**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.jpg](http://www.ayala.com.ph/images/1mancom_JAZA_big.jpg) Jaime Augusto Zobel de Ayala Chairman and CEO](http://www.ayala.com.ph/images/1mancom_JAZA_big.jpg) |  | [[http://www.ayala.com.ph/images/2mancom_FZA_thumb.jpg](http://www.ayala.com.ph/images/2mancom_FZA_big.jpg) Fernando Zobel de Ayala President 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.jpg](http://www.ayala.com.ph/images/mancom_Ablaza_big.jpg) Gerardo C. Ablaza, Jr. President and CEO Manila Water Company](http://www.ayala.com.ph/images/mancom_Ablaza_big.jpg) |  | [[http://www.ayala.com.ph/images/mancom_aquino_thumb.jpg](http://www.ayala.com.ph/images/mancom_Aquino_big.jpg) Antonino T. Aquino President and CEO Ayala Land, Inc.](http://www.ayala.com.ph/images/mancom_Aquino_big.jpg) |  | [[http://www.ayala.com.ph/images/mancom_Ayala_thumb.jpg](http://www.ayala.com.ph/images/mancom_Ayala_big.jpg) Alfredo I. Ayala Chief Executive Officer LiveIt Investments, Ltd.](http://www.ayala.com.ph/images/mancom_Ayala_big.jpg) |  | [[http://www.ayala.com.ph/images/Cu2%20thumb.jpg](http://www.ayala.com.ph/images/mancom_Cu_big.jpg) Ernest L. Cu President and CEO Globe Telecom](http://www.ayala.com.ph/images/mancom_Cu_big.jpg) |  |
| [[http://www.ayala.com.ph/images/mancom_Francia_thumb.jpg](http://www.ayala.com.ph/images/mancom_Francia_big.jpg) John Eric T. Francia Group Head, Corporate Strategy](http://www.ayala.com.ph/images/mancom_Francia_big.jpg) |  | [[http://www.ayala.com.ph/images/mancom_DeLeon_thumb.jpg](http://www.ayala.com.ph/images/mancom_DeLeon_big.jpg) Maria Lourdes Heras-de Leon President Ayala Foundation, Inc.](http://www.ayala.com.ph/images/mancom_DeLeon_big.jpg) |  | [[http://www.ayala.com.ph/images/mancom_Gonzalez_thumb.jpg](http://www.ayala.com.ph/images/mancom_Gonzalez_big.jpg) Delfin 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.jpg](http://www.ayala.com.ph/images/mancom_Hermosura_big.jpg) Solomon Hermosura Group Head, Legal and Compliance](http://www.ayala.com.ph/images/mancom_Hermosura_big.jpg) |  |
| [[http://www.ayala.com.ph/images/mancom_Manotok_thumb.jpg](http://www.ayala.com.ph/images/mancom_Manotok_big.jpg) Rufino Luis Manotok Chairman and CEO Ayala Automotive Holdings Corporation](http://www.ayala.com.ph/images/mancom_Manotok_big.jpg) |  | [[http://www.ayala.com.ph/images/mancom_Montinola_thumb.jpg](http://www.ayala.com.ph/images/mancom_Montinola_big.jpg) Aurelio Montinola III President and CEO Bank of the Philippine Islands](http://www.ayala.com.ph/images/mancom_Montinola_big.jpg) |  | [[http://www.ayala.com.ph/images/mancom_Orbeta_thumb.jpg](http://www.ayala.com.ph/images/mancom_Orbeta_big.jpg) John Philip S. Orbeta Group Head, Corporate Resources](http://www.ayala.com.ph/images/mancom_Orbeta_big.jpg) |  | [[http://www.ayala.com.ph/images/mancom_Tan_thumb.jpg](http://www.ayala.com.ph/images/mancom_Tan_big.jpg) Arthur R. Tan President and CEO Integrated 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 AYALA Chairman and CEO | FERNANDO ZOBEL DE AYALA President and COO |
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| GERARDO C. ABLAZA, JR. Senior Managing Director | JOHN ERIC T. FRANCIA Group Head, Corporate Strategy & Development |
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| DELFIN C. GONZALEZ, JR. Chief Finance Officer | SOLOMON M. HERMOSURA Group Head, Legal & Compliance |

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| JOHN PHILIP S. ORBETA Group Head, Corporate Resources |  |

*As disclosed on April 18, 2011*

SENIOR MANAGING DIRECTORS

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| GERARDO C. ABLAZA, JR. President and CEO Manila Water Company, Inc. | ANTONINO T. AQUINO President and CEO Ayala Land, Inc. |
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| RUFINO LUIS T. MANOTOK Chairman and CEO Ayala Automotive Holdings Corporation | ARTHUR R. TAN President and CEO Integrated Micro-Electronics, Inc. |
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MANAGING DIRECTORS

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| --- | --- |
| JOHN ERIC T. FRANCIA Group Head, Corporate Strategy and Development | DELFIN C. GONZALEZ, JR. Chief Finance Officer |
|  |  |
| SOLOMON M. HERMOSURA General Counsel, Corporate Secretary, and Compliance Officer | RUFINO F. MELO III Controller |
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| RAMON G. OPULENCIA Treasurer | JOHN PHILIP S. ORBETA Group Head, Corporate Resources |
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| GINAFLOR C. ORIS Head, Corporate Finance and Asset Management |  |
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| *Seconded to subsidiaries* |  |
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| ALFREDO I. AYALA Chief Executive Officer LiveIt Investments, Ltd. | FERDINAND M. DE LA CRUZ Group Head, East Zone Business Operations Manila Water Company |
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| MARIA LOURDERS HERAS-DE LEON President, Ayala Foundation, Inc. | GIL B. GENIO President Innove Communications |
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| RONALD LUIS S. GOSECO, JR. Treasurer and CFO AC Energy Holdings, Inc. | RICARDO NICANOR N. JACINTO President and CEO Habitat for Humanity Philippines |
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| JOSE TEODORO K. LIMCAOCO President BPI Family Savings Bank, Inc. | SHERISA P. NUESA Managing Director Ayala Land Commercial REIT, Inc. |
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| LUIS JUAN B. ORETA Chief Finance Officer Manila Water Company, Inc. | VIRGILIO C. RIVERA, JR. Head, Regulation and Corporate Development Manila Water Company, Inc. |
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| JAIME E. YSMAEL Chief Finance Officer Ayala Land, Inc. | RAMON M. ZIALCITA General Manager Honda Cars Makati, Inc. |

ASSOCIATE DIRECTORS

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| ALEXANDER T. CORDERO Internal Auditor | EMILY C. DE LARA Head, Corporate Communications |
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| FELIPE P. ESTRELLA Head, Financial Planning and Analysis | ROMUALDO L.  KATIGBAK Assistant Treasurer |
|  |  |
| NOEL ELI B. KINTANAR Head, Business Development - Infrastructure | GUILLERMO M. LUZ |
|  |  |
| MARIA ANGELICA B. RAPADAS Chief Information Officer | SHEILA MARIE U. TAN Assistant Corporate Secretary Legal and Compliance |
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| NORMA P. TORRES Head, Investor Relations | JAIME P. VILLEGAS Chief Internal Auditor |
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| *Seconded to subsidiaries* |  |
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| RUBY P. CHIONG CFO, Ayala Malls Group Ayala Land, Inc. | ROSALLIE A. DIMAANO Head, Consumer Business Advisory, Finance and Administration Group Globe Telecom, Inc. |
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| ERWIN P. LOCSIN LiveIt Investments, Ltd. | MONINA C. MACAVINTA Group Head, Human Resources Ayala Automotive Holdings Corporation |
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| RAFAEL NESTOR V. MANTARING Vice President Integrated Micro-Electronics, Inc. | JENARA ROSANNA F. ONG Chief Finance Officer Ayala Automotive Holdings Corporation |
|  |  |
| RENE D. PANINGBATAN General Manager Isuzu Automotive Dealership, Inc. | ANTONIO J. PINEDA General Manager Isuzu Cebu |
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| ALFONSO JAVIER D. REYES Head, Investor Communications & Compliance Ayala Land, Inc. | MA. VICTORIA P. SUGAPONG Chief Risk Officer Manila Water Company, Inc. |
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| CATHERINE HUFANA-ANG Group Risk Management |  |
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CONSULTANTS/ADVISERS

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| --- | --- |
| DELFIN L. LAZARO | MERCEDITA S. NOLLEDO Senior Counsel |
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| PATRICE RENE CLAUSSE | CARLOS C. REYES President Ayala 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.  *.*   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | [[http://www.ayala.com.ph/images/Jaime-Zobel-de-Ayala-BOD-png.png](http://www.ayala.com.ph/images/Jaime-Zobel-de-Ayala-BOD.jpg) Jaime Zobel de Ayala Chairman Emeritus](http://www.ayala.com.ph/images/Jaime-Zobel-de-Ayala-BOD.jpg) |  | [[http://www.ayala.com.ph/images/jaza-small.jpg](http://www.ayala.com.ph/images/jaza.jpg) Jaime Augusto Zobel de Ayala Chairman and CEO](http://www.ayala.com.ph/images/jaza.jpg) |  | [[http://www.ayala.com.ph/images/fza-small.jpg](http://www.ayala.com.ph/images/fza.jpg) Fernando Zobel de Ayala Vice Chairman](http://www.ayala.com.ph/images/fza.jpg) |  | | [[http://www.ayala.com.ph/images/loinaz-small.jpg](http://www.ayala.com.ph/images/loinaz.jpg) Xavier P. Loinaz Independent Director](http://www.ayala.com.ph/images/loinaz.jpg) |  | [[http://www.ayala.com.ph/images/lazaro-small.jpg](http://www.ayala.com.ph/images/lazaro.jpg) Delfin L. Lazaro  Director](http://www.ayala.com.ph/images/lazaro.jpg) |  | [[http://www.ayala.com.ph/images/nobuyaichiki-small.jpg](http://www.ayala.com.ph/images/nobuyaichiki.jpg) Nobuya Ichiki Director](http://www.ayala.com.ph/images/nobuyaichiki.jpg) |  | [[http://www.ayala.com.ph/images/delrosario-small.jpg](http://www.ayala.com.ph/images/delrosario.jpg) Ramon R. del Rosario, Jr. Independent Director](http://www.ayala.com.ph/images/delrosario.jpg) |  | [[http://www.ayala.com.ph/images/periquet-small.jpg](http://www.ayala.com.ph/images/periquet.jpg) Antonio Jose U. Periquet Independent Director](http://www.ayala.com.ph/images/periquet.jpg) |  | |  |  |  |  |  |  |  |  |  |  |  |  | | --- | | Board Committees | | Executive Committee  Jaime Augusto Zobel de Ayala, Chairman Fernando Zobel de Ayala Nobuya Ichiki  Personnel and Compensation Committee  Ramon R. del Rosario, Jr., Chairman Delfin L. Lazaro Nobuya Ichiki  Nomination Committee  Ramon del Rosario, Jr., Chairman Jaime Augusto Zobel de Ayala Fernando Zobel de Ayala  Audit and Risk Committee  Xavier P. Loinaz, Chairman Nobuya Ichiki Ramon R. del Rosario, Jr.  Finance Committee  Delfin L. Lazaro, Chairman Antonio Jose U. Periquet Gerardo C. Ablaza, Jr. Deflin C. Gonzalez, Jr. John Eric T Francia  Proxy Validation Committee  Solomon M. Hermosura, Chairman Jaime P. Villegas Rufino F. Melo III | |