



FY2023

Investor Presentation

March 2024



Contents

- **CEO's Message**
- Key Themes/Strategy
- FY2023 Results
- Company Background

CEO's Message

- 1. 2023 was a good year for Ayala Land, with all our business lines hitting their stride.**
- 2. We began our program to take advantage of high-value market opportunities and drive for quality.**
- 3. We are optimistic about opportunities for 2024 but pragmatic in addressing potential challenges of a 'higher for longer' interest regime.**
- 4. For 2024, we have a budget of P100B for CAPEX and P115B for property development launches.**
- 5. We will continue to grow our businesses by utilizing our land bank, leaning on our premium residential brands, optimizing the leasing assets, and expanding the GLA footprint.**

FY2023 Performance Highlights

TOTAL REVENUES
P148.9B +18%

NET INCOME
P24.5B +32%

CAPEX
P86.2B

NET GEARING
0.75:1

Segment Revenues

PROPERTY DEVELOPMENT
P92.3B +14%

RESIDENTIAL
P77.2B +22%

OFFICE and LOT FOR SALE
P15.1B -15%

COMMERCIAL LEASING
P41.7B +25%

SHOPPING CENTER
P21.1B +31%

OFFICE
P11.8B +6%

HOTEL & RESORT
P8.8B +42%

SERVICES
P11.5B +36%

NET CONSTRUCTION
P6.6B +56%

PROPERTY MANAGEMENT
P1.8B +15%

OTHERS
P3.1B +18%

We began our program to take advantage of high-value market opportunities and drive for quality.



Residential Sales: FY23 P113.9B +9%

AVERAGE MONTHLY SALES
P9.5B

57% Premium; 43% Core

PRODUCT BREAKDOWN
65% Vertical
35% Horizontal

BUYER PROFILE
67% Local Filipino
P76.3B

21% Overseas Filipino
P23.5B

12% Other Nationalities
P14.1B

LAUNCHES
P75.9B (25 Projects)
P37.7B in 4Q23

PRODUCT BREAKDOWN
65% Vertical
35% Horizontal

88% Premium
12% Core

We began our program to take advantage of high-value market opportunities and drive for quality.

FLAGSHIP MALLS REINVENTION

P13B CAPEX

- Greenbelt 2
- Trinoma
- Glorietta
- Ayala Center Cebu

MALLS

2.1M sqm GLA

34 Malls, 63 Amenity Retail

OCCUPANCY

84% (vs 81% FY22)



We began our program to take advantage of high-value market opportunities and drive for quality.

HOTELS & RESORTS
REINVENTION

P5.5B CAPEX

- 2 El Nido Resorts
- 5 Hotels

4,452 rooms

HOTELS

Branded: 660
Seda: 3,224
Circuit: 255

RESORTS

El Nido: 187
Lio B&Bs: 50
Sicogon B&Bs: 78

OCCUPANCY

67% (+8 pt)

42% (+13 pt)



We began our program to take advantage of high-value market opportunities and drive for quality.

VERTIS NORTH
BPO TOWER 4 & 5
82K SQM

OFFICES

1.4M sqm GLA
65 BPOs, 6 HQs

OCCUPANCY

92% (vs 88% FY22)

MIX

80% BPO
11% HQ
1% POGO and OTHERS
8% VACANT

LOCATION

79% Metro Manila
70% in top CBDs
(Makati, BGC and QC)
18% VisMin
3% South/North Luzon



We are optimistic about opportunities for 2024 but pragmatic in addressing potential challenges of a 'higher-for-longer' interest rate regime.

Bloomberg

Philippine Central Bank Keeps Key Rate Steady, Stays Hawkish

NIKKEI Asia

Philippines inflation slowdown heralds cautious optimism for 2024



DEPARTMENT OF FINANCE



05/03/24

Recto: Feb inflation rate of 3.4% within gov't target band, PH prepared to face threat of El Niño

BusinessWorld

High interest rates pose risk to PHL growth in 2024

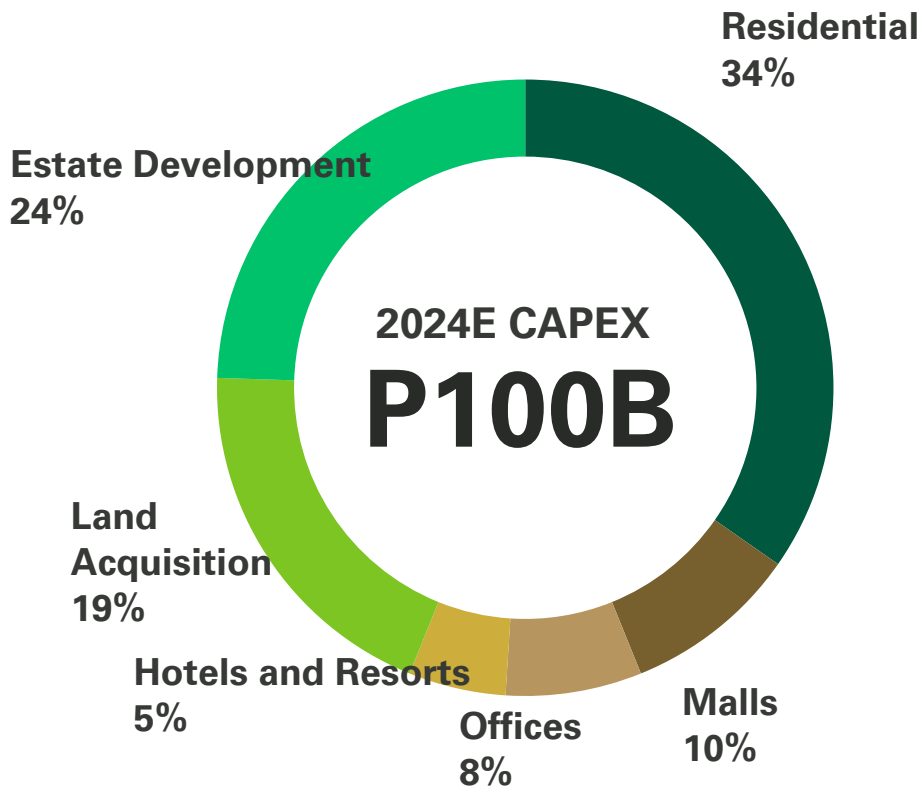
INQUIRER.NET

PH GDP growth likely to miss gov't targets for 2024, 2025

Bloomberg

Philippine Peso Threatens to Break Past Central Bank's Key Level

2024 Budget: P100B CAPEX; P115B in Launches



P115B PROPERTY DEVELOPMENT LAUNCHES

P100B Residential P15B Comm'l and Industrial	80% PREMIUM	44% Metro Manila
	20% Core	38% South Luzon
	---	7% Central Luzon
	52% Horizontal	11% VisMin
	48% Vertical	

COMMERCIAL LEASING COMPLETIONS

MALLS
+68K SQM GLA

- AyalaMalls Vermosa 38K
- AyalaMalls Evo City Ph1 8K
- Park Triangle 22K

OFFICES
+98K SQM GLA

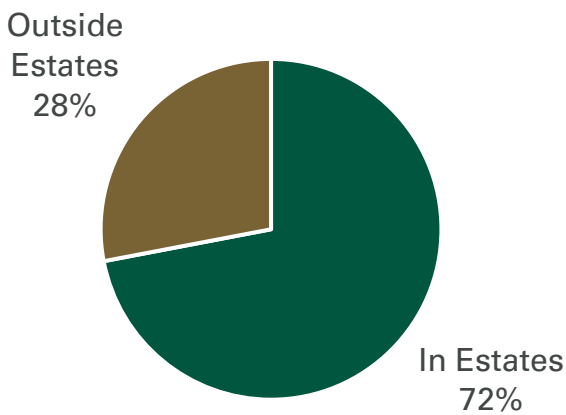
- One Ayala South Tower 12K
- Park Triangle 35K
- Atria Technohub 25.5K
- Nuvali Technohub 25.5K

Asset-right strategy: Utilize an average of 800 ha annually from our existing land bank

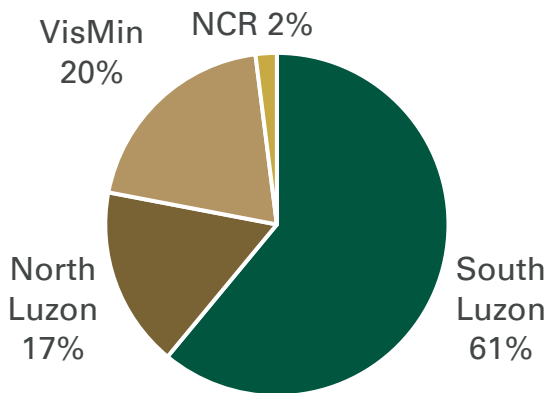
END 2023 LAND BANK: 11,240 HA

2024 UTILIZATION
964 HA

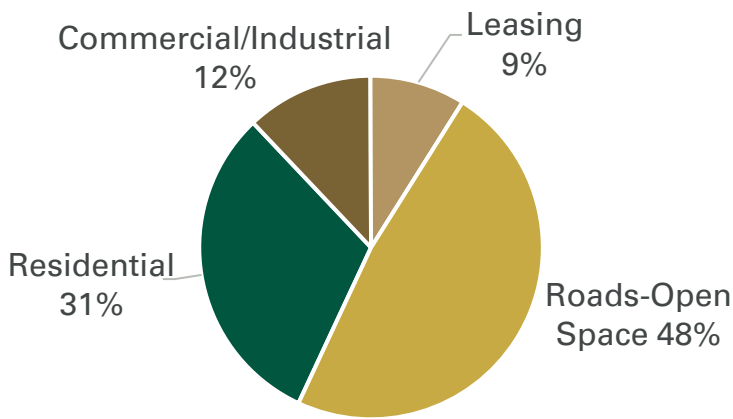
SITE



LOCATION



USAGE



We will continue to grow the business through key strategic initiatives

1.

Lean on our **premium residential brands** and **horizontal projects** using our existing land bank

2.

Get our leasing assets to **operate at their full potential**

3.

Expand our leasing footprint with additional GLA by 2028

- Malls 800K sqm
- Offices 500K sqm
- H&R 4,000 rooms

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Key Themes/Strategy

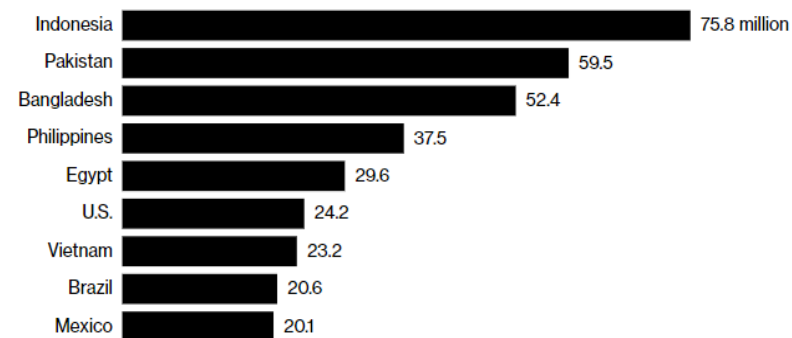
1. The premium residential segment will continue to drive property demand in 2024, and we are well-positioned to seize high-value market opportunities.
2. Our mall reinvention plan will be executed strategically to ensure minimal operational and revenue disruption.
3. Office leasing expansion is focused on winner sites to capture “flight to quality” and sector growth prospects.
4. SEDA aims to target a larger share of the leisure tourism market
5. We have the sustainability practices to support the Net Zero goal by 2050.
6. Quality is job #1.

A young population, urbanization, and remittances will fuel demand in the long term.

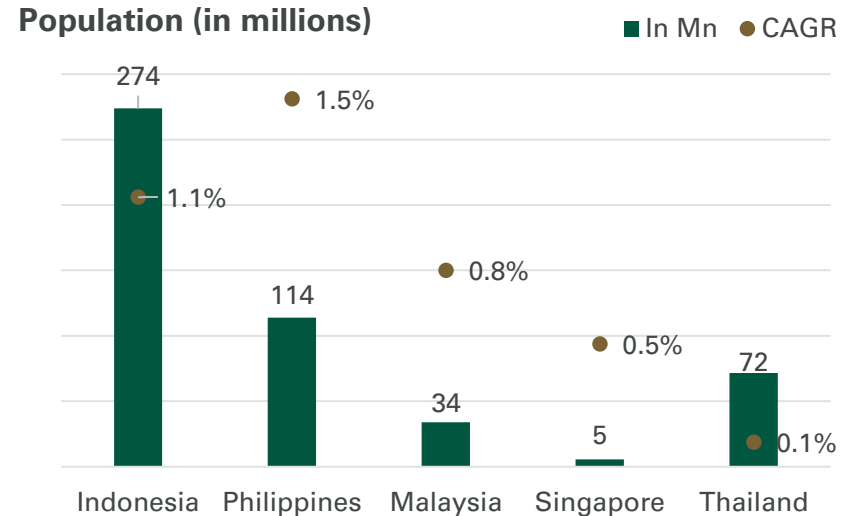
By FY30E, the population is expected to grow to 125M, with median age still in the 25–29-year age group

- The PH (115M) has **the second largest population** in the ASEAN (1.5% CAGR in 2015-2020); **youngest among peers** with a median age of 24 years.

By 2030, PH middle-income population will grow by 37.5 million – making it the 4th largest in the world.



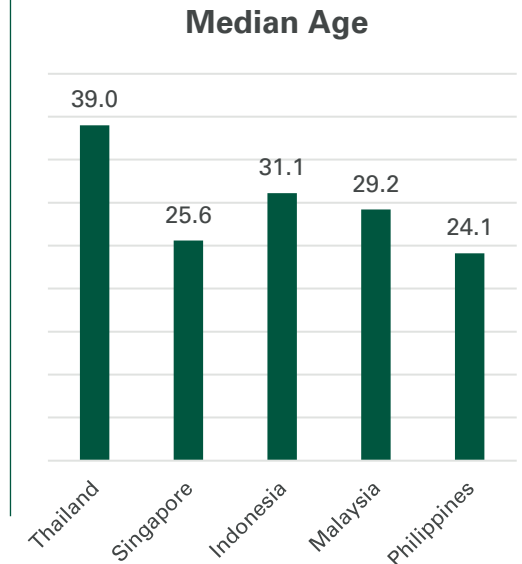
Source: Bloomberg



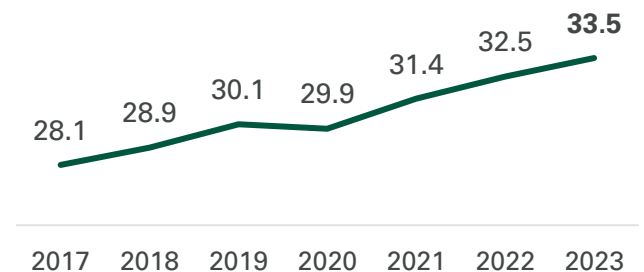
As of 2020, 54% are living in urbanized areas (+2.8%) vs. 51.2% in 2015

- 33 highly urbanized cities – 17 outside Metro Manila
- 5 regions above the 54% average urbanization rate

Source: Philippine Statistics Office

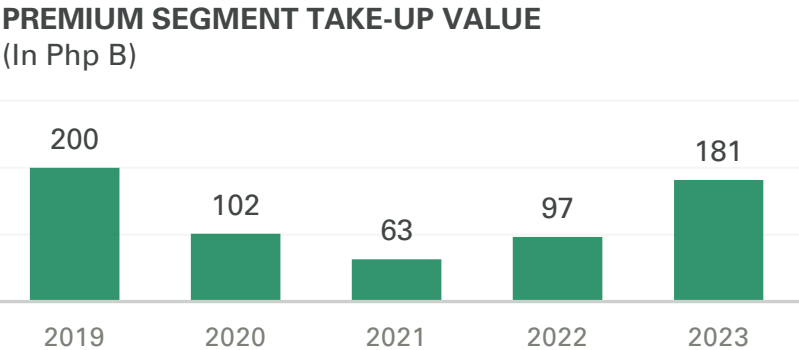


Steady growth in remittances
USD33.5B +3%

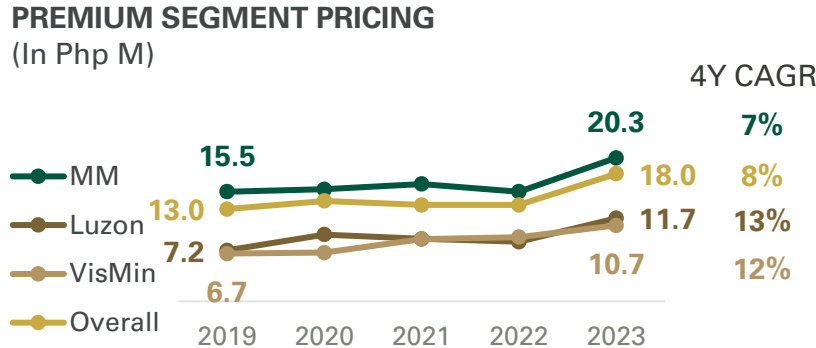


The premium residential segment will continue to drive property demand in 2024, and we are well-positioned to seize high-value market opportunities.

Take-up grew 3x since the end of the pandemic
+88% in 2023 YoY; 91% of 2019

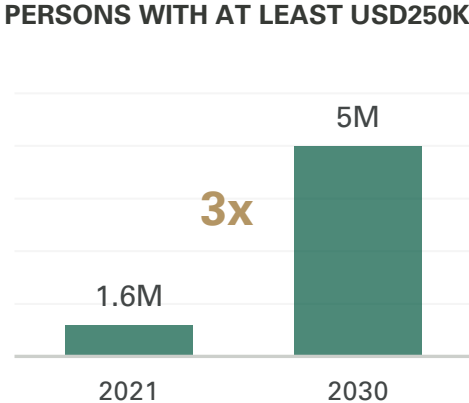
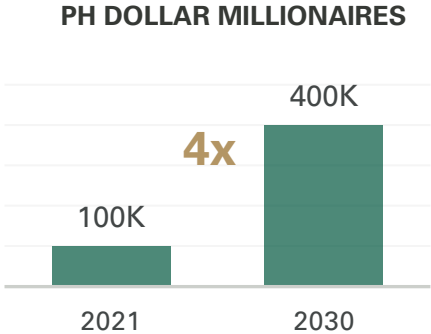


Steady price appreciation across locations
+8% CAGR from 2019; +7% in MM; +13% Luzon



Source: Colliers

Forecasts show strong high-income growth
PH USD Millionaires to grow at 17% CAGR, Persons with 250KUSD at a 14% CAGR (2021-2030)



Source: HSBC Report "The Rise of Asian Wealth: Building Depth and Resilience"

Our mall reinvention plan will be executed strategically to ensure minimal operational and revenue disruption.

Phased execution and a JIT strategy for tenant replacement to ensure minimal operational and revenue disruption

- Exterior and interior features will be refreshed to reflect a modern and fresh aesthetic, intuitive wayfinding and circulation, and a more cohesive customer experience.
- Lush greeneries and open spaces will continue to be a key element, with outdoor parks and al fresco spaces seamlessly integrated into the mall dynamics.

Mall	Start/Completion
Greenbelt 2	1Q24/2026
Glorietta	1Q24/2026
Trinoma	1Q24/2025
Ayala Center Cebu	1Q24/2026

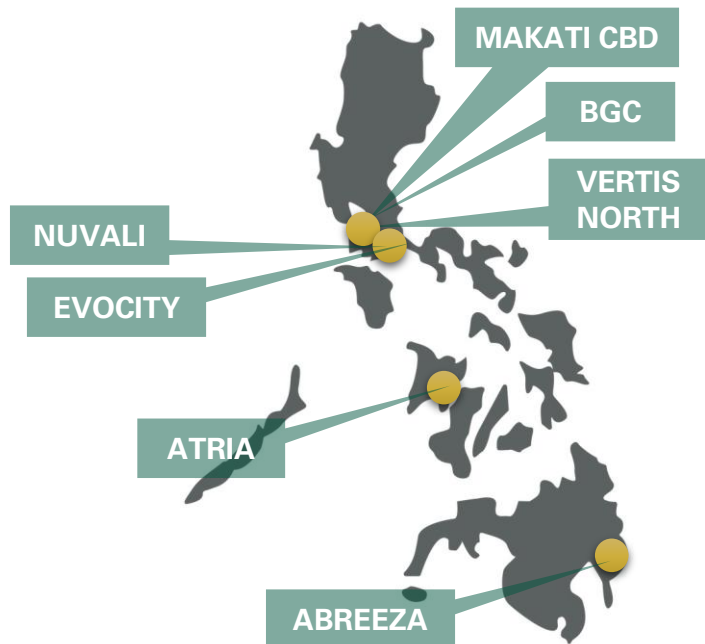
PIPELINE
+800K GLA by 2028



Office leasing expansion is focused on winner sites to capture “flight to quality” and sector growth prospects.

PIPELINE

+500K GLA by 2028



COLLIERS

2024 Forecast

MM Office Supply, Demand, and Vacancy

19.3%* Vacancy Rate as of End 2023 **280K sqm*** Net Take-up as of End 2023 **19.6%*** Vacancy Forecast for 2024 **336K sqm*** Net Take-up for 2024

Improvement on YoY vacancy seen across Metro Manila submarkets

BUSINESS IT

IBPAP unveils 6-year growth forecast for PH tech sector

BY NEWSBYTES.PH OCTOBER 27, 2022

Total of 2.5M jobs by 2028

- +1.1M jobs from 2022-2028
- 54% outside Metro Manila

2028E Revenues of USD59B

- 10.4% CAGR 2022-2028

MANILA STANDARD

BPO sector expects 2023 revenues to increase 8.8% to \$35.4b

Business

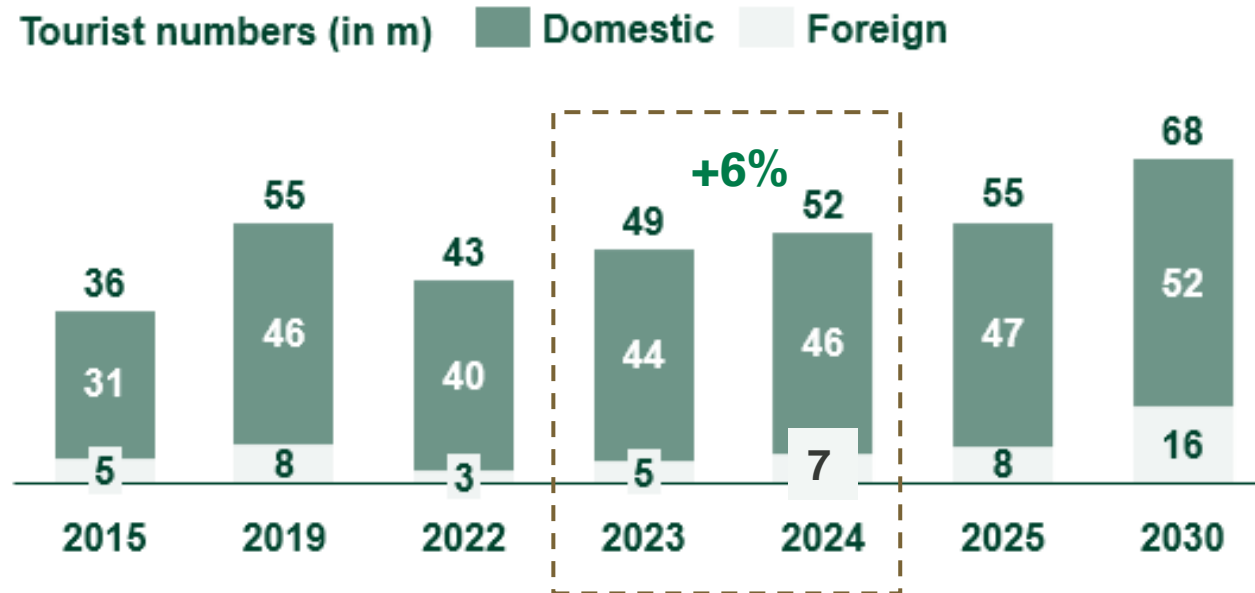
<https://newsbytes.ph/2022/10/27/bpap-unveils-6-year-growth-forecast-for-ph-tech-sector/>

SEDA aims to target a larger share of the leisure tourism market

FOREIGN TOURISTS: 5.4M in 2023 (2x 2022); 2024F 7.7M, 2030F 16M

DOMESTIC TOURISTS : 44M in 2023 (+10% YoY); 2024F 46M, 2030F 52M

82% Leisure 8% Business 10% Others



**HOTELS
AND
RESORTS**

- Redefining The Seda Brand offering with premium differentiation
- Built around global-quality Filipino hospitality
- Expand into new locations with 2 product types: hotels and resorts.

PIPELINE

+4000 rooms by 2028

We have the sustainability practices to support the Net Zero goal by 2050

NET ZERO TARGETS

- **Net Zero 2050:** Completed scopes 1, 2, and 3 GHG emissions inventory with a 2021 baseline, and a Net Zero Roadmap for 2030 and 2050.
- Aligned with Science-based Net Zero global efforts via **SBTi** to prevent the temperature increase from exceeding 1.5° C.
- **Decarbonization of the supply chain** through recycled materials, low-emission supplies and construction materials: **MDC-Steel Asia partnership for production of rebars from project scraps**



CIRCULAR ECONOMY

- **359 tons of plastic waste** recycled into construction materials, board-ups, and pallets for cold storage; 591 tons recycled since 2019
- **286 tons or 100% of the yard waste** from five estates diverted from landfills to power laundry services for Seda Nuvali and other hotels in Cavite.



We have the sustainability practices to support the Net Zero goal by 2050

RESOURCE EFFICIENCY

- Renewable Energy Use: **111 commercial properties** (90% of total portfolio)
- Ayala Land Offices and AREIT pledge to secure EDGE Zero Carbon certification for **1.5M sqm GLA**
 - ALI and AREIT received EDGE Zero Carbon Certification for 8 office buildings comprising 354k sqm in 2024, making it the largest EDGE Zero Carbon certified portfolio in the Philippines.



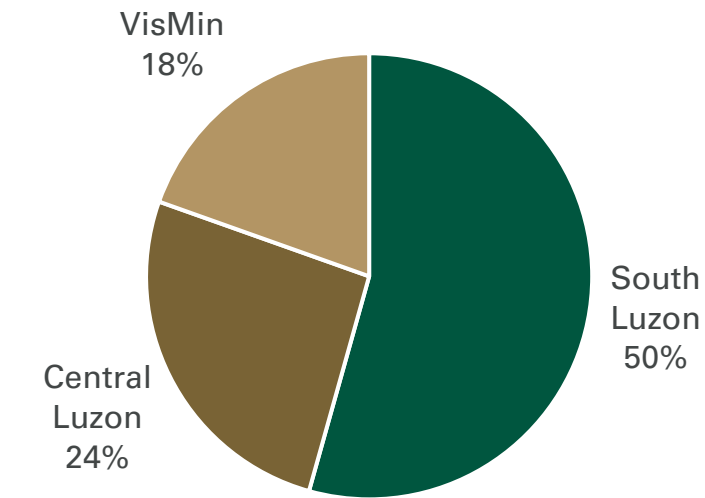
CARBON FORESTS

- **586 ha** over 6 sites
- **86% Carbon Neutrality Achievement with 3rd-party verification**
- **25,521 trees planted**
- **6,055 trees** planted in the Cebu and Alaminos Carbon Forests as part of the “**AC Motors Gift of Tree Program**”
- **Cebu and Davao** sites awarded as Best in Restoration Initiatives using native species by the ASEAN Centre for Biodiversity



Our land bank is strategically located to benefit from infrastructure growth.

LOCATION



INFRASTRUCTURE PROJECTS AND AYALA LAND LAUNCHED ESTATES/PROJECTS

METRO MANILA	CENTRAL LUZON	SOUTH LUZON	NORTH TO SOUTH LUZON
MM Subway <ol style="list-style-type: none"> The Junction Place Trinoma/Vertis North UP Town Center The 30th Makati CBD BGC Arca South Southeast MM Expressway Link (SEMME) <ol style="list-style-type: none"> Arca South 	North Luzon Expressway (NLEX) <ol style="list-style-type: none"> Cresendo Crossroads Marquee Mall Subic-Clark-Tarlac Expressway (SCTEX) <ol style="list-style-type: none"> Alviera MRT-7 Extension <ol style="list-style-type: none"> Vertis North Altaraza Crossroads Central Luzon Link Expressway <ol style="list-style-type: none"> Cresendo 	Cavite-Batangas Highway <ol style="list-style-type: none"> Arillo SLEX-TR4 Extension <ol style="list-style-type: none"> Ayala Greenfield Estates Cavite-Laguna Expressway (CALAX) <ol style="list-style-type: none"> Nuvali Vermosa Evo City Broadfield Southmont Ayala Westgrove Heights Laguna Technopark LRT-1 Cavite Extension <ol style="list-style-type: none"> EvoCity Ayala Manila Bay 	North-South Commuter Rail <ol style="list-style-type: none"> Centrala Makati CBD Arca South South Park District Cavite-Bataan Bridge <ol style="list-style-type: none"> Anvaya Cove ALLHC Naic
VISAYAS-MINDANAO			
Cebu Bus Rapid Transit <ol style="list-style-type: none"> Cebu IT Park Cebu Business Park 	Cebu-Cordova Link Expressway Bridge <ol style="list-style-type: none"> South Coast City Laguindingan Airport <ol style="list-style-type: none"> Habini Bay 	Mindanao Railway <ol style="list-style-type: none"> Habini Bay Abreeza Azuela Cove 	Davao-Samal Bridge <ol style="list-style-type: none"> Abreeza Azuela Cove Davao Coastal Road <ol style="list-style-type: none"> Azuela Cove

QUALITY IS JOB #1

RESIDENTIAL: PREMIUM AND HORIZONTAL FOCUS

1. Lean on our **premium residential brands** and **horizontal projects**; core projects launch on push button mode
2. **New estates and expansion areas** will support product launches
3. **Asset-right strategy by utilizing an average of 800 ha** annually from the existing land bank

LEASING AND HOSPITALITY: REINVENTION AND MARKET EXPANSION

1. Get leasing assets to **operate at their full potential** through reinvention initiatives
2. Expand the footprint with additional GLA by 2028
 - Malls 800K sqm
 - Offices 500K sqm
 - H&R 4,000 rooms

PEOPLE EMPOWERMENT + SUSTAINABLE PRACTICES

KEEP THE BALANCE SHEET STRONG

NIAT growth 2x GDP

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Revenues of P148.8B +18%; Net Income of P24.5B +32%

INCOME STATEMENT (in Php millions)	FY 2023	FY 2022	Change	%
Total Revenues	148,857	126,556	22,302	18%
Real Estate	145,501	123,051	22,450	18%
Interest and Other Income	3,356	3,505	-148	-4%
Equity in Net Earnings of Associates/JVs	1,575	1,430	145	10%
Interest and Investment Income	690	387	302	78%
Other Income	1,091	1,688	-596	-35%
Expenses	112,397	98,400	13,997	14%
Real Estate	88,628	77,133	11,495	15%
GAE	8,910	7,264	1,646	23%
Interest, financing and other charges	14,859	14,003	856	6%
Income before Income Tax	36,460	28,156	8,304	29%
Provision for Income Tax	7,457	5,632	1,825	32%
Income before Non-Controlling Interest	29,004	22,524	6,479	29%
Non-Controlling Interest	4,496	3,907	589	15%
NIAT attributable to ALI Equity Holders	24,508	18,617	5,890	32%

GAE RATIO

6.0%

5.7% in FY2022

EBIT MARGIN

34.2%

33.1% in FY2022

Healthy property bookings and higher leasing occupancy and rents fueled higher revenues.

REVENUE BREAKDOWN (in Php millions)	FY 2023	FY 2022	Change	%	
Property Development	92,336	81,243	11,093	14%	
Residential	77,194	63,485	13,709	22%	Healthy bookings and higher project completions
Office for Sale	4,229	3,233	996	31%	Higher project completions
Comm'l and Ind'l lots	10,913	14,526	-3,612	-25%	Product sales mix
Commercial Leasing	41,677	33,391	8,286	25%	
Shopping Center	21,088	16,075	5,014	31%	Higher occupancy and rents
Office	11,808	11,122	686	6%	Higher occupancy and rents
Hotels and Resorts	8,780	6,194	2,586	42%	Higher occupancy and rates
Services	11,488	8,418	3,071	36%	
Net Construction	6,596	4,236	2,360	56%	Contribution of MDC external projects
Property Management	1,778	1,546	232	15%	Increased parking usage
Airline and RES*	3,114	2,636	478	18%	Strong AirSWIFT ticket sales
Real Estate Revenues	145,501	123,052	22,449	18%	
Interest and Other Income	3,356	3,505	-148	-4%	
Total Revenues	148,857	126,556	22,301	18%	

*Retail electricity supply companies

Stable margins across business segments

MARGIN PERFORMANCE	FY 2023	FY 2022	
Property Development (Gross Profit)			
Residential			
Horizontal	45%	46%	
Vertical	38%	35%	Higher ASPs of high-demand projects
Office for Sale	43%	49%	Sellout of high-margin projects
Commercial and Industrial Lots	66%	70%	Lot sales mix
Commercial Leasing (EBITDA)			
Shopping Centers	68%	63%	Higher occupancy and rents driven by Glorietta, Manila Bay, Circuit Makati, and Capitol Central
Office	91%	93%	
Hotels and Resorts	29%	25%	Higher occupancy and rates
Services (EBITDA)			
Construction and Property Management	10%	11%	-

Four new estates launched in 2023

BATANGAS TECHNOPARK

55 ha | Padre Garcia, Batangas



CENTRALA

32 ha | Angeles, Pampanga



SOUTHMONT

789 ha | Silang, Cavite



ARILLO

62 ha | Nasugbu, Batangas



Higher occupancy and rents boosted leasing revenues

MALLS

2.1M sqm GLA
34 Malls, 63 Amenity Retail

OCCUPANCY

84% (vs 81% FY22)

PIPELINE

194K GLA

OFFICES

1.4M sqm GLA
65 BPOs, 6 HQs

OCCUPANCY

92% (vs 88% FY22)

PIPELINE

297K GLA

MIX

80% BPO
11% HQ
1% POGO and OTHERS
8% VACANT

HOTELS

Branded: 660
Seda: 3,224
Circuit: 255

67% (+8 pt)

4,452 rooms

OCCUPANCY

PIPELINE

1,068 rooms

RESORTS

El Nido: 187
Lio B&Bs: 50
Sicogon B&Bs: 78

42% (+13 pt)

2 malls with 49k sqm, 420 hotel rooms opened in 2023

MALLS (ONE AYALA + VERMOSA)

+49K SQM GLA



AYALA MALLS ONE AYALA

Makati CBD

44K GLA (Nov 2023)

Fully-Completed



AYALA MALLS VERMOSA

Imus, Cavite

5K GLA (Dec 2023)

43K Total GLA

HOTELS (SEDA MANILA BAY+NUVALI)

+420 ROOMS



SEDA MANILA BAY

Bay Area, Paranaque City

306 new rooms

Total of 350 rooms



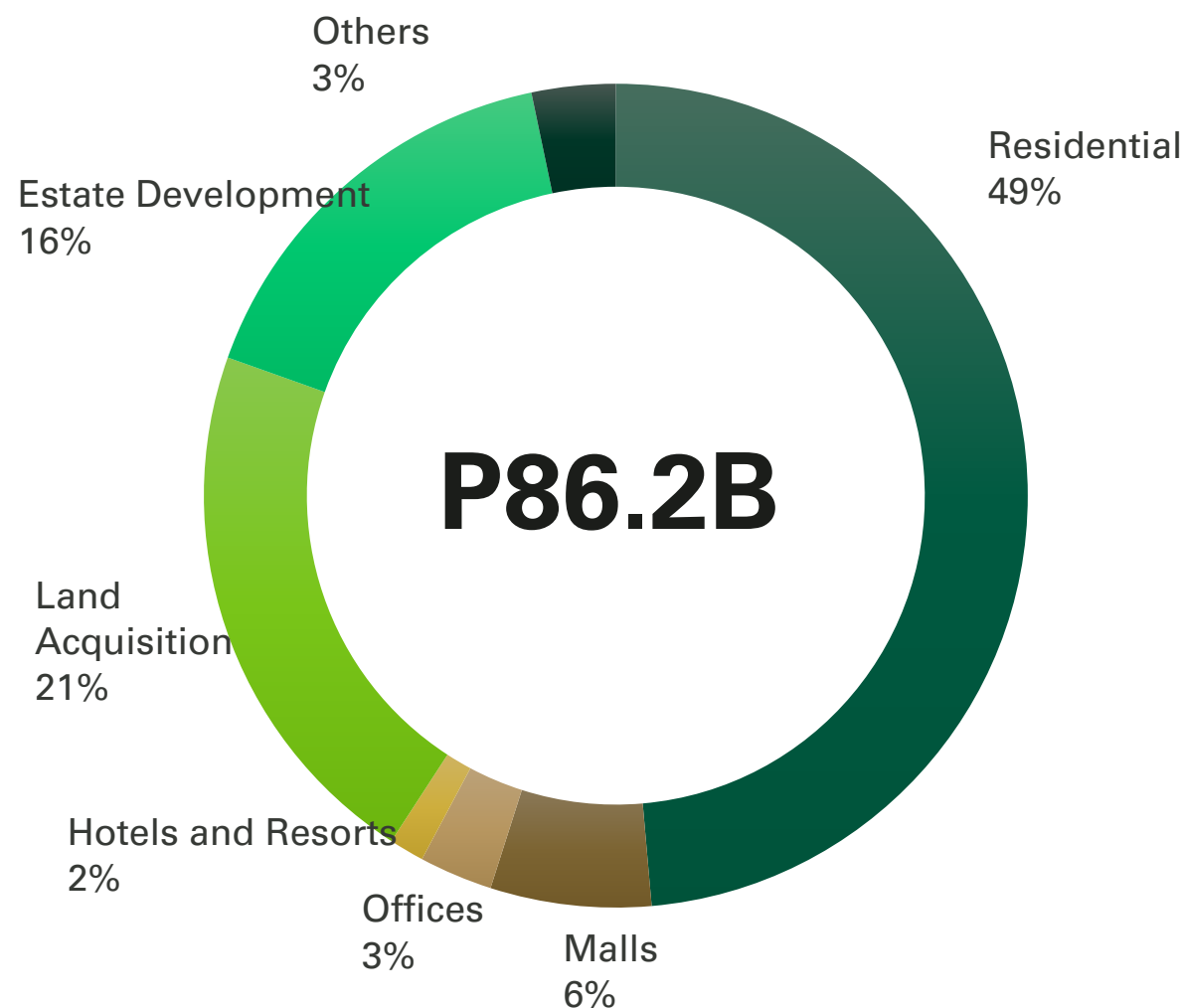
SEDA NUVALI TOWER 2

Nuvali, Laguna

114 new rooms

206 rooms fully-opened

Capex spend of P86.2B



CAPEX BREAKDOWN

(in Php billions)

Residential

Malls

Offices

Hotels and Resorts

Land Acquisition

Estate Development

Others

Total

FY 2023

Actual

41.9

5.4

2.5

1.2

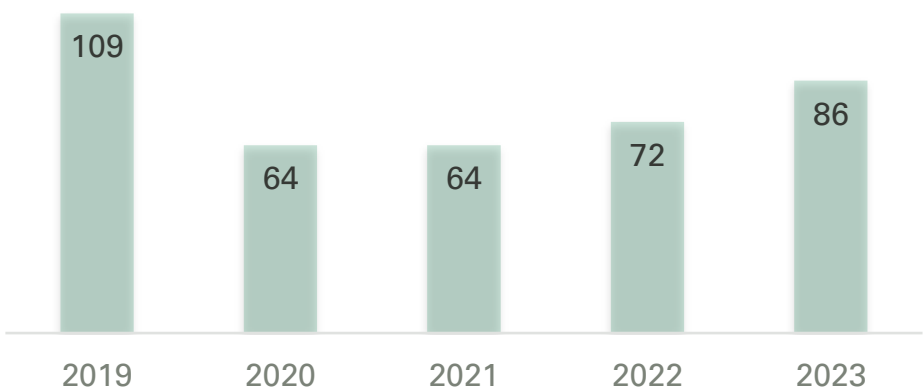
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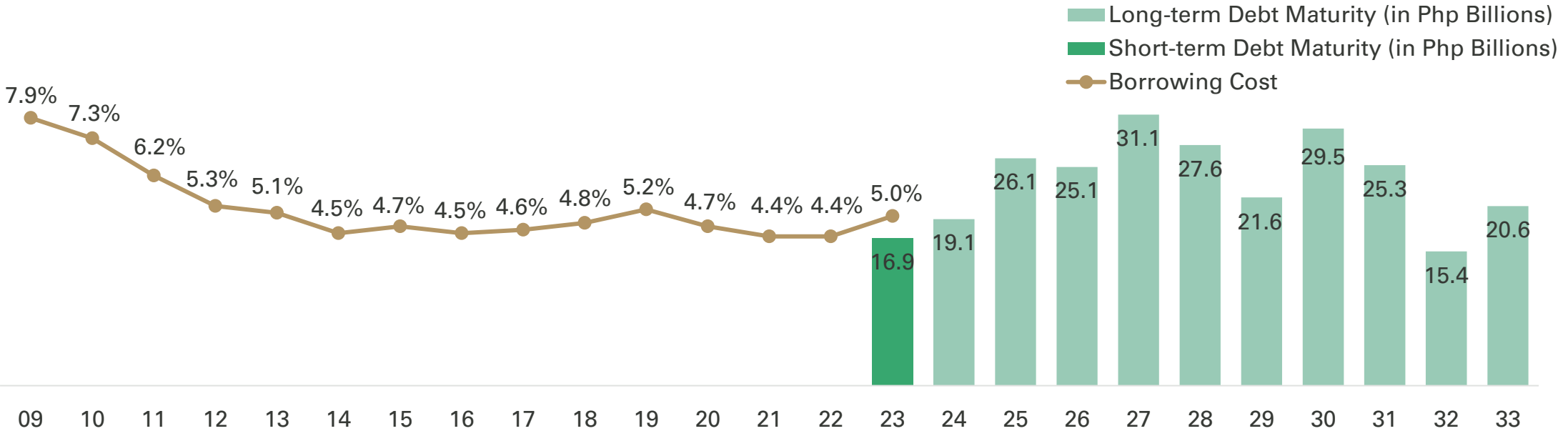
86.2

HISTORICAL CAPEX



Well-managed debt with 93% contracted long-term, 77% fixed; average borrowing cost of 5.0%, maturity of 5.1 years

Total Borrowings: **Php258.3B**: Short-term **Php16.9B** (7%), Long-term **Php232.0B** (93%), Average Maturity **5.1 years**



Debt Mix	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Fixed	74%	84%	79%	85%	89%	90%	95%	91%	90%	77%
Floating	26%	16%	21%	15%	11%	10%	5%	9%	10%	23%

A strong balance sheet with a net gearing ratio of 0.75:1

Balance Sheet (in Php Millions)	December 2023	December 2022
Cash & Cash Equivalents	17,820	12,508
Total Borrowings	258,254	236,039
Stockholders' Equity	319,929	293,665
Current Ratio	1.76	1.78
Debt-to-Equity Ratio	0.81	0.80
Net Debt-to-Equity Ratio	0.75	0.76
Interest Coverage Ratio	5.2	4.5

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Our Mission-Vision

Enhancing land and enriching lives for more Filipinos

Our Strategy

We develop estates in key growth centers across the country to create sustainable communities and provide platforms for our residential, malls, offices, hotels, resorts, and logistics businesses to achieve market leadership in their respective segments.

We build places that people love!

More than 35 years of creating sustainable communities



Forbes Park and Makati CBD is developed



ALI is listed



NUVALI is launched



Mixed-use Estates Launched (2010-2023)

- Arca South
- Altaraza
- Alviera
- Atria Park District
- Lio

- ALI Manila Bay
- Broadfield
- Cresendo
- The Junction Place

- Batangas Technopark
- Southmont
- Centrala
- Arillo

- Abreeza
- North Point

- Centrio
- Sicogon
- UP Town Center

- Parklinks
- Habini Bay

- South Coast City

- Areza
- Crossroads

- Circuit Makati
- Southpark District
- Vertis North
- Serin Tagaytay

- Portico

- Cloverleaf
- Vermosa
- Capitol Central

- Cerca
- Evo City
- Azuela Cove
- Seagrove
- The 30th



Cebu Park District is launched



ALI acquires interest in FBDC (BGC)



Ayala Alabang Is developed

1940's 1970's 1988 1990 1991 2003 2009 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2022 2023

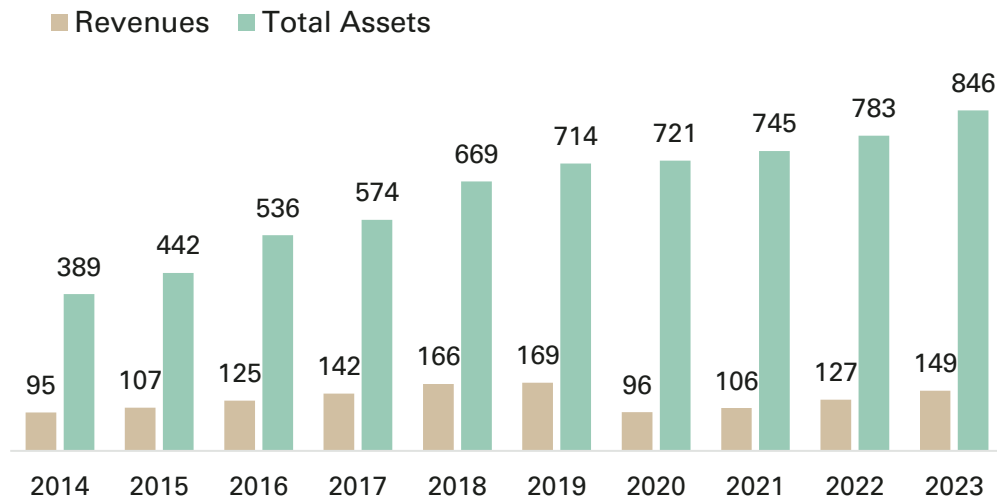
A deep track record of expansion and growth through various product offerings



Ayala Land is the most established Philippine property developer

- Incorporated in 1988, publicly listed in July 1991
- 51.0% owned by Ayala Corporation
- 6th largest PLC in the Philippines; 5th largest property developer in ASEAN by market cap

Revenues and Total Assets (in Php Billions)



A diversified portfolio will drive long-term shareholder value

52
ESTATES

- 33 Mixed-Use
- 2 Tourism
- 5 Residential
- 5 Commercial
- 7 Industrial
- 16 in Metro Manila
- 13 in South Luzon
- 11 in Central/North/Southern Luzon
- 12 in VisMin

11,240 HA
LANDBANK

BALANCED AND COMPLEMENTARY BUSINESSES

PROPERTY DEVELOPMENT

 AyalaLand PREMIER

ALVEO

Avida

Amaia


LEASING AND HOSPITALITY

 Ayala Malls

 AyalaLand
OFFICES

ALogis

 AyalaLand HOTELS AND RESORTS

 the flats

 CLOCK IN

SERVICES

 MDC

 APMC
Ayala Property Management Corporation

AirSWIFT

STRATEGIC INVESTMENTS

 AREIT

 AyalaLand
LOGISTICS HOLDINGS CORP.

 AVALAND
an AyalaLand company

 Ortigas
WE BUILD FOR LIFE

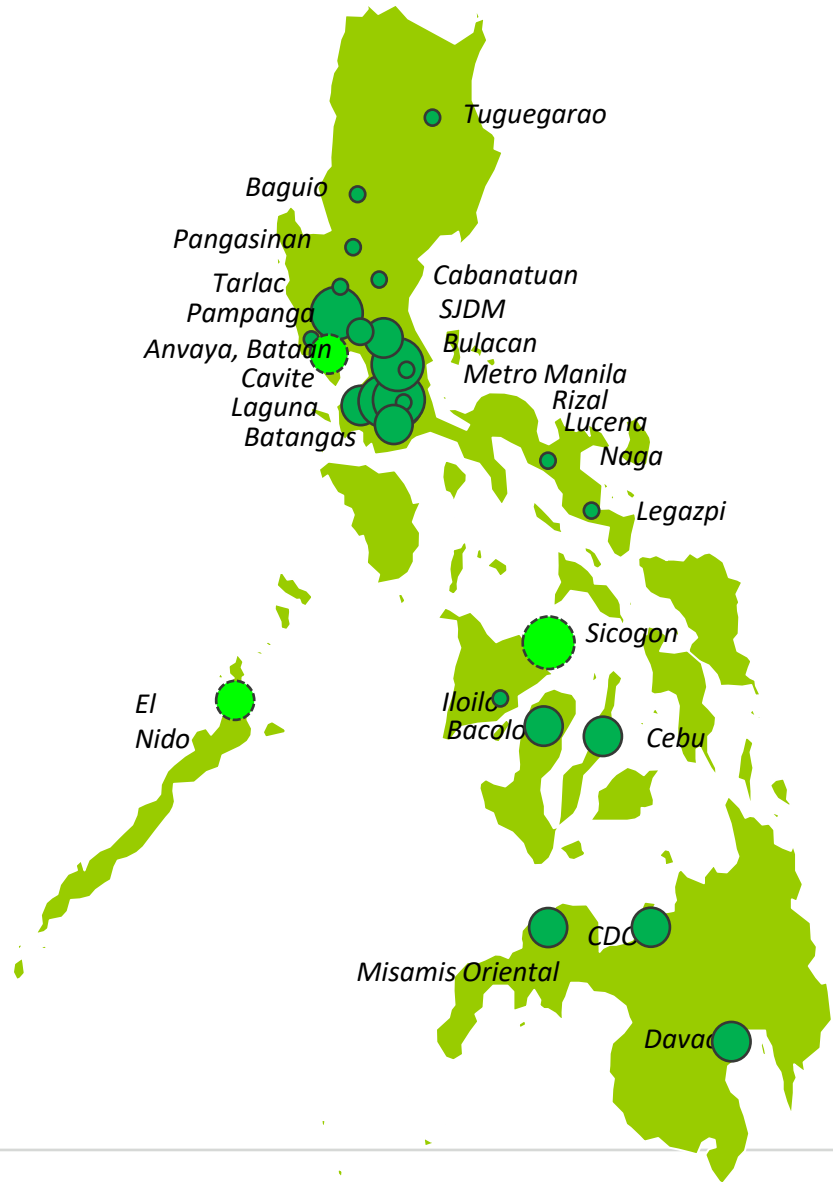
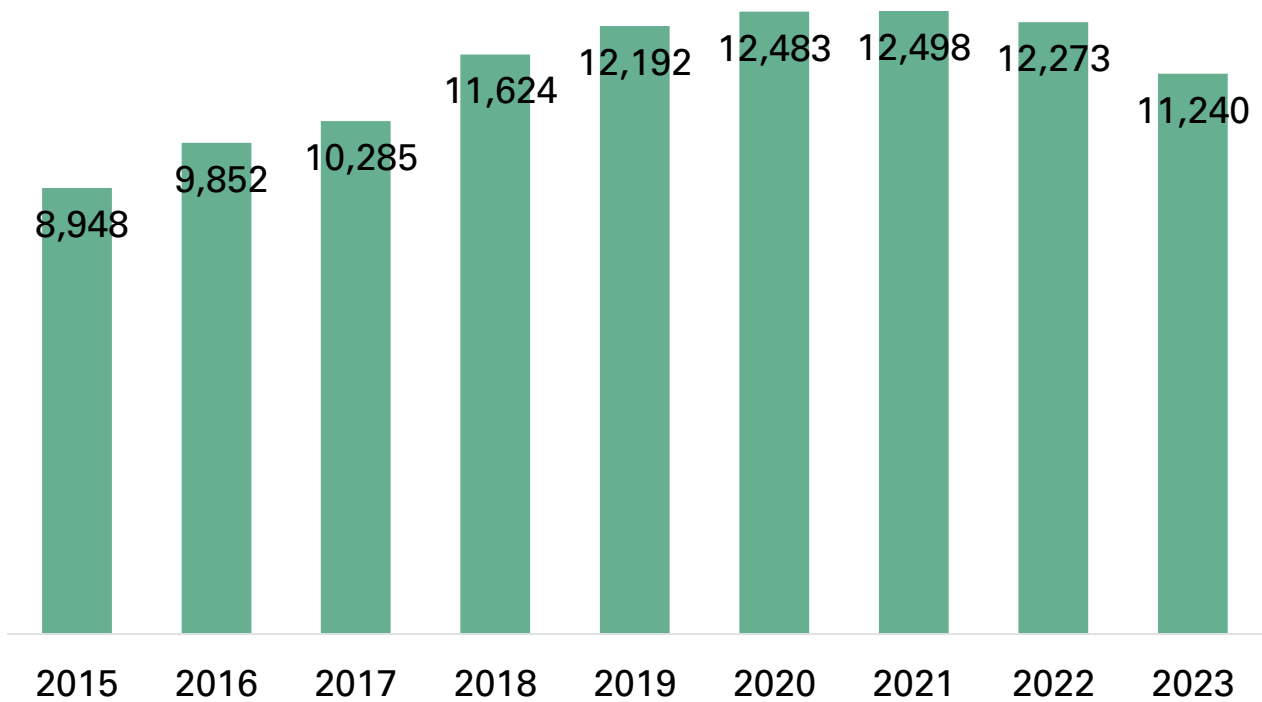
Strategically structured business lines to capitalize on market opportunities and mitigate risks

Estate Development	Property Development	Commercial Leasing	Service Businesses	Strategic Investments
<p>52 Estates</p> <ul style="list-style-type: none"> • 34 Mixed-Use • 2 Tourism • 5 Residential • 5 Commercial • 6 Industrial <p>Products: Commercial and Industrial lots for Sale</p>	<p>Premium Residential</p> <ol style="list-style-type: none"> 1. Ayalaland Premier (Luxury) 2. ALVEO (Upscale) <p>Core Residential</p> <ol style="list-style-type: none"> 3. AVIDA (Mid-Income) 4. Amaia (Entry Level) <p>Products: Residential and Commercial lots, H&L, and Residential and Office Condo units</p>	<p>Malls: 2.1M sqm GLA</p> <ul style="list-style-type: none"> • 34 Malls, 63 Retail Amenities <p>Offices: 1.4M sqm GLA</p> <ul style="list-style-type: none"> • 65 BPOs, 6 HQ <p>Hotels-Resorts: 4,358 Rooms</p> <ul style="list-style-type: none"> • 11 SEDA Branches • Fairmont-Raffles, Holiday Inn, and Circuit Service Residences • El Nido Resorts, Lio, and Sicogon B&Bs <p>Real Estate Logistics: 309K sqm GLA</p> <ul style="list-style-type: none"> • 6 SFBs/WHS, 3 Cold Storage, 6MW Data Center <p>Dorms/Co-Working</p> <ul style="list-style-type: none"> • 3 CityFlats, 7 Clock-In 	<p>Construction</p> <ul style="list-style-type: none"> • 346 projects under Makati Development Corporation <p>Property Management</p> <ul style="list-style-type: none"> • 276 properties managed by APMC <p>Power Supply</p> <ul style="list-style-type: none"> • Retail Electricity Supply through DPSI and PIES <p>Airline</p> <ul style="list-style-type: none"> • Service for resorts via AirSWIFT 	<p>Philippines</p> <ul style="list-style-type: none"> • AREIT 66% • ALLHC 72% • Ortigas Land 21% • Merkado Supermarket 50% <p>Malaysia</p> <ul style="list-style-type: none"> • Avaland Berhad 66%

Solid nationwide presence, supported by a 11,240-ha land bank

Present in 57 growth centers across the Philippines

Gross Land Bank (in hectares)



A highly trusted Brand

#1

Mixed-Use Estates,
size and location



#2

Malls GLA



#1

Residential
Development



#1

Offices GLA



#1

Industrial Estate
Development



#3

Hotel
Rooms



ESG practices are embedded in our business model

AYALA LAND'S FOUR SUSTAINABILITY FOCUS AREAS

1 Site Resilience



2 Pedestrian Mobility, Transit Connectivity



3 Resource Efficiency



4 Local Economic Development



Environmental

- Reduced and offset 85% of Scopes 1-2 emissions in 2022
 - 2030 Target: ALI Group Carbon Neutral (Scopes 1-2)
- 91% of Malls and Offices on RE
- 586 ha of Carbon Forest, 880 ha of green space in urban estates
- Task for Climate-related Financial Disclosures (TCFD) Supporter since 2021; TCFD adoption in 2022
- EDGE Zero Carbon Certification on all office buildings by 2025

Social

- Supported 1600 Social Enterprises through “Alagang Ayala Land”
- Generated more than 441K jobs through mall and office locators and business suppliers

Governance

- ASEAN Corporate Governance Scorecard: Top 25 in ASEAN, Top 3 in PH



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