

Institute of Corporate Directors  
presents this

## Certificate of Participation

to

**Solomon M. Hermosura**

Ayala Corporation

for having completed

### The Board's Agenda: Mindset Shifts for a Sustainable and Equitable Future

(The 4th Integrated Corporate Governance,  
Risk Management, and Sustainability Summit)

held on

October 18, 2022 | 8:30 AM - 12:30 PM

through ZOOM Meetings

Carlos Jose P. Gatmaitan  
Chief Executive Officer



Institute of Corporate Directors  
presents this

## Certificate of Participation

to

**Maphilindo S. Tandoc**

Ayala Land, Inc.

for having completed

### The Board's Agenda: Mindset Shifts for a Sustainable and Equitable Future

(The 4th Integrated Corporate Governance,  
Risk Management, and Sustainability Summit)

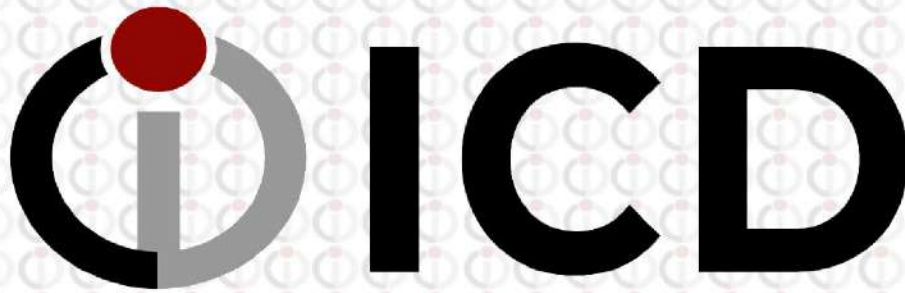
held on

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

Carlos Jose P. Gatmaitan  
Chief Executive Officer



Institute of Corporate Directors  
presents this

## Certificate of Participation

to

**Annabeth R. Bernardo**

Ayala Land, Inc.

for having completed

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Carlos Jose P. Gatmaitan  
Chief Executive Officer