



Institute of Corporate Directors

presents this

Certificate of Participation

to

Anna Ma. Margarita B. Dy

Ayala Land, Inc.

for having completed the webinar

**2023 Ayala Integrated Corporate
Governance, Risk Management,
and Sustainability Summit**

held on

October 3, 2023 | 8:30 AM – 12:30 PM
through Zoom Webinars

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Augusto D. Bengzon

Ayala Land, Inc.

for having completed the webinar

**2023 Ayala Integrated Corporate
Governance, Risk Management,
and Sustainability Summit**

held on

October 3, 2023 | 8:30 AM – 12:30 PM
through Zoom Webinars

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Carol T. Mills

Ayala Land, Inc.

for having completed the webinar

**2023 Ayala Integrated Corporate
Governance, Risk Management,
and Sustainability Summit**

held on

October 3, 2023 | 8:30 AM – 12:30 PM
through Zoom Webinars

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Enrico S. Cruz

AREIT, Inc.

for having completed the webinar

**2023 Ayala Integrated Corporate
Governance, Risk Management,
and Sustainability Summit**

held on

October 3, 2023 | 8:30 AM – 12:30 PM
through Zoom Webinars

A stylized, handwritten signature in black ink, appearing to read 'Carlos Jose P. Gatmaitan'.

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Mariana Zobel de Ayala

Ayala Land, Inc.

for having completed the webinar

**2023 Ayala Integrated Corporate
Governance, Risk Management,
and Sustainability Summit**

held on

October 3, 2023 | 8:30 AM – 12:30 PM
through Zoom Webinars

A stylized, handwritten signature in black ink, appearing to read 'Carlos Jose P. Gatmaitan'.

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Omar T. Cruz

AREIT, Inc.

for having participated in the webinar

**2023 Ayala Integrated Corporate
Governance, Risk Management,
and Sustainability Summit**

held on

October 3, 2023 | 8:34 AM – 10:11 AM
through Zoom Webinars

Carlos Jose P. Gatmaitan
Chief Executive Officer