

Certification

Aon certifies that an independent Third Party Board Evaluation for 2019 was conducted for

Ayala Land, Inc.

The third party Board Evaluation was conducted through an
Evaluation Questionnaire answered by every Director

The evaluation criteria include board composition, board roles, functions and processes, information management, representation of shareholders and ESG factors, managing company's performance, senior executive's talent management and succession planning, dynamics and relationships, and corporate governance practices related to the strategy, policy, risk, oversight, and accountability functions, which gave insights on the effectiveness of the Board, the Committees, the Chairperson, and the Directors.



3 DECEMBER 2020

Na Boon Chong
Managing Director & Partner

AON
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