



# MESSAGE FROM THE **PRESIDENT**

**FERNANDO**

ZOBEL DE AYALA

President and Chief Operating Officer

**AYALA CORPORATION**

ANNUAL STOCKHOLDERS' MEETING

**April 24, 2020**



Transforming  
experiences to deliver  
the digital future to you.







Driven by real estate,  
banking, telco,  
and power

↑ **11%** to  
**₱35.3B**  
Net income



Accelerate  
Manila Water's  
**long-term  
strategic  
direction**

**Regional  
aspirations**







↑ **13%** to  
**₱33.2B**

Net income

**12,000**

Hectares of landbank

**29**

Estates

**57**

Growth centers

↑ 25% to  
₱28.8B  
Net income







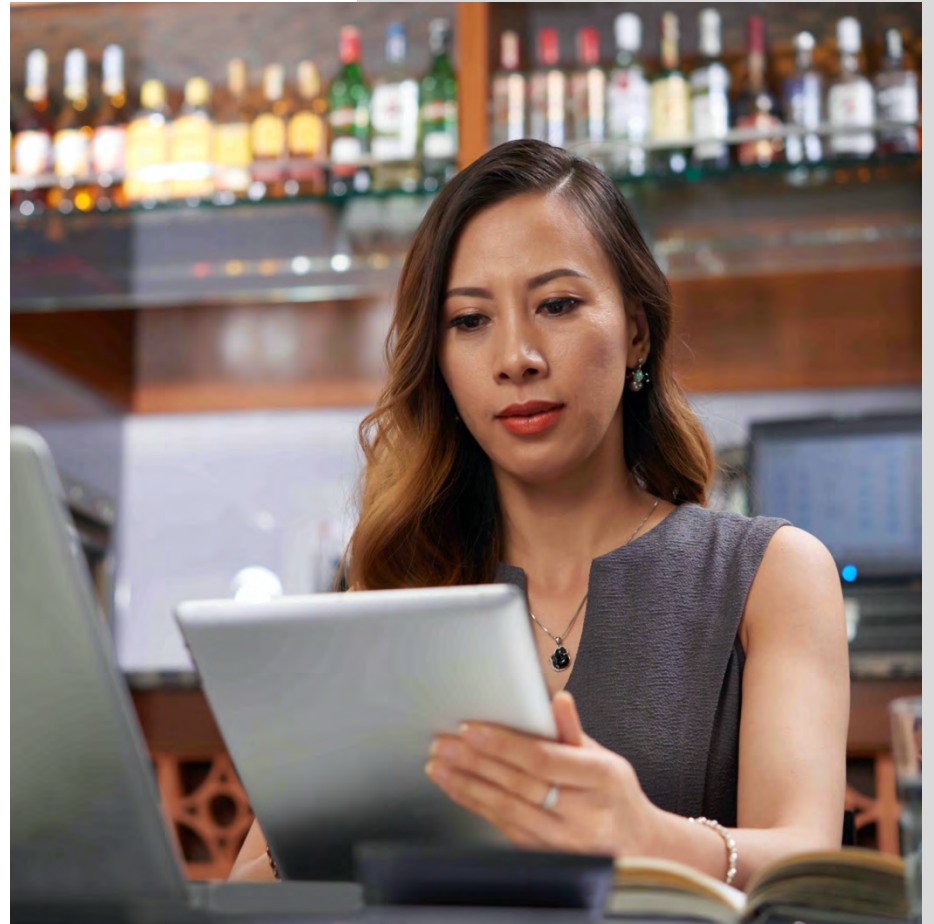
Reach more  
of the **retail**,  
**micro**, and  
**SME lending**  
**segments**



**300**  
Branches

**2nd**  
Largest  
microfinance  
bank in the  
country







↑ **20%** to  
**₱22.3B**  
Net income





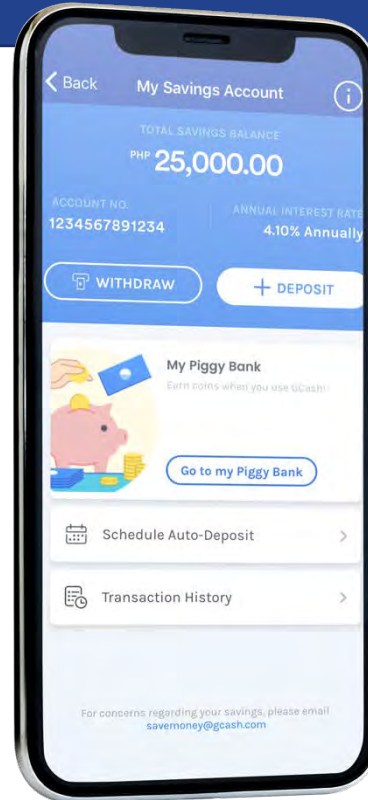
Digitally enabled  
economy

Financial  
inclusion



#1

Mobile wallet in the  
Philippines



GSave

Competitive interest  
rate with **no  
minimum initial  
deposit or  
maintaining balance  
requirement**

**₱24.6B**

Net income

**3,500**

Gigawatt hours

**50%**

From renewable  
sources







# 1,800+ MW

Attributable capacity

# 50%

of total energy output  
from renewable sources

On track to achieve

# 5,000MW

of renewable capacity by

# 2025

↓ **16%** to  
**₱5.5B**  
Net income





**32%**

Target wastewater  
coverage by **2021**

**30%**

Current wastewater  
coverage





**Headwinds**  
around global  
manufacturing  
and automotive  
industries



Intensifying  
competition  
and **disruptive  
changes** posed  
operational  
challenges

**₱2.4B**

Net loss





 ENTREGO

Rising demands of  
the **e-commerce**  
and **retail sectors**



**Healthway**  
MEDICAL

**7** Mall-based multi-specialty clinics

**40** Corporate clinics



**74** Primary care units

**10** Corporate clinics



**60,000**

Students

**Synergies**

**Complementary  
strengths**

Improve **student  
value proposition**





## Our balance sheet **remains strong**

**₱215B**

Combined capital  
expenditure

**↑20%**

**₱8.30**

Per share in cash dividends

**US\$400M**

In fixed-for-life senior  
perpetual notes

**₱15B**

In preferred shares





**Sustainability Blueprint**  
Bridging the Filipinos to 2030

A **more holistic engagement** to the communities we serve and create a **meaningful, lasting impact** in conjunction with our economic aspirations



**₱2.4B**

Relief package for  
employees and  
no-work-no-pay  
personnel



# Project **Ugnayan**



**₱1.7B**

Food vouchers

**7.5M**

Beneficiaries





**₱71.4M**

Fund raised by ALI employees

**World Trade Center  
500-bed  
Quarantine facility**



Donation of **face masks, PPEs, and vitamins** to various hospitals and LGUs





Donated

**1,800**

hygiene kits and deployed  
drinking water





# 500

cellphone units  
donated to public  
hospitals

# 68

hospitals nationwide  
provided with free  
internet connection





Our extended frontliners **help triage efforts of hospitals**

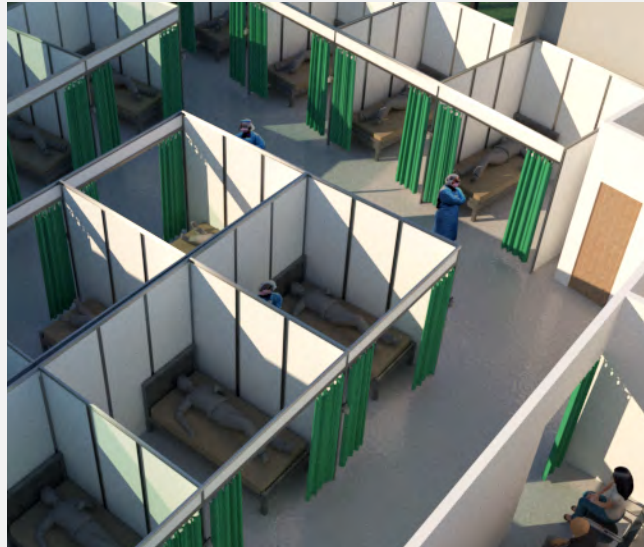




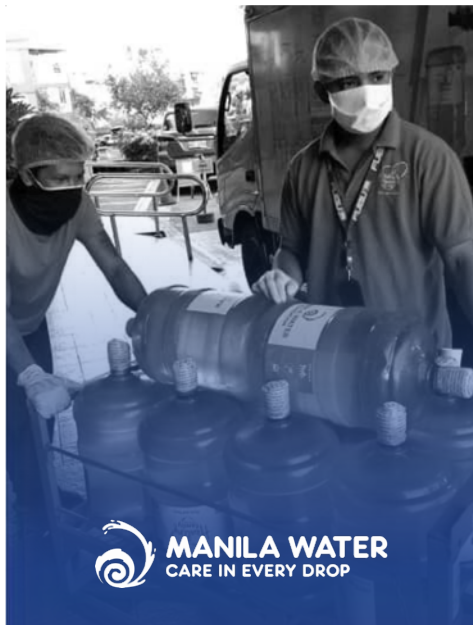


**₱150M**

To convert Qualimed  
Sta. Rosa into a COVID-19  
hospital







We ensure that **essential services continue to operate**

LỄ KHÁNH THÀNH CỤM NHÀ MÁY ĐIỆN MẶT TRỜI 330MW  
INAUGURATION OF 330 MW SOLAR POWER PLANT

**BIM/AC Renewables**

A joint venture of BIM Group & AC Energy







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