



SECURITIES AND EXCHANGE
COMMISSION

RECEIVED
SEP 13 2019

MARKET REGULATION DEPT.
BY: [Signature] TIME: 11:48

Tower One and Exchange Plaza, Ayala Triangle, Ayala Avenue, Makati City 1226
Telephone Number: (632) 750-6974

₱50.0 Billion Securities Program
of debt and other securities as provided by applicable
Securities and Exchange Commission rules and regulations
effective at the time of issuance
to be offered within a period of 3 years

The date of this Prospectus is September 12, 2019.

A REGISTRATION STATEMENT RELATING TO THESE SECURITIES WAS FILED WITH THE SECURITIES AND EXCHANGE COMMISSION ("SEC") AND WAS RENDERED EFFECTIVE COVERING ₱50.0 BILLION OF SECURITIES. OF SUCH AMOUNT, ₱8.0 BILLION OF SECURITIES WERE ISSUED ON 06 MAY 2019.

THE SEC HAS NOT APPROVED THESE SECURITIES OR DETERMINED IF THIS PRELIMINARY PROSPECTUS IS ACCURATE OR COMPLETE. ANY REPRESENTATION TO THE CONTRARY IS A CRIMINAL OFFENSE AND SHOULD BE REPORTED IMMEDIATELY TO THE SECURITIES AND EXCHANGE COMMISSION.

Ayala Land, Inc. ("ALI," "Ayala Land," the "Issuer" or the "Company") is offering debt and other securities as provided by applicable Securities and Exchange Commission ("SEC") rules and regulations effective at the time of issuance (the "Securities") of up to ₱50,000,000,000 to be issued in one or more tranches (each a "Tranche") as authorized by a resolution of the Board of Directors of the Company dated February 27, 2019. A registration statement filed by the Company covering the Securities Program was rendered effective by the SEC by its order and certificate of permit to offer securities for sale for the first tranche of the Fixed-rate Bonds Series issued on April 22, 2019 (the "Shelf Registration").

Within three (3) years following the effectivity date of the registration statement covering the Securities Program, the Company may, at its sole discretion, offer any or all of the remaining balance of the aggregate principal amount of Securities covered by such registration statement, in one or more subsequent tranches under Rule 8.1.2 of the Implementing Rules and Regulations of the Securities Regulation Code. Such a shelf registration provides the Company with the ability to take advantage of opportunities in a volatile debt capital market, as these occur. The offer and sale of the Securities, including the terms and conditions for each tranche shall be at the sole discretion of the Issuer. The specific terms of the Securities for each tranche will be determined by the Issuer considering prevailing market conditions and shall be provided in a supplement to be circulated at the time of the offer of the relevant tranche ("Offer Supplement"). The use of proceeds for each Tranche will likewise be provided in the relevant Offer Supplement.

However, there can be no assurance in respect of: (i) whether Ayala Land would issue such Securities at all; (ii) the size or timing of any individual issuance or the total issuance of such Securities; or (iii) the specific terms and conditions of any such issuance. Any decision by Ayala Land to offer the Securities will depend on a number of factors at the relevant time, many of which are not within Ayala Land's control, including but not limited to: prevailing interest rates, the financing requirements of Ayala Land's business and prospects, market liquidity and the state of the domestic capital market, and the Philippine, regional and global economies in general.

Each tranche of the Securities, including the fixed-rate bonds, will be rated by Philippine Rating Services Corporation ("PhilRatings"), as may be applicable. Such ratings are not recommendations to buy, sell, or hold the Securities, and may be subject to revision, suspension, or withdrawal at any time by PhilRatings.

The Securities will be offered exclusively in the Philippines and pursuant to requirements under Philippine laws, rules and regulations that may be different from those of other countries and jurisdictions. No action has been or will be taken by the Issuer or any person on behalf of the Issuer to permit an offering of the Securities in any jurisdiction other than the Philippines, where action for that purpose is required. Accordingly, the Securities may not be offered or sold, directly or indirectly, nor may any offering material relating to the Securities be distributed or published in or from any country or jurisdiction, except under circumstances that will result in compliance with any applicable laws, rules and regulations of any such country or jurisdiction.

Ayala Land confirms that this Prospectus contains all information relating to the Company, its subsidiaries and affiliates which is, in the context of the issue and offering of the Securities, material (including all information required by the applicable laws of the Republic of the Philippines). There are no other facts the omission of which would make any statement in this Prospectus misleading in any material respect. Ayala Land confirms that it has made all reasonable inquiries in respect of the information, data and analysis provided to it by its advisors and consultants or which is otherwise publicly available for inclusion into this Prospectus. Ayala Land, however, has not independently "verified" any such publicly available information, data or analysis.

Neither the delivery of this Prospectus nor any sale made pursuant to the Offer shall, under any circumstance, create any implication that the information contained or referred to in this Prospectus is accurate as of any time subsequent to the date hereof. The Underwriters do not make any representation or warranty, express or implied, as to the accuracy or completeness of the information contained in this Prospectus.

The contents of this Prospectus are not to be considered as legal, business or tax advice. Each prospective purchaser of the Securities receiving a copy of this Prospectus acknowledges that he has not relied on the Underwriters in his investigation of the accuracy of such information or in his investment decision. Prospective purchasers should consult their own counsels, accountants or other advisors as

to legal, tax, business, financial and related aspects of the purchase of the Securities. Investing in the Securities involves certain risks. For a discussion of certain factors to be considered in respect of an investment in the Securities, see the section on *"Risk Factors and Other Considerations."*

No dealer, salesman or other person has been authorized by Ayala Land and the Underwriters to give any information or to make any representation concerning the Securities other than as contained herein and, if given or made, any such other information or representation should not be relied upon as having been authorized by Ayala Land or the Underwriters.

Ayala Land is organized under the laws of the Republic of the Philippines. Its principal office is at the 31st Floor Tower One and Exchange Plaza, Ayala Triangle, Ayala Avenue, Makati City 1226, with telephone number (632) 750-6974.

ALL REGISTRATION REQUIREMENTS HAVE BEEN MET AND ALL INFORMATION CONTAINED HEREIN ARE TRUE AND CORRECT.

AYALA LAND, INC.

By:

BERNARD VINCENT O. DY
President and Chief Executive Officer

REPUBLIC OF THE PHILIPPINES)
CITY OF MAKATI)S.S.

Before me, a notary public in and for the city named above, personally appeared Bernard Vincent O. Dy known to me and to me known as the same person who presented the foregoing instrument and signed the instrument in my presence, and who took an oath before me as to such instrument. With Passport No. EC8377126 valid until July 22, 2021.

Witness my hand and seal this 12th day of September 2019 at Makati City.

Doc No. 347;
Book No. 04;
Page No. III;
Series of 2019.



ATTY. LUIS ALFONSO S. SEÑA
Commission No. M-502
Notary Public for Makati City
Until December 31, 2019
21st Floor, Philamlife Tower
8767 Paseo de Roxas, Makati City
Roll No. 71274

PTR No. 7336099 / 03-Jan.-2019 / Makati City
IBP No. 053462 / 26-Oct.-2018 / PPLM

TABLE OF CONTENTS

FORWARD-LOOKING STATEMENTS	1
DEFINITION OF TERMS	2
EXECUTIVE SUMMARY	5
OVERVIEW OF THE SECURITIES PROGRAM	18
SUMMARY OF THE OFFER	21
RISK FACTORS AND OTHER CONSIDERATIONS	22
PHILIPPINE TAXATION	37
USE OF PROCEEDS	42
DETERMINATION OF OFFERING PRICE	43
PLAN OF DISTRIBUTION FOR THE SECURITIES	44
DESCRIPTION OF THE SECURITIES	45
INDEPENDENT AUDITORS AND COUNSEL	46
DESCRIPTION OF BUSINESS	47
DESCRIPTION OF PROPERTIES	89
CERTAIN LEGAL PROCEEDINGS	94
MARKET PRICE OF AND DIVIDENDS ON AYALA LAND'S COMMON EQUITY AND RELATED STOCKHOLDER MATTERS	95
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS	99
CHANGES IN ACCOUNTING AND FINANCIAL DISCLOSURE	125
DIRECTORS, EXECUTIVE OFFICERS AND CONTROL PERSONS	130
EXECUTIVE COMPENSATION	141
SECURITY OWNERSHIP OF MANAGEMENT AND CERTAIN RECORD AND BENEFICIAL OWNERS	143
CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS	145
DESCRIPTION OF DEBT	146
CORPORATE GOVERNANCE	148
FINANCIAL INFORMATION	149

FORWARD-LOOKING STATEMENTS

This Prospectus contains certain “forward-looking statements.” These forward-looking generally can be identified by use of statements that include words or phrases such as “believes,” “expects,” “anticipates,” “intends,” “plans,” “foresees” or other words or phrases of similar import. Similarly, statements that describe Ayala Land’s objectives, plans or goals are also forward-looking statements. All such forward-looking statements are subject to certain risks and uncertainties that the forward-looking events and circumstances discussed in this Prospectus might not occur. Actual results could differ materially from those contemplated by the relevant forward-looking statement. Important factors that could cause actual results to differ materially from the expectations of Ayala Land include, among others:

- *General economic and business conditions in the Philippines;*
- *Holding company structure;*
- *Intensive capital requirements of subsidiaries and affiliates of Ayala in the course of business;*
- *Increasing competition in the industries in which Ayala’s subsidiaries and affiliates operate;*
- *Industry risk in the areas in which Ayala’s subsidiaries and affiliates operate;*
- *Changes in laws and regulations that apply to the segments or industries in which Ayala, its subsidiaries and affiliates operate;*
- *Changes in political conditions in the Philippines;*
- *Changes in foreign exchange control regulations in the Philippines; and*
- *Changes in the value of the Philippine Peso.*

For a further discussion of such risks, uncertainties and assumptions, see the “*Risk Factors and Other Considerations*” section of this Prospectus. Prospective purchasers of the Securities are urged to consider these factors carefully in evaluating the forward-looking statements. The forward-looking statements included herein are made only as of the date of this Prospectus and Ayala Land undertakes no obligation to update such forward-looking statements publicly to reflect subsequent events or circumstances.

DEFINITION OF TERMS

As used in this Prospectus, the following terms shall have the meanings ascribed to them:

"Affiliate" shall mean, with respect to Ayala Land, Inc., any corporation directly or indirectly controlled by it, whether by way of ownership of at least twenty percent (20%) of the total issued and outstanding capital stock of such corporation, or the right to elect at least twenty percent (20%) of the number of directors in such corporation, or the right to control the operation and management of such corporation by reason of management, contract or authority granted by said corporation to Ayala Land, Inc.

"Application to Purchase" shall mean the document to be executed by any Person or entity qualified to become a Securityholder for the Securities.

"Ayala Group" refers to Ayala Corporation and its subsidiaries and affiliates.

"Ayala Land" or **"ALI"** or the **"Company"** or the **"Issuer"** refers to Ayala Land, Inc.

"Ayala Land Group" or **"ALI Group"** refers to Ayala Land, Inc. and its subsidiaries and affiliates.

"AyalaLand Logistics Holdings Corp. or "ALLHC" refers to the company formerly known as Prime Orion Philippines, Inc. or "POPI"

"Banking Day" or **"Business Day"** shall be used interchangeably to refer to a day, except Saturday and Sunday, on which commercial banks are not required or authorized to close in Makati City, Metro Manila.

"Beneficial Owner" shall mean any person (and "Beneficial Ownership" shall mean ownership by any person) who, directly or indirectly, through any contract, arrangement, understanding, relationship or otherwise, has or shares voting power, which includes the power to vote or to direct the voting of such security; and/or investment returns or power in respect of any security, which includes the power to dispose of, or to direct the disposition of, such security; provided, however, that, a person shall be deemed to have an indirect beneficial ownership interest in any security which is:

- i. held by members of his immediate family sharing the same household;
- ii. held by a partnership in which he is a general partner;
- iii. held by a corporation of which he is a controlling shareholder; or
- iv. subject to any contract, arrangement or understanding which gives him voting power or investment power with respect to such securities; provided, however, that, the following persons or institutions shall not be deemed to be beneficial owners of securities held by them for the benefit of third parties or in customer or fiduciary accounts in the ordinary course of business, so long as such securities were acquired by such persons or institutions without the purpose or effect of changing or influencing control of the issuer:
 - a. A broker dealer;
 - b. An investment house registered under the Investment Houses Law;
 - c. A bank authorized to operate as such by the BSP;
 - d. An insurance company subject to the supervision of the Office of the Insurance Commission;
 - e. An investment company registered under the Investment Company Act;
 - f. A pension plan subject to regulation and supervision by the BIR and/or the Office of the Insurance Commission or relevant authority; and
 - g. A group in which all of the members are persons specified above.

"BIR" shall mean Bureau of Internal Revenue.

Definition of Terms

“**BPO**” refers to Business Process Outsourcing.

“**BSP**” refers to Bangko Sentral ng Pilipinas.

“**EBIT Margin**” refers to Earnings Before Interest, Taxes Margin and is computed as EBIT / Revenues (EBIT is computed as Net income before income tax + Interest expense & other financing charges and Other expenses - Interest and investment income, while Revenue is computed as real estate sales + interest income from real estate sales + equity in net earnings + interest and investment income + other income)

“**EBITDA**” refers to Earnings Before Interest, Taxes, Depreciation and Amortization and is computed as Net income before income tax + Interest expense & other financing charges and Other expenses - Interest and investment income + Depreciation and amortization.

“**GLA**” refers to Gross Leasable Area.

“**Globe Telecom**” refers to Globe Telecom, Inc.

“**PAS**” shall mean Philippine Accounting Standards.

“**PDEx**” shall refer to the Philippine Dealing & Exchange Corp.

“**PDTC**” shall refer to the Philippine Depository & Trust Corp.

“**Person**” means an individual, firm, partnership, limited liability company, joint venture, association, trust, corporation, government, committee, department, authority, or any body, incorporated or unincorporated, whether having a distinct legal personality or not.

“**Pesos,**” “**₱**” and “**Philippine currency**” shall mean the legal currency of the Republic of the Philippines.

“**PFRS**” shall mean Philippine Financial Reporting Standards.

“**Philippines**” shall mean the Republic of the Philippines.

“**PSE**” shall refer to The Philippine Stock Exchange, Inc.

“**Register of Securityholders**” shall mean the electronic records of the Registrar bearing the official information on the names and addresses of the Securityholders and the number of Securities they respectively hold, including all transfers of the Securities and the names of subsequent transferee Securityholders, maintained pursuant to and under the Registry and Paying Agency Agreement.

“**Registrar and the Paying Agent**” shall refer to the registrar and paying agent that may be engaged by the Company for the offer of a particular Tranche of Securities.

“**SEC**” means the Philippine Securities and Exchange Commission or its successor agency/ies.

“**SEC Permit**” shall mean the Permit to Sell issued by the SEC in connection with the Offer.

“**Securities**” shall mean the debt and other securities as provided by applicable SEC rules and regulations effective at the time of issuance up to an aggregate principal amount of ₱50,000,000,000.00, to be issued in one or more Tranches.

“**Securities Agreements**” shall mean, collectively, for each Tranche of the Securities, a trust indenture between the Issuer and the Trustee, the master certificates of indebtedness, and a registry and paying agency agreement between the Issuer, the Registrar and the Paying Agent, and any other document, certificate or writing contemplated thereby.

Definition of Terms

“Securities Program” shall refer to the Securities up to an aggregate amount of ₱50,000,000,000.00 to be issued under the shelf registration statement filed by Ayala Land with and rendered effective by the SEC.

“sqm” refers to square meters.

“SRC” shall mean the Securities Regulation Code of the Philippines (Republic Act No. 8799).

“Tax Code” shall mean the National Internal Revenue Code, as amended, and its implementing rules and regulations.

“Taxes” shall mean any present or future taxes including, but not limited to, documentary stamp tax, levies, imposts, filing and other fees or charges imposed by the Republic of the Philippines or any political subdivision or taxing authority thereof including surcharges, penalties and interests on said taxes, but excluding final withholding tax, gross receipts tax, and taxes on the overall income of the Underwriter or of the Securityholders.

“Tranche” shall mean a tranche of Securities issued under the Securities Program.

“Trustee” shall refer to the trustee that may be engaged by the Company for the offer of a particular Tranche of Securities.

“Underwriters” shall refer to the underwriters that may be engaged by the Company for the offer of a particular Tranche of Securities.

Titles of sections, subsections and clauses in this Prospectus are used for convenience of reference only and do not limit or affect the interpretation of the sections, subsections and clauses hereof. In case of conflict between the provisions of this Prospectus and the Securities Agreements, the provisions of the Securities Agreements shall prevail.

EXECUTIVE SUMMARY

The following summary is qualified in its entirety by the more detailed information and financial statements and notes thereto appearing elsewhere in this Prospectus. Because it is a summary, it does not contain all of the information that a prospective purchaser should consider before investing. Prospective investors should read the entire Prospectus carefully, including the section entitled "Risk Factors and Other Considerations" and the consolidated financial statements and the related notes to those statements included in this Prospectus.

COMPANY OVERVIEW

Ayala Land, Inc. ("Ayala Land", "ALI" or the "Company") was formerly the real estate division of Ayala Corporation and was incorporated on June 30, 1988 to focus on the development of its existing real estate assets. In July 1991, the Company became publicly-listed through an initial public offering ("IPO") of its primary and secondary shares on the Makati and Manila Stock Exchanges (predecessors of the PSE). Ayala Corporation's effective ownership in Ayala Land amounted to 88% as a result of the IPO.

Over the years, several developments further reduced Ayala Corporation's effective interest in Ayala Land through, among others, the exercise of stock options by respective employees of Ayala Corporation and Ayala Land, the disposal of Ayala Land shares by Ayala Corporation and Ayala Land's issuance of new shares in relation to its acquisition of interest in companies owning properties in Canlubang, Laguna in 1993, the conversion of a ₱3.0 billion convertible long term commercial paper to Ayala Land Common B Shares publicly issued in December 1994, exchanges under bonds due in 2001, and equity top-up placements conducted through an overnight bookbuilt offering in July 2012, March 2013 and January 2015.

As of June 30, 2019, Ayala Corporation's effective ownership in Ayala Land is 44.42%. As of June 30, 2019, Ayala Land has 14,734,962,101 outstanding common shares and 13,066,494,759 outstanding voting preferred shares. 14,553,188,172 common shares are listed with the Philippine Stock Exchange. Foreign equity ownership in Ayala Land is 23.54% composed of 5,937,473,049 common shares and 607,204,775 voting preferred shares. Equity attributable to equity holders of Ayala Land amounted to ₱198.22 billion as of June 30, 2019.

As of June 30, 2019, Ayala Land has a total market capitalization of ₱748.5 billion based on the closing price of ₱50.80 per common share on June 28, 2019, the last trading day of the said month.

Ayala Land is the leading and most diversified real estate conglomerate in the Philippines engaged in the planning and development of large scale, integrated estates having a mix of use for the sale of residential lots and buildings, office buildings and commercial and industrial lots, leasing of commercial and office spaces and the development, operation and management of hotels and resorts. The Company also develops commercial and industrial parks and is also engaged in property management, construction and other businesses like retail and healthcare. Ayala Land is exploring potential areas in Central Luzon to develop into an industrial park for light manufacturing activities, a portion of which will be offered to Chinese companies.

To carry on its business in an organized and efficient manner, Ayala Land structured its operations into key strategic business lines such as Property Development, Commercial Leasing, Hotels and Resorts and Services.

Property Development

Property Development includes Strategic Land Bank Management, Visayas-Mindanao Group and the Residential Business Group (including MCT Bhd).

Strategic Land Bank Management handles the acquisition, development and sale of large-scale, mixed-use, master-planned communities, the sale of Ayala Land's share in properties made available to subsidiaries for development and the lease of gas station sites and carparks outside Ayala Center in Makati City. Visayas-Mindanao Group handles the development, sale and lease of the Company's and its subsidiaries' product offerings in key cities in the Visayas and Mindanao regions.

The Residential Business Group handles the sale of high-end residential lots and units (including leisure community developments), office spaces, commercial and industrial lots, middle-income residential lots and units, affordable lot units and house and lot packages, economic housing units and house and lot packages, and socialized housing packages, and the lease of residential units and marketing of residential developments. The products developed and sold are further classified into the following brands: AyalaLand Premier ("ALP") for high-end village lots and condominium units, Alveo Land Corp. ("Alveo") for upscale village lots, condominium and office units, Avida Land Corp. ("Avida") for middle-income village lots, house and lot packages and condominium units, Amaia Land Corp. ("Amaia") for economic house and lot packages, and BellaVita Land Corp. ("BellaVita") for the socialized house and lot packages.

MCT Bhd. ("MCT") is Ayala Land's listed subsidiary in Malaysia which specializes in the affordable housing segment. MCT has a land bank of 515 acres spread across the areas of Subang Jaya, Cyberjaya and Petaling Jaya.

Commercial Leasing

Commercial Leasing includes the development and lease of Shopping Center and Office spaces and Hotels and Resorts operations.

Shopping Centers include the development of shopping centers and lease to third parties of retail space and land, the operation of movie theaters, food courts, entertainment facilities and carparks in these shopping centers and the management and operations of malls which are co-owned with partners.

Office Leasing includes the development and lease of office buildings.

Hotels and Resorts include the development, operation and management of branded and owner-operated hotels, operation and management of eco-resorts.

Services

Services include Construction, Property Management and Air Transport. Construction of Ayala Land and third-party projects and land development is done through Makati Development Corporation ("MDC").

Property Management which involves facilities management of Ayala Land and third-party projects, operation of water and sewage treatment facilities in some Ayala Land projects, distribution of district cooling systems and the bulk purchase and supply of electricity for energy solutions are done through Ayala Property Management Corporation ("APMC").

Airline service to Ayala Land's tourism estates in Lio, Palawan and Sicogon Island resort is provided by "AirSWIFT" through its fleet of four modern turbo-prop aircrafts.

Distribution Methods of Products

The Company's residential products are distributed to a wide range of clients through various sales groups.

Ayala Land has its own in-house sales team for ALP projects. In addition, it has a wholly-owned subsidiary, Ayala Land Sales, Inc. ("ALSI"), which employs commission-based sales people. Ayala Land uses a sales force of about 15,000 brokers and sales agents guided by a strict Code of Ethics. Separate sales groups have also been formed for Alveo, Avida, Amaia and BellaVita. Ayala Land and its subsidiaries also tap external brokers to complement these sales groups.

Marketing to the Overseas Filipino ("OF") market is handled by Ayala Land International Sales, Inc. ("ALISI"). Created in March 2005, ALISI leads the marketing, sales and channel development activities and marketing initiatives of the brands abroad through project websites, permanent sales offices or broker networks, and regular roadshows with strong follow-through marketing support in key cities abroad. ALISI has marketing offices in North America (Milpitas and San Francisco), Hong Kong, Singapore, Dubai and Rome, and London. ALISI likewise assumed operations of AyalaLand Int'l. Marketing in Italy and London, in 2014.

In addition, the Ayala Group also developed "One Ayala," a program which bundles the products and services of Ayala Land, BPI, and Globe Telecom and gives access to potential Ayala Land clients overseas through BPI's 17 overseas offices and 81 tie-ups. An Ayala Land-BPI Dream Deals program was also created to generate additional sales from the local market.

Since 2008, all residential sales support transactions are undertaken by the shared services company Amicassa Process Solutions, Inc. ("APSI") while all transactional accounting processes across the Ayala Land Group are handled by Aprisa Business Solutions, Inc. ("APRISA") since 2010.

End- June 2019 Results of Operations

Ayala Land generated a net income after tax (attributable to equity holders of ALI) of ₱15.2 billion in the first six months of 2019, 12% higher than the ₱13.5 billion posted in the same period the year before. Total consolidated revenues (which include real estate revenue, interest and investment income, equity in net earnings and other income) in the first six months of 2019, reached ₱83.2 billion, 4% higher than the ₱80.4 billion recorded in the previous year.

Real estate revenues grew by 4% to ₱78.6 billion as property development revenues reached ₱55.6 billion, supported by the office for sale segment which grew more than two-fold to ₱9.8 billion. This was complemented by commercial leasing revenues which posted a 16% growth to ₱18.6 billion.

Ayala Land's balance sheet continues to be solidly positioned to support its growth plans.

Cash and Cash Equivalents including short term investments and Financial Assets at Fair Value through Profit or Loss ("FVPL") stood at ₱24.8 billion, resulting in a current ratio of 1.29:1. Total borrowings registered at ₱199.1 billion as of June 30, 2019, translating to a Debt-to-Equity Ratio of 0.86:1 and a Net Debt-to-Equity Ratio of 0.75:1. Return on Equity was at 15.7% as of June 30, 2019.

Capital expenditures reached ₱49.5 billion during the first half of 2019 to support residential and leasing asset buildup. Of the total capital expenditures, 45% was spent on the completion of residential projects, 21% on the completion of commercial leasing projects, 9% for land acquisition, 17% for the real estate development and 8% for other investments.

Recent Developments

2019

On May 6, 2019, ALI listed the initial tranche of its new ₱50 billion SEC-registered shelf program, the ₱8 billion 7-Year Fixed Rate Bonds on the Philippine Dealing & Exchange Corp. ("PDEX") platform. The bonds bear a coupon of 6.3690% per annum and have been rated PRS Aaa, the highest rating assigned by

PhilRatings. Obligations rated PRS Aaa are of the highest quality with minimal credit risk.

The Company's subsidiary, AyalaLand REIT, Inc. ("AREIT"), intends to publicly list as a Real Estate Investment Trust ("REIT") under the current Implementing Rules and Regulations of the Securities and Exchange Commission on REITs and following the minimum public ownership requirement of 67%.

ALI believes that the REIT initiative is a viable investment vehicle to access new investors, recycle and reinvest capital, and promote the development of the Philippine capital markets as a whole.

While ALI intends to initially seed AREIT with prime, Grade-A commercial office assets in Makati, the offer structure, including terms and conditions thereof, are yet to be finalized. Disclosures shall be made in due course, consistent with applicable rules and regulations. AREIT plans to list within the year once all regulatory approvals are in place. AREIT has appointed BPI Capital Corporation as the Issue Manager, Lead Underwriter and Bookrunner for the transaction.

On February 4, 2019, the Executive Committee of ALI approved the purchase of a 20% equity interest owned by Mitsubishi Corporation in Laguna Technopark, Inc. ("LTI"), equivalent to 8,051 common shares, with a total value of ₱800 million. Subsequently, ALI will exchange the 20% equity interest in LTI for additional shares of stock in AyalaLand Logistics Holdings Corp. ("ALLHC"), formerly Prime Orion Philippines, Inc. ("POPI"), equivalent to 323,886,640 common shares, subject to conditions to be fulfilled by ALLHC.

This transaction will strengthen ALLHC's vision to be the leading real estate logistics and industrial estate developer and operator in the Philippines.

On May 24, 2019, the Board of Directors of the Company, at its regular meeting approved the acquisition of Avida Land, Corp., a wholly-owned subsidiary of Ayala Land, Inc., of 264,534,247 shares of ALLHC from Orion Land Inc., in exchange for a parcel of land in South Park District, Muntinlupa City. Subsequently, Avida will sell the 264,534,247 shares to Ayala Land, Inc., increasing its effective ownership in ALLHC to 72.25%.

On June 10, 2019, further to the disclosure last February 4, 2019, ALI sold its 20% equity interest or 8,051 common shares in LTI to ALLHC for a consideration of ₱800 million.

2018

Ayala Land allotted ₱110.8 billion for capital expenditure, an increase from the ₱91.0 billion disbursed in 2017. Actual amount spent for capital expenditure as of December 31, 2018 reached a total of ₱110.1 billion, broken down as follows: ₱44.8 billion on residential, ₱16.4 billion on land acquisition; ₱13.0 billion on estate development, and ₱35.9 billion on malls, offices, hotels and resorts, and other costs.

On November 6, 2018, SEC approved the merger between CHI and CPVDC with CHI as the surviving entity. ALI acquired additional 59,631,200 common shares of CHI totaling to ₱352.8 million. Further, an additional 77,742,516 shares were acquired as a result of swap of CPVDC shares for a total consideration of ₱229.3 million which brings Parent Company's ownership to 70.4%.

On May 11, 2018, ALI entered into a Memorandum of Understanding with Green Square Properties Corporation ("GSPC") and Green Circle Properties and Resources, Inc. ("GCPRI") for the formation of a Joint-Venture Company ("JVC") that will own and develop 27,852 hectares of land, specifically located in Dingalan, Aurora and General Nakar in the Province of Quezon. Under the JVC, ALI will own 51% and GSPC and GCPRI will jointly own 49%. The development of the properties will comprise of a masterplanned mixed-use estate, principally oriented towards tourism, commercial, residential and institutional uses and will incorporate environmental and ecological programs that will focus on forest conservation and the protection of biodiversity.

On April 30, 2018, ALI and ALLHC executed a Deed of Exchange where ALI will subscribe to 1,225,370,620

common shares of ALLHC for an aggregate subscription price of ₱3,030,750,000.00 in exchange for 30,186 common shares of LTI. The subscription and exchange shall be subject to and deemed effective only upon the issuance by the Securities and Exchange Commission of the confirmation of valuation of the shares. The transaction was approved by the SEC on March 6, 2019.

On April 4, 2018, ALI signed a Deed of Absolute Sale with Central Azucarera de Tarlac, Inc. ("CAT") for the acquisition of several parcels of land with an aggregate area of approximately 290 hectares and located in Barangay Central, City of Tarlac, Province of Tarlac.

On March 23, 2018, the Executive Committee of Ayala Land approved the exchange of Ayala Land's 75% equity interest in LTI into additional shares of stock in ALLHC. The value of the transaction is at ₱3.0 billion, where ALLHC will issue 1,225,370,620 common shares to ALI in exchange for 30,186 LTI common shares and bring ALI's direct ownership in ALLHC to 63.90% from 54.91%. The combination of LTI and ALLHC will create a bigger entity that will pursue real estate logistics and industrial development and reposition ALLHC to be a leading real estate logistics and industrial estate developer and operator in the Philippines.

On February 26, 2018, the Board of Directors of Cebu Holdings, Inc. ("CHI") during its meeting, approved the merger of Cebu Property Ventures Development Corp ("CPVDC") with CHI as the surviving entity. The merger will consolidate CHI's portfolio under one listed entity, creating a unified portfolio for its investments and is expected to result in operational synergies, efficient funds management and simplified reporting to government agencies as a result of the merger. The plan of merger shall be submitted for approval of the stockholders of the two companies during their respective annual stockholders' meeting to be held on April 10, 2018. It will then be filed with the SEC and expected to be approved within the next two (2) months.

On February 20, 2018, the PCC approved the setting up of a joint venture between the Company and Royal Asia Land, Inc. to acquire, own, and develop a 936-hectare commercial and residential project in Silang and Carmona, Cavite. Both firms will own 50% equity in the joint venture vehicle. Royal Asia Land, Inc. will receive a consultation fee of 2% of the joint venture firm's gross revenue for its participation in the planning and development of the property. ALI, meanwhile, as the project development and sales and marketing manager of the property will receive a development management fee of 12% and sales and marketing fee of 5% of the gross revenue. The Philippine Competition Commission ("PCC") has deemed that the transaction does not result in a substantial lessening of competition because it will not have a structural effect on the market.

On January 26, 2018, ALI purchased additional 202,774,547 common shares of ALLHC from Genez Investments Corporation for ₱497.7 million which raised ALI's effective ownership interest from 63% to 67% of the total ALLHC's outstanding capital stock.

On January 11, 2018, ALI announced the conclusion of the sale transaction for 100% of outstanding shares in Philippine FamilyMart CVS Inc. further to the Memorandum of Agreement ("MOA") signed on October 30, 2017. The transaction was approved by the PCC last January 3, 2018.

On January 2, 2018, Ayala Land, through its wholly-owned subsidiary Regent Wise Investments Limited, signed a share purchase agreement to acquire an additional 17.24% share in MCT, raising ALI's total shareholding in MCT to 50.19%. As a result of this transaction, an unconditional mandatory take-over offer was dispatched to the shareholders of MCT which commenced in January 26 and ended last February 19, 2018. Ayala Land received acceptances equivalent to 22.12% of MCT's outstanding shares, increasing ALI's shareholdings on MCT to 72.31%. In March 23, 2018, principals of MCT, Bhd converted their Irredeemable Convertible Unsecured Loan Stock ("ICULS") into 122,218,357 MCT shares. This exercise resulted in a 6.07% of ALI's stake in MCT to 66.25%.

2017

On October 30, 2017, SIAL CVS Retailers, Inc., FamilyMart Co., Ltd., and ITOCHU Corporation have entered into a MOA to sell 100% of the outstanding shares of Philippine FamilyMart CVS, Inc. ("PFM") to P-H-O-E-N-I-X Petroleum Philippines, Inc. ("PNX"). SIAL CVS Retailers, Inc., (a 50-50 joint venture

company between ALI Capital Corp. (a 100% subsidiary of Ayala Land, Inc.) and SSI Group, Inc.), owned 60% of PFM, while Japanese companies, FamilyMart Co., Ltd. and ITOCHU Corporation, own 37.6% and 2.4% respectively.

On February 23, 2017, Ayala Land together with BPI Capital Corporation and Kickstart Ventures, Inc. signed an investment agreement to acquire ownership stakes in BF Jade E-Service Philippines, Inc., owner and operator of online fashion platform, Zalora Philippines. ALI will own 1.91% of Zalora Philippines through this transaction.

2016

Ayala Land launched 43 new projects worth ₱87.8 billion in 2016 composed of twenty-eight (28) residential projects / office for sale, five (5) shopping centers, four (4) offices and six (6) hotel and resorts. The Company also opened new Shopping Centers like Ayala Malls South Park, UP Town Center, Solenad and Ayala Malls Legazpi and addition of Tutuban Center, Manila. These projects expanded the GLA of Shopping Centers to 1.62 million sqm. as of December 31, 2016.

The Company also opened new Offices such as Vertis North 1, Ayala Center Cebu, Bonifacio Stopover Bonifacio Global City ("BGC"), UP Technohub Building P and UP Town Center BPO. These projects expanded the GLA of Offices to 836,000 sqm. as of December 31, 2016.

On June 3, 2016, ALI Capital Corp. (formerly Varejo Corp.), has sold all of its rights, titles and interests in SITE Corp. to Ayala Hotels and Resorts Corp ("AHRC"). As a result of this transaction, SITE Corp. became a subsidiary of AHRC.

On June 1, 2016, Ayalaland Malls Synergies, Inc., a wholly owned subsidiary of ALI, was incorporated. This company will house the Commercial Business Group's allied businesses such as but not limited to the partnership with Mercato, LED and operation of upcoming mall's foodcourt.

In April 2016, ALI purchased 6,000,000 common shares and 24,000,000 preferred redeemable shares of Prow with par value of ₱10.00 per share each for ₱300.0 million. Subsequently, on May 23, 2016, additional 3,000,000 common shares and 12,000,000 preferred redeemable shares with par value of ₱10.00 per share were acquired by ALI for ₱150.0 million. Furthermore, in August 2016, a total of 9,150,931 common shares and 12,876,456 preferred redeemable shares were purchased for a total consideration of ₱220.3 million which brought ALI's ownership to 55.0% of the total outstanding capital stock of Prow. The transactions were entered based on the governing joint venture agreement between ALI and Leonio Land Holdings, Inc. for the development of Alvierra Estate in Porac, Pampanga. The series of subscriptions was accounted for as a linked transaction as the transaction was negotiated as a whole.

In March 2016, ALI bought additional 200,953,364 common shares of CHI. This increased the Company's stake from 56.40% to 66.87% of the total outstanding capital stock of CHI.

On March 1, 2016, SIAL Specialty Retailers, Inc. ("SIAL"), a joint venture company between ALI and the SSI Group, Inc., entered into a Deed of Absolute Sale with Metro Retail Stores Group, Inc. to sell fixed assets including fit-outs, furniture, fixtures and equipment in SIAL's department stores located at Fairview Terraces and UP Town Center.

On March 14, 2016, the Company acquired 55% interest in Prow Holdings, Inc. for a purchase price of ₱150 million. The acquisition was made in line with the Company's partnership with Leonio Land, Inc. to develop a mixed-use community in Porac, Pampanga.

In March 2016, the Company acquired an 18% stake in OCLP Holdings, Inc. ("OHI"), consistent with its thrust of expanding operations into other areas within and outside Metro Manila through partnerships. OHI holds

99.51% equity interest in Ortigas & Company Limited Partnership (“OCLP”), an entity engaged in real estate development and leasing businesses.

On February 24, 2016, ALI and ALLHC executed a Deed of Subscription and a Supplement to the Deed of Subscription whereby ALI subscribed to 2.5 billion common shares of stock of ALLHC, which will represent 51% of the total outstanding shares of ALLHC. The consideration for the ALI subscription is ₱2.25 per share or a total subscription price of ₱5.6 billion of which 25% or ₱1.4 billion was paid and the balance of 75% to be paid upon fulfillment of certain terms and conditions.

As at September 30, 2016, the ALLHC Group has been consolidated in the financial statements of the ALI as ALI became a stockholder of ALLHC upon the approval by the SEC of the application of ALLHC for the increase of its authorized capital stock and the issuance of the Certificate of Increase in Capital Stock on July 4, 2016. The right of the ALI to vote, to receive dividends and exercise all other rights of the stockholder all originate from it owning shares in ALLHC as at July 4, 2016. ALI consolidated ALLHC in its September 30, 2016 Financial Statements using ALLHC’s book value balances.

On January 12, 2016, ALI entered into a partnership with Manila Water Philippine Ventures, Inc, a wholly owned subsidiary of MWC for the waterworks of ALI’s projects nationwide. The MOA was signed by ALI and its subsidiaries and affiliates CHI and CPVDC.

On January 21, 2016, ALI and LTG entered into an agreement to jointly develop a 35-hectare township project along the C5 corridor. The project is envisioned to be a township development that spans portions of Pasig City and Quezon City.

Future Plans and Prospects

Ayala Land believes that the Philippines continues to be fundamentally strong, having remained resilient amid the challenges in the global economy. While the Company expects most of its business units to continue growing at a healthy pace through 2019, it remains watchful of relevant macroeconomic indicators and geopolitical risks that may potentially impact the business environment. Further, the Company will continue to strengthen its commercial leasing businesses as it executes on its strategy to achieve a more balanced portfolio and meet its 20-20-40 plans. To achieve this, Ayala Land remains committed to triple its gross leasable area for retail centers and office and triple its hotels and resorts rooms. Moreover, it will launch more horizontal residential projects to maintain margins and profitability.

Ayala Land’s Principal Strengths

Ayala Land’s principal strengths are its proven track-record, strong brand reputation and its ability to develop quality real estate products that cater to the different segments in the market.

Proven Track Record

With over eight (8) decades of experience, together with Ayala Corporation, Ayala Land is the largest and most experienced real estate developer in the Philippines. Ayala Land’s proven track record includes the development of Makati Central Business District, Ayala Alabang, Cebu Business Park, Bonifacio Global City and Nuvali.

Strong Brand Reputation

The Ayala Land name is synonymous with quality and prestige and is the most widely trusted brand in Philippine real estate. Ayala Land maintains leadership in most of its product lines – residential subdivisions and high-rise, shopping centers, office buildings – and across a broad spectrum of price-points and geographies.

Because of its strong brand reputation, Ayala Land is also the partner of choice for strategic partners and land owners who want to make significant new investments in the country and help prime the Company's strategic growth centers. Added to this, many of the best names in local and international retailing prefer to be located in its shopping centers while top multinationals either set up base in its headquarter-type offices or locate in its BPO facilities.

Anchored on shared values and a long-term orientation, Ayala Land builds strong relationships with its business partners, land owners, tenants, employees, customers, the local government, non-government organizations ("NGO") and communities. This allows the Company to enhance its position as the leading property developer in the Philippines.

Substantial and Strategically Located Land Bank

With 11,624 hectares of land bank across strategic locations in the Philippines, Ayala Land is well positioned to take advantage of the growth prospects in the real estate sector in the Philippines. It is currently present across 57 identified growth centers in the country.

Well-Managed, Highly Capable and Professional Organization

Combining leading-edge product innovation with prudent and effective risk management practices, the Company has the ability to manage across a complex portfolio of projects and developments and is able to thrive and prosper through the cyclical nature of the industry. The Company employs a proven and highly-credible management, architectural and engineering talent pool across all levels of the organization, most with experience across multiple business lines. Ayala Land also consistently ranks among the top Philippine companies in terms of corporate governance standards and best practices.

Ayala Land also draws on the competitive advantage provided by its wholly-owned subsidiaries, MDC and APMC, which are the country's largest and most experienced construction and property management companies, respectively.

Sustainable Practices

Over the years, Ayala Land has been intensifying the integration of sustainability principles in every step of its business processes. ALI's entire business process, from acquisition, assessment, planning, design, construction, delivery and property management focus on long-term benefits and shared value for stakeholders while foreseeing and managing risks and protecting all investments. Ayala Land has sustainability and risk management policies in place to protect projects from flooding and other geohazards. Technical due diligence is an integral part of site assessment, while flood and erosion control measures are built into masterplans, through site designs that include retention and detention basins, biodiversity (native vegetation) conservation where applicable. Projects are also designed to serve the needs of the commuting and walking public. Ayala Land also has set greenhouse gas emission intensity reduction targets and monitors energy, water and waste metrics in the properties it continues to manage.

Solid Balance Sheet and Strong Shareholder Base

The Company has a strong balance sheet, supportive strategic shareholders, a variety of available funding sources that strengthens its capability to undertake both pocket-sized and large-scale projects or investments that balance the need for sustained earnings growth and long-term net asset value accretion.

Growth Drivers of the Philippine Economy

The Philippine real estate industry offers rich opportunities across all its sub-sectors. Its bright prospects are anchored on stable fundamentals: a robust economy, rising foreign inflows, particularly

from OFWs, increased affordability and the availability of attractive financing from banks, resilient consumption spending in retail, and encouraging long-term prospects for office space in the BPO sector.

For the three-year period ended December 31, 2018, Ayala Land has delivered a 3-year average Total Shareholder Return of 22.3%, slightly lower than the 3-year average Total Shareholder Return of the Property Index of 29.4%. Total Shareholder Return is based on share price appreciation plus dividends paid for the relevant period.

Ayala Land's Business Strategy

Ayala Land will continue to develop large-scale, mixed-use integrated communities while diversifying its revenue base across its wide portfolio of businesses. To achieve this, Ayala Land will embark on an aggressive strategy anchored on five (5) main pillars that will lay the ground work for the Company's long-term sustainable growth:

- *Growth.* The Company will actively strengthen and slowly establish its presence in several identified growth centers across the country to effectively expand its footprint into new geographies. It will also introduce new formats within its existing business models to diversify its portfolio of highly differentiated product offerings and tap into previously unserved markets and consumer segments to broaden its reach.
- *Margin Improvement.* Ayala Land will continue to implement various spend management and cost control measures and pursue operational efficiencies further across the organization, without sacrificing quality and with strict adherence to the principles of sustainability, to bring overall costs down and drive profitability.
- *Capital Efficiency.* The Company will also make more efficient use of resources and capital to improve asset turnover and returns on capital. To this end, Ayala Land will pursue an asset-light approach to development and optimize land use by maximizing synergies within the organization, moving with scale to maximize utilization and value-capture.
- *Organizational Development.* Ayala Land will continue to strengthen its risk management program to effectively contain strategic, operational, financial and supply-chain risks associated with the much increased business activity levels, enhance its internal talent pool and support systems and ensure that these are supportive of the Company's growth objectives.
- *Brand-Building.* The Company will continue to leverage on product differentiation and its distinct value proposition. Moreover, it shall ensure the safety, security, and timely delivery of all projects accompanied by efficient and effective customer service.

Ayala Land's Principal Shareholder

As of June 30, 2019, Ayala Corporation's effective ownership in Ayala Land is 44.42% with the remaining interest owned by the public. Ayala Corporation is one of the Philippines' oldest conglomerates, with businesses in real estate, telecommunications, financial services, telecommunications, water, power, industrial technologies, infrastructure, healthcare and education.

Ayala Land's Principal Executive Offices

Ayala Land's executive offices are located at the 31st Floor, Tower One and Exchange Plaza, Ayala Triangle, Ayala Avenue, Makati City 1226. The telephone number at this address is (632) 908-3100 and

the fax number is (632) 750-7946.

Risk Factors

Prospective investors should consider carefully all of the information set forth in this Prospectus and, in particular, prospective purchasers should evaluate the specific factors set forth under the section “*Risk Factors and Other Considerations*” of this Prospectus for risks involved in the purchase of the Securities. These factors may be summarized into those that pertain to the business and operations of Ayala Land, in particular, and those that pertain to the overall political, economic, and business environment in the Philippines, in general.

As a real estate developer, Ayala Land competes with other developers and developments to attract purchasers of land and condominiums, retail and office tenants, and clientele for the retail outlets, restaurants and hotels in its commercial centers in terms of reputation, reliability, price, and the quality and location of the community in which the relevant project is located. Ayala Land’s successful financial and operating performance as a real estate company will impact on its ability to refinance or repay its debt, including the Securities. Moreover, the offering of the Securities should be evaluated in terms of its impact on the consolidated indebtedness of Ayala Land and the operating risks inherent in a further increase in its debt.

Ayala Land is further subject to certain debt covenants for the Securities issuance and its other existing debt. Ayala Land’s failure to comply with these covenants could cause a default, which if not waived, could result in the debt becoming immediately due and payable. If any amount outstanding were to be accelerated, it could potentially trigger a cross-default under substantially all of Ayala Land’s debt, in which case Ayala Land may not be able to perform its payment obligations under the Securities. In such case, the Securities, being unsecured debt, will be effectively subordinated in right of payment to all secured debt of Ayala Land to the extent of the value of the assets securing such debt and all debt that is evidenced by a public instrument under Article 2244(14) of the Civil Code of the Philippines without a waiver of preference or priority.

External factors affecting Ayala Land’s businesses include the impact of current and future Philippine laws and regulations on certain aspects of real estate development, such as environment, health and safety, the effect of natural catastrophes, and political or economic instability in the country, including foreign exchange rate fluctuations which could impact on the acquisition cost of certain dollar-denominated construction materials and equipment necessary for Ayala Land’s business.

SUMMARY OF FINANCIAL INFORMATION

The following table sets forth financial and operating information on Ayala Land. Prospective purchasers of the Securities should read the summary financial data below together with the audited consolidated financial statements and the unaudited interim condensed consolidated financial statements, including the notes thereto, presented as an Annexes and the “*Management’s Discussion and Analysis of Financial Condition and Results of Operations*” section of this Prospectus. The summary financial data in the following tables were derived from Ayala Land’s unaudited consolidated financial statements as at June 30, 2019, audited consolidated financial statements as at December 31, 2018, 2017 and for each of the years in the period ended December 31, 2018, including the notes thereto, which are included in this Prospectus and from Ayala Land’s 2018 annual report. Ayala Land’s consolidated financial statements as at December 31, 2018 and 2017 and for each of the years in the period ended December 31, 2018 were prepared in compliance with PFRS and audited by SGV & Co. in accordance with Philippine Standards on Auditing (“PSA”).

(in million Pesos, except	Six months ended June 30		For the years ended December 31		
	2019 ¹	2018 ²	2018	2017	2016

Executive Summary

Earnings Per Share (EPS))	Unaudited	Unaudited	Audited	Audited	Audited
Income Statement Data					
Revenue					
Real estate	₱78,597	₱75,841	₱155,955	₱133,098	₱117,700
Interest Income from Real Estate Sales and Interest and Investment Income	3,760	3,077	8,000	6,085	5,714
Equity in net earnings (losses) of associates and joint ventures	566	410	750	866	554
	₱82,923	₱79,328	₱164,705	₱140,048	₱123,969
Other income	294	1,062	1,541	2,249	660
	83,217	80,390	166,246	142,297	124,629
Costs and expenses					
Real estate	48,909	49,175	101,079	87,921	76,566
General and administrative expenses	4,429	4,283	9,101	7,275	7,031
Interest and other financing charges	5,503	4,620	9,594	7,914	7,314
Other expenses	546	685	1,270	1,196	1,053
	59,387	58,763	121,045	104,306	91,965
Income before income tax	23,830	21,627	45,201	37,991	32,663
Provision for income tax					
Current	6,608	6,265	13,391	11,960	10,070
Deferred	(293)	(461)	(1,406)	(2,135)	(1,838)
	6,315	5,804	11,984	9,825	8,232
Net Income	₱17,515	₱15,823	₱33,217	₱28,166	₱24,432
Net Income attributable to:					
Equity holders of Ayala, Land Inc.	15,157	13,538	29,241	25,305	20,908
Non-controlling interests	2,358	2,285	3,976	2,861	3,524
Unappropriated retained earnings					
Balance, beginning of year	124,090	101,976	101,977	83,799	71,952
Effect of adoption of new accounting standards	(48)	(359)	359	-	-
Balances as restated	124,042	102,335	102,335	83,799	71,952
Cash dividends					
Common share	(3,828)	(3,711)	(7,424)	(7,065)	(6,999)
Preferred share	(62)	(62)	(62)	(62)	(62)
Net Income attributable to equity holders of Ayala Land, Inc.	15,157	13,538	29,241	25,305	20,908
Appropriation during the year	-	-	-	-	(2000)
Balance at end of year	135,308	112,101	124,090	101,977	83,799
Basic Earnings per share	₱1.02	₱0.92	₱1.98	₱1.71	₱1.43
Diluted Earnings per share	₱1.02	₱0.92	₱1.98	₱1.71	₱1.43

¹ Ayala Land adopted PFRS 16, Leases using modified retrospective approach of adoption with the initial date of application of January 1, 2019. Amounts presented in the unaudited interim condensed consolidated statement of financial position and unaudited interim condensed consolidated statement of income as at June 30, 2018 and for the six months ended June 30, 2018 are based on PAS 17, Leases and related Interpretations (superseded by PFRS 16). The comparative financial information for accounts affected by the adoption of PFRS 16 may not be comparable to the information presented for the six months period ended June 30, 2019. Please refer to Note 2 of Ayala Land's unaudited interim condensed consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of PFRS 16.

² Ayala Land adopted PFRS 9, Financial Instruments and PFRS 15, Revenue from Contracts with Customers using modified retrospective approach of adoption with the initial date of application of January 1, 2018. Amounts presented in the consolidated statements of financial position and consolidated statements of income as at and for the years ended December 31, 2017 and 2016 are based on PAS 39, Financial Instruments: Recognition and Measurement (superseded by PFRS 9) and PAS 18, Revenue, PAS 11, Construction Contracts and related Interpretations (superseded by PFRS 15). The comparative financial information for accounts affected by the adoption of PFRS 9 and PFRS 15 may not be comparable to the information presented for 2018. Please refer to Note 2 of Ayala Land's audited consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of PFRS 9 and PFRS 15.

(In million Pesos)	As at June 30	As at December 31		
	2019 ¹ Unaudited	2018 ² Audited	2017 Audited	2016 Audited
Selected Balance Sheet Data				
Cash and cash equivalents and other assets ^{3,4}	₱24,815	₱27,557	₱25,821	₱22,641
Land and improvements	0	0	0	101,457
Investment properties	244,193	225,006	200,240	107,931
Total assets	695,558	668,820	573,992	536,433
Current portion of long term debt	13,536	23,265	6,573	5,187
Long term debt - net of current portion	161,886	149,447	150,169	130,370
Total liabilities	463,469	448,599	381,729	363,750
Equity attributable to equity holders of				
Ayala Land, Inc.	198,217	187,300	166,755	147,705
Non-controlling interests	33,872	32,921	25,509	24,978
Total equity	₱232,089	₱220,221	₱192,264	₱172,683

¹ Ayala Land adopted PFRS 16, Leases using modified retrospective approach of adoption with the initial date of application of January 1, 2019. Amounts presented in the unaudited interim condensed consolidated statement of financial position and unaudited interim condensed consolidated statement of income as at June 30, 2018 and for the six months ended June 30, 2018 are based on PAS 17, Leases and related Interpretations (superseded by PFRS 16). The comparative financial information for accounts affected by the adoption of PFRS 16 may not be comparable to the information presented for the six months period ended June 30, 2019. Please refer to Note 2 of Ayala Land's unaudited interim condensed consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of PFRS 16.

² Ayala Land adopted PFRS 9, Financial Instruments and PFRS 15, Revenue from Contracts with Customers using modified retrospective approach of adoption with the initial date of application of January 1, 2018. Amounts presented in the consolidated statements of financial position and consolidated statements of income as at and for the years ended December 31, 2017 and 2016 are based on PAS 39, Financial Instruments: Recognition and Measurement (superseded by PFRS 9) and PAS 18, Revenue, PAS 11, Construction Contracts and related Interpretations (superseded by PFRS 15). The comparative financial information for accounts affected by the adoption of PFRS 9 and PFRS 15 may not be comparable to the information presented for 2018. Please refer to Note 2 of Ayala Land's audited consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of PFRS 9 and PFRS 15.

³Includes Cash and Cash Equivalents, Short-term Investments, financial assets at FVPL for 2019 and 2018

⁴Includes Cash and Cash Equivalents, Short-term Investments, Investments in UITF classified as FVPL for 2017 and 2016.

The table below sets forth the comparative performance indicators of the Company and its subsidiaries:

Executive Summary

	June 30, 2019	December 31, 2018	December 31, 2017	December 31, 2016
Current ratio ¹	1.29:1	1.26:1	1.30:1	1.12:1
Debt-to-equity ratio ²	0.86:1	0.85:1	0.90:1	0.93:1
Net debt-to-equity ratio ³	0.75:1	0.72:1	0.77:1	0.79:1
Return on assets ⁴	4.44%	5.35%	5.07%	4.99%
Return on equity ⁵	15.72%	16.52%	16.09%	14.86%
Asset to Equity ⁶	3.00:1	3.04:1	2.99:1	3.11:1
Interest Rate Coverage ⁷	5.9	6.1	6.0	5.9

¹ Current assets / current liabilities

² Total debt/ consolidated stockholders' equity, net of unrealized gain (Total debt includes short-term debt, long-term debt and current portion of long-term debt)

³ Net debt/ consolidated stockholders' equity, net of unrealized gain (Net debt is total debt less cash and cash equivalents, short term investments and financial assets through FVPL)

⁴ Annualized Total Net income / average total assets

⁵ Annualized Net income attributable to equity holders of ALI / average total stockholders' equity attributable to equity holders of ALI

⁶ Total assets / total stockholders' equity

⁷ EBITDA / interest expense. EBITDA is computed as Income before income tax + Interest and other financing charges and Other expenses - Interest and investment income + Depreciation and amortization

OVERVIEW OF THE SECURITIES PROGRAM

The following overview does not purport to be complete and is taken from, and is qualified in its entirety by, the remainder of this Prospectus and, in relation to the terms and conditions of any particular tranche of the Securities Program, the applicable terms and conditions.

Ayala Land is offering a Securities Program comprised of debt and other securities as provided by applicable SEC rules and regulations effective at the time of issuance (the "Securities") in the aggregate principal amount of Fifty Billion Pesos (₱50,000,000,000.00) to be issued in one or more tranches (each a "Tranche") (the "Securities Program" or the "Program"). The following sections outline the description of the Program followed by specific indicative terms and conditions applicable to a particular Tranche.

The Program

Issuer:	Ayala Land, Inc.
Facility:	Fifty Billion Pesos (₱50,000,000,000.00) Securities Program
Purpose:	Proceeds from the Program will be used for capital expenditure and general corporate requirements.
Availability:	The Program will be continuously available until the expiration of the shelf registration and the permit to offer securities for sale to be issued by the SEC for the Program.
Maturity:	Fixed-rate bonds: to be determined per issuance Other Securities: as provided by applicable SEC rules and regulations
Method of Issue:	Each of the Securities will be issued on a continuous basis in tranches (each a "Tranche") on different issue dates. The specific terms of each Tranche (which, save in respect of the issue date, issue price, interest commencement date, and principal amount of the Tranche, will be identical to the terms of other Tranches of the same Securities) will be set forth in the corresponding offer supplement.
Form of Securities:	Each Tranche of the Securities will be represented by a Master Certificate of Indebtedness to be issued and registered in the name of the Trustee for the Security Holders and by applicable document pursuant to the rules or other relevant regulations as promulgated by the SEC. Legal title to the Securities shall be shown on and recorded in the Register of Security Holders maintained by the Registrar.
Denomination of the tranche Securities to be issued:	Securities: minimum of ₱50,000.00 face value and in increments of ₱10,000.00.
Redemption for Taxation Reasons:	If payments under the Securities become subject to additional or increased taxes other than the taxes and rates of such taxes prevailing on the relevant Issue Date as a result of certain changes in law, rule or regulation, or in the interpretation thereof, and such additional or increased rate of such tax cannot be avoided by use of reasonable measures available to the Issuer, the Issuer may redeem the Securities in whole, but not in part, (having given not more than sixty (60) nor less than fifteen (15) days' prior written notice to the Trustee) at par or 100% face value plus accrued interest.
Final Redemption:	Except when a call option on the Securities is exercised, the Securities will

be redeemed at par or 100% face value on the relevant maturity date.

Status of the Securities: The Securities constitute direct, unconditional and unsecured Peso-denominated obligations of the Issuer and will rank *pari passu* and ratably without any preference or priority among themselves and at least *pari passu* with all other present and future unsecured obligations of the Issuer, other than obligations mandatorily preferred by law.

Negative Pledge: The Securities shall have the benefit of a negative pledge on all existing and future assets of the Issuer, subject to certain permitted liens.

Taxation: Except: (1) tax on a Security Holder's interest income on the Securities which is required to be withheld by the Issuer, and (2) capital gains tax/income tax, documentary stamp tax and other taxes on the transfer of Securities (whether by assignment or donation), if any and as applicable, which are for the account of the Security Holder, all payments of principal and interest will be made free and clear of any deductions or withholding for or on account of any present or future taxes or duties imposed by or on behalf of the Republic of the Philippines or any political subdivision, agency or instrumentality thereof, including, but not limited to, issue, registration, or any similar tax or other taxes and duties, including interest and penalties. If such taxes or duties are imposed, the same shall be for the account of the Issuer; provided, however, that the Issuer shall not be liable for, and will not gross-up the payments of interest on the principal amount of the Securities so as to cover any final withholding tax applicable on interest earned on the Securities prescribed under the National Internal Revenue Code of 1997, as amended, and its implementing rules and regulations.

Documentary stamp tax on the original issue of the Securities shall be for the Issuer's account.

A Security Holder who is exempt from or is not subject to final withholding tax on interest income may claim such exemption by submitting to the relevant Joint Lead Underwriter, together with its Application to Purchase: (i) pertinent documents evidencing its tax-exempt status, as certified by the Corporate Secretary of the Applicant as being a true copy of the original on file with the Applicant, which notarized certification indicates that: (i.a) the exemption certificate is a true copy of the original; (i.b) the original is in the possession of the Corporate Secretary as the duly authorized custodian of the same; and (i.c) the Corporate Secretary has personal knowledge based on his official functions of any amendment, revocation, expiration, change or any circumstance affecting said certification's validity; (ii) a letter addressed to the Issuer and the Registrar, requesting both the Issuer and the Registrar not to make any withholding on said Security Holder's interest income; and (iii) an indemnity undertaking wherein the Security Holder shall undertake to indemnify the Issuer for any tax or charge that may later on be assessed against the Issuer on account of the non-withholding of tax on the Securities held by such Security Holder.

The tax treatment of a Security Holder may vary depending upon such person's particular situation and certain Security Holders may be subject to special rules not discussed above. This summary does not purport to address all the aspects that may be important and/or relevant to a Security Holder. Security Holders are advised to consult their own tax advisers on the ownership and disposition of the Securities, including the applicability and effect of any state, local or foreign tax laws.

Governing Law: Philippine Law

Specific terms related to any tranche of the fixed-rate bonds

Issue Price: The fixed-rate bonds will be issued at 100% of face value.

Fixed-rate bond Interest: Interest on fixed-rate bonds shall be calculated on a European 30/360-day count basis and shall be paid quarterly in arrear.

Optional Redemption: The applicable final terms will indicate either that the relevant fixed-rate bonds cannot be redeemed prior to their stated maturity (other than for taxation reasons or following an Event of Default) or that such fixed-rate bonds will be redeemable at the option of the Issuer and/or the fixed-rate bondholders upon giving notice to the bondholders or the Issuer, as the case may be, on a date or dates specified prior to such stated maturity and at a price or prices and on such other terms as may be agreed between the Issuer and the Underwriters.

Purchase and Cancellation: The Issuer may at any time purchase any of the fixed-rate bonds in the open market or by tender or by contract at market price without any obligation to purchase (and the bondholders shall not be obliged to sell) fixed-rate bonds pro-rata from all bondholders. Any fixed-rate bonds so purchased shall be redeemed and cancelled and may not be re-issued. Upon listing of the fixed-rate bonds on PDEX, the Issuer shall disclose any such transactions in accordance with the applicable PDEX disclosure rules.

Issue Rating: The fixed-rate bonds will be rated by PhilRatings.

Registrar and Paying Agent: Philippine Depository & Trust Corp.

Trustee: Such trustee that may be engaged by the Company for the offer of a particular Tranche of fixed-rate bonds.

Listing: Philippine Dealing & Exchange Corp. (PDEX)

SUMMARY OF THE OFFER

A discussion containing the "Summary of the Offer" shall be set out in the relevant Offer Supplement. However, any such summary should be read as an introduction to, and is qualified in its entirety by reference to, the more detailed information appearing elsewhere in this Prospectus and such Offer Supplement, including, but not limited to, the discussion on the "Description of the Securities" and "Plan of Distribution", and agreements executed in connection with a particular offer of Securities as a whole. Such overview may not contain all of the information that prospective investors should consider before deciding to invest in the Securities. Accordingly, any decision by a prospective investor to invest in the Securities should be based on a consideration of this Prospectus, such Offer Supplement and agreements executed in connection with a particular offer of Securities as a whole.

RISK FACTORS AND OTHER CONSIDERATIONS

GENERAL RISK WARNING

- The price of securities can and does fluctuate, and any individual security may experience upward or downward movements, and may even become valueless. There is an inherent risk that losses may be incurred rather than profit made as a result of buying and selling securities.
- Past performance is not a guide to future performance.
- An investor deals in a range of investments each of which may carry a different level of risk.

PRUDENCE REQUIRED

The risk disclosure does not purport to disclose all the risks and other significant aspects of investing in these securities. An investor should undertake its, his, her or their own research and study on the trading of securities before commencing any trading activity. Investors may request information on the securities and Issuer thereof from the SEC which are available to the public.

PROFESSIONAL ADVICE

An investor should seek professional advice if he or she is uncertain of, or has not understood, any aspect of the securities to invest in or the nature of risks involved in trading of securities, especially those classified as high risk securities.

RISK FACTORS

An investment in the Securities described in this Prospectus involves a certain degree of risk. A prospective purchaser of the Securities should carefully consider the following factors, in addition to the other information contained in this Prospectus, in deciding whether to invest in the Securities. This Prospectus contains forward-looking statements that involve risks and uncertainties. Ayala Land adopts what it considers conservative financial and operational controls and policies to manage its business risks. Ayala Land's actual results may differ significantly from the results discussed in the forward-looking statements. See section "Forward-Looking Statements" of this Prospectus. Factors that might cause such differences, thereby making the offering speculative or risky, may be summarized into those that pertain to the business and operations of Ayala Land, in particular, and those that pertain to the overall political, economic, and business environment, in general. These risk factors and the manner by which these risks shall be managed are presented below.

Investors should carefully consider all the information contained in this Prospectus including the risk factors described below, before deciding to invest in the Securities. The Company's business, financial condition and results of operations could be materially adversely affected by any of these risk factors.

RISKS ASSOCIATED WITH THE COMPANY

Ayala Land faces a highly competitive business environment

Ayala Land is subject to significant competition in each of its principal businesses. Competitive pressure is expected to remain as large property developers focus on the value-conscious middle market. Sustained demand growth is not likely to occur without real improvement in employment and real incomes. However, Ayala Land believes that, at present, there is no single property company that has a significant presence in all sectors of the property market.

Ayala Land competes with other developers and developments to attract purchasers of land and residential units, office and retail tenants as well as other construction and property management firms, and hotel operators.

To manage this risk, the Company continues its active land acquisition and development activities in key growth centers and its aggressive build-up of recurring income within tried and tested estates through its integrated mixed-use model versus pocket developments. Particular to the leasing business, one of the major drivers of competition is the Company's ability to attract and retain merchants and tenants – which is generally dependent on the location of the leasing properties, price offerings to the tenants and merchants, as well as the quality of service provided by the Company's property management team. And for this, the Company continues to do the following: (1) Active land acquisition in key geographies and partnering with other developers; (2) Continue current mixed-use model versus pocket developments; (3) gathering market intelligence and translating information into competitive proposals; and (4) Hard push for timely opening of new properties / developments, among other control activities and procedures.

Land, Residential

With respect to land, condominium and office sales, Ayala Land competes for purchasers primarily on the basis of reputation, reliability, price and the quality and location of the community in which the relevant site is located. With respect to its horizontal residential housing developments, Ayala Land competes for buyers based on quality of projects and reasonable pricing of units.

(a) High-end residential

Ayala Land continues to be the leader in the high-end residential market. It competes with a price premium over other high-end developers but justifies it with superior locations, workmanship quality, and overall reputation in the real estate industry. Through these, it has been able to keep well ahead of other high-end players.

Real estate has always been a major investment vehicle for the affluent. However, in a volatile environment, such as the recent financial crisis and the subsequent global economic downturn, the high-end market tends to “wait and see,” or they simply choose to place their money in other investment instruments. In the first half of 2019, Ayala Land Premier's revenues decreased by 25% to ₱11.5 billion from ₱15.4 billion in the same period in 2018 due to the full sell out of The Courtyards Phase 3 at Vermosa, Cavite, The Suites at BGC, Taguig, and Arbor Lanes Tower 2 at Arca South, Taguig. Ayala Land Premier's revenues rose by 6% to ₱28.00 billion in 2018 from ₱26.50 billion the previous year, due to bookings for The Courtyards in Vermosa, Cavite and The Alcoves in Cebu Business Park and higher completion of The Suites at the Bonifacio Global City, Taguig, Metro Manila.

Ayala Land has mitigated the market risks it faces through carefully planned project launches, clear product differentiation, product innovation, and increased market expansion through overseas sales and new segments.

(b) Upscale, residential

In the upscale market segment, Alveo registered revenues of ₱9.7 billion during the first six months of 2019, a decline of 29% from ₱13.7 billion the year prior, attributed to the full sell out of Ardia at Vermosa, Cavite, Montala at Alviera, Pampanga, and Veranda Phase 1 and 2 at Arca South, Taguig. In 2018, Alveo posted slightly higher revenues at ₱26.29 billion from the previous year's ₱26.17 billion. The increase is attributed to bookings for Orea Place Tower 1 at Vertis North, Quezon City, Metro Manila and Travertine Tower at Portico, Pasig City, Metro Manila, and higher completion at The Residences at Evo City in Kawit, Cavite.

(c) Middle-income residential

Avida generated ₱13.4 billion in revenues during the first half of 2019, 27% higher than ₱10.6 billion last year due to new bookings from Avida Towers Intima in Manila and higher bookings and project completion of Avida Northdale Settings at Alvierra, Pampanga. In 2018, District, Muntinlupa City, Metro Manila, Asten Tower 3 at Makati City, and higher completion of Sola Tower 1 at Vertis North fueled Avida's 16% revenue growth to ₱24.22 billion from 2017's ₱20.84 billion.

(d) Socialized and Economic Housing

Ayala Land entered the socialized housing segment in 2012 with the launch of Amaia Scapes in Laguna under the Company's subsidiary, Amaia Land Corp., carrying the brand Amaia. This segment is expected to provide a steady end-user demand in the long-term as one-third of the estimated twenty (20) million Filipino households and majority of the almost four (4) million national housing backlog belong to this segment. During the first six months of 2019, Amaia posted revenues of ₱3.7 billion, a 19% increase from ₱3.10 billion during the same period in 2018, as a result of higher bookings and project completion of Steps Nuvali Parkway and Steps Capitol Central in Bacolod. Amaia posted a 20% improvement in revenues in 2018, to ₱7.36 billion from ₱5.74 billion, as a result of bookings and higher completion for Amaia Skies Shaw Tower 1 in Mandaluyong City, Metro Manila; Amaia Skies Cubao Tower 2 in Quezon City; Amaia Scapes General Trias in Cavite; and Amaia Steps Nuvali, Laguna.

In terms of economic housing, Ayala Land formally launched its first socialized housing project in 2012 under the BellaVita brand in Cavite from subsidiary, BellaVita Land Corp. BellaVita garnered revenues of ₱511 million during the first six months of 2019, a 1% decrease from ₱516 million last year owing to the lower revenue contribution from the Avesta project and lower bookings from its project in Cagayan de Oro. Bookings for BellaVita's projects in Pililia, Rizal; Cabanatuan East, Nueva Ecija; and Iloilo almost doubled its revenues to ₱1.15 billion in 2018 from ₱652 million previous year.

Overall, during the first six months of 2019, the average gross profit margin of horizontal residential projects registered at 43%, lower than 46% during the previous period, due to the sell out of high-margin projects by ALP and Alveo. Meanwhile, vertical projects improved to 38% from 36% due to higher margins from ALVEO's Orea Place Tower 1 at Vertis North, Travertine at Portico in Ortigas, Avida's The Montane in BGC, Sola Towers 1 and 2 in Vertis North, and Amaia Skies Cubao Tower 2.

MCT Bhd recognized revenues of ₱2.6 billion during the first six months of 2019, 37% lower than the first half of 2018 due to the full sell out of its projects in CyberSouth in Klang Valley, Malaysia. In 2018, MCT recognized revenues of ₱4.15 billion from sales and completion progress of its projects in Cybersouth, an integrated development in Southern Klang Valley, and Lakefront, a residential project in Cyberjaya.

Positive factors spurring interest because of their long-term effects in the real estate industry are the:

- Infrastructure, highway and railway projects within Metro Manila and nearby provinces;
- Increasing purchases by the overseas-based Filipino market due to marketing and promotions by various developers;
- Availability of financing from the Home Development Mutual Fund (Pag-IBIG); and
- Relatively low mortgage rates and longer maturities.

Office for Sale

With respect to its office rental properties, Ayala Land competes for tenants primarily based upon the quality and location of the relevant building, the reputation of the building owner and operator, the quality of support services provided by the property manager, and rental and other charges. Under the current environment, lease rates and occupancy levels are under pressure in the Makati CBD where Ayala Land office buildings are located.

Revenues from the sale of office spaces supported residential revenues as it grew more than two-fold, amounting to ₱9.8 billion during the first half of 2019 from the completion progress and new bookings from Alveo Financial Tower, High Street South, and Park Triangle Corporate Plazas. The average gross profit margin of offices for sale improved to 44% from 35% due to higher selling prices of ALVEO Financial Tower in Makati CBD and Highstreet South and Park Triangle Corporate Plazas in BGC.

Commercial and Industrial Lots

Revenues from the sale of commercial and industrial lots grew 11%, contributing ₱4.3 billion during the first half of 2019 from lots sales in Vermosa, Evo City and Alviera. Gross profit margins from Commercial and Industrial lots also increased significantly to 52% from 42% due to higher margins of commercial lots sold in in the said estates during the period.

Sales reservations remained steady at ₱72.3 billion mainly driven by local and overseas Filipino demand.

In 2018, Ayala Land launched ₱39.4-billion worth of residential and office-for-sale projects.

Commercial Leasing

This segment covers the operation of shopping centers, office buildings, and hotels and resorts. Total revenues from commercial leasing jumped 16% to ₱18.6 billion in the first half of 2019.

With respect to its retail properties for lease, Ayala Land competes for tenants primarily based upon the ability of the relevant retail center to attract customers, which generally depends on the quality and location of, and mix of tenants in, the relevant retail center and the reputation of the owner and/or operator of the retail center, as well as rental and other charges. The market for shopping centers has become especially competitive and the number of competing properties is expected to grow. Some competing shopping centers are located within relatively close proximity of each of Ayala Land's commercial centers.

Shopping centers

Revenues grew 12% to ₱10.3 billion in the first half of 2019, supported by same mall revenue growth of 11% given the increased contribution of Ayala Malls Feliz, Circuit Makati and Capitol Central, supplementing the strong operations of Glorietta and Greenbelt in Makati, and Ayala Center Cebu. The EBITDA margin of shopping centers registered at 66%, 2 basis points higher than the previous period as a result of higher rent and occupancy of Ayala Center Cebu, Glorietta and Trinoma.

The average monthly mall lease rate registered at ₱1,063 per square meter while same mall rental growth is at 11%. The average occupancy rate for all malls is 88% while the occupancy rate for stable malls is 94%. Total Shopping Centers GLA stands at 1.91 million square meters as of the 1st half of 2019. This includes 8,000 sqm from the Ayala North Exchange retail area that was opened last March.

Offices

Revenues surged 25%, reaching ₱4.6 billion in the first half of 2019 as newly-opened offices in Ayala North Exchange, Vertis North and Circuit Makati gained further traction. EBITDA margin of 91% was sustained from the previous period.

The average monthly office lease rate registered at ₱763 per square meter. The average occupancy rate of all offices is 93% while the average occupancy rate of stable offices is 96%. Total office leasing GLA is at 1.13 million square meters as of June 2019, adding 18 thousand square meters from Ayala North Exchange BPO which opened last April 2019.

Hotels and Resorts

Although the hotel industry has seen increasing visitor arrivals in the past several years, it is generally subject to the slowdown in business activity due to global financial and local political turmoil and security concerns. Nonetheless, according to the Department of Tourism, 6.60 million foreign tourists visited the Philippines in 2017.

Revenues from hotels and resorts moved up 16% to ₱3.7 billion during the first half of 2019 on strong patronage of Seda Ayala Center Cebu, and Lio. Average revenue-per-available-room (REVPAR) of all hotels was lower by 2% to ₱3,511 per night and decreased by 3% to ₱9,018 for all resorts. Meanwhile REVPAR of stable hotels improved slightly to ₱4,198 per night but was lower by 3% to ₱11,672 for stable resorts. Overall EBITDA margin increased to 33% from 31% due to the higher margins of Seda Ayala Center Cebu and Lio.

The average room rate of all hotels is ₱4,917 per night and ₱13,326 for all resorts. Meanwhile the average room rate of stable hotels is ₱5,372 per night and ₱17,789 for stable resorts. The average occupancy rate of all hotels registered at 71% and 68% for all resorts, 78% for stable hotels and 66% for stable resorts. The portfolio has a total of 3,264 rooms as of end June 2019 with the addition of 71 rooms at Seda BGC and 175 rooms at Circuit Makati Residences. The company also opened 105 rooms at Seda Residences Ayala North Exchange, 71 additional rooms at Seda BGC, and 50 rooms at Huni Lio in Palawan last July 2019.

The hotels and resorts business operates 660 hotel rooms under its international brand segment—312 for Fairmont Hotel and Raffles Residences, and 348 for Holiday Inn & Suites, both located in Ayala Center, Makati CBD. Our homegrown Seda Hotels operates 1,934 rooms—Atria, Iloilo, 152; BGC, Taguig, 250; Centrio, Cagayan de Oro, 150; Abreeza, Davao, 186; Nuvali, Santa Rosa, Laguna, 150; Vertis North, Quezon City, 438; Capitol Central, Bacolod, 154; Lio, Palawan, 153; and Ayala Center Cebu, 301. El Nido Resorts operates 193 rooms in its four island resorts (Pangulasian, Lagen, Miniloc and Apulit), and Lio Tourism Estate currently has 144 rooms under its Bed and Breakfast (B&B) category and Dormitel offerings. Lastly, the Sicogon Tourism Estate in Iloilo currently operates 78 B&B rooms.

Services

This is composed mainly of the construction business represented by Makati Development Corporation (“MDC”), property management, represented by Ayala Property Management Corporation (“APMC”), and other companies engaged in power services such as Direct Power Services, Inc. (“DPSI”), Ecozone Power Management, Inc. (“EPMI”), and Philippine Integrated Energy Solutions, Inc. (“PhilEnergy”). Total revenues from the services business amounted to ₱4.4 billion in the first half of 2019, 7% higher than the same period last year.

The overall EBITDA margin of the service businesses advanced to 9% in the first half of 2019 from 8% in the previous period.

Construction

Ayala Land's construction business is exposed to any potential sector-wide slowdown in construction activities.

Notwithstanding stiff competition in the industry, Ayala Land intends to maintain and enhance its position as the leading property developer in the Philippines by continuing its over-all business strategy of developing large-scale, mixed-use integrated communities within growth centers that perpetuate its strong market presence while ensuring a steady revenue growth for the Company. Ayala Land further intends to diversify its revenue base by expanding its real estate business into different markets, specifically the economic and socialized housing segments where bulk of consumer "end-user" demand lies, and geographic areas and growth centers across the country where there are significant growth opportunities or where its proposed developments complement its existing businesses.

As the Company continues to expand its footprint all over the country, continuing pressures are felt on the following areas, among others: maintaining developmental costs within competitive levels, getting qualified and reliable contractors and suppliers in the market, ensuring that quality standards are consistently being enforced across all projects in different geographies.

Standardization and streamlining of processes to achieve increased operating efficiencies, complete partnering agreements on critical materials with suppliers, aggregation, advance buying for critical commodities to avoid delays, continuous external sourcing are among the major mitigation activities being done by the Company to meet project execution and delivery targets.

On top of these, the Company is continuously improving its self-perform and self-manufacture capability for better quality control in its developments.

MDC registered a total of ₱1.5 billion in revenues for the first half of 2019, an increase of 28%, reflecting higher revenues from its external contracts.

Property Management and Others

APMC and power services companies registered revenues of ₱2.8 billion during the first half of 2019, a slightly lower figure as some retail electricity supply contracts expired during the period.

Industrial Property Business

The industrial property business is affected by oversupply as well as limited industrial expansion and declining foreign investments. Overall, the industrial property segment is not likely to show significant demand improvement in the medium term.

Ayala Land is exploring potential areas in Central Luzon to develop into an industrial park for light manufacturing activities, a portion of which will be offered to Chinese companies.

Laguna Technopark, a development of the Ayala Land's subsidiary, LTI, remains the preferred location for locators and has been successfully expanding its offerings at a time when industrial parks in the Calabarzon area have been experiencing the effects of an oversupply of manufacturing and processing facilities.

Cavite Technopark is the newest industrial park development located in Naic, Cavite, with an initial area of 118 hectares. Similar to Laguna Technopark, Cavite Technopark will cater to manufacturing investors that specialize in electronics, automotive, consumer products, food processing and pharmaceuticals. At full development, the locator companies of Cavite Technopark are expected to generate employment for over 20,000 employees.

Ayala Land's business may be affected by the risk posed by an asset price bubble

Inherent to any property market is the risk posed by an asset price bubble. This situation arises when a gross imbalance between demand and supply causes an unusual increase in asset prices and as supply begins to outstrip demand, a drastic drop in prices ensues causing the proverbial bubble to burst.

In the domestic market, the current property boom has been fuelled by both business and public confidence which in turn is driven by a number of factors including the robust domestic economy, low interest rates that support both business expansion and domestic consumption underpinned by a young demographic profile, moderate but consistently growing remittances from Overseas Filipino Workers, and the Philippines' success as a choice Business Process Outsourcing destination.

These factors alongside the prudential measures put in place by the Bangko Sentral ng Pilipinas to safeguard the health of the local financial system point to the Philippine property market being adequately protected against a domestic asset price bubble. For its part, the Company has embarked on a plan to achieve by 2020 a balanced portfolio of (i) residential businesses, which thrive on robust economic periods, and (ii) leasing businesses, which have proven to be more resilient across economic cycles thus providing some cushion between periods of economic trough. The Company's expansion of its residential businesses has likewise allowed it to cater to both the economic and socialized housing segments where the country's housing backlog primarily occurs thus tapping into another source of demand for its residential products.

Ayala Land's leverage creates a number of operating risks and might affect its ability to repay the Securities

The increase in debt of Ayala Land could have certain adverse consequences. For example, it could:

- reduce Ayala Land's ability to service its existing debt obligations, including the Securities;
- affect Ayala Land's ability to obtain additional financing for working capital, capital expenditures, debt service and other purposes;
- require Ayala Land to divert a substantial portion of its cash flow from operations to debt service;
- affect Ayala Land's flexibility in reacting to and taking advantage of developments and opportunities in the Philippine economy, the Philippine property development industry and its business; or
- place Ayala Land at a competitive disadvantage to its competitors that have less debt.

As of June 30, 2019, Ayala Land's consolidated short-term and long-term debt amounted to an aggregate of ₱199.1 billion, ₱105.59 billion of which were evidenced by public instruments. Any such debt may, by mandatory provision of law, rank ahead of the Securities in the event of the insolvency or liquidation of Ayala Land. Ayala Land has secured the waiver by the creditors of such preference in their respective debt instruments.

Ayala Land's ability to refinance or repay its debt depends on its successful financial and operating performance, which will be affected by a number of factors, many of which are beyond its control. If Ayala Land is unable to refinance its debt, obtain necessary waivers or obtain new financing under these circumstances, Ayala Land would have to consider other various financing options such as sale of assets, procuring additional capital and other options available to Ayala Land under applicable law. Ayala Land might also have to modify, delay or abandon its development and expansion plans. See discussions under "Management's Discussion and Analysis of Financial Condition" and "Results of Operation" of this Prospectus.

The Company has stringent monitoring mechanisms in place designed to manage its debt levels and to ensure that these are within sustainable limits. The Company also actively tracks its inventory levels, accounts receivables and its contingent liability, all the while ensuring flexibility in its planned launches to adjust to operating and market conditions.

Ayala Land is subject to certain debt covenants

The Security Agreements and agreements for certain debts of Ayala Land contain covenants that limit its ability to, among other things:

- incur additional long-term debt to the extent that such additional indebtedness results in a breach of a required debt-to-equity ratio;
- materially change its nature of business;
- merge, consolidate, or dispose of substantially all its assets; and
- encumber mortgage or pledge some of its assets.

Complying with these covenants may cause Ayala Land to take actions that it otherwise would not take or not take actions that it otherwise would take. Ayala Land's failure to comply with these covenants would cause a default, which, if not waived, could result in the debt becoming immediately due and payable. In this event, Ayala Land may not be able to repay or refinance such debt on terms that are acceptable to Ayala Land or at all. See discussions under "Management's Discussion and Analysis of Financial Condition," "Results of Operations," "Description of the Second Tranche of the Securities," of this Prospectus.

Ayala Land has historically taken a prudent stance in managing its debt obligations by ensuring that any corporate act, whether or not performed in the ordinary course of business, does not violate any existing debt covenants. In the event that any significant corporate act or business transaction is seen to potentially affect its debt covenants that would lead to accelerating the payment of existing debt, Ayala Land shall endeavor to obtain the necessary waivers in accordance with relevant debt agreements.

The occurrence of certain events of default under Ayala Land's other debt could affect Ayala Land's ability to repay the Securities

A significant portion of the debt of Ayala Land contains terms which allow a lender to accelerate Ayala Land's debt if any event or change in circumstances occurs which, in the sole opinion of such lender, would materially impair Ayala Land's ability to repay its debt. If any amount outstanding were to be accelerated, it could potentially trigger a cross-default under substantially all of the Company's debt. In which case, it may not be able to perform its payment obligations under the Securities.

Ayala Land has not defaulted in any of its debt obligations. Its ₱15.0 billion Bonds issued in April 2012, the ₱15.0 billion Aggregate Bonds, of which the first tranche of ₱8.0 billion was issued in April 2014 and the second and final tranche of ₱7.0 billion was issued in April 2015, and the first six tranches of the Bonds, as well as the first tranche of the Homestarter Bond Series under the ₱50.0 billion Debt Securities Program in the aggregate amount of ₱50.0 billion issued in March 2016, April 2016, October 2016, May 2017, April 2018 and October 5, 2018, respectively, have been rated or have maintained a rating of PRS Aaa with PhilRatings, while its ₱15.0 billion Bonds issued in July 2013 and ₱6.0 billion Bonds issued in September 2013 have both been rated AAA with Credit Rating and Investors Services Philippines Inc. and have subsequently maintained a rating of PRS Aaa with PhilRatings. It shall continue its strategy of compliance with its debt obligations by adopting the necessary internal controls in financial management and adopting good corporate governance policies that will ensure that transactions do not violate debt covenants.

The Securities may be subordinated to other debt

Under Philippine law, in the event a borrower submits to insolvency or liquidation proceedings in which the borrower's assets are liquidated, unsecured debt evidenced by a public instrument, as provided in Article 2244(14) of the Civil Code of the Philippines will rank ahead of unsecured debt not evidenced by a public instrument. Debt becomes evidenced by a public instrument when it has been acknowledged by the creditor and the debtor before a notary or any person authorized to administer oaths in the Philippines. Although the position is not clear under Philippine law, it is possible that a *jurat* (a statement by one party of the

circumstances in which an affidavit was made) may also be sufficient to make a document a public instrument. Accordingly, it may be possible for debt to become evidenced by a public instrument through the unilateral action of a creditor without the knowledge of the borrower.

As of June 30, 2019, Ayala Land's consolidated short-term and long-term debt amounted to an aggregate of ₱199.1 billion, ₱105.59 billion of which were evidenced by public instruments. Any such debt may, by mandatory provision of law, rank ahead of the Securities in the event of the insolvency or liquidation of Ayala Land. Ayala Land has secured the waiver by the creditors of such preference in their respective debt instruments. However, should any bank or bondholder hereinafter have a preference or priority over the Securities as a result of notarization, then Ayala Land shall at its option, either procure a waiver of the preference created by such notarization or equally and ratably extend such preference to the Securities as may be practicable.

Notwithstanding the foregoing, investors are assured of Ayala Land's continuing track record of prudent financial management which has allowed it to be in a net debt-to-equity position of 0.75:1 as of June 30, 2019. Thus, in the unlikely event that Ayala Land is dissolved, there will be sufficient assets for disposition that will meet all its debt obligations, whether secured or unsecured.

Ayala Land from time to time considers business combination alternatives

Although Ayala Land's loan covenants contain certain restrictions on business combinations, Ayala Land will be able to engage in certain types of combinations. Business combinations involve financial and operational risks and could result in significant changes to Ayala Land's operations, management and financial condition. These changes could adversely affect Ayala Land's ability to fulfill its obligations under the Securities and reduce the value of the Securities.

Ayala Land takes into consideration its existing debt obligations and concomitant debt covenants in making any major business investments or acquisitions. Any financial commitments under such business combinations are evaluated in terms of the inflow of revenues of such projects and their ability to service their own financial requirements once fully operational.

Republic Act No. 10667, the Philippine Competition Act ("PCA") authorizes the PCC to review mergers and acquisitions to ensure compliance with the PCA. The PCA, its Implementing Rules and Regulations, as amended, and the Rules on Merger Procedure (collectively "Merger Rules") provides for mandatory notification to the PCC of any merger or acquisition within thirty (30) days of signing any definitive agreement relating to the transaction, where the value of such transaction exceeds ₱2.2 billion, and where the size of the ultimate parent entity of either party ₱5.6 billion. The parties may not consummate the transaction prior to receiving PCC approval or the lapse of the period stated in the Merger Rules. A merger or acquisition that meets the thresholds under the Merger Rules but was not notified to the PCC, or notified but consummated, in whole or in part, prior to the expiration of the waiting period, is considered void and will subject the parties, and will subject the parties to a fine between one percent (1.00%) to five percent (5.00%) of the value of the transaction. Criminal penalties for entities that enter into anti-competitive agreements, as defined, include: (a) a fine of not less than ₱50 million but not more than ₱250 million; and (b) imprisonment for two to seven years for directors and management personnel who knowingly and willfully participate in such criminal offenses. Administrative fines of ₱100 million to ₱250 million may be imposed on entities found violating prohibitions against anti-competitive agreements and abuse of dominant position. Treble damages may be imposed by the PCC or the courts, as the case may be, where the violation involves the trade or movement of basic necessities and prime commodities.

Given the usual volume of the Issuer's transactions, mergers or acquisitions undertaken by the Issuer would likely meet the notification threshold under the PCA and its Implementing Rules and Regulations ("IRR"). The Issuer will comply with the requirements of the PCA and its IRR.

Successful development of Ayala Land's projects is dependent on various factors

There is no certainty that Ayala Land's current and future projects will be implemented as planned and within the projected timetable. Real estate developments are subject to risks such as delays in obtaining financing and/or finalizing project plans and/or obtaining approvals, increases in construction costs, natural calamities and/or market downturns hereinafter described. Ayala Land's future financial performance may be significantly affected by factors that limit its ability to finance and complete its current and future projects in a timely and cost-effective manner and to market them successfully.

Ayala Land continually looks for growth opportunities in different market segments and geographic areas in order that any negative impact on a particular market segment or geographic area by reason of political, economic or other factors will allow it to pursue its projects or other developments not affected thereby, thus, providing it with a steady revenue base.

Ayala Land's business is affected by regulation in the Philippines

Ayala Land operates a material part of its businesses in a regulated environment. Ayala Land is subject to numerous environmental laws and regulations relating to the protection of the environment and human health and safety. These include laws and regulations governing air emissions, water and waste water discharges, odor emissions and the management and disposal of, and exposure to, hazardous materials.

Ayala Land cannot predict what environmental or health and safety legislation or regulations will be amended or enacted in the future; how existing or future laws or regulations will be enforced, administered or interpreted; or the amount of future expenditures that may be required to comply with these environmental or health and safety laws or regulations or to respond to environmental claims.

The Housing and Land Use Regulatory Board ("HLURB") Resolution No. 926, or the "Revised Implementing Rules and Regulations to Govern the Time of Completion of Subdivision and Condominium Projects under P.D. No. 957" ("Resolution 926"), was recently promulgated to narrow the grounds to grant additional time to complete a given project. Ayala Land endeavors to complete its projects within the time granted by HLURB in the Licenses to Sell of the projects.

Ayala Land, through its construction and property management arms, keeps itself abreast of the latest technologies that enable it to implement existing sanitation, environment and safety laws and regulations at cost-efficient means, a strategy which has earned Ayala Land awards from several local and international organizations.

Moreover, through its wholly-owned MDC, Ayala Land is able to rely upon forty-one (41) years of experience in engineering, and an array of construction-related services including construction management, procurement and construction equipment management for the timely delivery of its various projects in accordance with safety and quality specifications.

Operational and Physical Risk Factors in Ayala Land's Business

Just like any other business, Ayala Land is not exempt from the various risks associated with property development and operational management. It is however cognizant of the fact that a thorough understanding of risks, its complexities and continuous improvement in design and business operations is key to better abatement of risks and ensuring leadership in the industry.

Since the inception of the Company's risk management program, the Management has consistently emphasized the need for a higher level of safety and security awareness and diligence to ensure customers have pleasant experiences in our shopping centers and other managed properties and estates.

The importance of adequate and effective maintenance practices and procedures is always advocated to prevent serious and unscheduled operational losses such as equipment breakdown and to maintain quality

standards in our owned and managed properties. In 2016, the year-end equipment uptime for all managed properties is at 99.41% versus an internal target of 99%. Vendor performance evaluation of contracted services and customer feedback ratings of 93%, was also well within the 80% thresholds.

Product and service quality and safety risks are also relatively high in ongoing construction projects from safety-related incidents up to quality or workmanship issues. In 2017, the Company achieved a 0.1 Total Disabling Injury Rate (TDIR) on 193 million total man-hours worked, a significant improvement from previous years and better than comparable international construction companies. Likewise, it has attained a 92% Safety Maturity & Engagement, a rating that is higher than global norms, based on Employee Health and Safety survey conducted by Towers Watson. This is made possible through the strengthened controls and mitigation activities being employed by the Company.

Among such controls are (1) adequate supervision and safety inspections for all critical and hazardous activities (2) ensuring that workers are provided with pre-activity trainings on safety before any construction work can commence (3) empowering the Safety Officers to declare work stoppage and to override project managers if they see that things are not being done in accordance with the Company's safety standards and practices (4) stricter monitoring of all EHS permits and licenses for all projects and (5) engagement of MDC for project supervision even for projects that are sub-contracted to third parties.

On May 31, 2013 an explosion occurred inside a residential unit in Section B, Two Serendra. Two Serendra is a district of Serendra, a condominium development of Serendra, Inc., a subsidiary of Ayala Land. It is located at the Bonifacio Global City in Taguig City. The incident claimed the lives of four persons, including the occupant of the unit in Section B. Initial reports indicate that the explosion may have resulted from an improper accumulation of gas inside the unit. A government inter agency task force investigated the incident and its findings, that the explosion was caused by an accumulation of gas inside the unit due to the lack of care by the unit renovation contractor, and the parties possibly responsible, is pending review by the Department of Justice.

Ayala Land's subsidiary, Ayala Property Management Corporation, as the property manager of Serendra, provided support and assistance to the Serendra Condominium Corporation, the affected parties and the investigating units of government.

Natural catastrophes may affect Ayala Land's businesses adversely

The Philippines has experienced a number of major natural catastrophes in recent years, including typhoons, volcanic eruptions, earthquakes, mudslides, and droughts. Natural catastrophes may disrupt the Company's ability to deliver its services and impair the economic conditions in the affected areas, as well as the overall Philippine economy. Furthermore, there is growing political and scientific consensus that emissions of greenhouse gases continue to alter the global atmosphere in ways that are affecting the global climate. These effects may include changes in temperature levels which may in turn bring about changes in weather patterns (including storm frequency and intensities, drought and rainfall levels), and ultimately, changes that may negatively affect global water and food security. The occurrence of such natural catastrophes exacerbated by climate change, and the annual variation in weather conditions may materially disrupt and adversely affect, in varying degrees geographically, the business operations, financial condition and results of operations of Ayala Land.

To mitigate the risk of changing environmental and site conditions, and as part of a more thorough due diligence process, all land acquisitions and project launches undergo a thorough technical due diligence process and environmental scanning to identify all other potential risks that the Company may be exposed to. These technical due diligence reports include, but are not limited to, environmental studies not just for the specific land parcels but for adjacent areas, as well. Company has established 24/7 Operation Centers all throughout the country that continuously monitor and track weather situations to facilitate early mitigation and quick response during typhoons, flood incidents, earthquakes and other natural or manmade disasters.

To protect the company assets and to ensure cost recovery for property damages other losses during these disasters, the Company maintains comprehensive insurance against catastrophic perils including but not limited to earthquake, typhoon and flood to cover its various developments against physical damage and business interruption based on declared values in each location and on probable maximum loss scenarios. Despite the series of natural disasters that befell the country in 2014 and 2013, including super typhoon Yolanda which caused massive destruction in the Visayan provinces as well as the Bohol earthquake in 2013, there have been no significant impact to the Company's business as proper mitigating measures have been put in place, such as but not limited to, engineering interventions and insurance.

In 2016, a major review of the Company's major business lines was conducted to identify the most critical business activities and the potential business impact on the business unit should these activities be interrupted over varying timeframes. This information is critical in helping the Company determine the timeframes within which critical business activities must be resumed following a disruption, as well as the resources required for business continuity.

The prospects of Ayala Land may be influenced by political and economic factors in the Philippines

The growth and profitability of Ayala Land will be influenced by the general political situation in, and the state of the economy of, the Philippines. Any political or economic instability in the future may have a negative effect on the financial results of Ayala Land and the level of dividends paid and distributions made by Ayala Land's subsidiaries.

Currently, the Company continues to enjoy healthy national and local government relationships in both Metro Manila and provincial growth centers. Maintaining positive and supportive relations with government entities and regulators as well as sound corporate governance practices and strict compliance to internal policies and procedures, enabled the company to manage this risk at acceptable levels.

As we expand to new growth areas, there is an increased need to cultivate relationships with local government entities within these areas and one way to gauge positive relationship with local government is the processing of critical permits. At present, we are well within our acceptable thresholds and timelines however, the Company is still taking further steps in making permit-related improvements such as (1) more rigorous monitoring of permit renewals and deadlines to avoid payment delays and penalties and (2) the continuous review of permit processes to ensure permits are processed and released within acceptable time frame thereby helping in preventing serious project delays.

Ayala Land's business operations may be affected by any political and military instability in the Philippines

The Philippines has from time to time experienced political and military instability. The Philippine Constitution provides that in times of national emergency, when the public interest so requires, the Government may take over and direct the operation of any privately owned public utility or business. In the last few years, there has been political instability in the Philippines, including public and military protests arising from alleged misconduct by the previous administration.

In March 2019 and February 2019, journalist Maria Ressa was ordered arrested on charges of violations of anti-dummy law and cyber libel, respectively. Her arrest elicited concern from the international community and has been criticized by various groups as an attempt by the government to silence critical press coverage against President Rodrigo Duterte and his administration. In December 2018, Senator Antonio Trillanes III was ordered arrested in connection with a libel case filed by presidential son Paolo Duterte. In February 2017, Senator Leila de Lima was arrested after charges were filed in court accusing her of orchestrating a drug-trafficking ring during her term as Secretary of the Department of Justice from 2010 to 2015. Senator Trillanes and Senator de Lima are outspoken critics of the Duterte administration. In May 2018, the Supreme Court of the Philippines ousted Chief Justice Maria Lourdes Sereno by ruling in a quo warranto proceeding that her appointment was invalid. The removal of Chief Justice Sereno became

controversial because it was not coursed through the constitutionally mandated process of impeachment. On June 2018, former President Benigno Aquino III was indicted for usurpation of legislative powers concerning the Disbursement Acceleration Program during his term. Moreover, several individuals who were high-ranking officers under the administration of President Aquino have also been indicted for graft and corruption charges and drug trafficking among other offenses. In addition, since the commencement of the current administration, more than 1,000 alleged drug dealers and users have been killed in police operations, and more than 1,300 drug dealers and drug users have been killed by supposed vigilantes.

Currently, the Duterte administration is pushing for a shift to a federal form of government. For this purpose, the President created a consultative committee to review the 1987 Constitution and draft a federal constitution.

Philippine legislative and local elections were held on May 2019. The Company may be affected by political and social developments in the Philippines and changes in the political leadership and/or government policies in the Philippines. Such political or regulatory changes may include (but are not limited to) the introduction of new laws and regulations that could impact the Company's business.

No assurance can be given that any changes in such regulations or policies imposed by the Government from time to time or the future political environment in the Philippines will be stable or that current or future administrations will adopt economic policies conducive to sustaining economic growth. Political instability in the future could reduce consumer demand for retail and consumer goods to the Company's disadvantage, or result in inconsistent or sudden changes in regulations and policies that affect the Company's business operations, which could have a material adverse impact on the results of operations and financial condition of the Company.

Any economic slowdown or deterioration in economic conditions in the Philippines may adversely affect Ayala Land's business and operations in the Philippines

In the past, the Philippines has experienced periods of slow or negative growth, high inflation, significant devaluation of the Philippine currency, imposition of exchange controls, debt restructuring and electricity shortages and blackouts.

The regional Asian financial crisis in 1997 resulted in, among others, the depreciation of the Philippine peso, higher interest rates, slower growth and a reduction in the country's credit ratings. Since the Asian financial crisis, the country experienced a ballooning budget deficit, volatile exchange rates and a relatively weak banking sector.

The government instituted several reform measures in the fiscal and banking sectors, among others, that strengthened the country's economic fundamentals, resulting in improved investor confidence and increased economic activities. Most recently, the Philippines was granted a Baa2 Stable Investment Grade rating from Moody's Investors Service on December 14, 2015. On April 24, 2015, Standard & Poor's Financial Services (S&P) reaffirmed the BBB Stable long-term sovereign credit rating of the Philippines, the highest rating ever recorded in the country's history. The Philippines was upgraded to BBB from BBB- with a stable outlook rating from Fitch Ratings (Fitch) last December 11, 2017. The Philippines' stable and positive investment grade status makes the Philippines more internationally competitive and more attractive to investments. Together with strong demand drivers, real gross domestic product (GDP) growth was at 6.2% in 2018, primarily driven by government spending and private sector capital formation.

To mitigate the abovementioned risks, Ayala Land shall continue to adopt what it considers conservative financial and operational controls and policies within the context of the prevailing business, economic, and political environments taking into consideration the interests of its customers, stakeholders and creditors.

Ayala Land may be affected by the Comprehensive Tax Reform Program

On December 19, 2017, the President of the Philippines signed into law the Tax Reform for Acceleration

and Inclusion or Republic Act No. 10963 ("TRAIN Law") which took effect on January 1, 2018. The TRAIN Law amends certain provisions of the Tax Code and is the first package of the Comprehensive Tax Reform Program ("CTRP") of the Duterte administration. The relevant changes of the TRAIN Law are incorporated in the section titled "Philippine Taxation" beginning on page 37 of this Prospectus.

On February 14, 2019, the President signed into law the Tax Amnesty Act of 2019 or Republic Act No. 11213 ("Tax Amnesty Law"), which was intended to complement the provisions of the TRAIN Law.

However, following the President's veto of the provisions granting general tax amnesty for all unpaid national internal revenue taxes for taxable year 2017 and prior years, the current Tax Amnesty Law only grants estate tax amnesty for estates of decedents who died on or before December 31, 2017 and whose estate taxes have remained unpaid or have accrued as of December 31, 2017 and tax amnesty on delinquencies covering all national internal revenue taxes for taxable year 2017 and prior years. Congress, by two-thirds vote of all Members of each House, voting separately, may pass the vetoed provisions over the President's veto. In which case, the vetoed provisions will become law.

The second package of the CTRP (the "TRABAHO Bill") aims to lower corporate income taxes while rationalizing fiscal incentives for corporations, such as income tax holidays, special rates, and custom duty exemptions. If passed into law, the fiscal incentives enjoyed by Ayala Land may be affected. Since the TRABAHO Bill was not passed before the adjournment of Congress on June 8, 2019, it will have to be refiled with the next Congress.

Under package 4 of the CTRP, the Department of Finance reportedly proposes to lower the rate of transaction taxes on land, including DST, transfer tax and registration fees, centralize and rationalize valuation of properties, increase valuation of properties closer to market prices, review property valuations every three (3) years and adjust accordingly. While package 4 aims to lower the rate of transaction taxes on land, the increase in valuation could lead to an increase in the taxes to be paid by Ayala Land. Further, sales of residential lots with a gross selling price of ₱1,919,500 or less and sales of residential houses and lots or condominium units with a gross selling price of ₱3,199,200 or less are currently not subject to the value-added tax ("VAT") of 12.0%, and beginning January 1, 2021, the VAT exemption shall only apply to socialized housing and to H&L and residential dwellings with selling price not more than ₱2.0 million. In the event these sales become subject to the VAT, the purchase prices for the Issuer's condominium units will increase and this could adversely affect its sales. Because taxes such as the VAT are expected to have indirect effects on the Issuer's results of operations by affecting general levels of spending in the Philippines and the prices of subdivision lots and houses, any adverse change in the Government's VAT exemption policy could have an adverse effect on the Issuer's results of operations.

RISKS RELATING TO THE SECURITIES

An active or liquid trading market for the Securities may not develop

The Philippine Securities markets are substantially smaller, less liquid and more concentrated than major Securities markets. The Company cannot guarantee that the market for the Securities will always be active or liquid. Even if the Securities are listed on the PDEX, trading in Securities such as the Securities may be subject to extreme volatility at times, in response to fluctuating interest rates, developments in local and international capital markets, and the overall market for debt Securities among other factors. There is no assurance that the Securities may be easily disposed at prices and volumes at instances best deemed appropriate by their holders.

Holders of the Securities may face possible gain or loss if the Securities are sold at the secondary market.

As with all fixed income securities, the Securities' market values move (either up or down) depending on the change in interest rates. The Securities when sold in the secondary market are worth more if interest rates decrease since the Securities have a higher interest rate relative to the market. Likewise, if the

prevailing interest rate increases, the Securities are worth less when sold in the secondary market. Therefore, holders may either make a gain or incur a loss when they decide to sell the Securities.

The Securities may not be able to retain its credit rating

There is no assurance that the rating of the Securities will be retained throughout the life of the Securities. The rating is not a recommendation to buy, sell, or hold securities and may be subject to revision, suspension, or withdrawal at any time by the assigning rating organization.

The Securities have no Preference under Article 2244(14) of the Civil Code

No other loan or other debt facility currently or to be entered into by the Issuer shall have preference of priority over the Securities as accorded to public instruments under Article 2244(14) of the Civil Code of the Philippines, and all banks and lenders under any such loans or facilities that are notarized have waived the right to the benefit of any such preference or priority. However, should any bank or security holder hereinafter have a preference or priority over the Securities as a result of notarization, then the Issuer shall at the Issuer's option, either procure a waiver of the preference created by such notarization or equally and ratably extend such preference to the Securities as may be practicable.

PHILIPPINE TAXATION

The following is a discussion of the material Philippine tax consequences of the acquisition, ownership and disposition of the Securities. This general description does not purport to be a comprehensive description of the Philippine tax aspects of the Securities and no information is provided regarding the tax aspects of acquiring, owning, holding or disposing of the Securities under applicable tax laws of other applicable jurisdictions and the specific Philippine tax consequence in light of particular situations of acquiring, owning, holding and disposing of the Securities in such other jurisdictions. This discussion is based upon laws, regulations, rulings, and income tax conventions (treaties) in effect at the date of this Prospectus.

The tax treatment of a holder of Securities may vary depending upon such holder's particular situation, and certain holders may be subject to special rules not discussed below. This summary does not purport to address all tax aspects that may be important to a Security Holder.

PROSPECTIVE PURCHASERS OF THE SECURITIES ARE ADVISED TO CONSULT THEIR OWN TAX ADVISORS AS TO THE PARTICULAR TAX CONSEQUENCES OF THE OWNERSHIP AND DISPOSITION OF A SECURITY, INCLUDING THE APPLICABILITY AND EFFECT OF ANY STATE, LOCAL OR FOREIGN TAX LAWS.

The following is a general description of certain Philippine tax aspects of the Securities. It is based on the present provisions of the National Internal Revenue Code of 1997, as amended by Republic Act No. 10963 (the "Philippine Tax Code"), the regulations promulgated thereunder and judicial and ruling authorities in force as of the date of this Prospectus, all of which are subject to changes occurring after such date, which changes could be made on a retroactive basis.

As used in this section, the term "resident foreign individual" refers to an individual whose residence is within the Philippines and who is not a citizen thereof. A "non-resident alien" is an individual whose residence is not within the Philippines and who is not a citizen of the Philippines. A non-resident alien who is actually within the Philippines for an aggregate period of more than 180 days during any calendar year is considered a "non-resident alien doing business in the Philippines," otherwise, such non-resident alien who is actually within the Philippines for an aggregate period of 180 days or less during any calendar year is considered a "non-resident alien not doing business in the Philippines."

TAXATION OF INTEREST

Interest-bearing obligations of Philippine residents are Philippine-sourced income subject to Philippine income tax. Interest income derived by Philippine citizens, resident foreign individuals, domestic corporations, and resident foreign corporations from the Securities is subject to income tax at the rate of 20%. Generally, interest on bonds or other deposit substitutes received by non-resident foreign individuals engaged in trade or business in the Philippines is subject to a 20% withholding tax while that received by non-resident foreign individuals not engaged in trade or business is taxed at the rate of 25%. Interest income derived by non-resident foreign corporations from the bonds or other deposit substitutes is subject to income tax at the rate of 30%. The income tax is withheld at source and constitutes a final settlement of Philippine income tax liability with respect to such interest.

The foregoing rates may be subject to further reduction by any applicable tax treaties in force between the Philippines and the country of residence of the non-resident Securityholder. Most tax treaties to which the Philippines is a party generally provide for a reduced tax rate of 15% in cases where the interest arises in the Philippines and is paid to a resident of the other contracting state. However, most tax treaties also provide that reduced withholding tax rates shall not apply if the recipient of the interest who is a resident of the other contracting state, carries on business in the Philippines through a permanent establishment and the holding of the relevant interest-bearing instrument is effectively connected with such permanent establishment.

TAX EXEMPT STATUS

Securityholders who are exempt from, are not subject to final withholding tax, or are subject to a lower rate of final withholding tax on interest income may avail of such exemption or preferential withholding tax rate by submitting the necessary documents. Said Securityholder shall submit the following requirements, in form and substance prescribed by the Issuer, to the Registrar or to the Underwriter or selling agents (together with their completed Application to Purchase) who shall then forward the same to the Registrar: (i) a copy of the (dated no earlier than required to be considered valid under applicable tax regulations at the relevant time) current and valid original tax exemption certificate, ruling or opinion issued by the BIR addressed to the Applicant confirming the exemption or preferential rate, as certified by the Corporate Secretary of the Applicant as being a true copy of the original on file with the Applicant, which notarized certification indicates that: (i.a) the exemption certificate is a true copy of the original; (i.b) the original is in the possession of the Corporate Secretary as the duly authorized custodian of the same; and (i.c) the Corporate Secretary has personal knowledge based on his official functions of any amendment, revocation, expiration, change or any circumstance affecting said certification's validity; (ii) a duly notarized undertaking, in prescribed form, executed by (ii.a) the Corporate Secretary or any authorized representative, who has personal knowledge of the exemption based on his official functions, if the Applicant purchases the bonds or other deposit substitutes for its account, or (ii.b) the Trust Officer, if the Applicant is a universal bank authorized under Philippine law to perform trust and fiduciary functions and purchase the bonds or other deposit substitutes pursuant to its management of tax-exempt entities (i.e. Employee Retirement Fund, etc.), declaring and warranting that the same Securityholder named in the tax exemption certificate described in (i) above, is specifically exempt from the relevant tax or is subject to a preferential tax rate for the relevant tax, undertaking to immediately notify the Issuer and the Registrar and Paying Agent of any suspension or revocation of the tax exemption certificates or preferential rate entitlement, and agreeing to indemnify and hold the Issuer and Registrar and Paying Agent free and harmless against any claims, actions, suits, and liabilities arising from the non-withholding of the required tax; and (iii) the prescribed certificate of residency of their country of residents and the duly accomplished Certificate of Residence for Tax Treaty Relief ("CORTT") Form together with such other documentary requirements as may be reasonably required under the applicable regulations of the relevant taxing or other authorities for purposes of claiming tax treaty relief, as required under BIR Revenue Memorandum Order No. 08-2017; provided further that, all sums payable by the Issuer to tax-exempt entities shall be paid in full without deductions for Taxes, duties, assessments, or government charges, subject to the submission by the Securityholder claiming the benefit of any exemption of reasonable evidence of such exemption to the Registrar and Paying Agent.

Transfers taking place in the Register of Securityholders after the Securities are listed in PDEX may be allowed between taxable and tax-exempt entities without restriction and observing the tax exemption of tax exempt entities, if and/or when allowed under, and are in accordance with the relevant rules, conventions and guidelines of PDEX and PDTC. A selling or purchasing Securityholder claiming tax-exempt status is required to submit the following documents to the Registrar, including the tax status of the transferor or transferee, as appropriate, together with the supporting documents specified under Registry and Paying Agency Agreement upon submission of Account Opening Documents to the Registrar.

DOCUMENTARY STAMP TAX

A documentary stamp tax is imposed upon the issuance of debentures and certificates of indebtedness issued by Philippine companies, such as bonds, notes and other deposit substitutes, at the rate of ₱1.50 for each ₱200, or fractional part thereof, of the issue price of such debt instruments; provided, that for debt instruments with terms of less than one year, the documentary stamp tax to be collected shall be proportionate to the ratio of the debt instrument's term in number of days to 365 days.

The documentary stamp tax is collectible wherever the document is made, signed, issued, accepted, or transferred, when the obligation or right arises from Philippine sources, or the property is situated in the

Philippines, or where the object of the contract is located or used in the Philippines. Any applicable documentary stamp taxes on the original issue shall be paid by the Issuer for its own account.

No documentary stamp tax is imposed on the subsequent sale or disposition of bonds or other deposit substitutes; trading of bonds or other deposit substitutes in a secondary market or through an exchange as long as such subsequent sale, disposition or trading is not made in the Philippines or there is no change in the maturity date or the material terms and conditions of the relevant bonds or other deposit substitutes.

TAXATION ON SALE OR OTHER DISPOSITION OF BONDS OR OTHER DEPOSIT SUBSTITUTES

Income Tax

Ordinary asset – The gain is included in the computation of taxable income, which is subject to the following graduated tax rates for Philippine citizens or resident foreign individuals, or non-resident alien engaged in trade or business in the Philippines effective January 1, 2018 until December 31, 2022:

Not over ₱250,000	0%
Over ₱250,000 but not over ₱400,000	20% of the excess over ₱250,000
Over ₱400,000 but not over ₱800,000	₱30,000 + 25% of the excess over ₱400,000
Over ₱800,000 but not over ₱2,000,000	₱130,000 + 30% of the excess over ₱800,000
Over ₱2,000,000 but not over ₱8,000,000	₱490,000 + 32% of the excess over ₱2,000,000
Over ₱8,000,000	₱2,410,000 + 35% of the excess over ₱8,000,000

and effective January 2, 2023 and onwards:

Not over ₱250,000	0%
Over ₱250,000 but not over ₱400,000	15% of the excess over ₱250,000
Over ₱400,000 but not over ₱800,000	₱22,500 + 20% of the excess over ₱400,000
Over ₱800,000 but not over ₱2,000,000	₱102,500 + 25% of the excess over ₱800,000
Over ₱2,000,000 but not over ₱8,000,000	₱402,500 + 30% of the excess over ₱2,000,000
Over ₱8,000,000	₱2,202,500 + 35% of the excess over ₱8,000,000

For non-resident alien not engaged in trade or business, the gain shall be subject to the 25% final withholding tax.

Capital asset – Gains shall be subject to the same rates of income tax as if the bonds or other deposit substitutes were held as ordinary assets, except that if the gain is realized by an individual who held the bonds or other deposit substitutes for a period of more than twelve (12) months prior to the sale, only 50% of gain will be recognized and included in the computation of taxable income. If the bonds or other deposit substitutes were held by an individual for a period of twelve (12) months or less, 100% of gain is included.

Gains derived by domestic or resident foreign corporations on the sale or other disposition of the bonds or other deposit substitutes are subject to a 30% income tax. Gross income derived by non-resident foreign corporations on the sale or other disposition of the bonds or other deposit substitutes is subject to a 30% income tax unless a preferential rate is allowed under a tax treaty subject to such other documentary requirements as may be reasonably required under the applicable regulations of the relevant taxing or other authorities for purposes of claiming tax treaty relief.

Any gains realized by non-residents on the sale of the bonds or other deposit substitutes may be exempt from Philippine income tax under an applicable tax treaty subject to such other documentary requirements as may be reasonably required under the applicable regulations of the relevant taxing or other authorities for purposes of claiming tax treaty relief.

Any gains realized from the sale, exchange or retirement of bonds, debentures and other certificate of indebtedness with a maturity of more than five (5) years are not subject to income tax.

Estate and Donor's Tax

Beginning 1 January 2018, the transfer of bonds or other deposit substitutes upon the death of an individual holder to his heirs by way of succession, whether such holder was a citizen of the Philippines or an alien and regardless of residence, is subject to Philippine taxes at a fixed rate of 6% based on the value of the decedent's net estate.

Beginning 1 January 2018, individual and corporate holders, whether or not citizens or residents of the Philippines, who transfer bonds by way of gift or donation are liable to pay Philippine donors' tax at the fixed rate of 6% based on the total gifts in excess of ₱250,000 exempt gifts made during the calendar year.

The estate tax and the donor's tax, in respect of bonds or other deposit substitutes, shall not be collected (a) if the deceased, at the time of death, or the donor, at the time of the donation, was a citizen and resident of a foreign country which, at the time of his death or donation, did not impose a transfer tax of any character in respect of intangible personal property of citizens of the Philippines not residing in that foreign country; or (b) if the laws of the foreign country of which the deceased or donor was a citizen and resident, at the time of his death or donation, allow a similar exemption from transfer or death taxes of every character or description in respect of intangible personal property owned by citizens of the Philippines not residing in the foreign country.

Value-Added Tax

Gross receipts derived by dealers in securities from the sale of bonds or other deposit substitutes in the Philippines, equivalent to the gross selling price less the acquisition cost of bonds or other deposit substitutes sold, shall be subject to value-added tax of 12%.

"Dealer in securities" means a merchant of stock or securities, whether an individual partnership or corporation, with an established place of business, regularly engaged in the purchase of securities and their resale to customers, that is, one who as a merchant buys securities and sells them to customers with a view to the gains and profits that may be derived therefrom.

USE OF PROCEEDS

The intended use of proceeds for each offer of the Securities being offered shall be set in the relevant Offer Supplement under "*Use of Proceeds*".

DETERMINATION OF OFFERING PRICE

The determination for each offer of the Securities being offered shall be set in the relevant Offer Supplement under "*Determination of Offering Price*".

PLAN OF DISTRIBUTION OF THE SECURITIES

The detailed plan of distribution and underwriting arrangement for each offer of the Securities shall be set out in the relevant Offer Supplement.

DESCRIPTION OF THE SECURITIES

The description of the Securities for each offer of Securities shall be set out in the relevant Offer Supplement.

INDEPENDENT AUDITORS AND COUNSEL

LEGAL MATTERS

All legal opinion/matters in connection with each Tranche of the Securities will be passed upon by Romulo Mabanta Buenaventura Sayoc & de los Angeles for the Underwriter and by Co Ferrer Ang-Co & Gonzales Law Offices for the Company.

INDEPENDENT AUDITORS

SyCip, Gorres, Velayo & Co. ("SGV & Co."), independent auditors and a member firm of Ernst & Young Global Limited audited Ayala Land, Inc. and Subsidiaries' annual consolidated financial statements as at December 31, 2018 and 2017 and for each of the three years in the period ended December 31, 2018 as included in this Prospectus.

There is no arrangement that independent auditors will receive a direct or indirect interest in the Issuer or was a promoter, underwriter, voting trustee, director, officer, or employee of the Issuer.

a. Audit and Audit-Related Fees

Ayala Land and its subsidiaries paid its independent auditors the following fees in the past two years: (in ₱ million)

Year	Audit & Audit-related Fees	Tax Fees	Other Fees
2018	31.96*	-	9.37**
2017	29.33*	-	13.76**

* Pertains to audit fees; no fees for other assurance and related services

**SGV & Co. fees for the validation of stockholders' votes during annual stockholders' meetings and other assurance fees

Under paragraph D.3.1 of the Ayala Land Audit and Risk Committee Charter, the Audit Committee (composed of Jaime C. Laya, Chairman, Rizalina G. Mantaring, and Antonino T. Aquino) recommends to the Board the appointment of the external auditor and the audit fees.

b. Tax Fees

As and when applicable, tax consultancy services are secured from entities other than the appointed independent auditors.

CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS

The Company has not had any changes in or disagreements with its independent accountants/auditors on any matter relating to financial or accounting disclosures.

DESCRIPTION OF BUSINESS

Overview

Ayala Land is the real estate arm of Ayala Corporation. Ayala Land was spun-off by Ayala Corporation in 1988 to enhance management focus on Ayala Corporation's existing real estate business and to highlight the value of assets, management and capital structure of the real estate business.

The SEC issued Ayala Land its certificate of incorporation on June 30, 1988. The Ayala Land shares were offered to the public in an IPO of primary and secondary shares in 1991 and subsequently listed on the Makati and Manila Stock Exchanges (predecessors of the PSE). The IPO diluted Ayala Corporation's effective interest in Ayala Land to 88%. Since then, Ayala Corporation's effective interest has been further reduced to about 44.42% as at June 30, 2019 through, among others, the exercise of stock options by the respective employees of Ayala Corporation and Ayala Land, disposal of Ayala Land shares by Ayala Corporation and Ayala Land's issuance of new shares in relation to its acquisition of interest in companies owning properties in Canlubang, Laguna in 1993, exchanges under Bonds due 1996 and Bonds due 2001, conversions to Ayala Land common B shares of the entire ₱3.0 billion convertible Long Term Commercial Paper publicly issued in December 1994, and the equity top-up placements via an overnight bookbuilt offering of the Company in July 2012, March 2013 and January 2015.

As of June 30, 2019, equity attributable to equity holders of Ayala Land amounted to ₱198.22 billion. It is listed on the PSE with a market capitalization of ₱228.5 billion as of June 30, 2019 based on Ayala Land's common share closing price of ₱50.80 as of June 29, 2019, the last trading day of the said month.

As of June 30, 2019, foreign equity ownership in Ayala Land constituted 5,937,473,049 outstanding common shares and 607,203,775 voting preferred shares for an aggregate equivalent of 23.54% of total outstanding common shares and voting preferred shares.

Ayala Land's Businesses

Ayala Land is the largest property developer in the Philippines engaged in the planning and development of large scale, integrated estates having a mix of use for the sale of residential lots and buildings, office buildings and commercial and industrial lots, leasing of commercial and office spaces and the development, operation and management of hotels and resorts. The Company also develops commercial and industrial parks and is also engaged in property management, construction and other businesses like retail and healthcare. Ayala Land is exploring potential areas in Central Luzon to develop into an industrial park for light manufacturing activities, a portion of which will be offered to Chinese companies.

To carry on its business in an organized and efficient manner, Ayala Land structured its operations into key strategic business lines such as Property Development, Commercial Leasing, Hotels and Resorts and Services.

Property Development

Property Development includes Strategic Land Bank Management, Visayas-Mindanao Group and the Residential Business Group.

Strategic Land Bank Management handles the acquisition, development and sale of large scale, mixed-use, master-planned communities, the sale of Ayala Land's share in properties made available to subsidiaries for development and the lease of gas station sites and carparks outside Ayala Center in Makati City. Visayas-Mindanao Group handles the development, sale and lease of the Company and its subsidiaries' product offerings in key cities in the Visayas and Mindanao regions.

The Residential Business Group handles the sale of high-end residential lots and units (including leisure community developments), office spaces, commercial and industrial lots, middle-income residential lots and units, affordable lot units and house and lot packages, economic housing units and house and lot packages, and socialized housing packages, and the lease of residential units and marketing of residential developments. The products developed and sold are further classified into the following brands: AyalaLand Premier ("ALP") for high-end village lots and condominium units, Alveo Land Corp. ("Alveo") for upscale village lots, condominium and office units, Avida Land Corp. ("Avida") for middle-income village lots, house and lot packages and condominium and office units, Amaia Land Corp. ("Amaia") for economic house and lot packages, and BellaVita Land Corp. ("BellaVita") for the socialized house and lot packages.

Commercial Leasing

Commercial Leasing includes the development and lease of Shopping Center and Office spaces and Hotels and Resorts operations. Shopping Centers include the development of shopping centers and lease to third parties of retail space and land, the operation of movie theaters, food courts, entertainment facilities and carparks in these shopping centers and the management and operations of malls which are co-owned with partners.

Office Leasing includes the development and lease of office buildings.

Hotels and Resorts include the development, operation and management of branded and owner-operated hotels, operation and management of eco-resorts.

Services

Services include Property Management and Construction.

Construction of Ayala Land and third-party projects and land development is done through Makati Development Corporation ("MDC").

Property Management which involves facilities management of Ayala Land and third-party projects, operation of water and sewage treatment facilities in some Ayala Land projects, distribution of district cooling systems and the bulk purchase and supply of electricity for energy solutions are done through Ayala Property Management Corporation ("APMC").

Vision

Ayala Land's vision and mission is to enhance its standing and reputation as the Philippines' leading real estate developer, and to be a strong partner in nation building. By developing integrated, masterplanned and sustainable mixed-use communities in vibrant growth centers all over the country, it strives to continually elevate the quality of life for all of its customers.

Ayala Land shall be a responsible corporate citizen, and act with integrity, foresight and prudence. It shall empower its employees to deliver products that exceed its customers' expectations and build long-term value for its shareholders.

Competitive Strengths

Attractive Industry Fundamentals. The real estate industry in the Philippines offers rich opportunities across all its sub-sectors. Its bright prospects are anchored on strong fundamentals: a stable economy, steady foreign inflows, particularly from OFWs, increased affordability and the availability of attractive financing

from banks, strong consumption spending in retail, and encouraging prospects for office space in the BPO sector.

Experience and Track Record. With over eight (8) decades of experience together with Ayala Corporation, Ayala Land is the largest and most experienced real estate developer in the Philippines. Combining leading-edge product innovation with prudent and effective risk management practices, the Company has the ability to manage across a complex portfolio of projects and developments and is able to thrive and prosper through the cyclical nature of the industry. Ayala Land's proven track record includes the development of Makati as the country's premier CBD and Ayala Alabang as a prestigious suburban residential community. It is replicating these successes in areas such as BGC, Cebu, and NUVALI in Canlubang as well as recently launched estates in Abreeza Davao, Centrio Cagayan de Oro, Arca South Taguig, Circuit Makati and Vertis North Quezon City.

Trusted Brand and Unparalleled Product Line-up. The Ayala Land name is synonymous with quality and prestige and is the most widely trusted brand in Philippine real estate. Ayala Land maintains leadership in most of its product lines – residential subdivision and high-rise residential condominiums, shopping centers, office buildings, hotels and resorts – and across a broad spectrum of price-points and geographies.

Large, Strategic Landbank. With control of 11,624 hectares of land across various strategic locations in the Philippines, Ayala Land is a primary beneficiary of the country's asset reflation story. Providing significant upside is the more than 2000-hectare NUVALI in Laguna being developed as a showcase for environmental, economic and social sustainability.

Financial and Operating Resources. The Company has a strong balance sheet, supportive strategic shareholders, a variety of available funding sources and the patience to undertake both pocket-sized and large-scale projects or investments that balance the need for sustained earnings growth and long-term net asset value accretion. Ayala Land also draws on the competitive advantage provided by its wholly-owned subsidiaries MDC and Ayala Property Management Corporation ("APMC"), which are the country's largest and most experienced construction and property management companies, respectively.

Strong Management Team and Governance. The Company employs a proven and highly-credible management, architectural and engineering talent pool across all levels of the organization, most with experience across multiple business lines. Ayala Land also consistently ranks among the top Philippine companies in terms of corporate governance standards and best practices.

From 2018 to present, Ayala Land has been awarded the following:

Award	Award Giving Body
Most Honored Company in the Philippines	Institutional Investor
Best CFO of the Year Philippines (Augusto D. Bengzon)	
Best Investor Relations Program	
2nd Best ESG/SRI Metrics	
2nd Best Corporate Governance	
3rd Best Analysts Days	
ALI listed in the 2018 Sustainability Yearbook	Robeco SAM
ALI Internal Audit scores 97% in External Quality Assessment Review	Punongbayan and Araullo

Description of Business

Certification for gender equality	Philippine Business Coalition for Woman Empowerment
Issuer of the Year	PDS Group
Gold: Ayala Malls Community video	PRSP/Anvil
Silver: ALI Groundbreakers 2017	
Silver: AyalaMalls Play	
Silver: AyalaMalls Merchant Rewards	
Silver: ALI Corporate Video 2017	
Silver: Avida Grand Neighbor Day	
One of the Best Resorts in the World (El Nido Resorts)	Conde Nast Traveler
Gold List: Favorite Hotels in the World (El Nido Resorts)	
Editors' Picks: Favorite Beach Resorts for 2 consecutive years (El Nido Resorts)	
Global Top 100 Sustainable Destinations (Lio Tourism Estate)	Green Destinations
Philippine Leading Hotel Group (Seda Hotels)	World Travel Awards
Philippines' Best Brand Award (Seda Hotels)	CMO Asia and World CSR Day
Hospitality Company of the Year (Seda Hotels)	Asia Leaders Award
Top 25 Best Business Hotels in Asia (Fairmont)	Smart Travel Asia
Top 10 Best Business Hotels in Southeast Asia (Raffles)	
Best Office Development in the Philippines: Alveo's The Stiles Enterprise Plaza	International Property Awards
Citation for Best Residential High-rise project: Alveo's Portico	
Best High-End Condo Development Award (Metro Manila): Alveo's Portico	PropertyGuru Philippines Property Awards
Best High-End Condo Development Award (Metro Manila): Alveo's Solinea	
Best High-End Condo Development Award (Metro Manila): Alveo's Abreeza Place	
Best High-End Condo Development Award (Manila): High Park – Vertis North	
Best High-End Condo Architectural Design Award: High Park – Vertis North	
Best Office Design Award: The Stiles Enterprise Plaza	
Commended for Office Development: Alveo's The Stiles Enterprise Plaza	
Top Award for Communications Skills: Corporate Video "Reshaping"	IABC Philippine Quill
Award of Excellence: "Reshaping" corporate video	

Description of Business

Award of Excellence: Campaign LED	
Award of Merit: Groundbreakers	
Award of Merit: Avida Choose to Move	
ALI is among the Top 50 ASEAN Publicly Listed Companies (Top 31-50)	ASEAN Capital Markets Forum
ALI leads all PH firms and is ranked 42nd overall	Nikkei Asian Review (Top 100 Asia Companies and 300 Power Performers)
Top 10 in Corporate Governance in the Philippines	Institute of Corporate Directors
Bronze: Management Team of the Year	International Business Awards (Stevies)
Gold: Marketing Campaign of the Year (Real Estate) for Avida's Choose to Move Campaign	
Bronze: Video Award of the Year for "With Every Step"	
Gold: Website Award (Real Estate) Avida Land	
Bronze: Publication Award for Best House Organ for Customers	
Gold Award for cause-related marketing (Tienda sa AyalaMalls)	ICSC 2018 Asia Pacific Shopping Center Awards
Best in Sector: Real Estate (Southeast Asia)	IR Magazine
Best in Country: Philippines	
Best Financial Reporting	
Best IR Website	
Nominated for Best Overall in Southeast Asia	
Nominated for Best Investor Relations Professional	
Nominated for Best in ESG Reporting	
Best Developer of the Year (Luzon)	Lamudi Outlook 2018
Best Premium Condominium (VisMin): Alveo Solinea	
Best Premium Condominium (Luzon): Avida Asten	
Best Affordable Condominium (VisMin): Amaia Mandaue	
Outstanding Corporate Citizen Award Hall of Fame	City of Makati
2nd Best in Investor Relations	FinanceAsia
4th Most Committed to Corporate Governance	
5th Best in Corporate Social Responsibility	
8th Best Managed Company	
Philippine Property Development Company of the Year	Frost and Sullivan
Most Outstanding Company in the Real Estate Sector	Asiamoney

One of the World's Most Sustainable Companies	RobeccoSAM The Sustainability Yearbook
Best Developers in 2017	BCI Asia Awards
Most Socially Responsible Company of the Year Asia	Asia Corporate Excellence and Sustainability Awards (ACES)
Best Corporate Brand in the Philippines	Asiamoney
World Branding Forum's Brand of the Year	World Branding Awards 2017-2018
PR Tools- Publications: ALI's Groundbreakers 2016 "What connects us all" (Gold)	Public Relations Society of the Philippines
PR Tools- Multimedia: ALI's Corporate Video "Every Day" (Silver)	Public Relations Society of the Philippines
PR Tools- Publications: ALI's Groundbreakers 2017 "Winning Hearts and Minds" (Silver)	Public Relations Society of the Philippines
PR Tools- Multimedia: ALI's Corporate Video "Reshaping Lives with Ayala Land" (Silver)	Public Relations Society of the Philippines
Quill Award of Excellence: ALI's Corporate Video "Every Day"	International Association of Business Communicators
Top Award for Communication: "Reshaping Lives with Ayala Land"	International Association of Business Communicators
Award of Excellence: "Reshaping Lives with Ayala Land"	International Association of Business Communicators
Award of Excellence: Ayala Land Social Media Campaign on Local Economic Development	International Association of Business Communicators
Award of Merit: Ayala Land Groundbreakers Magazine	International Association of Business Communicators
Ayala Land's Corporate Video "Reshaping Lives with Ayala Land" (Gold)	Stevie International Business Award
Nuvali Magical Field of Lights (Silver- Best Exhibition Display or Feature)	Stevie International Business Award
Marketing Campaign of the Year (Silver- Real estate) Authentic stories of Ayala Land and its mission for nation building [project LED]	Stevie International Business Award
Communications or PR Campaign of the Year, reputation/brand management (Bronze) Authentic stories of Ayala Land and its mission for nation building [project LED]	Stevie International Business Award
Recognized for SEC shelf-registration optimization and innovative Homestarter Bonds	Philippine Dealing & Exchange Corporation
Best Condo Developer	Lamudi Philippines Online Survey

Developer With Best Amenities	Lamudi Philippines Online Survey
Best Mixed-use Developer for Nuvali	Lamudi Philippines Online Survey
2017 Company of the Year	Frost and Sullivan
Best Bond Deals – Southeast Asia	The Asset Asian Awards
Best Investor Relations (2 nd)	Finance Asia
Most Committed to Corporate Governance (4 th)	Finance Asia
Best in CSR (5 th)	Finance Asia
Best Managed Company (8 th)	Finance Asia
2017 IR Magazine Awards Southeast Asia (Finalist – Best in Country)	
Best Managed Company in the Philippines (4 th)	Finance Asia
Most Committed to Corporate Governance (3 rd)	Finance Asia
Best Investor Relations (8 th)	Finance Asia
Best CFO – Jaime E Ysmael (3 rd)	Finance Asia
17th FinanceAsia's Best Companies in Asia Poll	Finance Asia
Property Development Company of the Year	Frost and Sullivan
Plaque of Recognition, one of the Top Publicly-listed Corporations in the Philippines in Corporate Governance	Institutional Investors' Governance Awards
Best Managed Company in the Philippines (2 nd)	Finance Asia
Best CFO in the Philippines - Jaime E Ysmael	Finance Asia
Best in Corporate Social Responsibility	Finance Asia
Best in Corporate Governance (2 nd)	Finance Asia
Best Investor Relations Company (6 th)	Finance Asia
Best Environmental Responsibility	Corporate Governance Asia
Best Investor Relations Company (Philippines)	Corporate Governance Asia
Asia's Best CEO (Investor Relations) - Bernard Vincent O. Dy	Corporate Governance Asia
Asia's Best CFO (Investor Relations) - Jaime E. Ysmael	Corporate Governance Asia
Overall Best Property Developer	Euromoney Real Estate Survey
Overall Best Residential Developer	Euromoney Real Estate Survey
Overall Leisure/Hotel Developer	Euromoney Real Estate Survey
Overall Best Industrial/Warehouse Developer	Euromoney Real Estate Survey
Best CEO, Property Sector (Sell-Side, 1st) - Bernard Vincent O. Dy	Institutional Investor

Description of Business

Best IR Program, Property Sector (Overall, 1st)	Institutional Investor
Best CFO, Property Sector (Overall and Sell-Side, 1st) - Jaime E Ysmael	Institutional Investor
Best IR Program, Property Sector (Overall, 1st)	Institutional Investor
Best Website, Property Sector (Overall, 1st)	Institutional Investor
Best Analyst Days, Property Sector (Overall, 1st)	Institutional Investor
Best IR Professional, Property Sector (No. 2, Sell-Side) – Michael L Garcia	Institutional Investor
2 nd Best ESG and SRI Metrics	Institutional Investor
2 nd Best Corporate Governance	Institutional Investor
3 rd Best Analyst days	Institutional Investor
Best (Investor Relations) in the Real Estate Sector (Southeast Asia)	IR Magazine Awards Southeast Asia 2016
Certificate of Excellence in Investor Relations	IR Magazine Awards Southeast Asia 2016
Certificate for Gender Equality (1 st real estate company in the world to receive the award)	Economic Dividends for Gender Equality (EDGE)
Best Commercial Landscape Architecture Philippines: South Park District	Asia Pacific Property Awards
Best Office Interior Philippines: Avida Headquarters	Asia Pacific Property Awards
Best Developer Website Philippines and Asia Pacific: avidaland.com <i>*qualified to the overall International Property Awards</i>	Asia Pacific Property Awards
Silver: Real Estate Marketing Campaign of the Year	Stevie International Business Award
Outstanding Developer under the Environmental Category: Anvaya Cove	FIABCI-Philippines International Real Estate Federation.
2016 Best Golf Resort in Asia Pacific (1st Runner Up): Anvaya Golf and Sports Club	Asian Golf Awards
016 Best Golf Course in the Philippines: Anvaya Golf and Sports Club	Asian Golf Awards
Best Commercial Landscape Architecture Philippines: South Park District	Asia Pacific Property Awards
Best Office Interior Philippines: Avida Headquarters	Asia Pacific Property Awards
Best Developer Website Philippines and Asia Pacific: avidaland.com <i>*qualified to the overall International Property Awards</i>	Asia Pacific Property Awards
Silver: Real Estate Marketing Campaign of the Year	Stevie International Business Award

Outstanding Developer under the Environmental Category: Anvaya Cove	FIABCI-Philippines International Real Estate Federation.
2016 Best Golf Resort in Asia Pacific (1st Runner Up): Anvaya Golf and Sports Club	Asian Golf Awards
2016 Best Golf Course in the Philippines: Anvaya Golf and Sports Club	Asian Golf Awards
Don Emilio Abello Award for Energy Efficiency (13 awards)	
Safety Organization of the Philippines Inc. (SOPI) National Fire Competition (7 properties)	
Construction Management Awards Received	

Sustainability Framework Embedded in Business Processes. Over the years, Ayala Land has been intensifying the integration of sustainability principles in every step of its business processes. Ayala Land's entire business process, from acquisition, assessment, planning, design, construction, delivery and property management focus on long-term benefits and shared value for stakeholders while foreseeing and managing risks and protecting all investments. Ayala Land has sustainability and risk management policies in place to protect projects from flooding and other geohazards. Technical due diligence is an integral part of site assessment, while flood and erosion control measures are built into masterplans, through site designs that include retention and detention basins, biodiversity (native vegetation) conservation where applicable. Projects are also designed to serve the needs of the commuting and walking public. Ayala Land also has set greenhouse gas ("GHG") emission intensity reduction targets and monitors energy, water and waste metrics in the properties it continues to manage.

Attractive Stock. For the three-year period ended December 31, 2018, Ayala Land has delivered a 3-year average Total Shareholder Return of 22.3%, slightly lower than the 3-year average Total Shareholder Return of the Property Index of 29.4%. Total Shareholder Return is based on share price appreciation plus dividends paid for the relevant period.

Strategy

Ayala Land has long enjoyed leadership in the traditional markets it serves, leveraging on long term relationships with customers, landowners, tenants, its employees, the local government and NGO communities, and providers of capital. Ayala Land shares values and a common long-term orientation that allows all parties concerned to prosper over time. Many of the best names in local and international retailing anchor its shopping centers while top multinationals either set up base in its HQ-type offices or locate in its BPO facilities. Ayala Land is also the partner of choice for strategic new partners, such as the Shangri-La and Holiday Inn groups, which want to make significant new investments in the country and help prime the Company's strategic growth centers.

Ayala Land plans to maintain and enhance its position as the leading property developer in the Philippines by continuing to develop large-scale, mixed-use integrated communities while diversifying its revenue base across its wide portfolio of businesses. To achieve this, Ayala Land will embark on an aggressive recent anchored on five main pillars that will lay the ground work for the Company's long-term sustainable growth:

- **Growth.** The Company will actively strengthen and slowly establish its presence in several identified growth centers across the country to effectively expand its footprint into new geographies. It will also introduce new formats within its existing business models to diversify its portfolio of highly differentiated product offerings and tap into previously unserved markets and consumer segments to broaden its reach.

- *Margin Improvement.* Ayala Land will continue to implement various spend management and cost control initiatives and pursue operational efficiencies further across the organization, without sacrificing quality and with strict adherence to the principles of sustainability, to bring overall costs down and drive profitability.
- *Capital Efficiency.* The Company will also make more efficient use of resources and capital to improve asset turnover and returns on capital. To this end, Ayala Land will pursue an asset-light approach to development and optimize land use by maximizing synergies within the organization, moving with scale to maximize utilization and value-capture.
- *Organizational Development.* Ayala Land will continue to strengthen its risk management program to effectively contain strategic, operational, financial and supply-chain risks associated with the much increased business activity levels and enhance its internal talent pool and support systems ensure that these are supportive of the Company's growth objectives.
- *Brand-Building.* The Company will continue to leverage on product differentiation and its distinct value proposition. Moreover, it shall ensure the safety, security and timely delivery of all projects accompanied by efficient and effective customer service.

Products / Business and Recent Updates

To carry on its business in an organized and efficient manner, Ayala Land structured its operations into key strategic business lines such as Property Development, Commercial Leasing, Hotels and Resorts and Services.

PROPERTY DEVELOPMENT

Residential Development

RBG is involved in the sale of high-end residential lots and units (including leisure community developments), middle-income residential lots and units, affordable lots and units, and economic housing lots and socialized housing units. It caters to domestic and overseas Filipino markets across the high-end, middle-income and affordable segments.

In recent years, overall growth of the residential market has been strong largely as a result of a huge housing backlog of 3.9 million units and affordable mortgage loans. On the international front, the continued growth of OFW remittances has injected new demand into the residential market. In response to these opportunities, Ayala Land will continue to grow its residential business line, which accounted for 63.6%, 59.3%, 60.8% and 53.5% of consolidated revenues (which includes real estate sales, interest income from real estate sales, equity in net earnings, interest and investment income and other income) as of December 2016, December 2017, December 31, 2018, and June 30, 2019 respectively. A robust project pipeline will enable the Company to expand its product offerings in existing areas and accelerate geographic expansion, aided by strategic landbanking and mixed-use development and project management projects.

The Company will strengthen and provide clear differentiation across its five residential brands, each targeting a distinct segment of the market: ALP for the high-end segment, Alveo for the upscale market; Avida for the middle-income housing segment; Amaia for the economic housing segment; and BellaVita for the socialized housing segment.

To be more competitive, the Company will continue to enhance margins by leveraging its brand and track record to maximize pricing power where possible, along with managing construction costs and streamlining the project delivery process.

The Company's ongoing residential projects under the ALP brand include Courtyards in Vermosa, Arbor Lanes and Park Cascades in Arca South, Taguig, Park Central Towers in Makati, Cerilo Towers in Nuvali and Enclaves in Ayala North Point. Under the Alveo brand, key ongoing projects include High Park and Orea Place in Vertis North, Quezon City, Park Triangle Corporate Plaza in Bonifacio Global City, Veranda in Arca South, Lumira in NUVALI, Laguna and Solstice Towers One and Two in Circuit, Travertine Tower in Pasig, The Residences at Evo City, Gentry Corporate Plaza and Stiles Enterprise Plaza in Makati and Cerca Viento Tower 1 in Las Pinas. Under the Avida brands, key ongoing projects include Avida Towers One Prime Taft in Manila, Avida One Antonio Place in Makati and Avida Settings and Northdale in Alviara, Pampanga, Asten Tower 3 and Turf BGC in Bonifacio Global City, Taguig, Viero in Arca South, and Serin East Tower 2 in Tagaytay City. Under the Amaia brand, Amaia Scapes Sequel in Bulacan, San Pablo, Urdaneta and General Trias and Amaia Steps Nuvali Parkway Aria B, Capitol Central Tower 2 and Alabang Delicia. Under the Bellavita brand, Bellavita Cabanatuan, Pilillia and Alaminos in Laguna, Lian in Batangas and San Miguel, Iloilo.

International Sales accounted for 31% of total sales for the period ended June 30, 2019.

Aside from the expansion of sales efforts into other US states, Ayala Land is also looking at increasing its penetration in other markets such as Europe, the Middle East, and other fast growing markets like Singapore, China and Australia.

Strategic Landbank Management

SLMG is involved in the acquisition and development of large, mixed-use, masterplanned communities and serves as platform for all of the Company's developments – residences, malls, offices, and all the services that make up a vibrant and sustainable community.

With a long-term horizon, SLMG views its key landbank areas as launching pads for decades of development. Its approach to landbanking is oriented towards value creation and realization. SLMG applies financial discipline with a focus on yields, cashflows, and the judicious buying and selling of lots at the opportune time. The group develops, updates and refines masterplans, providing clear framework for decision making. It also engages community-based stakeholders such as local government units and other government entities to assure that vital infrastructure is in place to support the long-term development plans. Embedded in all these, and central to value creation and retention over time, is the concept of sustainability.

As of June 30, 2019, Ayala Land's land bank portfolio of 11,624 hectares is composed of 330 hectares in Metro Manila, 5,723 hectares in the Calabarzon area, 2,623 hectares in Bulacan and Pampanga, 1,380 hectares in other areas in Luzon and 1,568 hectares in Visayas and Mindanao.

Noteworthy actions made by Ayala Land to sustain growth in momentum in future years include the following:

- In Makati: The Ayala Center Redevelopment

This will include the redevelopment three of the City's strategic areas: Ayala Center along Ayala Avenue and EDSA, Ayala Triangle Garden (ATG)'s northern tip and Ayala North Exchange located within the vicinity of Ayala Avenue corner Buendia.

Ayala Center gives way to the expansion of retail spaces, two office towers, two hotels one of which will be under the Seda Brand. Transport and linkages shall be improved with a public transit terminal that connects to the Metro Rail transit and improves access to the city buses along EDSA and internal transit within the Central Business District.

The City's urban oasis, Ayala Triangle Gardens will have an additional 66,000 sqm. of the highest grade office space and will be the new home of the 275-room five-star Mandarin Hotel. Retail areas of 9,000 sqm. of GLA shall complete the development.

Ayala North Exchange which is the young and creative hub South of Makati will be the new mixed-use development envisioned to have a more creative edge. Ayala North Exchange will have 55,000 sqm of Office GLA, 10,400 sqm of retail GLA and 293 hotel rooms under the Seda brand. Civic spaces of 2,600 sqm will be developed through a series of terraces.

Circuit Makati is the entertainment district of Makati which is connected via Ayala Avenue Extension. It will have a gross floor area of around 1.3m upon full build-out with theater, mall, office residential and hotel components to be developed in the next 5 years.

Land values remain high in the area. In 2018, developable land in Makati CBD was estimated by Global Property Guide to range from ₱454,395 to ₱701,950 per sqm.

- In BGC: Value Realization

The Company's priming activities include Market! Market!, Serendra and Bonifacio High Street. Projects such as the recently opened St. Luke's Hospital, Mind Museum, and the Shangri-La Hotel Complex, will further drive land values upon completion. In 2012, Bonifacio High Street ("BHS") Central – an extension of the existing BHS – was opened with an additional 10,000 sqm of retail GLA. One BHS was also launched, anchored by the ALP's high-end residential tower, The Suites with an estimated value of ₱9.0 billion. In 2012, Bonifacio High Street South ("BHSS") was also launched which will house residential towers and offering office-for-sale products through launch of the BHSS Corporate Plaza.

- In Canlubang / NUVALI: Full Scale Regional Center

Priming of NUVALI, the Company's showcase township development for environmental, economic and social sustainability, is well underway. Better than expected land values have been realized for the 5,039 residential lots and units put on the market since the soft launch of all residential brands in October 2007. The first BPO building in NUVALI One Evotech with total GLA of 11,500 sqm became operational by the 4th quarter of 2008 and the second BPO building Two Evotech opened in 2011. Solenad 2, the sequel to the first retail component of the development Solenad 1, also opened in 2011 with an additional 5,300 sqm of GLA. In the 3rd Quarter of 2015, Solenad 3 was completed expanding the mall footprint with another 40,000 sqm of GLA. SEDA Nuvali was opened to the public in March 2014.

On the infrastructure side, the North-South road was already completed, as well as the establishment of Wi-Fi access in the lakeside area.

Total project development cost was at ₱6.0 billion for phase 1 from 2007 to 2013. In a disclosure dated January 12, 2012, Ayala Land and its subsidiaries will be spending an estimated ₱12.5 billion as part of its capital expenditure program over the next five years in NUVALI through various developments, which will include residential, retail, office and hotel projects.

Aside from the major parcels mentioned above, ALI has new growth centers located in different areas across the country. These growth centers are Vertis North and Cloverleaf in Quezon City, Altaraza in Bulacan, South Park in Alabang, Vermosa in Cavite, Abreeza in Davao, North Point and Capitol Central in Bacolod, Centrio in Cagayan de Oro, Atria Park in Iloilo, Arca South in Taguig, Alviera in Pampanga, and Lio Estate in Palawan.

- *Visayas-Mindanao*

The Company has been active at all fronts of real estate business in the Visayas and Mindanao regions. Through its subsidiaries CHI and affiliate CPVDC, the Company offers the full range of Ayala Land's product line-up in the region: residential development, shopping center operations, office and BPO buildings and sale of commercial lots and club shares at City Sports Club Cebu.

It pioneered the seaside residential developments in Cebu with its landmark Amara project and has remained a market leader for the third consecutive year since its launch in 2005. In June 2007, Ayala Land entered the southern Philippine real estate market with the launch in Cagayan de Oro of Alegria Hills, ALP's first development in Mindanao. Two other Ayala Land projects in Negros Occidental continued to set the standards for local residential developments, Ayala Northpoint and Plantazionne Verdana Homes, both located in the suburbs of Bacolod City. In 2010, Ayala Land introduced its first high-rise residential towers in Cebu through ALP's 1016 Residences and Avida Towers Cebu I and II. Moreover, the newest estate in the Visayas region, Atria Park District located in Iloilo, was launched in 2013. It is envisioned to be another mixed-use project featuring residential towers, commercial establishments, parks and landscaped areas, medical facilities and a hotel building, over the long term.

Given Cebu's role as a primary destination and international gateway in Visayas and Mindanao, its shopping market has grown significantly and has extended to other key cities in the province. Ayala Land, through CHI, has embarked on a major expansion and renovation of Ayala Center Cebu. Adjacent to the mall, The Terraces opened at Ayala Center Cebu with additional 7,900 sqm of GLA while the second phase of the redevelopment opened an additional 34,000 square meters of gross leasable area.

With the growth of the IT industry, the demand for office space from both local and multinational companies continues to increase in Cebu. The Company, in partnership with CPVDC, built office spaces for lease to IT and IT-enabled firms and completed construction of Cebu eBloc, a 12-storey mid-rise office condominium, with a retail space at the ground floor. The Ayala Corporate Center in Cebu was likewise launched to address the demand for corporate offices.

As for developments in the Mindanao region, Ayala Land launched the first high rise residential projects in Davao through Alveo's Abreeza Residences and in Cagayan de Oro through Avida Centrio Towers in 2012. Moreover, there are currently two Seda Hotels operating in both Davao and Cagayan de Oro.

Last June 30, 2015, Ayala Land, Inc., Cebu Holdings, Inc. and SM Prime Holdings, Inc. won the bid for a 26.3-hectare property located in South Road Properties, Cebu City which will be co-developed pursuant to a joint masterplan.

Last June 6, 2016, Ayala Land, Inc. and Aboitiz Land Inc., through its joint venture entity, Cebu District Property Enterprises Inc., launched a 17.5-hectare mixed-use development in Mandaue City, Cebu named "Gatewalk Central".

COMMERCIAL LEASING

Shopping Centers

AMG is involved in the development of shopping centers and lease to third parties of retail space and land therein; operation of movie theaters, food courts, entertainment facilities and carparks in these shopping centers; and management and operations of malls which are co-owned with partners.

Ayala Land operates movie theater complexes with more than 50 screens situated in its shopping centers. The movie theaters are operated primarily as a means of attracting customers to its shopping centers. The theaters are managed by Ayala Theaters Management, Inc. and Five Star Cinema, Inc., wholly-owned subsidiaries of Ayala Land.

Leases for retail space within the shopping centers are generally short-term, ranging from one to five years for the initial lease, renewable annually. Land leases, on the other hand, have longer terms, usually up to 50 years in the case of hotel tenants. In general, rental rates for retail space equal the higher of (i) a basic

rent plus a percentage of the tenant's gross sales, or (ii) a specified minimum amount. Rental rates for leases on hotel and department store sites are generally based on a percentage of gross sales.

Ayala Land's large-scale mixed-use developments that feature a retail component are greatly enhanced by the quality and distinctiveness of the retail concepts conceived and implemented by AMG. At the BGC, for instance, Serendra, BHS and the recently opened BHS Central are priming the development in its City Center. Serendra's retail zone complements the suburban lifestyle of the residential development with authentic and unique restaurants and shops.

AMG continuously provides compelling and engaging mall events and promotions which enhance the shopping experience and sustain high pedestrian traffic. Events are being held daily, among them product launches, concerts, children's meet-and-greet events and youth-oriented fairs, at the Ayala Malls.

AMG provides a strong year-round support to all merchants. Merchants are valued as long-term partners. AMG constantly interacts and exchanges ideas with its merchants and provides training and development support where needed.

Ayala Land will pursue expansion plans anchored on the opportunities presented by the continued aspirational and lifestyle spending as well as growing value-consciousness among many families in different geographic areas. To ensure pipeline growth is based on right fundamentals, attention will be paid to selecting strategic sites, developing differentiated and superior product, serving the right markets, and ensuring proper execution of concepts for each new mall.

The Company also entered into a 50-year lease agreement with the Subic Bay Metropolitan Authority ("SBMA") and signed a joint-venture agreement with Anflo Management & Investment Corp. and Mindanao Motors Corp. which involves the construction of a shopping mall called Harbour Point inside the Subic Freeport Zone and in Cagayan de Oro City (Centrio), respectively, as part of the Company's geographic expansion program. In 2011, a 30-year lease contract agreement was signed with Ellimac Prime Holdings for the development of a retail complex within a 6-hectare property in Fairview, Quezon City, called Fairview Terraces.

In February 2011, the Board of Regents of the University of the Philippines ("U.P.") awarded to the Company the lease contract for the development of a 7.4-hectare property at the U.P. Diliman East Campus, also known as the U.P. Integrated School (UP-IS) property along Katipunan Avenue in Quezon City. The Company signed a 25-year lease contract for the property, with an option to renew said lease for another 25 years by mutual agreement.

The project involved the construction of a retail establishment with 63,000 sqm of available gross leasable area (GLA) and a combination of headquarter-and-BPO-office type building with an estimated 8,000 square meters of GLA.

In the first half of 2019, average monthly lease rates registered at ₱1,063 per square meter while same mall rental growth is at 11%. The average occupancy rate for all malls is at 88% while the occupancy rate for stable malls is 94%. Total GLA of shopping centers registered at 1.91 million square meters as of June 30, 2019. This includes 8,000 sqm from the Ayala North Exchange retail area that was opened last March.

Offices Group

Ayala Land Offices Group is involved in the development and lease or sale of office buildings and fee-based management and operations of office buildings.

Ayala Land aims to be the leading provider of office space for BPOs and significantly built up its BPO portfolio from end-2007 levels of 35,803 sqm of GLA. The build-up involved a variety of offerings - in very choice locations - covering stand-alone, build-to-suit office buildings, integrated nodes within large-mixed used developments such as Glorietta 5, Glorietta 1 & 2, and Vertex One in San Lazaro, and entire self-

contained BPO and IT campuses like the UP-Ayala Land TechnoHub, One and Two Evotech Buildings in NUVALI, and the AyalaLand Baguio TechnoHub, to name a few.

While Makati has been well established as the country's premier CBD for decades, the prospects are bright for BGC to mirror Makati's success in the future. Large corporates have purchased land and have chosen to build or relocate their offices in BGC.

In the first half of 2019, the average monthly lease rate of offices registered at to ₱763 per square meter. The average occupancy rate of all offices registered at 93% while the average occupancy rate of stable offices is 96%. Total offices GLA registered at 1.13 million square meters as of June 2019, adding 18 thousand square meters from Ayala North Exchange BPO which opened last April 2019.

HOTELS AND RESORTS

Ayala Land is also involved in the development, operation and management of branded and boutique/businessman's hotels and eco-resorts.

In 2010, Ayala Land successfully ventured into eco-tourism via the partnership with the Ten Knots Group for a 60% stake in the world-famous El Nido Resorts in Palawan. As of end of 2016, there are 213 island resort rooms available from Miniloc, Lagen, Apulit (previously Club Noah), and Pangulasian Islands in the province of Palawan.

In 2012, the Hotels and Resorts Group consolidated its ownership by completing the acquisition of the remaining 80% stake in Fairmont Hotels and Raffles Suites and Residences from Kingdom Hotels, Inc.

In 2013, the Hotels and Resorts Group signed an agreement with Asian Conservation Company to acquire its 40% stake in El Nido Resorts.

As of June 30, 2019, the hotels and resorts business operates 660 hotel rooms under its international brand segment—312 for Fairmont Hotel and Raffles Residences, and 348 for Holiday Inn & Suites, both located in Ayala Center, Makati CBD. Our homegrown Seda Hotels operates 1,934 rooms—Atria, Iloilo, 152; BGC, Taguig, 250; Centrio, Cagayan de Oro, 150; Abreeza, Davao, 186; Nuvali, Santa Rosa, Laguna, 150; Vertis North, Quezon City, 438; Capitol Central, Bacolod, 154; Lio, Palawan, 153; and Ayala Center Cebu, 301. El Nido Resorts operates 193 rooms in its four island resorts (Pangulasian, Lagen, Miniloc and Apulit), and Lio Tourism Estate currently has 144 rooms under its Bed and Breakfast (B&B) category and Dormitel offerings. Lastly, the Sicogon Tourism Estate in Iloilo currently operates 78 B&B rooms.

SERVICES

Its support businesses include construction of Ayala Land and third-party projects, hotels development and management, property management, chilled water supply and retail of electricity.

Construction

A wholly-owned subsidiary of Ayala Land, MDC is engaged in engineering, design and construction of vertical and horizontal developments including roads, bridges and utilities. MDC is responsible for horizontal construction works at Ayala Land's land developments and is likewise engaged in private industrial and government infrastructure projects. MDC also developed residential condominium buildings and mall projects. It continued to service site development requirements of Ayala-related projects while it provided services to third-parties in both private and public sectors. MDC collaborated with First Balfour, Inc. to build the state-of-the-art 600-bed St. Luke's Medical Center at BGC, which was completed in November 2009 and was opened to the public in January 2010.

MDC's outstanding workmanship was demonstrated by the Leadership in Energy and Environmental Design (LEED) Gold Certification by the U.S. Green Building Council for the design and construction of the US Embassy expansion project in Manila – the first for a non-American contractor.

MDC Build Plus was likewise formed, a 100% subsidiary of MDC, which caters primarily to projects focusing on the lower end of the base of the pyramid, particularly the residential brands Amaia and BellaVita.

As of June 30, 2019, MDC manages a total of 322 projects with a net order book value of ₱108.24 billion.

Property Management

APMC, a wholly-owned subsidiary of Ayala Land, is engaged in property management, principally for Ayala Land and its subsidiaries. It also provided its services to third-party clients.

APMC guarantees worry-free ownership and helps property owners over the long haul in such areas as water, power and telecommunications, security, sustainable design and best practices aligned with green buildings, and assistance in managing the properties of owners living elsewhere. It offers a full suite of services not only to Ayala property owners and lessees but also to third party clients, including a centralized 24/7 concierge service as well as manages third party-carparks and is considered one of the largest third-party carpark operators in the country today. Among its key third-party clients are the Makati Medical Center, Philippine Heart Center, Exim 2, Dusit Carpark and ABS-CBN.

As of June 30, 2019, APMC manages a total of 251 properties with a total contract value of ₱1.6 billion.

International

Outside of the Philippines, Ayala Land is leveraging its current competencies to pursue attractive real estate investment opportunities.

The year 2007 marked the establishment and operation of ARCH Capital and its first Asian property fund, ARCH Capital Asian Partners LP. ARCH Capital Asian Partners is a private equity fund set up to pursue investments in Asian property markets which are in strong growth phases such as China, India and Thailand. The fund has several seeded investments and a number of projects that are moving actively. Among these are significant interests in a middle market residential community development project in Macau, a scaled medium-rise condominium project in Samut Prakarn province, Bangkok, and a high-end condominium project on Rama IV in the heart of Bangkok-Sathorn CBD. The fund's project management team, with its strong residential community development experience and the depth and support of Ayala personnel, has been actively involved in project design and planning stages for these projects.

First Longfield Investments Limited (incorporated in 2006) is wholly-owned by Ayala Land. Through Green Horizons Holdings Limited, it has a 17% stake in Arch Capital Management Co. Ltd, the fund management company established to handle the Asian private real estate equity fund which is co-sponsored by Ayala Land with Ayala Corporation.

In a disclosure to the SEC, PSE and PDEX dated March 7, 2011, Ayala Land, Ayala Corporation and The Rohatyn Group ("TRG"), an emerging markets-focused private investment firm, completed an exchange of ownership interests in ARCH Capital Management Co., Ltd ("ARCH Capital") and ARCH Capital Asian Partners, G.P. (a Cayman Islands company).

Ayala Land and Ayala Corporation, as sponsors of ARCH Capital, co-founded the investment management firm in 2006 together with Richard Yue. The exchange of ownership interest will result in TRG acquiring Ayala Land's 17% stake and Ayala Corporation's 33% interest, with Richard Yue retaining his current 50% interest in ARCH Capital. The completed exchange of ownership interests will leave the activities, management, focus, and shareholder structure of the ARCH Capital Fund unchanged, with Ayala Land retaining its current 8% stake in the Arch Capital Fund. Arch Capital Fund has existing projects in India, Thailand and China.

In the disclosure to the SEC, PSE and PDEX dated August 3, 2010, the Company's wholly-owned subsidiary Regent Wise Investments Limited and Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. ("SSTEC") have signed an Equity Joint Venture Agreement for the development of a 9.78-hectare residential project in China. The project is located in Tianjin Eco-City ("the Eco-City"), a 3,000-hectare collaboration between the Chinese and Singaporean governments which will showcase the future direction of urban planning and sustainable development.

The Company participated in the development of residential units as part of the planned more than 1,100 units within a 19-tower residential complex which will be located at the gateway of the Eco-City's Start-Up Area.

In another disclosure to the SEC, PSE and PDEX dated April 6, 2015, the company thru its wholly-owned subsidiary Regent Wise Investments Limited, has acquired 9.16% of the shares of Malaysian company GW Plastics Holdings Bhd., to be renamed MCT, through a private placement for a total amount of US\$43 Million or ₱1.9 billion. It exercised its option to acquire additional shares of MCT for a total cost of US\$92 Million, to bring its total shareholding in MCT from 9.16% to 32.95%.

On January 2, 2018, the company, through its wholly-owned subsidiary Regent Wise Investments Limited, signed a share purchase agreement to acquire an additional 17.24% share in MCT (or Modular Construction Technology) Bhd., raising ALI's total shareholding in MCT to 50.19%. As a result of this transaction, an unconditional mandatory take-over offer was dispatched to shareholders of MCT which commenced in 26 January 2018 and closed as of 5:00 p.m. (Malaysian time) 19 February 2018. Owners of 295,277,682 shares accepted the offer, equivalent to 22.12% of MCT's total outstanding shares. As a result of the offer, ALI's shareholdings in MCT increased from 50.19% to 72.31%. On March 23, 2018, the Irredeemable Convertible Unsecured Loan Stock of Dato Sri Tong and Tan Sri Barry Go, founders of MCT, were converted into 122,218,357 MCT shares. This resulted in a 6.07% dilution of ALI's stake in MCT as of date of share issuance. As such, the current ownership stake of ALI in MCT is 66.25%. MCT was first established in 1999 as a construction company, is a property development company specializing in mixed-use projects that include retail, office, hotel, and mid- to affordable residential. The company is able to deliver projects at lower costs by adhering to a modular construction technique and by being an integrated builder with an in-house design team, in-house trading company, direct execution of specialist works and its own pre-cast and ready-mixed concrete plants. The company has several ongoing projects in OneCitySubang Jaya and Cyberjaya, as well as a land bank in Dengkil, 1.5km away south of Cyberjaya, all located in the Klang Valley in Malaysia. By partnering with a company such as MCT, Ayala Land will be expanding its footprint in Southeast Asia in line with its diversification goals and sets the platform for growth in Malaysia. This allows Ayala Land to enter the Malaysian market with an experienced team, benefit from synergies of the partnership, and further add value to MCT over the long term to enable it to be a key player in the Malaysian real estate market.

Other Revenue

In addition to the above business lines, Ayala Land also derives income from its investment activities and sale of non-core assets.

Contributions to Revenue

The table below illustrates the amounts of revenue, profitability, and identifiable assets attributable to domestic and foreign operations for the six months ended June 30, 2019 and for the years ended December 31, 2018, 2017, 2016: (in ₱'000)

	1H 2019	2018	2017	2016
Revenues				
<i>Domestic</i>	79,862,025	156,142,062	139,131,909	122,873,268
<i>Foreign</i>	2,606,778	7,604,756	241,432	392,627
Net operating income				

Description of Business

<i>Domestic</i>	29,130,706	52,436,826	43,071,498	38,271,169
<i>Foreign</i>	157,889	1,129,534	(90,142)	343,765
Net Income Attributable to Equity Holders of ALI				
<i>Domestic</i>	15,021,722	28,283,472	25,321,099	20,509,157
<i>Foreign</i>	134,874	957,408	(16,134)	398,854
Total Assets				
<i>Domestic</i>	661,684,904	636,521,219	564,182,334	527,825,623
<i>Foreign</i>	33,872,978	32,299,263	9,810,000	8,607,372

Material Reclassification, Merger, Consolidation, or Purchase or Sale of a Significant Amount of Assets over the past three years

On June 10, 2019, ALI sold its 20% equity interest or 8,051 common shares in LTI to ALLHC for a consideration of ₱800 million.

On May 24, 2019, the Board of Directors of the Company, at its regular meeting approved the acquisition of Avida Land, Corp., a wholly-owned subsidiary of Ayala Land, Inc., of 264,534,247 shares of ALLHC from Orion Land Inc., in exchange for a parcel of land in South Park District, Muntinlupa City. Subsequently, Avida will sell the 264,534,247 shares to Ayala Land, Inc., increasing its effective ownership in ALLHC to 72.25%.

On April 30, 2019, 152 grantees of stock options under our Employee Stock Ownership plan (“ESOWN”) subscribed to 10,073,389 common shares at ₱44.49 per share and became effective on the same day. As a result of the subscription of these grantees, ALI’s outstanding common shares increased to 14,734,581,724.

On December 17, 2018, Asiatown Hotel Ventures, Inc., a domestic corporation registered with the Securities and Exchange Commission. The Company is wholly owned subsidiary of AyalaLand Hotels and Resorts Corp. (AHRC) and was organized primarily for the development of Seda Cebu IT Park.

On November 15, 2018, AMC Japan Concepts, Inc. was incorporated. It is 75% owned by ALI Commercial Center, Inc. and 25% owned by MC Commercial Property Holdings, Inc. The company is organized primarily to manage the Glorietta Roofdeck – Japan Town.

On November 6, 2018, SEC approved the merger between CHI and CPVDC with CHI as the surviving entity. ALI acquired additional 59,631,200 common shares of CHI totaling to ₱352.8 million. Further, an additional 77,742,516 shares were acquired as a result of swap of CPVDC shares for a total consideration of ₱229.3 million which brings Parent Company’s ownership to 70.4%.

On September 12, 2018, One Makati Residential Ventures, Inc., a wholly owned subsidiary of AyalaLand Hotels and Resorts Corp. (AHRC) was registered with the Securities and Exchange Commission. The company was organized primarily for the development of One Ayala Residences.

On May 11, 2018, ALI entered into a Memorandum of Understanding with GSPC and GCPRI for the formation of a JVC that will own and develop 27,852 hectares of land, specifically located in Dingalan, Aurora and General Nakar in the Province of Quezon. Under the JVC, ALI will own 51% and GSPC and GCPRI will jointly own 49%. The development of the properties will comprise of a masterplanned mixed-use estate, principally oriented towards tourism, commercial, residential and institutional uses and will incorporate environmental and ecological programs that will focus on forest conservation and the protection of biodiversity.

On April 30, 2018, ALI and ALLHC executed a Deed of Exchange where ALI will subscribe to 1,225,370,620 common shares of ALLHC for an aggregate subscription price of ₱3,030,750,000.00 in exchange for 30,186

common shares of LTI. The subscription and exchange shall be subject to and deemed effective only upon the issuance by the Securities and Exchange Commission of the confirmation of valuation of the shares. As of audit report date, the SEC has yet to issue its approval.

On April 4, 2018, ALI signed a Deed of Absolute Sale with CAT for the acquisition of several parcels of land with an aggregate area of approximately 290 hectares and located in Barangay Central, City of Tarlac, Province of Tarlac.

On March 23, 2018, the Executive Committee of Ayala Land approved the exchange of Ayala Land's 75% equity interest in LTI into additional shares of stock in ALLHC. The value of the transaction is at ₱3.0 Billion, where ALLHC will issue 1,225,370,620 common shares to ALI in exchange for 30,186 LTI common shares and bring ALI's direct ownership in ALLHC to 63.90% from 54.91%. The combination of LTI and ALLHC will create a bigger entity that will pursue real estate logistics and industrial development and reposition ALLHC to be a leading real estate logistics and industrial estate developer and operator in the Philippines.

On February 26, 2018, the Board of Directors of CHI during its meeting, approved the merger of CPVDC with CHI as the surviving entity. The merger will consolidate CHI's portfolio under one listed entity, creating a unified portfolio for its investments and is expected to result in operational synergies, efficient funds management and simplified reporting to government agencies as a result of the merger. The plan of merger shall be submitted for approval of the stockholders of the two companies during their respective annual stockholders' meeting to be held on April 10, 2018. It will then be filed with the SEC and expected to be approved within the next two (2) months.

On February 20, 2018, the PCC approved the setting up of a joint venture between the Company and Royal Asia Land, Inc. to acquire, own, and develop a 936-hectare commercial and residential project in Silang and Carmona, Cavite. Both firms will own 50% equity in the joint venture vehicle. Royal Asia Land, Inc. will receive a consultation fee of 2% of the joint venture firm's gross revenue for its participation in the planning and development of the property. ALI, meanwhile, as the project development and sales and marketing manager of the property will receive a development management fee of 12% and sales and marketing fee of 5% of the gross revenue. The PCC has deemed that the transaction does not result in a substantial lessening of competition because it will not have a structural effect on the market.

On January 26, 2018, ALI purchased additional 202,774,547 common shares of ALLHC from Genez Investments Corporation for ₱497.7 million which raised ALI's effective ownership interest from 63% to 67% of the total ALLHC's outstanding capital stock.

On January 11, 2018, SIAL CVA Retailers, Inc, FamilyMart Co., Ltd., and ITOCHU Corporation have concluded the transaction to sell 100% of the outstanding shares of PFM to PNX. The parties signed a Memorandum of Agreement last October 30, 2017.

On January 2, 2018, Ayala Land, through its wholly owned subsidiary Regent Wise Investments Limited, signed a share purchase agreement to acquire an additional 17.24% share in MCT, raising ALI's total shareholding in MCT to 50.19%. As a result of this transaction, an unconditional mandatory take-over offer was dispatched to the shareholders of MCT which commenced on January 26 and ended last February 19, 2018. Ayala Land received acceptances equivalent to 22.12% of MCT's outstanding shares, increasing ALI's shareholdings in MCT to 72.31%. In March 23, 2018, principals of MCT, Bhd converted their ICULS into 122,218,357 MCT shares. This exercise resulted in a 6.07% of ALI's stake in MCT to 66.25%

On October 30, 2017, SIAL CVS Retailers, Inc., FamilyMart Co., Ltd., and ITOCHU Corporation have entered into a MOA to sell 100% of the outstanding shares of PFM to PNX. SIAL CVS Retailers, Inc., (a 50-50 joint venture company between ALI Capital Corp. (a 100% subsidiary of Ayala Land, Inc.) and SSI Group, Inc.), owned 60% of PFM, while Japanese companies, FamilyMart Co., Ltd. and ITOCHU Corporation, own 37.6% and 2.4% respectively.

Makati Cornerstone Leasing Corp. is a wholly owned subsidiary of Ayala Land, Inc. and was registered with SEC on June 5, 2017. MCLC was organized to develop the Circuit BPO1 and Circuit BPO2.

AyalaLand Premier, Inc. is a wholly owned subsidiary of Ayala Land, Inc. and was registered on July 7, 2017 to engage primarily in general contracting services.

MDBI Construction Corp., formerly MDC Triangle, Inc., was incorporated on March 1, 2017. The Company is 67% owned by Makati Development Corp. and 33% owned by Bouygues Batiment International, a Europe-based company which is also a subsidiary of Bouygues Construction. MDBI was organized to engage in general contracting services.

Capitol Central Commercial Ventures Corp. is a wholly owned subsidiary of Ayala Land, Inc. and was incorporated on December 4, 2017 for the development of Ayala Malls Capitol Central. Arca South Commercial Ventures Corp. is a wholly owned subsidiary of Ayala Land, Inc. and was incorporated on November 16, 2017 for the development of Ayala Malls Arca South.

Bay City Commercial Ventures Corp. was incorporated on November 3, 2017. BCCVC is a wholly owned subsidiary of Ayala Land, Inc. and was organized primarily for the development of Ayala Malls Bay City.

Bay Area Hotel Ventures, Inc. was incorporated on September 6, 2017, is a wholly owned subsidiary of AHRC and organized primarily for the development of Seda Bay Area.

Makati North Hotel Ventures, Inc. is a wholly owned subsidiary of AHRC. MNHVI was organized on October 10, 2017 for the development of Seda Residences Makati.

One Makati Hotel Ventures, Inc. is a wholly owned subsidiary of AHRC and was incorporated on September 28, 2017. OMHVI was organized primarily for the development of Seda One Ayala.

In June 2017, Orion Land, Inc. ("OLI"), a subsidiary of ALLHC, acquired 512,480,671 common shares equivalent to 11.69% ownership at ₱2.45 share amounting to ₱1,255.58 million. The acquisition of ALLHC shares by OLI was treated as an acquisition of non-controlling interest resulting to a debit to equity reserve of ₱405.18 million. This increased ALI's effective ownership to 63.05%

In 2017, ALI purchased additional 97,763,900 common shares of CHI from BPI Securities Corporation totaling ₱575.0 million which brought up ALI ownership to 72% of the total outstanding capital stock of CHI.

In February 2017, ALI purchased additional 631,000 common shares of ALLHC from BPI Securities Corporation for ₱1.26 million. ALI's interest remains at 51% of the total ALLHC's outstanding capital stock.

On February 23, 2017, Ayala Land together with BPI Capital Corporation and Kickstart Ventures, Inc. signed an investment agreement to acquire ownership stakes in BF Jade E-Service Philippines, Inc., owner and operator of online fashion platform, Zalora Philippines. ALI will own 1.91% of Zalora Philippines through this transaction. The acquisition was finalized on August 31, 2017.

On June 3, 2016, ALI Capital Corp. (formerly Varejo Corp.), has sold all of its rights, titles and interests in SITE Corp. to AHRC. As a result of this transaction, SITE Corp. became a subsidiary of AHRC.

On June 1, 2016, Ayalaland Mall Synergies, Inc., a wholly owned subsidiary of Ayala Land, Inc, was incorporated. The company will house the Commercial Business Group's allied businesses such as but not limited to the partnership with Mercato, LED, and operations of upcoming mall's foodcourt.

On May 19, 2016, additional Executive Stock Ownership Plan ("ESOWN") shares were subscribed under the ESOWN totaling 3,110,756 common shares.

On May 18, 2016, additional ESOWN shares were subscribed totaling 293,919 common shares at ₱26.27 per share by four (4) grantees.

On May 11, 2016, 137 ESOWN grantees subscribed to 13,646,546 common shares at ₱26.27 per share.

In April 2016, ALI purchased 6,000,000 common shares and 24,000,000 preferred redeemable shares of Prow with par value of ₱10.00 per share each for ₱300.0 million. Subsequently, on May 23, 2016, additional 3,000,000 common shares and 12,000,000 preferred redeemable shares with par value of ₱10.00 per share were acquired by ALI for ₱150.0 million. Furthermore, in August 2016, a total of 9,150,931 common shares and 12,876,456 preferred redeemable shares were purchased for a total consideration of ₱220.3 million which brought ALI's ownership to 55.0% of the total outstanding capital stock of Prow. The transactions were entered based on the governing joint venture agreement between ALI and Leonio Land Holdings, Inc. for the development of Alviera Estate in Porac, Pampanga. The series of subscriptions was accounted for as a linked transaction as the transaction was negotiated as a whole.

In March 2016, ALI bought additional 200,953,364 common shares of CHI. This increased the Company's stake from 56.40% to 66.87% of the total outstanding capital stock of CHI.

On March 1, 2016, SIAL Specialty Retailers, Inc. ("SIAL"), a joint venture company between ALI and the SSI Group, Inc., entered into a Deed of Absolute Sale with Metro Retail Stores Group, Inc. to sell fixed assets including fit-outs, furniture, fixtures and equipment in SIAL's department stores located at Fairview Terraces and UP Town Center.

On March 14, 2016, the Company acquired 55% interest in Prow Holdings, Inc. for a purchase price of ₱150 million. The acquisition was made in line with the Company's partnership with Leonio Land, Inc. to develop a mixed-use community in Porac, Pampanga.

In March 2016, the Company acquired an 18% stake in OCLP Holdings, Inc. ("OHI"), consistent with its thrust of expanding operations into other areas within and outside Metro Manila through partnerships. OHI holds 99.51% equity interest in Ortigas & Company Limited Partnership ("OCLP"), an entity engaged in real estate development and leasing businesses.

On February 24, 2016, ALI and ALLHC executed a Deed of Subscription and a Supplement to the Deed of Subscription whereby ALI subscribed to 2.5 billion common shares of stock of ALLHC, which will represent 51% of the total outstanding shares of ALLHC. The consideration for the ALI subscription is ₱2.25 per share or a total subscription price of ₱5.6 billion of which 25% or ₱1.4 billion was paid and the balance of 75% to be paid upon fulfillment of certain terms and conditions.

In February 2016, the Company purchased additional 906,000 common shares of CHI from BPI Securities totaling ₱4.06 million. This brings ALI's ownership from 56.36% to 56.40% of total outstanding capital stock of CHI.

ALI and LTG entered into an agreement on January 21, 2016 to jointly develop a project along the C5 corridor. The project is envisioned to be a township development that spans portions of Pasig City and Quezon City.

On January 12, 2016, the Company has entered into a partnership with Manila Water Philippine Ventures, Inc., a wholly owned subsidiary of Manila Water Company, Inc., for the waterworks of ALI's projects nationwide. The MOA was signed by ALI and its subsidiaries and affiliates, CHI and CPVDC.

On October 15, 2015, ALI, through its wholly owned subsidiary, Regent Wise Investments Limited, exercised its option to acquire additional shares of Malaysian development and construction company, MCT for a total cost of US\$92 Million, to bring its total shareholding in MCT from 9.16% to 32.95%.

On August 13, 2015, ALI entered into an agreement with ALLHC to subscribe 2,500,000,000 common shares of stock or 51.36% interest in ALLHC for a total consideration of ₱5.6 billion, subject to certain terms and conditions. ALLHC is listed in the Philippine Stock Exchange and is the owner of Tutuban Center in Manila City through its wholly owned subsidiary Tutuban Properties, Inc.

On August 11, 2015, ALI has won the bid for the Integrated Transport System Project – South Terminal

("ITS South Project"). ALI will be awarded by the Department of Transportation and Communications ("DOTC") with a 35-year concession agreement to build and operate the ITS South Project and will likewise have the right to develop and operate commercial leasing facilities on the same 5.57-hectare former Food Terminal Inc. property on which the future transport terminal will be built.

Various Diversification/new product lines introduced by the Company during the last three years

Hospitals/Clinics

Ayala Land entered into a strategic partnership with the Mercado Group in July 2013 to establish hospitals and clinics located in the Company's integrated mixed-use developments. The Company will enhance its communities with the introduction of healthcare facilities under the QualiMed brand. In 2014, QualiMed opened three (3) clinics in Trinoma, Fairview Terraces, McKinley Exchange Corporate Center, and Qualimed General Hospital in Atria Park, Iloilo while UP Town Center Clinic in Quezon City was opened in the end of 2015. In the 2nd Quarter of 2016, Qualimed opened a hospital in Altaraza San Jose Del Monte Bulacan while Nuvali is set to open by 2nd Quarter of 2017. Qualimed is targeting to have a 10-hospital and 10-clinic network by 2020.

Supermarkets

ALI Capital Corporation (formerly Varejo Corporation), a subsidiary of Ayala Land, entered into a joint venture agreement with Entenso Equities Incorporated, a wholly-owned entity of Puregold Price Club, Inc., to develop and operate mid-market supermarkets for some of Ayala Land's mixed-use projects. The first supermarket opened in the 3rd quarter of 2015 at UP Town Center. The Company expects to roll out 3 mid-brand supermarkets per year.

Distribution Methods of Products

The Company's residential products are distributed to a wide range of clients through various sales groups.

Ayala Land (parent company) has its own in-house sales team. In addition, it has a wholly-owned subsidiary, ALSI, which employs mission-based sales people. Ayala Land uses a sales force of about 15,000 brokers and sales agents guided by a strict Code of Ethics.

The OFW market is being pursued through award-winning websites, permanent sales offices or broker networks, and regular roadshows with strong follow-through marketing support in key cities abroad. ALISI, created in March 2005, leads the marketing, sales and channel development activities and marketing initiatives of the three residential brands abroad. ALISI has established Marketing Offices in Northern California, specifically in Milpitas in 2012, its first branch, and in San Francisco in March 2014. Marketing Offices were also set up in Singapore in September 2013, Hong Kong in February 2014, and a Representative office in Dubai in 2013. ALISI also assumed the operations of AyalaLand International Marketing, Inc. in Italy and London. In addition, One Ayala program, which bundles the products and services of Ayala Land, BPI and Globe Telecom, gives access to potential Ayala Land clients overseas, i.e. through BPI's 17 overseas offices and 81 tie-ups. In addition, the Ayala Land-BPI Dream Deals program aims to generate additional sales from local market.

Separate sales groups have also been formed for certain subsidiaries which cater to different market segments under Amaia (economic housing), Avida (affordable housing), Alveo (middle-income housing) and BellaVita (socialized housing). To complement these sales groups, Ayala Land and its subsidiaries also tap external brokers.

Effective second half of 2008, residential sales support transactions of ALP, Alveo, and Avida is being undertaken by the shared services company APSI put up by the Company. In 2010, APRISA completed its full roll-out to handle transactional accounting processes across the Ayala Land Group.

Competition

Ayala Land is the only full-line real estate developer in the Philippines with a major presence in almost all sectors of the industry. Ayala Land believes that, at present, there is no other single property company that has a significant presence in all sectors of the property market. Ayala Land has different competitors in each of its principal business lines.

With respect to its mall business, Ayala Land's main competitor is SM Prime Holdings, Inc. whose focus on mall operations gives SM Prime Holdings, Inc. some edge over the Company in this line of business. Nevertheless, Ayala Land is able to effectively compete for tenants primarily based on its ability to attract customers -- which generally depends on the quality and location of its shopping centers, mix of tenants, reputation as a developer, rental rates and other charges.

For office rental properties, Ayala Land sees competition in smaller developers such as Kuok Properties (developer of Enterprise Building), Robinsons Land (developer of Robinsons Summit Center) and non-traditional developers such as the AIG Group (developer of Philam Towers) and RCBC (developer of RCBC towers). For BPO office buildings, Ayala Land competes with the likes of Megaworld and Robinsons Land. Ayala Land is able to effectively compete for tenants primarily based upon the quality and location of its buildings, reputation as a building owner, and quality of support services provided by its property manager, rental and other charges.

With respect to residential lot and condominium sales, Ayala Land competes with developers such as Megaworld, DMCI Homes, Robinsons Land, and SM Development Corporation. Ayala Land is able to effectively compete for purchasers primarily on the basis of reputation, price, reliability, and the quality and location of the community in which the relevant site is located.

For the middle-income/affordable housing business, Ayala Land sees the likes of SM Development Corp, Megaworld, Filinvest Land and DMCI Homes as key competitors. Alveo and Avida are able to effectively compete for buyers based on quality and location of the project and availability of attractive in-house financing terms.

For the economic housing segment, Amaia competes with Camella Homes, DMCI Homes, Filinvest, Robinsons Land and SM Development Corporation.

BellaVita, a relatively new player in the socialized housing market, will continue to aggressively expand its geographical footprint with product launches primarily located in provincial areas.

Capital Expenditures (Consolidated)

For the year 2019, Ayala Land's consolidated budget for project and capital expenditures amount to ₱130.4 billion of which ₱49.5 billion has been disbursed as of June 30, 2019 to support residential and leasing asset buildup.

Subsidiaries, Associates and Joint Ventures

As of June 30, 2019, there are several companies which are either subsidiaries or associates and joint ventures of Ayala Land. Certain details and the percentage of ownership held by Ayala Land of each of these companies are described below:

	Date of Incorporation	Effective Ownership (%)
Real Estate:		

Description of Business

Alveo Land Corporation (Alveo)	September 29, 1995	100
Serendra, Inc.	June 7, 1994	39
Solinea, Inc. (Solinea)	April 2, 2007	65
BGSouth Properties, Inc. (BGS)	August 10, 2011	50
Portico Land Corp. (Portico)	October 2, 2013	60
Serendra, Inc.	June 7, 1994	28
Amorsedia Development Corporation (ADC)	March 6, 1996	100
OLC Development Corporation and Subsidiary	June 28, 1996	100
HLC Development Corporation	June 28, 1996	100
Allysonia International Ltd.	February 18, 2000	100
Avida Land Corporation (Avida)	October 30, 1990	100
Buklod Bahayan Realty and Development Corp.	November 5, 1996	100
Avida Sales Corp. and Subsidiaries	December 22, 2004	100
Amicassa Process Solutions, Inc.	June 2, 2008	100
Avencosouth Corp. (Avencosouth)	April 26, 2012	70
BGNorth Properties, Inc. (BGN)	August 5, 2011	50
Amaia Land Co. (Amaia)	May 29, 2000	100
Amaia Southern Properties, Inc. (ASPI)	February 12, 2013	65
AyalaLand Premier, Inc.	July 7, 2017	100
Ayala Land International Sales, Inc. (ALISI)	March 29, 2005	100
Ayala Land International Marketing, Inc. (AIMI)	February 28, 2012	100
Ayala Land International (Singapore) Pte. Ltd	July 4, 2013	100
Ayala Land International Marketing (Hong Kong) Ltd	November 20, 2013	100
Ayala Land International Marketing, SRL	April 9, 2014	100
Ayala Land International Marketing, London	December 10, 2014	100
Ayala Land Sales, Inc.	March 6, 2002	100
Southportal Properties, Inc. (Southportal)	December 1, 2014	65
Buendia Landholdings, Inc.	October 27, 1995	100
Crans Montana Holdings, Inc.	December 28, 2004	100
Crimson Field Enterprises, Inc.	October 26, 1995	100
Ecoholdings Company, Inc. (ECI)	September 25, 2008	100
NorthBeacon Commercial Corporation (NBCC)	August 13, 1970	100
Red Creek Properties, Inc.	October 17, 1994	100
Regent Time International, Limited	March 28, 2003	100
North Eastern Commercial Corp. (formerly Asterion Technopod Incorporated (ATI))	July 8, 2008	100
Westview Commercial Ventures Corp. (formerly Crestview E-Office Corporation) (Westview)	July 8, 2008	100
North Ventures Commercial Corp. (formerly Fairview Prime Commercial Corp.)	August 24, 2007	100
Hillsford Property Corporation (HPC)	August 24, 2007	100
Primavera Towncentre, Inc. (PTI)	December 18, 2009	100
Summerhill E-Office Corporation (Summerhill)	July 7, 2008	100
Sunnyfield E-Office Corporation (Sunnyfield)	July 7, 2008	100
Subic Bay Town Centre, Inc.	March 9, 2010	100
Regent Wise Investments Limited (Regent Wise) (Hongkong Company)	May 12, 2010	100
AyalaLand Real Estate Investments, Inc.	February 4, 2013	100
AyalaLand Advisory Broadway, Inc.	February 4, 2013	100
AyalaLand Development (Canada), Inc.	February 15, 2013	100
AyalaLand OpenAsia Holdings PTE, Ltd.	July 6, 2012	100
Blue Horizons Holdings PTE, Limited.	September 20, 2013	100
Modular Construction Technology (MCT) Bhd.	April 6, 2015	66
AyalaLand Commercial REIT, Inc. (ALCRI)	September 30, 2010	100
Arvo Commercial Corporation (Arvo)	June 23, 2011	100
BellaVita Land Corporation (BellaVita)	March 21, 1995	100
Nuevo Centro, Inc. (Nuevo Centro)	April 15, 2011	54
Alviera Country Club, Inc. (Alviera)	July 9, 2014	50
Cavite Commercial Town Center, Inc.	July 31, 2009	100
Ayalaland REIT, Inc. (formerly One Dela Rosa Property Development, Inc.)	September 4, 2006	100
AyalaLand Offices, Inc. (ALO) (formerly ALI Property Partners Corp. (APPCo))	July 26, 2006	100
First Gateway Real Estate Corp.	September 4, 2006	100
Glensworth Development, Inc. (Glensworth)	August 23, 2007	100
UP North Property Holdings, Inc.	March 26, 2007	100
ALO Prime Realty Corporation	April 23, 2008	100
Makati Comerstone Leasing Corp. (MCLC)	June 5, 2017	100
Arca South Commercial Ventures Corp.	November 16, 2017	100
Capitol Central Commercial Ventures Corp	December 4, 2017	100
Bay City Commercial Venture Corp. (BCCVC)	November 3, 2017	100

Description of Business

Laguna Technopark, Inc. (LTI)	November 15, 1990	95
Ecozone Power Management, Inc.	August 20, 2010	95
Aurora Properties Incorporated	December 3, 1992	80
Soltea Commercial Corp.	June 13, 2013	16
Vesta Property Holdings, Inc.	October 22, 1993	70
Altaraza Prime Realty Corporation	March 9, 2016	100
Prow Holdings, Inc.	May 24, 2013	55
Station Square East Commercial Corporation (SSECC)	March 17, 1989	69
AREIT Property Managers, Inc (formerly Next Urban Alliance Development Corp.)	May 4, 2015	100
Accendo Commercial Corp. (Accendo)	December 17, 2007	67
Avencosouth Corp.	April 26, 2012	20
Aviana Development Corporation	September 17, 2013	7
Aviana Development Corporation	September 17, 2013	50
Cagayan de Oro Gateway Corp. (CDOGC)	March 3, 2010	70
Ceci Realty, Inc. (Ceci)	August 22, 1974	60
Soltea Commercial Corp.	June 13, 2013	12
Soltea Commercial Corp.	June 13, 2013	60
CMPI Holdings, Inc.	May 30, 1997	60
CMPI Land, Inc.	March 27, 1998	36
ALI-CII Development Corporation (ALI-CII)	August 6, 1997	50
Roxas Land Corporation (RLC)	March 18, 1996	50
Adaage Commercial Corporation (Adaage)	September 5, 2012	60
Ayalaland Estates, Inc. (formerly Southgateway Development Corp. (SDC))	October 19, 2012	100
Ayalaland MetroNorth, Inc. (AMNI)	November 29, 2012	100
Verde Golf Development Corporation	August 8, 2013	100
North Triangle Depot Commercial Corporation (NTDCC)	March 20, 2001	73
BGWest Properties, Inc. (BGW)	August 5, 2011	50
Lagdigan Land Corp. (Lagdigan)	March 17, 2014	60
Central Block Developers, Inc. (CBDI)	July 28, 2015	45
Cebu Holdings, Inc. (CHI)	December 9, 1988	71
Cebu Leisure Company, Inc.	January 31, 1994	71
CBP Theatre Management, Inc.	February 1, 1994	71
Taft Punta Engaño Property, Inc. (TPEPI)	September 8, 2011	39
Cebu Insular Hotel Company, Inc. (CIHCI)	April 6, 1995	26
Solinea, Inc.	April 2, 2007	25
Amaia Southern Properties, Inc. (ASPI)	February 12, 2013	25
Southportal Properties, Inc. (Southportal)	December 1, 2014	25
Central Block Developers, Inc. (CBDI)*	July 28, 2015	39
Asian I-Office Properties, Inc. (AIOPI)	September 24, 2007	71
Alabang Commercial Corporation (ACC)	June 28, 1978	50
South Innovative Theater Management (SITMI)	February 2, 2001	50
ALI Commercial Center, Inc.	October 13, 2014	100
AMC Japan Concepts, Inc.	November 15, 2018	75
AyalaLand Logistics Holdings Corp.	May 19, 1989	70
FLT Prime Insurance Corporation	February 22, 1977	55
Orion Solutions, Inc.	October 12, 1994	70
Orion Holdings Philippines, Inc.	March 9, 1993	70
OE Holdings, Inc.	August 6, 1993	70
Orion Land, Inc.	April 22, 1996	70
Lepanto Ceramics, Inc.	March 26, 1990	70
Laguna Technopark, Inc. (LTI)	November 15, 1990	67
Ecozone Power Management, Inc.	August 20, 2010	67
AMSI, Inc. (formerly Ayalaland Malls Synergies, Inc.	June 1, 2016	100
Ayalaland Malls, Inc.	February 19, 2013	100
Ayalaland Malls Vismin, Inc.	October 15, 2015	100
Ayalaland Malls Northeast, Inc.	October 15, 2015	100
Construction		
Makati Development Corporation (MDC)	August 15, 1974	100
MDC Subic, Inc.	June 28, 2010	100
MDC Build Plus, Inc.	October 17, 2011	100
MDC Concrete, Inc. (MCI)	August 12, 2013	100
MDC Equipment Solutions, Inc. (MESI)	September 16, 2013	100
MDBI Construction Corp. (formerly MDC Triangle, Inc.) (MDBI)	March 1, 2017	67

Description of Business

Hotels		
Ayala Hotels, Inc. (AHI)	April 11, 1991	50
Ayalaland Hotels and Resorts Corporation (AHRC) and Subsidiaries	September 21, 2010	100
ALI Makati Hotel & Residences, Inc.	January 30, 2007	80
ALI Makati Hotel Property, Inc.	August 13, 2007	80
Regent Horizons Conservation Company, Inc. and Subsidiary	December 11, 2001	100
Enjay Hotels, Inc.	July 12, 1990	100
Greenhaven Property Venture, Inc.	July 9, 2008	100
Cebu Insular Hotel Company, Inc.	April 6, 1995	63
Bonifacio Hotel Ventures, Inc.	October 13, 2010	100
Southcrest Hotel Ventures, Inc.	October 18, 2010	67
Northgate Hotel Ventures, Inc.	October 18, 2010	70
North Triangle Hotel Ventures, Inc.	October 18, 2010	100
Ecosouth Hotel Ventures, Inc.	May 19, 2011	100
Sentera Hotel Ventures, Inc.	June 19, 2014	100
Econorth Resorts Ventures, Inc.	October 8, 2014	100
ALI Triangle Hotel Ventures, Inc.	March 4, 2014	100
Circuit Makati Hotel Ventures, Inc.	October 20, 2014	100
Capitol Central Hotel Ventures, Inc.	October 20, 2014	100
Arca South Hotel Ventures, Inc.	October 17, 2014	100
Sicogon Town Hotel, Inc.	September 29, 2015	100
Bay Area Hotel Ventures, Inc.	September 6, 2017	100
Makati North Hotel Ventures, Inc. (MNHVI)	October 10, 2017	100
One Makati Hotel Ventures, Inc. (OMHVI)	September 28, 2017	100
Sicogon Island Tourism Estate Corp.	July 8, 2015	100
Asiatown Hotel Ventures, Inc.	December 17, 2018	100
One Makati Residential Ventures, Inc.	September 12, 2018	100
ALI Makati Hotels & Residences, Inc.	January 30, 2007	20
ALI Makati Hotel Property, Inc.	August 13, 2007	20
Ten Knots Phils., Inc.	November 22, 1979	60
Bacuit Bay Development Corporation	April 28, 1997	60
Lio Resort Ventures, Inc.	October 27, 2015	60
North Liberty Resort Ventures, Inc.	October 27, 2015	60
Paragua Eco-Resort Ventures, Inc.	October 27, 2015	60
Lio Tourism Estate Management Corporation	October 10, 2016	60
Ten Knots Development Corp.	August 22, 1992	60
Chirica Resorts Corp.	September 25, 2009	60
Kingfisher Capital Resources Corp.	August 20, 2002	60
Pangulasian Island Resort Corporation	September 18, 2015	60
Property Management		
Ayala Property Management Corporation (APMC)	July 25, 1951 (Extended for another term of 50 years as approved on October 13, 2003)	100
Prime Support Services, Inc.	October 14, 2015	100
Ayala Theatres Management, Inc. and Subsidiaries	August 10, 1984	100
DirectPower Services, Inc. (DirectPower)	September 14, 2011	100
Philippine Integrated Energy Solutions, Inc. (PhilEnergy)	September 21, 2010	100
Entertainment		
Five Star Cinema, Inc.	December 18, 2000	100
Leisure and Allied Industries Philippines, Inc. (LAIP)	October 10, 1997	50
Others		
ALInet.com, Inc. (ALInet)	May 5, 2000	100
First Longfield Investments Limited (First Longfield)	October 23, 2006	100
Green Horizons Holdings Limited	October 25, 2006	100
Aprisa Business Process Solutions, Inc. (Aprisa)	September 21, 2010	100
Ayalaland Club Management, Inc.	December 26, 2011	100
ALI Capital Corp. (formerly Varejo Corp.)	June 25, 2012	100
Integrated Eco-resort Inc.	May 27, 2015	100
Airswift Transpor Inc. (formerly Island Transvoyager, Inc.)	October 2, 2002	100
Arca South Integrated Terminal, Inc.	November 27, 2015	100
Whiteknight Holdings, Inc. (WHI)	May 14, 2013	100
Ayalaland Medical Facilities Leasing Inc.	April 13, 2015	100

Description of Business

Anvaya Cove Beach and Nature Club, Inc. (Anvaya Cove Beach)	March 28, 2005	73
Anvaya Cove Golf and Sports Club, Inc. (Anvaya Cove Golf)	September 21, 2010	76

**includes CPVDC interest in CBDI*

Changes in the group structure in 2019

AyalaLand Logistics Holdings, Corp (formerly Prime Orion Philippines, Inc.) and Laguna Technopark, Inc.

On February 4, 2019, The Executive Committee of Ayala Land, Inc. approved the purchase of a 20% equity interest owned by Mitsubishi Corporation in Laguna Technopark, Inc., equivalent to 8,051 common shares, with a total value of ₱800 million. Subsequently, ALI will exchange the 20% equity interest in LTI for additional shares of stock in POPI, equivalent to 323,886,640 common shares, subject to conditions to be fulfilled by POPI.

On June 10, 2019, further to the disclosure last February 4, 2019, ALI sold its 20% equity interest or 8,051 common shares in LTI to ALLHC (formerly Prime Orion Philippines, Inc. or POPI) for a consideration of ₱800 million.

Real Estate

Alveo Land Corp., 100%-owned by Ayala Land, offers various residential products to the middle-income market. Alveo's projects from 2014 up to 2015 includes Venare, The Lerato Tower (Makati City), Kasa Luntian (Tagaytay), Marquee Residences and Sedona Parc. For on-going projects, they have Kroma, Escala Salcedo, Lumira, The Stiles Enterprise, Mirala, Ferndale Villas and Alveo Financial Tower to name a few.

Avida Land Corp., a 100%-owned subsidiary, continued to develop affordable housing projects which offer house-and lot packages and residential lots. Avida also ventured into the development and sale of residential condominiums. Project launches in the past three years included Avida Towers Sucat, Avida Towers New Manila, Avida Towers San Lazaro, Avida Towers Makati West, Avida Settings NUVALI, Avida Residences San Fernando, Avida Residences Sta. Cecilia, and Riego de Dios Village.

Amaia Land Corp., formerly a subsidiary of Avida is now a wholly owned subsidiary of Ayala Land, was established to pursue a planned expansion of residential development operations to cater to the country's economic housing segment.

BellaVita Land Corp. (formerly South Maya Ventures Corp.), wholly-owned subsidiary of Ayala Land, aims to establish the country's first social enterprise community development targeting minimum wage earners and members of the informal business sector. Its first project in General Trias, Cavite was launched in November 2011.

Serendra, Inc., 28%-owned by ALI and 39%-owned by Alveo, is engaged in residential development. In 2004, it launched Serendra, a residential complex at the BGC in Taguig.

Solinea (formerly Bigfoot Palms, Inc.), a landholding entity, was acquired on March 05, 2011 through Alveo Land Corporation through acquisition of 65% shares of stock. The remaining 35% was acquired by Cebu Holdings, Inc., an associate of the Group.

Portico Land Corp., a subsidiary of Alveo was incorporated on October 2, 2013. Portico is 60%-owned by Alveo and 40% by MC. The subsidiary was organized to develop and operate the mixed-use developments primarily in Ortigas center.

Aviana Development Corporation, incorporated on September 17, 2013, is a 50-50 joint venture company between the Ayala Land Group (10%-owned by Accendo) and the Alcantara Group. The Company will develop approximately 27-hectare waterfront property in Lanang, Davao City.

Soltea Commercial Corp., a joint venture between the Company (60%), Ceci Realty, Inc. (20%) and Aurora Properties, Inc. (20%), was incorporated on June 13, 2013. Currently, its main purpose is the development of Solenad 3 project in Sta. Rosa, Laguna.

Roxas Land Corp., 50%-owned, sold-out One Roxas Triangle in 2007. The project was started in 1996 and was completed in September 2001.

Verde Golf Development Corporation, a wholly owned subsidiary of the Company, was registered on August 8, 2013 primarily to develop, maintain, operate, manage and carry on the business, operation and management of the Southlinks golf facilities for the amusement, entertainment, recreation, leisure and athletic activities of the general public.

BGWest Properties, Inc., *BGSouth Properties, Inc.* and *BGNorth Properties, Inc.* were incorporated to engage in the development of high-end, middle-end and affordable residential and retail projects, respectively, in Bonifacio Global City.

Avencosouth was incorporated in the Philippines and is currently engaged in condominium development operations. The Company holds 90% indirect interest in Avencosouth as of December 31, 2012. It is 70%-owned by Avida (wholly-owned subsidiary of the Company) and 30%-owned by Accendo (67%-owned by the Company). Avencosouth was registered with the SEC on April 26, 2012 and started commercial operations on August 11, 2012.

AIMI, a wholly-owned subsidiary of ALISI, was incorporated on February 28, 2012 to engage in any lawful act or activity for which a corporation may be organized under the General Corporation Law of California other than the banking business, the trust company business or the practice of a profession permitted to be incorporated by the California Corporations Code.

Ayala Land International (Singapore) Pte. Ltd., a wholly owned subsidiary of ALISI, was established on July 4, 2013 to market real estate products of ALI through Licensed Estate Agents in Singapore.

Ayala Land International Marketing (Hong Kong) Ltd. (formerly, First Folio Limited), a wholly-owned subsidiary of ALISI, was incorporated on September 13, 2013 to engage in the marketing and sale of real estate products of ALI Hong Kong SAR.

Ayala Land International Marketing, SRL was organized when ALISI bought ownership interests in Italy and Ayala Land International Marketing, Inc. in London from Avida Sales Corporation on April 9, 2014 and December 10, 2014, respectively. ALISI continues to widen the range of exposure of all ALI residential brands by its marketing partners.

Makati Cornerstone Leasing Corp. is a wholly owned subsidiary of Ayala Land, Inc. and was registered with SEC on June 5, 2017. MCLC was organized to develop the Circuit BPO1 and Circuit BPO2.

AyalaLand Premier, Inc. is a wholly owned subsidiary of Ayala Land, Inc. and was registered on July 7, 2017 to engage primarily in general contracting services.

Bay City Commercial Ventures Corp. was incorporated on November 3, 2017. BCCVC is a wholly owned subsidiary of Ayala Land, Inc. and was organized primarily for the development of Ayala Malls Bay City.

Arca South Commercial Ventures Corp. is a wholly owned subsidiary of Ayala Land, Inc. and was incorporated on November 16, 2017 for the development of Ayala Malls Arca South.

Capitol Central Commercial Ventures Corp. is a wholly owned subsidiary of Ayala Land, Inc. and was incorporated on December 4, 2017 for the development of Ayala Malls Capitol Central.

Strategic Landbank Management

Aurora Properties, Incorporated, Vesta Property Holdings, Inc. and Ceci Realty, Inc. (incorporated in 1974) are owned by Ayala Land 80%, 70% and 60%, respectively. These companies, joint ventures with the Yulo Family, finalized plans for the development of nearly 1,700 hectares of land in Canlubang, Laguna.

Lagdigan is a 60:40 joint venture between the Company and AC. It was incorporated on March 17, 2014 and its main purpose is to develop Laguindingan's 500-hectare property owned by AC. The vision is to develop it as a mixed-use area that will be the primary growth area in Misamis Oriental.

Nuevo Centro, Inc., a 55%-owned subsidiary of Ayala Land, was established primarily to acquire and hold real estate properties for the purpose of developing them into large-scale, mixed-used and masterplanned communities in Pampanga.

Regent Time International Limited, 100%-owned by Ayala Land, also owns a stake at Bonifacio Land Corp. / Fort Bonifacio Development Corp.

NorthBeacon Commercial Corporation – formerly Alabang Theatres Management Corporation, is Ayala Land's wholly-owned vehicle for its MarQueue Mall in Pampanga, which commenced development in March 2007 and began operations in September 2009.

Station Square East Commercial Corporation, 69%-owned subsidiary of Ayala Land, broke ground in 2002 for Market! Market!, a 150,000-sqm mall along C-5 Road in Taguig. It opened Phase 1A of the mall in 2004 and Phase 1B in 2005.

AREIT Property Managers, Inc (formerly Next Urban Alliance Development Corp.) is a wholly owned subsidiary of ALI and was incorporated on May 4, 2015. Its purpose is to develop, invest, own or acquire commercial, residential or agricultural lands.

Accendo Commercial Corp., with a 67% stake, ALI entered into a joint venture agreement with Anflo Group to develop a mixed-use project in Davao City.

ALI-CII Development Corporation, a 50-50% joint venture with Concepcion Industries, continued to operate Metro Point, a mid-market mall at the corner of EDSA and Taft Avenue, which was completed in the fourth quarter of 2001.

ALI Commercial Center, Inc. is a wholly owned subsidiary and was incorporated on October 13, 2014. ALI Commercial Center, Inc. manages the operations of Glorietta and Greenbelt malls.

Alabang Commercial Corporation, 50%-owned by Ayala Land, continued to manage and operate the Alabang Town Center.

North Triangle Depot Commercial Corporation, 73%-owned by Ayala Land, commenced development of TriNoma (formerly referred to as North Triangle Commercial Center), a 191,000-sqm mall constructed at the main depot of MRT-3 in Quezon City. TriNoma broke ground in June 2005 and began operations in May 2007.

North Ventures Commercial Corporation, 100% wholly-owned subsidiary to handle the development of Fairview Terraces.

Primavera Town Centre, Inc., 100% wholly-owned subsidiary, was also formed to handle the planning, development and management of small-format retail facilities known as "neighborhood centers" within the Company's existing and planned growth centers across the country.

Subic Bay Town Centre, Inc., 100%-owned by Ayala Land, was incorporated on March 9, 2010 for the planning, development management of a mall to be located in Subic Bay Freeport Zone.

Cagayan De Oro Gateway Corp. was established to pursue a mixed-use development with a 47,000 sqm regional mall as its centerpiece. A 150-room boutique hotel shall be located on top of the mall, while a

single tower residential condominium with 21 floors and 522 rooms shall be located right beside the mall. The project is strategically located in the economic hub of Cagayan de Oro City.

Arvo Commercial Corporation (ACC), a wholly owned subsidiary of the Ayala Land, was established primarily to develop and operate shopping malls within the ALI identified growth areas across the country.

Laguna Technopark, Inc., continues to sell industrial lots to local and foreign company locators. It also leases ready-built factory units within the Laguna Technopark.

ALO Inc., is the Company's 100%-owned vehicle in partnership with MLT Investments (Goldman Sachs) which handle various BPO projects and investments.

Sunnyfield E-Office Corporation, Asterion Technopod, Inc., Westview Commercial Ventures Corp., Summerhill E-Office Corporation and Hillsford Property Corp. are wholly-owned entities established to handle, develop and manage all future BPO buildings located at various growth centers within the Philippines.

Cebu Holdings, Inc., 67%-owned by Ayala Land, continued to manage and operate the Ayala Center Cebu and sell condominium units and lots within the Cebu Business Park. The company also launched Amara, a high-end seaside residential subdivision, and continued to sell club shares at City Sports Club Cebu. Through Cebu Property Ventures Development Corporation, CHI also continued to sell lots at the Asiatown IT Park.

Taft Punta Engaño Property Inc. ("TPEPI") was incorporated on September 8, 2011, a wholly owned subsidiary of Taft Property Venture Development Corporation ("TPVDC"). TPEPI's primary purpose is to create a mixed-use commercial and residential district within a 12-hectare property in Lapu-Lapu City. A joint venture agreement was entered into last April 26, 2013 between TPVDC and the Company. Under the agreement, the Company will own 55% of TPEPI and TPVDC will own the remaining 45% of TPEPI. The Company's rights to the venture were subsequently transferred to CHI on September 18, 2013 to enhance the latter's portfolio and operations. It is consistent with the thrust of CHI to expand its business.

Amaia Southern Properties, Inc. ("ASPI") was organized and incorporated on February 12, 2013 by Amaia together with Cebu Holdings Inc. (CHI), primarily to purchase and develop new real estate properties for planned projects in the south. ASPI is 65%-owned by Amaia and 35% by CHI.

Southportal Properties, Inc. (Southportal) was incorporated on December 1, 2014. It is 65%- owned by the Company and the remaining 35% is held by CHI. The primary purpose of the Group is to develop, sell and manage the operations for ALP Towers in Cebu.

Central Block Developers, Inc ("CBDI") is a subsidiary of the Company with pro-rata ownership of the Group's Cebu Companies, CPVDC and CHI. The project of CBDI is called Central Bloc and is located at the core of Cebu IT Park. The development includes two BPO towers, an Ayala branded hotel, and a 5-storey mall. CBDI was registered with the SEC on July 28, 2015 and has not yet started commercial operations.

Cebu District Property Enterprise, Inc. ("CDPEI") was incorporated on February 20, 2014 and is a 50:50 joint venture between Ayala Land, Inc. and Aboitiz Land, Inc. CDPEI's main purpose is to create a mixed-use commercial and residential district with the 15.4-hectare property in Subangdaku, Mandaue.

Adauge, a 60%-owned subsidiary of the Company, was incorporated on September 5, 2012 for the acquisition and development of a mixed-use project in Mandurriao, Iloilo City.

Regent Wise Investments Limited (Regent Wise), a wholly-owned subsidiary of Ayala Land, formed to enter into an Equity Joint Venture with Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd for the development of a 9.78-hectare residential project in China. The project will be located in the Eco-City,

a 3,000-hectare collaboration between the Chinese and Singaporean governments which will showcase future direction of urban planning and sustainable development.

MCT Bhd was incorporated on April 6, 2015. Ayala Land, through its wholly-owned subsidiary, Regent Wise, signed a share purchase agreement last January 2, 2018 to acquire an additional 17.24% share in MCT Bhd, subject to the completion of certain conditions. The Company's shareholding increased to 72.31% from 50.19%. In March 23, 2018, principals of MCT, Bhd converted their ICULS into 122,218,357 MCT shares. This exercise resulted in a 6.07% of ALI's stake in MCT to 66.25%

AyalaLand Real Estate Investments Inc. was incorporated on February 4, 2013 under the laws of British Columbia, Canada. It is 100%-owned by the Company through RegentWise. It is the beneficiary of the Trust and a Shareholder of Rize-AyalaLand (Kingsway) GP Inc. As of December 31, 2014 and 2013, it is a party to the Rize-AyalaLand (Kingsway) Limited Partnership.

AyalaLand Advisory Broadway Inc. was incorporated on February 4, 2013 under the laws of British Columbia, Canada. It is a wholly owned subsidiary of the Company through Regent Wise.

AyalaLand Development (Canada) Inc. was incorporated on February 15, 2013 under the laws of British Columbia, Canada. It is a wholly owned subsidiary of the Company through Regent Wise. It is a party to the Management Services Agreement between Rize-AyalaLand (Kingsway) Limited Partnership, Rize-AyalaLand (Kingsway) GP Inc., Rize Alliance Properties Ltd. and AyalaLand Development (Canada) Inc.

AyalaLand Commercial REIT, Inc., a wholly-owned subsidiary of Ayala Land was formed in September as a vehicle through which Ayala Land will own and operate select investment properties and which Ayala Land intends to undertake an IPO under Republic Act No. 9856 or the Philippines Real Estate Investment Trust ("REIT") Law. Said investment properties shall include prime shopping center and office assets currently owned by the Company which are mature, have recurring income streams and have achieved stable occupancy rates.

SDC, a wholly-owned subsidiary of the Company, was incorporated on October 19, 2012 to be involved in real estate development projects of the Group.

AMNI was incorporated in November 29, 2012 and is a wholly-owned subsidiary of the Company. It is established primarily to develop and operate shopping malls and offices.

Ayala Land Malls, Inc., a wholly-owned subsidiary of the Company, was incorporated this year as a shared-service entity to provide manpower services to the Ayala Malls Group.

Ayalaland Malls NorthEast, Inc. was registered on October 15, 2015. The Company is a wholly owned subsidiary of ALMI with primary purpose of conducting general contracting services and other support service, including performance of technical support services to North East Manila malls.

Ayalaland Malls VisMin, Inc. was registered on October 15, 2015. The Company is a wholly owned subsidiary of ALMI with primary purpose of conducting general contracting services and other support service, including performance of technical support services to VisMin malls.

Prow Holdings, Inc. (PHI). In April 2016, the Company acquired a 22% stake in PHI which was subsequently increased to 33% in May 2016. The acquisition was undertaken pursuant to the joint venture agreement governing the development of the Alviera Estate in Porac, Pampanga.

Entertainment

Five Star Cinema, Inc., also wholly-owned, continued to manage and operate theaters at the Alabang Town Center.

Leisure and Allied Industries Phils., Inc., a 50-50% joint venture of Ayala Land with Australian company, LAI Asia Pte. Ltd., continued to operate family entertainment centers called TimeZone in various Ayala malls, as well as other malls.

Property Management

Ayala Property Management Corporation, 100%-owned by Ayala Land, continued to manage properties of Ayala Land and its subsidiaries. It also provided its services to third-party clients.

Prime Support Services, Inc. is a wholly owned subsidiary of APMC and was incorporated on October 14, 2015. It is a company that provides technical and administrative services but not limited to the maintenance and the improvement of the physical aspects of the administered properties.

Ayala Theaters Management, Inc., 100%-owned, continued to manage and operate theaters at the Ayala Center in Makati.

Philippine Integrated Energy Solutions, Inc., a 100%-owned subsidiary of Ayala Land established for the supply and operations of a district cooling system, performance contracting by introducing various energy solutions and bulk purchase of electricity.

DirectPower Services, Inc., (*DirectPower*), a wholly owned subsidiary of the ALI, was formed to engage in the bulk purchase and supply of electricity and to introduce various energy solutions.

Hotels and Resorts

Ayala Hotels, Inc., 50%-owned, currently manages hotel land lease operations.

AHRC, a wholly-owned subsidiary of Ayala Land which will serve as a holding company for the Group's hotels and resorts operations.

Ten Knots Philippines, Inc. and Ten Knots Development Corporation (The Ten Knots Group), 60%-owned by Ayala Land in partnership with Asian Conservation Company Inc. In 2013, the Hotels and Resorts Group signed an agreement with Asian Conservation Company to acquire its 40% stake in El Nido Resorts.

North Liberty Resort Ventures, Inc. is a wholly owned subsidiary of TKPI. The Company was incorporated on October 27, 2015 and was primarily organized to own, use, improve, develop, subdivide, sell, lease & hold for investment or otherwise real estate of all kinds.

Lio Resort Ventures, Inc. is a wholly owned subsidiary of TKPI. The Company was incorporated on October 27, 2015 and was primarily organized to own, use, improve, develop, subdivide, sell, lease & hold for investment or otherwise real estate of all kinds.

Paragua Eco-Resort Ventures, Inc. is a wholly owned subsidiary of TKPI. The Company was incorporated on October 27, 2015 and was primarily organized to own, use, improve, develop, subdivide, sell, lease & hold for investment or otherwise real estate of all kinds.

Pangulasian Island Resort Corporation is a wholly owned subsidiary of TKDC. The Company was incorporated on September 18, 2015 and was primarily organized to plan, develop, construct, own and operate sports, vacation, recreation and resort facilities and other related business activities.

Greenhaven Property Venture, Inc., 100%-owned by Ayala Land through AHRC established to plan, develop and manage the hotel being constructed in Glorietta 1 as part of the Ayala Center redevelopment project.

Regent Horizons Conservation Company Inc. and Subsidiary. On November 19, 2013, AHRC, a wholly owned subsidiary of the Company entered into an agreement to acquire 100% interest in ACCI, which

Description of Business

effectively consolidates the remaining 40% interest in TKDC and TKPI (60%-owned subsidiary of the Company prior to this acquisition). This acquisition is in line with the Company's thrust to support the country's flourishing tourism industry.

Sentera Hotel Ventures, Inc. was registered on June 19, 2014. It is a wholly owned subsidiary of AHRC with purpose of managing the hotel operation of SEDA Iloilo.

Econorth Resorts Ventures, Inc. is wholly owned subsidiary of AHRC with the primary purpose of engaging in real estate and hospitality activities in Seda Lio, Palawan. It was registered on October 8, 2014.

ALI Triangle Hotel Ventures, Inc. was registered on March 4, 2014. It is a wholly owned subsidiary of AHRC with the primary purpose of managing the activities of the new Mandarin Hotel.

Circuit Makati Hotel Ventures, Inc. was registered on October 20, 2014. It is a wholly owned subsidiary of AHRC with primary purpose of developing and managing the hotel operations in Circuit Makati.

Capitol Centre Hotel Ventures, Inc. was registered on October 20, 2014. It is a wholly owned subsidiary of AHRC and with the purpose of developing and managing the hotel activities of SEDA Bacolod.

Arca South Hotel Ventures, Inc. was registered on October 17, 2014. It is a wholly owned subsidiary of AHRC with main purpose of developing and managing the hotel operations of Arca South project in Taguig.

Sicogon Town Hotel, Inc., a wholly owned subsidiary of AHRC, was registered on September 29, 2015 with primary purpose of engaging in the general business in hotel in Sicogon Island, Iloilo.

Bay Area Hotel Ventures, Inc. was incorporated on September 6, 2017, is a wholly owned subsidiary of AHRC and organized primarily for the development of Seda Bay Area.

One Makati Hotel Ventures, Inc. is a wholly owned subsidiary of AHRC and was incorporated on September 28, 2017. OMHVI was organized primarily for the development of Seda One Ayala.

Makati North Hotel Ventures, Inc. is a wholly owned subsidiary of AHRC. MNHVI was organized on October 10, 2017 for the development of Seda Residences Makati.

Construction

Makati Development Corporation, 100%-owned by Ayala Land, continued to engage in engineering, design and construction of horizontal and low-rise vertical developments. It continued to service site development requirements of Ayala related projects while it provided services to third-parties in both private and public sectors.

MDC Build Plus was formed to cater primarily to projects focusing on the lower end of the base of the pyramid, particularly the residential brands Amaia and BellaVita.

MDC Concrete, Inc. (MCI), a wholly owned subsidiary of MDC was incorporated on August 12, 2013 primarily to manufacture, facilitate, prepare, ready-mix, pre-cast and pre-fabricate floor slabs, wall panels and other construction materials and to manufacture, buy, sell and deal with cement and other related products.

MDC Equipment Solutions, Inc. (MESI) is a wholly owned subsidiary of MDC was incorporated on September 16, 2013 primarily to acquire, manage, and operate tools, heavy equipment and motor vehicles
Others

MDBI Construction Corp., formerly MDC Triangle, Inc., was incorporated on March 1, 2017. The Company is 67% owned by Makati Development Corp. and 33% owned by Bouygues Batiment International, a Europe-based company which is also a subsidiary of Bouygues Construction. MDBI was organized to

engage in general contracting services

First Longfield Investments Limited is wholly-owned by Ayala Land. On March 7, 2011, ALI, Ayala Corp and The Rohatyn Group completed an exchange of ownership interests in Arch Capital and Arch Capital Asian Partners G.P (a Cayman Islands company), with proceeds and carrying value of the investments as of the date of exchange amounting to US\$3.8 million and US\$0.4 million, respectively, resulted to a gain of US\$2.9 million, net of transaction costs. The exchange in ownership interest resulted in TRG acquiring ALI's 17% stake and Ayala Corp's 33% interest. The completed exchange of ownership interests did not change the activities, management, focus and shareholder structure of the ARCH Fund, with the Company retaining its current 8% interest in the fund.

Aprisa Business Solutions, Inc., a wholly-owned subsidiary of Ayala Land that will initially manage transactional accounting services.

ALI Capital Corporation, a wholly-owned subsidiary of the Company, was incorporated with the SEC on June 25, 2012. It is the holding company of the Company for its retail-related initiatives. In 2012, the Company, through Varejo, formed a partnership with Specialty Investments, Inc. ("SII") to pursue opportunities in the Philippine retail sector. SII is a wholly-owned subsidiary of Stores Specialists, Inc. ("SSI"), one of the largest retail companies in the Philippines, with the exclusive rights to sell, distribute and market in the country a variety of brands from around the world. The partnership with SII will enable the Company to support its mixed-use developments and, at the same time, grow its recurring income portfolio.

Integrated Eco-Resort, Inc. was incorporated with the SEC on May 27, 2015. It is a wholly-owned subsidiary of ALI Capital Corp. incorporated to engage in land and real estate business development particularly the Caliraya Lake project.

Sicogon Island Tourism Estate Corp. is a wholly owned subsidiary of ALI Capital Corp. which was incorporated with the SEC on July 8, 2015. The company was organized to engage in land and real estate business development in Sicogon Island, Iloilo.

Whiteknight Holdings, Inc. ("WHI") was registered on May 14, 2013. The Company entered into an agreement with the Mercado family to acquire WHI in July 2013. The transaction was consummated in November 2013, thereby making WHI a wholly owned subsidiary of the Company. WHI owns 33% equity stake in Mercado General Hospital, Inc., owner and operator of the Daniel O. Mercado Medical Center in Tanauan, Batangas, the University Physicians Medical Center through its subsidiary Mercado Ambulatory and Surgical Centers, Inc., DMMC - Institute of Health Sciences, Inc. and Panay Medical Ventures, Inc.

Arca South Integrated Terminal, Inc. is a wholly owned subsidiary of ALI which was incorporated on November 27, 2015. It is organized to finance, design, construct and manage the South Transport System Terminal Project located in Bicutan (formerly FTI). It is a project to be rolled out by the Department of Transportation and Communications which involves the development of mass transportation intermodal terminal at the southern outskirts of Metropolitan Manila to provide effective interconnection between transport modes and services.

Ayalaland Medical Facilities Leasing, Inc. is a wholly owned subsidiary of Ayala Land, Inc. It was incorporated with SEC on April 13, 2015 to engage primarily in developing and lease of Built-to-suit structure for ALI's hospital operations and retail.

Suppliers

The Company has a broad base of suppliers, both local and foreign. The Company is not dependent on one or a limited number of suppliers.

Customers

Ayala Land has a broad market base including local and foreign individual and institutional clients. The Company does not have a customer that will account for twenty percent (20%) or more of its revenues.

Research and Development

While the Company engages in research and development activities, the expenses incurred in connection with these activities are not material.

Employees

Ayala Land has a total workforce of 345 regular employees as of June 30, 2019. By March 2020, Ayala Land anticipates that it will have a total workforce of 360 regular employees.

The breakdown of the ALI - Parent Company employees according to category is as follows:

Senior Management	23
Middle Management	225
Staff	97
Total	345

Employees take pride in being an ALI employee because of the Company's long history of bringing high quality developments to the Philippines. With the growth of the business, career advancement opportunities are created for employees. These attributes positively affect employee engagement and retention.

The Company aims that its leadership development program and other learning interventions reinforce ALI's operating principles and provide participants with a set of tools and frameworks to help them develop skills and desired qualities of an effective leader. The programs are also venues to build positive relations and manage networks within the ALI Group.

ALI has a healthy relation with its employees' union. Both parties openly discuss employee concerns without necessity of activating the formal grievance procedure.

Further, employees are able to report fraud, violations of laws, rules and regulations, or misconduct in the organization thru reporting channels under the ALI Business Integrity Program.

ALI's Rank & File employees form the collective bargaining unit. ALI's current collective bargaining agreement covers the period January 1, 2017 to December 31, 2019. There have been no strikes in the last three (3) years.

Intellectual Property and Licenses

Intellectual Property

The Company has a License Agreement with its parent holding company, Ayala Corporation, whereby it was granted the license to use the composite marks "Ayala Land" and "AyalaLand". However, except for certain cases as stated in the License Agreement, the Company cannot use the mark "Ayala" without the prior written consent of Ayala Corporation.

Ayala Land (by itself or through its subsidiaries) has secured trademark registrations for its major residential brands Ayala Land Premier, Alveo, Avida, Amaia, BellaVita, including major brands in its Ayala Malls group, and Hotels and Resorts. As a matter of policy, the Company and its subsidiaries also apply for, obtain and

maintain trademark registrations for its various developments, projects and events.

In the Philippines, certificates of registration of a trademark filed with the Philippine Intellectual Property Office prior to the effective date of the Philippine Intellectual Property Code in 1998 are generally effective for a period of twenty (20) years from the date of the certificate, while those filed after the Philippine Intellectual Property Code became effective are generally effective for a shorter period of ten (10) years, renewable for ten (10)-year periods, unless cancelled earlier. Ayala Land asserts all trademark ownership rights under existing laws over its registered trademarks and considers the same as essential part of Ayala Land's brand management initiatives.

Licenses

Phenix Building System, a 50%-50% joint venture between Maison Individuelles, S.A. ("MISA") of France and Avida was organized in June 1998 and subsequently registered with the SEC as Laguna Phenix Structures Corporation ("LPSC") in July 1999.

LPSC is primarily engaged in the business of manufacturing, installation, erection and construction, marketing and promotion, and wholesaling of buildings, houses and other structures and accessories using the "Phenix" technology (for which a patent has been registered and issued in the Philippines under RP Patent No. 29862). Both MISA and Avida assigned their respective license rights to LPSC since the latter's incorporation.

Regulation

Presidential Decree No. 957, as amended, Republic Act No. 4726, as amended, Batas Pambansa Bilang 220 ("BP 220"), RA 4726 and RA 7279, as amended, are the principal statutes which regulate the development and sale of real property as part of a condominium project or subdivision. Presidential Decree No. 957 covers subdivision projects and all areas included therein for residential, commercial, industrial and recreational purposes, and condominium projects for residential or commercial purposes. The HLURB is the administrative agency of the Government which enforces this decree and has jurisdiction to regulate the real estate trade and business.

In this regard, all subdivision plans and condominium project plans of ALI are required to be filed with and approved by the HLURB and the relevant LGU of the area where the project is situated. Approval of such plans is conditional on, among other things, ALI's financial, technical and administrative capabilities. Alterations of approved plans which affect significant areas of the project, such as infrastructure and public facilities, also require the prior approval of the relevant local government unit. ALI, as owner of and dealer in real estate projects, is required to obtain licenses to sell ("LTS") before making sales or other dispositions of lots or real estate projects.

Subdivision or condominium units may be sold or offered for sale only after an LTS has been issued by the HLURB. As a requisite for the issuance of an LTS by the HLURB, developers are required to file with the HLURB security (in the form of a surety bond, mortgage, or any other form of security) to guarantee the completion of the development and compliance with the applicable laws, rules and regulations:

Dealers, brokers and salesmen of real estate projects of ALI are also required to register with the Philippine Regulatory Commission. Project permits and licenses to sell may be suspended, cancelled or revoked by the HLURB by itself or upon complaint from an interested party. A license or permit to sell may only be suspended, cancelled or revoked after a notice to the developer has been served and all parties have been given an opportunity to be heard in compliance with the HLURB's rules of procedure and other applicable laws. ALI has been able to maintain these permits and licenses.

Under current regulations, ALI as developer of subdivision projects having an area of one hectare or more is required to reserve at least 30% of the gross land area of such subdivision for open space for common uses, which include roads and recreational facilities. ALI, as a developer of subdivision projects with twenty

(20) lots and below per hectare, is required to reserve at least 3.5% of the gross project area for parks or playgrounds. ALI has been compliant with these requirements.

Under the agrarian reform law and the regulations issued thereunder by the Department of Agrarian Reform ("DAR"), land classified for agricultural purposes as of or after June 15, 1988, cannot be converted to non-agricultural use without the prior approval of DAR. Republic Act No. 9700, the law extending the term of the comprehensive agrarian reform program for another five (5) years, was signed by President Arroyo on August 7, 2009, and expired on June 30, 2014. Prior to undertaking any development of agricultural lands, ALI obtains the necessary permits from the relevant government agencies.

While the 1987 Philippine Constitution prohibits foreigners from owning land, there is generally no prohibition against foreigners owning buildings and other permanent structures. However, with respect to condominium developments, the foreign ownership of units in such developments is limited to 40%. To the extent of the foregoing, ALI's foreign market for real estate projects is limited.

Republic Act No. 7279 requires developers of proposed subdivision projects to develop an area for socialized housing equivalent to at least 20% of the total subdivision area or total subdivision project cost, at the option of the developer, within the same city or municipality, whenever feasible, and in accordance with the standards set by the HLURB. ALI has been compliant with this requirement in accordance with the rules and regulations implementing Republic Act No. 7279.

Construction

The construction industry in the Philippines is subject to regulation by the Government as described below.

Licenses. A regular contractor's license is required to be obtained from the Philippine Contractors Accreditation Board ("PCAB"). In granting such license, the PCAB takes into consideration the applicant-contractor's qualifications and compliance with certain minimum requirements in the following criteria: (i) financial capacity, (ii) equipment capacity, (iii) experience of firm, and (iv) experience of technical personnel. Philippine laws also require a contractor to secure construction permits and environmental clearances from appropriate Government agencies prior to actually undertaking each project. MDC is duly accredited by the PCAB as a licensed contractor and maintains all required qualifications in compliance with the PCAB's requirements.

Minimum Philippine Ownership Requirement. Under Philippine law, in order to bid on publicly funded Government contracts, a contractor must be at least 75%-owned by Philippine nationals. In this connection, Ayala Land has maintained at least 60% ownership by Philippine nationals. As of June 30, 2019, Ayala Land's foreign ownership is at 23.54%.

Real Estate Sales on Installments

The provisions of Republic Act No. 6552, or the Maceda Law apply to all transactions or contracts involving the sale or financing of real estate on instalment payments (including residential condominium units but excluding industrial lots and commercial buildings and sales to tenants under Republic Act 3844). Under the provisions of the Maceda Law, where a buyer of real estate has paid at least two years of instalments, the buyer is entitled to the following rights in case of a default in the payment of succeeding instalments:

- To pay, without additional interest, the unpaid instalments due within the total grace period earned by him, which is fixed at the rate of one month for every one year of instalment payments made. However, this right may be exercised by the buyer only once every five years during the term of the contract and its extensions, if any.
- If the contract is cancelled, the seller shall refund to the buyer the cash surrender value of the payments on the property equivalent to 50.0% of the total payments made, and in cases where five years of instalments have been paid, an additional 5.0% every year (but with a total not to

exceed 90.0% of the total payments). However, the actual cancellation of the contract shall take place after thirty days from receipt by the buyer of the notice of cancellation or the demand for rescission of the contract by a notarial act and upon full payment of the cash surrender value to the buyer.

In the event that the buyer has paid less than two years of installments, the seller shall give the buyer a grace period of not less than 60 days from the date the installment became due. If the buyer fails to pay the installments due at the expiration of the grace period, the seller may cancel the contract after 30 days from receipt by the buyer of the notice of cancellation or the demand for rescission of the contract by a notarial act.

Shopping Malls

Shopping mall centers are regulated by the LGU of the city or municipality where the establishment is located. In line with this, mall operators must secure the required mayor's permit or municipal license before operating. In addition, no mall shall be made operational without complying first with the provisions of RA 9514, otherwise known as the "Fire Code" and other applicable local ordinances. Furthermore, shopping malls with food establishments must obtain a sanitary permit from the Department of Health. It is also compulsory for shopping malls discharging commercial wastewater to apply for a wastewater discharge permit from the DENR and to pay the fee incidental to the permit.

Property Laws

Land Registration

The Philippines has adopted a system of land registration which conclusively confirms land ownership which is binding on all persons, including the Government. Once registered, title to registered land can no longer be challenged except with respect to claims annotated on the certificate of title. Title to registered lands cannot be lost through adverse possession or prescription.

Unregistered land may be brought under the system if, after proper surveying, application, publication, service of notice and hearing, the Regional Trial Court within whose jurisdiction the land is situated confirms title to the land. Persons opposing the registration may appeal the judgment within 15 days to the Court of Appeals. After the lapse of the period of appeal, the Registry of Deeds may issue an Original Certificate of Title. The decree of registration may be annulled on the ground of actual fraud within one year from the date of entry of the decree of registration.

Any subsequent transfer or encumbrance of the land must be registered in the system in order to bind third persons. Subsequent registration and issuance of a new title in the name of the transferee will be granted upon presentation of certain documents and payment of fees and taxes.

In accordance with the said system of land registration, ALI ensures that all properties held or developed are properly covered by valid and subsisting certificates of title.

Zoning

Land use may be limited by zoning ordinances enacted by provinces, cities or municipalities. Once enacted, land use may be restricted in accordance with a comprehensive land use plan approved by the relevant local government unit. Lands may be classified under zoning ordinances as commercial, industrial, residential or agricultural. All developments of ALI comply with the applicable zoning classification.

Subdivisions and Condominiums

All subdivision lots and condominium plans for residential, commercial, industrial and other development projects are subject to approval by the local government unit in which the project is situated. The development of subdivision lots and condominium projects can commence only after the local government unit has issued the development permit.

Subdivision lots or condominium units may be sold or offered for sale only after a license to sell has been issued by the HLURB. The license to sell may be issued only against a performance bond posted to guarantee the completion of the construction of the subdivision lot or condominium project and compliance with applicable laws and regulations. All documents evidencing conveyances of subdivision and condominium units should be registered with the relevant Registry of Deeds.

Title to the subdivision lot or condominium unit must be delivered to the purchaser upon full payment of the purchase price.

The foregoing permits, licenses and approvals are secured by ALI for its subdivision and condominium developments.

Special Economic Zone

The PEZA is a government corporation that operates, administers and manages Ecozones around the country. Ecozones, which are generally created by proclamation of the President of the Philippines, are areas earmarked by the Government for development into balanced agricultural, industrial, commercial, and tourist/recreational regions.

An Ecozone may contain any or all of the following: industrial estates, export processing zones, free trade zones, and tourist/recreational centers. PEZA-registered enterprises located in an Ecozone are entitled to fiscal and non-fiscal incentives such as income tax holidays and duty free importation of equipment, machinery and raw materials.

Enterprises offering IT services (such as call centers and other BPO firms using electronic commerce) are entitled to fiscal and non-fiscal incentives if they are PEZA-registered locators in a PEZA-registered IT Park, IT Building, or Ecozone. An IT Park is an area which has been developed into a complex capable of providing infrastructures and other support facilities required by IT enterprises, as well as amenities required by professionals and workers involved in IT enterprises, or easy access to such amenities. An IT Building is an edifice, a portion or the whole of which provides such infrastructure, facilities and amenities.

PEZA requirements for the registration of an IT Park or IT Building differ depending on whether it is located in or outside Metro Manila. These PEZA requirements include clearances or certifications issued by the city or municipal legislative council, the DAR, the National Water Resources Board, and the DENR. Certain of ALI's properties are registered with PEZA, and this provides significant benefits to ALI's tenants. PEZA registration provides significant tax incentives to those of ALI's customers that are PEZA-registered (they can, for example, avail themselves of income tax incentives such as income tax holidays or a 5.0% gross income taxation), thereby making tenancy in ALI's PEZA-registered buildings potentially more attractive to them.

Property Taxation

Real property taxes are payable annually based on the property's assessed value. Assessed values are determined by applying the assessment levels (set by ordinances of the concerned Sanggunian) against the fair market values of real property. The assessed value of property and improvements vary depending

on the location, use and the nature of the property. Land is ordinarily assessed at 20% to 50% of its fair market value; buildings may be assessed at up to 80% of their fair market value; and machinery may be assessed at 40% to 80% of its fair market value. Real property taxes may not exceed 2% of the assessed value in municipalities and cities within Metro Manila or in other chartered cities and 1% in all other areas.

A province or city, or a municipality within Metro Manila may also levy and collect an annual tax of one percent (1%) on the assessed value of real property which shall be in addition to the basic real property tax to accrue exclusively to the Special Education Fund of the local government unit where the property is located. ALI promptly pays the real estate taxes and assessments on the properties it owns.

Environmental Laws

Development projects that are classified by law as environmentally critical or projects within statutorily defined environmentally critical areas are required to obtain an Environmental Compliance Certificate ("ECC") prior to commencement. As a requisite for the issuance of an ECC, an environmentally critical project must prepare an Environmental Impact Statement ("EIS"), while a project in an environmentally critical area must prepare an Initial Environmental Examination ("IEE"), without prejudice to the power of the DENR to require a more detailed EIS. In case of an environmentally critical project within an environmentally critical area, an EIS is required. The construction of major roads and bridges are considered environmentally critical projects for which EISs and ECCs are mandated.

The EIS refers to both the document and the study of a project's environmental impact, including a discussion of the direct and indirect consequences to human welfare and ecological as well as environmental integrity. The IEE refers to the document and the study describing the environmental impact, including mitigation and enhancement measures, for projects in environmentally critical areas.

While the EIS or an IEE may vary from project to project, as a minimum, it contains all relevant information regarding the project's environmental effects. The entire process of organization, administration and assessment of the effects of any project on the quality of the physical, biological and socio-economic environment as well as the design of appropriate preventive, mitigating and enhancement measures is known as the EIS System. The EIS System successfully culminates in the issuance of an ECC. The issuance of an ECC is a Government certification that the proposed project or undertaking will not cause a significant negative environmental impact; that the proponent has complied with all the requirements of the EIS System and that the proponent is committed to implement its approved Environmental Management Plan in the EIS or, if an IEE was required, that it shall comply with the mitigation measures provided therein.

Project proponents that prepare an EIS are required to establish an Environmental Guarantee Fund ("EGF") when the ECC is issued to projects determined by the DENR to pose a significant public risk to life, health, property and the environment. The EGF is intended to answer for damages caused by such a project as well as any rehabilitation and restoration measures. Project proponents that prepare an EIS are mandated to include a commitment to establish an Environmental Monitoring Fund ("EMF") when an ECC is eventually issued. The EMF shall be used to support the activities of a multi-partite monitoring team which will be organized to monitor compliance with the ECC and applicable laws, rules and regulations.

In addition to the requirement for the issuance of an ECC, all public and private proponents of subdivision development projects, housing projects and other land development and infrastructure projects are required to undertake an Engineering Geological and Geohazard Assessment ("EGGA"). The EGGA is undertaken in order that project proponents can adequately and comprehensively address and mitigate the possible effects/impacts of geologic hazards. To comply with this requirement, the proponent causes the preparation of an Engineering Geological and Geohazard Assessment Report ("EGGAR") which includes the results of all engineering geological, structural geological and geohazard assessment and geotechnical tests, with any other specialized studies and tests undertaken, as prescribed by the DENR- Mines and Geosciences Bureau ("MGB"). The EGGAR shall be subject to review/verification by DENR-MGB and for appropriate transmittal or endorsement to the DENR-EMB and other concerned government Agencies. The EGGAR is used as an institutional planning tool to safeguard development projects from the hazards caused by

geological phenomena. ALI undertakes the EGGA and secures ECCs prior to commencement of its real estate projects and exerts best efforts to comply with the conditions specified therein. Real Estate projects are also required to secure relevant local permits and abide by requirements specific to local zoning ordinances, and, if applicable, protected area guidelines. ALI secures the necessary permits and keeps track of national and local regulatory developments.

In general, there have been no materially significant or extraordinary costs incurred by ALI and its subsidiaries, taken as a whole, in respect of environmental compliance. ALI and its subsidiaries' costs of compliance with applicable environmental laws and regulations vary from project to project depending on various factors, especially local conditions. However, none of such costs have been material in respect of their finances as a whole.

Anti-Trust Laws

The Philippine Competition Act

The law authorizes the PCC to review mergers and acquisitions to ensure compliance with the PCA. The Merger Rules provides for mandatory notification to the PCC of any merger or acquisition within thirty (30) days of signing any definitive agreement relating to the transaction, where the value of such transaction exceeds Two Billion Pesos (₱2,200,000,000.00), and where the size of the ultimate parent entity of either party exceeds Five Billion Pesos (₱5,600,000,000.00). The parties may not consummate the transaction prior to receiving PCC approval or the lapse of the period stated in the Merger Rules. A merger or acquisition that meets the thresholds under the Merger Rules but was not notified to the PCC, or notified but consummated, in whole or in part, prior to the expiration of the waiting period, is considered void and will subject the parties, and will subject the parties to a fine between one percent (1.00%) to five percent (5.00%) of the value of the transaction.

Given the usual volume of the Issuer's transactions, mergers or acquisitions undertaken by the Issuer would likely meet the notification threshold under the PCA and its IRR. The Issuer will comply with the requirements of the PCA and its IRR.

Data Privacy Laws

Data Privacy Act

RA No. 10173, otherwise known as the Data Privacy Act of 2012 ("Data Privacy Act"), was signed into law on August 15, 2012, to govern the processing of all types of personal information (i.e., personal, sensitive, and privileged information) in the hands of the government or private natural or juridical person through the use of Information and Communications System ("ICT"), which refers to a system for generating, sending, receiving, storing or otherwise processing electronic data messages or electronic documents and includes the computer system or other similar device by or which data is recorded, transmitted or stored and any procedure related to the recording, transmission or storage of electronic data, electronic message, or electronic document. While the law expressly provides that it does not apply to certain types of information, including those necessary for banks and other financial institutions under the jurisdiction of BSP to comply with the AMLA and other applicable laws, the said law applies to all other personal information obtained by banks for other purposes.

It mandated the creation of a National Privacy Commission, which shall administer and implement the provisions of the Data Privacy Act and ensure compliance of the Philippines with international standards set for data protection. The Philippines recognizes the need to protect the fundamental human right of privacy and of communication, while ensuring free flow of information to promote innovation and growth. It also identifies the vital role of information and communications technology in nation building and its inherent obligation to ensure that personal information in ICT in the government and in the private sector are secured and protected.

The Data Privacy Act seeks to protect the confidentiality of “personal information”, which is defined as “any information, whether recorded in material form or not, from which the identity of an individual is apparent or can be reasonably and directly ascertained by the entity holding the information, or when put together with other information would directly and certainly identify an individual.” The law provides for certain rights of a data subject or an individual whose personal information is being processed. The law imposes certain obligations on “personal information controllers” and “personal information processors”. It also provides for penal and monetary sanctions for violations of its provisions.

DESCRIPTION OF PROPERTIES

LANDBANK / PROPERTIES WITH MORTGAGE OF LIEN

The following table provides summary information on ALI's land bank as of June 30, 2019. Properties are wholly-owned and free of lien unless noted.

Land within Estates

Parcel	Location	Hectares
Land bank within Estates		6,489
Metro Manila		168
Makati CBD	Makati City	46
BGC	Taguig City	27
Parklinks	Quezon City - Pasig City	35
Arca South	Taguig City	21
Vertis North	Quezon City	16
Circuit Makati	Makati City	11
Cloverleaf	Quezon City	7
Southpark District	Muntinlupa City	4
Luzon		5,298
Nuvali	Sta. Rosa, Laguna	1545
Alviera	Porac, Pampanga	1468
Altaraza	San Jose Del Monte, Bulacan	844
Lio	El Nido, Palawan	837
Vermosa	Imus, Cavite	426
Evo City	Kawit, Cavite	180
Visayas		851
Sicogon Island Resort	Iloilo	662
North Point	Talisay, Negros Occidental	130
Cebu Park District	Cebu City, Cebu	19
Atria Park District	Mandurriao, Iloilo	10
Gateway Central	Mandaue, Cebu	13
Seagrove	Mactan, Cebu	13
Capitol Central	Talisay, Negros Occidental	4
Mindanao		172
Habini Bay	Alubijid - Laguindingan, Misamis Oriental	134
Azuela Cove	Davao City, Davao del Sur	25
Abreeza	Davao City, Davao del Sur	9
Centrio	Cagayan de Oro, Misamis Oriental	3

Land outside Estates

Parcel	Hectares
Land bank outside Estates	5,135
Metro Manila	162
Las Pinas	89
QC	25
Muntinlupa	18
Manila	16
Pasig	8
Paranaque	4
Makati	3
Mandaluyong	1
Pasay	0.1
Luzon	4,427
Cavite	1953
Batangas	909
Laguna	665
Tarlac	290
Bulacan	230
Bataan	220
Pampanga	81
Camarines Sur	29
Rizal	26
Quezon	20
Cagayan - Tuguegarao	2
Nueva Ecija	2
Visayas	101
Cebu	71
Iloilo	19
Negros Occidental	11
Mindanao	445
Misamis Oriental	230
Davao del Sur	215

LEASED PROPERTIES

The Company has an existing contract with BCDA to develop, under a lease agreement a mall with an estimated gross leasable area of 150,000 square meters on a 9.8-hectare lot inside Fort Bonifacio. The lease agreement covers 25 years, renewable for another 25 years subject to reappraisal of the lot at market value. The annual fixed lease rental amounts to ₱104.58 million while the variable rent ranges from 5% to 20% of gross revenues. Subsequently, the Company transferred its rights and obligations granted to or imposed under the lease agreement to SSECC, a subsidiary, in exchange for equity.

On January 28, 2011, a notice was given to the Company for the ₱4.0 billion development of a 7.4-hectare lot at the University of the Philippines' Diliman East Campus, also known as the UP Integrated School, along Katipunan Avenue, Quezon City. The Company signed a 25-year lease contract for the property last June 22, 2011, with an option to renew for a 58,000 square meters another 25 years by mutual agreement. The project involves the construction of a retail establishment with 63,000 square meters of available gross leasable area and a combination of Headquarter-and-BPO- type buildings with an estimated 8,000 square meters of office space.

RENTAL PROPERTIES

The Company's properties for lease are largely shopping centers and office buildings. It also leases land, carparks and some residential units. As June 30, 2019, rental revenues from these properties accounted for ₱18.6 billion or 22.4% of Ayala Land's consolidated revenues (which include real estate sales, interest income from real estate sales, equity in net earnings, interest and investment income and other income), 16% higher than the ₱16.1 billion recorded in the same period in 2018. Lease terms vary depending on the type of property and tenant.

PROPERTY ACQUISITIONS

With 11,621 hectares in its land bank as of June 30, 2019, Ayala Land believes that it has sufficient properties for development in next 25 years.

Nevertheless, the Company continues to seek new opportunities for additional, large-scale, master-planned developments in order to replenish its inventory and provide investors with an entry point into attractive long-term value propositions. The focus is on acquiring key sites in the Mega Manila area and other geographies with progressive economies that offer attractive potential and where projected value appreciation will be fastest.

In a disclosure to the SEC dated February 10, 2011, ALI was awarded by the Board of Regents of the University of the Philippines (U.P.) the lease contract for the development of a 7.4-hectare property at the U.P. Diliman East Campus, also known as U.P. Integrated School (UP-IS) property along Katipunan Avenue in Quezon City. The lease contract is for a period of 25 years, with an option to renew said lease for another 25 years by mutual agreement. The development of the site involves the construction of a retail establishment with 63,000 square meters of available GLA and a combination of headquarter-and-BPO office type building with an estimated 8,000 square meters of GLA.

In February 2011, the Company through wholly-owned subsidiary Alveo Land entered into an agreement with Philippine Racing Club, Inc. to jointly pursue the development of the 21-hectare property located in Barangay Carmona, Makati City, more commonly known as "Sta. Ana Racetrack." The project is intended as a mixed-use development and will form part of the Company's ongoing developments in the City of Makati.

In a disclosure to the SEC, PSE and PDEX dated June 29, 2012, the Executive Committee of Ayala Land authorized the negotiation and entry into a strategic alliance with the Group led by Mr. Ignacio R. Ortigas for the purpose of allowing Ayala Land to participate in OCLP Holdings, Inc., the parent company of Ortigas & Company Limited Partnership, and in the development of its various properties and businesses.

In August 2012, the Group won the public bidding for the purchase of the 74-hectare Food Terminal, Inc. (FTI) property in Taguig. The bid was conducted in accordance with the Asset Specific Bidding Rules dated July 4, 2012 and in accordance with the provisions of Executive Order No. 323. The Group's bid was ₱24.3 billion.

In October 2012, the Company entered into a Purchase Agreement wherein the Seller (FTI) agrees to sell, convey, assign and transfer and deliver to the buyer, and the buyer agrees to purchase and acquire from the seller, all of the seller's rights and interests in the property. The property is designed to be a mixed-use

Description of Properties

development and will be transformed into a new business district that will serve as Metro Manila's gateway to the South.

On October 2, 2012, AHRC, a wholly-owned subsidiary of the Company, entered into an agreement to acquire the interests of Kingdom Manila B.V., an affiliate of Kingdom Hotel Investments (KHI), and its nominees in KHI-ALI Manila Inc. (now renamed AMHRI) and 72,124 common shares in KHI Manila Property Inc. (now renamed AMHPI).

AMHRI and AMHPI are the project companies for the Fairmont Hotel and Raffles Suites and Residences project in Makati which opened last December 2012. A total of ₱2,430.4 million was paid to acquire the interests of KHI in AMHRI and AMHPI.

On April 16, 2013, ALI entered into a Sale and Purchase Agreement (SPA) with Global International Technologies Inc. (GITI) to acquire the latter's 32% interest in ALI Property Partners Co. (APPCo) for ₱3.52 billion. GITI is a 100%-owned company of the Goldman Sachs Group Inc. The acquisition increased ALI's stake in APPCo from 68% to 100%. APPCo owns BPO buildings in Makati, Quezon City and Laguna with a total gross leasable area of around 230,000 sqm. The carrying amount of the non-controlling interest is reduced to nil as APPCo became wholly owned by the Company. The difference between the fair value of the consideration paid and the amount by which the non-controlling interest is adjusted is recognized in equity attributable to the Company amounting to ₱2,722.6 million.

On November 23, 2013, ALI, through its wholly-owned subsidiary, AHRC signed an agreement to acquire 100% interest in Asian Conservation Company, Inc. (ACCI) which effectively consolidates the remaining 40% interest in Ten Knots Development Corp. (TKDC) and Ten Knots Philippines Inc. (TKPI) (60%-owned subsidiary of the Company prior to this acquisition). The agreement resulted in the Company effectively obtaining 100% interest in TKPI and TKDC.

In January 2014, ALI entered and signed into a 50-50% joint venture agreement with AboitizLand, Inc. for the development of a 15-hectare mixed-use community in Mandaue City, Cebu. The first project of this joint venture will involve the construction of a mall and a residential condominium unit with an estimated initial cost of ₱3 billion.

On February 6, 2015, ALI purchased the combined remaining interest of Anglo Philippines Holdings Corporation (Anglo) in North Triangle Depot Commercial Corporation (NTDCC) consisting of 382,072 common shares and 1,605,169 preferred shares amounting to ₱523 million. This increased ALI's ownership of NTDCC from 63.82% to 70.36% at the time of purchase.

On April 8, 2015, ALI purchased all of the 8.20 million common shares of Equinox Technoparks Ltd. (ETL) incorporated in the Company for a total consideration of ₱513.68 million. Accordingly, the company becomes a wholly-owned subsidiary of ALI.

On June 20, 2015, ALI, through SM-ALI Group consortium, participated and won in the bidding for Lot No. 8-B-1, containing an area of 263,384 sqm, which is a portion of Cebu City-owned lot located at the South Road Properties, Cebu City covered by Transfer Certificate of Title No. 107-2011000963 (the "Property"). SM-ALI Group consortium is a consortium among SM Prime Holdings, Inc. ("SM"), Ayala Land, and Cebu Holdings, Inc. ("CHI", together with ALI collectively referred to as the "ALI Group"). The SM-ALI Group will co-develop the property pursuant to a joint master plan.

On January 21, 2016, ALI and LTG entered into an agreement to jointly develop a project along the C5 corridor. The project is envisioned to be a township development that spans portions of Pasig City and Quezon City.

On April 4, 2018, ALI signed a Deed of Absolute Sale with Central Azucarera de Tarlac, Inc. for the acquisition of several parcels of land with an aggregate area of approximately 290 hectares located in Barangay Central, City of Tarlac, Province of Tarlac.

Description of Properties

On May 15, 2018, ALI entered into a Memorandum of Understanding with Green Square Properties Corporation ("GSPC") and Green Circle Properties and Resources, Inc. ("GCPRI") on May 11, 2018 for the formation of a Joint-Venture Company ("JVC") that will own and develop 27,852 hectares of land (the "Properties"), specifically located in Dingalan, Aurora and General Nakar, Province of Quezon. ALI will own 51%, and GSPC and GCPRI will jointly own 49% of the JVC.

MORTGAGE, LIEN OR ENCUMBRANCE OVER PROPERTIES

The Company has certain properties in Makati City that are mortgaged with BPI in compliance with BSP rules on directors, officers, stockholders and related interests, and affiliates.

CERTAIN LEGAL PROCEEDINGS

As of June 30, 2019, ALI, its subsidiaries, and its affiliates, are not involved in any litigation regarding an event which occurred during the past five (5) years that they consider material.

However, there are certain litigations ALI is involved in which it considers material, and though the events giving rise to the said litigation occurred beyond the five (5) year period, the same are still unresolved, as follows:

Las Piñas Property

Certain individuals and entities have claimed an interest in certain of ALI's properties located in Las Piñas, Metro Manila.

Prior to purchasing the aforesaid properties, ALI conducted an investigation of titles to the properties and had no notice of any title or claim that was superior to the titles purchased by ALI. ALI traced its titles to their original certificates of title and ALI believes that it has established its superior ownership position over said parcels of land. ALI has assessed these adverse claims and believes that its titles are in general superior to the purported titles or other evidence of alleged ownership of these claimants. On this basis, beginning October 1993, ALI filed petitions in the RTC of Makati and Las Piñas for quieting of title to nullify the purported titles or claims of these adverse claimants. These cases are at various stages of trial and appeal. Some of these cases have been decided by the Supreme Court ("SC"). These include decisions affirming the title of ALI to some of these properties, which have been developed and offered for sale to the public as Sonera, Ayala Southvale. The SC issued a decision adverse to ALI's title over these properties dated 26 July 2017 and denied ALI's motions for reconsideration.

Ayala Property Management Corp.

As a result of the explosion which occurred on October 19, 2007 at the basement of the Makati Supermarket Building, the Philippine National Police has filed a complaint with the Department of Justice ("DOJ") and recommended the prosecution of certain officers/employees of Makati Supermarket Corporation, the owner of the building, as well as some employees of ALI's subsidiary, APMC, among other individuals, for criminal negligence. In a Joint Resolution dated April 23, 2008, the DOJ special panel of prosecutors ruled that there was no probable cause to prosecute the APMC employees for criminal negligence. This was affirmed by the DOJ Secretary in a Resolution dated November 17, 2008. A Motion for Reconsideration was filed by the Philippine National Police which remains pending with the DOJ. To date, no civil case has been filed by any of the victims of the incident.

ALI has made no allowance in respect of such actual or threatened litigation expenses.

MARKET PRICE OF AND DIVIDENDS ON AYALA LAND'S COMMON EQUITY AND RELATED STOCKHOLDER MATTERS

Ayala Land was incorporated in June 1988 and was listed on the PSE in July 1991.

Market Information

Ayala Land common shares are listed in the PSE.

Stock Prices (in ₱/share)

	High					Low					Close				
	2019	2018	2017	2016	2015	2019	2018	2017	2016	2015	2019	2018	2017	2016	2015
First Quarter	45.75	47.50	37.95	36.95	38.85	40.60	39.75	31.25	27.20	33.50	44.90	41.10	33.05	35.25	38.50
Second Quarter	50.80	43.35	42.40	39.60	41.40	N/A	36.05	33.15	33.75	36.50	N/A	37.90	39.75	38.80	37.30
Third Quarter	N/A	45.00	46.10	42.00	39.30	N/A	36.55	39.10	37.90	32.40	N/A	40.05	43.50	38.50	34.00
Fourth Quarter	N/A	43.20	46.00	39.75	37.60	N/A	38.00	41.00	30.05	32.80	N/A	40.60	44.60	32.00	34.45

The market capitalization of ALI as of June 30, 2019, based on the closing price of ₱ 50.80/share for June 28, 2019 (the last trading day of the said month), was ₱748.54billion.

Stockholders

The following are the top 20 direct holders of the common and preferred shares of the Company:

Common Shares: *There are approximately 9,047 registered holders of common shares of the Company as of June 30, 2019*

	Stockholder Name	No. of Common Shares	Percentage (of common shares)
1.	Ayala Corporation*	6,545,946,579	44.42%
2.	PCD Nominee Corporation (Non-Filipino)	5,930,415,841	40.2472%
3.	PCD Nominee Corporation (Filipino)	1,970,903,441	13.3756%
4.	ESOWN Administrator 2012	14,025,125	0.0951%
5.	ESOWN Administrator 2010	12,975,302	0.0880%
6.	ESOWN Administrator 2015	12,818,814	0.0869%
7.	ESOWN Administrator 2016	11,925,840	0.0809%
8.	ESOWN Administrator 2013	11,036,533	0.0749%
9.	ESOWN Administrator 2019	10,073,389	0.0683%
10.	ESOWN Administrator 2017	9,975,273	0.0676%
11.	ESOWN Administrator 2011	9,859,663	0.0669%
12.	ESOWN Administrator 2014	9,818,576	0.0666%
13.	Antonino T. Aquino	8,973,208	0.0608%
14.	ESOWN Administrator 2018	8,279,044	0.0561%
15.	Emilio Lolito J. Tumbocon	7,340,134	0.0498%
16.	Estrellita B. Yulo	5,732,823	0.0389%
17.	Jose Luis Gerardo Yulo	5,162,624	0.0350%
18.	ESOWN Administrator 2009	4,340,951	0.0294%
19.	Ma. Angela Y. La O'	3,728,620	0.0253%
	Lucio W. Yan	3,483,871	0.0236%
	Telengtan Brothers & Sons Inc.	3,480,000	0.0236%
20.	Ma. Lourdes G. Latonio	3,124,650	0.0212%

*245,155 shares held by Ayala Corporation (or 0.0017% of the outstanding common shares) are lodged with PCD Nominee Corporation.

Market Price of and Dividends on Ayala Land's Common Equity and Related Stockholder Matters

Voting Preferred Shares:

There are approximately 2,847 registered holders of voting preferred shares of the Company as of June 30, 2019:

	Stockholder Name	No. of Preferred Shares	Percentage (of voting preferred shares)
1.	Ayala Corporation	12,163,180,640	93.0868%
2.	HSBC Manila OBO A/C 000-171512-554	512,777,000	3.9244%
3.	Government Service Insurance System	156,350,871	1.1966%
4.	HSBC Manila OBO A/C 000-171512-571	15,051,000	0.1152%
5.	DB MLA OBO SSBTC Fund HG16	15,000,000	0.1148%
6.	Wealth Securities, Inc.	14,825,373	0.1135%
7.	Deutsche Bank AG Manila OBO SSBTC Fund OD67 AC 12087020417	13,670,744	0.1046%
8.	Samuel Villes Santos and/or Luzviminda Lat Santos	12,001,800	0.0919%
9.	DB MLA OBO SSBTC Fund C021	8,497,223	0.0650%
10.	Investors Securities, Inc.	6,251,770	0.0479%
11.	First Metro Securities Brokerage Corp.	5,103,853	0.0391%
12.	Deutsche Regis Partners, Inc.	3,961,757	0.0303%
13.	DB MLA OBO SSBTC FUND FA20	3,951,800	0.0303%
14.	Papa Securities Corporation	3,536,538	0.0302%
15.	DB MLA OBO SSBTC Fund FA2N	3,534,608	0.0271%
16.	Ansaldo, Godinez & Co. Inc.	3,388,848	0.0259%
17.	HSBC Manila OBO A/C 000-171512-551	2,940,048	0.0225%
18.	Belson Securities, Inc.	2,800,874	0.0214%
19.	CBNA FAO 6002079572 CITIMNIFOR	2,725,700	0.0209%
20.	Maybank ATR Kim Eng Securities, Inc.	2,666,714	0.0204%

Dividends

STOCK DIVIDEND (Per Share)			
PERCENT	DECLARATION DATE	RECORD DATE	PAYMENT DATE
20%	February 1, 2007	May 22, 2007	June 18, 2007

CASH DIVIDEND (Per Common Share)			
PESO AMOUNT	DECLARATION DATE	RECORD DATE	PAYMENT DATE
0.20711082	Feb. 21, 2014	March 7, 2014	March 21, 2014
0.20687187	Aug. 28, 2014	Sept. 11, 2014	Sept. 26, 2014
0.20750000	Feb. 20, 2015	March 6, 2015	March 20, 2015
0.20750000	Aug. 17, 2015	Sept. 2, 2015	Sept. 16, 2015
0.23800000	Feb. 26, 2016	March 11, 2016	March 23, 2016
0.23800000	Aug. 18, 2016	Sept. 2, 2016	Sept. 16, 2016
0.24000000	Feb. 20, 2017	March 6, 2017	March 22, 2017
0.24000000	Aug. 18, 2017	Sept. 5, 2017	Sept. 15, 2017
0.25200000	Feb. 20, 2018	March 12, 2018	April 3, 2018
0.25200000	Aug. 17, 2018	Sept. 6, 2018	Oct. 2, 2018
0.26000000	Feb. 27, 2019	Mar. 13, 2019	March 29, 2019

CASH DIVIDEND (Per Voting Preferred Share)			
PESO AMOUNT	DECLARATION DATE	RECORD DATE	PAYMENT DATE
0.00474786	Feb. 21, 2014	June 16, 2014	June 30, 2014
0.00474786	Feb. 20, 2015	June 15, 2015	June 29, 2015
0.00474786	Feb. 26, 2016	June 15, 2016	June 29, 2016
0.00474786	Feb. 20, 2017	June 15, 2017	June 29, 2017
0.00474786	Feb. 20, 2018	June 15, 2018	June 29, 2018

Dividend policy

Dividends declared by the Company on its shares of stocks are payable in cash or in additional shares of stock. The payment of dividends in the future will depend upon the earnings, cash flow and financial condition of the Company and other factors. The same applies to the declaration of dividends by the Company's subsidiaries and affiliates.

Special cash dividends are declared depending on the availability of cash, taking into account the Company's CAPEX and project requirements and the progress of its ongoing asset rationalization program.

Cash dividends are subject to approval by the Company's Board but no stockholder approval is required. Property dividends which may come in the form of additional shares of stock are subject to approval by both the Company's Board of Directors and the Company's stockholders. In addition, the payment of stock dividends is likewise subject to the approval of the SEC and PSE.

Recent Sale of Securities

For the past three years, common shares were issued representing the exercise of stock options by the Company's executives under the Executive Stock Option Plan ("ESOP") and the subscription to the common shares under the ESOWN as follows:

Year	No. of Shares	
	ESOP** (exercised)	ESOWN (subscribed)
2017		12.3 Million
2018		9.9 Million
June 2019		10.4 Million

***Not offered starting 2015*

The aforesaid issuance of shares was covered by the Commission's approval of the Company's Stock Option Plan on July 1991 and subsequently on March 2006 and September 2017.

On June 29, 2012, the SEC approved the Company's application for an increase in authorized capital stock from ₱21.5 billion to ₱22.8 billion to cover the offering and issuance of new 13.034 billion voting preferred shares to common shareholders of the Company. The said issuance of the shares is an exempt transaction under Section 10.1 (e) of the SRC, "The sale of capital stock of a corporation to its own stockholders exclusively, where no commission or other remuneration is paid or given directly or indirectly in connection with the sale of such capital stock."

On July 16, 2012, Ayala Corporation executed the placement of, and subscription to the Company's 680,000,000 common shares at ₱20 per share or an aggregate of ₱13.6 billion. The placement price of ₱20 per share was at a 4.988% discount to the Company's closing price of ₱21.05 per common share on July 10, 2012 and was the agreed clearing price among the purchasers of the shares and the placement agents, Goldman Sachs (Singapore) Pte. J.P. Morgan Securities plc and UBS AG.

On March 12, 2013, Ayala Corporation executed the placement of, and subscription to the Company's 399,528,229 common shares at ₱30.50 per share or an aggregate of ₱12.2 billion. The placement price of ₱30.50 per share was at a 3.6% discount on the 5-day volume-weighted average price of the Company's stock and was the agreed clearing price among the purchasers of the shares and the placement agent, UBS Investment Bank.

On January 12, 2015, Ayala Corporation executed the placement of, and subscription to the Company's 484,848,500 common shares at ₱33.00 per share or an aggregate of ₱16 billion. The placement price of ₱33.00 per share was at a 3.9% discount on the 5-day volume-weighted average price of the Company's stock and was the agreed clearing price among the purchasers of the shares and the placement agent, UBS AG.

The Company filed Notices of Exemption with the SEC for the issuance of the 680,000,000, 399,528,229 and 484,848,500 common shares under the following provisions of the SRC:

SRC Subsection 10.1 (e), the sale of capital stock of a corporation to its own stockholders exclusively, where no commission or other remuneration is paid or given directly or indirectly in connection with the sale of such capital stock.

SRC Subsection 10.1 (h), "Broker's transaction, executed upon customer's orders, on any registered Exchange or other trading market."

SRC Subsection 10.1 (k), "The sale of securities by an issuer to fewer than twenty (20) persons in the Philippines during any twelve-month period."

SRC Subsection 10.1 (l), "The sale of securities to banks, insurance companies, and investment companies."

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Plan of Operations

Ayala Land's performance will continue to hinge on the overall economic performance of the country. Interest rate movements may affect the performance of the real estate industry, including the Company.

Principles of Consolidation

The audited consolidated financial statements represent the consolidation of the financial statements of Ayala Land and the following subsidiaries as at and for the year ended June 30, 2019.

Real Estate:	Effective Ownership (%)
Alveo Land Corporation (Alveo)	100
Serendra, Inc.	39
Solinea, Inc. (Solinea)	65
BGSouth Properties, Inc. (BGS)	50
Portico Land Corp. (Portico)	60
Serendra, Inc.	28
Amorsedia Development Corporation (ADC)	100
OLC Development Corporation and Subsidiary	100
HLC Development Corporation	100
Allysonia International Ltd.	100
Avida Land Corporation (Avida)	100
Buklod Bahayan Realty and Development Corp.	100
Avida Sales Corp. and Subsidiaries	100
Amicassa Process Solutions, Inc.	100
Avencosouth Corp. (Avencosouth)	70
BGNorth Properties, Inc. (BGN)	50
Amaia Land Co. (Amaia)	100
Amaia Southern Properties, Inc. (ASPI)	65
AyalaLand Premier, Inc.***	100
Ayala Land International Sales, Inc. (ALISI)	100
Ayala Land International Marketing, Inc. (AIMI)	100
Ayala Land International (Singapore) Pte. Ltd	100
Ayala Land International Marketing (Hong Kong) Ltd	100
Ayala Land International Marketing, SRL	100
Ayala Land International Marketing, London	100
Ayala Land Sales, Inc.	100
Southportal Properties, Inc. (Southportal)	65
Buendia Landholdings, Inc.	100
Crans Montana Holdings, Inc.	100
Crimson Field Enterprises, Inc.	100
Ecoholdings Company, Inc. (ECI)	100
NorthBeacon Commercial Corporation (NBCC)	100
Red Creek Properties, Inc.	100
Regent Time International, Limited	100
North Eastern Commercial Corp. (formerly Asterion Technopod Incorporated (ATI))	100
Westview Commercial Ventures Corp. (formerly Crestview E-Office Corporation) (Westview)	100
North Ventures Commercial Corp. (formerly Fairview Prime Commercial Corp.)	100
Hillsford Property Corporation (HPC)	100
Primavera Towncentre, Inc. (PTI)	100
Summerhill E-Office Corporation (Summerhill)	100
Sunnyfield E-Office Corporation (Sunnyfield)	100
Subic Bay Town Centre, Inc.	100
Regent Wise Investments Limited (Regent Wise) (Hongkong Company)	100
AyalaLand Real Estate Investments, Inc.	100
AyalaLand Advisory Broadway, Inc.	100
AyalaLand Development (Canada), Inc.	100
AyalaLand OpenAsia Holdings PTE, Ltd.	100
Blue Horizons Holdings PTE, Limited.	100

Management's Discussion and Analysis of Financial Condition and Results of Operations

Modular Construction Technology (MCT) Bhd.	66
AyalaLand Commercial REIT, Inc. (ALCRI)	100
Arvo Commercial Corporation (Arvo)	100
BellaVita Land Corporation (BellaVita)	100
Nuevo Centro, Inc. (Nuevo Centro)	54
Alviera Country Club (Alviera)**	50
Cavite Commercial Town Center, Inc.	100
Ayalaland REIT, Inc. (formerly One Dela Rosa Property Development, Inc.)	100
AyalaLand Offices, Inc. (ALO) (formerly ALI Property Partners Corp. (APPCo))	100
First Gateway Real Estate Corp.	100
Glensworth Development, Inc. (Glensworth)	100
UP North Property Holdings, Inc.	100
ALO Prime Realty Corporation	100
Makati Comerstone Leasing Corp. (MCLC) ***	100
Arca South Commercial Ventures Corp.***	100
Capitol Central Commercial Ventures Corp***	100
Bay City Commercial Venture Corp. (BCCVC) ***	100
Laguna Technopark, Inc. (LTI)	95
Ecozone Power Management, Inc.	95
Aurora Properties Incorporated	80
Soltea Commercial Corp.	16
Vesta Property Holdings, Inc.	70
Altaraza Prime Realty Corporation	100
Prow Holdings, Inc.	55
Station Square East Commercial Corporation (SSECC)	69
AREIT Property Managers, Inc (formerly Next Urban Alliance Development Corp.)	100
Accendo Commercial Corp. (Accendo)	67
Avencosouth Corp.	20
Aviana Development Corporation	7
Aviana Development Corporation	50
Cagayan de Oro Gateway Corp. (CDOGC)	70
Ceci Realty, Inc. (Ceci)	60
Soltea Commercial Corp.	12
Soltea Commercial Corp.	60
CMPI Holdings, Inc.	60
CMPI Land, Inc.	36
ALI-CII Development Corporation (ALI-CII)	50
Roxas Land Corporation (RLC)	50
Adaage Commercial Corporation (Adaage)	60
Ayalaland Estates, Inc. (formerly Southgateway Development Corp. (SDC))	100
Ayalaland MetroNorth, Inc. (AMNI)	100
Verde Golf Development Corporation	100
North Triangle Depot Commercial Corporation (NTDCC)	73
BGWest Properties, Inc. (BGW)	50
Lagdigan Land Corp. (Lagdigan)	60
Central Block Developers, Inc. (CBDI)	45
Cebu Holdings, Inc. (CHI)	71
Cebu Leisure Company, Inc.	71
CBP Theatre Management, Inc.	71
Taft Punta Engaño Property, Inc. (TPEPI)	39
Cebu Insular Hotel Company, Inc. (CIHCI)	26
Solinea, Inc.	25
Amaia Southern Properties, Inc. (ASPI)	25
Southportal Properties, Inc. (Southportal)	25
Central Block Developers, Inc. (CBDI) *	39
Asian I-Office Properties, Inc. (AIOPI)	71
Alabang Commercial Corporation (ACC)	50
South Innovative Theater Management (SITMI)	50
ALI Commercial Center, Inc.	100
AyalaLand Logistics Holdings Corp..	70
FLT Prime Insurance Corporation	55
Orion Solutions, Inc.	70
Orion Holdings Philippines, Inc.	70
OE Holdings, Inc.	70
Orion Land, Inc.	70
Lepanto Ceramics, Inc.	70
Laguna Technopark, Inc. (LTI)	67
Ecozone Power Management, Inc.	67
AMSI, Inc. (formerly Ayalaland Malls Synergies, Inc.)	100
Ayalaland Malls, Inc.	100

Management's Discussion and Analysis of Financial Condition and Results of Operations

Ayalaland Malls Vismin, Inc.	100
Ayalaland Malls Northeast, Inc.	100
Construction	
Makati Development Corporation (MDC)	100
MDC Subic, Inc.	100
MDC Build Plus, Inc.	100
MDC Concrete, Inc. (MCI)	100
MDC Equipment Solutions, Inc. (MESI)	100
MDBI Construction Corp. (formerly MDC Triangle, Inc.) (MDBI)***	67
Hotels	
Ayala Hotels, Inc. (AHI)	50
AyalaLand Hotels and Resorts Corporation (AHRC) and Subsidiaries	100
ALI Makati Hotel & Residences, Inc.	80
ALI Makati Hotel Property, Inc.	80
Regent Horizons Conservation Company, Inc. and Subsidiary	100
Enjay Hotels, Inc.	100
Greenhaven Property Venture, Inc.	100
Cebu Insular Hotel Company, Inc.	63
Bonifacio Hotel Ventures, Inc.	100
Southcrest Hotel Ventures, Inc.	67
Northgate Hotel Ventures, Inc.	70
North Triangle Hotel Ventures, Inc.	100
Ecosouth Hotel Ventures, Inc.	100
Sentera Hotel Ventures, Inc.	100
Econorth Resorts Ventures, Inc.	100
ALI Triangle Hotel Ventures, Inc.	100
Circuit Makati Hotel Ventures, Inc.	100
Capitol Central Hotel Ventures, Inc.	100
Arca South Hotel Ventures, Inc.	100
Sicogon Town Hotel, Inc.	100
Bay Area Hotel Ventures, Inc.(((100
Makati North Hotel Ventures, Inc. (MNHVI)***	100
One Makati Hotel Ventures, Inc. (OMHVI)***	100
Sicogon Island Tourism Estate Corp.	100
Asiatown Hotel Ventures, Inc.	100
One Makati Residential Ventures, Inc.	100
ALI Makati Hotels & Residences, Inc.	20
ALI Makati Hotel Property, Inc.	20
Ten Knots Phils., Inc.	60
Bacuit Bay Development Corporation	60
Lio Resort Ventures, Inc.	60
North Liberty Resort Ventures, Inc.	60
Paragua Eco-Resort Ventures, Inc.	60
Lio Tourism Estate Management Corporation	60
Ten Knots Development Corp.	60
Chirica Resorts Corp.	60
Kingfisher Capital Resources Corp.	60
Pangulasian Island Resort Corporation	60
Property Management	
Ayala Property Management Corporation (APMC)	100
Prime Support Services, Inc.	100
Ayala Theatres Management, Inc. and Subsidiaries	100
DirectPower Services, Inc. (DirectPower)	100
Philippine Integrated Energy Solutions, inc. (PhilEnergy)	100
Entertainment	
Five Star Cinema, Inc.	100
Leisure and Allied Industries Philippines, Inc. (LAIP)	50
Others	
ALinet.com, Inc. (ALinet)	100
First Longfield Investments Limited (First Longfield)	100
Green Horizons Holdings Limited	100
Aprisa Business Process Solutions, Inc. (Aprisa)	100
AyalaLand Club Management, Inc.	100
ALI Capital Corp. (formerly Varejo Corp.)	100
Integrated Eco-resort Inc.	100

Airswift Transpor Inc. (formerly Island Transvoyager, Inc.)	100
Arca South Integrated Terminal, Inc.	100
Whiteknight Holdings, Inc. (WHI)	100
Ayalaland Medical Facilities Leasing Inc.	100
Anvaya Cove Beach and Nature Club, Inc. (Anvaya Cove Beach)**	73
Anvaya Cove Golf and Sports Club, Inc. (Anvaya Cove Golf)***	76

*Includes CPVDC interest in CBDI

** consolidated in compliance with Philippine Interpretations Committee (PIC) Q&A 2016-02 PAS 32 and PAS 38 - Accounting Treatment of Club Shares Held by an Entity

***newly incorporated entities in 2017

Review of 1H 2019 operations vs 1H 2018

ALI's net income after tax (attributable to equity holders of ALI) rose 12% to ₱15.2 billion while total revenues (which includes real estate sales, interest income from real estate sales, equity in net earnings, interest and investment income and other income) increased by 4% to ₱83.2 billion in the first six months of 2019.

Real estate revenues grew 4% to ₱78.6 billion as property development revenues reached ₱55.6 billion, supported by the office for sale segment which grew more than two-fold to ₱9.8 billion. This was complemented by commercial leasing revenues which posted a 16% growth to ₱18.6 billion.

Capital expenditures reached ₱49.5 billion to support residential and leasing asset buildup.

Ayala Land adopted PFRS 16, Leases using modified retrospective approach of adoption with the initial date of application of January 1, 2019. Amounts presented in the unaudited interim condensed consolidated statement of financial position and unaudited interim condensed consolidated statement of income as at June 30, 2018 and for the six months ended June 30, 2018 are based on PAS 17, Leases and related Interpretations (superseded by PFRS 16). The comparative financial information for accounts affected by the adoption of PFRS 16 may not be comparable to the information presented for the six months period ended June 30, 2019. Please refer to Note 2 of Ayala Land's unaudited interim condensed consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of PFRS 16.

BUSINESS SEGMENTS

Property Development. This includes the sale of residential lots and units, office spaces, and commercial and industrial lots, and the operations of MCT Bhd, Ayala Land's consolidated subsidiary based in Malaysia.

Revenues from Property Development amounted to ₱55.6 billion, slightly lower from ₱55.7 billion in the previous period. This was driven by the office for sale segment which grew more than two-fold to ₱9.8 billion and commercial and industrial lot sales which grew 11% to ₱4.3 billion but was offset by lower residential revenues. This was due to the full sell out and completion of blockbuster projects by AyalaLand Premier (ALP) and ALVEO which composed 51% of residential revenues during the period.

Residential. Revenues from the sale of residential lots and units and MCT Bhd's operations reached a total of ₱41.5 billion, 13% lower than the previous period.

ALP posted revenues of ₱11.5 billion, 25% lower than ₱15.4 billion last year due to the full sell out of The Courtyards Phase 3 at Vermosa, Cavite, The Suites at BGC, Taguig, and Arbor Lanes Tower 2 at Arca South, Taguig.

ALVEO registered revenues of ₱9.7 billion, a decline of 29% from ₱13.7 billion attributed to the full sell out of Ardia at Vermosa, Cavite, Montala at Alviera, Pampanga, and Veranda Phase 1 and 2 at Arca South, Taguig.

Avida generated ₱13.4 billion in revenues, 27% higher than ₱10.6 billion last year due to new bookings from Avida Towers Intima in Manila and higher bookings and project completion of Avida Northdale Settings at Alvierra, Pampanga.

Amaia posted revenues of ₱3.7 billion, a 19% increase from ₱3.10 billion as a result of higher bookings and project completion of Steps Nuvali Parkway and Steps Capitol Central in Bacolod.

Meanwhile, **BellaVita** garnered revenues of ₱511 million, a 1% decrease from ₱516 million last year owing to the lower revenue contribution from Avesta project and lower bookings from its project in Cagayan de Oro.

MCT Bhd, ALI's equity investment in Malaysia, generated ₱2.6 billion in revenues. This is 37% lower than the 1st half of 2018 due to the full sell out of its projects in CyberSouth in Klang Valley, Malaysia.

The average gross profit margin of horizontal residential projects registered at 43%, lower than 46% during the previous period, due to the sell out of high-margin projects by ALP and Alveo. Meanwhile, vertical projects improved to 38% from 36% due to higher margins from ALVEO's Orean Place Tower 1 at Vertis North, Travertine at Portico in Ortigas, Avida's The Montane in BGC, Sola Towers 1 and 2 in Vertis North, and Amaia Skies Cubao Tower 2.

Office for Sale. Revenues from the sale of office spaces supported residential revenues as it grew more than two-fold, amounting to ₱9.8 billion from the completion progress and new bookings from Alveo Financial Tower, High Street South, and Park Triangle Corporate Plazas. The average gross profit margin of offices for sale improved to 44% from 35% due to higher selling prices of ALVEO Financial Tower in Makati CBD and Highstreet South and Park Triangle Corporate Plazas in BGC.

Commercial and Industrial Lots. Revenues from the sale of commercial and industrial lots grew 11%, contributing ₱4.3 billion from lots sales in Vermosa, Evo City and Alvierra. Gross profit margins from Commercial and Industrial lots also increased significantly to 52% from 42% due to higher margins of commercial lots sold in the said estates during the period.

Sales reservations remained steady at ₱72.3 billion mainly driven by local and overseas Filipino demand.

Commercial Leasing. This involves the operation of shopping centers, office buildings, hotels and resorts, and other leasing formats. Total revenues from commercial leasing jumped 16% to ₱18.6 billion.¹

Shopping Centers. Revenues grew 12% to ₱10.3 billion, supported by same mall revenue growth of 11% given the increased contribution of Ayala Malls Feliz, Circuit Makati and Capitol Central, supplementing the strong operations of Glorietta and Greenbelt in Makati, and Ayala Center Cebu. The EBITDA margin of shopping centers registered at 66%, 2 basis points higher than the previous period as a result of higher rent and occupancy of Ayala Center Cebu, Glorietta and Trinoma.

The average monthly mall lease rate registered at ₱1,063 per square meter while same mall rental growth is at 11%. The average occupancy rate for all malls is 88% while the occupancy rate for stable malls is 94%. Total Shopping Centers GLA stands at 1.91 million square meters as of the

¹ Ayala Land adopted PFRS 16, Leases using modified retrospective approach of adoption with the initial date of application of January 1, 2019. Amounts presented in the unaudited interim condensed consolidated statement of financial position and unaudited interim condensed consolidated statement of income as at June 30, 2018 and for the six months ended June 30, 2018 are based on PAS 17, Leases and related Interpretations (superseded by PFRS 16). The comparative financial information for accounts affected by the adoption of PFRS 16 may not be comparable to the information presented for the six months period ended June 30, 2019. Please refer to Note 2 of Ayala Land's unaudited interim condensed consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of PFRS 16.

1st half of 2019. This includes 8,000 sqm from the Ayala North Exchange retail area that was opened last March.

Offices. Revenues surged 27%, reaching ₱4.6 billion as newly-opened offices in Ayala North Exchange, Vertis North and Circuit Makati gained further traction. EBITDA margin of 91% was sustained from the previous period.

The average monthly office lease rate registered at ₱763 per square meter. The average occupancy rate of all offices is 93% while the average occupancy rate of stable offices is 96%. Total office leasing GLA is at 1.13 million square meters as of June 2019, adding 18 thousand square meters from Ayala North Exchange BPO which opened last April 2019.

Hotels and Resorts. Revenues from hotels and resorts moved up 16% to ₱3.7 billion on strong patronage of Seda Ayala Center Cebu, and Lio. Average revenue-per-available-room (REVPAR) of all hotels was lower by 2% to ₱3,511 per night and decreased by 3% to ₱9,018 for all resorts. Meanwhile REVPAR of stable hotels improved slightly to ₱4,198 per night but was lower by 3% to ₱11,672 for stable resorts. Overall EBITDA margin increased to 33% from 31% due to the higher margins of Seda Ayala Center Cebu and Lio.

The average room rate of all hotels is ₱4,917 per night and ₱13,326 for all resorts. Meanwhile the average room rate of stable hotels is ₱5,372 per night and ₱17,789 for stable resorts. The average occupancy rate of all hotels registered at 71% and 68% for all resorts, 78% for stable hotels and 66% for stable resorts. The portfolio has a total of 3,264 rooms as of end June 2019 with the addition of 71 rooms at Seda BGC and 175 rooms at Circuit Makati Residences. The Company also opened 105 rooms at Seda Residences Ayala North Exchange, 71 additional rooms at Seda BGC, and 50 rooms at Huni Lio in Palawan last July 2019.

Hotels and resorts operate 660 hotel rooms from its internationally branded segment, namely, Fairmont Hotel and Raffles Residences Makati (312) and Holiday Inn & Suites (348), both in Ayala Center, Makati CBD. Seda Hotels has 9 branches and operates 1,934 rooms: Atria, Iloilo (152), BGC, Taguig (250), Centrio, Cagayan de Oro (150), Abreeza, Davao (186), Nuvali, Santa Rosa Laguna (150), Vertis North, Quezon City (438), Capitol Central, Bacolod (154), Lio, Palawan (153), and Ayala Center Cebu (301). Meanwhile, El Nido Resorts operates 193 rooms from its four island resorts: Pangulasian, Lagen, Miniloc and Apulit, and Lio Tourism Estate operates 144 rooms under its Bed and Breakfast (B&B) and Dormitel offerings and Sicozon Tourism Estate in Iloilo operates 78 B&Bs.

Services. This is composed mainly of the construction business represented by Makati Development Corporation (MDC), property management, represented by Ayala Property Management Corporation (APMC), and other companies engaged in power services such as Direct Power Services, Inc. (DPSI), Ecozone Power Management, Inc. (EPMI), and Philippine Integrated Energy Solutions, Inc. (PhilEnergy). Total revenues from the services business amounted to ₱4.4 billion, 7% higher than last year.

Construction. MDC generated a total of ₱1.5 billion, an increase of 28%, reflecting higher revenues from its external contracts.

Property Management and Others. APMC and power services companies registered revenues of ₱2.8 billion, a slightly lower figure as some retail electricity supply contracts expired during the period.

The overall EBITDA margin of the service businesses advanced to 9% from 8% in the previous period.

Equity in Net Earnings of Investees, Interest, Fees, Investment, and Other Income

Equity in net earnings of associates and JVs contributed ₱566 million, a 38% boost from the previous period, mainly as OCLP Holdings, Inc., the JV company on Ortigas, more than doubled its earnings to ₱254 million, reflecting the sustained momentum of its property sales and leasing operations. In addition, FBDC companies registered higher earnings amounting to ₱314 million, from its leasing assets in BGC.

Interest and investment income also increased, posting a 22% growth, which resulted in ₱3.8 million due to higher interest income from short-term investments.

Meanwhile, other income (composed mainly of marketing and management fees from joint ventures, among others) amounted to ₱294 million, reflecting a 72% decline from the higher base in the 1st half of 2018 wherein a one-time gain on the sale of MCT's One City Properties was recognized. This offset the higher contribution of equity investments and interest income in the first half of 2019.

Expenses

Expenses totaled ₱59.4 billion, a tepid increase from last year's ₱58.8 billion as real estate expenses eased slightly to ₱48.9 billion for the first six months of 2019 from ₱49.2 billion the previous year.

General and administrative expenses totaled ₱4.4 billion, a 3% increase from the 1st half of 2018 reflecting the controlled increase of overhead costs. This led to a maintained GAE ratio of 5.3% and improved EBIT margin to 35.3% from 33.2%.

Interest expense, financing and other charges registered at ₱6.0 billion, 14% higher, due to increased outstanding debt and interest expense.

Project and Capital Expenditures

Ayala Land spent a total of ₱49.5 billion in capital expenditures during the first half of 2019. 45% was spent on the completion of residential projects, 21% on the completion of commercial leasing projects, 9% for land acquisition, 17% for estate development and 8% for other investments.

Financial Condition

The Company's balance sheet continues to be solidly positioned to support its growth plans.

Cash and Cash Equivalents including short term investments and Financial Assets at Fair Value through Profit or Loss ("FVPL"), stood at ₱24.8 billion resulting in a current ratio of 1.29:1.

Total borrowings registered at ₱199.1 billion which translated to a debt-to-equity ratio of 0.86:1 and a net debt-to-equity ratio of 0.75:1.

Return on Equity registered at 15.7% as of June 30, 2019.

	End-June 2019	End-December 2018
Current ratio ¹	1.29:1	1.26:1
Debt-to-equity ratio ²	0.86:1	0.85:1
Net debt-to-equity ratio ³	0.75:1	0.72:1
Profitability Ratios:		
Return on assets ⁴	4.44%	5.35%
Return on equity ⁵	15.72%	16.52%
Asset to Equity ratio ⁶	3.00:1	3.04:1
Interest Rate Coverage Ratio ⁷	5.9	6.1

¹ Current assets / current liabilities

² Total debt/ consolidated stockholders' equity (Total debt includes short-term debt, long-term debt and current portion of long-term

debt)

3 *Net debt/ consolidated stockholders' equity (Net debt is total debt less cash and cash equivalents, short term investments and financial assets through fvpl)*

4 *Annualized Total Net income / average total assets*

5 *Annualized Net income attributable to equity holders of ALI / average total stockholders' equity attributable to equity holders of ALI*

6 *Total Assets / Total stockholders' equity*

7 *EBITDA/Interest expense*

There are no events that will trigger direct or contingent financial obligation that is material to the company, including any default or acceleration of an obligation.

There are no material off-balance sheet transactions, arrangements, obligations (including contingent obligations), and other relationships of the company with unconsolidated entities or other persons created in 2019.

Causes for any material changes (+/- 5% or more) in the financial statements

Income Statement items – June 2019 versus June 2018

Interest income from real estate sales and interest & investment income was higher by 22% mainly due to higher yield from residential business.

Equity in net earnings of associates and joint ventures grew by 38% mainly coming from increased performance of OHI's property sales, malls and offices.

Other Income was lower by 72% due to recognition of Gain on sale of MCT Bhd's subsidiary (One City Properties SDN BHD and Ecity Hotel SDN BHD) in 1H 2018.

Interest and other financing charges and other charges grew by 14% primarily due to higher loan balance and higher interest rate.

Provision for income tax increased by 9% due to higher taxable income mainly coming from real estate.

Balance Sheet items – June 2019 versus December 2018

Cash and cash equivalents decreased by 8% primarily due to higher CAPEX in 2019 (land acquisitions and development - residential, malls, hotels & resorts, and office disbursements).

Short-term investments went down by 51% mainly coming from matured money market placements of Alveo Land Corp., Ayala Hotels Inc., Makati Development Corp., and Regent Wise Investments Limited.

Real estate Inventories decreased by 10% primarily due to the timing of launches of residential projects which are expected in 2H 2019.

Other current assets were higher by 28% mainly due to the increase in input VAT and CWT from residential projects and various prepayments (Taxes & Licenses, Ads and Promo, Marketing and Management fees, etc.)

Investment properties were up by 9% primarily due to the increase in project costs of malls and office buildings and improvements capitalized this year.

Other noncurrent assets grew by 18% mainly due to bookings of right of use assets in compliance with the PFRS 16.

Short-term debt grew by 64% largely due to increase of short-term unsecured peso denominated bank loan availments.

Account and other payables went lower by 15% primarily due to the decrease in expenses on development and project costs from residential and commercial business group.

Income tax payable was up by 37% due to higher taxable income primarily from real estate.

Current portion of long-term debt was lower by 42% due to bond and loan payments made by Ayala Land Inc., partially offset by incremental debt (bonds and loans) of Avida Land Corp. and Alveo Land Corp.

Deposit and other current liabilities up by 237% due to the increase in deposits and reservation fees from various residential projects and offices group's one year advance rental income from tenants.

Long-term debt was up by 8% mainly from additional long-term debt availments of Ayala Land Inc., partially offset by long-term debt payments of Avida Land Corp. and Alveo Land Corp.

Deposit and other noncurrent liabilities increased by 20%, contribution from leasing group's increase in security deposits, reservations and advance rental deposits.

Review of December 2018 operations vs December 2017

2018 was another year of robust growth for Ayala Land, Inc. (ALI or "the Company"), posting total consolidated revenues of ₱166.25 billion (which include real estate sales, interest income from real estate sales, equity in net earnings, interest and investment income and other income) and net income attributable to equity holders of Ayala Land, Inc. of ₱29.24 billion, for a solid top line and bottomline growth of 17% and 16%, respectively.

The strong performance of property development and commercial leasing, supported by the full consolidation of Malaysia-based subsidiary MCT Bhd, boosted revenues from Real Estate by 17% to ₱155.96 billion.

EBIT Margin improved by a quarter percentage point, to 30.37% from 30.11% in 2017.

Ayala Land adopted PFRS 9, *Financial Instruments* and PFRS 15, *Revenue from Contracts with Customers* using modified retrospective approach of adoption with the initial date of application of January 1, 2018. Amounts presented in the consolidated statements of financial position and consolidated statements of income as at and for the years ended December 31, 2017 and 2016 are based on PAS 39, *Financial Instruments: Recognition and Measurement* (superseded by PFRS 9) and PAS 18, *Revenue*, PAS 11, *Construction Contracts* and related Interpretations (superseded by PFRS 15). The comparative financial information for accounts affected by the adoption of PFRS 9 and PFRS 15 may not be comparable to the information presented for 2018. Please refer to Note 2 of Ayala Land's audited consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of PFRS 9 and PFRS 15.

BUSINESS SEGMENTS

Property Development. This segment includes the sale of residential lots and units, office spaces, commercial and industrial lots, and the operations of MCT Bhd. Total revenues from Property Development grew by 18%, to ₱113.36 billion from ₱96.39 billion previous year.

Residential. Driven by new bookings and project completions, revenues from the sale of Ayala Land residential lots and units and from MCT Bhd's operations reached ₱94.63 billion, an 18% growth from previous year's ₱79.90 billion.

Revenues generated by **AyalaLand Premier (ALP)** rose by 6% to ₱28.00 billion from ₱26.50 billion previous year, due to bookings for The Courtyards in Vermosa, Cavite and The Alcoves in Cebu Business Park and higher completion of The Suites at the Bonifacio Global City, Taguig, Metro Manila.

Alveo posted slightly higher revenues at ₱26.29 billion from previous year's ₱26.17 billion. The increase is attributed to bookings for Orea Place Tower 1 at Vertis North, Quezon City, Metro Manila and Travertine Tower at Portico, Pasig City, Metro Manila, and higher completion at The Residences at Evo City in Kawit, Cavite.

Bookings for Avida Towers Sola Tower 2 at Vertis North; Altura Tower 2 at South Park District, Muntinlupa City, Metro Manila; Asten Tower 3 at Makati City; and higher completion of Sola Tower 1 at Vertis North fueled **Avida's** 16% revenue growth to ₱24.22 billion from previous year's ₱20.84 billion.

Amaia posted a 20% improvement in revenues, to ₱7.36 billion from ₱5.74 billion, as a result of bookings and higher completion for Amaia Skies Shaw Tower 1 in Mandaluyong City, Metro Manila; Amaia Skies Cubao Tower 2 in Quezon City; Amaia Scapes General Trias in Cavite; and Amaia Steps Nuvali, Laguna. Meanwhile, bookings for **BellaVita's** projects in Pililia, Rizal; Cabanatuan East, Nueva Ecija; and Iloilo almost doubled its revenues to ₱1.15 billion from ₱652 million previous year.

Overall, the average GP (gross profit) of Ayala Land's vertical projects improved to 34% from 30% due to higher margins from Alveo's High Park Tower 2, Orea Place Tower 1 and Avida's Sola Tower 2 in Vertis North and Avida's project in Southpark District, Altura Tower 2. On the other hand, the average GP of horizontal projects decreased to 44% from 47% due to the lower contribution of higher margin projects.

MCT Bhd recognized revenues of ₱7.60 billion from sales and completion progress of its projects in Cybersouth, an integrated development in Southern Klang Valley, and Lakefront, a residential project in Cyberjaya.

Office for Sale. Higher bookings for One Vertis Plaza in Vertis North and The Stiles East Enterprise Plaza in Circuit Makati and higher completion progress of Park Triangle Corporate Plaza in BGC and the Alveo Financial Tower in Makati CBD hiked revenues from the sale of office spaces by 16%, to ₱11.00 billion from ₱9.45 billion previous year. However, the lack of higher margin inventory resulted in a lower GP margin of 33% from 37% the previous year.

Commercial and Industrial Lots. Revenues from the sale of commercial and industrial lots grew by 10% to ₱7.73 billion from ₱7.04 billion, driven by commercial lot sales in the Vis-Min estates and in Evo City, Cavite, and industrial lot sales in Alviera, Pampanga and in the Cavite Technopark. The sale of commercial lots in Arca South, Alviera, Evo City and Lio and of industrial lots in Alviera and Cavite Technopark moved the GP margin of this segment upwards to 50% from previous year's 40%.

Strong demand from both local and overseas Filipinos fueled a full-year 16% increase in sales reservations, reaching ₱141.9 billion from previous year's ₱121.96 billion. In the fourth quarter alone, reservation sales grew by 21% to ₱33.8 billion. On the other hand, net booked sales reached ₱110.8 billion, a 14% increase from previous year's ₱96.9 billion, with the fourth quarter number growing by 9% to ₱32.7 billion.

In 2018, Ayala Land launched ₱139.4-billion worth of residential and office-for-sale projects.

Commercial Leasing. This segment covers the operation of shopping centers, office buildings, and hotels and resorts. Total revenues from commercial leasing amounted to ₱34.91 billion, 17% higher than ₱29.94 billion posted a year ago.

Shopping Centers. The contribution of Greenbelt and Glorietta in Makati City and the improved performance of newly opened malls in Quezon City, such as UP Town Center, Ayala Malls Cloverleaf and Vertis North, and in Pasig City, namely Ayala Malls Feliz and The 30th boosted the segment's revenues by 13% to ₱19.91 billion from ₱17.66 billion. EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) margin was maintained at 66%.

The average monthly lease rate was at ₱1,073 per sq. meter, while same mall rental grew by 6%. The average occupancy rate for all malls was 89%, while the occupancy rate of stable malls was higher at 95%.

The Company opened three new malls in 2018—Circuit Mall in Makati with 52,000 sq. meters of gross leasable area (GLA), Capitol Central Mall in Bacolod with 67,000 sq. meters, and One Bonifacio High Street in Taguig with 23,000 sq. meters—bringing the shopping centers' year-end GLA to 1.90 million sq. meters.

Offices. Revenues from office leasing rose by 29% to ₱8.61 billion from ₱6.66 billion due to the stabilized occupancy of new offices such as Vertis Corporate Center in Quezon City, Circuit Corporate Center in Makati City, and The 30th Corporate Center in Pasig City. Office leasing EBITDA margin was sustained at 91%.

The monthly lease rate for offices averaged ₱755 per sq. meter. The average occupancy rate for all offices was 91%, while the occupancy rate of stable offices was 96%. The Company completed four new offices in 2018—Bacolod Capitol Corporate Center with 11,000-sq. meters GLA, Vertis North Corporate Center 3 with 38,000 sq. meters, Ayala North Exchange HQ Tower with 20,000 sq. meters and another 22,000 sq. meters in its BPO Tower—bringing the offices' year-end GLA to 1.11 million sq. meters.

Hotels and Resorts. Full-year operations of Seda Vertis North, Seda Capitol Central Bacolod and the recently renovated Apulit Island Resort in El Nido, Palawan coupled with the improved performance of our B&B's nudged revenues from our hotels and resorts higher by 14%, to reach ₱6.39 billion from previous year's P5.62 billion. Average revenue-per-available-room (REVPAR) of all hotels and resorts slightly decreased by 1% to ₱3,531 and ₱7,989 a night, respectively. Meanwhile, REVPAR of stable hotels increased by 6% to ₱4,369 a night; that of stable resorts increased by 12% to ₱10,896. EBITDA margin of this segment improved to 29% from 28% previous year.

The average room rate a night of all hotels was ₱5,020, while that of stable hotels was ₱5,593. Meanwhile, the average room rate a night of all resorts was ₱12,593, while that of stable resorts was ₱17,035. The average occupancy rates of all hotels and resorts were at 70% and 63%, respectively, while those of stable hotels and stable resorts were at 78% and 64%, respectively.

A total of 390 rooms were added to the portfolio—Seda Capitol Central, 108; Seda Lio, 118; Circuit Residences, 80; Lio Dormitel, 42; Huni Sicogon, 19; Drift Hostel Sicogon, 16; and Sicogon Dormitel, 7—bringing the total number of rooms in operation to 2,973 by end-2018.

The hotels and resorts business operates 660 hotel rooms under its international brand segment—312 for Fairmont Hotel and Raffles Residences, and 348 for Holiday Inn & Suites, both located in Ayala Center, Makati CBD. Our homegrown Seda Hotels operates 1,828 rooms—Atria, Iloilo, 152; BGC, Taguig, 179; Centrio, Cagayan de Oro, 150; Abreeza, Davao, 186; Nuvali, Santa Rosa, Laguna, 150; Vertis North, Quezon City, 438; Capitol Central, Bacolod, 154; Lio, Palawan, 118; and Ayala Center Cebu, 301. El Nido Resorts operates 193 rooms in its four island resorts (Pangulasian, Lagen, Miniloc and Apulit), and Lio Tourism Estate currently has 144 rooms under its Bed and Breakfast (B&B) category and Dormitel offerings. Lastly, the Sicogon Tourism Estate in Iloilo currently operates 68 B&B rooms.

Services. This segment is composed of the Company's construction business through Makati Development Corporation (MDC); property management, through Ayala Property Management Corporation (APMC), power services, through Direct Power Services, Inc. (DPSI), Ecozone Power Management, Inc. (EPMI), and Philippine Integrated Energy Solutions, Inc. (PhilEnergy); and airline services firm AirSWIFT, for the hotels and resorts business. Total revenues of this segment rose by 5% to ₱76.72 billion from ₱72.81 billion previous year.

Construction. The increased order book of projects from the Ayala Land group resulted in a corresponding increase in construction revenues, reaching ₱71.42 billion, 6% more than previous year's ₱67.40 billion.

Property Management and Others. APMC, the power services companies, and AirSWIFT together posted revenues of ₱5.30 billion, a slight 2% decrease from the year-ago figure of ₱5.41 billion due to decreasing external retail electricity supply contracts.

Blended EBITDA margins of the Services business slightly declined to 9% from 10%.

Equity in Net Earnings of Investees, Interest, Fees, Investment, and Other Income

The full consolidation of MCT Bhd into Ayala Land resulted in a 13% decrease in equity in net earnings of associates and JVs, to ₱750 million from previous year's ₱866 million. Meanwhile, interest and investment income increased by 31% to ₱8.00 billion from ₱6.08 billion previous year due to higher interest income from money market placements and accretion on installment sales. Other income reached ₱1.54 billion, 31% lower year-on-year.

Project and Capital Expenditures

Ayala Land spent ₱110.1 billion in capital expenditures to support the aggressive completion of new projects, 41% of which was spent on residential projects; 23% on commercial projects; 15%, land acquisition; 12%, development of estates; and 9%, on investments.

Financial Condition

Ayala Land's balance sheet solidly positions the Company to pursue its growth plans.

Cash and Cash Equivalents including short term investments and Financial Assets at Fair Value through Profit or Loss ("FVPL"), stood at ₱27.56 billion, resulting in a current ratio of 1.26:1.

Total borrowings amounted to ₱187.10 billion, translating to a debt-to-equity ratio of 0.85:1 and a net debt-to-equity ratio of 0.72:1.

Return on equity as of December 31, 2018 was at 16.52%.

	<i>End-December 2018</i>	<i>End-December 2017</i>
Current ratio ¹	1.26:1	1.30:1
Debt-to-equity ratio ²	0.85:1	0.90:1
Net debt-to-equity ratio ³	0.72:1	0.77:1
Profitability Ratios:		
Return on assets ⁴	5.35%	5.07%
Return on equity ⁵	16.52%	16.09%
Asset to Equity ratio ⁶	3.04:1	2.99:1
Interest Rate Coverage Ratio ⁷	6.1	6.0

1 Current assets / current liabilities

2 Total debt/ consolidated stockholders' equity (Total debt includes short-term debt, long-term debt and current portion of long-term debt)

3 Net debt/ consolidated stockholders' equity (Net debt is total debt less cash and cash equivalents, short term investments and financial assets through fvpl)

4 Total Net income / average total assets

5 Net income attributable to equity holders of ALI / average total stockholders' equity attributable to equity holders of ALI

6 Total Assets /Total stockholders' equity

7 EBITDA/Interest expense

There are no events that will trigger direct or contingent financial obligation that is material to the company, including any default or acceleration of an obligation.

There are no material off-balance sheet transactions, arrangements, obligations (including contingent obligations), and other relationships of the company with unconsolidated entities or other persons created in 2017.

Causes for any material changes (+/- 5% or more) in the financial statements

Income Statement items – December 2018 versus December 2017

Real estate revenues increased by 17% due to the consistent growth of property development and commercial leasing. Property development grew by 18% driven by new bookings and project completions from residential projects and sales of office spaces, commercial and industrial lots. Commercial leasing was higher by 17% coming from improved performance of newly opened malls.

Interest income from real estate sales and interest & investment income higher by 31% mainly due to higher rate in 2018 from short-term investments.

Equity in net earnings of associates and joint ventures declined by 13% primarily due to consolidation of MCT Bhd in 2018 from equity pickup treatment in 2017.

Other Income lower by 31% due inclusion of 2017 reversal of Comtrust impairment in 2017.

Real estate costs increased by 15% primarily driven by higher sales and incremental project completion from residential, leasing and hotels & resorts business groups.

General and administrative expenses higher by 25% due to the consolidation of ALI's investment in MCT Bhd in 2018.

Interest and other financing charges and other charges grew by 19% due increase in interest expense on banks as a result of higher average loan balance and bank rate in 2018.

Provision for income tax increased by 22% due to higher taxable income driven by higher real estate revenues.

Non-controlling interests higher by 39% as a result of the consolidation of ALI's investment in MCT Bhd in 2018.

Balance Sheet items – December 2018 versus December 2017

Cash and cash equivalents up by 14% primarily due to the consolidation of ALI's investment in MCT Bhd in 2018.

Short-term investments went down by 35% mainly due to matured money market placements from Ayala Hotels Inc., BG West Properties, Inc., and Roxas Land Corp.

Financial assets at fair value through profit or loss lower by 12% due to the maturity of some investments in ARCH Capital Funds.

Real estate inventories higher by 15% primarily due to the impact of PIC Q&A No. 2018-11 on the classification of land by real estate developer.

Other current assets lower by 8% mainly due to the decrease in input VAT, partly offset by increase in CWT mostly from residential projects.

Non-current accounts and notes receivable went down by 92% due to reclass to Contract asset, impact of the PFRS 15 Revenue from Contracts with Customers implementation in 2018.

Investments in associates and joint ventures lower by 13% driven by the consolidation of ALI's investment in MCT Bhd in 2018 from equity pickup treatment in 2017.

Investment properties up by 12% primarily due to the impact of PIC Q&A No. 2018-11 on the classification of land by real estate developer.

Property and equipment increased by 25% mainly coming from inclusion of ALI's investment in MCT Bhd in 2018.

Deferred tax assets higher by 22% due to additional DTA from PAS Straight-line recognition of revenue (Accounting Standard vs BIR) of leasing group.

Other noncurrent assets grew by 36% due to the increase in bookings of pre-operating expenses, deferred input VAT and deferred charges.

Account and other payables up by 25% mostly due to the consolidation of ALI's investment in MCT Bhd 2018.

Short-term debt dropped by 18% due to conversion to long term debt from short term debt.

Income tax payable up by 165% due to higher taxable income primarily from real estate revenues.

Current portion of long-term debt increased by 254% due to incremental debt (bonds and loans) of Ayala Land Inc., Amorsedia Development Corp., and Alveo Land Corp., and inclusion of ALI's investment in MCT Bhd in 2018.

Deposit and other current liabilities declined by 69% due to the decrease in customers' deposits from real estate customers who reached the 10% threshold for sales bookings.

Deferred tax liabilities higher by 66% primarily coming from the recognition of deferred tax liability for the uncollected receivables from residential development.

Total equity attributable to equity holders of Ayala Land, Inc. grew by 12% due to the increase in equity reserve as a result of the consolidation of ALI's investment in MCT Bhd in 2018.

Non-controlling interests up by 29% largely due to NIAT share of subsidiaries and consolidation of ALI's investment in MCT Bhd in 2018.

Review of December 2017 operations vs. December 2016

Ayala Land, Inc. (ALI or "the Company") posted a net income of ₱25.30 billion, a solid earnings growth of 21% in 2017. The Company sustained a healthy topline with ₱142.30 billion in total consolidated revenues

(which include real estate sales, interest income from real estate sales, equity in net earnings, interest and investment income and other income), 14% higher than 2016. Real Estate revenues likewise increased 13% to ₱133.10 billion, driven by the resurgence of property sales and the strong growth of its leasing business. Meanwhile, EBIT Margin registered at 30.10% compared to 29.70% last year.

Business Segments

The details of the individual performance of each business segment are discussed as follows:

Property Development. This includes the sale of residential lots and units, office spaces, as well as commercial and industrial lots.

Total revenues from Property Development amounted to ₱96.39 billion, 24% higher than ₱77.73 billion last year.

Residential. Revenues from the sale of residential lots and units reached ₱79.90 billion, 25% higher than ₱64.08 billion last year, driven by bookings and project completion across all residential brands.

Ayala Land Premier (ALP) registered revenues of ₱26.50 billion, 7% higher than ₱24.86 billion last year given higher completion from its subdivision projects such as Cerilo in Nuvali and The Courtyards Phase 2 in Vermosa and its condominium projects such as Park Central North in Makati and Arbor Lanes 3 in Arca South.

Alveo meanwhile recorded revenues of ₱26.17 billion, a robust gain of 45% from ₱18.03 billion last year due to higher completion of its subdivision projects such as Ardia in Vermosa, Cavite and Montala in Alvia, Porac Pampanga and its condominium projects such as High Park Tower 2 in Vertis North, Quezon City, Verve Residences 2 and Veranda Phase 2.

Avida posted revenues of ₱20.83 billion, a strong growth of 22% from ₱17.07 billion last year on the account of combined higher bookings and incremental completion of its condominium projects such as Avida Towers Turf 1, The Montane and Avida Tower Verte in Bonifacio Global City, Avida Tower Sola 1 in Vertis North, Avida Towers Riala 3 in Cebu City, and Avida Towers One Union Place 1 and 2 in Arca South and its subdivision projects such as Hillcrest Estates, Woodhill Settings, and Southfield Settings in Nuvali.

Amaia generated revenues of ₱5.74 billion, a significant increase of 72% from ₱3.35 billion last year as a result of higher bookings and completion Skies Towers in Avenida, Shaw, Sta. Mesa and Cubao and Steps projects in Bicutan, Sucat, Nuvali Parkway and Capitol Central in Bacolod City. BellaVita meanwhile reached revenues of ₱652 million, 16% lower than ₱776 million last year.

The average gross profit margin of horizontal projects improved to 47% from 43% due to the higher contribution of The Courtyards and Ardia in Vermosa, Riomonte in Nuvali and Montala in Alvia while the average gross profit margin of vertical developments declined to 30% from 35% in recognition of higher project costs.

Office for Sale. Revenues from the sale of office spaces reached ₱9.45 billion, 15% higher than ₱8.20 billion last year driven by higher completion of Alveo's High Street South Corporate Plaza 2, Alveo Financial Tower in Makati CBD, and Avida's Capital House in BGC. Gross profit margin of offices for sale was maintained at 37%.

Commercial and Industrial Lots. Revenues from the sale of commercial and industrial lots reached ₱7.04 billion, 29% higher than ₱5.45 billion last year due to higher lot sales in Arca South, Taguig, Vermosa, Cavite and industrial lots in Cavite. Gross profit margin slightly declined to 40% from 41% due to the mix of projects sold.

A resurgence of property sales was seen in 2017 as reservation sales increased 13% to ₱121.96 billion from ₱108.05 billion in 2016 which only posted an annual growth of 3%. Total reservation sales in 2017

translated to an average of ₱10.2 billion in monthly sales. Net booked sales grew 16% to ₱96.86 billion from ₱83.33 billion in the previous year. In the fourth quarter of 2017, property sales also notably increased, sales take-up grew 17% to ₱27.78 billion and net booked sales grew 18% to ₱29.92 billion.

Commercial Leasing. This includes the Company's Shopping Centers and Office Leasing as well as Hotels and Resorts operations.

Total revenues from commercial leasing amounted to ₱29.94 billion, 7% higher than ₱28.07 billion last year.

Shopping Centers. Revenues from shopping centers reached ₱17.66 billion, 10% higher than ₱16.08 billion last year due to the improved performance of the new malls such as The 30th, Tutuban Center and UP Town Center.

Shopping Centers EBITDA margin slightly decreased to 66% from 67% due to early-stage operations of newly opened malls.

The average monthly lease rate registered at ₱1,087 per square meter while same mall rental growth is at 5%. The average occupancy rate for all malls is at 92% while the occupancy rate of stable malls is at 97%. The Company opened 5 new malls in 2017, namely, The 30th in Pasig, Ayala Malls Vertis North and Ayala Malls Cloverleaf in Quezon City, Ayala Malls Marikina and Ayala Malls Feliz, Marikina. This brings the total gross leasable area (GLA) of Shopping Centers to 1.80 million square meters at the end of 2017.

Offices. Revenues from office leasing reached ₱6.66 billion, 12% higher than ₱5.94 billion last year due to the stabilized occupancy of the new offices namely, UP Town Center BPO, Cebu eBloc 4 and ATC BPO.

Office leasing EBITDA margin was maintained at 91% given the stabilized occupancy of new offices.

The average monthly lease rate registered at ₱739 per square meter. The average occupancy rate for all offices is at 86% while the occupancy rate of stable offices is at 97%. The Company completed 6 new offices in 2017, namely, Circuit BPO Tower 1 and 2 in Makati, The 30th Corporate Center in Pasig, One Bonifacio High Street in BGC, Tech Tower Cebu and Vertis North BPO 2 in Quezon City. This brings the total gross leasable area (GLA) of Office Leasing to 1.02 million square meters at the end of 2017.

Hotels and Resorts. Revenues from hotels and resorts reached ₱6.64 billion, 10% higher than ₱6.05 billion last year, due to the higher occupancy and average room rate of El Nido resorts and the opening of Seda Vertis North. Revenue-per-available-room (REVPAR) of hotels decreased by 6% to ₱3,576 per night mainly due to the lower occupancy of its internationally-branded hotels in Makati. Meanwhile, the REVPAR of resorts barely declined, settling at ₱8,052 per night.

Hotels and resorts EBITDA margin was maintained at 28% given its sustained performance from last year.

The average room rate per night of hotels and resorts is ₱5,050 and ₱13,210 respectively. The occupancy of hotels registered at an average of 71% while the occupancy of resorts registered at an average of 61%.

The hotels and resorts segment operates 961 hotel rooms from its internationally branded segment; Cebu City Marriott, Fairmont Hotel and Raffles Residences Makati and Holliday Inn & Suites Makati, 1,301 rooms from Seda Hotels located in Atria in Iloilo, BGC in Taguig, Centrio in Cagayan de Oro, Abreeza in Davao, Nuvali in Santa Rosa Laguna, Vertis North in Quezon City and Seda Bacolod, 213 island resort rooms at El Nido Resorts in Lagen, Miniloc, Apulit and Pangulasian Islands and 82 rooms at Lio Tourism Estate, both in Palawan and 26 rooms at Sicogon Island Resort in Iloilo. In 2017, The Company opened Seda Vertis North, initial rooms in Seda Bacolod, additional rooms in Casa Kalaw, Balai Adlao and Hotel Covo in Lio, Palawan and additional rooms in Balay Kogon, Sicogon. This brings the total number of rooms to 2,583 at the end of 2017.

Services. This includes the Company's wholly-owned construction and property management companies;

Makati Development Corporation and Ayala Property Management Corporation.

Total revenues from the services segment amounted to ₱71.80 billion, 5% higher than ₱68.49 billion last year.

Construction. Revenues reached ₱67.40 billion, 3% higher than ₱65.32 billion due to increased order book and higher completion of projects within the Ayala Land group.

Property Management. Revenues from property management registered at ₱4.39 billion, 38% higher than ₱3.17 billion in the previous year due to more managed properties from completed projects.

Blended EBITDA margins of the services segment registered at 10%, a slight decline from 11% in the previous year due to project mix.

Equity in Net Earnings of Investees, Interest, Fees, Investment and Other Income

Equity in net earnings of associates and joint ventures substantially increased by 56% to ₱865.57 million from ₱554.41 million last year due to the higher net income contribution of non-consolidated associates while interest, investment and other income reached ₱8.33 billion, 31% higher than ₱6.37 billion last year. Interest and Investment income grew due to higher interest income from money market placements and accretion income while other income increased due to higher marketing and management fees.

Expenses

Total expenses registered at ₱104.31 billion, 13% higher than ₱91.97 billion last year mainly due to higher real estate expenses which grew 15% to ₱87.92 billion from ₱76.57 billion last year.

General and administrative expenses (GAE) increased by only 3% to ₱7.28 billion from ₱7.03 billion last year. This resulted into further improvement in the GAE ratio to 5.1% from 5.6% in 2016.

Interest expense, financing and other charges meanwhile posted a 9% increase to ₱9.11 billion from ₱8.37 billion last year as a result of higher interest expense from the higher average daily loan balance. The average cost of debt registered at 4.6%, slightly higher than 4.5% in the previous year as a result of higher interest rates.

Project and Capital Expenditures

Ayala Land spent ₱91.4 billion in capital expenditures, higher than its estimated budget of ₱88.0 billion at the start of 2017, to support the aggressive completion of new projects in its pipeline. 48% was spent on residential projects, 29% on commercial projects, 17% for land acquisition and other investments and 6% for the development of the estates.

Financial Condition

The Company's balance sheet continues to be solidly positioned to support its growth plans.

Cash and cash equivalents, including short-term investments and UITF investments classified as FVPL, stood at ₱25.82 billion resulting in a current ratio of 1.30:1.

Total borrowings registered at ₱174.39 billion which translated to a debt-to-equity ratio of 0.91:1 and a net debt-to-equity ratio of 0.77:1.

Return on equity was at 16.1% as of December 31, 2017.

	<i>End-December 2017</i>	<i>End-December 2016</i>
Current ratio ¹	1.30:1	1.12:1

Debt-to-equity ratio ²	0.90:1	0.93:1
Net debt-to-equity ratio ³	0.77:1	0.79:1
Profitability Ratios:		
Return on assets ⁴	5.07%	4.99%
Return on equity ⁵	16.09%	14.86%
Asset to Equity ratio ⁶	2.99:1	3.11:1
Interest Rate Coverage Ratio ⁷	6.0	5.9

1 Current assets / current liabilities

2 Total debt/ consolidated stockholders' equity (Total debt includes short-term debt, long-term debt and current portion of long-term debt)

3 Net debt/ consolidated stockholders' equity (Net debt is total debt less cash and cash equivalents, short term investments and financial assets through fvp)

4 Total Net income / average total assets

5 Net income attributable to equity holders of ALI / average total stockholders' equity attributable to equity holders of ALI

6 Total Assets /Total stockholders' equity

7 EBITDA/Interest expense

There are no events that will trigger direct or contingent financial obligation that is material to the company, including any default or acceleration of an obligation.

There are no material off-balance sheet transactions, arrangements, obligations (including contingent obligations), and other relationships of the company with unconsolidated entities or other persons created in 2017.

Causes for any material changes (+/- 5% or more) in the financial statements

Income Statement items – 2017 versus 2016

Real estate and hotel revenues grew by 13% primarily due to higher sales bookings, incremental project completion from residential projects and strong performance of malls, leasing and hotels & resorts business groups.

Interest income from real estate sales and interest and investment income improved by 6% due to the increase in interest income from money market placements due to higher ADB of 16.6B vs. 11.4B, YoY and yield of 2.1% vs. 1.6%, YoY, and increase in accretion income.

Equity in net earnings of associates and joint ventures higher by 56% largely due to increase in NIAT contribution from FBDC companies.

Other Income increased by 241% due to higher marketing and management fees and the one-time take up of negative goodwill from purchase price allocation on ALI's investment in OCLP Holdings Inc.

Real estate and hotel costs up by 15% primarily due to higher sales and incremental project completion coming from residential, malls, leasing and hotels & resorts business segments.

Interest and other financing charges and other charges increased by 9% mainly due to higher borrowings to finance various capital expenditures.

Provision for income tax increased by 19% largely due to increase in taxable income primarily from real estate.

Non-controlling interests lower by 19% mainly due to decrease in NIAT contribution from non-consolidated companies.

Balance Sheet items – 2017 versus 2016

Short-term investments grew by ₱4.5B primarily due to money market placements of AHI, BGWest, Alveo, RLC and MDC.

Financial assets at fair value through profit or loss decreased by 72% mainly due to the maturity of BG West, ALLHC, ALI Capital and APMC's UITF investment placements.

Real estate inventories lower by 7% primarily due to higher sales despite lesser launches of RBG projects. Ayala Land adopted PIC Q&A 2018-11, *Classification of Land by Real Estate Developer* starting January 1, 2018. The impact of adoption is applied retrospectively which resulted to the reclassifications of amounts from land and improvements to real estate inventories and investment properties in the consolidated statement of financial position as at December 31, 2017. The comparative amounts as a result of the reclassification may not be comparable to the amounts presented as at December 31, 2016. Please refer to Note 2 of Ayala Land's audited consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of the PIC Q&A.

Other current assets up by 34% due to increase in input VAT and CWT mainly from residential projects and various prepayments (Taxes & Licenses, Ads and Promo, Marketing and Management fees, etc.).

Non-current accounts and notes receivable improved by 27% primarily due to higher bookings and increase in project POC.

Land and improvements declined by 7% mainly due to the transfer from unsubdivided land to investment properties. Ayala Land adopted PIC Q&A 2018-11, *Classification of Land by Real Estate Developer* starting

January 1, 2018. The impact of adoption is applied retrospectively which resulted to the reclassifications of amounts from land and improvements to real estate inventories and investment properties in the consolidated statement of financial position as at December 31, 2017. The comparative amounts as a result of the reclassification may not be comparable to the amounts presented as at December 31, 2016. Please refer to Note 2 of Ayala Land's audited consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of the PIC Q&A.

Investments in associates and joint ventures higher by 7% due to the new investment in ALI Eton and contribution from ALI's share in the equity in net earnings for full year 2017.

Investment properties grew by 25% primarily due to the additional project costs on new and existing malls and buildings for lease. Ayala Land adopted PIC Q&A 2018-11, *Classification of Land by Real Estate Developer* starting January 1, 2018. The impact of adoption is applied retrospectively which resulted to the reclassifications of amounts from land and improvements to real estate inventories and investment properties in the consolidated statement of financial position as at December 31, 2017. The comparative amounts as a result of the reclassification may not be comparable to the amounts presented as at December 31, 2016. Please refer to Note 2 of Ayala Land's audited consolidated financial statements, which are included as an Annex to this Prospectus, for the effect of the adoption of the PIC Q&A.

Available-for-sale financial assets better by 7% mainly due to higher investments from ALI Capital and Ayalaland Malls Synergies Inc.

Property and equipment improved by 8% mainly coming from the increase in Hotel PPE and ALI Capital (Airswift).

Deferred tax assets higher by 8% due to leasing group's PAS Straight-line recognition of revenue (Accounting Standard vs BIR).

Other non-current assets lower by 20% due to transfer of advances to other companies to investment properties.

Short-term debt down by 27% primarily due to Avida, ALI and Alveo's payment of short-term unsecured peso denominated bank loan availments.

Income tax payable decreased by 33% mainly due to payment of income taxes.

Deposit and other current liabilities up by 39% due to the increase in customers' deposits from real estate customers who reached the 10% threshold for sales bookings.

Current portion of long-term debt higher by 27% due to incremental debt of NTDC, Phil. Energy, and Alveo.

Long-term debt – net of current portion grew by 15% largely due to ALI's additional long-term debt availments, ₱7B short-dated notes and ₱7B bond issuance on May 2017.

Pension liabilities increased by 2% due to additional provision based on actuarial valuation report.

Deposits and other non-current liabilities increased by 6% due to deposits from real estate customers and contribution from leasing group's advance rental and security deposits.

Net unrealized gain/loss on available for sale financial assets down by 7% mainly due to sale of SSI investment.

Review of December 2016 operations vs. December 2015

Ayala Land, Inc. (ALI or "the Company") generated a net income after tax (attributable to equity holders of ALI) of ₱20.91 billion in 2016, 19% higher than the ₱17.63 billion posted in 2015. Consolidated revenues (which include real estate sales, interest income from real estate sales, equity in net earnings, interest and investment income and other income) reached ₱124.63 billion, 16% higher than the ₱107.18 billion posted in the same period last year. Revenues from Real Estate increased by 17% to ₱117.70 billion driven by the steady performance of its Property Development, Commercial Leasing and Services businesses.

The ratio of General and Administrative Expenses (GAE) to revenues improved further to 5.6% from 6.2% while the EBIT Margin registered higher at 30% from 29% during the same period last year.

Business Segments

The details of the individual performance of each business segment are discussed as follows:

Property Development. This includes the sale of residential lots and units, office spaces, as well as commercial and industrial Lots. Total revenues from Property Development amounted to ₱77.73 billion in 2016, 15% higher than the ₱67.77 billion reported during the same period in 2015.

Revenues from the sale of residential lots and units reached ₱65.12 billion, 12% higher than ₱58.39 billion posted in the same period last year, driven by bookings and project completion across all residential brands.

Ayala Land Premier (ALP) registered revenues of ₱24.86 billion, slightly higher than the ₱23.40 billion posted in the same period in 2015 driven by higher bookings from projects such as Park Central Tower in Makati City and increased completion of residential buildings such as The Two Roxas Triangle and Garden Towers 1 & 2 in Ayala Center Makati, East and West Gallery Place in Bonifacio Global City, Arbor Lanes in Arca South, Taguig, and horizontal projects such as Riomonte and Soliento in Nuvali, Laguna and The Courtyards in Vermosa, Cavite.

Alveo meanwhile registered revenues of ₱18.57 billion, 29% higher than the ₱14.36 billion generated in the same period due to increased completion of residential towers such as Park Triangle Residences, One and Two Maridien and Two Serendra in Bonifacio Global City, Lerato Tower 3 and Kroma in Makati and Portico Tower 1 in Pasig and subdivision projects such as Lumira and Mondia in Nuvali, Laguna.

Avida recorded revenues of ₱17.07 billion, 16% higher compared to same period last year on the account of higher bookings from Avida Tower Sola 1 in Vertis North, Quezon City and One Union Place Tower 3 in Arca South, Taguig and increased completion of Vita Towers in Vertis North, Asten Towers in Makati, The Montane and Turf Tower 1 in Bonifacio Global City, Riala Tower 1 and 2 in Cebu IT Park, Avida Towers Davao and subdivision projects in Nuvali namely Hillcrest Estates and Southfield Settings.

Amaia posted revenues of ₱3.35 billion which is lower compared to same period in 2015 due to lower sales take-up from Amaia Scapes and Skies Projects.

BellaVita meanwhile significantly grew its revenues to ₱776.10 million, posting a 46% growth from ₱529.80 million last year due to higher bookings in General Trias Cavite, Alaminos Laguna, Tayabas Quezon, Cabanatuan City, Nueva Ecija and Cagayan De Oro City, Misamis Oriental.

Residential sales for 2016 reached a total of ₱108.00 billion, 3% higher year-on-year, equivalent to an average monthly sales take-up of ₱9.0 billion. Residential Gross Profit (GP) margins of vertical developments improved to 35% from 34% due to sale of higher margin projects such as Park Central Tower in Makati while horizontal projects slightly declined to 43% from 44% due to higher development and land cost of recently launched projects.

Revenues from the sale of office spaces reached ₱8.20 billion, posting a 28% growth from the ₱6.42 billion

registered in the same period in 2015 driven by higher bookings from Alveo Financial Tower in Makati Central Business District, Alveo Park Triangle Tower and Alveo Park Triangle Corporate Plaza and higher completion of High Street South Corporate Plaza 1 and 2 in Bonifacio Global City. Avida's office projects in Bonifacio Global City also contributed significant revenues from higher bookings from Avida Capital House and higher completion of One Park Drive. Gross profit margins of offices for sale buildings declined to 37% from 38% during the same period last year.

Revenues from the sale of commercial and industrial lots doubled to ₱5.92 billion from ₱2.95 billion due to higher lot sales in Arca South, Naic and Altaraza in 2016. GP margins of Commercial and Industrial lots declined to 41% from 50% due to sale of higher margin commercial lots in Arca South and Nuvali in the same period last year.

Commercial Leasing. This includes shopping centers and office leasing as well as hotels and resorts operations. Total revenues from commercial leasing amounted to ₱26.56 billion in 2016, 9% higher than the ₱24.27 billion recorded in the same period last year.

Revenues from Shopping Centers reached ₱14.97 billion, 12% higher year-on-year from ₱13.37 billion due to the improved performance of stable malls and contribution of new malls such as UP Town Center in Quezon City, Ayala Malls Solenad in Nuvali, Santa Rosa Laguna, Tutuban Center, Manila, Ayala Malls Legazpi in Albay and the higher occupancy and average rental rates of existing malls. Shopping Centers EBITDA margin declined to 67% from 69% due to lower margins of newly opened malls. Monthly average lease rates registered 1% lower to ₱1,143 per square meter from ₱1,155 per square meter in the same period last year. Same mall rental growth increased by 5% year-on-year. Average occupancy rate registered at 91%. Total gross leasable area (GLA) of Shopping Centers registered at 1.62 million square meters for full year 2016.

Revenues from Office Leasing reached ₱5.54 billion, 12% higher year-on-year from ₱4.93 billion due to the higher average rental rates of existing buildings and the positive contribution of new offices such as Bonifacio Stopover, UP Technohub Building P and UP Town Center BPO in Quezon City. Office Leasing EBITDA margin improved to 91% from 90% last year. Monthly average lease rates of offices registered 4% higher to ₱725 per square meter from ₱698 per square meter in the same period last year. Average occupancy rate registered at 87%, 3% higher than previous year due to the completion of leased office spaces for tenant fit-out. Total gross leasable area (GLA) of Office Leasing registered at 836 thousand square meters for 2016.

Revenues from Hotels and Resorts reached ₱6.05 billion, 1% higher year-on-year from ₱5.97 billion due to the improved revenue-per-available-room (REVPAR) of hotel and resorts. REVPAR of hotels increased by 0.7% to ₱3,786 per night while REVPAR of resorts increased by 7% to ₱8,087 per night. Hotels and Resorts EBITDA margin was at 28%. Average occupancy rate of Hotels registered at 73% while Resorts registered at 59% during the period. Hotels and Resorts currently operates 961 hotel rooms from its internationally branded segment; Cebu City Marriott, Fairmont Hotel and Raffles Residences Makati and Holiday Inn & Suites Makati, 213 island resort rooms from El Nido Resorts in Lagen, Miniloc, Apulit and Pangulasian Islands in the province of Palawan, 30 bed and breakfast rooms in Casa Kalaw Lio El Nido and 6 bed and breakfast rooms from Balay Kogon Sicogon, Iloilo and 817 rooms from its Seda Hotels located in Iloilo, Bonifacio Global City, Taguig, Centrio Cagayan de Oro, Abreeza in Davao and Nuvali in Santa Rosa Laguna. Total rooms under the Hotels and Resorts portfolio registered at 2,027 as of December 31, 2016.

Services. This includes the Company's wholly-owned Construction and Property Management companies; respectively Makati Development Corporation and Ayala Property Management Corporation. Total revenues from the Services business amounted to ₱66.65 billion, 47% higher than the ₱45.25 billion reported in the same period in 2015.

Revenues from Construction reached ₱65.32 billion, 48% higher year-on-year from ₱44.07 billion due to the increase in order book of projects and higher completion within the Ayala Land Group. Revenues from Property Management reached ₱1.34 million, 14% higher year-on-year from ₱1.18 million due to the increase in managed properties from completed projects. Blended EBITDA margins of the Services

businesses declined to 11% from 14%.

Equity in Net Earnings of Investees, Interest, Fees, Investment and Other Income

Equity in net earnings of associates and JVs registered a 495% growth to ₱554 million in 2016 due higher net earnings from Modular Construction Technology (MCT) Bhd., Ortigas & Co. Ltd Partnership and Fort Bonifacio Development Corporation. Meanwhile, Interest, Investment and Other Income reached ₱6.37 billion, mainly due to higher interest income on accretion and installment sales.

Expenses

Total expenses registered at ₱91.97 billion in 2016, 16% higher than the ₱79.43 billion posted in the same period last year mainly driven by Real Estate and Hotels expenses which grew 17% to ₱76.57 billion from ₱65.34 billion last year.

General and Administrative Expenses (GAE) grew by 7% to ₱7.03 billion from ₱6.59 billion last year as a result of efficient cost management measures. GAE-to-revenue ratio further improved to 5.6% from 6.2% last year. Interest Expense, Financing and Other Charges meanwhile registered at ₱8.37 billion, 11% higher year-on-year from ₱7.51 billion, mainly attributed to higher interest expense and a lower average interest rate of 4.49% compared to 4.71% during the previous year.

Project and Capital Expenditure

Ayala Land spent a total of ₱85.40 billion for project and capital expenditures in 2016. Of the total capital expenditure, 14% was spent on land acquisition, 5% was spent on the development of its estates, 43% was spent on the completion of residential projects and 30% was spent on commercial leasing projects with the rest of the amount disbursed for new businesses, services and other investments.

Financial Condition

Ayala Land posted a solid balance sheet position in 2016 which provides adequate capacity to support its growth plans in the coming years.

Cash and Cash Equivalents including short term investments and UITF investments classified as FVPL stood at ₱22.64 billion, resulting in a current ratio of 1.12:1. Total Borrowings stood at ₱159.80 billion as of December 31, 2016 from ₱130.99 billion as of December 2015, translating to a Debt-to-Equity Ratio of 0.93:1 and a Net Debt-to-Equity Ratio of 0.79:1. Return on Equity was at 14.9% as of December 31, 2016.

	End-December 2016	End-December 2015
Current ratio ¹	1.12:1	1.14:1
Debt-to-equity ratio ²	0.93:1	0.87:1
Net debt-to-equity ratio ³	0.79:1	0.74:1
Profitability Ratios:		
Return on assets ⁴	5.0%	5.0%
Return on equity ⁵	14.9%	14.7%
Asset to Equity ratio ⁶	3.11	2.95
Interest Rate Coverage Ratio ⁷	5.9	5.5

1 Current assets / current liabilities

2 Total debt/ consolidated stockholders' equity (Total debt includes short-term debt, long-term debt and current portion of long-term debt)

3 Net debt/ consolidated stockholders' equity (Net debt is total debt less cash and cash equivalents, short term investments and financial assets through fvpl)

4 Total Net income / average total assets

5 Net income attributable to equity holders of ALI / average total stockholders' equity attributable to equity holders of ALI

6 Total Assets / Total stockholders' equity

7 EBITDA/Interest expense

There are no events that will trigger direct or contingent financial obligation that is material to the company, including any default or acceleration of an obligation.

There are no material off-balance sheet transactions, arrangements, obligations (including contingent obligations), and other relationships of the company with unconsolidated entities or other persons created in 2016.

Causes for any material changes (+/- 5% or more) in the financial statements

Income Statement items – 2016 versus 2015

Real estate and hotel revenues increased by 17% mainly due to higher sales bookings and incremental project completion of residential projects and better performance of malls, leasing and hotels & resorts business groups.

Equity in net earnings of associates and joint ventures improved by 495% primarily due to higher equity from Malaysia (MCT-Modular Construction Technology) and China (Tianjin Eco-City Ayala) investments and contribution from Ortigas & Co. Ltd. Partnership and FBDC companies.

Real estate and hotel costs up by 17% due to higher costs coming from residential, malls, leasing and hotels & resorts business segments in 2016.

General and administrative expense higher by 7% primarily due to increase in contracted services, professional fees, insurance and repairs & maintenance.

Interest and other financing charges and other charges grew by 11% mainly due to the increased borrowings to finance various capital expenditures.

Provision for income tax increased by 20% largely due to higher taxable income mainly from real estate.

Balance Sheet items – 2016 versus 2015

Cash and cash equivalents improved by 10% largely due to bond issuance and loan availments made and the impact of the consolidation of ALLHC and Anvaya entities in 2016.

Short term investments up by 26% primarily due to additional money market placements and the impact of the consolidation of Anvaya companies in 2016.

Financial assets at fair value through profit or loss higher by 168% due to BG West, NUVALI companies, ALLHC, and APMC's UITF investment placements.

Accounts and notes receivables increased by 50% mainly due to higher sales and additional bookings from residential business group projects (subdivision, condominium, house & lot, and office building for sale) and improved performance of malls, leasing, and hotels & resorts business segments and increase in advances to contractors.

Real estate Inventories increased by 13% primarily due to new project launches of residential projects and incremental completion of the existing projects.

Other current assets up by 8% due to the increase in prepaid expenses and current project costs.

Non-current accounts and notes receivable decline by 15% largely due to the sale of real estate receivables on a without recourse basis, and contribution from decrease in advances to other companies.

Investments in associates and joint ventures higher by 43% due to the investments made with OCLP Holdings and ALI Eton and share in equity for full year 2016.

Investment properties up by 34% primarily due to the additional project costs on new & existing malls, buildings for lease and hotels and contribution from additional land acquisitions.

Available-for-sale financial assets improved by 177% due to Alviera country club share, Cebu City Sports Club and contribution from ALLHC.

Property and equipment higher by 9% largely due to increase in MDC's additional batching plants, machineries and equipments in response to capacity requirements brought about by new projects/contracts.

Deferred tax assets increased by 25% primarily due to higher deferred tax assets mainly from residential group's tax effect of temporary difference arising from sale and collection on booked accounts and contribution from PAS Straight-line recognition of revenue per Accounting Standard vs BIR computation.

Other non-current assets up by 66% largely due to the increase in leasehold rights on the acquisition of AyalaLand Logistics Holdings Corp., and increase in prepaid costs incurred for the unlaunched projects.

Account and other payables increased by 24% due to higher expenses related to the development and project costs of new and existing projects of the residential, commercial, hotels & resorts business group and contribution from the increase in accrued expenses, interest payable, taxes payable and higher payables to external suppliers/contractors due to increased volume of construction projects for ALI.

Short-term debt 131% increased primarily due to additional short-term unsecured peso denominated bank loan availments.

Income tax payable higher by 15% mainly due to higher taxable income from real estate.

Deposit and other current liabilities up by 36% due to the increase in advances and deposits for various residential projects.

Current portion of long-term debt decreased by 41% mainly due to loan payments made.

Deferred tax liabilities higher by 144% primarily due to ALLHC's stepped-up value based from purchase price allocation.

Long-term debt - net of current portion increased by 17% largely due to ALI's bond issuance amounting to P25B.

Deposits and other noncurrent liabilities grew by 25% due to higher non-current security deposits from residential customers and contribution from leasing group's increase in security deposits, reservations and advance rental deposits.

Non-controlling interest up by 55% mainly due to the increase in non-controlling interest's share in full year 2016 NIAT and contribution from NCI share of Prow Holdings, Nuevo Centro, Aviana, ALLHC and BG companies.

CHANGES IN ACCOUNTING AND FINANCIAL DISCLOSURE

Adoption of New and Amended Accounting Standards and Interpretations

Changes in Accounting Policies

The accounting policies adopted in the preparation of the Group's consolidated financial statements are consistent with those of the previous financial year except for the adoption of the following new and amended PFRSs which became effective January 1, 2019.

The nature and impact of each new standard and amendment are described below:

Amendments to PFRS 9, *Prepayment Features with Negative Compensation*

The amendments to PFRS 9 allow debt instruments with negative compensation prepayment features to be measured at amortized cost or fair value through other comprehensive income. An entity shall apply these amendments for annual reporting periods beginning on or after January 1, 2019. Earlier application is permitted.

This amendment has no impact to the Group.

PFRS 16, *Leases*

PFRS 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under PAS 17, *Leases*. The standard includes two recognition exemptions for lessees – leases of 'low-value' assets (e.g., personal computers) and short-term leases (i.e., leases with a lease term of 12 months or less). At the commencement date of a lease, a lessee will recognize a liability to make lease payments (i.e., the lease liability) and an asset representing the right to use the underlying asset during the lease term (i.e., the right-of-use asset). Lessees will be required to separately recognize the interest expense on the lease liability and the depreciation expense on the right-of-use asset.

Lessees will be also required to remeasure the lease liability upon the occurrence of certain events (e.g., a change in the lease term, a change in future lease payments resulting from a change in an index or rate used to determine those payments). The lessee will generally recognize the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset.

Lessor accounting under PFRS 16 is substantially unchanged from today's accounting under PAS 17. Lessors will continue to classify all leases using the same classification principle as in PAS 17 and distinguish between two types of leases: operating and finance leases.

PFRS 16 also requires lessees and lessors to make more extensive disclosures than under PAS 17.

Early application is permitted, but not before an entity applies PFRS 15. A lessee can choose to apply the standard using either a full retrospective or a modified retrospective approach. The standard's transition provisions permit certain reliefs.

PFRS 16 is effective for annual periods beginning on or after January 1, 2019.

The Group has chosen to apply the modified retrospective transition method (i.e. to apply PFRS 16 retrospectively with the cumulative effect of initially applying the standard recognized at the date of initial application, January 1, 2019).

The Group has elected to apply the following practical expedients provided by the standard:

- o Use of a single discount rate to a portfolio of leases with reasonably similar characteristics,
- o The Group applied the requirements of PFRS 16 to leases for which the lease term ends within 12 months from the date of initial application,
- o The Group will exclude initial direct costs from the measurement of the right-of-use asset at the date of initial application,
- o The Group used hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

The impact of the adoption resulted into the following:

Right of use asset	₱15,970,473,677
Lease Liability	₱11,380,971,578
Retained Earnings adjustment beginning January 1, 2019	₱ 369,257,130

Amendments to PAS 19, *Employee Benefits, Plan Amendment, Curtailment or Settlement*

The amendments to PAS 19 address the accounting when a plan amendment, curtailment or settlement occurs during a reporting period. The amendments specify that when a plan amendment, curtailment or settlement occurs during the annual reporting period, an entity is required to: (i) determine current service cost for the remainder of the period after the plan amendment, curtailment or settlement, using the actuarial assumptions used to remeasure the net defined benefit liability (asset) reflecting the benefits offered under the plan and the plan assets after that event; and, (ii) determine net interest for the remainder of the period after the plan amendment, curtailment or settlement using: the net defined benefit liability (asset) reflecting the benefits offered under the plan and the plan assets after that event; and the discount rate used to remeasure that net defined benefit liability (asset).

The amendments also clarify that an entity first determines any past service cost, or a gain or loss on settlement, without considering the effect of the asset ceiling. This amount is recognized in profit or loss. An entity then determines the effect of the asset ceiling after the plan amendment, curtailment or settlement. Any change in that effect, excluding amounts included in the net interest, is recognized in other comprehensive income. The amendments apply to plan amendments, curtailments, or settlements occurring on or after the beginning of the first annual reporting period that begins on or after January 1, 2019, with early application permitted. These amendments will apply only to any future plan amendments, curtailments, or settlements of the Group.

Amendments to PAS 28, *Long-term Interests in Associates and Joint Ventures*

The amendments to PAS 28 clarify that entities should account for long-term interests in an associate or joint venture to which the equity method is not applied using PFRS 9. An entity shall apply these amendments for annual reporting periods beginning on or after January 1, 2019. Earlier application is permitted.

This amendment has no impact to the Group.

Philippine Interpretation IFRIC-23, *Uncertainty over Income Tax Treatments*

The interpretation addresses the accounting for income taxes when tax treatments involve uncertainty that affects the application of PAS 12 and does not apply to taxes or levies outside the scope of PAS 12, nor does it specifically include requirements relating to interest and penalties associated with uncertain tax treatments.

The interpretation specifically addresses the following:

- Whether an entity considers uncertain tax treatments separately
- The assumptions an entity makes about the examination of tax treatments by taxation authorities

- How an entity determines taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates
- How an entity considers changes in facts and circumstances

An entity must determine whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments. The approach that better predicts the resolution of the uncertainty should be followed.

This interpretation is not relevant to the Group because there is no uncertainty involved in the tax treatments made by management in connection with the calculation of current and deferred taxes as of June 30, 2019 and December 31, 2018.

Annual Improvements to PFRSs 2015-2017 Cycle

Amendments to PFRS 3, Business Combinations, and PFRS 11, Joint Arrangements, Previously Held Interest in a Joint Operation

The amendments clarify that, when an entity obtains control of a business that is a joint operation, it applies the requirements for a business combination achieved in stages, including remeasuring previously held interests in the assets and liabilities of the joint operation at fair value. In doing so, the acquirer remeasures its entire previously held interest in the joint operation.

A party that participates in, but does not have joint control of, a joint operation might obtain joint control of the joint operation in which the activity of the joint operation constitutes a business as defined in PFRS 3. The amendments clarify that the previously held interests in that joint operation are not remeasured.

An entity applies those amendments to business combinations for which the acquisition date is on or after the beginning of the first annual reporting period beginning on or after January 1, 2019 and to transactions in which it obtains joint control on or after the beginning of the first annual reporting period beginning on or after January 1, 2019, with early application permitted. These amendments are currently not applicable to the Group but may apply to future transactions.

Amendments to PAS 12, Income Tax Consequences of Payments on Financial Instruments Classified as Equity

The amendments clarify that the income tax consequences of dividends are linked more directly to past transactions or events that generated distributable profits than to distributions to owners. Therefore, an entity recognizes the income tax consequences of dividends in profit or loss, other comprehensive income or equity according to where the entity originally recognized those past transactions or events.

An entity applies those amendments for annual reporting periods beginning on or after January 1, 2019, with early application is permitted. These amendments are not relevant to the Group because dividends declared by the Group do not give rise to tax obligations under the current tax laws.

Amendments to PAS 23, Borrowing Costs, Borrowing Costs Eligible for Capitalization

The amendments clarify that an entity treats as part of general borrowings any borrowing originally made to develop a qualifying asset when substantially all of the activities necessary to prepare that asset for its intended use or sale are complete.

An entity applies those amendments to borrowing costs incurred on or after the beginning of the annual reporting period in which the entity first applies those amendments. An entity applies those amendments for annual reporting periods beginning on or after January 1, 2019, with early application permitted.

This amendment has no impact to the Group.

Effective beginning on or after January 1, 2020

Amendments to PFRS 3, *Definition of a Business*

The amendments to PFRS 3 clarify the minimum requirements to be a business, remove the assessment of a market participant's ability to replace missing elements, and narrow the definition of outputs. The amendments also add guidance to assess whether an acquired process is substantive and add illustrative examples. An optional fair value concentration test is introduced which permits a simplified assessment of whether an acquired set of activities and assets is not a business. An entity applies those amendments prospectively for annual reporting periods beginning on or after January 1, 2020, with earlier application permitted.

These amendments will apply on future business combinations of the Group.

Amendments to PAS 1, *Presentation of Financial Statements*, and PAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors, Definition of Material*

The amendments refine the definition of material in PAS 1 and align the definitions used across PFRSs and other pronouncements. They are intended to improve the understanding of the existing requirements rather than to significantly impact an entity's materiality judgments. An entity applies those amendments prospectively for annual reporting periods beginning on or after January 1, 2020, with earlier application permitted.

PFRS 17, *Insurance Contracts*

PFRS 17 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, PFRS 17 will replace PFRS 4, *Insurance Contracts*. This new standard on insurance contracts applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply.

The overall objective of PFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in PFRS 4, which are largely based on grandfathering previous local accounting policies, PFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects.

The new standard is not applicable to the Group since none of the entities within the Group have activities that are predominantly connected with insurance or issue insurance contracts.

Deferred effectivity

Amendments to PFRS 10 and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The amendments address the conflict between PFRS 10 and PAS 28 in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture. The amendments clarify that a full gain or loss is recognized when a transfer to an associate or joint venture involves a business as defined in PFRS 3, *Business Combinations*. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognized only to the extent of unrelated investors' interests in the associate or joint venture.

On January 13, 2016, the Financial Reporting Standards Council postponed the original effective date of January 1, 2016 of the said amendments until the International Accounting Standards Board has completed

its broader review of the research project on equity accounting that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.

DIRECTORS, EXECUTIVE OFFICERS AND CONTROL PERSONS

(as of June 30, 2019)

The write-ups below include positions currently held by the directors and executive officers, as well as positions held during the past five years.

Board of Directors

Fernando Zobel de Ayala	Cesar V. Purisima
Jaime Augusto Zobel de Ayala	Delfin L. Lazaro
Bernard Vincent O. Dy	Jaime C. Laya
Antonino T. Aquino	Rizalina G. Mantaring
Arturo G. Corpuz	

Fernando Zobel de Ayala, Filipino, 59, has served as Chairman of the Board of ALI since April 1999. He holds the following positions in publicly listed companies: President and Chief Operating Officer of Ayala Corporation; Chairman of Manila Water Company, Inc.; Director of Bank of The Philippine Islands, Globe Telecom, Inc. and Integrated Micro-Electronics, Inc.; and Independent Director of Pilipinas Shell Petroleum Corporation. He is the Chairman of AC International Finance Ltd., ALI Eton Property Development Corporation, Liontide Holdings, Inc., AC Energy, Inc., Ayala Healthcare Holdings, Inc., Automobile Central Enterprise, Inc., Alabang Commercial Corporation, Accendo Commercial Corp. and Hero Foundation, Inc.; Co-Chairman of Ayala Foundation, Inc. and Ayala Group Club, Inc.; Vice-Chairman of AC Industrial Technology Holdings, Inc., Aurora Properties Incorporated, Vesta Property Holdings, Inc., Ceci Realty Inc., Fort Bonifacio Development Corporation, Bonifacio Land Corporation, Emerging City Holdings, Inc., Columbus Holdings, Inc., Berkshires Holdings, Inc., AKL Properties Inc., AC Ventures Holding Corp. and Bonifacio Art Foundation, Inc.; Director of Livelt Investments Ltd., AG Holdings Ltd., AC Infrastructure Holdings Corporation, Asiacom Philippines, Inc., Ayala Retirement Fund Holdings, Inc., AC Education, Inc., Honda Cars Philippines, Inc., Isuzu Philippines Corporation, and Manila Peninsula; Member of the Board for INSEAD and Georgetown University; Member of the International Advisory Board of Tikehau Capita; Member of the Philippine-Singapore Business Council, INSEAD East Asia Council, World Presidents' Organization; and Chief Executives Organization; Chairman of Habitat for Humanity's Asia-Pacific Capital Campaign Steering Committee; and Member of the Board of Trustees of Caritas Manila, Pilipinas Shell Foundation, and the National Museum. He graduated with B.A. Liberal Arts at Harvard College in 1982 and holds a CIM from INSEAD, France.

Jaime Augusto Zobel de Ayala, Filipino, 60, has served as a Director, Vice Chairman and Member of the Executive Committee of ALI since June 1988. He holds the following positions in publicly listed companies: Chairman and CEO of Ayala Corporation; Chairman of Globe Telecom, Inc., Integrated Micro-Electronics, Inc. and Bank of the Philippine Islands; and Vice Chairman of Manila Water Company, Inc. He is also the Chairman of AC Education, Inc., Ayala Retirement Fund Holdings, Inc., AC Industrial Technology Holdings, Inc., AC Ventures Holding Corp., AC Infrastructure Holdings Corporation and Asiacom Philippines, Inc.; Co-Chairman of Ayala Foundation, Inc. and Ayala Group Club, Inc.; Director of Alabang Commercial Corporation, Ayala International Pte. Ltd., AC Energy, Inc., Ayala Healthcare Holdings, Inc., Light Rail Manila Holdings, Inc. and AG Holdings Ltd. Outside the Ayala group, he is a member of various business and socio-civic organizations in the Philippines and abroad, including the JP Morgan International Council, JP Morgan Asia Pacific Council, Mitsubishi Corporation International Advisory Council, and Council on Foreign Relations. He sits on the board of the Singapore Management University, the global advisory board of University of Tokyo, and on various advisory boards of Harvard University, including the Global Advisory Council, HBS Board of Dean's Advisors, and HBS Asia-Pacific Advisory Board, which he chairs. He is Chairman Emeritus of the Asia Business Council, Co-Vice Chairman of the Makati Business Club, Chairman of Endeavor Philippines, and a board member of Eisenhower Fellowships. He was awarded the Presidential Medal of Merit in 2009, the Philippine Legion of Honor with rank of Grand Commander in 2010,

and the Order of Mabini with rank of Commander in 2015 by the President of the Philippines in recognition of his outstanding public service. In 2017, he was recognized as a United Nations Sustainable Development Goals Pioneer for his work in sustainable business strategy and operations. The first recipient of the award from the Philippines, he was one of 10 individuals recognized for championing sustainability and the pursuit of the 17 SDGs in business. He graduated with B.A. in Economics (Cum Laude) from Harvard College in 1981 and obtained an MBA from the Harvard Graduate School of Business Administration in 1987.

Bernard Vincent O. Dy, Filipino, 56, is the President and Chief Executive Officer of Ayala Land, Inc. since April 7, 2014. Prior to this, he was the Head of Residential Business, Commercial Business and Corporate Marketing and Sales. He is also the Chairman of Ayala Property Management Corporation, Makati Development Corporation, Alveo Land Corporation, Amaia Land Corporation, AyalaLand Commercial Reit, Inc., Bellavita Land Corporation, Ayagold Retailers, Inc., Station Square East Commercial Corporation, Aviana Development Corp., Cagayan De Oro Gateway Corp., BGSouth Properties, Inc., BGNorth Properties, Inc., BGWest Properties, Inc., Portico Land Corp., Philippine Integrated Energy Solutions, Inc., Avencosouth Corp., and Nuevocentro, Inc. Mr. Dy also serves as Vice Chairman of Ayala Greenfield Development Corporation and Alviaera Country Club, Inc. He is also President of Bonifacio Land Corporation, Emerging City Holdings, Inc., Columbus Holdings, Inc., Berkshires Holdings, Inc., Fort Bonifacio Development Corporation, Aurora Properties Incorporated, Vesta Property Holdings, Inc., Ceci Realty Inc., Alabang Commercial Corporation and Accendo Commercial Corp. Mr. Dy also serves as Director of AyalaLand Logistics Holdings Corp., Cebu Holdings, Inc., and MCT Bhd of Malaysia, Avida Land Corporation, Amicassa Process Solutions, Inc., Whiteknight Holdings, Inc., AyalaLand Medical Facilities Leasing, Inc., Serendra, Inc., Alveo-Federal Land Communities, Inc., ALI Eton Property Development Corporation., and AKL Properties Inc. Mr. Dy is the President of Hero Foundation Inc. and Bonifacio Art Foundation, Inc. He is also a member of Ayala Foundation, Inc. and Ayala Group Club, Inc. In 2015, he was inducted as member of the Advisory Council of the National Advisory Group for Police Transformation Development of the Philippine National Police. He has also been a Director of the Junior Golf Foundation of the Philippines since 2010 and serves as Vice Chairman since 2017. He earned a Bachelor's Degree in Business Administration from the University of Notre Dame in 1985. He also received his MBA in 1989 and MAs International Relations in 1997, both from the University of Chicago.

Antonino T. Aquino, Filipino, 71, has served as Director of ALI since April 2009. He is also a Director of Manila Water Company, Inc. (MWC), another publicly listed company, since 1998. He was the President of ALI from April 2009 to April 2014, MWC from April 1999 to April 2009, and Ayala Property Management Corporation from 1989 to 1999. He has served the Ayala group in various capacities for 38 years. Currently, he is a Board member of Nuevocentro, Inc., Anvaya Beach & Nature Club and Mano Amiga Academy, Inc. He is also a private sector representative in the Multi Sectoral Advisory Board of the Philippine Army and the Multi Sector Governance Council of the Armed Forces of the Philippines. He was named "Co-Management Man of the Year 2009" by the Management Association of the Philippines for his leadership role in a very successful waterworks privatization and public-private sector partnership. In 2015, Mr. Aquino was elected as Director of The Philippine American Life and General Insurance Company (Philam). He earned a degree in BS Management and completed academic requirements for Masters in Business from the Ateneo de Manila University in 1968 and 1975, respectively.

Arturo G. Corpuz, Filipino, 63, has served as a Director of ALI since April 2016. He was a member of the Management Committee of ALI from 2008 to December 31, 2016. He is also a member of the Board of Ceci Realty, Inc. Aurora Properties, Inc., Vesta Properties Holdings, Inc., Nuevocentro, Inc., AREIT Property Managers, Inc (formerly Next Urban Alliance Development Corp.) and Alviaera Country Club, Inc. He is a former President of the Philippine Economic Society and a Fellow of the Foundation for Economic Freedom and the Philippine Institute of Environmental Planning. Mr. Corpuz received his baccalaureate degree in Architecture from the University of the Philippines in 1977 and his masteral and doctoral degrees in urban and regional planning from Cornell University in 1984 and 1989.

Delfin I. Lazaro, Filipino, 73, has served as a member of the Board of ALI since May 1996. He is a Director of publicly listed companies namely, Ayala Corporation, Integrated Micro-Electronics, Inc. Manila Water Company, Inc., Globe Telecom, Inc. His other significant positions are Chairman of Atlas Fertilizer & Chemicals, Inc.; Chairman and President of A.C.S.T. Business Holdings, Inc.; Vice Chairman and President

of Asiacom Philippines, Inc.; and Director of AYC Holdings, Inc. Ltd., AC International Finance, Ltd., Purefoods International, Ltd., AC Industrial Technology Holdings. Inv., Probe Productions, Inc. He graduated with BS Metallurgical Engineering at the University of the Philippines in 1967 and took his MBA (with Distinction) at Harvard Graduate School of Business in 1971.

Jaime C. Laya, Filipino, 80, has served as an Independent Director of ALI since April 2010 and as its Lead Independent Director since April 2017. He is member of the Board of Directors of publicly listed companies, being Independent Director of GMA Network, Inc., GMA Holdings, Inc. and Manila Water Company, Inc. and Regular Director of Philippine Trust Company (Philtrust Bank). His other significant positions are: Chairman and President of Philtrust Bank, Independent Director of Philippine AXA Life Insurance Co., Inc. and of Charter Ping An Insurance Corporation; and Trustee of Cultural Center of the Philippines, St. Paul's University - Quezon City, Ayala Foundation, Inc., Escuela Taller de Filipinas Foundation, Inc., Fundación Santiago, and other non-profit, non-stock corporations. He graduated magna cum laude from University of the Philippines in 1957 with a degree in B.S.B.A. (Accounting) and completed his M.S. in Industrial Management at Georgia Institute of Technology in 1960 and his Ph.D. in Financial Management at Stanford University in 1967. He has served as Minister of the Budget, Minister of Education, Culture and Sports, Governor of the Central Bank of the Philippines, Chairman of the National Commission for Culture and the Arts, and Professor and Dean of Business Administration of the University of the Philippines.

Rizalina G. Mantaring, Filipino, 59, has served as an Independent Director of ALI since April 2014. Concurrently, she also holds the following positions: Chairman, Sun Life Financial Philippine Holding Co. Inc.; Chairman, Sun Life Financial Philippines Foundation Inc.; Director, Sun Life Grepa Financial, Inc.; and Independent Director of First Philippine Holdings Corp. Inc., East Asia Computer Center Inc., Roosevelt College Inc., and Microventures Foundation Inc. She is also President of the Management Association of the Philippines and a member of its Board of Governors; and a member of the Makati Business Club Board of Trustees and Philippine Business for Education Board of Trustees. A recipient of the Asia Talent Management Award in the Asia Business Leaders Award organized by the global business news network CNBC, she has also been recognized by the International Association of Business Communicators (Philippines) with the CEO Excel award, was named by Moneysense Magazine as one of the 12 Most Influential in Personal Finance, and was selected as one of the 100 Most Outstanding Alumni of the past century by the University of the Philippines College of Engineering. She holds a BS Electrical Engineering degree from the University of the Philippines where she graduated with honors in 1982. She obtained her MS degree in Computer Science from the State University of New York at Albany in 1993.

Cesar V. Purisima, Filipino, 58, was appointed as an Independent Director of Ayala Land, Inc. in April 18, 2018. He is an Asia Fellow at the Milken; Independent Director of AIA Group Limited; Independent Director of Universal Robina Corporation; Member of the Global Advisory Council of Sumitomo Mitsui Banking Corporation; Executive-in-Residence of the Asian Institute of Management; Member of the Boards of Trustees of International School, Manila and De La Salle University; Member of International Advisory Council (Phils.), Singapore Management University; and Advisor of the Partners Group AG LIFE Council. He served the Philippine Government as a Secretary of Finance from February 2005 to July 2005 and from July 2010 to June 2016. As Secretary of Finance, he also served as a member of the Monetary Board of the Bangko Sentral ng Pilipinas, Governor for the Philippines of the World Bank Group and Asian Development Bank; and Chairman of various public finance sectors. He was also the Head of the Cabinet Economic Development Cluster of the Philippines from July 2010 to June 2016. He also served as the Secretary of the Department of Trade and Industry from January 2004 to February 2005. He was also the Alternate Governor for the International Monetary Fund. Prior to his stint in the government service, he was the Chairman & Country Managing Partner of SGV & Co., and was a member of the Global Executive Board and Global Practice Council of Ernst & Young. Mr. Purisima obtained his Bachelor of Science degree in Commerce Major in Accounting and Financial Institutions from De La Salle University in 1979 and was among the top placers in the 1979 CPA Board Examination. He earned his Master of Business Administration degree from Kellogg School of Management, Northwestern University, Illinois in 1983 and was conferred the Doctor of Humanities Honoris Causa by Angeles University in 2012.

Management Committee Members / Key Executive Officers

Bernard Vincent O. Dy*	President and Chief Executive Officer
Dante M. Abando	Senior Vice President
Augusto D. Bengzon	Senior Vice President, Chief Finance Officer, Treasurer, & Chief Compliance Officer
Anna Ma. Margarita B. Dy	Senior Vice President
Jose Emmanuel H. Jalandoni	Senior Vice President
Robert S. Lao	Senior Vice President
Jaime E. Ysmael	Senior Vice President
Lyle A. Abadia	Vice President
Leovigildo D. Abot	Vice President
Aniceto V. Bisnar, Jr.	Vice President
Manuel A. Blas II	Vice President
Ruby P. Chiong**	Vice President
Dindo R. Fernando	Vice President
Javier D. Hernandez	Vice President
Joseph Carmichael Z. Jugo	Vice President
Michael Alexis C. Legaspi	Vice President
Christopher B. Maglanoc	Vice President
Romeo T. Menpin, Jr.	Vice President
Carol T. Mills	Vice President
William Thomas F. Mirasol	Vice President
Rodelito J. Ocampo	Vice President
Ginaflor C. Oris	Vice President
Angelica L. Salvador	Vice President
Eliezer C. Tanlapco	Group Head of Human Resources and Public Affairs Group
Maria Rowena Victoria M. Tomeldan	Vice President
Jennylle S. Tupaz	Vice President
Amelia Ann T. Alipao	Chief Information Officer and Data Protection Officer
Solomon M. Hermosura	Group General Counsel & Corporate Secretary
Ma. Divina Y. Lopez	Chief Audit Executive

**Member of the Board*

Dante M. Abando, Filipino, 53, is a Senior Vice President and Member of the Management Committee of ALI. He is concurrently the President of Makati Development Corporation (MDC) and is also a member of MDC's Board of Directors. He is currently the Chairman of MDC BuildPlus, Inc. and Chairman and President of MDC Concrete, Inc., MDC Equipment Solutions, Inc. and MDBI, a joint venture of MDC and Bouygues Batiment International. He was the past President and Board Member of Alveo Land Corporation. He is currently a Board Member of Avida Land Corporation, Serendra, Inc. and Anvaya Cove Golf & Sports Club, Inc. Since 2014, he has been a member of the Board of Trustees of the Philippine Constructors Association (PCA) and its subsidiaries and is currently its Chairman and President. Dan has also been a member of the Board of Trustees of the University of the Philippines Alumni Engineers (UPAE) since 2015. He graduated with a degree in Bachelor of Science in Civil Engineering from the University of the Philippines in 1986 and earned his Master's degree in Business Administration in 1995 from the same university. In 2012, he completed the Executive Program on Real Estate Management at Harvard University Graduate School of Design.

Augusto D. Bengzon, Filipino, 55, joined ALI in December 2004 and currently serves as its Senior Vice President, Chief Finance Officer, Chief Compliance Officer & Treasurer. He is a Director of two publicly listed company namely Cebu Holdings Inc. and AyalaLand Logistics Holdings Corp. His other significant

positions include: Chairman of Aprisa Business Process Solutions Inc.; Vice Chairman of CMPI Holdings Inc.; Director, Treasurer & Compliance Officer of Anvaya Cove Golf and Sports Club Inc.; Director & President of CMPI Land Inc.; Director & Assistant Treasurer of Ayala Greenfield Development Corp.; Director and Treasurer of ALI Eton Property Development Corp., Amaia Land Corp., Aurora Properties Inc., Avida Land Corp., Ayala Property Management Corp., Bellavita Land Corp., BGNorth Properties Inc., BGSouth Properties Inc., BGWest Properties Inc., Ceci Realty Inc., Philippine Integrated Energy Solutions Inc., Serendra Inc. and Vesta Property Holdings Inc.; Director of AG Conselors Corporation, Alabang Commercial Corporation, ALINet.Com Inc., Alviera Country Club Inc., Alveo Land Corp., Ayala Land Commercial Reit Inc., Ecozone Power Management Inc., Laguna Technopark Inc., Makati Development Corp., Nuevocentro Inc., Northgate Hotel Ventures, Inc., Portico Land Corp., Station Square East Commercial Corp. and Southcrest Hotel Ventures, Inc.; Treasurer of AKL Properties, Inc., Cebu Property Ventures and Development Corporation, and Hero Foundation, Inc., Assistant Treasurer of Ayala Greenfield Golf & Leisure Club, Inc. Prior to joining ALI, he was Vice President and Credit Officer at Citibank N.A. where he spent sixteen years in various line management roles covering Treasury, Corporate Finance and Relationship Management. He received his Bachelor of Science degree in Business Management from the Ateneo de Manila University and is a graduate of the Philippine Trust Institute. He was granted the Andres K. Roxas scholarship at the Asian Institute of Management where he received his Master's in Business Management degree.

Anna Ma. Margarita B. Dy, Filipino, 49, is a Senior Vice President since January 1, 2015 and a member of the Management Committee of Ayala Land, Inc. since August 2008. She is the Head of the Strategic Landbank Management (SLMG) of ALI. She is also the Chairperson of Cebu Holdings, Inc. one of the publicly listed subsidiaries of ALI. Her other significant positions are: Director and Executive Vice President of Fort Bonifacio Development Corporation; Director of AyalaLand Estates, Inc., Director and President of Nuevocentro, Inc., and Alviera Country Club, Inc; Director of Aurora Properties, Inc., Vesta Properties Holdings, Inc., CECI Realty, Inc., AyalaLand Medical Facilities Leasing, Inc., Director of Anvaya and AREIT Property Managers, Inc (formerly Next Urban Alliance Development Corp.). Prior to joining ALI, she was a Vice President of Benpres Holdings Corporation. She graduated magna cum laude from Ateneo De Manila University with BS of Arts Degree in Economics Honors Program. She earned her Master's degree in Economics from London School of Economics and Political Science UK 1991 and MBA at Harvard Graduate School of Business Administration in Boston.

Jose Emmanuel H. Jalandoni, Filipino, 51, is a Senior Vice President and a member of the Management Committee of Ayala Land, Inc. He is the Group Head of commercial businesses including malls, offices, hotels, resorts and Chairman of ALI Capital Corporation. He is Director of Cebu Holdings, Inc. and AyalaLand Logistics Holdings Corp., publicly listed subsidiaries of Ayala Land, Inc. His other significant positions are: Chairman of the Board of ALI Commercial Center, Inc., ALI Makati Hotel and Residences, Inc., ALI Makati Hotel Property, Inc., ALI Triangle Hotel Ventures, Inc., Arca South Integrated Terminal, Inc., Arca South Hotel Ventures, Inc., Ayala Hotels, Inc., AyalaLand Hotels and Resorts Corporation, AyalaLand Medical Facilities Leasing, Inc., AyalaLand Offices, Inc., Bay Area Hotel Ventures, Inc., Bonifacio Hotel Ventures, Inc., Capitol Central Hotel Ventures, Inc., Cebu Insular Hotel Company, Inc., Circuit Makati Hotel Ventures, Inc., Direct Power Services, Inc., Econorth Resort Ventures, Inc., EcoSouth Hotel Ventures, Inc., Ecozone Power Management, Inc., Enjay Hotels, Inc., Greenhaven Property Ventures, Inc., Integrated Eco-Resort Inc., Laguna Technopark, Inc., Makati North Hotel Ventures, Inc., North Triangle Hotel Ventures., Inc., Northgate Hotel Ventures, Inc., One Makati Hotel Ventures, Inc., Orion Land, Inc., Sentera Hotel Ventures, Inc., Sicogon Island Tourism Estate Corporation, Soltea Commercial Corporation, Southcrest Hotel Ventures, Inc., Tutuban Properties, Inc., Whiteknight Holdings, Inc., Ayalaland REIT, Inc. (formerly One Dela Rosa Property Development, Inc.), One Makati Residential Ventures, Inc., He is also Chairman and President of ALINET.Com. Inc., He is also Director of the following companies: Accendo Commercial Corporation, Alabang Commercial Corporation ALI Eton Property Development Corporation, Ayagold Retailers, Inc., Ayala Property Management Corporation, AyalaLand Commercial Reit, Inc., Bacuit Bay Development Corporation, Berkshires Holdings, Inc., Bonifacio Land Corporation Cagayan de Oro Gateway Corporation, Cebu Holdings, Inc., Chirica Resorts Corporation, Columbus Holdings, Inc., Ecoholdings Company Inc., Emerging City Holdings, Inc., Fort Bonifacio Development Corporation, Lio Resort Ventures, Inc., Lio Tourism Estate Management Corporation, Makati Cornerstone Leasing Corporation, Makati Development Corporation, North Eastern Commercial

Corporation (formerly Asterion), North Liberty Resort Ventures, Inc., Pangulasian Island Resort Corporation, Paragua Eco-Resort Ventures, Inc., Philippine FamilyMart CVS, Inc., Philippine Integrated Energy Solutions, Inc., Regent Horizons Conservation Company, Inc., Sicogon Town Hotel, Inc., Station Square East Commercial Corporation, Ten Knots Development Corporation, Ten Knots Philippines, Inc. He joined ALI in 1996 and held various positions in the Company. He graduated with a degree of Bachelor of Science in Legal Management from Ateneo de Manila University. He earned his Master's Degree in Business Administration from Asian Institute of Management. He is a Chartered Financial Analyst.

Robert S. Lao, Filipino, 45, has been Senior Vice President of Ayala Land Inc. and a member of the Management Committee of Ayala Land, Inc. since April 19, 2017. He is also the Group Head of Ayala Land's Residential Business Group and the Group Head of the Central Land Acquisition Unit. He is concurrently the President and a member of the Board of Directors of Alveo Land Corp, Chairman of Avida Land Corp., President and a member of the Board of Directors of Amaia Land Corp since January 2016, and President of BellaVita Land Corporation. He is also a member of the Board of Directors of Serendra, Inc. and Amaia Southern Properties Inc., President of BGSouth Properties, Inc., and the Chief Operating Officer of Portico Land Corp. Prior to joining Ayala Land, Inc., he served as a Senior Process Engineer of Fujitsu Computer Products Corporation of the Philippines (FCPP) and Lead Process Engineer of PT. Quantum Electronics in Indonesia. He is a licensed Real Estate Broker. He studied at the University of Santo Tomas (UST) and graduated cum laude in Bachelor of Science in Industrial Engineering in 1995. He completed his Master's in Business Management (MBM) degree in 2001 from the Asian Institute of Management (AIM) and attended the International Student Exchange Program from University of Cologne in Germany.

Jaime E. Ysmael, Filipino, 58, is a Senior Vice President of Ayala Land, Inc. Concurrently, he is a Managing Director of Ayala Corporation and Chairman, President & Chief Executive Officer of OCLP Holdings, Inc., and Concrete Aggregates Corporation. His other significant positions include: Chairman of the Board of Directors of Anvaya Cove Beach and Nature Club, Inc. and Anvaya Golf and Sports Club, Inc.; Chairman and President of Tower One and Exchange Plaza Condominium Corporation; He is also a member of the Board of Directors of various Ayala Land subsidiaries and affiliates. Outside of the company, he is a Trustee of the Shareholders Association of the Philippines, FINEX Research and Development Foundation, Inc. and the CIBI Foundation. He is also a Trustee and President of the Alumni Tree Project. Mr. Ysmael holds a degree in Business Administration, Major in Accounting (Summa Cum Laude) at the University of the East, Manila, Philippines and is a Certified Public Accountant. 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, USA, as a fellow of The Joseph H. Lauder Institute of Management and International Studies.

Lyle A. Abadia, Filipino, 61, has served as Vice President of ALI since November 2016. Currently, he is the Head of Special Projects reporting to the Office of the President. Likewise, he is a Board of Director of Amicassa Process Solutions, Inc. and BellaVita Land Corporation. Prior to joining Ayala Land, Inc. in 2004, he held various executive positions in two (2) ALI's subsidiaries, commencing in 1982 under Ayala Theatres Management, Inc. and moved to join Laguna Technopark, Inc. in 1991 as one of the pioneering executive officers who crafted the successful transformation of the 650 hectares former sugarcane plantation into what is now known as one of the word- class industrial estates in the country. He likewise set up BellaVita Land Corporation (a wholly-owned subsidiary of Ayala Land) and took the helm as President from 2011 to 2017. Mr. Abadia holds a degree in Bachelor of Science in Commerce, Major in Accounting at the Colegio De San Jose – Recoletos. He completed a Basic Management Program at the Asian Institute of Management (AIM) and in-house program for Harvard Leadership Acceleration Program (LEAP).

Aniceto V. Bisnar, Jr., Filipino, 55, is a Vice President of Ayala Land, Inc. since January 2009. He is also the Chief Operating Officer of the Visayas-Mindanao Group of Ayala Land, Inc. He is currently the President of publicly listed company Cebu Holdings, Inc. since 2015. His other significant positions are: Chairman of Adauge Commercial Corp., Central Block Developers, Inc., Cebu Leisure Company, Inc. and Amaia Southern Properties, Inc.; Chairman and President of North Point Estate Association, Inc., Asian I-Office Properties, Inc., Cebu Business Park Association, Inc., and Asia Town I.T. Park Association, Inc. He is the Director and President of Aviana Development Corporation and Lagdigan Land Corporation. He is

also the Vice President of Solinea, Inc. He holds the directorship of: Accendo Commercial Corporation, Cebu District Property Enterprise, Inc., Westview Commercial Ventures Corp., Cagayan de Oro Gateway Corp., Avenco South Corporation, Taft Punta Engaño Property, Inc., Bonifacio Estates Services Corp., Aurora Properties Inc., Ceci Realty, Inc., Vesta Property Holdings, Inc., and Board of Trustee of the Hero Foundation, Inc. He completed his Master in Business Management (MBM) degree in 1989 from the Asian Institute of Management (AIM) in Makati City and graduated in the top 5% of his class at the Philippine Military Academy in Baguio City in 1985. He also took up Master Planning and Mixed-Use Development at Harvard University School of Urban Design.

Manuel A. Blas II, Filipino, 64, serves as Vice President of Ayala Land Inc., and is the Estate Head for Bonifacio Global City and Makati Projects. He is also assigned as Managing Director of Bonifacio Arts Foundation, Inc. which manages the BGC Arts Center and The Mind Museum. He also holds the following positions in Fort Bonifacio Development Corporation Subsidiaries: President of Bonifacio Estate Services Corporation and Bonifacio Transport Corporation, Director of Bonifacio Global City Estate Association, Bonifacio Water Corporation and Bonifacio Gas Corporation. He graduated from De La Salle University and has a master's degree in Religious Studies from Maryhill School of Theology.

Dindo R. Fernando, Filipino, 49, has been Vice President of Ayala Land, Inc. since April 2017. He currently heads the company's External Affairs Division. Moreover, he is the Treasurer of Anvaya Beach and Nature Club, Corporate Secretary of Santa Rosa (Laguna) Business Club, Board Member of the Calamba City Business Club and Vice President of Avida Towers Makati West Condominium Corporation. Prior to joining ALI, he was Head of Political Research at the Makati Business Club where he oversaw congressional research, analysis and publication. He graduated with a degree in AB Political Science from the Lyceum of the Philippines in 1989.

Javier D. Hernandez, Filipino, 50, has been Vice President of Ayala Land, Inc. since April 2017. He is currently the President and Chief Executive Officer of the Ten Knots group, responsible for the overall management of El Nido Resorts and LIO Estate in El Nido, Palawan. In addition, he serves as Vice Chairman of Pangulasian Island Resort Corporation; Director, President and Treasurer of Sicogon Island Tourism Estate Corp.; Director and Treasurer of El Nido Foundation; and Vice President for Operations of Alabang Commercial Corporation. He holds Directorships in the following companies: South Innovative Theater Management, North Triangle Depot Commercial Corporation, Primavera Towncentre, Inc., Ayalaland Malls Vismin, Inc., Ten Knots Philippines, Inc., Bacuit Bay Development Corporation, Ecoholdings Company, Inc., Regent Horizons Conservation Company, Inc., LIO Tourism Estate Management Corp., Chirica Resorts Corporation, Pangulasian Island Resort Corp., LIO Resort Ventures, Inc., North Liberty Resort Ventures, Inc. and Paragua Eco-Resort Ventures, Inc. He has worked for Ayala Land for 25 years, spending seven years with Mall Operations, four years with the Sales and Marketing Group, thereafter rejoining the Malls group for another 13 years before transferring to AyalaLand Hotels and Resorts mid-2016. He graduated with a Bachelors Degree in Business Administration from the San Francisco State University.

Joseph Carmichael Z. Jugo, Filipino, 44, is a Vice President of Ayala Land, Inc. and is currently the Managing Director of Ayala Land Premier. He is concurrently Chairman & President of Ayalaland Premier, Inc., Roxas Land Corp., OLC Development Corp., Southportal Properties, Inc.; Vice Chairman & President of Ayala Hotels, Inc.; Chairman of Ayalaland Sales, Inc., Ayalaland Club Management, Inc., Verde Golf Development Corp.; President, Chief Executive Officer & Director of Ayala Greenfield Development Corp., Ayala Greenfield Golf & Leisure Club, Inc.; President & Director of BGWest Properties, Inc., Anvaya Cove Golf & Sports Club, Inc.; Director of Anvaya Cove Beach & Nature Club, Inc., Amicassa Process Solutions, Inc., Serendra, Inc. and Ayala Center Estate Association. In his more than 15 years in the company, he has been a part of and handled various business lines including business development for the retail and malls group, project development for the residential business group, project development for the leisure group and sales for the local and international markets. He graduated from the Ateneo de Manila with a degree in Management Economics in 1997 and completed his MBM from the Asian Institute of Management (with Distinction) in 2002. He attended the International Graduate Student Exchange Program at the Tuck School of Business, Dartmouth College in 2002 and completed the INSEAD Asian International Executive Programme (AIEP) in 2015

Michael Alexis C. Legaspi, Filipino, 60, is the President and CEO of AyalaLand Hotels & Resorts Corporation (AHRC), owner of a portfolio of global hotel brands, and also owner, developer and operator of its home grown Seda Hotels. AHRC currently has 21 hotels and resorts in its portfolio with 12 more currently under construction. He is concurrently the Chairman of Ten Knots Development Corporation, owner-operator of the El Nido Resorts group in Palawan comprised of four eco-tourism island resorts: Miniloc Island Resort, Lagen Island Resort, Apulit Island Resort and Pangalusian Island Resort, as well as several boutique resorts in the Lio Tourism Estate. He also sits as President of the owning companies of the Fairmont and Raffles Hotels Makati, Holiday Inn & Suites Makati, and the various Seda Hotels in Bonifacio Global City, Nuvali, Davao, Cagayan de Oro, Iloilo, Quezon City, Bacolod, Cebu and Lio in El Nido. In addition, he serves as Vice President and Director of the Philippine Hotel Owners Association. He graduated with a degree of B.S. Hotel & Restaurant Administration from the University of the Philippines, Diliman and has been with Ayala Land for 21 years.

Christopher B. Maglanoc, Filipino, 47, is a Vice President of ALI since April 2013 and is currently President of Avida Land Corporation. He was Chief Operating Officer and Head of Project and Strategic Management in Avida Land before he was elected as President of the Company effective January 1, 2012. Prior to his stint in Avida in 2004, he occupied Management positions in various business units in Ayala Land, Inc. (i.e. Commercial Centers, Corporate Planning, and Alveo Land, Inc.). His other significant positions include: Chairman of Avida Sales Corp.; President of Avencosouth Corp.; Director of AmicaSSA Process Solutions, Inc., BellaVita, Blue Horizons Holdings Pte Ltd., and BGNorth Properties, Inc. He graduated from UP Los Baños with degrees in BA Sociology and BS Economics in 1990 and 1992, respectively. He finished his MBA from the Asian Institute of Management and attended the International Student Exchange Program in Copenhagen Business School in Denmark in 1997.

Romeo T. Menpin, Jr., Filipino, 48, is a Vice President of ALI since January 2014. He is currently the Head of the Construction Methods and Support Group (CMSG) of Makati Development Corporation. He is also currently the President of MEQ and MCI. Before joining MDC, he was a Director, President and Chief Operating Officer of Ayala Property Management Corporation and also the President of Philippine Integrated Energy Solutions Inc. He is also a Director of PhilEnergy. He joined ALI in May 2008 from Kuok Group of Companies where he was a Vice President and Head of Mall Operations of Shangri-la Plaza Corporation. Prior to this, he also held various management positions from APMC and Laguna Technopark, Inc. since 1996. He graduated with a degree of Bachelor of Science in Mechanical Engineering from Mapua Institute of Technology and completed units in Masters in Business Administration from De La Salle University in 2001

Carol T. Mills, Filipino, 46, has served as Vice President of Ayala Land, Inc. since November 2016. She is the President of Ayala Land Offices, Inc. She is Chairman and President of various Ayala Land Offices subsidiaries namely UP North Property Holdings, Inc., First Gateway Real Estate Corp., Ayalaland REIT, Inc. (formerly One Dela Rosa Property Development Inc.), ALO Prime Realty Corp., Glensworth Development Inc., Hillsford Property Corp., and Sunnyfield E-Office Corp.; President of North Eastern Commercial Corp. and Makati Cornerstone Leasing Corp as well as a Director of North Triangle Depot Commercial Corp., ALI Capital Corp., DirectPower Services, Inc. and Central Block Developers Inc. Carol joined Ayala Land in 1993 and prior to her current position, she was Deputy Head of Business Development for Ayala Malls from 2008 to 2013, General Manager for Alabang Town Center from 2004 to 2008, and Operations Manager for Glorietta from 2000 to 2004. She graduated Magna Cum Laude from the University of the Philippines in 1993 with a Bachelor of Science degree in Business Administration and earned her Masters in Business Administration from the Amos Tuck School of Business, Dartmouth College in New Hampshire, USA in 1998.

Rodelito J. Ocampo, Filipino, 54, is a Vice President of ALI since December 2010. He is currently Makati Development Corporation's (MDC) Head of Construction Operations and the President of MDC BuildPlus. Before his MDC assignment, he served as Technical Services Head of Avida Land Corp. and Alveo Land Corp., wholly owned subsidiaries of ALI and Head of the Construction Management of ALI Residential Buildings. Prior to joining ALI, he was employed by a construction firm where he held various engineering and project management positions for a period of 10 years. He is a licensed Civil Engineer. He graduated

from Mapua Institute of Technology with a degree in BS Civil Engineering in 1983.

Ginaflor C. Oris, Filipino, 50, is currently a Vice President of Ayala Land and the Chief Finance Officer and Corporate Finance and Procurement Group (CFPG) Head of Makati Development Corporation. Prior to her assignment to MDC, she was the Managing Director for Corporate Finance and Asset Management of Ayala Corporation (AC). She was concurrently the CFO of Azalea Group, which held AC's various investments in information and communications technology (ICT), business process outsourcing (BPO), venture capital funds and emerging market funds. Gina brings with her more than 20 years of experience gained from AC and BPI Capital Corporation covering strategic financial management, execution of mergers, acquisitions and divestment transactions, financial reporting, controls, risk management and oversight of some of AC's portfolio investments and other assets. She graduated from Ateneo de Manila University with a degree of B.S Mathematics major in Computer Science in 1987. She completed Master in Business Management at Asian Institute of Management in 1992.

Angelica L. Salvador, Filipino, 56, is a Vice President of Ayala Land, Inc., and is currently the Controller of the Company. Her other key functions are as President of Aprisa Business Process Solutions, Inc. and Member of the Board of Directors of Amala Land Corp and of AmicaSSa Process Solutions, Inc. Prior to her current assignment, she was the Chief Finance Officer of the ALI Residential Business Group and of various ALI-owned subsidiaries including Alveo Land Corp., Ayala Property Management Corp., Ayala Land International Sales, Inc, and Laguna Technopark, Inc. Before joining Ayala Land, she was part of the Internal Audit Team of Ayala Corporation. She graduated cum laude from the University of the Philippines Diliman with Bachelor of Science degree in Business Administration and Accountancy, and obtained her Master's in Business Management (MBM) degree from the Asian Institute of Management.

Eliezer C. Tanlapco, Filipino, 69, is the Group Head of Human Resources and Public Affairs and member of the Management Committee of Ayala Land, Inc. (ALI). Prior to this role, he was a Human Resources Consultant for Ayala Group Counselors Corporation and Ayala Corporation from which he retired as Employee Relations and Services Director. He was previously ALI VP for Human Resources. He is a member of the Board of Directors of Ayala Multi-Purpose Cooperative and was the Vice Chair of Ayala Group HR Council, Ayala Group Corporate Security Council, and Champion of Ayala Group Labor Relations Network. He has had extensive work experience as Senior Leader in Human Resources and Community Development for multinational companies locally and abroad. He practiced law with a law firm and with the Office of the President of the Philippines. Atty. Tanlapco holds a Bachelor of Arts degree from the University of the Philippines and earned his Law Degree at Ateneo de Manila University. He completed his Management Development Program from the Asian Institute of Management, and Strategic Business Economics Program from the University of Asia and the Pacific, both with distinction.

Maria Rowena Victoria M. Tomeldan, Filipino, 57, is a Vice President of Ayala Land, Inc. and President and CEO of AyalaLand Logistics Holdings Corp. Prior to this she was the Head of Ayala Malls Group of Ayala Land, Inc. Her other significant positions include: Chairman and President of AMSI, Inc., Orion Property Development, Inc., LCI Commercial Ventures, Inc., FLT Prime Insurance Corporation and Bay City Commercial Ventures Corp.; Vice Chairman of the Board of Directors of Lagoon Development Corporation; Director and President of Laguna Technopark, Inc. and Orion Land Inc.; Director AyalaLand Commercial Reit, Inc.; and Governor of the Ayala Center Estate Association, Inc. Presently, she is a board member of the International Council of Shopping Centers (ICSC) - Asia Advisory Board and is a 2015 ICSC Trustees Distinguished Service Awardee. She was a cum laude graduate of Bachelor of Arts in Economics from the University of the Philippines in 1983 and earned her Masters in Business Administration (MBA) degree from the same university in 1988. She finished the Executive Development Program at the Aresty Institute of Executive Education in Wharton University, Pennsylvania, USA in 2005.

Jennylle Sorongon Tupaz, Filipino, 46, is Vice President of Ayala Land, Inc. (ALI) and head of the AyalaMalls Group. Prior to joining the commercial business of ALI in 2018, she was involved in the residential development business for over 21 years. She was president of Alveo Land Corp., ALI's upscale residential brand, where she spent 11 years leading project development. She held earlier positions in Avida and the Leisure & Lifestyle Communities Group (eventually merged with Ayala Land Premier). She holds a Bachelor of Science degree in Statistics from the University of the Philippines, and a Master's

Degree in Business Administration from the University of Chicago Booth School of Business.

Amelia Ann T. Alipao, Filipino, 56 is currently Assistant Vice President and Chief Information Officer of Ayala Land (ALI). She has been appointed as Group Data Protection Officer for Ayala Land Group of Companies in 2017 and currently a member of the Data Privacy Council for Real Estate of the National Privacy Commission. She is also a member of the Board of Aprisa Business Process Inc. Prior to joining Ayala Land she took on dual roles in SAP Philippines as Account Manager handling government accounts and as Project Manager for SAP Implementation. She also served as Assistant Vice President in Coca-Cola Bottlers Inc where she handled various IT systems implementation and delivery. Her IT career started as IT Instructor in I/Act of SGV. Her experience combines an agile exposure as an IT practitioner for over 2 decades. She holds a Bachelor in Arts in Biology and Bachelor of Science in Business Management from De La Salle University.

Solomon M. Hermosura, Filipino, 56, has served as the Corporate Secretary of the Company since April 2011 and the Group General Counsel of the Company since April 2015. He was the General Counsel from April 2014 to April 2015. He is a Managing Director of Ayala Corporation and a member of its Management Committee since 2009 and the Ayala Group Management Committee since 2010. He is also the Group Head of Corporate Governance, Chief Legal Officer, Compliance Officer, Corporate Secretary and Data Protection Officer of Ayala Corporation. He is the CEO of Ayala Group Legal. He also serves as Corporate Secretary of Globe Telecom, Inc., Manila Water Company, Inc., Integrated Micro-Electronics, Inc., Ayala Foundation, Inc. He also serves as a Corporate Secretary and a member of the Board of Directors of a number of companies in the Ayala group. He is currently a member of the faculty of the College of Law of San Beda University. He served as a Director of Bank of the Philippine Islands from April 18, 2013 to April 9, 2014. He graduated valedictorian with Bachelor of Laws degree from San Beda College in 1986 and placed third in the 1986 Bar Examination.

Ma. Divina Y. Lopez, Ma. Divina Y. Lopez, Filipino, 48 is currently the Chief Audit Executive and Whistleblower Officer of Ayala Land (ALI). Prior to this, she was the President and member of the Board of Directors of Amicassa Process Solutions, Inc.; Chief Finance Officer (CFO) of Residential Business Group of ALI; CFO and Treasurer of Ayala Land International Sales, Inc. and Amicassa Process Solutions, Inc; General Manager of Amicassa Process Solutions, Inc.; Treasurer and member of the Board of Directors of Avencosouth Corp.; and, CFO of BGNorth Properties, Inc., Amaia Land, Corp., Avida Land, Corp., and Avida Sales Corp. She holds a Master of Science in Computational Finance from De La Salle University.

Significant Employees

The Company considers its human resources working as a team as a key element for its continued success. Moreover, the Company has no employee and non-executive officer who is expected to make individually on his own a significant contribution to the business.

Family Relationships

Fernando Zobel de Ayala, the Chairman, and Jaime Augusto Zobel de Ayala, the Vice Chairman, are brothers.

Involvement in Certain Legal Proceedings (over the past 5 years)

None of the Directors or Executive Officers is involved in any material pending legal proceedings in any court or administrative agency of the government.

EXECUTIVE COMPENSATION

Directors and Executive Officers

Directors. Article IV Section 17 of the Company's By-Laws provides:

"Section 17 – Each director of the Corporation shall be entitled to receive from the Corporation, pursuant to a resolution of the Board of Directors, fees and other compensation for his services as director. The Board of Directors shall have the sole authority to determine the amount, form, and structure of the fees and other compensation of directors. In no case shall the total yearly compensation of directors exceed one percent (1%) of the net income before income tax of the Corporation during the preceding year.

The compensation and remuneration committee of the Board of Directors shall have the responsibility for recommending to the Board of Directors the fees and other compensation for directors. In discharging this duty, the committee shall be guided by the objective of ensuring that the level of compensation should fairly pay directors for work required in a company of the Corporation's size and scope." (As Amended April 13, 2011.)

During the 2011 annual stockholders' meeting, the stockholders ratified the resolution increasing the remuneration of non-executive directors as follows:

	<u>From</u>	<u>To</u>
Retainer Fee:	₱500,000.00	₱1,000,000.00
Board Meeting Fee per meeting attended:	₱100,000.00	₱200,000.00
Committee Meeting Fee per meeting attended:	₱20,000.00	₱100,000.00

None of the directors, in their personal capacity, has been contracted and compensated by the Company for services other than those provided as a director.

The Company has no other arrangement with regard to the remuneration of its directors and officers aside from the compensation received as herein stated.

Officers. The Company adopts a performance-based compensation scheme. The total annual compensation of the President and top four (4) highly compensated executives amounted to to ₱205.4 million in 2017 and ₱235.25 million in 2018. The projected total annual compensation for the current year is ₱243.86 million.

Total compensation paid to all senior personnel from Manager and up amounted to ₱1,089.80 million in 2016 and ₱1,064.0 million in 2017, and ₱1,125.52 in 2018. The projected total annual compensation for the current year is ₱1,204.3 million.

Executive Compensation

Name and Principal Position	Year	Salary	Other Variable Pay
Bernard Vincent O. Dy* President & CEO			
Dante M. Abando Senior Vice President			
Anna Ma. Margarita B. Dy Senior Vice President			
Jose Emmanuel H. Jalandoni Senior Vice President			
Jaime E. Ysmael Senior Vice President			
CEO & Most Highly Compensated Executive Officers	Actual 2017	₱112.3M	₱93.1M M
	Actual 2018	₱123.0M	₱112.31M
	Projected 2019	₱131.6M	**₱112.3M
All other officers*** as a group unnamed CEO & Most Highly Compensated Executive Officers	Actual 2017	₱701.0M	₱363.0M
	Actual 2018	₱706.1M	₱419.5M
	Projected 2019	₱755.5M	**₱448.8M
* Compensation includes full year effect of CEO and market adjustments to selected officers for retention purposes. ** Exclusive of Stock Option exercise. *** Managers and up.			

The total annual compensation paid to all senior personnel from Manager and up was all paid in cash. The total annual compensation includes the basic salary and other variable pay (guaranteed bonus and performance bonus). The Company has no other arrangement with regard to the remuneration of its existing directors and officers aside from the compensation received as herein stated.

Each executive officer executed an employment contract with the Company for an indefinite period (the terms and conditions of which are in accordance with existing laws) and is entitled to receive retirement benefits in accordance with the terms and conditions of the Company's BIR-registered Employees' Retirement Fund. There is no plan or arrangement by which the Executive Officers will receive from the Company any form of compensation in case of a change in control of the Company or change in the officers' responsibilities following such change in control.

Options Outstanding

Since 1998, the Company has offered its officers options to acquire common shares under its ESOP. There were no ESOP shares available as of end-December 2017.

SECURITY OWNERSHIP OF MANAGEMENT AND CERTAIN RECORD AND BENEFICIAL OWNERS

Security Ownership of Certain Record and Beneficial Owners of more than 5% as of June 30, 2019:

Title of Class	Name, address of Record Owner and Relationship with Issuer	Name of Beneficial Owner and Relationship with Record Owner	Citizenship	No. of Shares Held	Percent (of outstanding shares)
Common Preferred	Ayala Corporation ² 32F to 35F, Tower One Ayala Triangle Ayala Ave., Makati City	Ayala Corporation ³	Filipino	6,545,946,579	23.54534%
				12,163,180,640	43.75016%
Common	PCD Nominee Corporation (Non-Filipino) ⁴ G/F MSE Bldg. Ayala Ave., Makati City	PCD participants acting for themselves or for their customers ⁵	Various	5,930,415,841	21.3313%
Common	PCD Nominee Corporation (Filipino) ³ G/F MSE Bldg. Ayala Ave., Makati City	PCD participants acting for themselves or for their customers ⁴	Filipino	1,970,903,441	7.0892%

Security Ownership of Directors and Management (Executive Officers) as of June 30, 2019

Title of Class	Name of Beneficial Owner	Amount and Nature of Beneficial Ownership	Citizenship	Percent (of total outstanding shares)
Directors				
Common	Fernando Zobel de Ayala	(direct & indirect) 183,000	Filipino	0.00066%
Common	Jaime Augusto Zobel de Ayala	(direct) 12,000	Filipino	0.00004%
Common	Bernard Vincent O. Dy	(direct & indirect) 15,185,473	Filipino	0.05462%
Common	Antonino T. Aquino	(direct & indirect) 20,305,226	Filipino	0.07304%
Common	Arturo G. Corpuz	(direct & indirect) 5,891,911	Filipino	0.02119%
Common	Jaime C. Laya	(direct) 10,000	Filipino	0.00004%
Common	Delfin L. Lazaro	(direct) 1	Filipino	0.00000%
Common	Rizalina G. Mantaring	(direct) 1	Filipino	0.00000%
Common	Cesar V. Purisima	(direct) 1	Filipino	0.00000%
CEO and Most Highly Compensated Executive Officers				
Common	Bernard Vincent O. Dy	(direct & indirect) 15,185,473	Filipino	0.05462%
Common	Dante M. Abando	(direct & indirect) 5,104,023	Filipino	0.01836%
Common	Anna Ma. Margarita B. Dy	(indirect) 6,396,825	Filipino	0.02301%
Common	Jose Emmanuel H. Jalandoni	(direct & indirect) 6,960,562	Filipino	0.02504%
Common	Jaime E. Ysmael	(direct & indirect) 8,918,248	Filipino	0.03208%
Other Executive Officers				
Common	Augusto D. Bengzon	(indirect) 2,903,158	Filipino	0.00577%
Common	Robert S. Lao	(indirect) 1,602,909	Filipino	0.00244%
Common	Lyle A. Abadia	(indirect) 679,441	Filipino	0.00753%
Common	Aniceto V. Bisnar, Jr.	(indirect) 2,093,443	Filipino	0.00338%

Security Ownership of Management and Certain Record and Beneficial Owners

Title of Class	Name of Beneficial Owner	Amount and Nature of Beneficial Ownership	Citizenship	Percent (of total outstanding shares)
Common	Manny A. Blas II	<i>(direct & indirect)</i> 2,226,405	Filipino	0.00142%
Common	Dindo R. Fernando	<i>(indirect)</i> 940,760	Filipino	0.00263%
Common	Javier D. Hernandez	<i>(indirect)</i> 395,704	Filipino	0.01629%
Common	Joseph Carmichael Z. Jugo	<i>(indirect)</i> 731,025	Filipino	0.00299%
Common	Michael Alexis C. Legaspi	<i>(indirect)</i> 4,529,406	Filipino	0.00310%
Common	Carol T. Mills	<i>(indirect)</i> 830,092	Filipino	0.00189%
Common	Christopher B. Maglanoc	<i>(indirect)</i> 861,910	Filipino	0.00985%
Common	Romeo T. Menpin	<i>(direct & indirect)</i> 524,994	Filipino	0.00283%
Common	Rodelito J. Ocampo	<i>(direct & indirect)</i> 2,737,150	Filipino	0.00436%
Common	Ginaflor C. Oris	<i>(indirect)</i> 785,882	Filipino	0.00445%
Common	Angelica L. Salvador	<i>(direct & indirect)</i> 1,210,910	Filipino	0.00305%
Common	Maria Rowena Victoria M. Tomeldan	<i>(direct & indirect)</i> 1,238,280	Filipino	0.00104%
Common	Jennylle S. Tupaz	<i>(indirect)</i> 847,733	Filipino	0.00542%
Common	Eliezer C. Tanlapco	<i>(indirect)</i> 288,254	Filipino	0.00230%
Common	Amelia Ann T. Alipao	<i>(indirect)</i> 1,508,137	Filipino	0.00000%
Common	Ma. Divina Y. Lopez	<i>(indirect)</i> 639,776	Filipino	0.00000%
Common	Solomon M. Hermosura	<i>(direct)</i> 480	Filipino	0.01836%
Preferred		<i>(direct)</i> 480		0.02301%
All Directors and Officers as a group		96,543,600		0.34726%

None of the members of the Company's directors and management owns 2.0% or more of the outstanding capital stock of the Company.

Voting Trust Holders of 5% or More

The Company knows of no persons holding more than 5% of common shares under a voting trust or similar agreement.

Changes in Control

No change of control in the Company has occurred since the beginning of its last fiscal year.

CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS

Related Party Transactions

The Company and its subsidiaries (the "Group"), in their regular conduct of business, have entered into transactions with associates and other related parties principally consisting of advances and reimbursement of expenses, purchase and sale of real estate properties, construction contracts, and development, management, underwriting, marketing, leasing and administrative service agreements. Sales and purchases of goods and services to and from related parties are made on an arm's length basis and at current market prices at the time of the transactions. Transactions that have been entered into by the Group with related parties for the six months ended June 30, 2019, are disclosed in Note 18, for the years ended December 31, 2018, are disclosed in Note 26, while transactions that have been entered into by the Group with related parties for the years ended December 31, 2017 and 2016 are disclosed in Note 25 to the Ayala Land's audited consolidated financial statements respectively, which are included in this Prospectus.

However, no other transaction, without proper disclosure, was undertaken by the Group in which any director or executive officer, any nominee for election as director, any beneficial owner of more than 5% of the Company's outstanding shares (direct or indirect) or any member of his immediate family was involved or had a direct or indirect material interest.

ALI employees are required to promptly disclose any business and family-related transactions with the Company to ensure that potential conflicts of interest are surfaced and brought to the attention of management.

DESCRIPTION OF DEBT

As of June 30, 2019, Ayala Land had the equivalent of ₱199.1 billion of outstanding debt, of which ₱181.6 billion are unsecured.

Of Ayala Land's outstanding debt, ₱105.6 billion is evidenced by a debt instrument that was acknowledged by both the creditor and Ayala Land before a notary public. Under Philippine law, in the event that a borrower submits to insolvency or liquidation proceedings in which the borrower's assets are liquidated, unsecured debt evidenced by a debt instrument that has been acknowledged by the creditor and the borrower before a notary public enjoys a preference over unsecured debt that has not been so notarized. Ayala Land has secured the waiver by the creditors of such preference in their respective debt instruments. (See discussion under "Risk Factors and Other Considerations" of this Prospectus).

The following tables set forth the outstanding long and short-term debt of Ayala Land and its subsidiaries as of June 30, 2019 (in ₱ millions).

Short-Term Debt

Borrower	Amount
Ayala Land, Inc.	₱18,782.3
Avida Land, Corp.	4,000.0
Regent Wise Investments Limited	869.0
Total	₱23,651.3

Long-Term Debt

Borrower	Current	Non-Current	Total
Ayala Land, Inc.	4,197.2	142,548.1	146,745.3
Alabang Commercial Corp.	120.3	-	120.3
Accendo Commercial Corp	710.0	-	710.0
Adauge Commercial Corporation	24.8	420.8	445.6
AyalaLand Hotels and Resorts Corporation	259.2	5,120.7	5,379.9
Alveo Land Corp.	2,925.0	750.0	3,675.0
Amaia Land Corp.	37.5	1,331.3	1,368.8
Avida Land Corp.	3,015.0	750.0	3,765.0
Cagayan de Oro Gateway Corp	750.3	754.7	1,505.0
Cebu Holdings, Inc.	60.0	6,314.8	6,374.7
HLC Development Corp.	762.6	-	762.6
North Triangle Depot Commercial Corporation	-	400.0	400.0
Philippine Integrated Energy Solutions, Inc.	22.6	722.9	745.5
Regent Wise Investments Limited	641.8	2,222.1	2,863.9
Subic Bay Town Center, Inc	-	560.0	560.0
Total Consolidated	13,526.3	161,895.4	175,421.6

The table below details Ayala Land's Issuances of Debt Securities / New Financing through Loans as of June 30, 2019 (in ₱ millions).

Borrower	Amount	Nature
ALI	77,136.8	avallment of short-term and long-term loans, and issuance of bonds
Avida	4,000.0	avallment of short-term loans

Description of Debt

Regent Wise	1,633.4	MCT Bhd. Initial consolidation
Total	82,770.2	

The following sets out the repayments of Debt Securities and Loans from January 1 to June 30, 2019 (in ₪ millions):

Borrower	Amount	Nature
ALI	65,994.6	repayment of fixed rate notes, short-term loans and prepayment and amortization on matured long-term loans
ACC	8.5	amortization on long-term loan
Accendo	60.0	amortization on long-term loan
Adauge	12.4	amortization and prepayment of long-term loan
AHRC	1,845.5	amortization/assignment of long-term loans
Alveo	262.6	repayment of short term loan and amortization on long-term loan
Amaia	18.8	amortization on long-term loan
Avida	247.6	repayment of short term and amortization on long-term loans
CDOGC	31.2	amortization on long-term loans
CHI	30.6	amortization on long-term loans
HLC	89.8	amortization on long-term loan
Philenergy	22.6	amortization on long-term loan
Regent Wise	2,171.9	
TOTAL	70,796.1	

There were no commercial papers issued and outstanding during the period ended June 30, 2019.

CORPORATE GOVERNANCE

Ayala Land has always been committed to strong and transparent corporate governance, going well beyond mere compliance with the code mandated by law. Ayala Land made several important improvements to its governance in 2004, focusing on increasing the involvement of various governance bodies, strengthening performance management, and ensuring compliance with Philippine Accounting Standards. In 2007, the Company adopted several initiatives aimed toward achieving governance excellence. These include conduct of a Self-Assessment Survey by the Board of Directors and Board Committees, development of Business Contingency Plans, adoption of risk-based audit approach and independent quality review of the Internal Audit function. Ayala Land believes that these changes will streamline its existing business models, improve execution, reduce risks, and better safeguard the collective and individual interests of its diverse set of shareholders.

Ayala Land seeks to promote and enhance compliance to good corporate governance. Ayala Land requires the observance of best practices and transparency in all of its subsidiaries, including those that are not listed on the PSE and not covered by the SEC Code of Corporate Governance.

The evaluation system which was established to measure or determine the level of compliance of the Board of Directors and top level management with its Revised Manual of Corporate Governance (the "Revised Manual") consists of a Customer Satisfaction Survey which is filled up by the various functional groups indicating the compliance rating of certain institutional units and their activities. The evaluation process also includes a Board Performance Assessment which is accomplished by the Board of Directors indicating the compliance ratings. The above is submitted to the Compliance Officer who issues the required certificate of compliance with the Revised Manual of the SEC.

To ensure good governance, the Board establishes the vision, strategic objectives, key policies, and procedures for the management of the company, as well as the mechanism for monitoring and evaluating Management's performance. The Board also makes certain the presence and adequacy of internal control mechanisms for good governance.

There were no deviations from the Revised Manual. The Company has adopted in the Revised Manual the leading practices and principles of corporate transparency, and full compliance therewith has been made since the adoption of the Revised Manual.

The Company is taking further steps to further strengthen adherence to principles and practices of good corporate governance.

FINANCIAL INFORMATION

The following pages set forth Ayala Land's unaudited consolidated financial statements as at June 30, 2019 and 2018 and the Company's audited consolidated financial statements as at December 31, 2018, 2017 and 2016.