

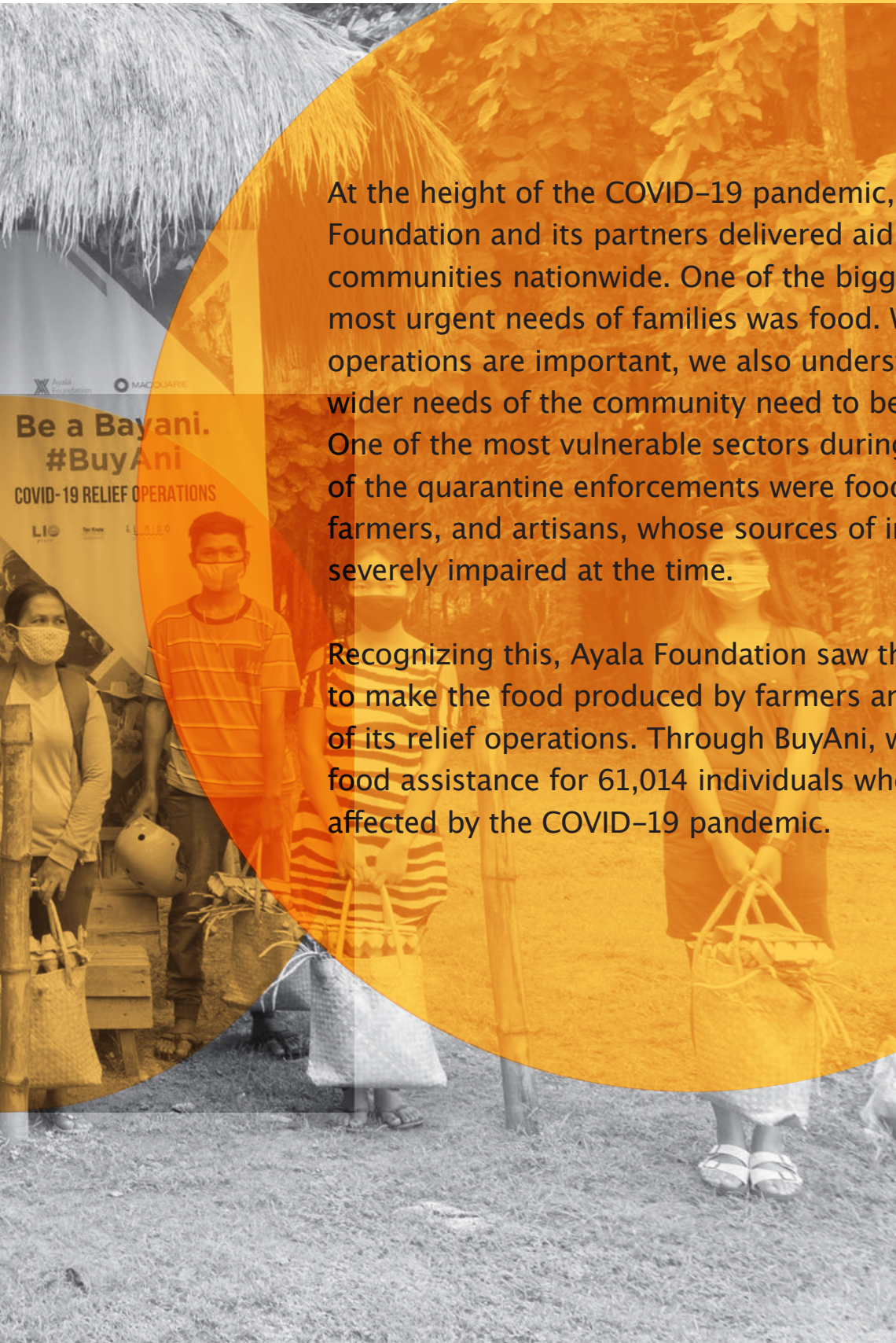
## **GIVING COMMUNITIES THE OPPORTUNITY TO FLOURISH**

Ayala Foundation helps improve lives and address community needs through efforts like Project BuyAni



# ABOUT THE COVER





At the height of the COVID-19 pandemic, Ayala Foundation and its partners delivered aid to different communities nationwide. One of the biggest and most urgent needs of families was food. While relief operations are important, we also understood that the wider needs of the community need to be considered. One of the most vulnerable sectors during the height of the quarantine enforcements were food producers, farmers, and artisans, whose sources of income were severely impaired at the time.

Recognizing this, Ayala Foundation saw the opportunity to make the food produced by farmers an essential part of its relief operations. Through BuyAni, we provided food assistance for 61,014 individuals who were severely affected by the COVID-19 pandemic.



In partnership with the Ayala group, Ayala Foundation implemented Brigada ng Ayala, providing learning and hygiene kits for students and digital connectivity support for teachers.

## 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.

# TABLE OF CONTENTS

<b>04</b>	<b>MESSAGES</b>	<b>46</b>	<b>PARTNERSHIPS SUSTAIN US</b>
<b>04</b>	<b>MESSAGE FROM THE CHAIRMEN</b>	<b>48</b>	<b>ONE WITH OUR CONGLOMERATE</b>
<b>06</b>	<b>MESSAGE FROM THE PRESIDENT</b>	<b>60</b>	<b>ONE WITH OUR COMMUNITIES</b>
		<b>72</b>	<b>ONE WITH THE COUNTRY</b>
<b>08</b>	<b>PROTECT, SERVE, PIVOT</b>		
<b>12</b>	<b>INVESTING IN OUR COMMUNITIES</b>	<b>84</b>	<b>OUR LEADERSHIP</b>
<b>14</b>	<b>FINANCIAL HIGHLIGHTS</b>	<b>86</b>	<b>BOARD OF TRUSTEES</b>
<b>15</b>	<b>OUR PROGRAM MAP</b>	<b>88</b>	<b>MANAGEMENT COMMITTEE</b>
		<b>90</b>	<b>DIRECTORY</b>
		<b>92</b>	<b>CREDITS</b>
<b>16</b>	<b>HIGHLIGHTS FROM OUR OPERATIONAL YEAR</b>		

# MESSAGE FROM THE CHAIRMEN

## **Dear Stakeholders,**

Even as the COVID-19 pandemic has posed considerable strain on existing economic infrastructure and social institutions, it has also provided all of us an opportunity to imagine and reflect more deeply on what a post-pandemic future might look like, without losing sight of the urgency of responding to current needs of people and communities.

This double-headed task of addressing very real needs of Filipinos in the face of the pandemic while also introducing solutions that anticipate emerging challenges is at the heart of the Ayala group's efforts in the past year. In business, we doubled down on our efforts to ensure the safety and security of our developments, while also stepping up our digitalization initiatives, which help ensure the safety and efficiency of transactions.

In addition, the Ayala group has actively participated, if not led, wide-scale efforts to provide relief and other forms of assistance for sectors and communities severely affected by the pandemic. Through initiatives like Project Ugnayan, Ayala has, together with other members of the business community, mobilized resources to provide aid for over 2.8 million families or 14 million individuals. We also shared our expertise in converting spaces to become temporary health facilities for COVID-19 patients, such as the We Heal As One Center at the World Trade Center in Pasay City.

In many of the Ayala group's community-facing initiatives at the height of the pandemic, Ayala Foundation stood at the front lines, delivering assistance that was often essential to the safety and survival of tens of thousands of Filipinos. Through Ayala Foundation, we were able to provide testing equipment and facilities to aid local government units in their respective fights toward curbing the disease and its further transmission. Our Ayala group employees also worked closely with the foundation for their own relief initiative called Project Pananagutan. Through Project Pananagutan, Ayala citizens showed their commitment to serving fellow Filipinos, mobilizing over P149 million to provide assistance for "no work, no pay" employees of partner companies, deliver grocery vouchers for at least 23,000 families in Metro Manila and nearby provinces, and supply 8,800 health workers nationwide with essential protective personal equipment (PPE).

As students and teachers adjusted to the "new normal" of learning in the middle of a pandemic, the Ayala group came strongly together to transform the annual Brigada ng Ayala into a more pandemic-responsive program. If in previous years Brigada ng Ayala fielded hundreds of Ayala volunteers to repair and repaint classrooms, Brigada ng Ayala 2020 sought to provide learning and hygiene kits for students and help teachers gain access to online resources for their teaching. As of yearend, Brigada ng Ayala has served 258 schools, 5,649 teachers, and 21,123 students nationwide. The project is set to continue in 2021.

We also actively responded to the needs of communities who experienced natural calamities. From the Taal eruption in the first quarter to the string of typhoons that devastated many communities in the fourth quarter, Ayala Foundation mobilized at least ₱91 million in resources, serving eight provinces and 14 municipalities, and reaching at least 34,000 families or 170,000 individuals.

On top of these, we made sure to deliver the promises of our existing programs while also strengthening them and the communities they serve. Our education programs like CENTEX, ProFuturo, and `it` provided access to tech-driven resources that would prepare learners for a digital future, while also opening up avenues for the mentoring of teachers and school heads, while also emphasizing the importance of involving parents in the learning process.

Although closed for upgrades and renovation for much of the year, the Ayala Museum and the Filipinas Heritage Library stayed true to their mission to “inspire every day” through programs that promote Philippine art, history, and culture. By adopting an omnichannel approach—which simultaneously reaches out to audiences online, onsite, and offsite—the museum and library have reached over a million beneficiaries through innovative and engaging programming.

Even though 2020 was a very challenging year for many of us, Ayala Foundation served over 1.128 million individuals, representing a 46-percent jump from the 2019 beneficiary count of 772,876.

This is due in large part to the unflagging support of our stakeholders and partners. We are grateful that even in the midst of a difficult year, you stood with us as we served the country.

As Ayala Foundation enters its 60<sup>th</sup> year in 2021, we hope that you, our donors and partners, will continue to join our nationwide efforts to provide communities different opportunities to flourish. We hope that in our 60<sup>th</sup> year and even beyond, you will continue to join us as we affirm our faith in the Filipino.



Jaime Augusto  
Zobel de Ayala  
**CO-CHAIRMAN**



Fernando  
Zobel de Ayala  
**CO-CHAIRMAN**



# MESSAGE FROM THE PRESIDENT

## **Dear Stakeholders,**

In 2020, Ayala Foundation courageously pivoted and innovated in serving our stakeholders in the conglomerate, community, and country, given the challenges posed by the pandemic and a string of other calamities. We enter our 60th year by affirming our Faith in the Filipino, transforming our offerings into even more relevant programs in education, suitable and sustainable livelihood, and love of country.

Even in the face of unprecedented changes, we stayed true to our vision for communities where people are productive, creative, self-reliant, and proud to be Filipino. To achieve this, we kicked off a five-year transformation journey that focused on digitalization, manpower realignment, and embracing community development as a framework.

As a result, our programs and special projects reached 1.128 million direct beneficiaries, a significant rise from the 2019 record of 778,876. The rise was driven by the adoption of an omnichannel approach to reach wider and more engaged audiences.

Support for existing and new programs also rose in 2020. Total public support for the year reached P264 million, 23 percent above target and 8 percent higher than 2019. Much of this was due to the outpouring of support from you, our stakeholders, and we are grateful for your great support and trust.

We stepped up our disaster response initiatives, allowing us to channel resources worth P91 million for interventions for vulnerable communities affected by the Taal eruption, the COVID-19 pandemic, and typhoons. Although the overall picture paints an increase in expenses, this also represents increased activity and engagement from stakeholders, particularly the Ayala group, through the provision of relief packs, masks and PPEs, fresh food items, roofing materials, and in-kind donations. These activities also showcased increased synergy among the Ayala business units, Ayala Business Clubs, and partner local government units and local non-governmental organizations.

The Ayala group was recognized by the Department of Education for Brigada ng Ayala. Led by the Ayala Community for Social Impact (ACSI), Brigada ng Ayala deployed P181 million through cash and in-kind donations from Ayala business units. These donations came in the form of Ayala-branded EduCare packs or hygiene kits, learners kits, Home Wi-Fi, data load, and wash facilities and literature. In the past four years alone, the Ayala group has invested close to half a billion pesos in assistance for back-to-school activities alone.

Our existing programs also rose to the challenge of staying relevant to the needs of our stakeholders.

The innovative BuyANI project distributed food packs for communities at the height of the pandemic, while also supporting the products and services of local farmers, food producers, other community partners. BuyANI provided relief assistance for 61,014 individuals in Luzon, Visayas, and Mindanao, while also supporting the local economy.

Even in the middle of a pandemic, our efforts to inspire youth leaders to serve their local communities continued through Leadership Communities. During the year, we completed cycles in three sites, serving 319 young leaders who went on to serve 6,830 community members through the implementation of barangay projects. Our partnership with Macquarie Group Foundation also helped us launch the LeadCom READY Grant, which awarded project grants for 10 teams from previous and current LeadCom sites. Just as important was the return of our partnership with the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) and the Eisenhower Fellows Association of the Philippines (EFAP) for the second run of the Bangsamoro Young Leaders Program, which seeks to empower young leaders from Basilan, Lanao del Sur, Maguindanao, Sulu, and Tawi-Tawi.

Whether there is a pandemic or not, our call to sustain our love for our country remains constant. Through our Maging Magiting program, we spread the message of kagitingan (courage or valor) nationwide, through the distribution of symbolic “Magiting masks” for community front-liners and many other Filipinos who show that it’s possible to be extraordinarily heroic in our own ordinary ways. All in all, we distributed 118,000 Magiting masks nationwide.

Together with DepEd, the National Historical Commission of the Philippines, National Commission for Culture and the Arts, and Chooks-to-Go, amplified the call to be “magiting” through the holding of two Digital Magiting Conferences, which had a cumulative reach of 300,000. The DepEd teachers who participated in the Magiting DigiCon developed teaching modules on kag- itingan. These modules are currently under DepEd review, for roll-out in the 2021-2022 school year.

These are but a few of the milestones in our operational year that you, our dear stakeholders, helped make happen. Because of your support and active partnership, we stayed true to our belief that we could always help communities flourish—and we have the numbers to prove it.

In 2021, Ayala Foundation enters our diamond year, our 60<sup>th</sup> anniversary. I would like to thank all of you for your continuing commitment to aligning, giving focus, and making an impact in the lives of people in our conglomerate, communities, and country.

I would also like to take this moment to point out that the reason we continue doing what we do is that there is an alignment between the values of the foundation and our own personal values. And this can be expressed in how we always try to make things better for our stakeholders— because we have faith in the Filipino.



Ruel Maranan  
**PRESIDENT**

# PROTECT SERVE PIVOT

AYALA GROUP'S RESPONSE TO COVID-19

The Ayala Group's commitment to nation-building became the focus, as COVID-19 brought the company's years of history, diversity, and experience to the fore.

"It has been truly inspiring to see how everyone has come together to offer help and find solutions to our daily challenges," said Fernando Zobel de Ayala, Ayala Corporation President and COO. "A crisis of this magnitude needs all sectors to step up and pitch in. As a member of the private sector, Ayala has a key role to play in recovery and nation-building. You can count on us," added Jaime Augusto Zobel de Ayala, Ayala Corporation Chairman and CEO.

The initiatives we led as a group were guided by our drive to protect our employees, serve the larger community, and pivot our businesses toward a new normal resilient to the impact of the pandemic.

## 1 AC Health opens COVID-19 referral centers

AC Health converted two QualiMed hospitals in Sta. Rosa and San Jose Del Monte into COVID-19 referral centers. To date, these hospitals have performed over 80,000 tests.

## 2 Manila and Quezon cities get a boost in COVID-19 testing from Ayala

Donated by the Ayala Group, the City of Manila opened a new molecular laboratory inside Sta. Ana Hospital, with serology testing being offered in various barangays for free. Ayala also donated two GeneXpert PCR machines.

Likewise, Quezon City received a Bio Rad PCR machine for its newly constructed Quezon City Bio-Molecular Laboratory. An additional P4.5million worth of supplies for PCR pooled testing were also donated by Ayala and the LGU's partners.

## 3 Ayala donates testing facilities for Davao

Ayala donated an automated RNA Extraction machine and two RT-PCR machines to Davao City's Southern Philippines Medical Center, allowing the hospital to test as many as 1,000 more patients a day.

## 4 Swabbing booths are donated

Ayala donated booths for the government's four main swabbing centers: Palacio de Mañila Tent along Roxas Boulevard, the Mall of Asia Arena in Pasay City, Enderun Colleges in Taguig City, and the Philippine Arena in Bulacan.

Photo by: KrizJohn Rosales of Philippine Star

## 5 Ayala group donates to Red Cross

With Bank of the Philippine Islands and Globe Telecom, Ayala helped the Philippine Red Cross address critical needs in public health protection.

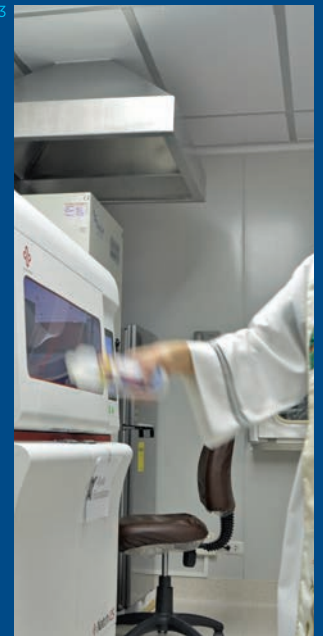
## 6 A 502-bed mega isolation facility is created in seven days

The World Trade Center (WTC) We Heal as One Center was made possible through the collective efforts of Ayala, Ayala Land, Globe Telecom, Manila Water, Integrated Micro- Electronics, and AC Energy, with the ICCP Group and Manila Exhibition Center Inc. (MEC) and in partnership with the Bases Conversion Development Authority (BCDA) and the National Government. The Ayala Group of Companies pooled P46.4 million for this project.

## 7 Project Ugnayan reaches out to Metro Manila's most vulnerable

With the Philippine Disaster Relief Foundation and Caritas Manila, Ayala convened 270 private corporations and raised PhP1.7 billion for food vouchers and donations, benefitting around 14 million individuals in the Greater Manila Area. Visit [www.projectugnayan.org](http://www.projectugnayan.org)

Photo by: Xyza Bacani





***“A crisis of this magnitude needs all sectors to step up and pitch in. As a member of the private sector, Ayala has a key role to play in recovery and nation-building. You can count on us.”***

**Jaime Augusto Zobel de Ayala**  
Ayala Corporation  
Chairman and CEO

***“It has been truly inspiring to see how everyone has come together to offer help and find solutions to our daily challenges.”***

**Fernando Zobel de Ayala**  
Ayala Corporation  
President and COO

**8 IMI creates an affordable alternative for ventilators**

The University College London's (UCL) Ventura Flow Generator is the first breathing aid to be manufactured in the Philippines, localized by Integrated Micro-Electronics Inc.'s (IMI) UK subsidiary's technology. It received FDA approval in July 2020.

**9 MWF pushes for hygiene awareness and creates facilities**

Manila Water Foundation (MWF) continues to build new and rehabilitate existing handwashing facilities and distribute hygiene packages under MWF's banner program, "WASH in Pandemic."

**10 Ayala looks after employees through testing**

The Ayala Group's immediate response to COVID-19 was to protect its employees, both financially and physically. Visit <https://chronicle2020.ayala.com>

**11 Ayala Land (ALI) converts Red Cross Laboratory COVID testing**

ALI's Makati Development Corporation (MDC) converted an area inside the Philippine Red Cross headquarters in Mandaluyong City into a biosafety laboratory class 2 facility. MDC has since built six other COVID-19 facilities nationwide.

**12 High-speed Internet access for Pasig**

Globe Telecom and the local government of Pasig City partner up to deliver high-speed and affordable Internet access through GoWiFi and KonekTayo WiFi.

**13 Internet access for students of Manila**

Globe Telecom's KonekTayo School Bus WiFi was launched in Manila, helping students avail of the KonekTayo WiFi service for as low as PhP15 a day.

Photo Credit: Marianne Bermudez of Philippine Daily Inquirer

**14 AC Health and Qualimed launch a vaccination drive**

Dr. Edwin Mercado, Vice-Chairman of QualiMed's founding group Mercado General Hospital, Inc. (MGHI), was the first healthcare worker outside of Metro Manila to be vaccinated with the AstraZeneca vaccine.



When Taal Volcano erupted, Ayala Foundation worked closely with the Ayala group and other partners to provide relief assistance in the form of food and hygiene kits and free medical missions, among others.



# INVESTING IN OUR COMMUNITIES

**With the help of the resources entrusted to us by our stakeholders, we make a contribution to our shared goal of improving lives.**

**14**

Financial Highlights

**15**

Our Program Map

# FINANCIAL HIGHLIGHTS

₱ **264.3M**  
Public Support

₱ 245.1M  
Cash

₱ 19.2M  
In-kind

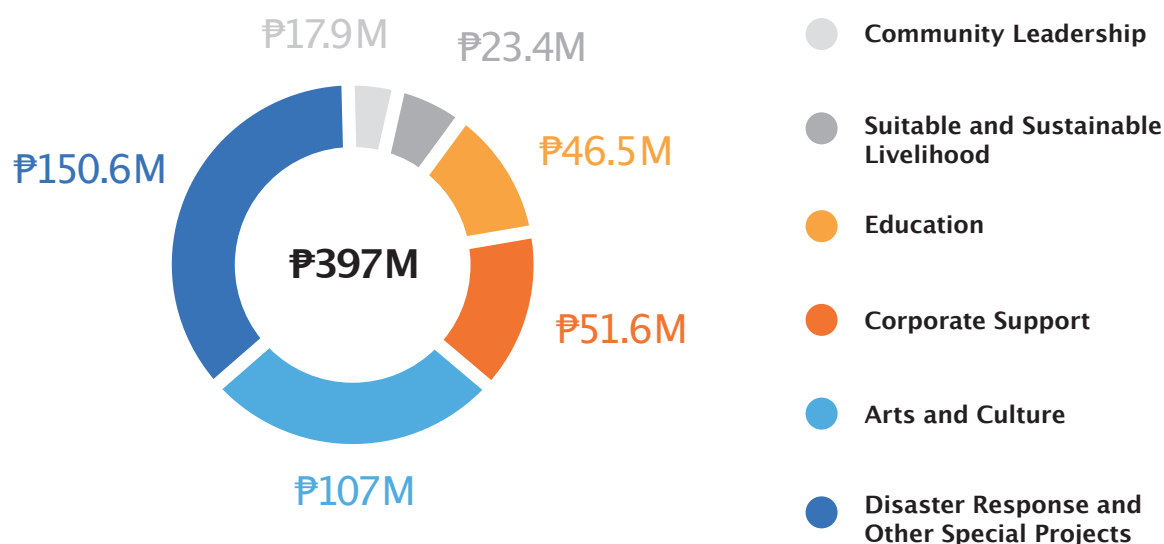
₱ **16.9M**  
Project Revenues  
and Other Income

₱ **345.4M**  
Project Costs  
and Other Expenses

₱ **51.6M**  
General and  
Administrative Costs

₱ **2.0287B**  
Value of  
Endowment Fund

# TOTAL OPERATING EXPENSES

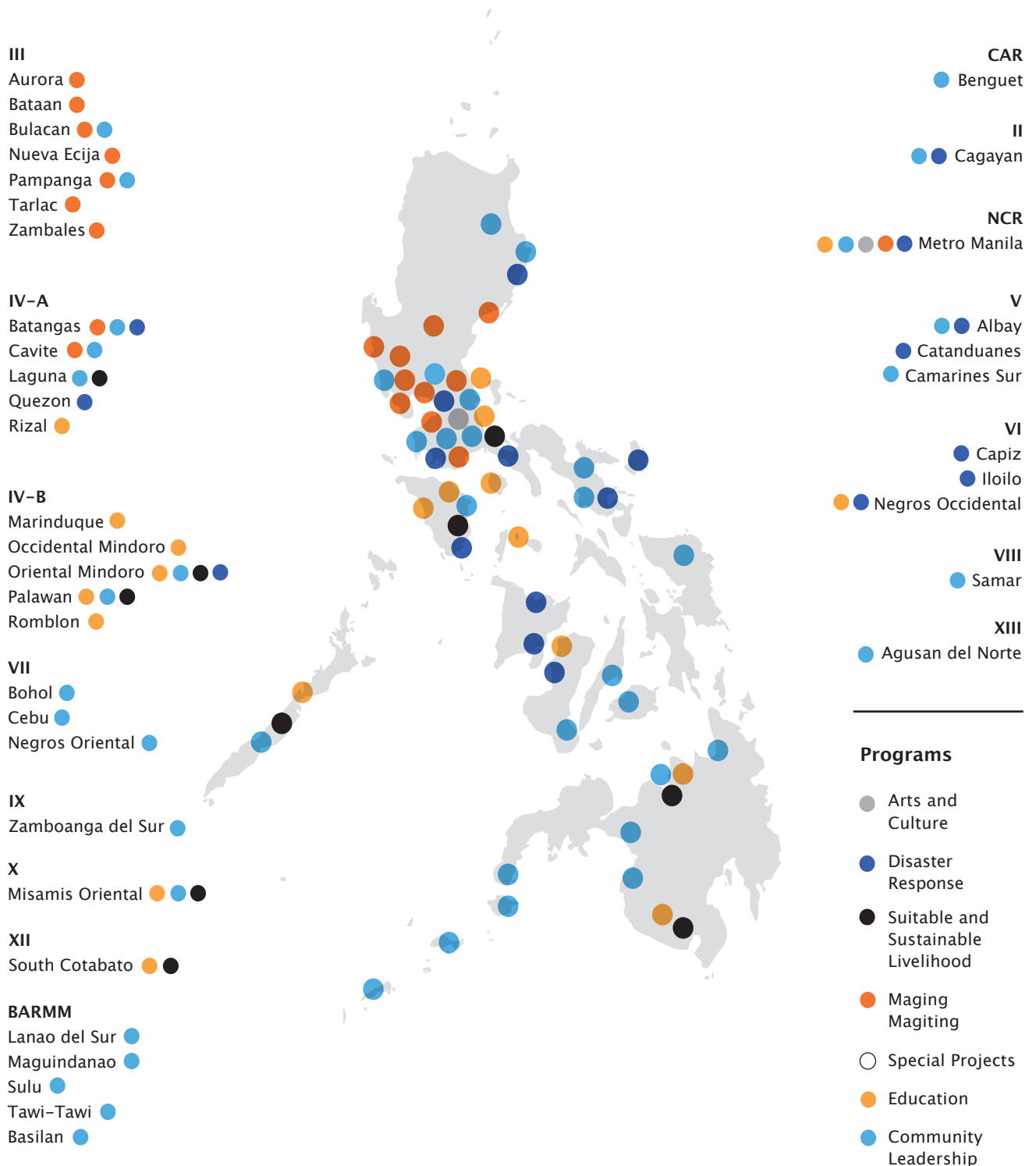


The full version of our audited financial statements is available at [www.ayalafoundation.org/annual-reports](http://www.ayalafoundation.org/annual-reports)

# WHERE WE ARE

During the year our initiatives served **at least 1.128 million individuals**, representing a **46-percent jump from the 2019 beneficiary count of 772,876**. This increase could be partly accounted for

the timely adoption of an “omnichannel” approach pioneered by the Arts and Culture Division. We also brought our programs to 44 key provinces and cities.





One of our partners during the Taal relief operations was AC Health, which conducted medical missions and distributed essential medicines.



# HIGHLIGHTS FROM OUR OPERATIONAL YEAR

Through our programs, we continue to serve people and communities nationwide.

**18**

CENTEX

**20**

ProFuturo

**22**

Sari-Saring  
Aralan

**24**

Leadership  
Communities

**26**

Ayala Young  
Leaders Congress

**28**

Project Lio  
2.0

**30**

Calauan  
Development  
Program

**32**

Iraya-Mangyan  
Program

**34**

Ayala Museum

**36**

Filipinas  
Heritage Library

**38**

Code IT

**40**

Maging  
Magiting

**42**

Disaster  
Response

**44**

Brigada ng  
Ayala



## Social Development

- 📍 Manila
- 📍 Batangas
- 📍 Bago City  
Negros Occidental
- 📍 Talisay City  
Negros Occidental
- 📍 Cagayan de Oro City
- 📍 General Santos City



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.



1,181  
STUDENTS

Served directly by  
CENTEX Grade Schools



7,386  
PEOPLE

Served directly and  
indirectly by CENTEX  
Grade Schools and  
CENTEX Training  
Institute

218  
TEACHERS

Served directly by  
CENTEX Training Institute

1:20

Social Return of  
Investment of CENTEX

PROGRAM PARTNERS

Department of Education	City Government of Manila	Provincial Government of Batangas	
<u>Private Donors</u>			
Ayala Land	Atayde Foundation	Macquarie Foundation	Other partners
<u>Local Government Units</u>			
Bago City	Cagayan de Oro City	General Santos City	Talisay City

# PROFUTURO

## Social Development

- 📍 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.



3,990  
Students reached

21,960  
People served directly  
and indirectly

126  
Schools reached

402  
Teachers reached

**PROGRAM PARTNERS**

ProFuturo  
Foundation

Fundación  
Telefónica

Fundación Bancaria  
“la Caixa”

Department  
of Education

Local Government  
Units

# SARI-SARING ARALAN

## Social Development

- 📍 Tondo, Manila
- 📍 Cagayan de Oro City
- 📍 El Nido, Palawan



Sari-Saring Aralan is a one-year 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.



118

Out-of-school youth served

607

People served directly and indirectly

**PROGRAM PARTNERS**

Mitsubishi Corporation

Alumni from different Ayala Foundation Programs

Local Government Units

# LEADERSHIP COMMUNITIES

## Social Development

- 📍 Butuan City
- 📍 Bago City
- 📍 Cagayan de Oro City
- 📍 Agusan del Norte
- 📍 Catbalogan City
- 📍 Bangsamoro  
Autonomous Region  
of Muslim Mindanao



LeadCom harnesses the youth's potential for leadership and community service by

helping them ideate and implement projects that address community issues.



319

Youth served directly

13

Mentors and  
facilitators engaged

8,040

People served directly  
and indirectly

PROGRAM PARTNERS

Local  
Government  
Units

Youth organizations  
and youth-serving  
organizations

Bangsamoro Youth  
Commission of the  
Bangsamoro Autonomous  
Region of Muslim Mindanao

Private Organizations  
Macquarie  
Foundation

Eisenhower Fellows  
Association of the Philippines

# AYALA YOUNG LEADERS CONGRESS

Social  
Development

📍 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.



**76**  
**STUDENT**  
**LEADERS**

Participated at the  
21<sup>st</sup> Congress

**1,681**  
**AYLC**  
**ALUMNI**

**30,076**  
**PEOPLE**

Served directly  
and indirectly

## PROGRAM PARTNERS

Ayala Group of Companies

# PROJECT LIO 2.0

## Social Development

📍 El Nido, Palawan



The Lio engagement is a community development project 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.



95

Farmers, fishermen, women weavers, women entrepreneurs, and tricycle drivers served

475

People served directly and indirectly

1,000  
FAMILIES

Provided with COVID-19 relief assistance

PROGRAM PARTNERS

Sibaltan Women Weavers Association

Department of Education

Establishments in the Lio Tourism Estate

Ayala Land

Department of Agriculture

Asosasyon ng mga Mangingisda at Magsasaka ng Munisipyo ng El Nido, Palawan

Local Government Unit of El Nido

Multi-Access Cooperative

₱3.19M

Combined gross sales for Lio e-Lengke and Food Terminal North

# CALAUAN DEVELOPMENT PROGRAM

## Social Development

📍 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 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.



₱12.79M

Gross income of  
Avviare Farm

35  
FARMERS

From Inang Kalikasan  
Agriculture Cooperative engaged

46

Additional suppliers  
engaged for BuyAni  
project and other  
deliveries

405

People served directly  
and indirectly

**PROGRAM PARTNERS**

Ayala Group of Companies

Ayala Land  
Makati Development Corporation

MDC Greens  
MDC Equipment Solutions

Government Partners

Municipal Government  
of Calauan

Philippine Fiber Industry  
Development Authority

Other Partners

Salesians of Don Bosco  
EO Philippines  
CLSA

HABI the Philippine  
Textile Council

# IRAYA MANGYAN PROGRAM

## Social Development

📍 Talipanan, Puerto Galera  
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.



86

Nito weavers engaged

192  
CHILDREN

Served through the  
feeding program and  
day care



1,400  
MEMBERS

Of the Iraya-Mangyan  
community served

₱1.575M

Gross sales of  
Iraya-Mangyan products

## PROGRAM PARTNERS

Ayala Group  
of Companies

Sisters of Charity  
of St. Anne

Private  
donors

# AYALA MUSEUM

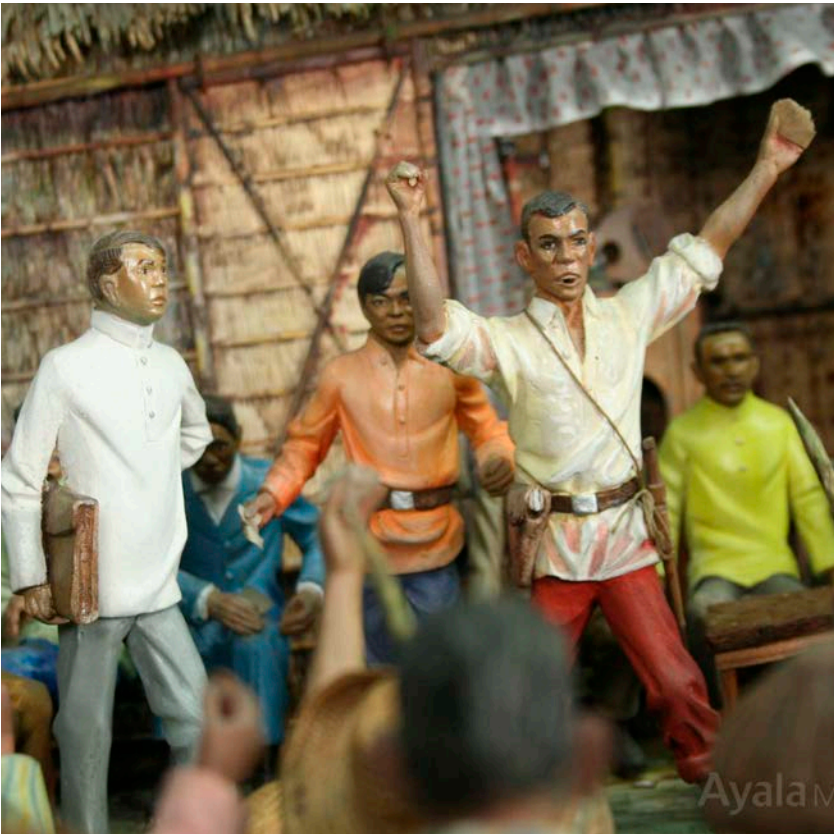
## Arts and Culture

- 📍 Makati City
- 📍 Nationwide  
Through traveling exhibits
- 📍 Global Locations  
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 an omnichannel approach to to present our country's rich heritage in fresh, engaging, and innovative ways.



1.038M  
PEOPLE

Reached through the omnichannel approach both for Ayala Museum and Filipinas Heritage Library

500  
STUDENTS

Nationwide served through “Give Access Get Access” campaign

33,176  
“VIRTUAL VISITS”

For four online exhibits

PROGRAM PARTNERS

Ayala Group of Companies

Private collectors

Other partners from the public and private sector

Local Government Units for traveling exhibits

# FILIPINAS HERITAGE LIBRARY

## Arts and Culture

- 📍 Makati City
- 📍 Nationwide
- 📍 Global Locations



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.



1.038M  
PEOPLE

Reached through the omnichannel approach both for Ayala Museum and Filipinas Heritage Library

1,165  
LISTENS

For six episodes of the Muni-Muni Stories podcast

1,500  
PARTICIPANTS

For two webinars commemorating the 75<sup>th</sup> anniversary of the end of World War II

## PROGRAM PARTNERS

Ayala Group  
of Companies

Local Government  
Units

Organisasyon ng  
Pilipinong Mang-aawit

Other private  
individuals and  
organizations



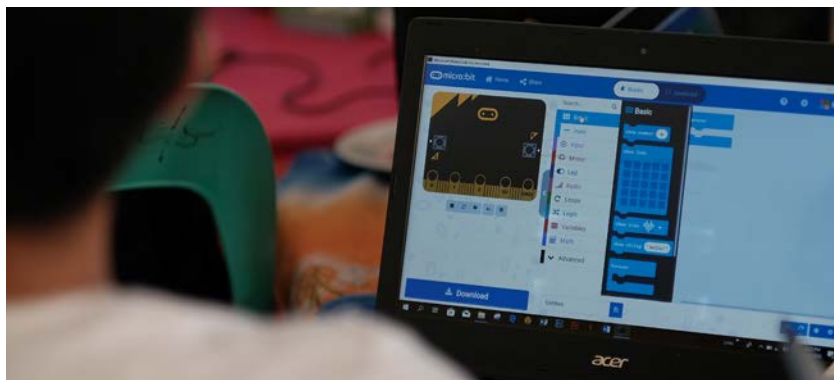
## Special Program

- 📍 Davao del Norte
- 📍 Silang, Cavite
- 📍 San Juan City
- 📍 Manila



<code/it> is a digital literacy learning program that provides public elementary school teachers basic computer science and programming skills

which they can then teach their students so they can prepare themselves for the workplace of tomorrow.



₱20.9M

Funding secured for the project

997

Teachers trained



195  
TRAINING  
SESSIONS

For teachers conducted

636  
TRAINING  
HOURS

Provided for teachers

200K  
STUDENTS

In public elementary school to be reached by the program

## PROGRAM PARTNERS

Microsoft

Department of Education

Local Government Units

Alveo Land

Ortigas Land

# MAGING MAGITING

## Special Program

📍 Nationwide



Maging Magiting promotes love of country by highlighting the importance of our national symbols and honoring the virtues that are uniquely Filipino. It started as a project

seeking to distribute Philippine flags to all geographic regions of the country, and now continues to undertake and support efforts that recognize the heroism of Filipinos.



118K  
MAGITING  
MASKS

Distributed nationwide

300K

Cumulative reach of  
two Digital Magiting  
Conferences

PROGRAM PARTNERS

Ayala Group of  
Companies

Department of  
Education

Philippine  
National Police

Bounty Agro  
Ventures Inc. /  
Chooks-to-Go

National Historical  
Commission of the  
Philippines

# DISASTER RESPONSE

## Special Program

- 📍 Batangas
- 📍 Cavite
- 📍 Cagayan
- 📍 Oriental Mindoro
- 📍 Catanduanes
- 📍 Albay
- 📍 Metro Manila



Ayala Foundation coordinates the Ayala group's efforts to provide immediate relief for people and communities severely affected by calamities, while also nurturing partnerships to

provide humanitarian assistance in the event of disasters, while also promoting recovery, rehabilitation, and resilience.



**54,000  
FAMILIES**

Or 270,000 people provided relief vouchers or packs under Project Pananagutan for COVID-19



**8,800  
HEALTH  
FRONT-LINERS**

Served through the giving of PPEs and other essential goods under Project Pananagutan

**4,000  
FAMILIES**

Or 20,000 people served during the Taal eruption

**30,000  
FAMILIES**

Or 150,000 people served during typhoon relief operations

## PROGRAM PARTNERS

Ayala Group of Companies

Local Government Units

Private and individual partners and donors

### Public Sector Partners

Armed Forces of the Philippines

National Disaster Risk Reduction and Management Council

# BRIGADA NG AYALA

## Special Program

📍 Nationwide



Brigada ng Ayala is the Ayala group's response to the Department of Education's Brigada Eskwela and Oplan Balik Eskwela. By mobilizing resources and volunteers within the group, Ayala hopes to make an impact in the lives of teachers and students

nationwide. Ayala Foundation works closely with the Ayala Community for Social Impact, the Ayala Human Resources Council, and the Ayala Business Clubs for the annual implementation of Brigada ng Ayala.



258

Public schools served

5,649  
TEACHERS

Provided with  
connectivity assistance

21,123  
STUDENTS

Provided with Ayala  
EduCare Packs

PROGRAM PARTNERS

Ayala Group of  
Companies

Department of  
Education

Local  
Government  
Units

Other public and  
private sector partners  
and volunteers



Our work is sustained by partnerships with people and communities who share our vision. Through these partnerships, we make an impact in the lives of Filipinos nationwide.



# PARTNERSHIPS SUSTAIN US

Even during a challenging year, working with our conglomerate and communities for the greater good of our country keeps us focused and inspired.

**48**

One with our  
Conglomerate

**60**

One with our  
Communities

**72**

One with  
the Country



We align with the Ayala group as we serve people and communities nationwide. One example of this alignment was Ayala Malls' adoption of Project BuyAni for their farmers market fairs.



# ONE WITH OUR CONGLOMERATE

**The Ayala group stands strong in our shared commitment to serve our fellow Filipinos, in good and tough times.**



The Ayala group came together to provide COVID-19 assistance for families and health front-liners. One such effort was the distribution of PPEs and turnover of isolation tents, such as this one at the Medical Center Western Batangas.

## A CONGLOMERATE COMES TOGETHER FOR FILIPINOS

One of the Ayala group's corporate values is a commitment to national development. Through business and social development initiatives, the groups seeks to help make business better, see potential, and improve lives.

This commitment is not only embedded in how the group does business; it is also a principle that that Ayala citizens stand behind. In the early days of the COVID-19 pandemic, the Ayala group was one of the first to provide assistance for its employees,

its business and community partners, its customers, and the rest of the country. The Ayala group was one of the proponents of the private sector initiative Project Ugnayan, which provided grocery vouchers for families severely affected by the enhanced community quarantine (ECQ). Project Ugnayan mobilized at least ₱1.62 billion in resources, extending help to 1.5 million families or 7.6 million individuals in Metro Manila and surrounding communities.



Food packs were distributed to families in Metro Manila and surrounding provinces under Project Pananagutan.

## PANANAGUTAN IN THE MIDDLE OF A PANDEMIC

Even in the middle of the ECQ, Ayala citizens started their own fund-raising effort in support of “no work, no pay” employees of partner companies, health-care workers in need of essential supplies and marginalized families in need of food assistance. Called Project Pananagutan, the fund-raising initiative was supported by the Ayala group’s 50,000-plus citizens.

The Ayala Group HR Council and Ayala Foundation partnered for the implementation of Project Pananagutan from April to June. Some of the contributions were mobilized as financial assistance for the employees of partner companies who had been affected by “no work, no pay” arrangements. Essential tools and protective personal equipment were also

# 270k

Individuals who received food vouchers through Project Pananagutan

# ₱149M

Funds raised and mobilized through Project Pananagutan



With the help the Ayala Multi-Purpose Cooperative, we piloted Tuloy ang Biyahe for jeepney drivers in Cebu, by transforming their jeepneys into rolling stores.

**8,800**  
**HEALTH**  
**FRONT-LINERS**

Who received PPEs under Project Pananagutan

**14**  
**HOSPITALS**

At least, that received PPEs under Project Pananagutan

**₱1.86M**

Gross income of jeepney drivers under the Tuloy ang Biyahe pilot project

distributed to front-line health workers working in different hospitals and other health facilities. And, with the support of Caritas Manila, food packs and vouchers were distributed to urban poor families in Metro Manila and Cavite.

Ayala group talents raised as much as ₱149 million for Project Pananagutan. The funds raised through Pananagutan distributed PPEs for as many as 8,800 health front-liners from at least 14 hospitals nationwide. Grocery vouchers and packs, meanwhile, reached 54,000 families or approximately 270,000 individuals.

We also implemented other COVID-19 response initiatives to provide relief for our program communities, usually powered by our strong alignment with the Ayala group. One such project was Tuloy ang

Biyahe. A partnership project with the Ayala Multi-Purpose Cooperative, Tuloy ang Biyahe was a stop-gap measure that provided grants for 10 jeepney drivers in Cebu City affected by travel restrictions. The jeepney drivers were engaged as temporary rolling stores, collectively earning a gross income of ₱1.86 million for 16 weeks.

Another partnership project was Project Alalay, which was implemented together with Asticom Technology. Project Alalay used Facebook as a platform for livelihood and employment opportunities for “no work, no pay” workers from partner companies. Six people found employment through the program.

# THE BRIGADA THAT CONTINUES TO SERVE

Even the pandemic did not keep the Ayala group from making good on its commitment to participate in the Department of Education's Brigada Eskwela program. The 2020 edition of Brigada ng Ayala came at the heels of the highly successful implementation in 2019, which served 190 schools nationwide, mobilized 7,402 volunteers, and generated a staggering 172,261 volunteer hours.

This time, Brigada ng Ayala sought to address some of the urgent needs of teachers and students during the “new normal” of education. These included the provision of health and hygiene kits, the provision of hand-washing facilities, and access to online resources. Ayala Foundation, with the

Ayala Community for Social Impact, led the initiative.

The “new normal” Brigada ng Ayala divided its initiatives under two categories—Kalusugan at Kaligtasan (Health and Safety) and Edukalidad (Quality Education). For Health and Safety, Ayala EduCare Packs—containing rubbing alcohol, face masks, face shields, and hand soap—were distributed



We worked with the Ayala Business Clubs, especially the Cebu, Iloilo, Cagayan de Oro, and Davao City chapters, for the Brigada ng Ayala activities in Visayas and Mindanao.



Volunteers from Ayala employees in Cebu helped pack the Ayala EduCare kits for Brigada ng Ayala.

₱500M

Invested in the last 5 years by the Ayala Group in support for the public education system

₱181.5M

Worth of resources deployed to serve schools, teachers, and students last year

to students, in preparation for the reopening of classes. Some hand-washing facilities were also constructed in some schools. For Edukalidad, teachers received some prepaid WiFi kits and SIM cards preloaded with mobile data, to help them with their classes. Online portals (which can be accessed free of charge) are also developed for use among teachers.

Brigada ng Ayala, in its COVID-19-responsive format, is scheduled to run over one year, from September 2020 to September 2021.

The target was to reach teachers and students from 200 schools, and to deploy support for

teachers and students valued at ₱200 million over a one year period.

As of December over 258 schools have been served, reaching at least 5,600 teachers and 21,000 students, and resources valued at ₱181.5 million have been deployed—representing good numbers against yearlong targets.

In addition, the Department of Education itself has officially recognized the Ayala group's contribution to education. In the last 5 years alone, the Ayala group has invested over ₱500 million in terms of support for the public education system.

# YOUTH POWER

The Ayala group's flagship youth program, the Ayala Young Leaders Congress (AYLC), welcomed 76 young leaders coming from some of the top colleges and universities during its 22<sup>nd</sup> congress held in February. The theme of the congress was "Seeing Potential in Challenges."

In his message to the delegates, Ayala Corporation Chairman and Ayala Foundation Co-Chairman Jaime Augusto Zobel de Ayala said: "Be true to yourself and to others... Be authentic. You all are still very young and have several more experiences to encounter, which will certainly push you to really reflect on your own values and principles."

He added: "People are drawn to those who are honest and true. I hope that you all will embrace this value and use your influence as leaders wisely in the future."

To date, AYLC has 1,681 alumni.



# MANAGING OUR RESOURCES WELL

An important part of Ayala Foundation's commitment to its stakeholders in the conglomerate, communities, and the rest of the country is adhering to the highest standards of transparency and accountability, particularly in the use of resources entrusted to us.

Donations or public support for 2020 amounted to ₱264 million, 23 percent above target and 8 percent higher than 2019. The positive variances were due to the outpouring of donations from the Ayala group of companies, their employees, and the general public, in response to the COVID-19 pandemic and local disasters.

The Ayala group contributed ₱160 million or 60 percent to the funds that we raised in 2020. We also collected ₱14 million

donations from the public, as we stepped up our online donation drives.

The foundation disbursed ₱94 million for relief operations in response to the Taal eruption, COVID, and the typhoons at the end of the year. Among the larger donations included a bio-molecular laboratory for the Santa Ana Hospital in Manila, PCR testing machines and kits for Southern Philippines Medical Center in Davao City, a PCR machine for Quezon City and funding for the national government's COVID-19 response study and survey.

We ended the year without any operating cash gap, better than our forecast midyear gap of ₱19 million, due to savings on personnel costs of 7 percent, and on premises costs of 24 percent.



Health workers at the Quezon City Molecular Lab, where the Ayala group donated a PCR machine to help with its COVID-19 tests.





AC Motors donated 10 Kia 2500 vans through Ayala Foundation, to be used by Batangas municipalities affected by the Taal eruption.

We also managed to keep within the original approved capex budget of ₱557 million for the museum renovation, even with the additional cost of the lockdown and safety protocols.

Despite the global recession brought about by the pandemic, our endowment fund managed to generate gains of ₱74.2 million, and an

ROI of 3.8 percent, in 2020. This compares favorably with the benchmark return of 2.8 percent. The fund's return was boosted by the timely investment in international assets, contributing 22 percent ROI, and the higher yielding preferred shares in the portfolio.

The endowment fund value of ₱2.03 billion at year end was 4 percent lower than last year. The fund value declined, due to advances of ₱90 million for the balance of the museum renovation, as well as ₱77 million drawdowns for operating expenses.

We also secured key permits and certifications from regulatory agencies. We received a five-year certification from the Philippine Council for NGO Certification. As a result of this

accreditation, BIR renewed our Certificate of Registration as a donee institution until 2022. BIR also renewed our Certificate of Income Tax Exemption for our grants and donations for another three years. We were also granted a public solicitation permit by DSWD, initially for three months, and most recently, for one year, which allowed us to continue our public fund-raising drives for COVID-19 and other disasters.



We worked with Ayala Malls for the construction of a public convenience facility at the Kartilya ng Katipunan Park in Manila. The facility was inaugurated in October, during the celebration of International Coffee Day.



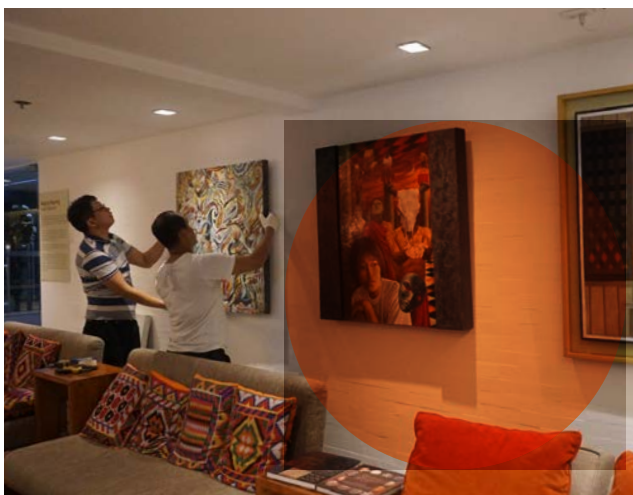
Ayala Foundation provided support for Ayala Corporation and the City of Manila for the biomolecular laboratory project in Santa Ana Hospital. Photo credit: Manila City Information Office

# TAKING CARE OF OUR INTERNAL COMMUNITIES

We also made sure to take care of the needs of our internal communities by establishing internal control systems and implementing programs that address the needs of our own talents.

The approval of a Work from Home policy in February allowed us to anticipate operational requirements ahead of the COVID-19 pandemic. Initially proposed to address work-life balance concerns among our talents, the WFH policy allowed us to transition smoothly to a new normal scenario. Even talent engagement initiatives were reimagined for the online space.

On the information and communication technology front, our three-year digital transformation roadmap also provided valuable support to the digital needs of the organization as well as partner communities. As we transitioned to a work from home setup in the first quarter of the year, digital support systems and platforms were in place to address various digital needs.



Ayala Foundation also took care of the needs of our internal communities as we adjusted to the “new normal.”





Our partnerships continued and even strengthened at the height of the pandemic, as we transformed our programs—including education initiatives like CENTEX—to adapt to a changing landscape.



# ONE WITH OUR COMMUNITIES

**Even through challenges, we give priority to  
delivering innovative and impactful programs  
to our communities**



Even though face-to-face classes stopped in most schools nationwide, technology (through programs like [code/it](#), ProFuturo, and CENTEX) became an enabler for teachers and students.

## COMMUNITY PARTICIPATION IS KEY TO COMMUNITY DEVELOPMENT

Ayala Foundation's mission of "understanding community realities and involving the people in the change process" was more than evident in

2020, as we doubled up, pivoted, and innovated our programs in order to best address the needs of our communities, or even beyond.



The spirit of community volunteerism and partnership, as can be seen in these photos from our Oriental Mindoro activities, helped bring our BuyAni project to success.

# NOURISHING COMMUNITY HEROES

How can relief operations in the time of a pandemic provide both hope and livelihood opportunities?

While relief operations are important, we also understood that we should take into consideration the wider needs of any given community, as well as the needs of its most vulnerable sectors. One of the most vulnerable sectors during the height of the quarantine enforcements were food producers, farmers, and artisans.

Recognizing this, Ayala Foundation saw the opportunity to make the food produced by farmers an essential part of its relief operations. Highlighting the fact that farmers and food producers are community heroes, Ayala Foundation, with a grant from the Macquarie Group Foundation, launched “Be a Bayani. #BuyAni”—a play of words on “Bayani,” or hero; and “buy ANI,” or purchase the harvest of farmers. Shang Wack Wack Properties also provided invaluable support for the project.

The implementation strategy was “from communities in need to communities in need”—the first set of “communities in need” were farmers’ cooperatives and associations, local food producers, small-scale vendors, and local weavers and sewing communities, who could provide the packaging for the food relief packs; the second set of “communities in need” were the identified recipients of food relief, which included displaced workers, street dwellers, people with disabilities, senior citizens, indigenous people, urban poor, and other vulnerable sectors.

The pilot implementation of BuyAni was from April to May, during the ECQ, as a



“We were able to bring joy to the people in most need. The pandemic heavily impacted us, and many find themselves in very difficult conditions, **but because of programs/ initiatives like this, we are able to lighten their burden.**”

TRANSLATED

**Hilario Tezano, OIC-MSWDO**  
Municipality of Remedios T. Romualdez,  
Agusan del Norte

way to help find a market for the fresh produce grown by the farmers of the Inang Kalikasan Agriculture Cooperative, in Calauan, Laguna. During this pilot phase, the cooperative was able to gain an income despite the restrictions imposed by the COVID-19 quarantines. With the help of donors and partners, as many as 950 families from Quezon City, Laguna, and Tondo, Manila were able to access fresh fruits and vegetables produced by the farmers' cooperative.

The model was expanded from July to October, tapping local food producers, and possibly local vehicle operators (for delivery needs) and local weavers (for “bayongs”



**“Ako po ay sobrang natutuwa sapagkat sa pamamagitan ng programa niyong ito, marami po kayong natutulungan. Marami kayong damdamin na nata-touch sa pamamagitan nitong mga binibigay niyo pong ito... Ito ay kailangan na kailangan po ng ating mga katutubo sa panahon pong ito.”**

**Monalisa Nicasio, School Head**  
Ambang Mangyan School, Oriental Mindoro

that could contain the fresh produce for delivery), to give a boost to local industries, while also supplying much needed food for families who needed it the most.

Among the locations reached were Datu Piang, Maguindanao; Cagayan de Oro City; General Santos City; Calauan, Laguna; El Nido, Palawan; Naic, Cavite; Iloilo City; and Bago City, among many others.

By October, #BuyAni was able to provide fresh vegetables, fruits, rice, eggs, and even dressed chicken for 10,000 families considered vulnerable, providing relief from hunger and feelings of being left out during the time of the pandemic. With the help of the Ayala Foundation monitoring and evaluation team, the project found that many of the recipients expressed improved feelings of social inclusion, reduced anxiety, improved quality of food intake, and increased feelings of hope.

The food producers and local artisans, meanwhile, reported improvements in income, which helped build the resiliency of their enterprise or business. They also expressed feelings of being included and cared for by the community.

An important indicator of success for #BuyAni was how it was adopted by Ayala Malls, Restaurant Owners Association of the Philippines, and the Department of Agriculture for its agricultural products fair held in September and October. Called “BuyANI: A Sustainable Fair,” the fair invited food producers, artisans, and farmers to sell their products at different Ayala Malls. This way, they could find a market for their products, while also giving mall goers access to high-quality food products as well as beautiful and truly Filipino handicrafts. We also measured the social return of investment (SROI) for the Macquarie-funded component of BuyAni. The results pointed to an SROI of 1:6—meaning, for every peso invested in the initiative, social value worth ₱6.



The farmers at Calauan, Laguna sustained their activities even during the height of the pandemic.

## LIVELIHOOD AS A CONTINUING PRIORITY

We saw during the implementation of BuyAni that vulnerable communities were in need of support, especially in terms of livelihood. This is why we continued to work closely with our partner communities to ensure that they have sustainable and suitable sources of income.

Despite the pandemic, Avviare Farm in Calauan, Laguna, had a banner year, earning a gross income of ₱12.79 million—nearly double its gross income from 2019. This was achieved despite the temporary stoppage of MDC Greens ornamental plants production in the first months of the quarantine. The Calauan farmers—organized as the independent Inang Kalikasan Agriculture Cooperative—positioned



**“Sana po sa pakikipagtulungan ng Ayala Foundation at ng Municipal Agriculture Office ay ma-attain natin ang nais na ma-attain ng ating mga farmers na magkaroon ng magandang buhay sa larangan ng pagsasaka. “**

**Ronald Galapin, Farmer**  
Municipal Agriculture Officer  
El Nido, Palawan

themselves as suppliers for BuyAni, as well as aggregators for other farms supplying fresh produce and other essential items for the project.

On top of this, an organic cotton development project was piloted in 1 hectare of the property. This was made possible through the assistance of HABI The Philippine Textile Council and the Philippine Fiber Industry Development Authority.

The livelihood needs of our El Nido, Palawan community were also given priority during the year. We worked closely with 95 farmers and fishermen, women weavers, women entrepreneurs and tricycle drivers. Even with the decline in tourism in the area and the limited service-industry opportunities, we engaged local food producers, artisans, and service providers through the Lio e-Lengke and Lio Community Market. The Lio e-Lengke used Facebook as a platform to sell fresh produce, cooked food, and other products needed by the community. The Lio Community Market, meanwhile, served as a food terminal for the north of Palawan, carrying products from locally supported initiatives like Juana Bayong, KasuyKolate, Lio Weekend Taboan kakanin sellers, CaringDerya, and the Lio Tricycle Operators and Drivers Association. Combined gross sales for both initiatives reached ₱3.192 million.

We also continued to work with the Iraya-Mangyan community of Puerto Galera, Oriental Mindoro, serving 86 nito weavers, 137 scholars, and 192 students in the feeding and daycare programs. Because of the temporary closure of Iraya-Mangyan stores in Ayala Malls, we intensified our online selling efforts, as well as our participation in product fairs and bazaars. Sales of Iraya-Mangyan products reached ₱1.575 million.

In Lake Sebu, South Cotabato, we worked with the Lake Sebu Indigenous Women Weavers Association in their efforts to offer a unique homestay experience for people who wish to understand more about their community. Aside from offering support for

training and improving the homestay units, we also provided food assistance for the community at the height of the ECQ.

In Cagayan de Oro City, the 68 individuals who participated in the urban container gardening project started earning from their efforts, with gross sales of ₱143,000 during their first Farmers Market. Ayala Malls Centrio also expressed their commitment to providing a venue for a regular farmers' market, as well as connecting them to merchants.



Our COVID-19 food assistance initiatives also reached the indigenous T'boli community in Lake Sebu.



“Over and over, again and again, God is faithful in the lives of the weavers... The convergence of resources is a **great help to deliver enough supplies for LASIWWAI weavers and to reach out non-member t’nalak weavers.** Thank you for sharing your blessings with the T’boli tribe in Lake Sebu.”

**Jenita Eko, President**

Lake Sebu Indigenous Women Weavers Association (LASIWWAI)

# SUSTAINING GAINS IN EDUCATION

The quarantines implemented to address the spread of the COVID-19 pandemic stopped all face-to-face classes, and this change challenged the education system to make necessary adjustments. Recognizing the needs of our education stakeholders, Ayala Foundation implemented the necessary innovations to serve our education communities as they faced the “new normal.”

Collectively, our education programs reached at least 566,000 individuals, covering teachers, students, and some members of their immediate families.

The two CENTEX schools, for instance, stayed true to providing quality education for its students, and even achieved 100 percent enrollment despite the delayed reopening of classes and the lack of face-to-face sessions. CENTEX also nurtured partnerships to continuously support the needs of students and teachers. One such partnership was with Atayde Foundation for RecoveReads, which encouraged CENTEX Batangas students to use reading and the arts as a way to cope with the pandemic. CENTEX Manila and Batangas students were also among the first to experience the Ayala Museum’s virtual tours.

Even in the middle of challenging times CENTEX students found ways to shine. One proud moment for the program was when Carl Lance Garcia, CENTEX Batangas grade 5 pupil, placed third at the International Math Wizard Championship held last December.

Teacher training and mentoring remain a cornerstone for CENTEX. Through the CENTEX Training Institute, we conducted



“CENTEX (Ayala Foundation) has been very generous to us HNCES teachers in finding means to extend any forms of help. One of which is **conducting timely seminars, aiding us in adopting easier to the new normal brought by the pandemic,** and, moreover, helping us in continuing education and serve better our hope of tomorrow, our young learners.”

**Jenny Yakapin, Teacher 1**  
HN Cahislot Elementary School  
General Santos City

intensive sessions for partner teachers in Cagayan de Oro City, Bago City, General Santos City, and Talisay City, Negros Occidental. The annual three-day CENTEX teacher training was brought online, with 68 teachers and 21 trainers and coaches participating in sessions that covered technology, creating a positive learning space, and mindfulness in education.

Parents are an important part of the CENTEX ecosystem, which is why efforts to strengthen home-school partnership were put in place. This was exemplified by EskwelAhay, which organized livelihood training sessions for CENTEX parents and teachers. The inaugural session was attended by 736 parents. Ten CENTEX Manila parents served as ecobag providers for the BuyAni project, while 2,094 parents and teachers joined the KAMASA online baking sessions organized by RFM.

The ProFuturo implementation in the Mimaropa region also pivoted the program by launching the Learning Beyond Borders enrichment training series on skills needed for the new normal and reaching even the remotest schools in the absence of face-to-face training. This included monthly online engagement for ProFuturo teachers, using resources from the ProFuturo Online Course and enhanced with lessons suggested by the teachers themselves. As many as 244 received internet connectivity subsidy to complete 100 hours of online courses. In response to the blended-learning setup in schools, ProFuturo implemented the Tablend project, which allowed students from pilot schools in El Nido, Palawan and Puerto Galera, Oriental Mindoro to bring home the ProFuturo tablets to help with their studies.



Parents, teachers, and students are an important part of the CENTEX ecosystem. Teachers undergo training and mentoring as part of a holistic process, while parents are involved in volunteerism and livelihood training programs.

# 224 TEACHERS

Received internet  
connectivity subsidy

# 100 HOURS

Of online courses  
completed by ProFuturo  
teachers using internet  
connectivity subsidy

Meanwhile, the digital education program <code/it> scaled up during the year, raising ₱20.9 million in funding and signed agreements in three new areas—Davao del Norte, Silang (Cavite), and the City of San Juan—with Microsoft, Alveo Land Corp. and Ortigas Land Corp. as private sector partners. <code/it> conducted online capacity building sessions for teachers from 84 public elementary schools in these new areas, as well as the City of Manila. A total of 977 teachers participated in 195 online sessions covering 636 training hours, which will ultimately reach more than 200,000 public elementary school children.

We also recognized the importance of ICT for development (ICT4D), identifying high impact areas where critical access to digital technology can become a catalyst for community development in the new normal. With support from tech giants Microsoft and Google, we

secured a donation of 2,000 MS Office 365/Teams licenses and was also approved as a non-profit partner for Google Suite/Classroom, providing access to an unlimited number of licenses deployed in our program communities, reaching 2,135 external beneficiaries.



**“Manong-Toto/Manang-Inday reading tandem program was born because of the Catabla Baybay Elementary School (CBES) Learning Resource Center (LRC), and we are grateful to Ayala Foundation that inspired us and engaged us to teach with excellence and, most of all, with love.”**

**Mary Ann Alunan, Teacher**  
Catabla Baybay Elementary School  
Talisay City, Negros Occidental



We partnered with the City of San Juan, DepEd San Juan, and Ortigas Land to bring <code/it> to the city's public school teachers.

Sari-Saring Aralan, which trains out-of-school youth and prepares them for new pathways (education, livelihood, employment), directly benefited 118 OSYs during the year, particularly in Tondo, Manila; El Nido, Palawan; and Cagayan de Oro City. Launched in the fourth quarter of 2020, the El Nido and CDO legs of SSA were supported by Mitsubishi Corporation.



**“Being a CENTEX teacher reminds me the spirit of ‘Maging Magiting.’**

Whenever I go out to serve, I always tell God in prayer, ‘I will take care of your people, please take care of me and my family.’ And that is my own meaning of Maging Magiting—having courage and faith to serve others.”

**Movy Cruzat, Principal**  
CENTEX Batangas

We continued our Early Child Care Development initiatives at the Buklod Bahayan Daycare Center in Silang, Cavite, and the Iraya-Mangyan Village in Puerto Galera, Oriental Mindoro. We also continued to administer the scholarships for 121 students across various year levels. Ayala Corporation supported the education of 29 grade eleven students at APEC Schools, while the five college scholars sponsored by Ayala Property Management Corporation under their Enrollment to Employment project graduated in 2020. In addition, Marina Mangaban, an indigenous Iraya-Mangyan who teaches at the Talipanan Mangyan School, completed her master’s degree in education at the Batangas University under our scholarship program. Marina is the first member of her community to complete a graduate degree.

**2,000**  
**MICROSOFT**  
**LICENSES**

Such as MS Office 365 and MS Teams, secured through donations

**121**  
**SCHOLARSHIPS**

For students across year levels continued



An Iraya-Mangyan student experiencing digital education



We raise the flag, and salute every Filipino's extraordinary acts of everyday heroism.



# ONE WITH THE COUNTRY

**Together with every Filipino, we affirm our faith in the nation help improve people's lives.**



Iraya-Mangyan students raise the flag at the Talipanan Mangyan School in Oriental Mindoro.

## A CONTINUING COMMITMENT TO OUR COUNTRY'S FUTURE

Even in the face of unprecedented changes brought on by the COVID-19 pandemic and a string of natural calamities, we stayed true to our vision for communities where people are productive, creative, self-reliant, and proud to be Filipino.

This commitment is at the core of our reason for being—to contribute to building the nation, in times of peace and of challenges.

# RIISING ABOVE CALAMITIES

We intensified our disaster response efforts, strengthening our ties with the Ayala group in delivering much-needed relief for communities, while also nurturing our relationship with local government units and other stakeholders from the public and private sectors. Outside of our COVID-19 response, we mobilized ₱94 million in relief, serving vulnerable communities in eight provinces and 14 municipalities.

In close coordination with the Ayala Community for Social Impact (ACSI) and the different Ayala business units, we responded to the needs of communities severely affected by the Taal eruption during the first quarter of the year. Through the collective effort of the Ayala group, we served at least 4,000 families or 20,000 individuals from affected



In the first quarter of 2020, the Ayala group came together for relief efforts in communities affected by the Taal eruption.



**“Ayala has been traditionally consistent in its commitment to corporate concern for the good and welfare of the community, always an active part of helping society specially during time of real need. This social conscience has been innate and part of the DNA of Ayala. And we in Batangas are so proud that Ayala has its roots in our province, and Ayala still shelters Batangas in both in good and difficult times. Ayala—Magiting.”**

**Hermilando Mandanas, Governor  
Batangas**

**8**  
PROVINCES &  
**14**  
MUNICIPALITIES

Served during typhoon relief efforts

**4000**  
FAMILIES

Served by Taal relief efforts



We embarked on relief efforts in the wake of several typhoons that passed over the country in the last quarter of 2020.

communities in Batangas and Cavite. We also mobilized donations worth ₱11.4 million, including the turnover of 10 Kia 2500 vans from AC Motors, for the use of different towns surrounding the volcano.

The typhoons that battered the country in the fourth quarter of the year added to the strain experienced by communities still challenged by the pandemic, but the Ayala group remained firm in serving those in most need. Once again Ayala Foundation coordinated the group's disaster response efforts, in some instances being among the first responders in affected communities.

These typhoon relief efforts mobilized ₱7.5 million, serving at least 30,000 families or 150,000 individuals from eight provinces and 14 cities and municipalities.

“In behalf of my province, the province of Quezon, kami ay nagpapasalamat ng buong-puso sa napakagandang programa at tulong na ibinibigay sa amin ng Ayala Foundation. Kami’y nagagalak na big corporations like this, **hindi nakakalimot sa kanilang mga nahihirapang kababayan sa pamamagitan ng pagtulong na ito.**

At sana’y, ito na rin ang panawagan namin doon sa iba na ring may korporasyon na maayos naman ang kalagayan sa mga panahong ito na **maraming nangangailangan, sana ay maging generous sila sa pagtulong.”**

**Danilo Suarez, Governor**  
Quezon

Our Taal relief efforts and our typhoon response initiatives reached at least 34,000 families or 170,000 individuals. In the coming year, Ayala Foundation will further strengthen its commitment to disaster response, recovery, and resilience.

# INNOVATIONS IN THE APPRECIATION OF ART AND CULTURE

For years the Ayala Museum and the Filipinas Heritage Library have been engaging audiences across the country (including the rest of the world) through its online platforms. Due to the pandemic and despite the ongoing renovation of the museum, an omnichannel approach was intensified, resulting in an unprecedented audience reach of 1.038 million individuals.

The reinvention of the use of the museum and library through onsite, offsite, and online offerings provided transformative cultural experiences that were no longer limited by physical space. The museum is on track to reopen in the second half of 2021.



A newly renovated Ayala Museum is set to open in the second half of 2021, but the “omnichannel” experience it offers continued throughout 2020.



The Ayala Museum maximized the virtual environment to continue bringing the experience of Philippine art, history, and culture to the rest of the country and the world. Programs like “Give Access, Get Access,” the different virtual tours, and the workshops (opposite page) to amplify the message.

₱550k

Raised through “Get Access, Give Access”

500  
STUDENTS

Nationwide provided with internet access through the fund-raising drive

192  
KIDS

Attended the first batch of the Ayala Museum’s Virtual Field Trip

Ayala Museum Virtual was launched in August to bring Philippine art, culture, and history online with new programming and processes specifically designed and developed for the online space.

A key component of Ayala Museum Virtual was its first foray into virtual fund-raising with its campaign “Get Access, Give Access,” to help bridge the digital divide among students. Donors get access to Ayala Museum’s exclusive online events for the season and give online access to students in this time of distance learning. The exclusive banner programs included in “Get Access, Give Access” were virtual editions

of History Comes Alive! with Prof. Ambeth Ocampo, which had a paying audience of 681 guests over two sessions, and Rush Hour Concerts with Manila Symphony Orchestra, attended by over 786 music aficionados attend and celebrate the best of OPM.

At the end of our “Get Access, Give Access” fund-raising drive, Ayala Museum was able to raise ₱550,000 and was able to provide internet access to 500 students located in different parts of the Philippines.

Ayala Museum adapted the field trip experience online with Ayala Museum's Virtual Field Trip, with the first batch of field trips reaching 192 kids, with more scheduled in 2021.

FHL through its Himig Collection and in partnership with the OPM Archive, created an auditory cultural experience with the launch of its Muni-Muni Stories Podcast, a love letter to the heritage of Filipino music. As of yearend 2020, Muni-Muni Stories had six episodes and logged at least 1,100 listens.

The newly redesigned Ayala Museum Online Shop was also

launched. The new shop website has accumulated over 40,549 visits and 52 transactions since its launch on September 30, 2020. Continuing online efforts also gained significant traction during the year, which included workshops, lectures, and webinars for both kids and adults. FHL organized webinars in commemoration of the 75<sup>th</sup> anniversary of the end of World War II, which reached over 1,500 participants and 15,000 Facebook views. The "Make Your Own Series" for children used YouTube and Facebook as a tool for hands-on art activities, supported

# 6 EPISODES

Of the Muni-Muni  
Stories Podcast launched

# 40,549 VISITS

To the newly redesigned  
Ayala Museum Online  
Shop since its 2020 launch



# 2,000 DOWNLOADS

Of the “Make Your Own Series” art activity sheets and coloring books for children

# 100%

Of 125 allotted slots for Ayala Museum’s Animal Crossing island exhibition filled up within 1 hour

by downloadable activity sheets and coloring books. The initiative had a collective 6,000 views, and the materials had at least 2,000 downloads.

Virtual Visits, which served as online versions of some of the museum’s most beloved exhibitions, were viewed at least 35,000 times.

To support teachers searching for educational materials for online learning, the museum and library made various online resources readily accessible through its website. These resources are also integrated with the Ayala Foundation e-Learning Portal.

In celebration of International Museum Day, Ayala Museum decided to take an unconventional route, bringing the experience to Animal Crossing: New Horizons—a popular Nintendo Switch game that allows players to interact with each other and customize their own islands. We opened our island exhibition on Animal Crossing to a limited number of visitors, featuring works of Juan Luna, Damian Domingo and Jose Honorato Lozano. Within an hour of posting sign-ups, all 125 slots were filled up.



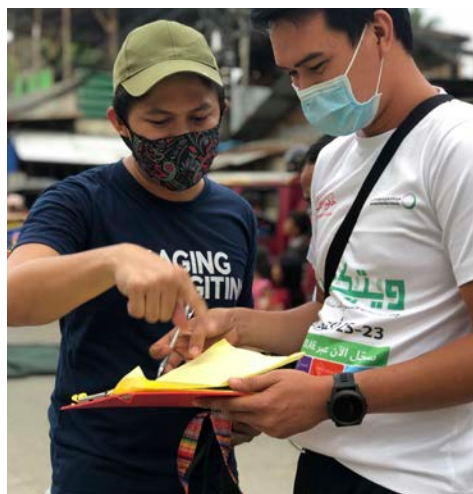


Our efforts to empower community leaders through Leadership Communities continued during the year. One of the sites was Bago City.

## COMMUNITY BUILDING IS NATION BUILDING

Our community-based youth program, Leadership Communities, continued to encourage the youth to take an active part in serving their local communities, even in a year filled with travel restrictions and social distancing. With the support of our LGU partners we completed LeadCom runs in Butuan City, Bago City, and Cagayan de Oro City in the first quarter of the year.

We also launched the Macquarie LeadCom READY Grant (Reinforcing Empowered Alumni and Driven Youth) in August, with the support of Australia's Macquarie Foundation. Under the project, LeadCom alumni submitted project proposals that



True to the spirit of community leadership, LeadCom alumni also organized relief efforts during the height of the pandemic. One such project was Tabang Sikad, as organized by one group of LeadCom alumni in Cagayan de Oro City.



**“Life-changing talaga (ang LeadCom). It really teaches me to love the community. It opened me to serve the community. Both (LeadCom and AYLC) really helped me and inspired me.”**

**Liam Osorio, Alumnus**  
Leadership Communities and  
Ayala Young Leaders Congress

would address some of the most pressing needs in their communities. Among those that qualified for the grant were four LeadCom teams from Cagayan de Oro City, and one team each from the following LeadCom sites: Anilao, Iloilo; Lanao del Sur; Tawi-Tawi; Naga City, Cebu; Bago City; and Butuan City. We also launched the Macquarie LeadCom Ready Grant in August. Community project proposals from 10 LeadCom teams were approved.

We also kicked off the second run of the highly successful Bangsamoro Youth Leadership Program (BYLP). This will be implemented in partnership with the Bangsamoro Youth Commission of the Bangsamoro Autonomous Region of Muslim Mindanao and the Eisenhower Fellows Association of the Philippines.

# KAGITINGAN SHINING THROUGH

After successfully bringing flags to all the geographic regions in the country, the Maging Magiting program continued to spread the message of kagitingan (valor or courage) in different ways. The program quickly pivoted to respond to the new normal, launching the Magiting Mask to honor community front-liners. By yearend, more than 118,000 Magiting Masks were distributed (sold and sponsored) across the country.



**“Sa taong ito, sa halip na mamigay ng maliliit na watawat ang NHCP, sa tulong ng Ayala Foundation, ay mamimigay kami ng face mask na may nakaguhit na simbolo ng ating bandila. Nawa’y pag nakita niyo ito, maalala niyo ang kabayanihan ng mga rebolusyonaryong Filipino noong 1898 at ng mga COVID-19 front-liners natin sa kasalukuyang panahon.”**

**Rene Escalante, Chairman**  
National Historical Commission of the Philippines

In partnership with the Department of Education, the National Historical Commission of the Philippines, National Commission for Culture and the Arts, and Chooks-to-Go, we conducted two successful Digital Magiting Conferences, which had a cumulative reach of 300,000. The DepEd teachers who participated in the Magiting DigiCon developed teaching modules on kagitingan. These modules are currently under DepEd review, for roll-out in the next school year.

Maging Magiting also continued to be our battle cry, the words we continue to use to inspire our fellow Filipinos—we can all be heroes by performing our ordinary tasks in extraordinary ways.



The Magiting Mask was our way of honoring community front-liners who heroically served the public during the COVID-19 pandemic. Aside from teachers and community volunteers, we also shared the Magiting Mask with the veterans of the Armed Forces of the Philippines and the Philippine National Police.





# OUR LEADERSHIP

**We continue to serve with our conglomerate,  
work closely with our communities, and envision a  
brighter future for our country**

**86**

Our Board  
of Trustees

**88**

Our Management  
Committee

# OUR BOARD OF TRUSTEES



Standing, left to right

**JAIME AUGUSTO  
ZOBEL DE AYALA**

Co-Chairman

**BERNARD  
VINCENT DY**

Trustee

**ERNEST  
LAWRENCE CU**

Trustee

Seated, left to right

**RUEL  
MARANAN**

President

**JOHN PHILIP  
ORBETA**

Trustee



Left to right

**FERNANDO  
ZOBEL DE AYALA**

Co-Chairman

**VICTORIA  
GARCHITORENA**

Trustee

**JAIME  
LAYA**

Trustee

**GERARDO  
ABLAZA JR.**

Trustee

**ALFREDO  
AYALA**

Trustee

**MERCEDITA  
NOLLEDO**

Trustee

# OUR MANAGEMENT COMMITTEE



**RUEL T.  
MARANAN**

President



**ROSALLIE  
DIMAANO**

Chief Financial Officer and Senior Director

Finance



**MA. ELIZABETH  
GUSTILO**

Senior Director

Arts and Culture



**MA. FATIMA  
MIJARES**

Senior Director

Human Resources and  
Corporate Services



**JOANNA MARIA  
DUARTE**

Senior Director

**Social Development**



**CELERINA ASUNCION  
AMORES**

Senior Director

**Corporate  
Communications**



**VIVIEN  
REYES**

Chief Information Officer and Senior Director

**Information and Communication  
Technology**

# AYALA FOUNDATION DIRECTORY

**Ayala Foundation, Inc.**

8F 111 Paseo Building  
Paseo de Roxas corner Legaspi Street  
Legaspi Village 1229  
Makati City, Philippines

Tel (632) 7759 8288

Fax (632) 8813 4488

[www.ayalafoundation.org](http://www.ayalafoundation.org)

**Ayala Museum**

Makati Avenue corner De la Rosa Street  
Greenbelt Park  
Makati City, Philippines

Tel (632) 7759 8288

Fax (632) 7757 2787

[www.ayalamuseum.org](http://www.ayalamuseum.org)

**Filipinas Heritage Library**

6F Ayala Museum  
Makati Avenue corner De la Rosa Street  
Greenbelt Park  
Makati City, Philippines

Tel (632) 7759 8288

[www.filipinaslibrary.org.ph](http://www.filipinaslibrary.org.ph)

**Visayas Operations**

A Space Cebu  
Crossroads, Gov. M. Cuenco Avenue  
Banilad, Cebu City, Philippines

Tel/Fax (632) 888 7656

**Mindanao Operations**

2F (Coffee Quarters)  
Gaisano Building  
Corrales Avenue  
Cagayan de Oro City, Philippines

Tel (63917) 881 8312







# CREDITS

## EDITORIAL AND DESIGN DIRECTION

Ayala Foundation, Inc.  
Cel Amores  
Paul de Guzman  
Hannah Marcelo

## PHOTOGRAPHY

Grace Orbon  
[Operations](#)

Lala Magbuhat · Ivan Maynard Lim · Tata Natad ·  
Poch Sarballon · John Paul Seniel · Japz Cadelina ·  
Ayala Foundation  
[Additional Operations](#)

Tom Epperson  
[Management](#)

Raymond Celestino for Edge of Light Studios  
[Additional Management](#)

Ivan Maynard Lim · Cyrus Panganiban  
[Portraits of Mr. Maranan](#)

## COVER CONCEPT AND DESIGN

Wunderman Thompson · Ayala Foundation

Grace Orbon  
[Cover Photo](#)

Hannah Marcelo  
[Cover Layout](#)

## DESIGN AND LAYOUT

Maia Sevilla

