**Organizational Structure/Management of Ayala Land**

Management stands as the locus of decision-making for the day-to-day affairs of Ayala. It establishes the company’s strategic direction and infrastructure for success.

Click [here](http://www.ayala.com.ph/about_ayala_leadership.php) to view our Board of Directors.

Ayala Group Management Committee

Ayala is committed to the alignment of its group of companies in core values, vision, and leadership. The members of the Ayala Group Management Committee work together to ensure these goals and maintain the synergies and relationships amongst each company.

*Individual profiles may be viewed by clicking on the Management Committee Member's name.*

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| [http://www.ayala.com.ph/images/1mancom_JAZA_thumb.jpgJaime AugustoZobel de AyalaChairman and CEO](http://www.ayala.com.ph/images/1mancom_JAZA_big.jpg) |   | [http://www.ayala.com.ph/images/2mancom_FZA_thumb.jpgFernandoZobel de AyalaPresident and COO](http://www.ayala.com.ph/images/2mancom_FZA_big.jpg) |   |
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| [http://www.ayala.com.ph/images/mancom_Ablaza_thumb.jpgGerardo C. Ablaza, Jr.President and CEOManila Water Company](http://www.ayala.com.ph/images/mancom_Ablaza_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_aquino_thumb.jpgAntonino T. AquinoPresident and CEOAyala Land, Inc.](http://www.ayala.com.ph/images/mancom_Aquino_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_Ayala_thumb.jpgAlfredo I. AyalaChief Executive OfficerLiveIt Investments, Ltd.](http://www.ayala.com.ph/images/mancom_Ayala_big.jpg) |   | [http://www.ayala.com.ph/images/Cu2%20thumb.jpgErnest L. CuPresident and CEOGlobe Telecom](http://www.ayala.com.ph/images/mancom_Cu_big.jpg) |   |
| [http://www.ayala.com.ph/images/mancom_Francia_thumb.jpgJohn Eric T. FranciaGroup Head,Corporate Strategy](http://www.ayala.com.ph/images/mancom_Francia_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_DeLeon_thumb.jpgMaria Lourdes Heras-de LeonPresidentAyala Foundation, Inc.](http://www.ayala.com.ph/images/mancom_DeLeon_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_Gonzalez_thumb.jpgDelfin C. Gonzalez, Jr.Chief Finance Officer](http://www.ayala.com.ph/images/mancom_Gonzalez_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_Hermosura_thumb.jpgSolomon HermosuraGroup Head,Legal and Compliance](http://www.ayala.com.ph/images/mancom_Hermosura_big.jpg) |   |
| [http://www.ayala.com.ph/images/mancom_Manotok_thumb.jpgRufino Luis ManotokChairman and CEOAyala Automotive Holdings Corporation](http://www.ayala.com.ph/images/mancom_Manotok_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_Montinola_thumb.jpgAurelio Montinola IIIPresident and CEOBank of the Philippine Islands](http://www.ayala.com.ph/images/mancom_Montinola_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_Orbeta_thumb.jpgJohn Philip S. OrbetaGroup Head,Corporate Resources](http://www.ayala.com.ph/images/mancom_Orbeta_big.jpg) |   | [http://www.ayala.com.ph/images/mancom_Tan_thumb.jpgArthur R. TanPresident and CEOIntegrated Micro-Electronics, Inc.](http://www.ayala.com.ph/images/mancom_Tan_big.jpg) |   |

AYALA CORPORATION MANAGEMENT COMMITTEE

Parent company Ayala Corporation is committed to adding value to its subsidiaries and providing its shareholders with long-term returns on their investment. The members of the Ayala Corporation Management Committee are dedicated to optimizing the value of Ayala's portfolio of companies.

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| JAIME AUGUSTO ZOBEL DE AYALAChairman and CEO | FERNANDO ZOBEL DE AYALAPresident and COO |
|   |
| GERARDO C. ABLAZA, JR.Senior Managing Director | JOHN ERIC T. FRANCIAGroup Head, Corporate Strategy & Development |
|   |
| DELFIN C. GONZALEZ, JR.Chief Finance Officer | SOLOMON M. HERMOSURAGroup Head, Legal & Compliance |

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| JOHN PHILIP S. ORBETAGroup Head, Corporate Resources |   |

*As disclosed on April 18, 2011*

SENIOR MANAGING DIRECTORS

|  |  |
| --- | --- |
| GERARDO C. ABLAZA, JR.President and CEOManila Water Company, Inc. | ANTONINO T. AQUINOPresident and CEOAyala Land, Inc. |
|   |
| RUFINO LUIS T. MANOTOKChairman and CEOAyala Automotive Holdings Corporation | ARTHUR R. TANPresident and CEOIntegrated Micro-Electronics, Inc. |
|   |

MANAGING DIRECTORS

|  |  |
| --- | --- |
| JOHN ERIC T. FRANCIAGroup Head, Corporate Strategy and Development | DELFIN C. GONZALEZ, JR.Chief Finance Officer |
|   |   |
| SOLOMON M. HERMOSURAGeneral Counsel, Corporate Secretary,and Compliance Officer | RUFINO F. MELO IIIController |
|   |   |
| RAMON G. OPULENCIATreasurer | JOHN PHILIP S. ORBETAGroup Head, Corporate Resources  |
|   |   |
| GINAFLOR C. ORISHead, Corporate Finance andAsset Management |   |
|   |   |
| *Seconded to subsidiaries* |   |
|   |   |
| ALFREDO I. AYALAChief Executive OfficerLiveIt Investments, Ltd. | FERDINAND M. DE LA CRUZGroup Head, East Zone Business OperationsManila Water Company |
|   |   |
| MARIA LOURDERS HERAS-DE LEONPresident, Ayala Foundation, Inc. | GIL B. GENIOPresidentInnove Communications |
|   |   |
| RONALD LUIS S. GOSECO, JR.Treasurer and CFOAC Energy Holdings, Inc. | RICARDO NICANOR N. JACINTOPresident and CEOHabitat for Humanity Philippines |
|   |   |
| JOSE TEODORO K. LIMCAOCOPresidentBPI Family Savings Bank, Inc. | SHERISA P. NUESAManaging DirectorAyala Land Commercial REIT, Inc. |
|   |   |
| LUIS JUAN B. ORETAChief Finance OfficerManila Water Company, Inc. | VIRGILIO C. RIVERA, JR.Head, Regulation andCorporate DevelopmentManila Water Company, Inc. |
|   |   |
| JAIME E. YSMAELChief Finance OfficerAyala Land, Inc. | RAMON M. ZIALCITAGeneral ManagerHonda Cars Makati, Inc. |

ASSOCIATE DIRECTORS

|  |  |
| --- | --- |
| ALEXANDER T. CORDEROInternal Auditor | EMILY C. DE LARAHead, Corporate Communications  |
|   |   |
| FELIPE P. ESTRELLAHead, Financial Planning and Analysis | ROMUALDO L.  KATIGBAKAssistant Treasurer |
|   |   |
| NOEL ELI B. KINTANARHead, Business Development - Infrastructure | GUILLERMO M. LUZ  |
|   |   |
| MARIA ANGELICA B. RAPADASChief Information Officer | SHEILA MARIE U. TANAssistant Corporate SecretaryLegal and Compliance |
|   |   |
| NORMA P. TORRESHead, Investor Relations | JAIME P. VILLEGASChief Internal Auditor |
|   |   |
| *Seconded to subsidiaries* |   |
|   |   |
| RUBY P. CHIONGCFO, Ayala Malls GroupAyala Land, Inc. | ROSALLIE A. DIMAANOHead, Consumer Business Advisory, Finance and Administration GroupGlobe Telecom, Inc. |
|   |   |
| ERWIN P. LOCSINLiveIt Investments, Ltd. | MONINA C. MACAVINTAGroup Head, Human ResourcesAyala Automotive Holdings Corporation |
|   |   |
| RAFAEL NESTOR V. MANTARINGVice PresidentIntegrated Micro-Electronics, Inc. | JENARA ROSANNA F. ONGChief Finance OfficerAyala Automotive Holdings Corporation |
|   |   |
| RENE D. PANINGBATANGeneral ManagerIsuzu Automotive Dealership, Inc. | ANTONIO J. PINEDAGeneral ManagerIsuzu Cebu |
|   |   |
| ALFONSO JAVIER D. REYESHead, Investor Communications & ComplianceAyala Land, Inc. | MA. VICTORIA P. SUGAPONGChief Risk OfficerManila Water Company, Inc. |
|   |   |
| CATHERINE HUFANA-ANGGroup Risk Management |   |
|   |   |

CONSULTANTS/ADVISERS

|  |  |
| --- | --- |
| DELFIN L. LAZARO | MERCEDITA S. NOLLEDOSenior Counsel |
|   |
| PATRICE RENE CLAUSSE | CARLOS C. REYESPresidentAyala Aviation Corporation |
| ELIEZER C. TANLAPCO |   |

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| **Board of Directors**The members of the Board of Directors are given the mandate to protect the best interests of shareholders and other stakeholders. At Ayala, we are guided by a long-term view to create and enhance value for our shareholders. As Ayala has been for 175 years, we are motivated by a commitment to being an economic and social development partner of the broader community we serve and of the Filipino nation.*.*

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| [http://www.ayala.com.ph/images/Jaime-Zobel-de-Ayala-BOD-png.pngJaime Zobel de AyalaChairman Emeritus](http://www.ayala.com.ph/images/Jaime-Zobel-de-Ayala-BOD.jpg) |   | [http://www.ayala.com.ph/images/jaza-small.jpgJaime AugustoZobel de AyalaChairman and CEO](http://www.ayala.com.ph/images/jaza.jpg) |   | [http://www.ayala.com.ph/images/fza-small.jpgFernandoZobel de AyalaVice Chairman](http://www.ayala.com.ph/images/fza.jpg) |   |
| [http://www.ayala.com.ph/images/loinaz-small.jpgXavier P. LoinazIndependent Director](http://www.ayala.com.ph/images/loinaz.jpg) |   | [http://www.ayala.com.ph/images/lazaro-small.jpgDelfin L. Lazaro Director](http://www.ayala.com.ph/images/lazaro.jpg) |   | [http://www.ayala.com.ph/images/nobuyaichiki-small.jpgNobuya IchikiDirector](http://www.ayala.com.ph/images/nobuyaichiki.jpg) |   | [http://www.ayala.com.ph/images/delrosario-small.jpgRamon R.del Rosario, Jr.Independent Director](http://www.ayala.com.ph/images/delrosario.jpg) |   | [http://www.ayala.com.ph/images/periquet-small.jpgAntonio Jose U.PeriquetIndependent Director](http://www.ayala.com.ph/images/periquet.jpg) |   |
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| Board Committees |
| Executive CommitteeJaime Augusto Zobel de Ayala, ChairmanFernando Zobel de AyalaNobuya IchikiPersonnel and Compensation CommitteeRamon R. del Rosario, Jr., ChairmanDelfin L. LazaroNobuya IchikiNomination CommitteeRamon del Rosario, Jr., ChairmanJaime Augusto Zobel de AyalaFernando Zobel de AyalaAudit and Risk CommitteeXavier P. Loinaz, ChairmanNobuya IchikiRamon R. del Rosario, Jr.Finance CommitteeDelfin L. Lazaro, ChairmanAntonio Jose U. PeriquetGerardo C. Ablaza, Jr.Deflin C. Gonzalez, Jr.John Eric T FranciaProxy Validation CommitteeSolomon M. Hermosura, ChairmanJaime P. VillegasRufino F. Melo III |

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