



Institute of Corporate Directors

presents this

Certificate of Participation

to

Anna Ma. Margarita B. Dy

Ayala Land, Inc.

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



Institute of Corporate Directors

presents this

Certificate of Participation

to

Dante M. Abando

Ayala Land, Inc.

for having completed the webinar

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Chief Executive Officer



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Augusto D. Bengzon

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Chief Executive Officer



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Raquel S. Cruz

Ayala Land, Inc.

for having completed the webinar

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A handwritten signature in black ink, appearing to read 'Carlos Jose P. Gatmaitan', is written over a faint, repeating pattern of the ICD logo.

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Jose Emmanuel H. Jalandoni

Ayala Land, Inc.

for having completed the webinar

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Chief Executive Officer



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Joseph Carmichael Z. Jugo

Ayala Land, Inc.

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through Zoom Webinars

A handwritten signature in black ink, appearing to read 'Carlos Jose P. Gatmaitan', written over a white background.

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Laurent P. Lamasuta

Ayala Land, Inc.

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



Institute of Corporate Directors

presents this

Certificate of Participation

to

Mariana Zobel de Ayala

Ayala Land, Inc.

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

A handwritten signature in black ink, appearing to read 'Carlos Jose P. Gatmaitan', is written over a white background.

Carlos Jose P. Gatmaitan
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Robert S. Lao

AyalaLand Logistics Holdings Corp.

for having completed the course

Risk Management in the Post-Covid Age

held on

December 13, 2023 | 8:00 AM - 12:00 PM
through Zoom Meetings

A handwritten signature in black ink, appearing to read 'Maniego', is positioned above the printed name.

Pedro H. Maniego Jr.
Managing Trustee