



Institute of Corporate Directors  
presents this

## Certificate of Participation

to

**Jaime Augusto Zobel de Ayala**

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





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## Certificate of Participation

to

**Bernard Vincent O. Dy**

Ayala Land, Inc.

for having completed

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Chief Executive Officer





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**Rex Ma. A Mendoza**

Ayala Land, Inc.

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Chief Executive Officer





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**Sherisa P. Nuesa**

Ayala Land, Inc.

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**Cesar V. Purisima**

Ayala Corporation

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**Antonino T. Aquino**

Ayala Land, Inc.

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**Arturo G. Corpuz**

Ayala Land, Inc.

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**Mariana Zobel de Ayala**

AREIT, Inc.

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Chief Executive Officer





Certification of Completion

**Rizalina G. Mantaring**

**Has successfully completed the virtual workshop:**

**Sustainability and the Future of Business - Part 1**

19 May 2022

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**Prof. Dr. Rodney Irwin**  
Chief Operating Officer  
World Business Council for Sustainable  
Development (WBCSD)





Certification of Completion

**Rizalina G. Mantaring**

**Has successfully completed the virtual workshop:**

**Sustainability and the Future of Business - Part 2**

14 July 2022

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**Prof. Dr. Rodney Irwin**  
Chief Operating Officer  
World Business Council for Sustainable  
Development (WBCSD)