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presents this

Certificate of Participation

to

Jose Emmanuel H. Jalandoni

for having completed

The Board's Agenda 2021: The Pathway to Recovery Through ESG

(Ayala Integrated Corporate Governance,
Risk Management and Sustainability Summit)

held on

21 October 2021

1:30 PM - 5:30 PM

through ZOOM Webinar

Leonardo M. Berba
Chief Executive Officer



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from 1:16 PM to 2:59 PM

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**Mariana Beatriz E. Zobel de
Ayala**

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21 October 2021

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