

THE FUTURE OF **HISTORY**



“There are as many histories as there are historians because each generation makes and writes its own history.”

DR. AMBETH OCAMPO

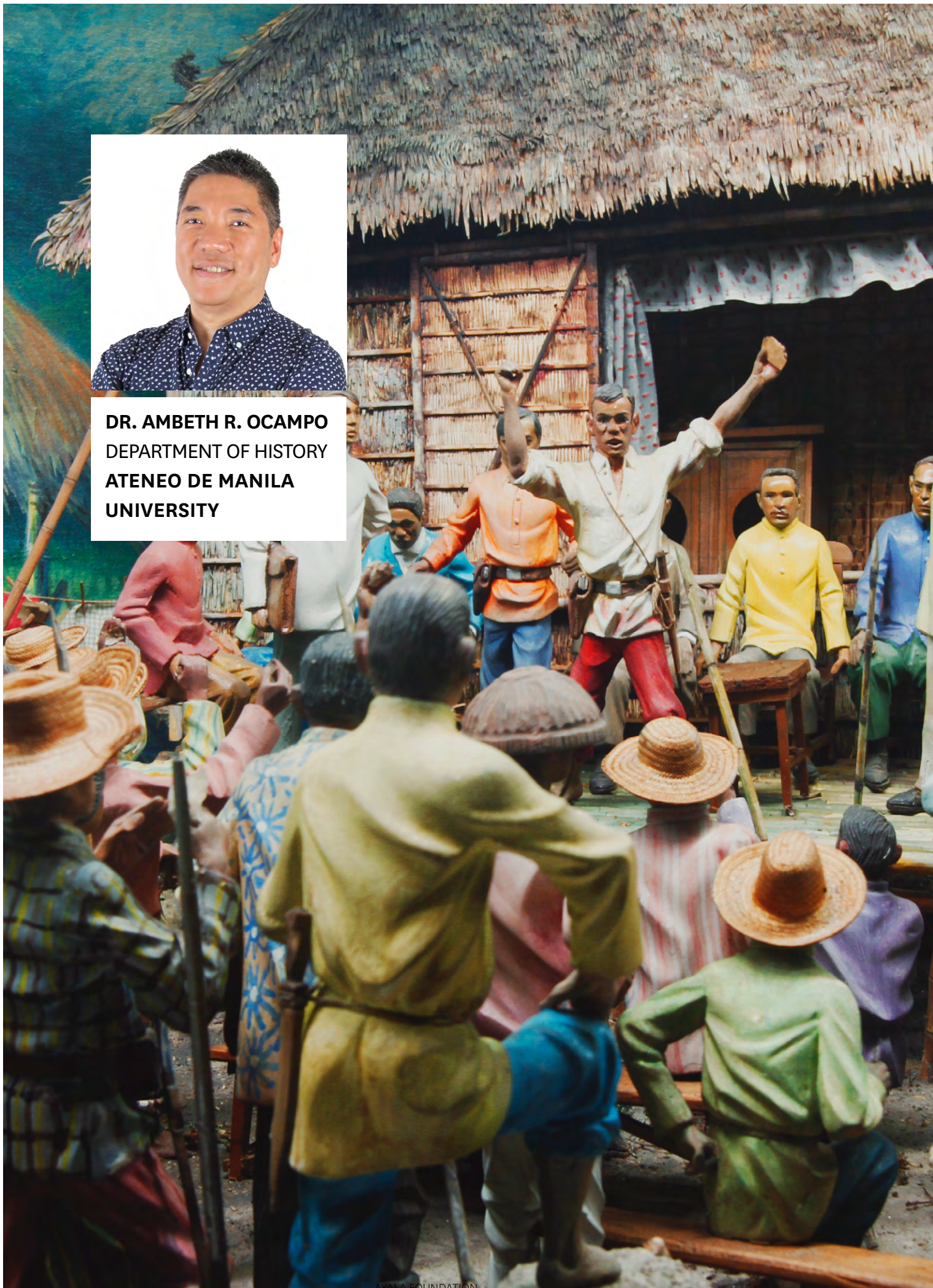
A collaborative Ayala
Community for Social
Impact | **Page 50**

Bangsamoro young leaders
help transform their
communities | **Page 70**

A thought-provoking Filipino
exhibit attracts the world's
attention | **Page 79**



DR. AMBETH R. OCAMPO
DEPARTMENT OF HISTORY
ATENEDE MANILA
UNIVERSITY





THE FUTURE OF HISTORY

When Ayala Foundation (formerly Filipinas Foundation) opened the Ayala Museum in 1974, its cutting-edge crowd drawer were dioramas, three-dimensional representations of 60 events in Philippine history chosen by the eminent historian Carlos Quirino, the museum's founding director. Experienced by two generations of schoolchildren and visitors the dioramas have been updated with a multi-media tunnel that bridges the 60th diorama from 1946 to the postwar period, to the Martial Law years ending with the 1986 EDSA People Power Revolt. The static dioramas modernized with additional wall-texts from primary sources, a nuanced audio guide, and lately a Virtual Reality component billed as the Future of History.

The full diorama experience presents the Philippines as a young nation with a long history. From cavemen in Cagayan and Tabon, thousands of years ago; to Filipinos, formed by three centuries of Spanish rule, whose defining moment was their declaration independence in Kawit, on 12 June 1898. Realizing that it was one thing to declare independence, and another to know what to do with it, Filipinos established the first constitutional republic in Asia in 1899 and, like before, waged more battles in the Philippine-American War and against the Japanese in World War II, eventually leading to the United States recognizing their independence in 1946 as a free country. Through trial and error, the story of the Filipinos is about how they strived to be the nation they want to be.

Relating the full breadth of Philippine history in a visual way is not new, but it was Ayala Museum, with the Ayala Foundation quietly supporting behind the scenes, that made the leap from the tired pages of school textbooks and made history come alive in dioramas. Each was exquisitely crafted and painted by an army of carvers from Paete, Laguna who froze moments from the past based on a mass of primary sources: archeological, archival cartographic, cultural, ethnographic, historical, social, cultural, and visual collated over seven years, resulting in the first three-dimensional history of the Philippines. Furthermore, these broke ground as not all were about great men, epic battles, and politics that often pass for textbook history, but introduced scenes to show how the narrative of the nation



“ Two decades ago the future of history seemed simple, to rummage through the past in order to understand the present, and confront the uncertain future.

However, the digital age is like no other. In the past two decades, information has exploded, or become viral, overtaking the human ability to process and digest it. ”

was also driven by social, cultural, and economic factors. Special mention must be made about the models of various boats, often overlooked on the way to the dioramas. These vessels are depicted on the important Murillo Velarde maps of the Philippines of 1734 and 1744, that highlight the physical foundation of the nation, and the influence of the sea in history. It argues convincingly that, contrary to previous definitions, the early Philippines was an archipelago of islands and peoples connected rather than separated by water.

A picture, after all, is worth more than the proverbial thousand words because unlike text, an image provides a sensory experience to encourage imagination. Research for the dioramas started with the Library of Ayala y Compañía, with its rare Filipiniana titles, and two albums of watercolors representing 19th-century Philippine life and costumes, one attributed to Damian Domingo and the other by Carl Johann Karuth. From there more material was sourced from the unrivaled Filipiniana and Rizaliana collections of the Lopez Museum. Private collections were also mined including those of Luis Ma. Araneta, Jorge Vargas, and Carlos Quirino. Long after the diorama project was completed the Ayala Museum research team continued to document historic monuments, sites, and landmarks that have since been torn down or altered beyond recognition. The resulting photos and notes are a vital reference that informs heritage conservation and restoration today. Over 30,000 annotated photographs were generated forming the nucleus of the Ayala Museum’s Iconographic Archive, now called Retrato, made available online by the Filipinas Heritage Library, the first and perhaps the most comprehensive in the country today.

Museums of old were custodians of the past, infallible authorities of the national narrative. In tune with its times, the Ayala Museum acts as a venue for interrogation and dialogue. Diorama #35, the execution of Jose Rizal on 30 December 1896, represents an image seared into the Filipino psyche. With VR technology, the inert comes to life, the unchanging open to the spectator’s questions: “How would I react if I were there? Would I look away? Would I cheer or mourn? Was the National Hero’s sacrifice worth it?” The dioramas depicting Andres Bonifacio’s cry of revolution and his Court Martial months later are motionless, but with VR the spectator is able to relive the events and hopefully comprehend how two heroes Bonifacio and Emilio Aguinaldo took different paths towards the same goal: freedom for the motherland. Whose side do we take? Why? What do we do with the independence and freedom we enjoy today, bought at the price of so much sorrow.

There are as many histories as there are historians, because each generation makes and writes its own history; forming it, rightly or wrongly, into its image and likeness. Two decades ago the future of history seemed simple, to rummage through the past in order to understand the present, and confront the uncertain future. However, the digital age is like no other. In the past two decades, information has exploded, or become viral, overtaking the human ability to process and digest it. In the continuing modernization of the Ayala Museum Diorama Experience, history at risk is addressed, fake news countered with a documented narrative. So, the Ayala Museum and Ayala Foundation stand guard at the crossroads, witness to Truth, tested to its limits, emerging victorious. ■



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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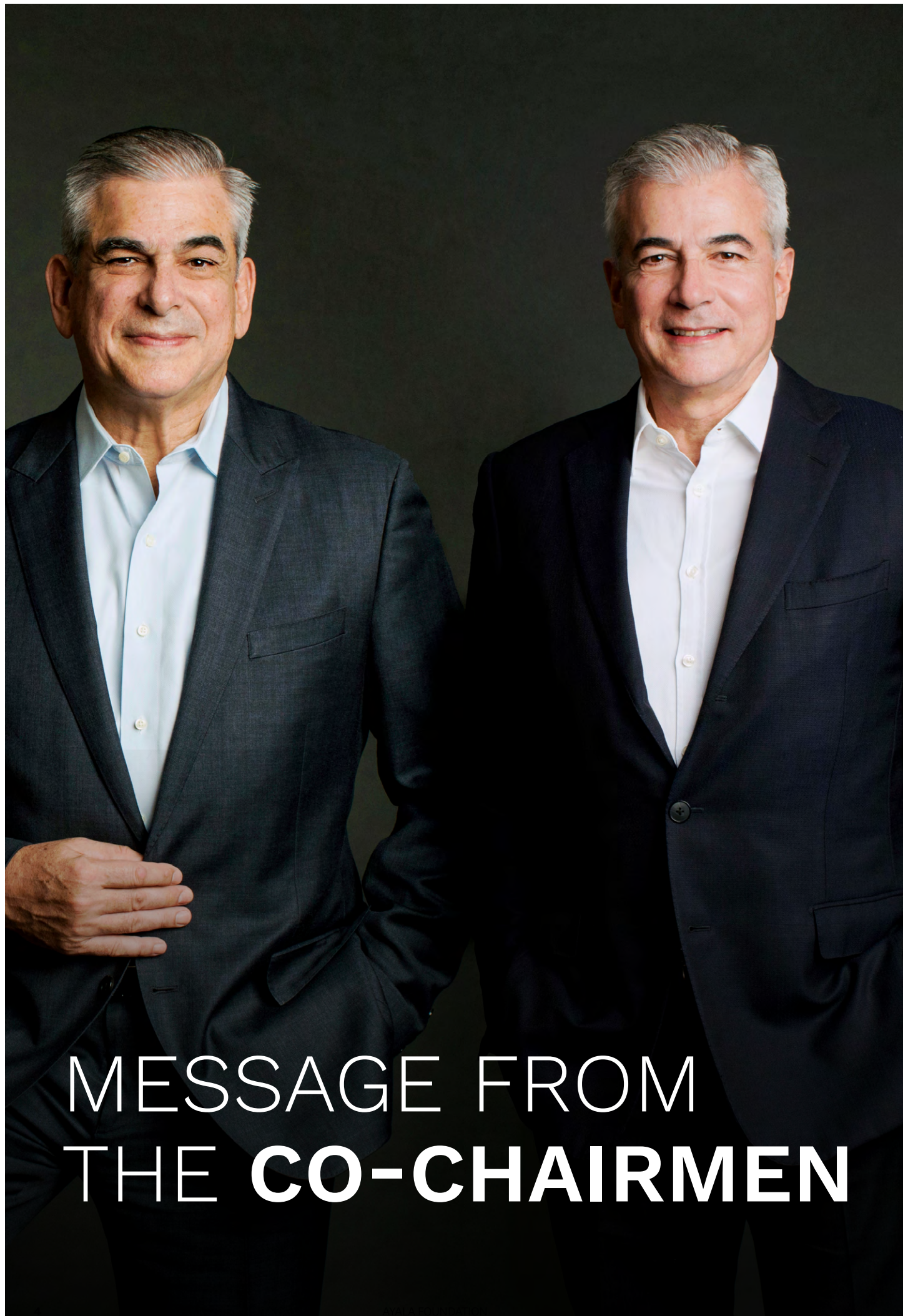
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MESSAGE FROM
THE **CO-CHAIRMEN**

Dear Stakeholders,

This year we celebrate the 185th anniversary of Ayala Corporation. As we look back at our evolution as a company, it is important to reflect on the amount of capital, time, and energy that we have dedicated to aligning our business objectives with the development needs of the country. This has been a core objective of the whole Ayala group.

Ayala Foundation has been aligned to this objective and has been a proactive participant in helping us understand some of the most important social and economic development needs of the country. It has always been a prime example of our group's commitment to nation building and, over the past five decades, it has been championing community development and serving as a trusted partner in empowering disenfranchised members of society. Our experience at the foundation has allowed us to develop shared value models and bridge our social agenda with our business goals in our desire to contribute to society.

As you may have noticed, we have made a conscious effort across the Ayala group to contribute to social and economic inclusivity by working with a broader demographic across the country. In recent years, we entered sectors and employed innovative business models that allow us to fill gaps and help address the real needs of Filipinos: microfinance and fintech solutions to address financial inclusion; retail pharmacies and community-based primary care clinics to fill health-care gaps; affordable and quality education to enhance employability; and power and infrastructure to provide the much-needed connectivity and mobility to sustain our country's economic growth.

We are happy to see that through the foundation, we have been able to deepen our group's positive impact on the lives of the many communities we serve: from the CENTEX scholars who have since been gainfully employed, to the alumni of Ayala Young Leaders Congress (AYLC) and Leadership Communities (LeadCom) who have become leaders and influencers in their communities, to the indigenous peoples who embrace their culture and heritage as they blend into society, and to the people inspired by the wonder of art in the shaping of a nation.

We are fortunate to attract a number of like-minded organizations and individuals to partner with in various undertakings such as the Asian Venture in Philanthropy Network (AVPN) in knowledge exchange on impact investing, the Salzburg Global Seminar on social investments, Social Value UK for social return on investment, and Spain's ProFuturo in bringing digital education to school children in areas where they are needed the most.

Finally, we continuously look to harness our talents and resources within the Ayala group. We launched the Ayala Community for Social Impact, which serves as a venue for greater interaction and collaboration among our people to enhance our engagement with our communities.

These developments have been made possible because of your continued trust and support to the Ayala Foundation. We look forward to many more years of meaningful partnership and together, continue to create a positive, lasting impact on our communities.



JAIME AUGUSTO ZOBEL DE AYALA



FERNANDO ZOBEL DE AYALA

Co-Chairmen
Ayala Foundation



MESSAGE FROM
THE **PRESIDENT**

Dear Stakeholders,

In 2018, we leveraged on our people and processes in realizing “compassion in action,” as we continue to align, focus, and innovate in creating value and meaningful impact for the conglomerate, communities, and country.

We also collaborated with organizations, both here and abroad, to bring relevant changes to the communities that we serve.

The partnership for the ProFuturo program with Spain’s Fundación Telefónica has brought digital education to classrooms in at least 94 public elementary schools in the Mimaropa region.

The public experienced amazing works of art by Filipino masters, through the partnership between the Ayala Museum and the Bank of the Philippine Islands’ art collection.

Through the support of Ayala Corporation, the donation of a laser eye equipment to the Southern Philippines Medical Center in Davao City saved children stricken with eye cancer from permanent blindness.

Some of the world’s top ballet stars—most notably Stella Abrera, the first Filipino American (and Asian American) principal dancer of the American Ballet Theatre—joined us and STEPS Foundation to raise funds for our CENTEX education program.

The Sari-Saring Aralan program with the Rotary Club of Manila and the City of Manila has fostered deeper relations especially among Manila’s out-of-school youth, thereby giving them a bridge back to education or a more sustainable livelihood.

The ever-popular Dioramas of Philippine History has come alive with the launch of the new Diorama VR films, featuring Andres Bonifacio and Emilio Aguinaldo.

Short films on stories of hope that uplift the spirit were showcased in Istorya ng Pag-asa Film Festival, a partnership with the Office of the Vice President.

These are but a few of the action-packed milestones that make up our 2018 playbook. As we live out our vision for Filipinos to lead better lives, we remain thankful to our beloved stakeholders. We know that our passion can only be matched by the contribution of individual and groups like you who believe that there is a higher goal out there, a bigger step that we can take on together.

Ayala Foundation is also grateful to a very active executive committee, board of trustees, and management committee, who have helped enhance our strength and purpose with their valuable insights and guidance.

We look forward to 2019, seeing multiple avenues for collaboration, growth and positive social impact as we embrace more opportunities to make a difference.

Maraming, maraming salamat!



RUEL T. MARANAN

President
Ayala Foundation

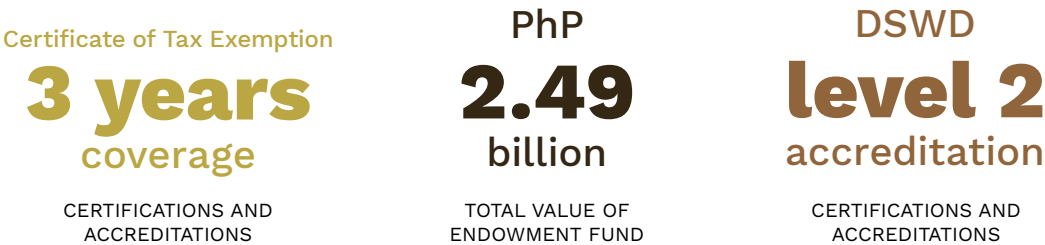
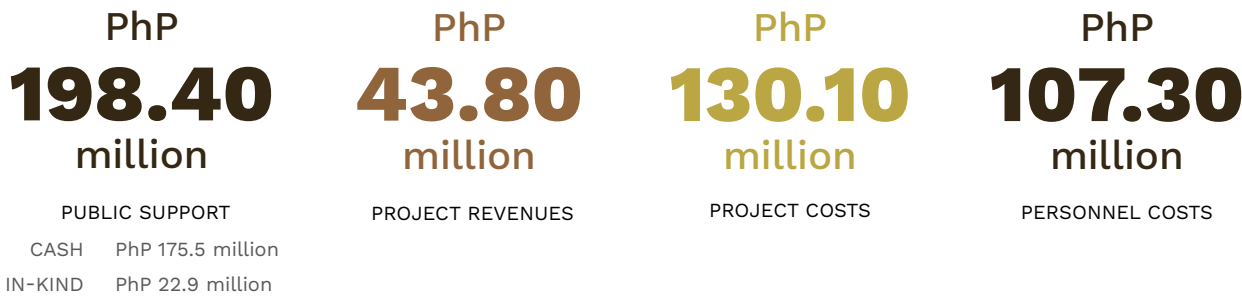
HOW WE INVEST IN COMMUNITIES

To make a genuine impact in the lives of people, we use the resources entrusted to us with transparency and accountability

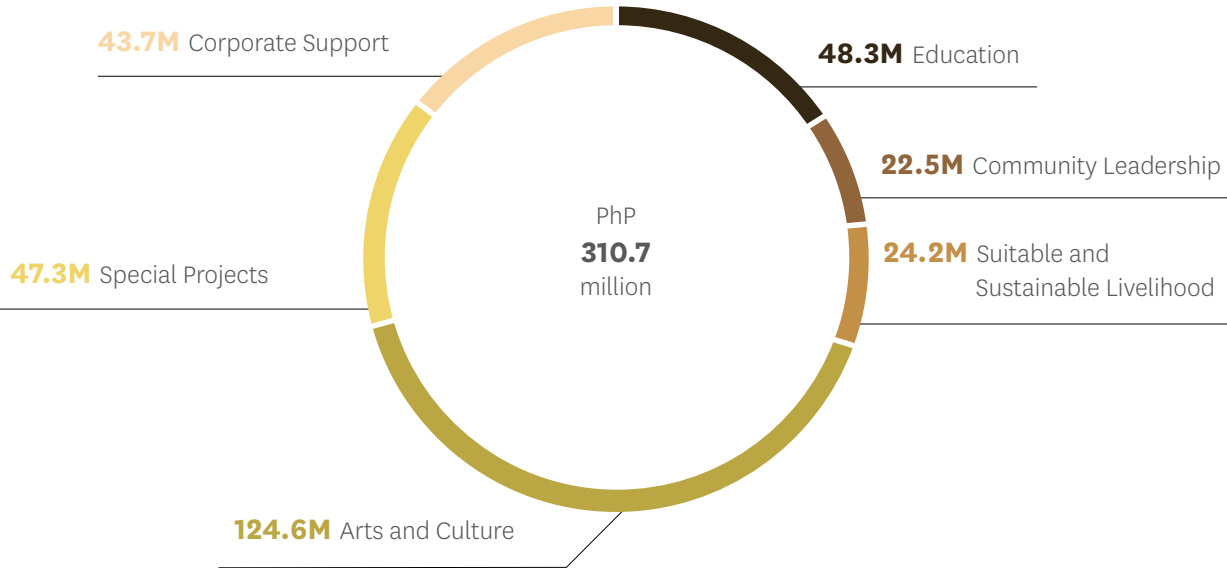




FINANCIAL HIGHLIGHTS



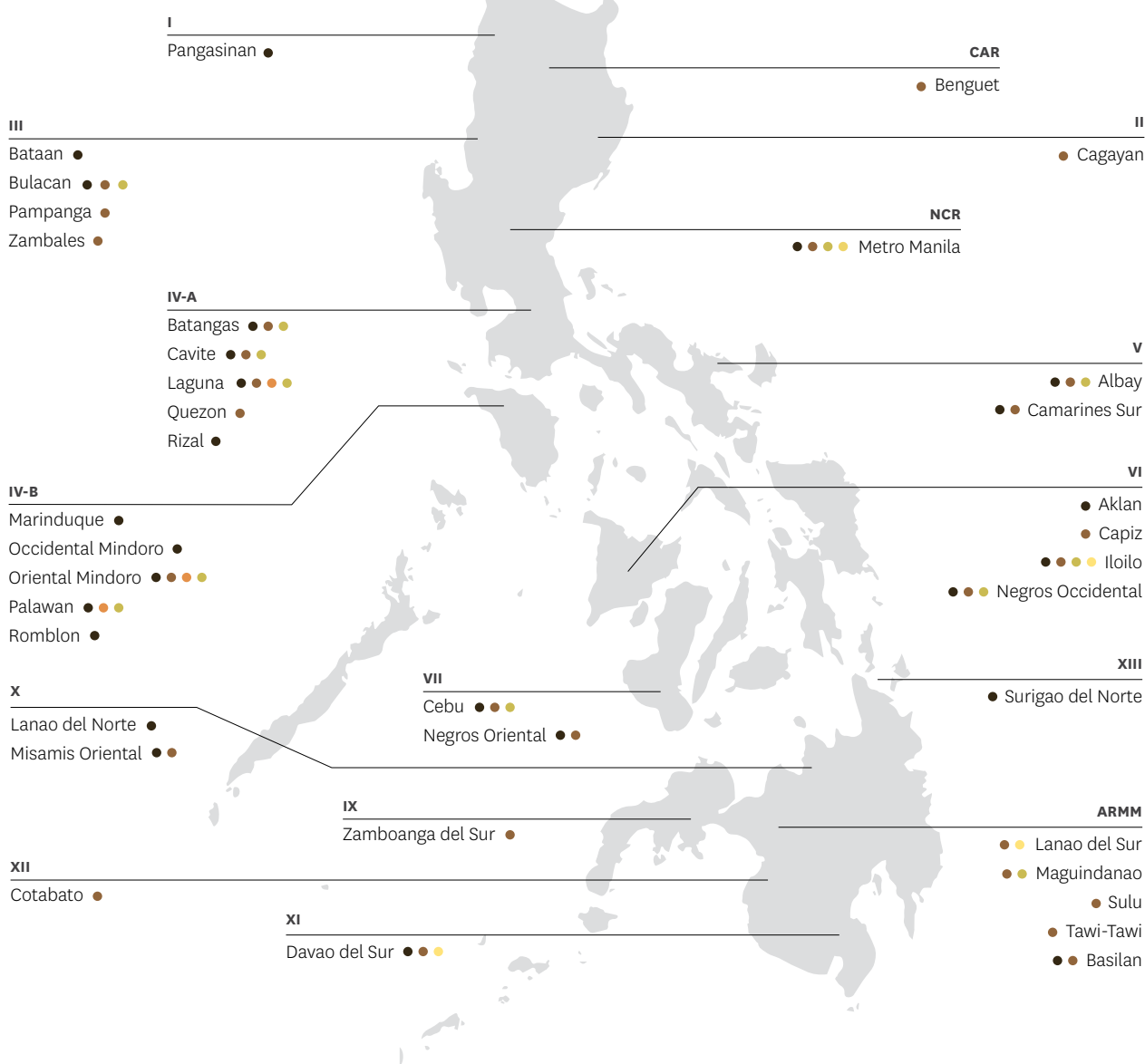
PROGRAM SPENDING



The full version of our audited financial statements is available at www.ayalafoundation.org/annual-reports

WHERE WE ARE

We are present in all regions,
covering 36 provinces and Metro Manila.



PROGRAM MAP LEGEND

Ayala Foundation Programs

● Education: **25**

● Community Leadership: **27**

● Suitable and Sustainable Livelihood: **3**

● Arts and Culture: **12**

● Special Projects: **4**



HOW WE **SERVE OUR COMMUNITIES**

These are the highlights from our operational year



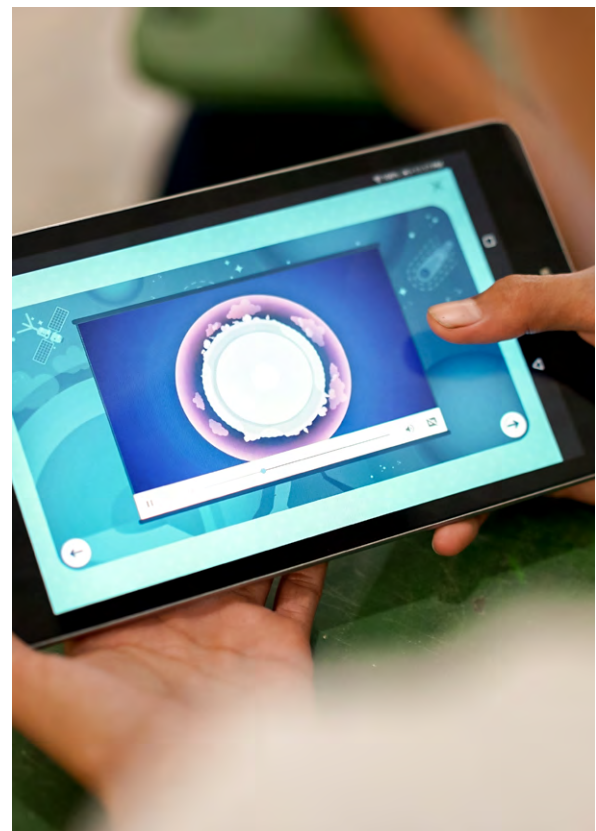
EDUCATION

PROFUTURO

Started in 2017

📍 Palawan. Oriental Mindoro.
Occidental Mindoro. Romblon.
Marinduque.

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.





Program Partners

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

2018 Quick Stats



Piloted the program in **31 schools** in El Nido, Palawan, and Puerto Galera, Oriental Mindoro



12,730 students reached in pilot sites



Expanding to **94 schools** in the Mimaropa region

EDUCATION

CENTEX

Started in 1998

📍 Manila. Batangas. Silang,
Cavite. Puerto Galera,
Oriental Mindoro. Ligao City,
Albay. Iloilo. Aklan. Basilan

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. 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.





Program Partners

- + Department of Education
- + City Government of Manila
- + Provincial Government of Batangas
- + Private donors, including Ayala Land, Children's Hour, Globe Telecom, Macquarie, and other partners

2018 Quick Stats



Promotion rate:
100 percent



Dropout rate:
0 percent



Cohort survival rate:
98 percent
(v. 73.5 percent national average)



90 percent teacher proficiency rating



Total enrollment for CENTEX Manila and Batangas (SY 2018–2019): **1,091**



Trained and mentored **240 public school teachers** from six sites



Reached **2,325 students** through the CENTEX Training Institute

COMMUNITY LEADERSHIP

LEADERSHIP COMMUNITIES

Started in 2011

📍 Iloilo, Basilan, Lanao del Sur,
Maguindanao, Sulu, Tawi-Tawi,
Cagayan de Oro City.

LeadCom harnesses the youth's potential for leadership and community service by helping them ideate and implement projects that address community issues.





Program Partners

- + Local government units
- + Youth organizations and youth-serving organizations
- + Office of the Regional Governor-ARMM and Eisenhower Fellows Association of the Philippines, for Bangsamoro Young Leaders Program-LeadCom
- + Balay Mindanaw

2018 Quick Stats



Trained **180 young leaders** from Iloilo, Cagayan de Oro City, and ARMM



Helped form and mentor **51 youth groups**



Signed MOAs for **3 new sites**, for implementation in 2019

COMMUNITY LEADERSHIP

FILIPINO YOUNG LEADERS PROGRAM

Started in 2012

📍 Key US states and territories with significant Filipino American communities

FYLPro taps outstanding young Filipino Americans who possess a sincere desire to be engaged in their respective communities and promote the Philippines' further development.



They serve as partners in advancing interests of Filipino Americans, and forging closer Philippine-United States relations.



Program Partners

- + Embassy of the Philippines in Washington, DC
- + Department of Foreign Affairs
- + FYLPro alumni
- + Corporate and other donors and partners, including Philippine Airlines, Ayala Land International Sales, and Ayala Corporation, among others

2018 Quick Stats



Number of 2018 participants:
10



Number of alumni:
70

COMMUNITY LEADERSHIP

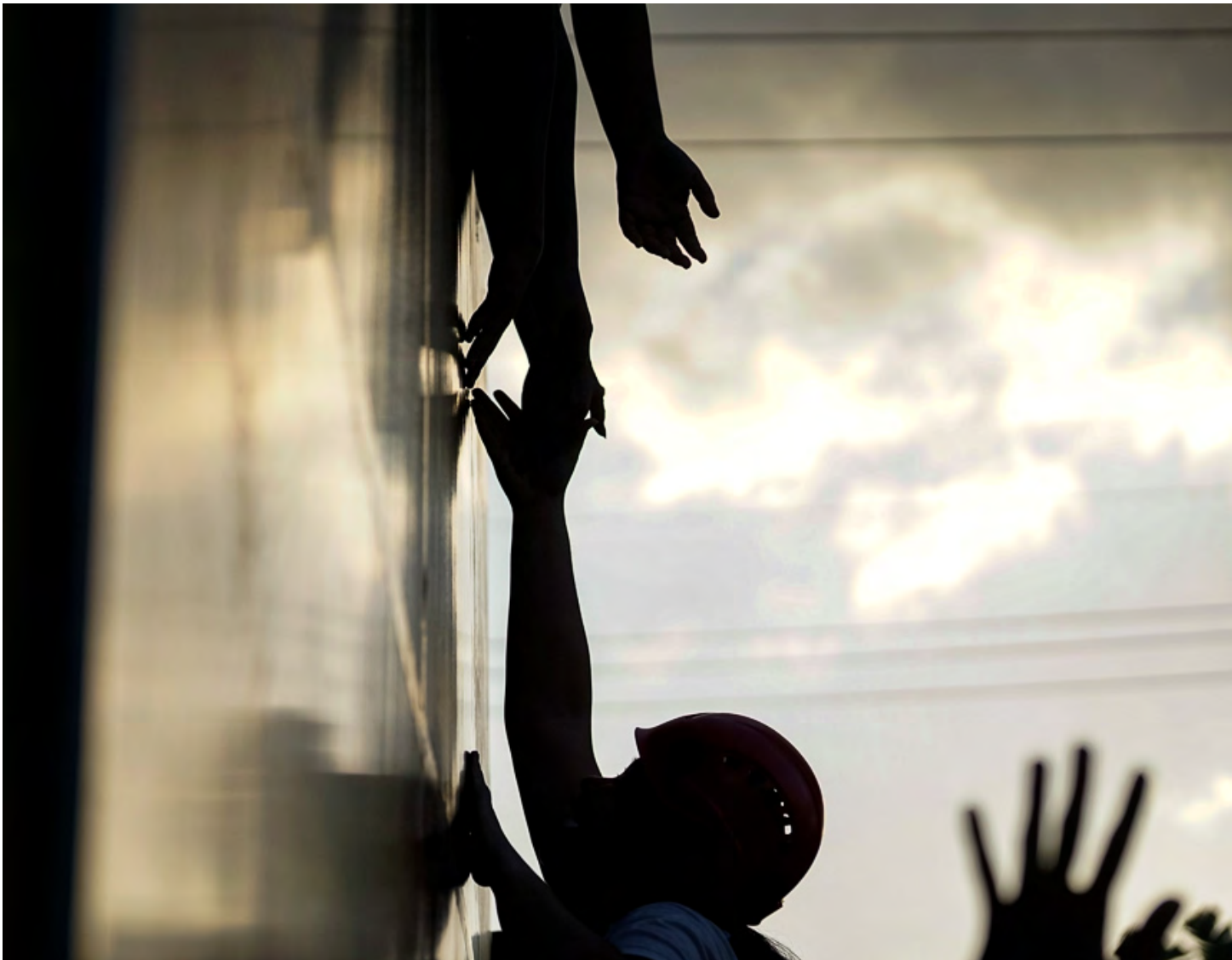
AYALA YOUNG LEADERS CONGRESS

Started in 1999

📍 Nationwide

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.





Program Partners

+ Ayala group of companies

2018 Quick Stats



Congress delegates:
80



Number of alumni:
1,525



Gathered **489 alumni**
at the 20th anniversary
homecoming

SUITABLE AND SUSTAINABLE LIVELIHOOD

PROJECT LIO

Started in 2016

📍 El Nido, Palawan

The Lio engagement is a community development program for communities in El Nido, Palawan. 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 grows.





Program Partners

- + Ayala Land, Inc.
- + Local government unit
- + Department of Education
- + Department of Agriculture
- + Multi-Access Cooperative
- + Asosasyon ng mga Mangingisda at Magsasaka ng Munisipyo ng El Nido, Palawan
- + Northern Palawan Technical Institute
- + Ayala Multi-Purpose Cooperative
- + Establishments in the Lio Tourism Estate

2018 Quick Stats



Engaged **12 women** for the KasuyKolate enterprise



Worked with **25 farms** for the vegetable production enterprise



Initiated the **Ora Mismo project**, which helps improve the employment prospects of local graduates

SUITABLE AND SUSTAINABLE LIVELIHOOD

CALAUAN, LAGUNA PROGRAM

Started in 2012

📍 Calauan, Laguna

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 suitable and 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.





Program Partners

- + Municipal government of Calauan
- + Salesians of Don Bosco
- + Ayala group of companies, particularly Ayala Corporation and Ayala Land's Makati Development Corporation
- + Private partners such as EO Philippines, CLSA, and Feel Good Inc.

2018 Quick Stats



Worked with **30 farmers**, now officially registered as Inang Kalikasan Agriculture Cooperative



Facilitated the construction of **11 greenhouses** for vegetable production



Introduced the **Farmer for a Day** immersion project, reaching five groups/ companies

SUITABLE AND SUSTAINABLE LIVELIHOOD

IRAYA-MANGYAN PROGRAM

Started in 1991

📍 Talipanan, Oriental Mindoro

Our Iraya-Mangyan Program is committed to the education and skills training of the indigenous Iraya-Mangyan community of Talipanan, Puerto Galera, Oriental Mindoro.



We help the Iraya-Mangyan community in Talipanan in reviving their tradition of weaving, particularly in the creation of beautiful and functional nito baskets. With the help of our donors and partners, we also provide training in dressmaking, electrical skills, masonry, and agriculture, among others.





Program Partners

- + Ayala group of companies
- + Sisters of Charity of St. Anne
- + Private donors

2018 Quick Stats



Served **280 Iraya-Mangyan families**



Engaged **198 Iraya-Mangyan weavers**



Helped make Iraya-Mangyan products available in **5 stores**



Facilitated educational support for **109 scholars**



Provided supplemental feeding for **160 students**



Helped **7,624 individuals** access health care

ARTS AND CULTURE

AYALA MUSEUM

Started in 1967

📍 Makati City. Nationwide
(through traveling exhibits).
Global (through items on loan).

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.





Program Partners

- + Private collectors
- + Ayala group
- + Local government units
(for traveling exhibits)

2018 Quick Stats



Museum and library had
132,289 guests



Attracted **4,727 guests**
for musical performance



Launched the Ayala
Museum app, which
was downloaded
1,500 times



VR dioramas viewed
16,349 times

FILIPINAS HERITAGE LIBRARY

Started in 1996

📍 Makati City.

Nationwide. Global.

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.





Program Partners

- + Local government units
- + Bank of the Philippine Islands
- + Ayala Land
- + Globe Telecom
- + Private individuals and organizations

2018 Quick Stats



Museum and library had
132,289 guests



Received international
**Living Cultural
Destination Award**
for “Bursting at the
Seams” exhibit



Attracted over **4,000
guests** for “Bursting at
the Seams”



Had over **13,600 guests**
for “Hidden Cinema”

SPECIAL PROJECT

SARI-SARING ARALAN

Started in 2018

📍 Tondo, Manila

Sari-Saring Aralan is a 12-month community project that encourages the youth to pursue one of three pathways—education, employment, or entrepreneurship. It uses the corner store as the hub



of learning activities. Unlike the usual image of the sari-sari store as the place where aimless youth or “tambays” hang out, Sari-Saring Aralan transforms the community corner store as a venue where out-of-school youth can interact with teachers, mentors, and fellow learners.





Program Partners

- + Rotary Club of Manila
- + City Government of Manila
- + Grameen Australia Philippines
- + Rotaract Manila
- + De La Salle University / College of St. Benilde
- + Project Duke
- + Alumni from the CENTEX and AYLC programs

2018 Quick Stats



Piloted the program with **19 youth** from **six barangays** in Tondo, Manila

An aerial photograph of a lush tropical forest. A river flows through the lower right portion of the image. In the background, a range of mountains is visible under a hazy sky. A semi-transparent yellow rectangular box is overlaid on the left side of the image, containing the title and introductory text.

WHAT WE **HAVE ACHIEVED TOGETHER**

In 2018, we reached important milestones as we served our conglomerate, communities, and country





Ayala's growing Brigada |
Page 41

Know more about 'Team
Pinakbet' | **Page 43**

Calauan farmers now a
cooperative | **Page 46**



WHEN A CONGLOMERATE UPHOLDS COLLABORATION

Collaboration within the Ayala group widens our reach and increases our impact

AYLC now 20 | **Page 48**

Partnerships for art |
Page 49

Ayala harnesses its collective
strength | **Page 50**

BETTER WITH THE CONGLOMERATE



Ayala group CEOs come together to make a stronger impact on people's lives through the Ayala Community for Social Impact.

Harnessing the Ayala group's collective strengths to help improve people's lives

Community development results from the sustained interaction and collaboration of various stakeholders. One of our most valuable stakeholders is the Ayala group of companies.

By building and nurturing relationships with the different units of the Ayala group, we are also able to focus on serving our program communities, and making an impact on their lives. At the same time, we are able to provide avenues through which Ayala's diverse businesses and 45,000-plus-strong workforce can be of service to our communities and the country.

In 2018, Ayala Foundation and the Ayala group had several opportunities to achieve synergy for the good of people and communities. Together, we worked to ensure that those opportunities resulted in meaningful action and measurable impact.



The Ayala Foundation team at the Tartaria West Elementary School in Silang, Cavite—one of the 130 schools #BrigadangAyala2018 reached.

A united “Brigada” for education

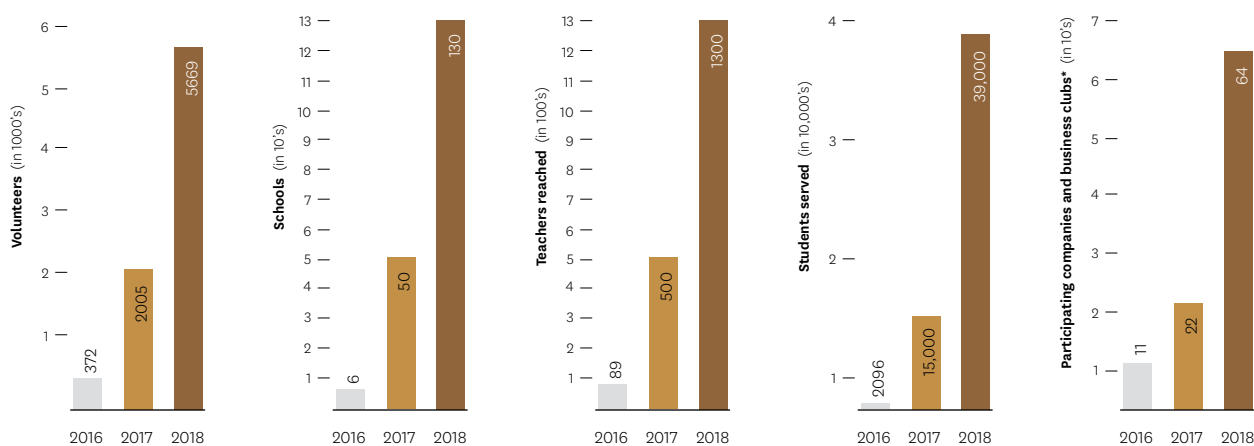
Because of the success of #BrigadangAyala in 2017, Ayala Foundation once again collaborated with the Ayala group, through AC Synergy and the Ayala Group Human Resources Council, to replicate, if not exceed, the impact of our conglomerate-wide participation in the Department of Education’s National Schools

Maintenance Week, or more popularly known as Brigada Eskwela.

Our weeklong participation saw Ayala citizens and partner organizations and supporters volunteering for the clean-up, repair, and repainting of schools near our areas of operations. Carrying brooms and paintbrushes, we did our part in making sure public elementary school students would start the academic year studying in buildings that were conducive to learning.

#BrigadangAyala 2018 mobilized a total of 5,699 volunteers, 184-percent higher than the 2,005 volunteers from 2017. We also sent volunteers to 130 schools, up 191 percent from 2017’s 50 schools. Because of massive enthusiasm among Ayala citizens to take part in #BrigadangAyala, we were able to serve approximately 1,300 teachers and 39,000 students from 17 provinces and key cities nationwide.

#BRIGADANGAYALA CONTINUES TO GROW



*Ayala group and non-Ayala group



Businesses and communities as partners for development

On the road to progress, we also have to make sure that no one is left behind. As business grows, the community and its people must also experience growth and development—to freely say, we have a better life now than before.

We have ongoing partnerships with the Ayala group to make “shared prosperity” part of the lived experience of people in communities where Ayala businesses are present.

In El Nido, Palawan, for example, the community engagement plan we developed with Ayala Land and various community members is now in full swing, with three main elements—a farming initiative, a cashew/chocolate enterprise, and a skills training project.

As part of our response to the Department of Agriculture’s call for businesses supporting local farmers in a sustained manner, we started working directly with 25 members of the Asosasyon ng mga Mangingisda at Magsasaka ng Munisipyo ng El Nido Palawan to supply some of the



We work with various partners to support the livelihood of local farmers in El Nido, Palawan—from vegetable production (opposite page) to delivery at the El Nido Food Terminal (above) to providing for the needs of various businesses, particularly the businesses within the Lio Tourism Estate (below). Also supporting our El Nido program are such partners as the Ayala Multi-Purpose Cooperative, the Department of Agriculture, and the local government (bottom).



vegetables needed by Lio Estate Resorts, El Nido Resorts, Seda Lio, and the different businesses in the Lio Tourism Estate. The participating farmers are informally called “Team

Pinakbet,” as they are the resorts’ regular suppliers of pinakbet vegetables—eggplant, bitter melon, string beans, okra, and squash, among others.



This arrangement is mutually beneficial for the farmers and the resorts—the farmers have a steady, guaranteed market for their produce, while the resorts have reliable sources of locally grown and high-quality vegetables.



The members of the Sibaltan Women Weavers Association, aside from continuing to craft buri and pandan woven items (above), have also started a chocolate-cashew enterprise (below).

The Ayala Multi-Purpose Cooperative, for its part, provided a soft loan for the the El Nido farmers' association, which matched the grant provided by the Department of Agriculture. The funds support the El Nido Food Terminal, which is operated by the farmers' association. The association also serves as the legal entity for all official transactions with the hotels and resorts. The local government of El Nido, meanwhile, has provided farming tools and implements. In addition, the AMPC continued their partnership with us in support of the Department of Agriculture's corporate rice farming program in Palawan.

Meanwhile, the Sibaltan Women Weavers Association continued to diversify its offerings. It now manages KasuyKolate, which produces high-quality chocolate confections that highlight El Nido's famous cashews. Twelve members of the association are directly involved in cashew





Local students undergo on-the-job training with resorts, hotels, and restaurants in the Lio Tourism Estate, through the Ora Mismo initiative.

growing and chocolate production. KasuyKolate products, developed in partnership with Piopio, are currently sold in establishments within the Lio Tourism Estate.

Ora Mismo, a project implemented with the Department of Education, Northern Palawan Technical Institute, and Multi-Access Cooperative, helps enhance in the curriculum and the training facilities of three senior high schools in El Nido. It aims to help improve the employment prospects of local graduates in various

businesses, including the different Ayala businesses in the area. Some of the participants in the project are currently undergoing on-the-job training at Lio Tourism Estate, with the possibility of employment.

Calauan farmers in full bloom

Meanwhile, the ornamental farm in Calauan, Laguna, established with Makati Development Corporation, continued to provide sustainable income for 30 farmers. After several years of working closely with Ayala Foundation and other partners,

the local farmers have become a full-fledged cooperative, having been officially registered with the Cooperative Development Authority as Inang Kalikasan Agriculture Cooperative.

Farming activities in the area also expanded in 2018. Aside from ornamental plants, vegetables are also now being grown by the



The farmers of Calauan are now officially the Inang Kalikasan Agriculture Cooperative (above); Ayala group volunteers experience what it's like to be Farmers for a Day (right).



Calauan farmers, supported by a solid link between the producers and market. With the support of CLSA and EO Philippines, 11 greenhouses and other facilities for vegetable production were built during the year. Don Bosco Technical and Vocational Education and Training (TVET) provided training in organic vegetable and

CALAUAN FARMERS ON THE ROAD TO CONTINUED GROWTH

	2016	2017	2018
Farmers engaged	25	30	31
Purchase orders for ornamental plants (including vegetables in 2018)	PhP 2.2 million	PhP 4 million	PhP 4.75 million
Annual farm income	PhP 2.1 million	PhP 2.9 million	PhP 3.7 million

mushroom production. Lastly, Feel Good Inc., which runs Juju Eats, serves as a regular market for the Calauan vegetables.

Our Calauan program also introduced “Farmer for a Day,” an engagement activity that provides different companies the opportunity to experience farming, while helping farmers earn extra income through

additional production output. The Ayala group was among the first to experience this initiative—during the year, our farmers welcomed volunteers from the Ayala Group Summer Internship Program, the Bank of the Philippine Islands, Globe Telecom, and the Ayala Group Enterprise Risk Management Council. Employees of PSi Technologies also participated in the program.



Partners in leadership and in art

The Ayala group affirmed its commitment to championing the Filipino youth through the Ayala Young Leaders Congress (AYLC). Out of hundreds of applicants from top colleges and universities nationwide, only 80 participants were selected for the 20th congress, which was held in February 2018. Carrying the theme “Serve to Lead,” the congress had as its keynote speaker Ombusman Conchita Claudio Carpio-Morales.

AYLC also celebrated its 20th anniversary through a homecoming organized for its 1,525 alumni. A total of 489 alumni attended event, which also raised support for the Leadership Communities program.

The Filipino Young Leaders Program (FYLPro), in partnership with the Philippine Embassy in Washington, DC, the Department of Foreign Affairs, and Ayala held its weeklong immersion program in the Philippines with 10 delegates, bringing its total alumni to 70. The new FYLPro alumni would continue

to serve as links to strengthening the relations of Filipino Americans with the land of their ancestry through development projects and other initiatives.

The Ayala Museum continued to share its expertise in art and culture with the rest of the Ayala group. The museum collaborated with the BPI Foundation to catalog the BPI Art Collection, comprising over 1,000 works to date.





Ayala Museum showcased the BPI Art Collection in such exhibits as Obra, Pagpupugay, and Historia.

The museum also partnered with the BPI Foundation to celebrate its 40th anniversary, helping launch OBRA, an art exhibition series that featured pieces from the BPI Art Collection. This kicked off with Pagpupugay, featuring artworks that pay tribute to the Filipino family and its values, and continued with HISTORIA: Stories of Art, a monumental exhibit that highlighted Philippine history through a lineup of works by Filipino greats such as Fernando Amorsolo and Juan Luna, as well as up-and-coming local artists.

A wider network of engagement

We also implemented several projects with other Ayala companies.

We facilitated the construction of a sari-sari store for the 6 SAF Consumer Cooperative, in partnership with Ayala Corporation. Additional donations of equipment and technical support were provided by Ayala Multi-Purpose Coop.

In partnership with the Philippine Embassy in Indonesia and Manila Water Company, we supported the development of cooperation programs between the cities of Cotabato and Bandung, Indonesia. We signed an agreement with Cotabato City to support the youth immersion program. Fifteen students from Cotabato were selected to spend 10 days in Bandung City to immerse in different enriching activities, scheduled in January 2019.

AC Infra and MCX Tollway partnered with the CENTEX Training Institute for MCX (Education Moving Communities) to promote the proper implementation of educational field trips among schools, and enhance creativity and imagination by maximizing the use of office space as venue for educational experience.

Generika also partnered with us for the “Maging Malusog, Maging Magiting” event, as part of its 15th anniversary celebration. The event invited parents, teachers, and students from CENTEX Manila and Gregorio del Pilar Elementary School for a half-day event on health and values education, as well as the distribution of health kits.



An Ayala citizen signifies his commitment to supporting the Ayala Community for Social Impact (above), while Ayala Foundation President Ruel Maranan explains the different pillars of Ayala CSI (opposite page).

Social impact, Ayala style

Given the stronger and stronger links being forged between Ayala Foundation and the Ayala group, it becomes important for us to consolidate our diverse strengths and initiatives for greater impact. This is why Ayala citizens are now coming together to harness our wide-ranging strengths, resources, capabilities and talents to form a community that celebrates unique capabilities and programs while joining hands to create social impact.

In a simple yet meaningful ceremony held at the Ayala Museum in November, the Ayala Community for Social Impact (Ayala CSI) unveiled its vision to work for “a better and more sustainable world by creating shared value through partnerships with communities and families we serve.” The group also committed to the mission that they will “harness Ayala’s diverse strengths, resources, capabilities, and talents in engaging businesses and communities for opportunities to solve problems and help make better and sustainable world.”



Ayala CSI identified four focus areas—Education and Scholarships, Environment, Entrepreneurship and Livelihood, and Health. It also identified the following key enablers to bring about relevant social impact: Technology, Communication and Branding, Volunteerism, Capacity-Building and Development, Measurement and Evaluation/ Data Analytics. Serving as champions for Ayala CSI are Ayala Foundation and AC Synergy, while working closely with the different business units within the Ayala group.

Ayala Corporation Chairman Jaime Augusto Zobel de Ayala threw his full support behind the initiative. He said: “Through Ayala CSI, we can strengthen partnerships and collaboration across our various social development programs in the group. By working together, we can scale up our efforts faster and ensure they produce measurable results. I’m excited to see this initiative come to fruition and deepen our culture of social engagement and collaboration among our people.”



Nurturing a vibrant art
community | **Page 54**

Ayala Foundation
continues to build trust |
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Expanding the CENTEX
experience | **Page 60**



HOW COMMUNITIES GROW

The success of any initiative depends on how actively engaged each community member is

A world-class ballet dancer celebrates with us
| **Page 62**

Digital education for public schools | **Page 64**

A heart for the Iraya-Mangyan | **Page 65**

BETTER FOR THE COMMUNITY

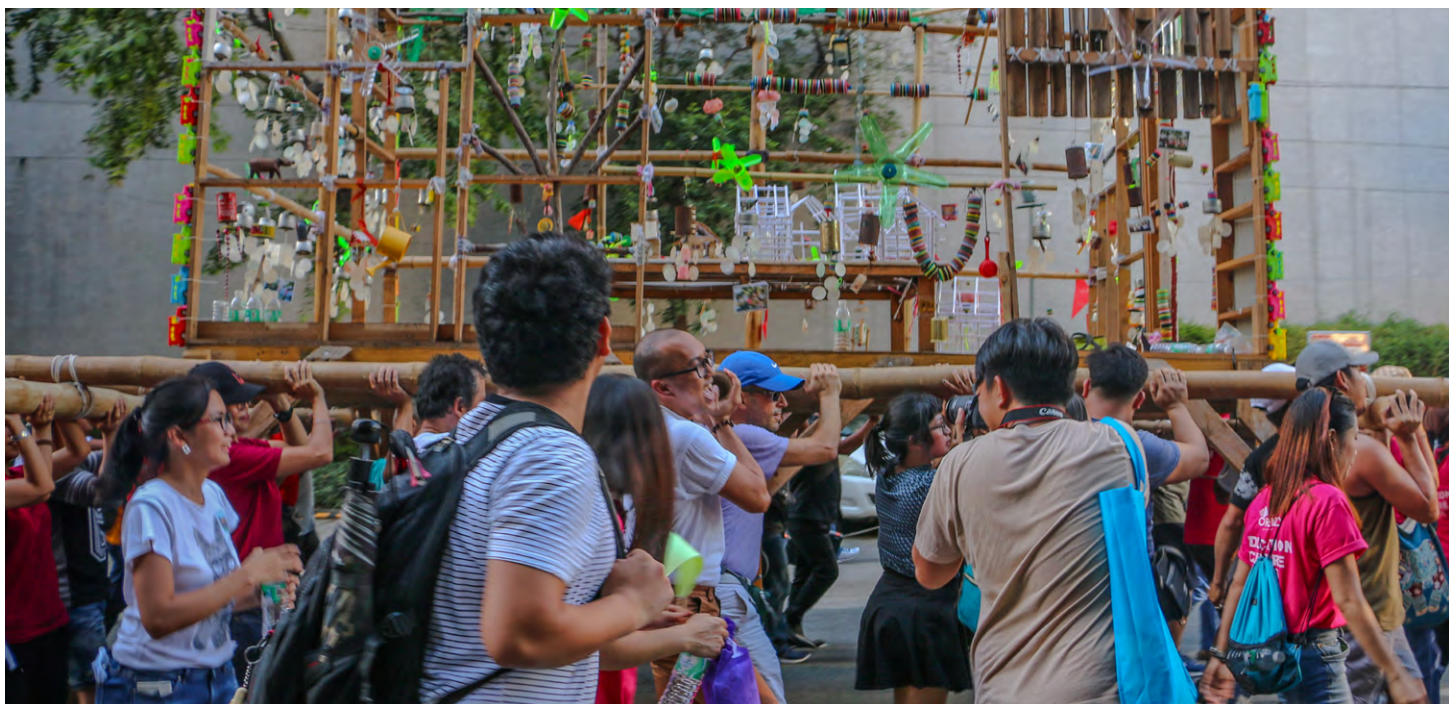
An active, participatory approach to community development

Building and sustaining relationships with communities are an important part of what we do. Through these, we get to understand the needs, interests, and dreams of the people we work with, as we collaborate on solutions for existing concerns and provide venues where we can make people's dreams a reality.

Through programs in education, community leadership, suitable and sustainable livelihood, and arts and culture, we put our various communities at the center of our initiatives. And because community members are active partners in the implementation of the programs, they have ownership of outcomes.



Students at the Talipanan Mangyan School in Oriental Mindoro now have access to digital education through the ProFuturo program.



Bayanihan goes to the city with the interactive installation, Bayanihan Hopping Spirit House by Alvin Reamillo.

Diverse communities inspired by art and culture

Through the Ayala Museum and Filipinas Heritage Library, we continued to grow and nurture various communities that are inspired by art, and make their own contribution to the promotion of Philippine culture both in the Philippines and abroad.

With various programs, events, and exhibitions, our Arts and Culture Division stayed connected with people outside the museum and library walls. The museum's and library's total visitorship for 2018 reached 132,289 people, a 6-percent increase from 2017. Gallery guests also increased 8

percent from 2017, including a 25-percent jump on paid visits. The overall revenue-generating programs such as gallery rentals and library services also gained a slight increase of 2 percent from 2017's figures.

The Ayala Museum continued to provide audiences with unique experiences. One such show featured the works of celebrated Austrian artist Erwin Wurm, which drew audiences to his immersive and interactive One-Minute Sculptures and sold 452 tickets—the highest for a changing exhibit.

The world of Philippine Komiks was showcased through F.V. Coching: Komiks at Kultura, featuring the

work of National Artist Francisco V. Coching, who celebrated his 100th birth anniversary.

Our Arts and Culture Division also maintains itself as an instrument of diplomacy, creating meaningful experiences between cultures through its exhibits. The exhibit Bamboo Road: Tel Aviv–Manila, featuring Israeli artist Anat Heifetz, worked with the Embassy of Israel to celebrate Israel's 70th Anniversary and 60 years of the Israel–Philippines Friendship Treaty. Our much-awaited annual Halloween event, Midnight Museum, carried the theme Dia de Muertos: Forgotten Souls, and was held in partnership with the Mexican Embassy of the Philippines.

In collaboration with Museo Pambata and Barangay San Lorenzo, we presented the Bayanihan Hopping Spirit House by Filipino contemporary artist Alwin Reamillo as a celebration of Filipino unity. During the official launch, the house was carried by community members around the Greenbelt Complex, paying tribute to the great Filipino tradition of cooperation.



FHL highlighted 100 years of Philippine cinema through the exhibit Hidden Cinema.

A landmark exhibit organized by FHL was Hidden Cinema: The Virtual Experience of Philippine Cinema's Centenary, a celebration of the 100 years of Philippine cinema. Curated by film historian Nick Deocampo, the exhibit gathered 100 films submitted through an open call online and put the spotlight on "alternative films."

Ayala Museum also partnered with Gallery of Prints for the 36th International Map Collectors' Society Symposium, an annual symposium for map collectors and enthusiasts from across the globe. Together with the symposium was an exhibit on rare Philippine maps, *Insulae Indiae Orientalis*.

Creative Nights served as a venue for visual and performance artists to



collaborate in creating
a memorable artistic
experience.



The Ayala Museum Mobile app is the first of its kind in the country.

Creative Nights gave audiences a different way to engage with the museum's exhibits. This after hours event brought together contemporary musicians collaborating with the best of the Philippine art scene. The program's debut featured instrumental rock band Tom's Story and a live art session with Rodel Tapaya.

Our concerts consistently brought together a community of music lovers, with guests reaching 4,727 in 2018. The best-attended were the Rush Hour Concerts with the Manila Symphony Orchestra and the concerts with the Philippine Madrigal Singers.

In 2018, we stepped up our digitization efforts not just to innovate but to reach audiences beyond the museum walls. We continued to use Facebook Live to showcase our concerts, reaching thousands more on the digital space. Inspire Every Day: Teachers' Edition was broadcast online, reaching over 1,000 teachers in 10 sites.

We launched the Ayala Museum Mobile App, making it the first of its kind in the country. The app gives a glimpse into the museum's permanent exhibitions, changing exhibitions, events, and other exclusive content. In just 8 months, the app has been downloaded almost 1,500 times.

A strong and trustworthy organization, externally and internally

We continued to ensure that Ayala Foundation remains an organization trusted by various communities, both external and internal.

The Professional Regulations Commission released a certificate of accreditation, formally recognizing Ayala Foundation as provider of continuing professional development for professional teachers.

We were officially granted a Three-Year Certificate of Tax Exemption by the Bureau of Internal Revenue (BIR), effective March 8, 2018. The BIR, through Revenue Memorandum Order No. 20-2013, requires non-stock, non-for-profit organizations to secure a BIR Tax Exemption Ruling to validate its claim for Income Tax Exemption. This certification exempts the foundation from paying income tax for grants and donations it receives but does not exempt the foundation from being subjected to:

(a) income tax not expressly exempted in the Certificate of Tax Exemption

(b) Value Added Tax, and

(c) Withholding Tax.

We also upgraded our accreditation with the Department of Social Welfare and Development, from Level 1 to Level 2. With this upgrade, we now have a longer accreditation term from 3 years to 4 years.





We also opened a new platform for international donations. We partnered with Give2Asia, an off-shore not-for-profit public benefit corporation, to provide a venue for our US-based donors to support the foundation's initiatives. Through this platform, donors can claim tax deductibility over their donations.

We also instituted several internal process improvements for better delivery of services, efficiency, and transparency. We completed the first year of a 3-year digital transformation roadmap, which ensures that technology will be more strategic and relevant to our programs; serve as an enabler for organizational productivity, efficiency, and collaboration; and help "future-proof" the

organization by creating a digital mindset. We also began automating specific financial processes for greater efficiency.

Recognizing that the Ayala Foundation team is an important driver of our success, we continued to ensure that we bring the right talent to the right role; foster an environment for continued learning, as we introduced a Leadership and Functional Competency Framework, introduced targeted developmental programs, and designed a Study Leave Program; and encourage greater collaboration within our team, through an integrated program for talent activities, covering learning initiatives, involvement and volunteerism, fitness, and engagement.



Education as an integrated learning and development experience

Our holistic programs in education have been among our most sustained and far-reaching initiatives. CENTEX, which started out as the Center of Excellence in Public Elementary Education in Manila and Batangas, has transformed into a multi-location, multi-targeted initiative, reaching not only students but also teachers, school heads, and even parents all committed to helping improve the quality of public education in the country.

For school year 2017–2018, CENTEX Manila and Batangas had a combined total of 1,091 students, with a 98-percent cohort survival, 100-percent promotion, and zero-percent dropout rates. CENTEX teachers achieved 90-percent teacher-proficiency rating. CENTEX Batangas was also named Best Performing Elementary School and Most Effective Elementary School Reading Program

Implementer by DepEd Batangas's Gawad Balisong Awards.

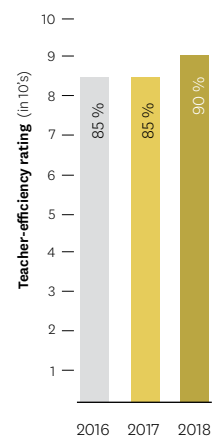
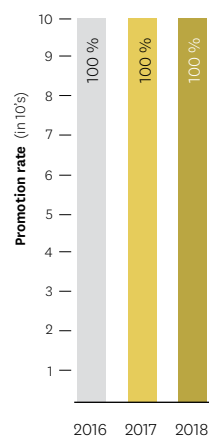
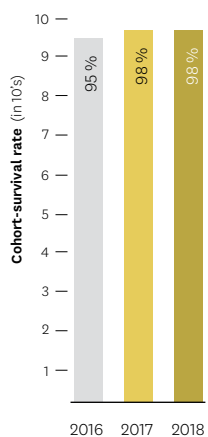
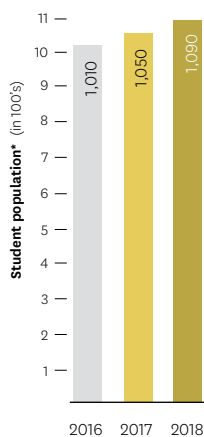
The CENTEX Training Institute, meanwhile, continued to train and mentor 240 teachers and school heads in Manila, Batangas, Cavite, Oriental Mindoro, Albay, Aklan, and Basilan. Five CENTEX Training Institute teachers received the Gawad Pagkilala sa Natatanging Guro ng Maynila 2018, and another one was named one of Aklan's Ten Outstanding Mentors for 2018.

The consistent good results of our CENTEX initiatives continued to drive us to strengthen our support for the education of bright children from economically disadvantaged families. In fact, we celebrated the 20th founding anniversary of CENTEX with fund-raising initiatives to support our students' after-hours dance and music programs, which we have long believed as an important component of holistic child development.





SUSTAINING QUALITY EDUCATION AT CENTEX



*for two schools

No less than Stella Abrera, the first Filipino-American—and Asian-American—principal dancer of the acclaimed American Ballet Theatre, together with other celebrated names in the world of ballet, came to the country to perform at the fund-raising event “An Intimate Evening with Stella Abrera and American Ballet Stars.” Made possible with the support of STEPS Dance Studio and STEPS Scholarship Foundation, the performances raised as much as PhP3 million for CENTEX. Not only that, it brought to the attention of the ballet stars the talented young dancers from the CENTEX After Hours Dance program and the STEPS Dance Studio. In particular, Elwince Magbitang, a CENTEX and STEPS Dance scholar, qualified for



the highly competitive summer intensive program at the Kaatsbaan International Dance Center in New York. Today, he is also studying at the Jacqueline Kennedy Onassis School of the American Ballet Theatre in New York City—bringing Elwince one step closer to his dream of becoming an internationally recognized ballet star.



The celebration of CENTEX's 25th anniversary brought world-class talents headlining fund-raising performances: American ballet stars led by Stella Abrera for "An Intimate Evening with Stella Abrera" (photos in opposite page) and Italian conductor Ruggero Barbieri and the Pundaquit Virtuosi for "MAD4Arts" (above).

The Ayala Multi-Purpose Cooperative also expressed its strong support for CENTEX, as it helped us put together "MAD4Arts," a one-night-only musical performance featuring Italian conductor Ruggero Barbieri, award-winning violinist Coke Bolipata, and the well-loved Pundaquit Virtuosi, together with current students and graduates of the CENTEX After Hours Music Program. The event raised at least PHP200,000 for CENTEX.

As we celebrated CENTEX's milestones, we also sustained the implementation of our other education programs. The Buklod Bahayan Child Development

Center also turned 20 in 2018, and continued to provide quality education for pre-school students in Tartaria, Silang, Cavite. For school year 2018-2019 the center serves 58 students and extends the use of its facility for DepEd's Alternative Learning Systems program and for community events.

We also facilitated the provision of donor-driven scholarship support. For school year 2018-2019, we channeled educational support for 109 high school, college, and postgraduate scholars.

Technology as a driving force in education

We also focused on providing access to technology-driven learning resources and programs for the country's public elementary schools.

In February the Philippines became the first country in Southeast Asia to introduce ProFuturo, which 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.



Representatives from Spain's Fundación Telefónica and ProFuturo Foundation, led by ProFuturo Foundation President César Alierta, came to the country to officially launch the program in 31 pilot schools in Puerto Galera, Oriental Mindoro; and El Nido, Palawan.

At present, supported by a memorandum of agreement signed with the Department of Education Mimaropa region, the program is expanding to 94 schools in the region, and is poised to reach more schools in 2019.



Ayala Foundation is expanding the ProFuturo program in 94 schools in the Mimaropa region.

Our Education and Arts and Culture teams joined forces for Inspire Every Day: Teachers Edition in April and October. The first event attracted 105 teachers from 7 partner DepEd divisions and integrated museum and cultural resources in teaching Araling Panlipunan. The second event,

held on October 1 at the Ayala Museum and simultaneously in 10 remote sites nationwide using livestreaming technology, drew 1,011 participating teachers and offered integrated thinking skills in Science, Technology, Engineering, Art and Math (STEAM).



Weaving is one of the sources of livelihood among the indigenous Iraya-Mangyan of Puerto Galera, Oriental Mindoro.

A heart for an indigenous community

Implemented in Puerto Galera, Oriental Mindoro, the Iraya-Mangyan Development Program continued to serve 280 Iraya Mangyan families. About 198 Iraya-Mangyan weavers were engaged in nito weaving and beaded bag production.

Other interventions were implemented in partnership with the Sisters of Charity of St. Anne (SCCA). The program supported a total of 109 scholars, provided supplemental feeding for over 160 students, and assisted in the health needs of 7,624 individuals from the Iraya-Mangyan and surrounding communities.

WHEN A COUNTRY STANDS PROUD

We raise our flag and proclaim: We are Filipinos



Young leaders help
transform communities |
Page 69

Crescent Hopes shining
through | **Page 71**

A store becomes a learning
hub | **Page 72**



Raising our flags | **Page 76**

Making history engaging
through virtual reality |
Page 77

A stunning exhibit attracts
global attention | **Page 79**

BETTER FOR THE COUNTRY— AND BEYOND



We celebrate the Filipino spirit anywhere we go, and we continue to share the lessons of history with everyone. The lessons of independence and sovereignty are deeply expressed in the Ayala Museum's Dioramas of Philippine History.

Our work is an expression of our sustained commitment to the Filipino

Ayala has long been committed to contributing to national development. And we, as Ayala's social development arm, do our part in helping improve the lives of

people in our immediate circles and beyond.

In fact, we believe that each initiative, however small, should ultimately support, empower, and celebrate the Filipino. For the past 57 years, Ayala Foundation has remained committed to the

Filipino, knowing that each one of us has the innate strength and capacity to improve ourselves and our communities. And if we continue to work together, we can make an impact on improving the country—and even the world.



BYLP-LeadCom fellow Halima Alfonso (right) showcased the beautiful art of inaul at the ADB.

Community leaders for national transformation

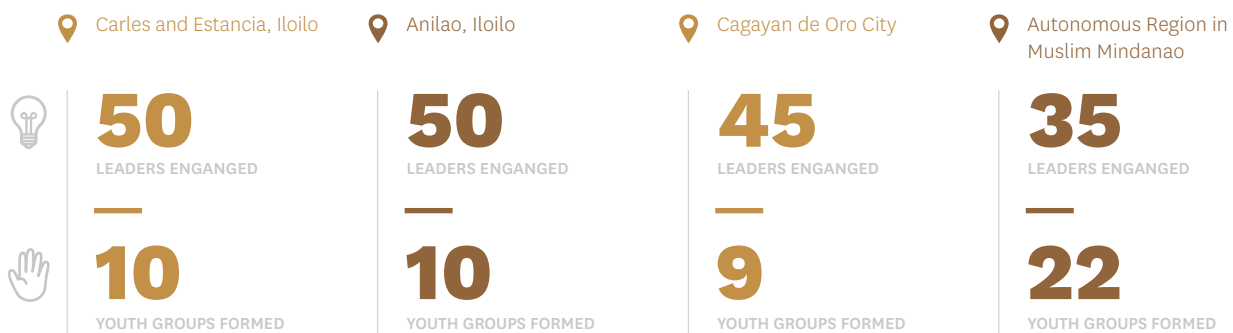
Our belief in the power of the youth in social transformation has remained constant over the years. In fact, 2018 proved to be a banner year for our community-based youth leadership programs.

Leadership Communities (LeadCom) remains a vibrant venue for youth who want to contribute to their community's growth and development.

During the year, we completed LeadCom-Bulig Bisaya, covering young leaders from Carles and Estancia, Iloilo. Many of these young leaders experienced the ravages of Typhoon Yolanda in 2013, and they recognized that even five years after the typhoon, the work of rebuilding and recovery continues. By July, 50 young leaders were trained under the program, and they were formed into 10 groups implementing projects that addressed key issues in their respective barangays.

Cagayan de Oro City, one of the most consistent supporters of LeadCom, welcomed its third batch of young leaders during the year. This new cycle of LeadCom-Cagayan de Oro had 45 youth leaders forming nine youth groups. The municipality of Anilao, Iloilo, also partnered with us for LeadCom, engaging a total of 50 young leaders and 10 youth groups. A memorandum of agreement was also signed with the Butuan City Government in September, for the implementation of the program in the city.

MULTIPLYING COMMUNITIES OF LEADERS THROUGH LEADCOM



The year also saw the culmination of the Bangsamoro Young Leaders Program–Leadership Communities (BYLP–LeadCom), which worked closely with 35 fellows from the five provinces in the Autonomous Region in Muslim Mindanao–Basilan, Lanao del Sur, Maguindanao, Sulu, and Tawi-Tawi.

BYLP–LeadCom, which served as the successful expansion of the Basilan Young Leaders Program–Leadership Communities, was the result of the partnership among Ayala Foundation, the Office of the Regional Governor–ARMM, and the Eisenhower Fellows Association of the Philippines.



BYLP–LeadCom helped ARMM youth become active agents of change in their local communities, developing innovative projects (clockwise from left)—engaging out-of-school youth for a crab-fattening enterprise in Maguindanao; sharing the wonderful flavors of the Maranao condiment palapa with the rest of the country; reviving the art of weaving in Basilan; providing boats to improve school attendance in Tawi-Tawi.



Each BYLP–LeadCom fellow formed their own local youth groups and worked with various partners to implement and sustain innovative community projects in their communities. Among the projects were:

A “crab-fattening” project

implemented in Sultan Kudarat, Maguindanao, by Hanifa Abas, 23, and her project team. By using a participatory approach to community development, Hanifa and her team learned that a good livelihood project for out-of-school youth is by fattening up “rejected” crabs, and selling these at premium prices. This innovative livelihood project is on its way to becoming a registered cooperative.

The provision of boats for school children

in Bongao, Tawi-Tawi, implemented by Vincent Durie, 23, and his project team. Vincent and his project team learned that one of the major reasons for school absenteeism was the lack of access to transportation services. The boat served to ferry students to and from school, resulting in a 99-percent improvement in school attendance.



A project to revive the tradition of coffee planting and processing

in Patikul, Sulu, as implemented by Alnidzmar Tahir, 30. Through this project, Alnidzmar and his team are helping bring back the image of Sulu as a producer of high-quality coffee, while also promoting their belief that taking a moment and sitting together to share cups of coffee is a good way to promote peace.

Promoting the distinctly

Maranao condiment palapa, through an enterprise started in Lumba-Bayabao, Lanao del Sur, implemented by Jalilah Hadji Sapiin, 21, and her project team.

These stories, and the stories of four other BYLP–LeadCom fellows, were featured in a book entitled *Crescent Hopes*, which was also launched during the project’s culminating activity. By gathering the BYLP–LeadCom stories in a book, we hope to make their stories accessible to the rest of the country and the rest of the world—not only to learn from, but also as a source of inspiration. The *Crescent Hopes* ebook will be available in 2019.

We also recognized that out-of-school youth can make a significant contribution to their local communities. In November, we launched Sari-Saring Aralan, with Tondo, Manila serving as its pilot site. This community project encourages the youth to pursue one of three pathways—education, employment, or entrepreneurship. It uses the corner store as the hub of learning activities.

A partnership project with the Rotary Club of Manila, Sari-Saring Aralan is also supported by the Manila City Government, and consortium partners like Grameen Australia Philippines, Rotaract Manila, De La Salle University/College of Saint Benilde, Project Duke, and CENTEX and AYL alumni. Nineteen OSY from six barangays started attending the session every Saturday.

CRESCENT HOPES

BANGSAMORO YOUNG LEADERS PROGRAM–LEADERSHIP COMMUNITIES



We highlighted the success stories of BYLP–LeadCom through *Crescent Hopes* (above), and piloted a new program for out-of-school youth through Sari-Saring Aralan (below).





We officially turned over the Siyapen Center (above) to the Marawi City Government, with President Rodrigo Duterte as key witness (lower photo).

Serving Mindanao

Marawi City continues its journey to recovery following the siege of 2017. In January 2018, Ayala Foundation, representing the Ayala group, officially turned over the PhP30 million Siyapen Center to the Marawi City Government. We also provided support for the operations of the Siyapen Center in the following ways: refurbishment and delivery of

furniture, equipment, and supplies; construction of a prayer room; turnover of two service vehicles; and turnover of an additional PhP3.0 million to the Marawi City Government for an emergency cash-for-work project. The turnover was personally witnessed by President Rodrigo Roa Duterte.

Because livelihood is a critical part of recovery, we provided

opportunities for Maranao artisans to showcase and sell their products. In partnership with 11 Maranao artisans and merchants, the Department of Trade and Industry (DTI) Region 10, DTI Iligan, and Ayala Malls, we successfully organized the second Marawi Exhibit and Bazaar in December at the Ayala Centrio Mall. This was the second year of the bazaar, which was first organized in December 2017.



Following its successful run in Makati City, Davao City, and Cebu City in 2017, Manāra, an interactive art installation on Muslim Mindanao culture found its permanent home on the grounds of the Autonomous Region in Muslim Mindanao Office of the Regional Government Complex.

The Manāra installation is now in its permanent home in Cotabato City. The artist Toym Imao with Ayala Foundation and ARMM officials (led by ARMM governor Mujiv Hataman) and BYLP–LeadCom fellows enjoying Manāra installed on the grounds of the ARMM–ORG office complex.

Manāra—the Arabic word for “minaret”—is the result of the creative collaboration between internationally acclaimed sculptor and painter Toym Imao and industrial designer and installation artist Lilianna Manahan.

First brought to ARMM in November 2017, Manāra underwent significant modifications in January 2018, to ensure that it could withstand the elements. The installation was completed in September 2018. Today, the exhibit can be enjoyed by anyone visiting the ARMM Complex.

Ayala Foundation as a partner of choice

Engaging in high-profile partnerships has also helped boost Ayala Foundation's value as a social development partner of choice. The Office of the Vice President successfully closed out the first year of the Istorya ng Pag-asa Film Festival in June, with Ayala Foundation serving as the channel of support from the Ayala group. The partnership gave way to the three winning films to be shown in Ayala Cinemas nationwide, spreading stories of hope and inspiration to moviegoers. The success of the festival led the OVP to renew its partnership with us for the second year of the festival, which kicked off in November.

We also channeled some of the Ayala group's social contributions that increased the foundation's (and by extension, the group's) awareness and goodwill in key regional areas. During the year, we facilitated the donation of special equipment for the detection and treatment of eye cancer in children. The donation was turned over to Southern Philippines Medical Center Children's Cancer Institute in Davao City.



Vice President Leni Robredo partnered with Ayala Foundation for the Istorya ng Pag-Asa Film Festival.

We also continued sharing the Ayala Foundation story in different parts of the country, and even the world. Aside from various local conferences, we were invited to share with international audiences the work that we do for our conglomerate, communities, and country. At the Salzburg Global Seminar in Salzburg, Austria, our president Ruel Maranan joined an international panel on social investments; we also joined a panel on corporate giving organized by the Temasek Trust in Singapore.



We promote love of country through the #MagingMagiting Flag Campaign.

A nation of heroes

For the past three years, we have been sharing the message that every Filipino has the capacity to be a hero. #MagingMagiting is a campaign that seeks to promote love of country by celebrating the best in the Filipino, in small or big ways.

During the year, #MagingMagiting found concrete expression through a partnership with the National Historical Commission of the Philippines and the Department of Education. The partnership seeks to promote love of country through the distribution of 10,000 Philippine flags nationwide. This project encourages every Filipino child to treat the Philippine flag with respect, and also to be proud of the country

Because we believe #MagingMagiting is a cause that every Filipino can get behind, we also welcomed partners from various sectors to become our fellow advocates. Bounty Agro Ventures was among the first



Key scenes from Philippine history get the virtual reality treatment with the Dioramas of Philippine History VR videos.

to actively and enthusiastically promote the campaign in different parts of the country. Ayala Corporation, Generika, Entrego, and Integrated Micro-Electronics also served as partners for the campaign.

The Philippine Daily Inquirer also expressed its support for the campaign by adopting #Maging-Magiting as the theme for the Inquirer Read-Along Festival, which seeks to promote love of reading among students.

We also continued to develop ways to make our national heroes relatable to digital-savvy younger generations. Following the successful launch of the virtual reality diorama video on the execution of Dr. Jose P. Rizal, the Ayala Museum introduced a new set of Diorama VR videos—proving that Filipinos are hungry for stories about great heroes, told in fresh, exciting, and immersive ways.





The new set of VR videos focuses on two iconic Filipino heroes—Andres Bonifacio and Emilio Aguinaldo.

Diorama VR: Emergence of the Filipino Nation gave the virtual reality treatment to two more iconic historical figures: Andres Bonifacio and Emilio Aguinaldo. This new VR experience takes viewers through four more events from the museum's Dioramas of Philippine History—the Cry of Pugad Lawin, the Tejeros Convention, the Trial and Execution of Andres Bonifacio, and the Declaration of Philippine

Independence; all leading towards the birth of the Filipino nation.

Audiences responded enthusiastically to the Diorama VR videos. During the year, the Rizal Diorama received the Silver Boomerang for Visual and Audio Excellence under the Digital Craft category. The Boomerang Awards, given by the Internet and Mobile Marketing Association of the Philippines (IMAPP), recognizes

organizations that excel in digital marketing and content creation.

A total of 16,349 viewers experienced the immersive storytelling of the Diorama VR videos. The videos also found audiences outside of the museum's walls, as they traveled to nine different locations during the year.

Among the best in the world

We also continued to make waves in the international scene, proving that Filipinos can stand head and shoulders above the rest of the world.

The exhibition *Bursting at the Seams: Philippine Detention Centers* featuring arresting photographs by the acclaimed Rick Rocamora, and developed by the Filipinas Heritage Library, received a major award from the Leading Culture Destination (LCD) Awards, considered the “Oscars of Museums.”

In particular, the powerful exhibit won in the category, Soft Power Destination of the Year–Best Activation. The big winners of the 2018 LCD Awards included the Zeitz Museum of Contemporary Art Africa in Cape Town, South Africa; the Yves Saint-Laurent Museum in Marrakech, Morocco; the Museum of Tomorrow in Rio de Janeiro, Brazil; and the Museum of Contemporary Art in Toronto, Canada, among others.

This made FHL and the Ayala Museum the first Philippine cultural institution to be nominated and to win the prestigious award.



BURSTING AT THE SEAMS



The world paid attention to the Filipinas Heritage Library and the Ayala Museum as the exhibit *Bursting at the Seams* won at the LCD Awards, considered the “Oscars of Museums.”



WHO HELPS US **SERVE BETTER**

Our leaders serve with the conglomerate and communities, for the good of the country



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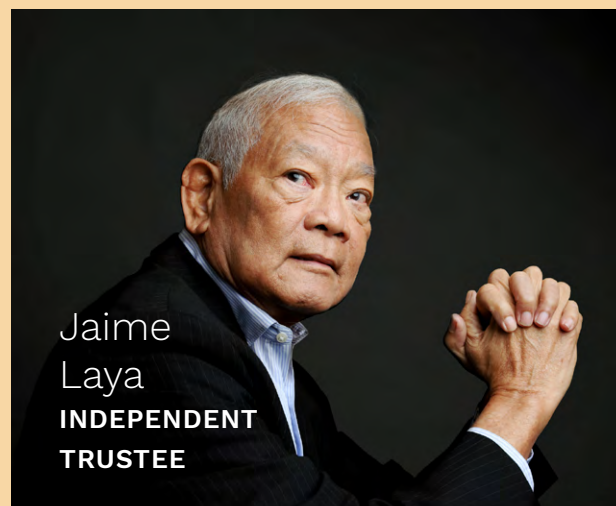
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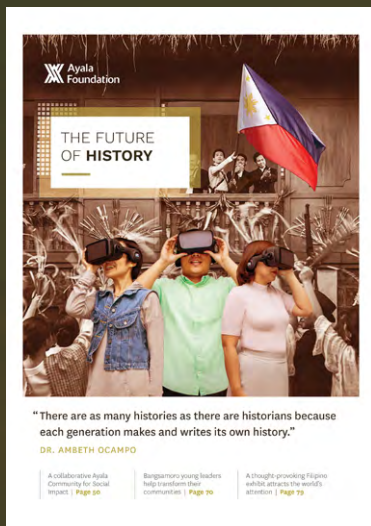
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ABOUT THE COVER



The lessons of history can have an impact on our present and help transform our future.

By honoring our heroes, our national symbols, and our people's stories, we continue to show our love for our country in many different ways.



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Ayala Foundation pushed for “compassion in action” through improved people and processes, as we continued to align, focus, and innovate in creating impact and value in partnership with the conglomerate to better serve our communities and ultimately the country.

RUEL T. MARANAN
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