



# FINEX FOCUS

Official Newsletter of *FINEX*

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## FINEX IN ACTION



2022 Finance Educators Training Program [here](#)



2022 Calendar

ING @FINEX  
**CFO OF THE YEAR AWARD**

16<sup>th</sup> ING FINEX CFO AWARD

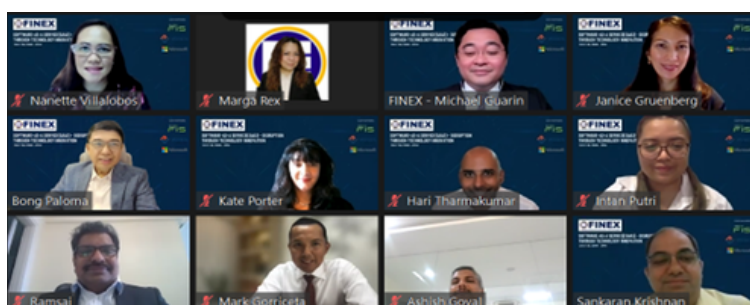
**CFO OF THE YEAR?**

SHINING THE SPOTLIGHT  
Now More Than Ever

The prestigious search for the Philippines' most outstanding Chief Financial Officer is on!



Dinner with BSP Governor Dr. Felipe Medalla [here](#).



SaaS - Disruption through Technology Innovation [here](#)



# EDITOR'S NOTE

by Mark Brian J. Nicdao



## 10 ACTIONABLE PERSPECTIVES FOR HEALTHCARE LEADERS

Here's an overview of 10 perspectives for healthcare leaders to consider when trying to plan and build for the future:

1. The COVID cloud's silver lining: How the pandemic has accelerated transformation in healthcare
2. Patience for patient-centricity: Investment and time are needed to give customers the experiences they deserve
3. Power to the people...soon: The evolving role of patients — from recipients of care to active participants
4. Blurring lines between care and the community: The case for moving care out of hospitals and closer to patients
5. Digital healthcare: Not 'if' or 'why,' but 'when' and 'how soon?': Why digital is the inevitable solution but needs action today
6. The digital journey — from data and delivery to AI and robotics: Why health leaders need to walk before they can run in the digital journey
7. Workforce worries won't go away: The transition from optimizing ways of working to ensuring healthcare organizations have enough people to meet demand
8. Choose your friends wisely: The dynamic ecosystem of players in healthcare delivery
9. Enter the multifaceted leader: How the modern health leader will be best-equipped and measured
10. The path forward - Be the master of your own destiny: Health leaders recognize the challenge ahead; but it will take a frank assessment to start the journey

Excerpts taken from KPMG International's 2021 Healthcare CEO Future Pulse (Courtesy of President Mike Guarin).

## FINEX FOCUS

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# SPEAKERS' & PANELISTS' PROFILE

## WIM BARTELS

### CFO NETWORK LEAD, WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT

Wim is co-leading the CFO Network of the WBCSD, in addition to being a partner with Deloitte in the Netherlands. He drives Deloitte's European sustainability services and advises businesses on non-financial/ESG reporting, climate risk and assurance.

Over the past two decades, he has served multinational companies across sectors on assurance of their sustainability and integrated reporting. As part of his role, he advised his clients such as Philips, BASF, DSM, Heineken, Carlsberg and Statoil on their sustainability journey. Wim's role evolved into climate risk advisory on the basis of his membership of the Task force on Climate-related Financial Disclosure since its inception in 2016.

He is an accountant by background and currently serves as a member of the EFRAG Sustainability Reporting Board that will advise on the EU Sustainability Reporting Standards as from this year.



## ERIC T. FRANCIA

### PRESIDENT & CEO, AC ENERGY

Eric Francia is the President and Chief Executive Officer of ACEN. Under his leadership, Ayala established its energy platform from a standing start in 2011, to become one of the largest renewable energy platforms in Southeast Asia, with over 3,300 MW of attributable renewables capacity.

Eric is also a Managing Director and member of the Management Committee of Ayala Corporation since 2009, and was appointed as Chairman of Ayala's Investment Committee in 2021. He is also a Director of various Ayala group companies including AC Infrastructure, AC Health, AC Ventures, and as Chairman and CEO of ACE Enexor.

Eric earned a Master's Degree in Management Studies at the University of Cambridge in the United Kingdom, graduating with First Class Honors. He received his undergraduate degree in Humanities and Political Economy from the University of Asia & the Pacific, graduating magna cum laude. Read his full bio [here](#).



## JON CANTO

### SENIOR VICE PRESIDENT, MCKINSEY & COMPANY (MANILA)

Jon Canto is a Senior Vice President at McKinsey's Transformation practice based in the Manila office. He has over 15 years of experience working across Asia-Pacific and the United States. He specializes in strategy and performance transformation, having led multiple large-scale transformations. His background is in energy (Power, Oil & Gas) and infrastructure (Transportation, Logistics).

Prior to joining McKinsey, Jon worked for the largest renewable energy developer in the Philippines, Energy Development Corp(EDC). Jon received an MBA from INSEAD (Distinction) and has Bachelor of Science degrees in Physics and Computer Engineering from the Ateneo de Manila University.



## ROBERT CONRAD GONZALES

### CHIEF PEOPLE OFFICER, GCASH

Robert is the Chief HR Officer of Mynt. He has a strong focus in establishing Mynt as a Purpose Driven organization, and making the company an Employer of Choice for talents who want to establish a career in the digital technology space.

He has 25 years of experience in HR; ranging from HR Business Partnership to Talent Acquisition, and a big focus on Learning & Development. Previous to Mynt, he worked in Globe Telecom; building the company's corporate university (Globe University). Robert's professional experience covers industries such as FinTech, Telecoms, Business Process Management and Airlines.

Robert earned his BS Psychology degree from University of the Philippines, and Master in Business Administration major in Marketing from De La Salle University. Read his full bio [here](#).





# SPEAKERS' & PANELISTS' PROFILE

## LORELIE QUIAMBAO-OSIAL

PRESIDENT & CEO, PILIPINAS SHELL PETROLEUM CORP.

Lorelie (Lo-re-lee) also known by her initials "LQ", is a global leader in the energy industry having been based in various countries for Shell plc. She is an advocate for diversity, equity and inclusion and digital transformation.



She is the first Filipina to be appointed President and CEO of Pilipinas Shell. Concurrently, she is the Country Chair of Shell Companies in the Philippines and Vice President for Global Finance Operations-Expenditure in Shell Shared Services (Asia) BV.

Lorelie has a degree in Bachelor of Science in Accountancy from Silliman University (Cum Laude) and is a Certified Public Accountant in the Philippines. She also holds a Master of Business Administration degree from the University of Western Australia. Read her full bio [here](#).

## JUSTIN RIX

PARTNER, GRANT THORNTON UK LLP

Justin is a partner of the business consulting practice and leads the people advisory offering of Grant Thornton UK LLP.



He had extensive experience of working with organizations on all aspects of their people and talent agenda, supporting them in attracting, retaining, engaging, and developing the talent that they need to keep pace and remain successful in an environment which is evolving at an unprecedented rate.

The people advisory team can draw on significant experience and a breadth of specialist knowledge to provide commercial and pragmatic advice to organizations across the full spectrum of people issues, including culture and leadership, workforce planning, HR transformation, learning and development, reward and benefits, international mobility programs and compliance, reporting and managing risk.

## MARIA THERESA D. MARCIAL

PRESIDENT & CEO, BPI ASSET MANAGEMENT & TRUST CORPORATION

Ms. Marcial is the President & CEO of BPI Asset Management & Trust Corporation. She leads the asset

and wealth management business of the bank, providing a wide range of investment, trust and wealth management solutions to corporate, institutional, high net worth, mass affluent and retail client segments. She is also a board director of BPI Europe Plc, and a fellow of Foundation for Economic Freedom.



She has a master's degree in Economics from the University of the Philippines Diliman and bachelor's degree in Economics, cum laude, from the University of the Philippines Los Baños. She completed the Advanced Management Program at Harvard Business School and the CFA Institute Investment Management Workshop also at Harvard Business School. Read her full bio [here](#).

## JONATHAN JUAN "JJ" MORENO

PRESIDENT & CEO, AF PAYMENTS INC.

JJ is currently leading the strategic pivot of AF Payments Inc. (AFPI) as its President & CEO. AFPI is a Fintech company jointly owned by the two of the country's biggest conglomerates, the Ayala and First Pacific Groups.

He is a former Philippine Navy officer (with a rank of Commander) and a corporate governance (CG) advocate and regulator, serving as President & CEO and one of the pioneers of the Institute of Corporate Directors (ICD).

He studied in various international educational institutions such as the University of Nottingham (under the prestigious Chevening program) and Advance Management Program at the IESE Business School, University of Navarra in Barcelona, Spain. Read his full bio [here](#).



# SPEAKERS' & PANELISTS' PROFILE

## JAIME E. YSMAEL

PRESIDENT & CEO, QUALIMED HEALTHWORK/HEALTHWAY PHILIPPINES INC.

Jaime E. Ysmael is President & CEO of Healthway Philippines, Inc., the holding company of Ayala Healthcare Holdings, Inc. for its hospital and clinics portfolio.

He is also President & CEO of Mercado General Hospital, Inc. (MGHI). Concurrently, he is Chairman, President & CEO of MGHI subsidiaries.

Mr. Ysmael was formerly Chairman, President & CEO of Ortigas Land Corporation; Senior Vice President and Group Chief Financial Officer (CFO) of Ayala Land, Inc.; and Managing Director of Ayala Corporation, the parent company of Ayala Land.

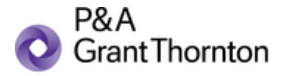
He is also involved in various organizations outside of the company, serving as FINEX President in 2015. He was the recipient of the 2011 ING-FINEX CFO of the Year Award among several awards.

Mr. Ysmael holds a degree in Business Administration, Major in Accounting (Summa Cum Laude) at the University of the East, Manila and is a Certified Public Accountant, placing 14th in the October 1980 CPA board examinations. He earned an MBA, Major in Finance, at The Wharton School and an MA in International Studies at The School of Arts and Sciences of the University of Pennsylvania in Philadelphia, Pennsylvania, USA, as a fellow of The Joseph H. Lauder Institute of Management and International Studies. He also attended The Executive Program of the University of Michigan.

Read his full profile [here](#).



OFFICIAL EVENT PARTNER



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## 6TH AYALA-FINEX SUMMIT

As part of FINEX's advocacy of promoting the members' professional development with regard to their financial knowledge, skills and competence, and providing continuing opportunities for financial management education, FINEX had partnered with Ayala Corporation for the annual finance summit.

Now on its 6th year, this 2022 Ayala-FINEX Summit was titled From Stockholders to Stakeholders: The Future of Capitalism.

P&A Grant Thornton had also expressed its support to the advocacy by becoming a minor partner this year.

## FINEX 7th General Membership Meeting



[WATCH FULL VIDEO HERE STARTING AT <3:10:28>.](#)



Keynote Speaker Eric Francia, Investment Committee Head of Ayala Corporation

# PRESIDENT'S CORNER

by Michael Arcatomy H. Guarin

For this month, we held the 2022 edition of the Ayala - FINEX Finance Summit – “From Stockholders to Stakeholders: The Future of Capitalism. Upfront, we would like to thank Ayala Corporation for this continued partnership. This is our 6th Finance Summit together and we look forward to more years of working together with you.

With the views and priorities of investors on one hand and stakeholders on the other, regarding corporate success and value creation changing fast, business and boardroom leaders should also be adjusting. As one director noted, “We’re well past the era of the board seeing the company’s mission as solely focused on the bottom line.” I believe we are all in agreement with the statement.



A company’s ability to succeed increasingly hinges on “how well it melds business objectives with policy and social issues.” The shift to stakeholder capitalism—greatly accelerated by the events of 2020–21—has sharpened the focus on corporate responsibility and business’ role in society. I’m sure we are aware that more CEOs are now taking public stands on social issues. Ongoing disruption and uncertainty and deeper board engagement in strategy, risk, and ESG issues are also driving more frequent communication between the board and CEO.

Like the companies they oversee, boards today have to be faster and more agile in responding to the issues facing the company and its leadership.

“*A company’s ability to succeed increasingly hinges on “how well it melds business objectives with policy and social issues.*”

**Watch the complete  
President's Message [here](#)  
(at 2:54:20).**

*The FINEX Secretariat together with PDC Liaison Director Ned Goseco (leftmost), Edith Estacio (2nd to the right and FINEX President Mike Guarin.*





# MEMBER IN FOCUS

Get up close and personal with our FINEX members.

## Catherine H. Ang

Cathy has more than 30 years experience in risk management and internal controls, including system and project implementation.

She is an Executive Director and the Chief Audit Executive (CAE), and previously the Risk Management Head and Sustainability Program Director at Ayala Corporation, one of the most widely diversified conglomerates in the Philippines, with leadership positions and business interests in real estate development, banking and financial services, telecommunications, and other domestic and international operations. Currently, she also holds the following positions: Director of Technopark Land, Inc., Audit and Risk Committee Chairman of Entrego Fulfillment Solutions, Inc. and Entrego Express Corporation, Audit and Risk Committee Member of Ayala Healthcare Holdings, Inc., AC Energy and Infrastructure Corporation, AC Infrastructure Holdings Corporation, Ayala Multi-Purpose Cooperative, and Light Rail Manila Corporation. Prior to moving to Ayala Corporation, she was a Vice President and the Chief Audit Executive of Globe Telecom, Inc. where she started as an Internal Audit Manager in 1996 and rejoined the company in 2000. In 1998, she joined PricewaterhouseCoopers - Singapore as Manager for Operational and Systems Risk Management. She started her career at SGV & Co in 1991 as a financial and IT auditor.



Cathy is also a Teaching Fellow of the Institute of Corporate Directors (ICD), an organization committed to professionalizing corporate directorship and raising the corporate governance standards of the Philippines. She was the 2014 Chair of the Board of Trustees and previously a member of the Board of Directors for The Institute of Internal Auditors-Philippines. She is a local and international lecturer and guest speaker for internal auditing, risk management, and corporate governance.



With her Mom during their Satur-dates

Cathy is a CPA and graduated Magna Cum Laude with a degree in BS Commerce major in Accounting from St. Louis College, San Fernando, La Union. She attended various courses at the Andersen Worldwide Audit Training School, USA and completed the Leadership Excellence Acceleration Program (LEAP) of the Ayala-Harvard Business School, the Regional Leadership in Action Program at the Singapore Management University (SMU), the Executive Programme on Women's Leadership and Impact on Asia at the Lee Kuan Yew School of Public Policy, National University of Singapore, and the Computer Programming and SDLC course at

at the Institute of Advanced Computer Technology (I/ACT).

Cathy is blessed with a husband, Garrick, and 2 children - Kenneth 27 and Kate at 23, who understand her commitment to work (which she credits to her mom). With both kids working, she is also able to pursue her passion for travel with family (daughter Kate being the favorite travel buddy), friends, or even solo. Pre-pandemic, when not traveling, Cathy spends her weekends with her mom and never misses their #SaturDates.

- Best advice on being a CAE? **Beyond delivering the traditional audit activities, expand the internal audit role to be a business partner and more strategic to help the organization, while ensuring that the internal auditors are challenged and given opportunities to grow.**
- What have you learned during the pandemic?

**Lesson 1: Family and good health matter more than I realized.**

**Lesson 2: To have resilient faith and live in the present with uncertainty about the future.**

During the first few months of the pandemic lockdown, I had to force myself to have faith, stop worrying about and (over) planning for tomorrow, and redirect my energy to more meaningful living. Together with a friend, we started Project #HELPCOVID19WARRIORS as a simple fund-raising drive a few days after Metro Manila was placed under lockdown in March 2020 in response to a request if we can donate some masks from a mom whose daughter is a doctor in one of the hospitals in Pasig. The project that started with a goal of Php250k wrapped up after three (3) months with a collection of Php2.3M through the help and response of our families, friends, and friends of friends, and working with various groups (private and government agencies). From an initial target of 200 boxes of face masks, we were able to distribute close to 95 thousand PPE items to 57 hospitals, health centers and other facilities all over the country.

- What motivates you the most? Being able to make a difference
- What is the best advice you ever received? Be kind. Always. You never know what someone is going through.
- What do you wish you learned sooner? Taking care of my health better.
- What is your go to WFH attire? Black (turtleneck) shirt with leggings.



Ayala Group International Auditors at Alaminos Solar Plant

- What place would like to visit given travel restrictions are easing up? **Switzerland, South Africa, Italy, Maldives.**
- Who is your role model? Why? **My mom has taught me the value of good work ethics, to care about the right things, and the importance of family.**
- What gets you out of bed? **Work, family**
- If you had a full day off, what will you do? **Wake up midmorning, have lunch with family/my mom, go to the spa, workout.**
- What's the last movie or series you watched? **Top Gun: Maverick; Extraordinary Attorney Woo**
- If you were not doing your current job, what would you be doing? **Learning new tech skills.**
- What item is worth spending more money on? **Education and Travel with family.**
- What is your guilty pleasure? **Spa day**
- What is your go-to karaoke song? **Killing Me Softly With His Song**
- What is not a big deal to other people but is a torture to you? **Not doing a spelling and grammar check before submitting a report.**
- What are the least-likely three words someone would use to describe you? **Patient, slow, reckless.**
- What is your love language? **Quality time.**
- How do you like to be comforted when you're sad or upset? **Walk-run on the treadmill .**
- Work or play? **Chill**
- 80s or 90s? **90s**
- Top Gun or Maverick? **Maverick**
- Tom Cruise or Ryan Gosling? **Tom Cruise**
- Brains or Abs? **Brains**
- Coffee or tea? **Coffee**



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