



Institute of Corporate Directors

presents this

Certificate of Participation

to

Fernando Zobel de Ayala

Ayala Corporation

for having completed

The Board Agenda 2020: The Business of Building Back Better

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

held on

10 November 2020

1:00:00 PM - 5:12:00 PM

through ZOOM Webinar

Leonardo M. Berba

Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Jaime Augusto Zobel de Ayala

Ayala Corporation

for having completed

The Board Agenda 2020: The Business of Building Back Better

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

held on

10 November 2020

1:30:00 PM - 5:52:00 PM

through ZOOM Webinar

Leonardo M. Berba

Chief Executive Officer



Institute of Corporate Directors

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Bernard Vincent O. Dy

Ayala Land, Inc.

for having completed

The Board Agenda 2020: The Business of Building Back Better

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

held on

10 November 2020

1:27:00 PM - 5:52:00 PM

through ZOOM Webinar

Leonardo M. Berba

Chief Executive Officer



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Rizalina G. Mantaring

Ayala Corporation

for having completed

The Board Agenda 2020: The Business of Building Back Better

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

held on

10 November 2020

1:28:00 PM - 5:52:00 PM

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Leonardo M. Berba

Chief Executive Officer



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Rex Ma. A. Mendoza

Globe Telecom, Inc.

for having completed

The Board Agenda 2020: The Business of Building Back Better

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10 November 2020

1:17:00 PM - 5:52:00 PM

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Leonardo M. Berba

Chief Executive Officer



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Sherisa Nuesa

Manila Water Company, Inc.

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10 November 2020

1:16:00 PM - 5:52:00 PM

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Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

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Cesar Purisima

Ayala Land, Inc.

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The Board Agenda 2020: The Business of Building Back Better

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

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10 November 2020

12:37:00 PM - 5:52:00 PM

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A handwritten signature in black ink, appearing to read 'Leonardo M. Berba', is positioned above the printed name.

Leonardo M. Berba

Chief Executive Officer



Institute of Corporate Directors

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Antonino T. Aquino

Ayala Land, Inc.

for having completed

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

held on

10 November 2020

1:23:00 PM - 5:32:00 PM

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A handwritten signature in black ink, appearing to read 'Leonardo M. Berba', is positioned above the printed name.

Leonardo M. Berba

Chief Executive Officer



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Arturo Corpuz

Ayala Land, Inc.

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held on

10 November 2020

1:16:00 PM - 5:52:00 PM

through ZOOM Webinar



Chief Executive Officer