TO REACH NEW HEIGHTS
AYALA FOUNDATION IS MOVING TO REACH NEW HEIGHTS

- To work closely with communities so we can continue helping improve lives.

Because the faster we keep moving, the closer we get to a brighter future for the Filipino.
Our Vision
Communities where people are productive, creative, self-reliant, and proud to be Filipino.

Our Mission
Understanding community realities and engaging people in the change process.

Acting as catalyst for inclusion to bridge community and business aspirations.

Building and nurturing partnerships with public and private groups, civil society, and Ayala to achieve impact, scale, and sustainability for everyone involved.

Our Values
We have a deep love of country. We believe in shared prosperity. We are creative and innovative. We act with integrity. We strive for excellence. We collaborate and work as a team.
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MESSAGE FROM THE CO-CHAIRMEN

Dear Stakeholders,

Looking back on the past year allows us a chance to reflect on the impact that Ayala Foundation’s programs and projects have had on the country, not only in the recent past, but also since it first began its operations.

By expanding our footprint in more communities across the archipelago, the Ayala group, the foundation included, has sustained its contributions in building the nation. We strive to see potential in the most difficult challenges and ensure that our operations become better to enable more opportunities for the Filipino people.
The foundation begins 2018 with a renewed commitment to help improve people’s lives across the nation. In collaboration with our donors, partners, management and staff, and stakeholders, we will work even harder to provide sustainable solutions to the problems that the Philippines faces.

Our Siyapen Center project with the Islamic City of Marawi emphasizes the importance of the partnerships we continue to nurture. Originally developed as a community-based center for the holistic care of drug dependents, Siyapen will also now serve as an economic hub for Marawi residents displaced by the recent conflict, principally those in need of short-term employment, on a cash-for-work basis.

To highlight the importance of peace and unity amid diversity, and to do our part in preserving the different facets of Filipino heritage, we showed the rich colors and diversity of Muslim culture through the Manāra interactive traveling exhibit, which made the rounds of Luzon, Visayas, and Mindanao.

A new and exciting venture for the Ayala Museum was the first Diorama VR Experience, through which Philippine history was brought to life, and made more engaging to contemporary audiences. The exhibit rendered the execution of Dr. Jose Rizal into virtual reality, allowing visitors to imagine themselves as witnesses to the execution, or even as our national hero himself.

Ayala has long been committed to national development, and we continue to actively respond to the nation’s call for support. Our alignment with the Department of Agriculture for its Corporate Rice Farming Program (CRFP) allowed us to connect rice farmers across the country directly with institutional markets, empowering them not only with added income, but also with more confidence and experience in dealing with buyers.

Growing partnerships with organizations and individuals in the implementation of core initiatives like CENTEX education, Leadership Communities, the Ayala...
Young Leaders Program, the Filipino Young Leaders Program, the Calauan farmers’ program, and Iraya-Mangyan community development helped us to deepen and widen the scope of these programs.

The foundation’s expanded network and reach also allowed us to establish a new partnership for the benefit of students through a project that advances digital education for ten million children all over the world. As the first implementing partner of ProFuturo in Southeast Asia, Ayala Foundation will seek to enhance the knowledge of Filipino school children from the countryside vis-à-vis their counterparts in Europe, Sub-Saharan Africa, and Latin America.

In art, we ventured into the global space through Fernando Zóbel’s “Contrapuntos,” whose featured works embodied a harmonious synthesis of east and west. Through “Contrapuntos,” Ayala Museum became the first Philippine museum to have a collateral event at La Biennale di Venezia, which, since its establishment in 1895, has become one of the most prestigious cultural institutions in the world.

By expanding our footprint in more communities across the archipelago, the Ayala group, the foundation included, has sustained its contributions in building the nation. We strive to see potential in the most difficult challenges and ensure that our operations become better to enable more opportunities for the Filipino people.

Here on our own shores, the work of world-class international underwater photographers were showcased through the Tubbataha Exhibit. The exhibit aimed to emphasize our collective role in preserving the country’s natural resources, namely, the Tubbataha Reef, which the United Nations has named a World Marine Heritage Site.

We have seen that there is no limit to the impact the Ayala Foundation can have as we continue to forge more meaningful and relevant partnerships within the Ayala group of companies, and with communities, government and non-government organization, and international institutions for education, youth leadership, sustainable livelihood, and arts and culture.

The foundation begins 2018 with a renewed commitment to help improve people’s lives across the nation. In collaboration with our donors, partners, management and staff, and stakeholders, we will work even harder to provide sustainable solutions to the problems that the Philippines faces. As always, the welfare of the communities and the people we serve remain at the heart of our endeavors.

We are grateful for your continued commitment.

Jaime Augusto Zobel de Ayala
Fernando Zobel de Ayala

Co-Chairmen
MESSAGE FROM THE PRESIDENT

Dear Stakeholders,

The year 2017 was when we at Ayala Foundation aimed to “BE FAST”—Better, Faster, and Stronger. And we achieved this by harnessing the power of partnerships.

We worked to be better at aligning our initiatives with the goals and aspirations of our stakeholders; faster in the way we identify and focus on opportunities that will benefit our program communities; and stronger in how we provide impactful solutions and interventions.

As we continue our journey to become an acknowledged expert in community development, Ayala Foundation also actively contributes to Ayala’s goal of “accelerating the future.” Through programs in education, youth leadership, sustainable livelihood, and arts and culture, we hope to expand and deepen our footprint in various communities, as well as touch and improve lives.
To achieve this, we remained true to what we call our “AFI–3Cs–2Ps” strategy—alignment, focus, and impact, harnessing the resources of our conglomerate, for the benefit of the communities and the country, supported by the right people and established processes.

As a result, we made significant headway in expanding our reach and deepening our impact through our programs.

We stepped up our collaboration with the Ayala group, our primary stakeholder. One proof of this is our groupwide participation in the Department of Education’s Brigada Eskwela program. As One Ayala, we saw a 439-percent increase in the number of Ayala group volunteers at the annual Brigadang Ayala—an immense jump to 2,005 volunteers in 2017, from 372 volunteers in 2016.

Inspired by the solid participation of Ayala citizens in an initiative of national importance, we looked for ways to enhance the collective strengths of Ayala’s 45,000-plus-strong workforce. As a result, we partnered with AC Synergy to start the “Synergy for Social Good” initiative, which would encourage businesses to move in unison, and consolidating individual strengths for social impact.

In the coming years, we hope to make an even bigger impact in the lives of people we serve, and we hope that you will continue to be with us, transforming our empathy for communities and the country into meaningful action.

Our continuing engagement with different Ayala companies has become both “better” and “stronger”—better, in terms of seamlessly integrating business solutions with social concerns, and stronger, in terms of our programs helping program communities becoming more productive and resilient.

In particular, our partnership with Ayala Land gained traction on several fronts. The MDC Greens Farms, implemented with the Makati Development Corporation, saw 30 farmers experiencing a 21-percent sustained increase in their monthly income, as they continued to cultivate ornamental plants for MDC’s landscaping needs. The three-year community development program in the Lio Tourism Estate in El Nido, Palawan saw new business opportunities for our communities. With the help of market research, the Lio program is kickstarting four community enterprises that also address the needs of the estate—vegetable production, choco-cashew production, laundry service, and manpower service. To enhance the experience of guests of the Greenbelt area, the Ayala Museum partnered with the Ayala Malls for the Greenbelt Ayala Museum Experience (G.A.M.E.), which brings captivating public art outdoors.

In addition, the Ayala Museum’s art expertise was recognized by the Bank of the Philippine Islands, as signified by the agreement between BPI and Ayala Foundation to manage and catalogue the bank’s art collection, which is composed of close to 400 art pieces, many of which are the works of some of greatest Filipino artists. Manila Water also

We strengthened our partnership with the ARMM for the Bangsamoro Young Leaders Program—Leadership Communities.
recognized the expertise of the Filipinas Heritage Library as they collaborated on an information management project. In addition, Shell entrusted its 200-plus collection from the Shell Art Awards to the Ayala Museum—proof of the museum's stature as a top cultural institution.

Our partnerships also grew better, faster, and stronger as we worked toward greater relevance among our external stakeholders. We are happy to see the youth of the Autonomous Region of Muslim Mindanao (ARMM), with the completion of the first cycle of the Bangsamoro Young Leaders Program—Leadership Communities (BYLP—LeadCom), which we implemented in partnership with the ARMM—Office of the Regional Governor and the Eisenhower Fellows Association of the Philippines. In 2017 the community-based youth projects implemented under LeadCom reached 35, a 75-percent increase from 2016’s 20 projects.

We also affirmed our strong commitment to the country, proudly sharing our Filipino identity across the nation, and even the rest of the world. We partnered with programs championed by the national government, as our way of contributing to the development agenda of the administration. The tragic Marawi Siege delayed the opening of the Siyapen Center, a 70-bed health facility for the inpatient and outpatient care of drug dependents. However, we also had the opportunity to expand the use of the facility for the benefit of Marawi’s internally displaced peoples. The Siyapen Center will also serve as a hub for economic activity as the community walks on the path to recovery. We also championed the Department of Agriculture’s Corporate Rice Farming Program, as we mobilized the Ayala Multi-Purpose Cooperative to connect local farmers cooperatives with Ayala companies, such as Seda Atria in Iloilo and the Lio Tourism Estate in El Nido. Lastly, we serve as partners in the promotion of uplifting stories of Filipinos through the Office of the Vice President’s Istorya ng Pag-Asa Film Festival.

None of these milestones would have been possible without the help of better, faster, and stronger internal manpower and processes. We rolled out a systematic internal learning program in community development, while also forging ties with some of the country’s top universities for collaborative initiatives geared toward recruitment, career development, and continued learning. We instituted reforms geared toward enterprise risk management as one of our ways to make Ayala Foundation more robust.

There was so much to be grateful for in 2017, and we at Ayala Foundation would like to emphasize that you, our stakeholders and partners, inspired and played a critical role in ensuring that our initiatives are “better, faster, and stronger” in 2017.

In the coming years, we hope to make an even bigger impact in the lives of people we serve, and we hope that you will continue to be with us, transforming our empathy for communities and the country into meaningful action.

To achieve this, we remained true to what we call our “AFI–3Cs–2Ps” strategy—alignment, focus, and impact, harnessing the resources of our conglomerate, for the benefit of the communities and the country, supported by the right people and established processes.

More than 2,000 volunteers joined Brigadang Ayala 2017.

Ruel T. Maranan
President
OUR PROGRAMS

We implement and sustain programs to help improve lives.
2017 Highlights

OUR PROGRAM MAP

I
Education

II
Youth Leadership

III
Education
Youth Leadership

NCR
Education
Youth Leadership

Arts & Culture

IV-A
Education
Sustainable Livelihood

V
Education
Youth Leadership

IV-B
Education
Sustainable Livelihood

VIII
Education
Youth Leadership
Disaster Rehabilitation

VI
Education
Youth Leadership
Arts & Culture
Disaster Rehabilitation

VII
Education
Youth Leadership
Arts & Culture
Disaster Rehabilitation

X
Education
Youth Leadership
Generika donation (CDO)

ARMM
Education
Youth Leadership
Marawi-Siyapen;
Generika donation
Manara Exhibit (Cotabato City)

XI
Education
Youth Leadership
Arts & Culture
In 2017, Ayala Foundation programs made an impact in the lives of people in 26 provinces as well as Metro Manila.

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2017 Highlights

OUR PROGRAM SPENDING

The full version of our audited financial statements is available for download at http://www.ayalafoundation.org/annual-reports
PROGRAM HIGHLIGHTS

We nurture partnerships to help communities.
Education

PROFUTURO

ProFuturo uses digital technology to provide access to quality, transformational, and universal education. By bridging the digital divide within the education sector, it provides access to equal opportunities for boys and girls, in a more inclusive and global society.
Piloted the program in 31 schools—14 in El Nido, Palawan; 17 schools in Puerto Galera, Oriental Mindoro

**TRAINING**

- Trained 195 teachers—87 teachers in El Nido, 108 teachers in Oriental Mindoro

**PROGRAM PARTNERS**

- ProFuturo Foundation, together with Fundación Telefónica and Fundación Bancaria “la Caixa”
- Department of Education
- Local government units

**YEAR STARTED**

- 2017

**PROGRAM SITES**

- El Nido, Palawan
- Puerto Galera, Oriental Mindoro

**QUICK STATS**

- Piloted the program in 31 schools—14 in El Nido, Palawan; 17 schools in Puerto Galera, Oriental Mindoro
- Trained 195 teachers—87 teachers in El Nido, 108 teachers in Oriental Mindoro
As the flagship education program of Ayala Foundation, CENTEX considers child development to be the collaborative work of teachers, parents, community members, and other stakeholders. It focuses on the essentials for lifelong learning—classroom pedagogy, development of critical thinking skills, values clarification, and use of technology in the classroom.
YEAR STARTED
1998

PROGRAM PARTNERS
• Department of Education
• Local government units
• Private donors, including Ayala Corporation, Ayala Land, Chevron, Children’s Hour, Globe Telecom, Harlan + Holden, Macquarie, and others

PROGRAM SITES
• Manila
• Batangas
• Silang, Cavite
• Puerto Galera, Oriental Mindoro
• Ligao City, Albay
• Iloilo
• Aklan
• Cagayan de Oro City
CENTEX started with two public schools in Manila and Batangas, and has now evolved into a program that delivers the “CENTEX way” of education through mentoring and teacher training.
Trained 190 new teachers
Centex Training Institute–trained teachers reached 12,678 students
Implemented the program in 17 new schools

Two original sites (Manila and Batangas) had a 100-percent promotion rate
Cohort survival rate of two original sites reached 98-percent (v. 73.5-percent national average), with an 85-percent teacher proficiency rating
Global Filipino Schools (GFS) empowers schools to become 21st-century ready educational institutions by providing them with support systems that meet UNESCO standards. These include sustainable ICT-proficiency training for teachers, an ICT-equipped school environment, and committed education stakeholders.
YEAR STARTED
2015

PROGRAM SITES
• Cagayan de Oro City
• Manila
• Bauan and San Pascual, Batangas
• New Washington, Aklan
• Silay City, Negros Occidental
• Ligao City, Albay
• Carles, Iloilo

PROGRAM PARTNERS
• Globe Telecom
• Department of Education
• Local government units
• Private donors (CLSA, Huawei, and Mitsubishi)

QUICK STATS

Trained 69 teachers
Reached 1,394 students
Set up labs in 2 schools
Officially turned over the project back to Globe after reaching 11 schools and 10,896 students in two years

TO REACH NEW HEIGHTS
Youth Leadership

LEADERSHIP COMMUNITIES

LeadCom uses a needs-based, grassroots approach to youth empowerment. By harnessing the youth’s potential for leadership and community service, LeadCom engages young men and women of a community by taking them through a leadership development process that helps them ideate, implement, and sustain projects that address specific community needs.
2015

PROGRAM SITES

• Basilan
• Lanao del Sur
• Maguindanao
• Sulu
• Cagayan de Oro City
• Tawi-Tawi
• Lanao del Norte
• Iloilo

YEAR STARTED

PROGRAM PARTNERS

• Local government units
• Youth organizations and youth-serving organizations
• Private funders (GN Power/AC Energy)
• Office of the Regional Governor–ARMM and Eisenhower Fellows Association of the Philippines, for Bangsamoro Young Leaders Program–LeadCom

QUICK STATS

Reached 2 new sites
—Carles and Estancia, Iloilo
Trained 215 youth in ARMM, Lanao del Norte, and Iloilo
Helped form 43 youth groups
Helped implement 35 community projects
Received support from 200 volunteers

TO REACH NEW HEIGHTS 27
Youth Leadership

FILIPINO YOUNG LEADERS PROGRAM

FYLPro taps outstanding young Filipino Americans who possess a sincere desire to be engaged in their respective communities and promote the Philippines’ further development. Through a weeklong immersion program in the Philippines, they get to reconnect with the country of their ancestry, and serve as partners in advancing the interests of Filipino Americans, and forging closer United States–Philippines relations.
YEAR STARTED
2012

PROGRAM SITES
Key US states and territories with significant Filipino American communities

PROGRAM PARTNERS
- Philippines Embassy in Washington, DC
- Department of Foreign Affairs
- American Chamber of Commerce in the Philippines and Makati Business Club
- FYLPro alumni

QUICK STATS
- 10 delegates in 2017
- 60 alumni
Youth Leadership

AYALA YOUNG LEADERS CONGRESS

Ayala Young Leaders Congress (AYLC) is a student leadership summit designed to build confidence, hone leadership skills, nurture commitment, foster nationalism and idealism, and encourage faithful stewardship.
80 Congress delegates
1,449 alumni
Funded 3 new Starfish projects

YEAR STARTED
1998

PROGRAM SITES
Nationwide

PROGRAM PARTNER
Ayala group of companies

QUICK STATS
Community Development and Sustainable Livelihood

PROJECT LIO

The Lio engagement is a community development project for two communities in El Nido, Palawan—Villa Libertad and Pasadeña. It is guided by a five-year community development plan, which aims to help the communities surrounding the Lio Tourism Estate grow and develop as economic activity in the area flourishes.
YEAR STARTED
2011

PROGRAM SITE
El Nido, Palawan

PROGRAM PARTNER
Ayala Land, through Ten Knots Philippines

QUICK STATS

- **2 Barangays reached**
- **4 Enterprises identified for development**
- Kicked off the **construction of the choco-cashew production facility**
- **3 Community organizations revived and reactivated**
- **12 Individuals** trained for a choco cashew production project
- **Connected 1 farmers’** cooperative to Ayala Hotels and Resorts, through the government’s corporate rice farming project
Southville 7 in Calauan, Laguna, is a 107-hectare relocation site for families displaced by Typhoon Ondoy and the Pasig River rehabilitation. Owned by the National Housing Authority, the property is home to roughly 4,500 families. Together with our partners, we are implementing sustainable livelihood projects (through employment or enterprise) for families in the area. One such project is the MDC Greens project, which grows ornamental plants. We also connect skilled workers in the community to Ayala businesses for potential engagement.
4 hectares farming area for MDC Greens

30 farmers included in MDC Greens project

21-percent sustained increase in monthly income among participating farmers

₱4 million value of purchase orders for ornamental plants from MDC

YEAR STARTED

2012

PROGRAM SITE

Calauan, Laguna

PROGRAM PARTNERS

• Municipal government of Calauan
• Salesians of Don Bosco
• Franciscan Sisters of the Sacred Heart
• Ayala group of companies, particularly Ayala Corporation, Ayala Land’s Makati Development Corporation, and Laguna AAA Water Corporation
Community Development and Sustainable Livelihood

IRAYA-MANGYAN PROGRAM

Our Iraya-Mangyan Project is committed to the education and skills training of the indigenous Iraya-Mangyan community of Puerto Galera, Oriental Mindoro. For Sustainable Livelihood, Ayala Foundation helps the Iraya-Mangyan community in Talipanan in reviving their tradition of weaving, particularly in the creation of beautiful but functional nito baskets. With the help of our donors and partners, we also provide training in dressmaking, electrical skills, masonry, and agriculture, among others.
YEAR STARTED
1991

PROGRAM SITE
Puerto Galera, Oriental Mindoro

PROGRAM PARTNERS
• Ayala group of companies
• Sisters of Charity of St. Anne
• Private donors

QUICK STATS

□ 4 Iraya-Mangyan stores in Ayala Malls

□ 224 engaged in livelihood programs

□ 78 scholars for high school and college

□ 120 students provided daily feeding during school days
As one of the leading private museums in the country, the Ayala Museum makes Philippine history, art, and culture accessible to the public through engaging exhibitions and exciting cultural programs. The Ayala Museum uses both traditional and nontraditional platforms to present our country’s rich heritage in fresh, engaging, and innovative ways.
YEAR STARTED
1967

PROGRAM SITES
Makati City, also nationwide (through traveling exhibits) and global (through items on loan)

PROGRAM PARTNERS
• Private collectors
• Ayala group of companies
• Local government units (for travelling exhibits)

QUICK STATS
134,138 museum and library visitorship
7.5 million reach of museum’s social media sites
9,706 visitorship for Zóbel Contrapuntos in Venice
The Filipinas Heritage Library (FHL) houses contemporary and rare volumes on Philippine art, history, and culture; vintage recordings of Philippine music; vintage photographs; and maps, periodicals, and multimedia materials. The library has also embarked on a massive digitization project to make a significant part of its collection available online. In addition, FHL partners with government and private groups to develop community libraries, through the OurLibrary program.
YEAR STARTED
1996

PROGRAM SITES
Makati City and nationwide

PROGRAM PARTNERS
- Local government units
- Bank of the Philippine Islands
- Ayala Land
- Globe Telecom
- Private organizations

QUICK STATS
- 134,138 museum and library visitorship
- 2 new sites for “Color in History” traveling exhibit
- 600,000 reach of library’s social media sites
- 700,000 reach of library website
- 2 OurLibrary sites turned over to two schools
Disaster Response and Rehabilitation

SUPPORT FOR DISASTER REHABILITATION

We are helping communities severely damaged by Yolanda (Haiyan) as they work toward complete recovery. We have also formalized an engagement with the Philippine Disaster Recovery Foundation for various disaster response and rehabilitation initiatives.

YEAR STARTED
2013

PROGRAM SITES
• Estancia and Carles, Iloilo
• Tacloban, Leyte
PROGRAM PARTNERS

- Ayala group of companies, especially Ayala Corporation and Ayala Land (including Makati Development Corporation)
- Department of Education
- Local government units
- Private funders such as CLSA and Tetra Laval
- Philippine Disaster Recovery Foundation

QUICK STATS

2 OurLibrary sites turned over to two schools
1 fishing boat turned over to Jolog cooperative
1 fish processing facility turned over to Jolog cooperative
2 classrooms built for Tanza Elementary School in Iloilo
1 evacuation center turned over in Tacloban City
1,395 students and 52 teachers benefited from installation of water system in three schools in Iloilo
WITH THE CONGLOMERATE

We work closely with the Ayala group to find meaningful alignment between business and community.
ALIGNING WITH THE CONGLOMERATE

Partnerships, especially with the Ayala group, help us move forward.

Together with AC Synergy, we took the first steps toward the development of the Ayala Council for Social Good
Partnerships and collaboration served as the backbone of our initiatives during the year. By harnessing available opportunities for synergy and growth, we deepened our alignment with our primary stakeholders—our colleagues within the Ayala group of companies.

As Ayala affirmed its commitment to “accelerating the future,” Ayala Foundation also carried out its function as the group’s social development arm, through programs that address various development challenges.

Here are some initiatives that allowed the Ayala group to be of greater service to Filipinos, through Ayala Foundation.

**Connecting business and community**

Guided by the principles of community development, we continued our partnership with Ayala Land, through its subsidiary Ten Knots Philippines, for communities surrounding the Lio Tourism Estate in El Nido, Palawan, where quick-win projects and long-term initiatives for two barangays in El Nido—Villa Libertad and Pasadeña—would be implemented.
We conducted market research and identified enterprises with the highest economic potential. The study identified the following: vegetable growing, laundry service, on-call manpower service, and the production of chocolate and cashew confections. Groundwork for the choco-cashew enterprise started with the training of 12 workers, construction of a processing center, procurement of project materials and equipment, and test production.

At least three community organizations were revived—Pasadeña Farmers Association, Lamoro–Pasadeña People’s Organization (fisherfolk), and Pasadeña Women’s Association. Two barangays were also partners for interventions in health, education, and community events. This is to prepare them supply the growing needs of the area, including those of Ten Knots.

Meanwhile, the ornamental farm established in the Ayala property in Calauan, Laguna, continued to provide sustainable income for the farmers. Thirty farmers till a total of four hectares, enabling each to have a monthly income that is higher than the basic rates set by the Department of Labor and Employment (DOLE) in Calauan. This project is implemented in partnership with the Makati Development Corporation (MDC).

The ornamental plants ordered by MDC from our Calauan farmers were valued at P4 million for the year. This partnership significantly improved the lives of farmers and boosted their confidence as owners of their own business. The plants provided a welcome feature of various Ayala properties.
We partnered with Laguna Water to make potable water available to business locators in a property near the community. This will provide locators such as Kapwa Greens with safe water. Kapwa Greens, the makers of Tsaa Laya, signed a three-year lease agreement with us for its tea processing and production facility, employing members of the Calauan community.

Students from Carles Central School in Iloilo benefit from the integration of technology and education through our Global Filipino Schools program, which is now present in 11 schools.

We also continued to look for opportunities to create shared value for Ayala businesses. Ayala Foundation opened doors for the internship of technical and vocational education training (TVET) students from Don Bosco Calauan in Honda and KTM, hoping for employment after the internship.

Partnerships and collaboration served as the backbone of our initiatives during the year. By harnessing available opportunities for synergy and growth, we deepened our alignment with our primary stakeholders—our colleagues within the Ayala group of companies.

A shared commitment to education and youth empowerment

The Ayala group remained close allies in empowering our youth—through education and leadership programs—in different parts of the community.

We completed two years of implementation of Global Filipino Schools (GFS), a partnership program with Globe Telecom, the Department of Education, and different local government units. Efforts to provide fully equipped computer laboratories for public elementary schools, bring Internet connectivity, and enhance teaching skills allowed us to deliver the program to a total of 11 schools—training 297 teachers and reaching 10,896 students. In the coming years, Globe and DepEd will kick off the expansion of GFS in various school divisions.
The Ayala Young Leaders Congress continues to be a venue for the Ayala group to invest in the Filipino youth.
In partnership with AC Infra and MCX Tollway, we developed \(E = MC^x\) (Education Moving Communities), which promotes educational field trips that enhance creativity and imagination. This program also seeks ways to maximize the use of MCX’s office space as a venue to liven up the educational experience. For its pilot implementation in 2018, \(E = MC^x\) will use a module centering on developing numeracy skills and global citizenship skills, starting with road safety and values integration.

The 19th Ayala Young Leaders Congress, which carried the theme “Leadership: Empathize, Engage, Empower,” was attended by 80 youth leaders from all over the country. In partnership with the Center for Creative Leadership, the direction-alignment-commitment (DAC) model was adopted as a framework for leadership consultation process in the congress. AYLC continues to be a venue for the entire Ayala group to strategically invest in the youth and ultimately contribute to national development.

We partnered with Ayala companies to bring our community-based youth leadership program Leadership Communities (LeadCom) to some of their sites of operation. The first run of GNPower Kauswagan (GNPK)–LeadCom in two municipalities in Lanao del Norte (Linamon and Kauswagan) benefited 40 young leaders from eight youth groups. GNPK–LeadCom implemented eight youth-led community projects focusing on livelihood and environment. These included a bookstore and printing services shop in Linamon, a pig-raising enterprise in Kauswagan, and an organic fertilizer project, also in Linamon.

As Ayala affirmed its commitment to “accelerating the future,” Ayala Foundation also carried out its function as the group’s social development arm, through programs that address various development challenges.
LeadCom also expanded in the municipalities of Carles and Estancia in Iloilo targeting 10 youth groups. LeadCom will help sustain the gains of other Ayala Foundation programs such as disaster rehabilitation and education in these Yolanda-affected areas. The improved skills of participating youth leaders—many of whom are out-of-school youths—will also help them improve their productivity in their local communities.

In Cagayan de Oro City, Ayala Foundation partnered with the city government and Balay Mindanaw Foundation for the third run of LeadCom in 2018. CDO committed to a counterpart fund of ₱1.8 million.

Our Leadership Communities program continues to inspire young leaders to make a difference in their communities, such as this livelihood project currently being implemented in northern Iloilo.
We continued to nurture the relationship we have started with our dynamic Filipino American youth. The Filipino Young Leaders Program (FYLPro, formerly Filipino American Young Leaders Program) reconnected 10 new leaders to the country of their ancestry through an immersion program. The FYLPro alumni network is now composed of 60 young leaders from different parts of the United States. Now on its sixth year, the immersion program is conducted by Ayala Foundation and supported by the Ayala group. Our program partners are the Philippine Embassy in Washington, D.C., the American Chamber of Commerce in the Philippines, and the Makati Business Club.

FYLPro continues to forge a strong connection between Filipino Americans and the country of their ancestry.

The Ayala group also remained close allies in empowering our youth—through education and leadership programs—in different parts of the community.
Building stakeholder relationships through art

The joy and wonder that art brings can also serve to strengthen our ties with our current stakeholders, and establish relationships with new partners.

As the country welcomed our friends from the Association of Southeast Asian Nations during the ASEAN Summit, the Ayala Museum and the Filipinas Heritage Library also opened their doors to representatives from various sectors attending the summit. A total of 185 delegates from 10 countries experienced the richness of Philippine art and history through the museum’s inspiring exhibitions. This effort served not only to showcase the country’s treasures for the appreciation of our Southeast Asian neighbors, but also showed the Ayala group’s commitment to preserving and promoting Philippine culture.

We also showed that museums and libraries offer highly specialized skills that can serve specific needs. This could be exemplified by our partnership with the Bank of the Philippine Islands for the management of the BPI Art Collection. This partnership oversees the cataloguing and assessment of almost 400 significant art pieces that are part of BPI’s—and the country’s—art treasures.

We kicked off our partnership with the Ayala Malls for the Greenbelt + Ayala Museum Experience (G.A.M.E.) program. An artist collaboration between Greenbelt, Ayala Museum, and artists and designers, G.A.M.E brings to the forefront the country’s unique history and culture through inspiring artistry and craftsmanship.

The inaugural exhibit for G.A.M.E. was a collaboration with designer Lulu Tan Gan. The special art installation, called “Yarn Bomb Knit Bomb,” delighted passersby with its bright, bold colors and retro patterns, which decorated the trees and gardens. This was done through amazing traditional ways of constructing fabrics; knitting, crocheting, and weaving, aptly bringing to light the Philippines’ long weaving traditions and culture.

The Filipinas Heritage Library also shared its expertise with Manila Water Company for a record management project, thus bringing the science of library and information management to some aspects of Manila Water’s operations.

Another milestone for us was the turnover of over 200 pieces of valuable artworks from the Shell Art Collection. The collection, gathered over 50 years of the Shell Art Awards, will become part of the museum’s collection.
Greenbelt and Ayala Museum are working to bring engaging art outdoors through the G.A.M.E. collaborative project.
Toward a unified Ayala

In our active pursuit of greater relevance within our conglomerate, we also sought ways to strengthen the engagement of our fellow Ayala citizens with our own programs.

Building on the success of 2016’s Brigadang Ayala experience, we engaged a greater number of Ayala group volunteers for DepEd’s annual effort to clean, repair, repaint, redecorate classrooms. In 2017, we mobilized 2,005 Ayala group citizens, representing a 439-percent increase in the number of volunteers. We deployed them to a total of 50 schools nationwide, a big jump from the six participating schools in 2016. In addition, the 2017 edition of Brigadang Ayala carried the message of the foundation’s #MagingMagiting campaign, distributing Philippine flags to the 50 participating schools as a way to promote love of country and heroism.
The success of Brigadang Ayala made it clear that there is a need to synergize our efforts as one Ayala—for every Ayala citizen to proudly say, “We Are Ayala.” In response to this, we partnered with the newest member of the Ayala group, AC Synergy, to take the first steps in developing an Ayala group–wide Council for Social Good. This council would work toward harnessing the power of Ayala’s 45,000-strong workforce for the good of our customers, communities, and other stakeholders.

Over 2,000 Ayala volunteers participated in the 2017 Brigadang Ayala volunteerism program.

Volunteers from the Ayala group helped clean, repair, and decorate classrooms in different parts of the country.
IN THE COMMUNITY

We work closely with communities to ensure that our programs are relevant to them.
Relationships with communities are necessarily long term. One does not merely come into a community and then leave it soon after. In fact, for any intervention to be both effective and valuable, a relationship needs to be built, strengthened, and nurtured. Part of Ayala Foundation’s mission is “understanding community realities and engaging the people in the change process.” This is why we put great value in our relationship with the people and communities we work with.

**Learning better, learning together**

For 19 years now, the two original CENTEX schools have provided quality education for bright children from economically challenged families in Tondo, Manila, and Bauan, Batangas.

True to their commitment to delivering quality education in the public school setting, the two CENTEX schools registered a 98-percent cohort survival rate, 100-percent promotion rate, and zero drop-outs. CENTEX teachers also achieved an average 85-percent teacher proficiency rating. Student enrollees for the present school year reached 1,050. CENTEX is gearing up for the celebration of its 20th anniversary in 2018.

Ayala Foundation considers teachers as the most important component of the CENTEX education framework. Because of this, we expanded the CENTEX experience through our CENTEX Training Institute program. We trained 190 teachers from 13 sites in the essentials of teaching effectiveness, which could be considered a hallmark of the CENTEX model. The program’s various efforts in 2017 benefited 12,678 students.

In addition, at least three teachers who had taken part in CENTEX Training Institute garnered awards—Outstanding Teacher for Elementary Category of DepEd Manila and Natatanging Guro Award (NCR) for Neome Guinto of CENTEX Manila; Finalist for Outstanding Teacher for Kinder Category of DepEd Manila for Shella Afable of CENTEX Manila; and Best Master Teacher for DepEd Aklan for Sharon Gungan of New Washington Elementary School. Also, eight CENTEX Training Institute teachers served as resource speakers and demo teachers at the National Demofest organized by the Reading Association of the Philippines.

We put great value in working closely with people on the ground.
Our CENTEX students continue to show how the education they receive helps them perform better in school, as well as outside school.
The success of our “100 for 200” book drive, which had kicked off in 2016, allowed us to distribute over 200,000 story books to schools in different parts of the country. This enabled us to conduct several sessions on reading and literacy for teachers, thus maximizing the benefits of the story books. The training sessions reached 562 teachers from 153 public and private schools.

We honored some of our teaching communities through the celebration of National Teachers Month. In October, we said “thank you” to 101 teachers from partner schools in Luzon by treating them to a guided tour at the Ayala Museum and the Tubbataha Reef exhibit in Glorietta and an appreciation lunch.

We continued nurturing our relationship with the Buklod Bahayan Child Development Center, which, for the past 19 years, has provided quality preschool education for the children in Barangay Tartaria, Silang, Cavite. The center registered 100-percent promotion rate for its 124 students. It extends the use of the facility for DepEd’s Alternative Learning System (ALS) program and for community events in the area.

A select number of graduates from our education programs and communities received scholarship support. A total of 123 and high school and college scholars received educational assistance for school year 2017–2018.

Our Iraya-Mangyan program continues to serve an indigenous community. Because of the education support he received with the help of the program, Pino Aranzado (in photo), is now a licensed teacher.
Nurturing the indigenous Iraya-Mangyan

The Iraya-Mangyan Development Program continued to serve 280 families from the Iraya-Mangyan community in Puerto Galera, Oriental Mindoro. About 224 members of the community were engaged in nito weaving and the production of beaded bags. In addition to Greenbelt, Glorietta, and Alabang Town Center, Mangyan products also became available at the UP Town Center, bringing the total number of Iraya-Mangyan stores to four.

In partnership with the Sisters of Charity of St. Anne (SCCA), Ayala Foundation implemented other interventions under the Iraya-Mangyan program. These included the provision of scholarship for 78 students in high school and college, educational assistance for 339 preschool and elementary students, feeding for 120 students, and health assistance for over 4,500 individuals.

The teachers of the Talipanan Mangyan school underwent training with the CENTEX Training Institute. This way, we contributed to further narrowing the education gap between the indigenous students in Talipanan and the students in nearby schools.

The Buklod Bahayan Daycare Center has been serving the children of residents of Barangay Tartaria, Silang, Cavite.
Focusing on internal stakeholders and professional links

We consider our talents the major strength of our organization. This is why we laid out a program for the continuing growth and development of the Ayala Foundation team. To achieve this, we introduced training and learning sessions for our talents, which included the Community Development learning series, kicking off with CommDev 101. CommDev 101 served as a venue where Ayala Foundation citizens could gain insight into working with various communities, while also sharing best practices. Select Ayala Foundation talents also attended training sessions in project management, outcomes formulation, and event management.

We established partnerships with institutions of higher learning, particularly the University of Santo Tomas and Far Eastern University, two of the top universities in the country. This partnership was a way for us to enter into collaborative efforts geared toward recruitment and placement, as well as career development and learning.

We continued to institute reforms and improvements that would uphold the strength, stability, and transparency of the organization. On the second year of our three-year roadmap for enterprise risk management, we took a deep dive into previously identified top risks of the organization. Each risk was assigned a designated risk owner tasked with managing the impact. A bow-tie analysis was done for each of the risk, identifying causes, impact, existing controls, mitigating solutions, and potential gaps.

We ensured compliance with the Data Privacy Act, which went into full implementation during the year. A Data Privacy Management Group (DPMG), composed of representatives from all divisions and headed by a data protection officer, was created to serve as gatekeepers for each division. The DPMG conducted awareness sessions, reviewed existing internal processes as well as projects, identified existing and potential gaps, and implemented measures to address them. A privacy manual was also developed and rolled out internally.
We consider our "internal community"—our talents—a major strength, so we continue to invest in talent development, and implement programs that ensure the resiliency of the organization.

Partnerships with respected academic institutions, such as the Far Eastern University and the University of Santo Tomas, are part of our shared efforts geared toward learning and career development.
The Ayala Museum continues to attract guests not only through its collections, but also through its educational programs and its strong online presence.
A vibrant community of art and culture enthusiasts

The Ayala Museum and the Filipinas Heritage Library rekindled a sense of wonder in art and culture not just within the art community, but also within the Ayala group and the nation as a whole. Despite external factors negatively affecting volume business for the museum, such as the temporary suspension of public school field trips and a decline in tourist arrivals, 2017’s visitorship figures reached a total of 134,138, still registering a slight growth from 2016’s total of 130,784. The data represent museum and library guests, as well as participants in events and educational programs.

The online communities of the museum and the library also enjoyed growth, garnering 8.5 million in total impressions compared with last year’s 7 million, aggregating data from Facebook, Instagram, Twitter, and respective websites and subsites. With the growing followership of the museum and library in the digital space, 2018 opens more possibilities for new and exciting means of engagement.
The museum and library’s commitment to delivering dynamic and meaningful programs continued to engage various publics in various forms. History Comes Alive!—a series of talks by renowned historian Ambeth Ocampo which combined wit, humor, and Philippine history—remained one of our blockbuster programs, as it continued to provide a fresh, factual, and engaging take on Philippine history. 

Concerts at the Ayala Museum drew a total of 3,845 guests, particularly the Rush Hour Concerts with the Manila Symphony Orchestra. Concert master Jeffrey Solares’s pop-flavored take on classical music proved highly enjoyable for numerous audience members.

The museum and library also opened their doors to the public through free days, giving more access to their collections and exhibitions. With the aim of inspiring curiosity and wonder, the 2017 Inspire Every Day free admission event attracted a crowd of almost 4,000 guests. The event was held in partnership with CNN Philippines Life and included talks by graphic design icon Dan Matutina, award-winning actress Iza Calzado, and CNN Philippines President and Emmy Award winner Armie Jarin-Bennett.

Because art, culture, and learning should be available to all, we made sure to reach out to underserved community sectors.

The museum and library attracted 134,138 guests in 2017. Because art, culture, and learning should be available to all, we made sure to reach out to underserved community sectors.

The Filipinas Heritage Library’s OurLibrary program continued to develop community libraries in different parts of the country, sharing the love of reading and learning with schoolchildren. FHL helped design the facilities, purchase books, and train local librarians for the community libraries in Cano-an Elementary School and Cawayan Elementary School in northern Iloilo.

Another exciting project we initiated during the year was the Kasambahay Program. In partnership with Barangay San Lorenzo in Makati City, over 50 kasambahays or house help from San Lorenzo Village got the chance to tour the Ayala Museum’s galleries and participate in art workshops over the course of two weekends. This served as a vital step in bringing Philippine art and culture to a greater spectrum of citizens.
We brought the OurLibrary program to two new schools in 2017, such as this library at the Cano-An Elementary School in Estancia, Iloilo.
FOR THE COUNTRY

We carry our Filipino identity with pride wherever we go.
Working with our partners in the Autonomous Region of Muslim Mindanao allows us to build a stronger, more meaningful relationship with our Muslim brothers and sisters.
A LASTING IMPACT ON THE COUNTRY

Our programs strive to make a sustained contribution to building the nation.

“Araw-araw, may pagkakataon tayong maging magiting.”

This is the central message of the Ayala Foundation National Anthem video, which started playing in Ayala Malls Cinemas and various Ayala group events in late 2016.

Through the National Anthem video, we reinforced the message that each one of us has the capacity to be a hero in our own little way, and in our own spheres of influence. Together with our stakeholders, we worked hard to inspire other Filipinos to be heroes in their respective communities. We ourselves were inspired by stories of selflessness, courage, and generosity that we saw around us.

On the road to recovery

We kicked off 2017 with the introduction of the Siyapen Center, a facility originally envisioned to provide holistic inpatient and outpatient care for drug dependents. However, just before the official launch of the facility in June, the Marawi Siege occurred, significantly damaging the city, displacing thousands of residents, and bringing about massive economic losses.
Ayala Foundation—in coordination with our stakeholders from the Ayala group, the Autonomous Region of Muslim Mindanao, and the City Government of Marawi—continued to look for ways to be of service to the city, whether through the Siyapen Center or through other means, including the delivery of medicines and health kits, in partnership with Generika. Now that the siege is over the residents are making their journey toward recovery, we committed to support Marawi in the following ways:

- We signed an agreement with the City Government of Marawi for the Siyapen Center.
- use the Siyapen Center as a hub for livelihood activity, with an initial funding of ₱3 million to jumpstart cash-for-work activities; provide two service vehicles for the Siyapen Center; and provide financial assistance amounting to ₱10 million for the families of soldiers who fought during the siege. The ₱30 million Siyapen Center will officially open in January 2018, with President Rodrigo Duterte scheduled to witness the turnover of our various initiatives for Marawi.

Together with our stakeholders, we worked hard to inspire other Filipinos to be heroes in their respective communities. We ourselves were inspired by stories of selflessness, courage, and generosity that we saw around us.
The Siyapen Center is a 70-bed, two-story facility located in barangay Poblacion, Marawi City.

Ayala Foundation President Ruel Maranan discusses with Marawi Mayor Majul Gandamra the next steps of the foundation’s partnership with the city, now that the city and its people are making the initial steps toward recovery from the siege.
We also remained true to our commitment to serve our brothers and sisters in Muslim Mindanao. Our work in Mindanao, in fact, spans the most part of our 56 years.

The Bangsamoro Young Leaders Program–Leadership Communities (BYLP–LeadCom) provided training for 175 young leaders from 35 youth groups in Basilan, Lanao del Sur, Maguindanao, Sulu, and Tawi-Tawi. Those affected by Marawi crisis received psychosocial support and intervention before field work for their projects. Twenty-seven youth-led community projects were implemented after the leadership workshops. BYLP–LeadCom is implemented in partnership with Eisenhower Fellows Association of the Philippines (EFAP), and the Office of the Regional Governor–ARMM.

We also paid tribute to the vibrant culture of Muslim Mindanao through the Manāra art installation. The result of the creative collaboration of acclaimed artists Toym Imao and Lilianna Manahan, Manāra brought together Moro visual traditions to carry a message of harmony, in the midst of religious and cultural diversity in the Philippines.

The interactive installation was first exhibited at the Ayala Museum OpenSpace, and then brought to Davao City, Cebu City, and Cotabato City.
Building resilient communities

Even four years after the onslaught of supertyphoon Yolanda, the Ayala group actively supported rehabilitation efforts in affected communities.

After aiding in the construction of school buildings, we helped repair the fence and gate of Cawayan Elementary School; set up water systems for Carles Central School, Cano-an Elementary School, and Dayhagan Elementary School; and constructed a two-classroom building for Tanza Elementary School. These interventions collectively benefited 2,337 students and 85 teachers.

Ayala Corporation and Ayala Land, through Ayala Foundation, turned over the Palukso fishing boat to Buhi Producers Cooperative of Jolog, Iloilo. Understanding the value of livelihood for displaced communities, the partnership also turned over a fish-processing facility to the cooperative.

The Manāra interactive art installation, which is the product of the creative collaboration between artists Toym Imao and Lilianna Manahan, serves as a tribute to the colorful and vibrant culture of Muslim Mindanao.
In Tacloban City, we partnered with the Philippine Disaster Resilience Foundation for the turnover of a two-story four-classroom building in Dr. Agustin Pedro Bañez Memorial Elementary School. This disaster-resilient multipurpose facility was intended to serve 680 students and 22 teachers, but would also serve as a potential evacuation center for nearby residents. The Makati Development Corporation provided technical support and supervision during the construction.

To date, our Yolanda initiatives have seen the construction of seven school buildings with a total of 44 classrooms, and a multipurpose/evacuation facility.

Heeding the government’s call

Earlier in 2017 the Department of Agriculture called on the private sector to support its efforts to make sure that our country becomes self-sufficient when it comes to rice. The Ayala group was one of the first to respond to this call.

After a meeting between Department of Agriculture Secretary Emmanuel Piñol, Ayala Chairman and Ayala Foundation Co-Chairman Jaime Augusto Zobel de Ayala, and Ayala Foundation President Ruel Maranan, we rallied Ayala business units to support the DA’s Corporate Rice Farming Program (CRFP). The Ayala Multi-Purpose Cooperative (AMPC) and Ayala Land connected with farming cooperatives for some of their rice requirements. Seda Atria in Iloilo, the AMPC, and Iloilo’s Dingle Multi-Purpose Cooperative signed a rice-supply agreement in August, while Ten Knots Philippines (an Ayala Land subsidiary), AMPC, and the Palawan ARC Cooperative Federation signed an agreement for the Lio Tourism Estate in September.

We also kicked off our partnership with the Office of the Vice President for the Istorya ng Pag-Asa Film Festival. This initiative, launched at the Ayala Museum by Vice President Leni Robredo, invited amateur filmmakers to create short films.
Ayala Chairman Jaime Augusto Zobel de Ayala, Ayala President Ruel Maranan, and Department of Agriculture Secretary Emmanuel Piñol discussed the government’s Corporate Rice Farming Program.

We partnered with the Office of the Vice President to kick off the Istorya ng Pag-asa Film Festival, which invites amateur filmmakers to create short films about inspiring Filipinos. The winning films will be announced in June 2018, and shown in Ayala Mall Cinemas.

Education for the future

We remained committed to the nation’s vision of quality education for all. One manifestation of this was how we laid the groundwork for the pilot implementation of ProFuturo in Southeast Asia. An initiative of Spain’s ProFuturo Foundation, ProFuturo uses digital technology to provide access to quality, transformational, and universal education, and through it, access to equal opportunities for boys and girls, in a more inclusive and global society.

Ayala Foundation, ProFuturo Foundation, and the Department of Education (DepEd) signed an agreement in September for the pilot implementation in 31 schools in Palawan and Oriental Mindoro. The program has so far trained 195 teachers, in preparation for the official launch in February 2018.

Even four years after the onslaught of supertyphoon Yolanda, the Ayala group actively supported rehabilitation efforts in affected communities.
Pinoy pride, here and abroad

We continued to instill national pride among Filipinos, and put Filipino talent in the spotlight, through Ayala Museum and FHL’s compelling exhibitions and programs, both here and abroad.

The museum introduced the first fully immersive Virtual Reality (VR) Experience of Philippine History, bringing to life the execution of National Hero Jose Rizal, which remains one of the most popular dioramas in the museum’s Dioramas of Philippine History. The project brought together the latest in VR technology, world class storytelling, and meticulous research. Other key moments from the museum’s dioramas will get the VR treatment in 2018.

FHL commemorated the 100th birth anniversary of National Artist Nick Joaquin and the 150th birthday of composer Julio Nakpil through a back-to-back exhibit entitled “Revolutionary,” which paid tribute not only to Joaquin’s and Nakpil’s artistic legacy, but also to how their works helped shape the nation. Complementing the exhibition were a special screening of the critically acclaimed film about the life of Nick Joaquin Dahling Nick, and the Philippine premiere of one of Nakpil’s compositions.

The Ayala Museum’s Dioramas of Philippine History get the virtual reality treatment, with the launch of the VR film on the execution of Dr. Jose Rizal.
The museum honored another National Artist, Arturo Luz, through the exhibition “First Light,” which was curated by Ambeth Ocampo to celebrate the life of one of the country’s most important modern artists.

Another landmark exhibition was “Curated by Federico de Vera,” which put together under one roof over 300 of Manila’s finest art objects from both public and private collections, as curated by renowned New York-based jeweler, exhibition designer, merchant, collector, and publisher Federico de Vera. The immense exhibition allowed viewers to rediscover and reexamine the rich material and cultural heritage of the Philippines.

We provided support for the “Tubbataha: A National Treasure” homecoming exhibit, which was an initiative led by Honorary Consul Patricio Zobel de Ayala of the Philippine Embassy in Monaco.

We continued to instill national pride among Filipinos, and put Filipino talent in the spotlight, through Ayala Museum and FHL’s compelling exhibitions and programs, both here and abroad.
Philippine museum to stage a collateral event at the prestigious Venice Biennale in Venice, Italy. Highlighting the works of the transnational artist Fernando Zóbel, “Zóbel Contrapuntos” focused on his Saetas and Serie Negra paintings, and ran from May to November 2017. The exhibition can be considered a triumph, as it highlighted Philippine art in one of the biggest art events in the world and welcomed 9,706 guests from different countries.

Ayala Foundation supported the homecoming exhibition “Tubbataha: A National Treasure” spearheaded by Honorary Consul Patricia Zobel de Ayala of the Philippine Embassy in Monaco. Present to view the exhibit were Ayala Chairman Emeritus Jaime Zobel de Ayala and Doña Bea Zobel de Ayala.

Ayala Foundation supported the homecoming exhibition “Tubbataha: A National Treasure” spearheaded by Honorary Consul Patricia Zobel de Ayala of the Philippine Embassy in Monaco. Present to view the exhibit were Ayala Chairman Emeritus Jaime Zobel de Ayala and Doña Bea Zobel de Ayala.
The works of the artist Fernando Zóbel were highlighted in "Zóbel. Contrapuntos," one of the collateral exhibits at the prestigious Venice Biennale.
OUR LEADERSHIP

We serve with the conglomerate, in our communities, for the good of the country.
Ayala Foundation

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*Until December 2017
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About the Cover

To be better, faster, stronger—Ayala Foundation sought to magnify the impact of its initiatives by inspiring and enabling its stakeholders within the conglomerate, communities, and the country. Through programs that help improve lives, we help our program communities achieve their full potential.

In the cover image, talented CENTEX alumni who continue to be part of the STEPS Dance Program scale new heights by honing their talent and using it to further develop themselves. They may move differently, but they move together, achieving a dynamism that is as inspiring as it is breathtaking.
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Ayala Foundation remains true to our “AFI-3Cs—2Ps” strategy—alignment, focus, and impact, for the benefit of our conglomerate, communities, and country, supported by competent people and processes. We continue to make significant headway in improving more lives through our programs.

Rael T. Maranan
President