



Institute of Corporate Directors  
presents this

## Certificate of Participation

to

**Anna Ma. Margarita B. Dy**

Ayala Land, Inc.

for having completed

### The Board's Agenda: Mindset Shifts for a Sustainable and Equitable Future

(The 4th Integrated Corporate Governance,  
Risk Management, and Sustainability Summit)  
held on

October 18, 2022 | 8:30 AM - 12:30 PM  
through ZOOM Meetings

A stylized, handwritten signature in black ink, belonging to Carlos Jose P. Gatmaitan.

Carlos Jose P. Gatmaitan  
Chief Executive Officer





Institute of Corporate Directors

presents this

## Certificate of Participation

to

**Augusto D. Bengzon**

Ayala Land, Inc.

for participating in the webinar

### The Board's Agenda: Mindset Shifts for a Sustainable and Equitable Future

(The 4th Integrated Corporate Governance,  
Risk Management, and Sustainability Summit)

held on

October 18, 2022 | 8:39 AM - 11:54 AM (3hrs & 15mins)

through ZOOM Meetings

Carlos Jose P. Gatmaitan  
Chief Executive Officer





Institute of Corporate Directors  
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## Certificate of Participation

to

**Bernard Vincent O. Dy**

Ayala Land, Inc.

for having completed

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Chief Executive Officer





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to

**Carol T. Mills**

Ayala Land, Inc.

for having completed

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Chief Executive Officer





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**Enrico Cruz**

AREIT, Inc.

for having completed

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Carlos Jose P. Gatmaitan  
Chief Executive Officer





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## Certificate of Participation

to

**Jessie D. Cabaluna**

AREIT, Inc.

for having completed

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Carlos Jose P. Gatmaitan  
Chief Executive Officer





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## Certificate of Participation

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**Jose Emmanuel H. Jalandoni**

Ayala Land, Inc.

for having completed

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Chief Executive Officer





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**Mariana Zobel de Ayala**

AREIT, Inc.

for having completed

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Chief Executive Officer





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## Certificate of Participation

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**Omar T. Cruz**

AREIT, Inc.

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Chief Executive Officer





Institute of Corporate Directors

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## Certificate of Participation

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**Sherisa P. Nuesa**

Ayala Land, Inc.

for having completed

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