



MESSAGE OF  
THE **CHAIRMAN**

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**JAIME AUGUSTO**

ZOBEL DE AYALA

Chairman and Chief Executive Officer

**AYALA CORPORATION**  
ANNUAL STOCKHOLDERS' MEETING

**April 26, 2019**

An aerial photograph of the New York City skyline at dusk or dawn. The sky is a mix of light blue and orange. The city is densely packed with skyscrapers. The Empire State Building is the central focus, with the One World Trade Center visible to its right. The Hudson River and New York Harbor are visible in the distance. Two diagonal lines, one orange on the left and one blue on the right, cross the image. The year '2018' is written in large, white, sans-serif font across the top center of the image.

2018















6.7%

GDP IN 2017

6.2%

GDP IN 2018

**INFLATION  
SURGED TO A  
10-YEAR HIGH**





Inflation dropped to

**3.3%** as of  
March 2019

Lowest in  
15 months

- HIGHER **OIL PRICES**
- **FOOD SUPPLY** PROBLEMS
- WEAKER **PESO**
- **TAX** REFORM



INVESTMENT  
SPENDING  
IMPROVED TO  
**27% of GDP**

**HIGHEST**  
SINCE 1996





HOUSEHOLD  
CONSUMPTION  
AT **5.6% OF GDP**

ONE OF THE  
**STRONGEST IN**  
ASEAN

# A MORE RESILIENT PORTFOLIO



 **AyalaLand**



 **BPI**



 **Globe**



 **MANILA WATER**  
CARE IN EVERY DROP



 **ACEnergy**  
An Ayala Company



 **ACIndustrials**  
An Ayala Company



 **ACHealth**  
An Ayala Company



 **ACEducation**  
An Ayala Company

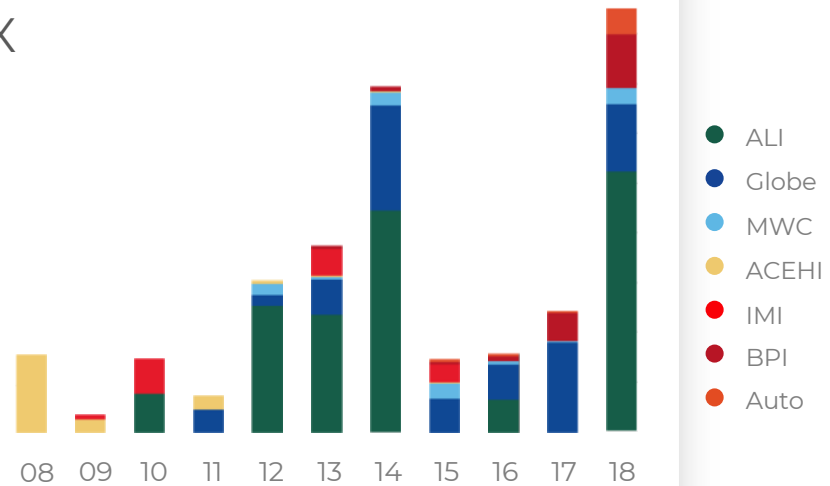


 **ACVentures**  
An Ayala Company



# ₱1.4 TRILLION IN CAPEX

## AYALA GROUP CAPEX



We incubate industry-  
leading businesses

NEW **CAPITAL**

PROPER **GOVERNANCE**  
FRAMEWORK

**CORPORATE**  
INFRASTRUCTURE

**COMMITTED AND**  
**EFFECTIVE** TALENT

# INTO THE FUTURE

## 2018 Annual Stockholders' Meeting


April 20, 2018





# BUSINESS-BUILDING ABILITY



 AyalaLand

 BPI

 Globe

 MANILA WATER  
CARE IN EVERY DROP

# NEW BUSINESS PLATFORMS



**ACEnergy**  
An Ayala Company



A wide-angle photograph of a vast solar farm with rows of blue photovoltaic panels stretching towards a horizon under a blue sky with scattered white clouds.



**ACInfra**  
An Ayala Company



A photograph of a white and yellow train moving quickly, creating a motion blur effect. The train has the number '1031' on its side.



**ACEducation**  
An Ayala Company



A photograph of three female students in white lab coats and blue ties, looking down at a desk or book, possibly in a laboratory or classroom setting.



**ACHealth**  
An Ayala Company



A photograph of two female pharmacy staff members, one in a white lab coat and one in a dark blue uniform, standing behind a counter in a pharmacy with shelves of products in the background.



**ACIndustrials**  
An Ayala Company

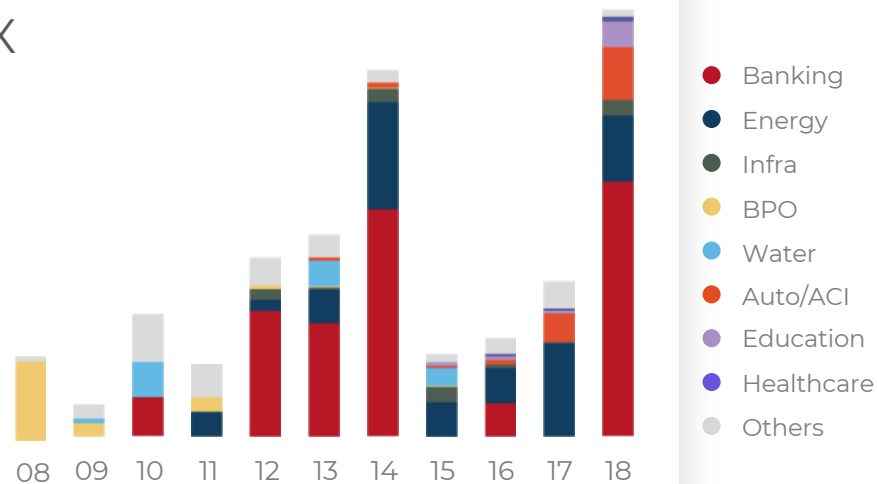


A close-up photograph of a hand with the index finger pointing at a green icon on a dark digital screen. The icon appears to be a stylized 'A' or a similar symbol.



INVESTED NEARLY  
**₱200 BILLION**  
OVER 10 YEARS

## AYALA PARENT CAPEX



ACTIVE  
**PORTFOLIO**  
MANAGEMENT







AC ENERGY IS STARTING  
TO BE **A SIGNIFICANT  
CONTRIBUTOR** TO OUR  
PORTFOLIO

ATTRIBUTABLE  
**GENERATING CAPACITY**  
OF OVER **1,600MW**





# 5GWh

ACROSS SOLAR, WIND, AND  
GEOHERMAL TECHNOLOGIES  
BY 2025



-  PHILIPPINES
-  VIETNAM
-  AUSTRALIA
-  INDONESIA







LISTED ON

Singapore Exchange



AC ENERGY HAS  
DEVELOPED  
**FINANCIAL**  
**SELF-SUFFICIENCY**



**US\$410 MILLION**  
IN GREEN BONDS







**GLOBAL**  
MANUFACTURING

**PROPRIETARY ENABLING**  
TECHNOLOGIES

**HIGH-VALUE** PRODUCTS





**KTM**




**ISUZU**



**KIA**



**Volkswagen**



**Lamando**



**HONDA**



**AC Industrials**  
An Ayala Company



New

SOLUTO



ZALORA

ENTREGO

 AC Infra  
An Ayala Company







A **TECHNOLOGY-DRIVEN,**  
**END-TO-END**, LOGISTICS AND  
FULFILLMENT SOLUTIONS PROVIDER







MERGER OF  
**AC EDUCATION**  
WITH **iPEOPLE**



**QUALITY**  
EDUCATION



RETAIL  
**HEALTHCARE**



**FamilyDOC**



**3-IN-1** CLINIC,  
LABORATORY and  
DIAGNOSTICS FACILITY







**LARGEST CHAIN OF  
PRIMARY CARE  
CLINICS IN THE  
PHILIPPINES**

**54 BRANCHES  
IN GREATER  
METRO MANILA**

**100 CLINICS  
BY 2020**

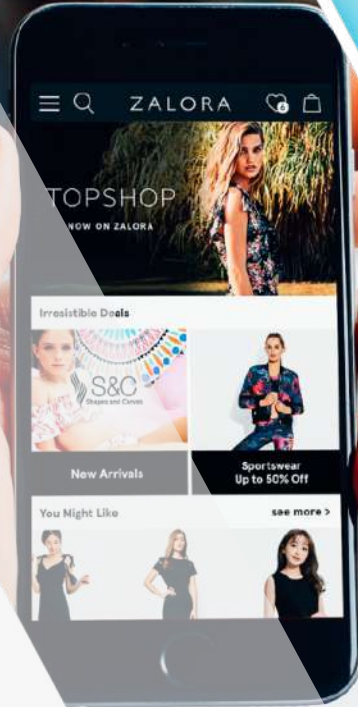
**DIGITAL AND  
FUTURE-READY  
AYALA**





**DIGITAL AND  
FUTURE-READY  
AYALA**

**E-COMMERCE  
FINTECH  
HEALTHTECH**



Welcome to facebook



**DIGITAL AND  
FUTURE-READY  
AYALA**







**DIGITAL AND  
FUTURE-READY  
AYALA**

# FIVE COMPONENTS



**DIGITAL AND  
FUTURE-READY  
AYALA**



**DIGITAL AND  
FUTURE-READY  
AYALA**

**1**

**DISRUPT  
AND DIGITALLY  
TRANSFORM  
OUR CORE BUSINESSES**



DIGITAL AND  
FUTURE-READY  
AYALA

BUILD NEW  
BUSINESS  
MODELS

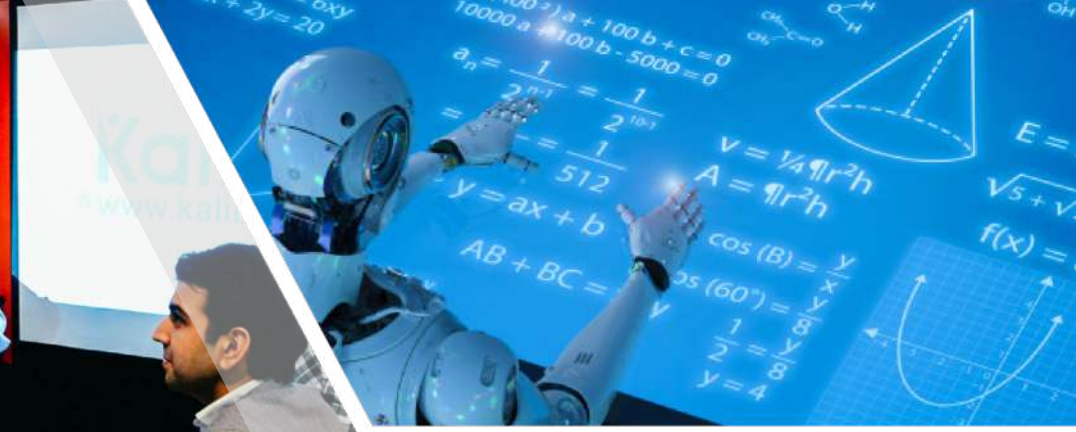
2

INVEST IN  
EMERGING  
TECHNOLOGIES





**DIGITAL AND  
FUTURE-READY  
AYALA**



**3**  
**BOLDER IN  
VENTURE CAPITAL  
STRATEGY**



**DIGITAL AND  
FUTURE-READY  
AYALA**

**4**

**DATA AND ANALYTICS**

WILL BE A KEY  
STRATEGIC ADVANTAGE  
IN THE FUTURE





**DIGITAL AND  
FUTURE-READY  
AYALA**

**5**

**UPSKILLING  
AND EMPOWERING  
OUR TALENT BASE**



**DIGITAL AND  
FUTURE-READY  
AYALA**



**DIGITAL  
TRANSFORMATION  
JOURNEY**





185  
YEARS

**SEEING POTENTIAL  
IN CHALLENGES**



**THE CAPITAL**  
WE DEPLOY

**₱1.4 TRILLION**  
IN 10-YEAR GROUP CAPEX





Fire Extinguisher

We are BPO  
INSTRUMENTAL

Trains to Baclaran

Fire Extinguisher

Fire Extinguisher

Fire Extinguisher

**THE TAXES**  
WE PAY

**₱404 BILLION**  
IN 10-YEAR GROUP TAXES PAID



**THE JOBS**  
WE PROVIDE

**OVER 130,000**  
EMPLOYMENT  
OPPORTUNITIES



THE REINVENTION **WE GALVANIZE**  
ACROSS MULTIPLE PRODUCTS, SERVICES,  
AND ENTIRE INDUSTRIES





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