



Institute of Corporate Directors

presents this

## Certificate of Participation

to

**Alberto M. de Larrazabal**

Ayala Corporation

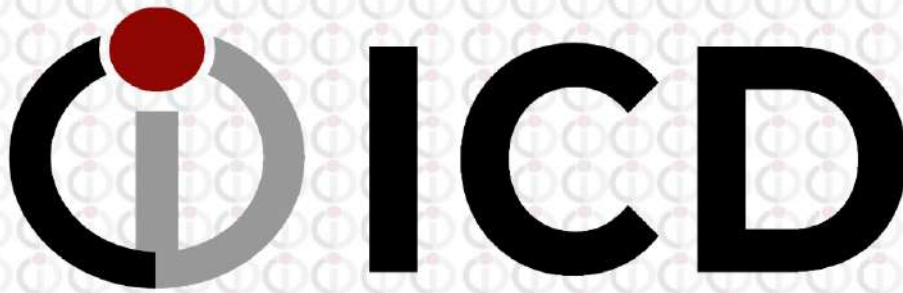
for having completed the

**2025 Ayala Integrated Corporate  
Governance, Risk Management,  
and Sustainability Summit**

held on

November 4, 2025 | 8:00 AM - 12:00 PM  
at SPACE at One Ayala, Makati City

Ms. Catherine Denise Jalandoni  
Executive Director



Institute of Corporate Directors

presents this

## Certificate of Participation

to

**Ma. Teresa R. Famy**

AREIT, Inc.

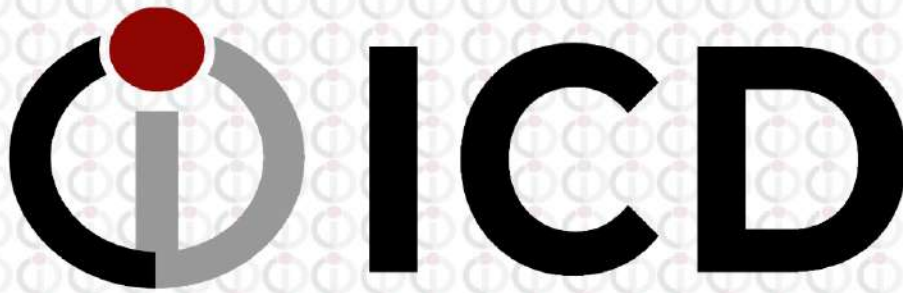
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Executive Director



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## Certificate of Participation

to

**Maria Franchette M. Acosta**

Ayala Corporation

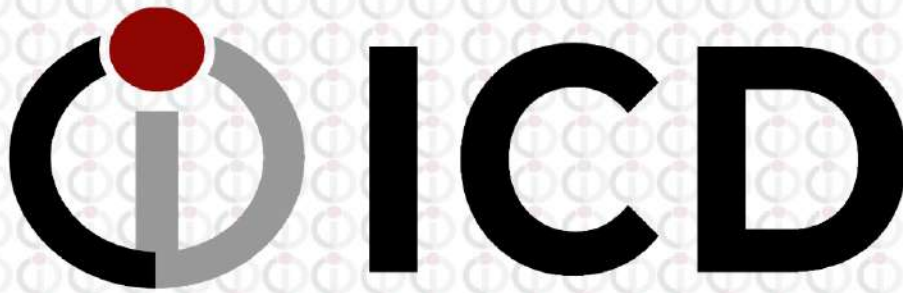
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Executive Director



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**Certificate of Participation**

to

**Ma. Florence Therese dG.  
Martirez-Cruz**

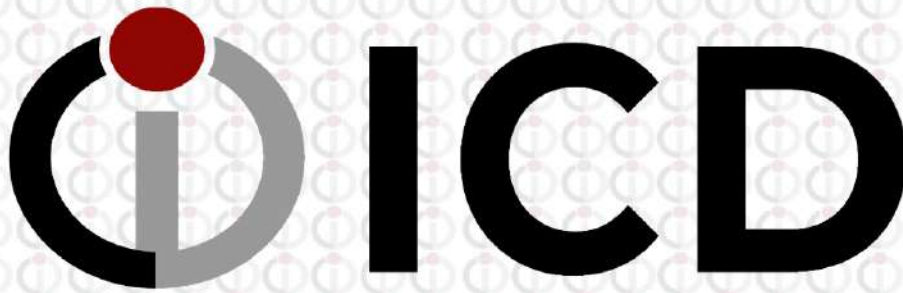
AREIT, Inc.

for having completed the  
**2025 Ayala Integrated Corporate  
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Executive Director



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## Certificate of Participation

to

**Roscoe M. Pineda**

Ayala Land, Inc.

for having completed the  
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and Sustainability Summit**

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A handwritten signature in black ink that reads 'Catherine Jalandoni'.

Ms. Catherine Denise Jalandoni  
Executive Director



Institute of Corporate Directors

presents this

## Certificate of Participation

to

**Rowena P. Libunao**

AREIT, Inc.

for having completed the

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