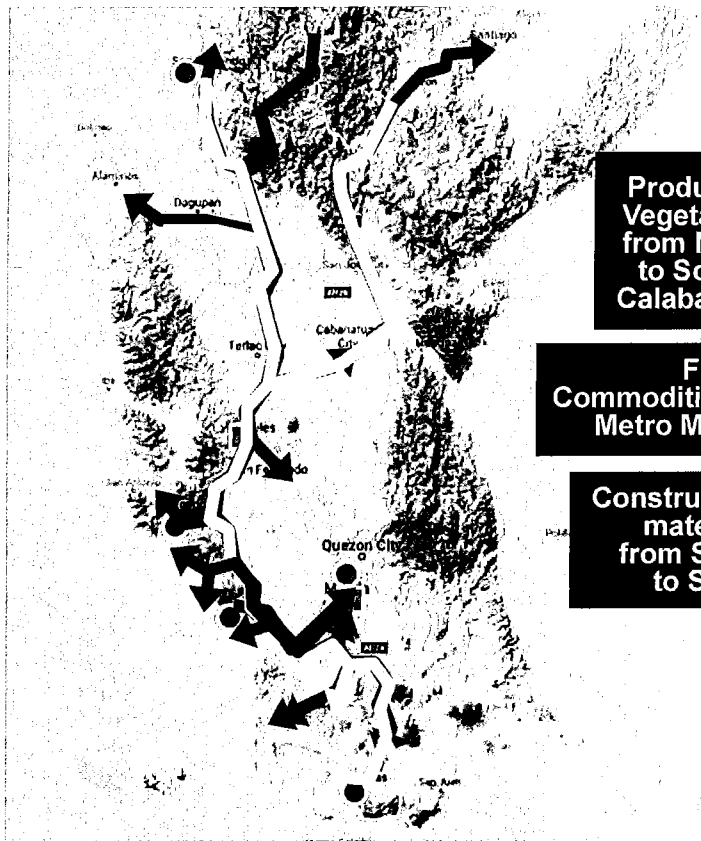
Land Development Right

Land Premium on  
'Greenfield' Basis



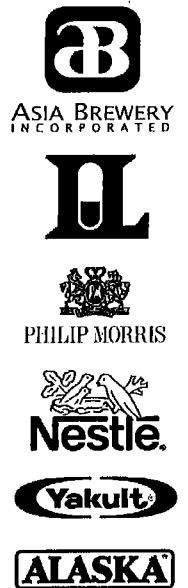
- Railway alone is unable to generate sufficient commercial returns – property supplements
- Integrating rail and property promotes patronage to new lines
- “Rail + Property” as a railway funding model





## Manila Bay Bridge

Key Traffic Markets to Develop



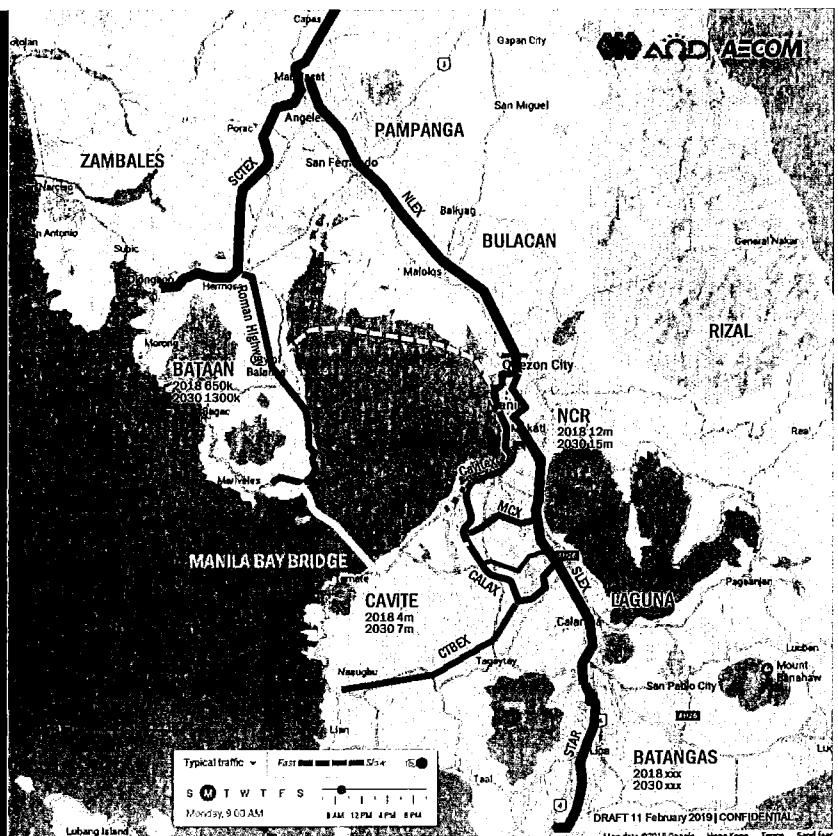
DRAFT 11 February 2019 | CONFIDENTIAL

the vision of a  
Benefits are Universal

## the vision of a Fully Integrated Roadway Network

Transformation that Unlocks  
Development Potential

- Complete North-South loop
- Unlocks value of neglected real property within and proximate to loop
- First mover advantage on what will be a key economic corridor
- Decentralization from Metro Manila



DRAFT 11 February 2019 | CONFIDENTIAL

Benefits are Universal

A Project that gives so much to the nation...

**900ha**

potential associated new township development

as few as **90 minutes**

Cavite factories to port with Mariveles Port

**10,000 new jobs** from bridge construction

**21km**

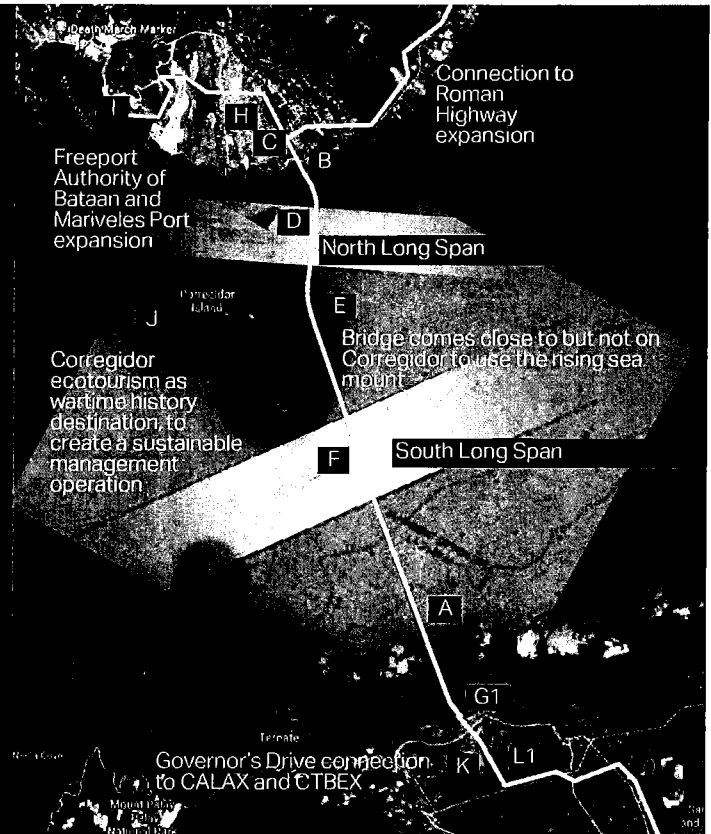
of bridge and viaduct between Bataan and Cavite

**1.3B**

PhP per annum savings in productivity from time savings for trucks alone

\*Current estimates

DRAFT 11 February 2019 | CONFIDENTIAL



## Manila Bay Bridge

The ADB process



Search

News and Events > News Releases >

### ADB Approves New 6-Year Partnership Strategy for the Philippines

News Release | 20 September 2018



MANILA, PHILIPPINES (20 September 2018) — The Asian Development Bank's (ADB) Board of Directors has approved a new 6-year country partnership strategy (CPS) that lays out ADB's support to the Philippine government in achieving its goal of attaining sustained high and inclusive economic growth.

Under the new strategy, ADB's programs and projects in the Philippines will focus on three priority areas: accelerating infrastructure and long-term investments, promoting local economic development in Mindanao and Visayas, and investing in people.

Official  
Development  
Assistance

PHP **170 Billion**

- Bloated budget – difficult to defend cost against a leaner alternative
- Suboptimal alignment
- Susceptible to uncertainties of national politics
- Subject to Toll Regulatory Board jurisdiction
- Competitive bidding of O&M
- Private sector should shape project parameters

DRAFT 11 February 2019 | CONFIDENTIAL

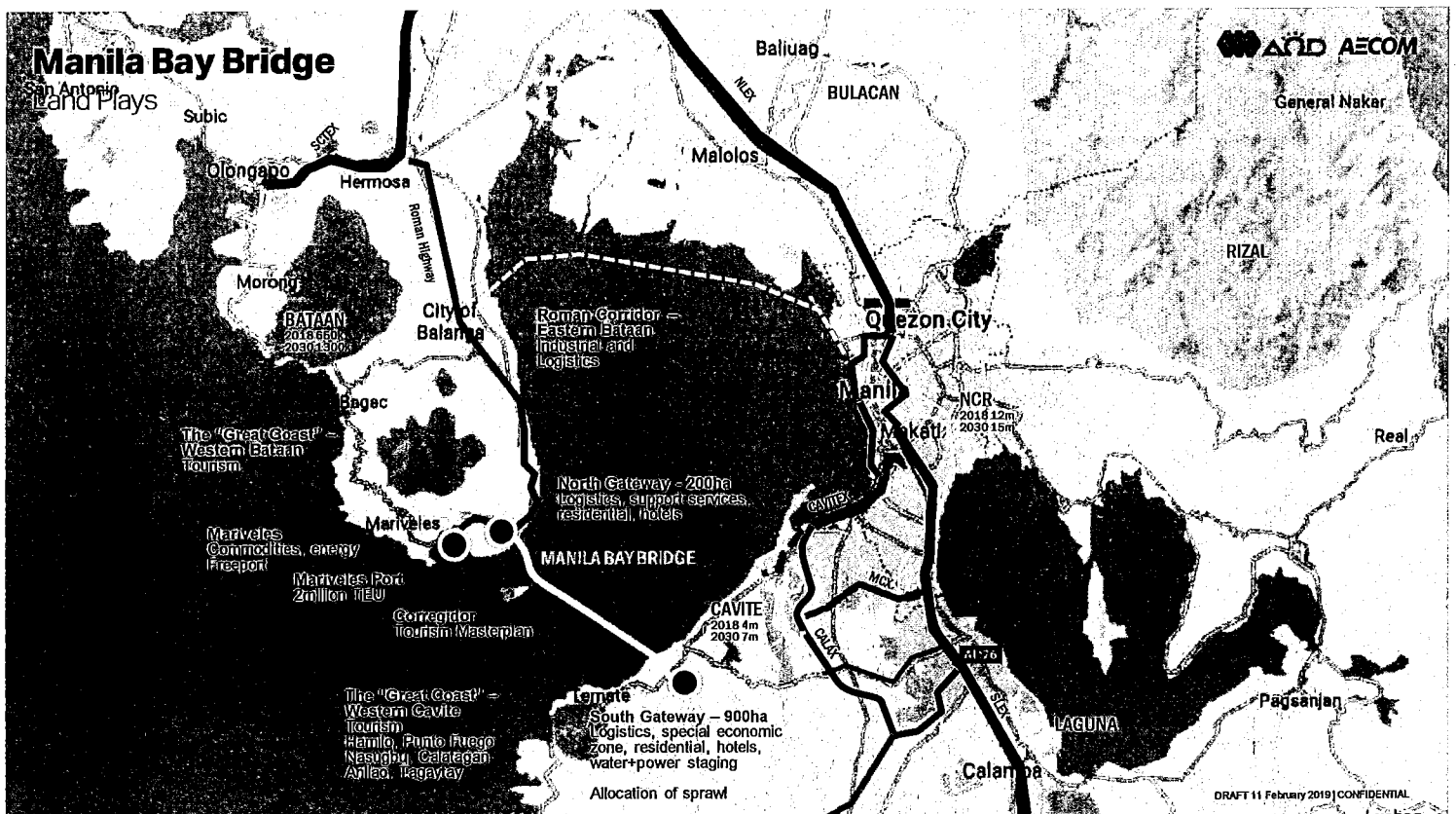
## Manila Bay Bridge

Unsolicited Proposal

### Unsolicited Proposal via Local Joint Venture

- Speed, flexible process (faster to award)
- LGU **control** over project components within their jurisdiction
- LGUs are aligned to seeing to the project's success
- Toll rates (and increases) determined by joint LGU committee

DRAFT 11 February 2019 | CONFIDENTIAL





# BATAAN

## UNLOCKING THE DEAD END PENINSULA



### Manila Bay Bridge

South Gateway Development

Metro Manila

Sangley Point

CAVITEX

Kawit City

CALAX

# CAVITE

## THE EMERGENT METRO SOUTH

CAVITEX

Connection to CAVITEX and CALAX will be important to fulfil the promise of the MBB to shorten travel time from South to North.

Current option avoids built up areas and roads that are difficult to widen/improve.

Rosario City



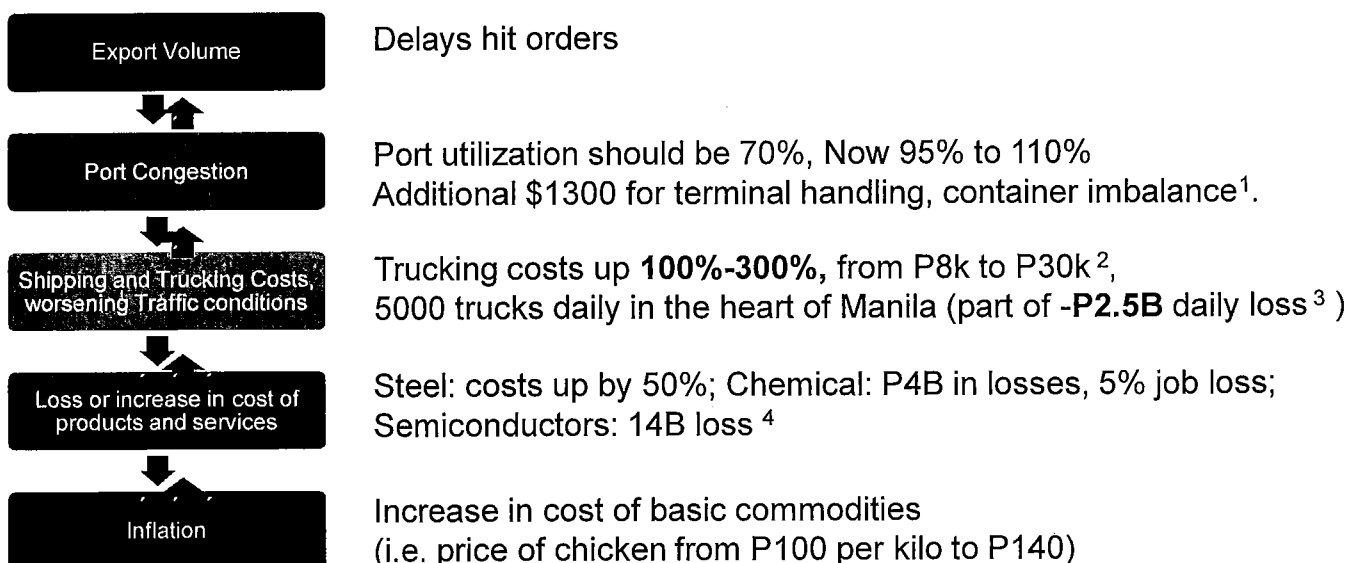


And some bonuses

## PORT DECONGESTION

THE MARIVELES ANSWER TO MANILA PORT CHALLENGES

Port Congestion is costing us **P1B-2B daily**  
- NEDA, Citigroup



# CORREGIDOR

## THE UNTAPPED TOURISM MAGNET

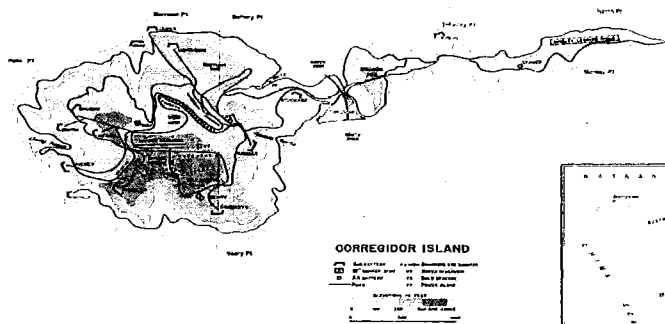
DRAFT 11 February 2019 | CONFIDENTIAL

### Manila Bay Bridge

The Corregidor Option

#### CULTURAL HERITAGE HOTSPOT

- 900 ha. of underdeveloped Tourism Potential
- An eco-tourism master-planned development
- Unprecedented tourism and historical access
- Traffic driver for the bridge and land bank - redevelopment zones



DRAFT 11 February 2019 | CONFIDENTIAL

## Manila Bay Bridge

Bataan / Cavite Synergy

Maritime Jobs

Industrial  
Port Jobs

Abundant Water  
Power and  
Communications

Coastal Tourism

Abundant  
Population and  
Workforce

Industrial Water  
and Power Needs

Community and Office  
Communications Needs

Bataan and Cavite have a  
symbiotic relationship  
supporting other revenue  
streams using the bridge

