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## Certificate of Participation

to

**Jaime Augusto Zobel de Ayala**  
Ayala Corporation

for having completed the webinar

**2023 Ayala Integrated Corporate  
Governance, Risk Management,  
and Sustainability Summit**

held on

October 3, 2023 | 8:30 AM – 12:30 PM  
through Zoom Webinars

Carlos Jose P. Gatmaitan  
Chief Executive Officer



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Carlos Jose P. Gatmaitan  
Chief Executive Officer



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Carlos Jose P. Gatmaitan  
Chief Executive Officer



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