



**Building on
Strengths,
Improving
Lives**





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EXECUTIVE SUMMARY

In 2024, the Ayala Foundation refreshed its strategy to focus on three pillars: community development – integrating socioeconomic interventions to help communities lift themselves from poverty; leadership development – nurturing the next generation of Filipino leaders towards global competitiveness; and arts and culture – promoting a sense of imagination and agency among Filipinos through arts and culture. The foundation is also making a “big bet” on early childhood and digital education to help address the country’s learning crisis. Supporting this set of programs is the foundation’s corporate citizenship and volunteerism platform, enabling the 65,000-strong Ayala Group workforce with opportunities to do good.

AYALA FOUNDATION STRATEGY

We leverage human, social, financial, and intellectual capital from the Ayala Group and beyond to build thriving communities towards shared prosperity



As the social development arm of the Ayala Group of Companies, Ayala Foundation envisions communities where people are creative, productive, self-reliant, and proud to be Filipino. Ayala Foundation works closely with communities in identifying compelling developmental needs and providing suitable solutions with measurable outcomes.



Through these efforts, we delivered measurable impact and enhanced operational efficiencies to maximize our reach. This report highlights the key milestones from a transformative year for the foundation.

By year-end, Ayala Foundation served 7.5 million direct and indirect beneficiaries, a 57% increase from 2023. Surpassing regulatory and industry standards, the foundation maintained an operational efficiency ratio of 82:18 for most programs – 82% of funds directly supported programs, while 18% covered administrative expenses – exceeding its 80:20 target. The foundation also updated its key result areas to better reflect its renewed purpose of building thriving communities to achieve shared prosperity in the Philippines.

- We raised public support or donations worth **₱786.1 million**.
- We celebrated the **Ayala Museum’s 50th anniversary** with a dynamic year of programs to celebrate its legacy while deepening its connection with new and existing audiences. Notable events included the launch of the *Reuniting the Surigao Treasure* exhibition in partnership with Bangko Sentral ng Pilipinas, the *Fernando Zóbel: The Future of the Past* exhibition, and the inaugural *AMplify: Arts and Music Festival*.
- We continued to build on our work in El Nido, Palawan, strengthening our efforts to deliver integrated interventions to the community, where we piloted our CENTEX Early Childhood Care and Development program and enabled access to telehealth services through our partner, CareSpan Asia.
- We welcomed the Atletang Ayala program under our Leadership Development pillar and introduced our second batch of 19 national athletes with Olympic potential as part our commitment to support the next generation of well-rounded sports leaders.
- We launched the pilot implementation of CENTEX Digital Education in San Marcelino, Zambales in partnership with Khan Academy, through the support of ACEN, Education Development Center (EDC USA), and Huawei. The program benefited 1,369 students in Grades 4-6 and 27 public school teachers by providing 1:1 student-to-device and teacher-to-device ratio.
- We delivered **412,926 volunteer hours** across the Ayala group, far exceeding our target to render 190,000 volunteer hours, through various initiatives. These activities included the inaugural TACbo Fun Run, medical missions, and various programs focused on literacy, environment, nutrition, education, and community development.





AT A GLANCE Our Impact

INCREASE IN COMMUNITY
ENTERPRISE SALES

₱ **48M**
(v. 2023 baseline of P29M)

INCREASED ACCESS TO
BASIC SERVICES

 Early Childhood
Care Development
 Telehealth pilot
launch in El Nido

SCHOLAR GRADUATION AND
MOVE-UP RATE

96%

CENTEX DIGITAL EDUCATION
PILOT SITES

11 public schools

HOURS RENDERED ACROSS THE AYALA GROUP
AND PARTNER ORGANIZATIONS

412,926

TOTAL DIRECT
BENEFICIARIES

4.7M

TOTAL INDIRECT
BENEFICIARIES

2.8M

LOCATIONS WITH
ACTIVE PROJECTS

13 provinces and
Metro Manila

Including international locations
(United Arab Emirates and Singapore)

TOTAL PUBLIC SUPPORT

₱ **786.1M**

TOTAL PROJECT REVENUES

₱ **45M**

OPERATIONAL EFFICIENCY RATIO

82:18

PURPOSE, VISION, VALUES

Ayala Foundation is the socioeconomic development arm of the Ayala group of companies and implements programs under the following pillars: Community Development, Leadership Development, and Arts and Culture. In support of these pillars, the Foundation runs a Corporate Citizenship and Volunteerism platform that provides opportunities to 65,000+ Ayala Group employees and its partners for meaningful sociocivic action and helps enhance community resilience through disaster preparedness and response measures. The Foundation is also making a Big Bet on Early Childhood and Digital Education to address the Philippine learning crisis.

Our Purpose

Building thriving communities towards shared prosperity in the Philippines.

Our Vision

Communities where people are productive, creative, self-reliant, and proud to be Filipino.

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.



We work closely with our partners to deliver sustainable interventions that are relevant to the communities we serve.

COMMUNITY DEVELOPMENT

In 2024, Ayala Foundation deepened its commitment to nurturing thriving communities through a systemic approach to community development. Guided by our mission to help Filipino families lift themselves out from poverty, we refined our strategy to focus on three critical drivers: fulfilling basic needs, increasing social capital and leadership capabilities, and boosting economic and community vitality through activities in sustainable livelihood, employment readiness, and arts and culture.

Our approach continues to be grounded on strengthening multisectoral partnerships and tailoring programs to each community. We work closely with local governments, the Ayala group, corporate partners, civil society organizations, and the communities themselves to co-create solutions. As an integrator, we work closely with our partners to deliver sustainable interventions that are relevant to the communities we serve.



El Nido: Connected Interventions, Collective Impact

Since 2013, we have worked on creating shared value with the El Nido community by providing sustainable livelihood and education programs and increasing access to basic needs.

Through the years, Ayala Foundation has helped 13 community enterprises become registered entities. Our support for community enterprises in El Nido continued to deliver tangible results, generating livelihoods, building local pride, and deepening economic participation. These enterprises, which include women weavers, tricycle drivers, farmers, and fisherfolk, have continued to grow their sales year on year. In 2024, they increased earnings by 51% and generated ₱43.8 million in gross sales, benefiting 653 individuals and their families.

Their presence is now deeply embedded in El Nido's socioeconomic landscape. They continue to provide fresh produce, fish, and prepared food to hotels and resorts, while transport operators support local tourism.



By enabling enterprises to grow not only in sales, but also in confidence, legitimacy, and long-term viability, we are fostering a local economy where inclusive growth takes root, and communities can shape their own development trajectory.

We continued to scale our work in El Nido, Palawan, ramping up our integrated approach across education, health, energy access, and livelihood. As part of our efforts to meet basic needs, we expanded access to reliable

electricity through our ongoing partnership with Spain's Acciona.org, the foundation arm of Spanish conglomerate Acciona. Many barangays in El Nido and neighboring towns remain off-grid, making access to power a persistent challenge. To address this, we launched Project Light at Home (LAH) in 2023 to provide solar energy to underserved households and community centers. By the end of 2024, the project has extended its reach to 1,400 households and 20 community centers, enabling better living conditions. Multiple households indicate that children are able to study longer at night and home-based artisanal workers are able to increase their production.



DIAPILA HEALTH CENTER



This intervention has also paved the way for us to launch the pilot of Project Telehealth in August, the next step in our community development efforts. Classified as a geographically isolated and disadvantaged area (GIDA), Brgy. Teneguiban is the remotest and most populous among El Nido's 18 barangays. For residents of its farthest sitio, Diapila, access to basic health services is even more challenging. It takes 45 minutes via rough road to reach Diapila from the barangay proper, and another 30 minutes to El Nido town, where more advanced health facilities are located.

With electricity now available through Project LAH, we partnered with CareSpan Asia to provide telehealth services to two barangay health centers in Sitio Diapila and Teneguiban, respectively. Through the CareSpan platform, patients in these areas are now able to access free telehealth services at their barangay health centers under the Universal Healthcare Act (RA 1123).

CareSpan provided laptops, tablets, and satellite internet to enable barangay health workers to facilitate virtual consultations with doctors. By the

end of 2024, the program facilitated 3,160 First Patient Encounters for PhilHealth members—unlocking over ₱2.1 million in claims for the local government.

As part of our holistic approach to development, we complemented our health and livelihood initiatives with targeted support for early education—ensuring that children, parents, and teachers are equipped from the start.

To strengthen foundational learning in El Nido, we also launched the pilot of CENTEX Early Grades in 2024. The program provided teacher training and mentoring, parent engagement sessions, and learning resources across 20 child development centers in 13 barangays, supporting the local government's early childhood care and development (ECCD) initiatives.

Together, these efforts demonstrate how a long-term approach, grounded in strong partnerships and aligned across sectors, can help communities like El Nido build resilience, expand opportunities, and shape their own path toward inclusive progress.



At the launch of Project Telehealth, Dr. Hannah Kimikuchi of the Municipal Health Office, shared her support for the project. Telehealth programs are sometimes viewed as anti-poor, as platforms often require access to resources and infrastructure, which is especially challenging for GIDAs. To mitigate and address some of these risks, doctors were invited to participate in a test run prior to the project's formal launch to provide feedback on the platform and overall program design.



“With our partners in health, the impossible was made possible,” Dr. Kimikuchi said, reflecting on her experience as one of the participating doctors during the telehealth project’s test run. “Walang kuryente, nag-provide sila ng solar. Walang internet, nagbigay sila ng satellite internet. Walang computer, walang cellphone, nagbigay sila ng tablet at ng laptop and not only that, kinapacitate nila ang aming staffers. Dun po natin makikita that health is multisectoral.”

(“There was no electricity, they provided solar power. There was no internet, they provided satellite internet. There were no computers and no cellphones, they provided tablets and laptops, and not only that, they also capacitated our staffers. Through this project, we can see that health is multisectoral.”)





Puerto Galera: Enabling Growth

In Puerto Galera, Oriental Mindoro, we continued to work with the Indigenous Iraya Mangyan community, who have preserved their rich cultural heritage. Our partnership with the community, spanning over three decades, has grown to encompass a wide range of support, from nurturing traditional livelihoods to strengthening access to basic services such as education, nutrition, and healthcare.

The Indigenous art of nito weaving is one such sustainable livelihood program we have supported over the years. Working closely with the community, we have helped improve the marketability of their products by diversifying their offerings, strengthening quality control, and connecting them with wider markets.

In 2024, Iraya Mangyan handicrafts continued to gain wider reach and were present in three Ayala Malls, four Seda hotels, Lanai Manila, and two online platforms. In addition, we also made their products available in more bazaars and expositions such as the Philippine International Furniture Show, League of Corporate Foundations CSR Expo, HABI Bazaar, DFA Fair, and Designers' Holiday Bazaar. By year-end, Iraya products generated ₱4.6 million in gross sales. Community members also gained new skills through technical training programs, including motor repair, and TESDA-certified agricultural courses, creating more opportunities to additional sources of livelihood. Notably, the Iraya Mangyan Tour Guide Association

was a finalist in the 2024 Oriental Mindoro Gawad MAHAL TANA Awards for community-based sustainable tourism.

We also continued to serve the community by providing educational, nutritional, and health support. We supported the education of 90 Iraya Mangyan students—from high school and college learners to three who completed master's degrees in early childhood education. Meanwhile, Iraya Mangyan educators have also continued to grow, serving as role models in their own communities. In 2024, Henia P. Garcia, Donna Garcia, and Crisana A. Mahusay earned their Masteral degrees in Education, major in Kindergarten—a milestone for the community's homegrown teaching force. Pino Aranzado was also promoted from Teacher I to Teacher III, while Ronnel Caube Arma advanced to become Teacher-in-Charge of Ugyong Katutubong Mangyan Elementary School.

We provided over 19,000 nutritious meals to 274 students at the Talipanan Mangyan School, and in partnership with the local government and Municipal Social

Welfare and Development office, implemented a daycare program benefiting 44 preschoolers, supported by Iraya Mangyan teachers themselves.

Through the Amade Clinic, 4,414 health cases were addressed with the help of the Sisters of Charity of St. Anne, ensuring that basic medical needs were met and more complex cases referred to appropriate facilities.

We also facilitated the donation of school supplies and storybooks, generously contributed by BPI Foundation and SC Johnson, to seven Iraya schools.

Across our priority areas, our work demonstrates the power of long-term, community-based partnerships. Whether through livelihood generation, early education, health access, or cultural preservation, this integrated approach allows us to better address the different needs of our communities. By strengthening their capabilities and the systems that uplift entire families, we increase economic participation and shared prosperity, paving the way for communities to thrive.



When leaders are prepared and supported, they can drive meaningful change at every level of society.

LEADERSHIP DEVELOPMENT

At Ayala Foundation, leadership is rooted in responsibility and service. Our approach focuses on equipping the youth with the tools, values, and opportunities to lead with integrity and purpose. Through our Leadership Development programs, we support emerging leaders across communities and sectors, enabling them to become stewards of change and sustainable progress for the country.

In 2024, we strengthened this commitment by deepening the impact of our leadership initiatives, from platforms like the Ayala Young Leaders Congress to grassroots efforts like LeadCom, from sports leadership through Atletang Ayala to scholarship programs that open doors to education and professional growth. Each initiative underscores our belief that when leaders are prepared and supported, they can drive meaningful change at every level of society.



Youth Leadership: Shaping the Next Generation of Filipino Leaders

AYLC

In 2024, the Ayala Young Leaders Congress (AYLC), the Ayala group's flagship youth leadership initiative, continued its legacy of cultivating principled, purpose-driven Filipino youth leaders. The program welcomed 49 delegates into its alumni network, bringing the total number of alumni to 1,987.

2024 was also the year that AYLC shifted its leadership framework from servant leadership to steward leadership, aligning with the values of the Ayala group. Steward leadership places an emphasis on responsibility, long-term thinking, and systemic impact, guiding leaders to act with foresight, empathy, and a deep sense of accountability to the communities they serve.

To reinforce this shift, new program elements were introduced. Delegates participated in industry exposure trips to better understand the systemic challenges facing the country, and engaged in "round-robin" sessions with Ayala group executives that strengthened their practical leadership and problem-solving skills. These additions enriched the AYLC experience and helped participants internalize the ethos of stewardship in more tangible, real-world settings.

LeadCom

The Leadership Communities (LeadCom) program further demonstrated the power of youth-led, community-driven initiatives. In 2024, LeadCom was implemented in two regions—Pavia in Iloilo and Butuan City in Agusan del Norte—engaging a



total of 80 youth leaders and mentors. Together, they identified local development gaps and launched grassroots projects that addressed pressing needs in education, employment, environmental sustainability, and livelihood.

LeadCom's earlier success in Bago City continued to make an impact. Though the formal program that concluded in 2020, its legacy remains strong: 70 young leaders in Bago City have sustained the initiatives, impacting more than 2,200 community members. The Department of the Interior and Local Government (DILG) Region VI even recognized the Bago project for Excellence in Youth Development, underscoring the sustainability and replicability of the LeadCom model.

LeadCom empowers young people to act as agents of change in their own communities, proving that when youth are trusted, trained, and supported, they can deliver innovative and context-responsive solutions.





Maging Magiting Youth Leadership Program

Also under our youth leadership portfolio, the Maging Magiting Youth Leadership Program (MMYLP), supported by a grant from Mitsubishi Corporation, trained 215 student leaders across our core programs. These included participants from the National Teachers College (NTC), as well as from CENTEX Batangas and Manila. Designed as an umbrella initiative bridging our youth leadership, arts and culture, and civic values programs, MMYLP helped shape young leaders' personal journeys while encouraging them to think critically about the kind of nation they want to help build.

Among the year's highlights was a visioning workshop that brought together 13 scholars from Mitsubishi-NTC and AFI-NTC. The session gave participants the space and guidance to articulate their dreams, assess their strengths, and map out actionable leadership pathways anchored in service, integrity, and national pride.

Through MMYLP, we see the intersection of personal transformation and national impact—where love of country becomes a call to lead with courage, humility, and hope.

FYLPRO

In 2024, Ayala Foundation continued to support the Filipino Young Leaders Program (FYLPRO), now independently managed by its



alumni. FYLPRO welcomed 12 high-achieving Filipino-Americans to the Philippines for a multi-site immersion in Metro Manila and Cebu. The visit deepened their understanding of Philippine history, governance, innovation, and development issues, while offering avenues for collaboration between the diaspora and local stakeholders.

By serving as a mentor organization, we ensured that FYLPRO remains aligned with its mission of nurturing globally minded leaders with a deep commitment to Filipino communities, both in the homeland and abroad. The program now boasts 96 alumni, many of whom are actively shaping cultural, economic, and policy landscapes in the United States and the Philippines.

FYLPRO shows us that Filipino identity knows no borders—and that leadership, too, is global in scale and responsibility.



**Atletang Ayala:
Leadership Through Sport**

We marked a major milestone with Atletang Ayala, transitioning from Ayala Corporation to Ayala Foundation as a permanent program under our Leadership Development pillar. Atletang Ayala continued to strengthen its commitment to supporting national athletes on and off the field, preparing them not only for international competition but also for long-term leadership in their careers and communities.

After a rigorous screening process, 19 athletes were selected for the second cohort in November 2024. The group includes a balanced mix of male and female athletes, three returning athletes, and a Paralympic athlete. The cohort was drawn from a pool of 47 promising athletes engaged in 18 Olympic-priority individual sports, identified as having the most feasible pathways for Filipino athletes to qualify for the Olympics. A total of 38 athletes completed the application process, and the final selection included representatives from seven Olympic sports (archery,

fencing, taekwondo, judo, rowing, and shooting) and one para sport (para-taekwondo). By December, the new batch of Atletang Ayala athletes were deployed to their designated business units, even as they continued training and competitions.

Under the expanded program, athletes receive a suite of benefits designed to support them holistically. These include full-salaried employment opportunities within the Ayala group, with flexible work arrangements that allow them to maintain competitive training schedules. Athletes are also granted access to the Healthway Medical Network's Athletes' Health Program, which covers physiotherapy, strength and conditioning, sports nutrition, and sports psychology, services essential for sustained performance. Additionally, they receive full and free access to the world-class Ayala Vermosa Sports Hub in Cavite, as well as opportunities to enroll in select academic courses at De La Salle University should they wish to pursue further education.

To help address the financial gap often faced by athletes aiming to compete internationally, the enhanced program now includes fixed budgets for training camps and international competitions, including the Southeast Asian Games, Asian Games, and the Olympics.

Beyond their own growth, participating athletes will also have the opportunity to mentor the next generation through community-based sports programs, bringing their experience and dedication to aspiring young athletes across the country.

By providing this comprehensive support, Atletang Ayala aims not only to strengthen the performance of national athletes, but also to inspire more Filipinos to pursue their athletic dreams. As more athletes proudly represent the Philippines on the global stage, the program affirms the power of sport to bring communities together and uplift the nation.





Scholarships: Enabling Equal Opportunity through Accessible and Equitable Education

We continued to administer scholarships to support the continuing education of 518 students. Now in its third year, the U-GO Scholar Grant onboarded 300 new scholars in 2024, bringing the total to 722 young women supported since its launch. As of school year 2024 to 2025, the program has produced 23 graduates. The program aims to narrow the gender gap in education and leadership by giving women from low-income communities the opportunity to complete their college education.

Aside from the grants, we ran scholar enrichment programs and provided mentoring sessions, career and skills development workshops, and internship opportunities. Through the support of our partners such as SC Johnson, Salesforce and Macquarie, we are able to give these young women access to more resources to help shape their futures.

Beyond U-GO, we also facilitated scholarships from partners such as the Ayala Multi-Purpose Cooperative, Entrepreneurs Organization Philippines, and Generika Drugstore, which onboarded 10 new scholars under its Enrollment to Employment initiative.

Across our scholarship programs, we have achieved a 96% scholar graduation and move-up rate, an encouraging sign of the dedication of the students we support. Through these scholarships, we continue to invest in future leaders.



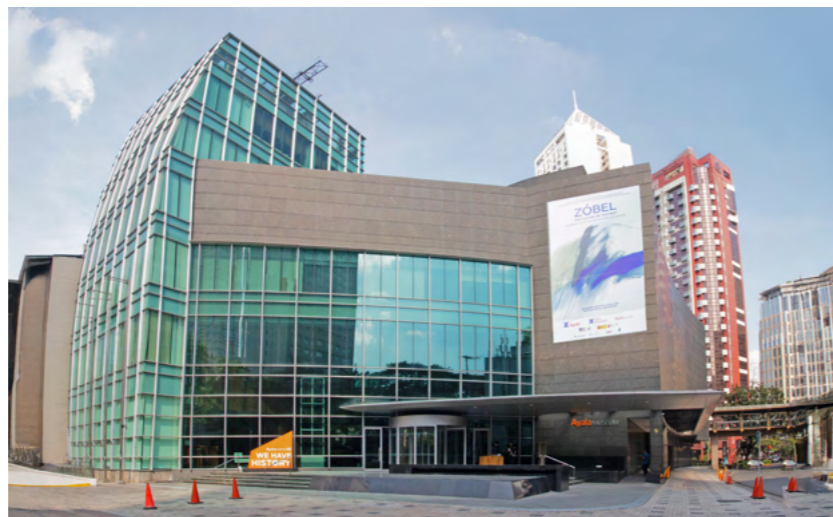
We have always believed in the transformative power of arts and culture as an important pillar of national and socioeconomic development.

ARTS AND CULTURE

At Ayala Foundation, we have always believed in the transformative power of arts and culture as an important pillar of national and socioeconomic development.

In 1974, we established the Ayala Museum to deepen public engagement in the arts and strengthen our national consciousness. In 1996, we opened the Filipinas Heritage Library to preserve and enrich our understanding of our history.

Through the years, these two cultural institutions have grown into dynamic platforms for learning, inspiration, and dialogue, places where people of all ages can experience the richness of our artistic heritage, appreciate Filipino agency, creativity, and excellence across time, and understand the complexity of our historical narratives. As we continued to increase our reach and engage our audiences, we also marked an extraordinary milestone.



Celebrating 50 Years of Ayala Museum

2024 was a historic year for Ayala Museum as we celebrated 50 years of championing Filipino identity through arts, culture, and history. Throughout the year, the museum engaged the community through its “We Have History” campaign, which included a series of exhibitions and events, celebrating its legacy as a culture institution while strengthening its connection with new and existing audiences.

A key highlight of the anniversary celebrations was AMplify, Ayala Museum’s first-ever art and music festival, held in October as part of Museums and Galleries month. The event opened its doors to the public as a museum free day, drawing a crowd of 2,722 guests. The festival was made possible through partnerships with Cornerstone Entertainment and After The Noon Records and featured performances by KZ Tandingan, Agsunta, Markki Stroem, and Zephania, alongside long-time concert partners such as the Manila Symphony Orchestra, Viva Voce, Aaron Aguila III, and Cultural Arts Events Organizer (CAEO). Guests also enjoyed

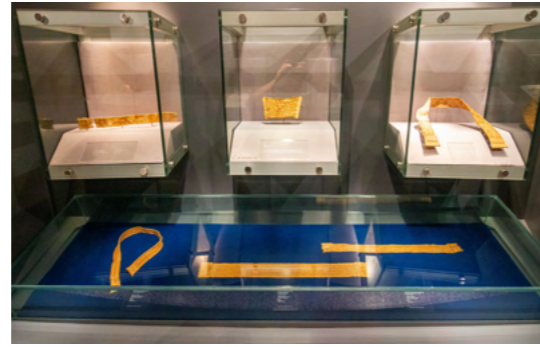


interactive experiences, including a Memory Wall installation, live sketching, a Himig Talk on Philippine music, and a shadow play performance in collaboration with the Filipinas Heritage Library. With a mix of music, art, history, and interactive experiences, AMplify successfully reinforced Ayala Museum’s role as a dynamic cultural hub while making the arts more accessible to a wider audience.

Landmark Exhibitions and Inclusive Access

In May, we launched the first of our major exhibitions for the year, Reuniting the Surigao Treasure, in partnership with Bangko Sentral ng Pilipinas (BSP) and curated by former Ayala Museum director Dr. Florina H. Capistrano-Baker. The landmark exhibition, which will run until 2027, added 38 goldworks loaned from the BSP collection. These two collections were first showcased together in the acclaimed 2015 exhibit at the Asia Society Museum in New York, which Dr. Capistrano-Baker co-curated. The expanded exhibit tells a fuller story of our precolonial traditions and practices. Many of the pieces from both the Ayala Museum and BSP collections can be traced back to what is popularly known as the Surigao Treasure, discovered on April 27, 1981, when heavy machinery operator Edilberto “Berto” Morales unearthed a cache





of gold while working on an irrigation project in Sitio Magroyong, Surigao del Sur. The find sparked a gold rush, and included objects such as golden bowls, necklaces, bangles, and waistbands, symbols of wealth and power in the ancient polity of Butuan.

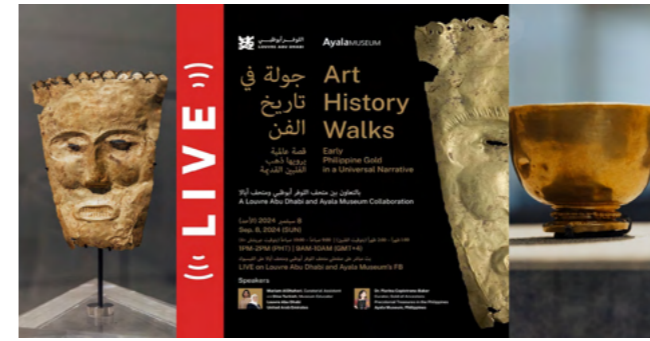
The exhibit provided a rare opportunity to reunite these culturally significant objects here in the Philippines as well as a glimpse into the craftsmanship and opulence of precolonial Philippine societies.

Another notable milestone was the launch of *Zóbel: The Future of the Past* exhibition, following its highly acclaimed run at Museo Nacional del Prado in Madrid in 2022. The exhibit was part of Ayala Museum's 50th anniversary, Zóbel's birth centenary, and the Ayala Corporation's 190th anniversary. Co-curated by Felipe Pereda (Fernando Zóbel de Ayala Professor of Spanish Art at Harvard University), and Manuel Fontán del Junco (Director of Museums and Exhibitions at Fundación Juan March, Madrid), the exhibition showcases the artist Zóbel's ability to bridge artistic traditions across Asia, America, and Europe. *Zóbel: The Future of the Past* was only the second exhibition at the Prado dedicated to modern art by a 20th-century artist, the first being Pablo Picasso. The Manila iteration of the exhibition featured over 200 works by Zóbel from private and institutional collections in Spain, United States, Hong Kong, and the Philippines, including never-before-seen sketchbooks, offering an in-depth exploration of his contributions to modern

art and his role as a pioneering figure in the global and diverse nature of contemporary culture. This also featured *Zóbel. A Chronicle*, by Tenten Mina and Aprille P. Tijam, highlighting milestones in Zóbel's life and career that were not part of his life chronology written in the past. An exhibition catalogue *Zobel. The Future of the Past, The Routes of a Cosmopolitan* was published in conjunction with this exhibition.

We also made the museum more accessible by launching PWD – Touch the Object, a pioneering initiative that introduced tactile reproductions and braille-labeled reliefs of select Philippine Dioramas, carved by Paete artist Angelito Baldemor. This builds on our ongoing efforts to create a more inclusive museum experience, following our earlier installation in 2023 of braille booklets for the dioramas and actual artefacts and reproductions that may be touched, which are part of the touch the objects kiosk at the fourth floor. This new experience allows guests with visual impairments to physically engage with key moments in Philippine history, bringing the past to life through touch and expanding the ways in which we welcome diverse audiences.





Traveling Exhibits, Regional, and International Reach

As we celebrated the Ayala Museum’s golden anniversary, we continued to expand the museum’s reach through our traveling exhibits in an effort to make arts and culture more accessible. The Pioneers of Philippine Art: Luna, Amorsolo, Zóbel traveling exhibit reached new audiences across two regional museums—first at Central Luzon State University Agricultural Museum in Nueva Ecija (February–April), and then at the University of Nueva Caceres Museum in Naga City (October–November). In Ilocos Norte, The Evolution of Filipino Costumes, drawn from our dolls collection made in 1974, was mounted at Arte Luna Gallery in partnership with the provincial government.

The loan by Louvre Abu Dhabi of two pre-colonial gold objects from the Ayala Museum collection: a full-face mask from Butuan, Agusan del Norte, and a cup from Nabua, Camarines Sur, was extended for the third year. The loan began in 2022. A live Virtual Tour: Art History Walks was presented on September 8 with Mariam AIDhaeri (Curatorial Assistant) and Dina Turkieh (Museum Educator) at Louvre Abu Dhabi, with Dr. Florina Capistrano-Baker (Curator, *Gold of Ancestors*:

Pre-colonial Treasures in the Philippines, Ayala Museum) at Ayala Museum discussing how gold objects illustrate the importance of cross-cultural exchange and collaboration.

The Manila Galleon: From Asia to the Americas at the Asian Civilisations Museum (ACM) Singapore closed in March 2024, where loans from the Philippines, including select pre-colonial gold objects and painting by Juan Luna from the Ayala Museum collection were featured. This was curated by Clement Onn (then curator, now the ACM Director). Ayala Museum collaborated with ACM as Collecting Agent, organizing and carrying out the return of these Philippine loans from Singapore to Manila.



Revitalizing the Role of the Library

As Ayala Museum marked its golden year through exhibitions, performances, and creative engagement, its sister institution, the Filipinas Heritage Library (FHL), continued to support our cultural work. Dedicated to preserving the documentary, print, and aural heritage of the Philippines, FHL functions not only as a research library but also as a space where history, scholarship, and public conversation intersect. In 2024, FHL continued to serve as a trusted resource for students, academics, and creatives alike, while expanding its reach through programs that reimagined what libraries can offer today.

FHL recorded its highest visitorship to date in 2024, welcoming 3,610 guests, a 46% increase over the previous year. Research activity surged as well, with 1,129 research and reproduction requests, the highest in five years.

The library mounted a total of 17 programs in 2024. Signature offerings included two Book Talks spotlighting Filipino authors: *Dauntless* by Marie Silva Vallejo and *Love Letters Home* with Grace, Mary, and Liza Talusan. The Roderick Hall Memorial Lecture Series returned with timely lectures on World War II legacies, Filipino “comfort women,” and art in times of war, delivered by esteemed scholars like Thomas McKenna, Karl Ian Chua, and Katherine Lacson.

The Jeepney Jazz series, which launched in 2023, continued with two insightful talks and six concerts—featuring Brass Rosette, Skarlet Brown, Dixie Sheikhs, and more.



A New Home for Contemporary Art

And finally, to cap off the year, we officially announced the upcoming Contemporary Art Center, a groundbreaking cultural initiative set to open in 2027 at Circuit Makati, along the historic banks of the Pasig River. The center, which will be operated under the auspices of Ayala Foundation, is envisioned as a cultural gateway for Philippine contemporary art, the project aims to bring together artists, scholars, and the broader public to explore the evolving landscape of Filipino creativity.

The project is set to open alongside other cultural landmarks such as the Samsung Performing Arts Theater and the Power Mac Center Spotlight Blackbox Theater, the center will serve as an anchor locator within Makati’s emerging creative district. Designed by globally renowned architect Kulapat Yantrasast and his firm WHY Architecture, in partnership with Lor Calma and Partners, the center will embody a blend of modern and international design innovation and Filipino sensibilities. It will prioritize sustainability and forward-looking solutions that align with the city’s commitment to being environmentally

conscious and the government’s vision for a revitalized Pasig River esplanade.

The Contemporary Art Center will serve as a space for new ideas and new ways of creating, where visual art, performance, film, digital works, and immersive experiences come together to reflect the diversity of contemporary Filipino expression. It will engage visitors of all ages and support the growth of the country’s creative industries, while building on the rich artistic legacy of the Circuit Makati community.

Set to break ground in 2025, the Contemporary Art Center will not only elevate contemporary art in the Philippines, but also strengthen Makati’s role as a leading destination for creativity, innovation, and cultural exchange, both locally and globally.

The Ayala group remains firmly anchored in the belief that businesses have a responsibility to be a catalyst for positive social impact.

BIG BET: EDUCATION

In the face of the learning crisis in the Philippines, Ayala Foundation is making a big bet in education. We are sharpening our focus on two programs to support students in their early years: CENTEX Early Grades and CENTEX Digital Education. These are strategic entry points where targeted, high-impact interventions can unlock meaningful, scalable and sustainable solutions aimed at improving learning outcomes, especially for the most underserved learners.



Building on our legacy of over 25 years of supporting holistic, quality education through the Center of Excellence in Public Elementary Education (CENTEX), we continue to draw from lessons based on our CENTEX experience to focus on critical levers of change –teacher training, access to learning resources, and parent/ community engagement – as the foundation to incubate and test scalable education models.



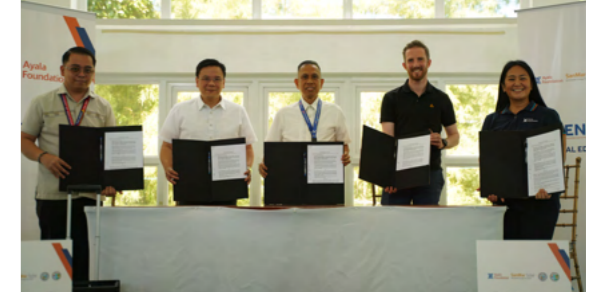


CENTEX Digital Education: Harnessing Digital Tools to Advance Learning Outcomes in Public Schools

In December, Ayala Corporation formally signed a Memorandum of Understanding with the Department of Education and Khan Academy to pilot the CENTEX Education model as a model for public-private partnerships to combine comprehensive teacher training with the power for adaptive learning technology.

Under this partnership, we rolled out the pilot implementation of our CENTEX Digital Education in San Marcelino, Zambales in partnership with Khan Academy and funded by ACEN, Education Development Center (EDC USA), and Huawei. The program benefited 1,558 students in Grades 4-6 and 27 public school teachers by providing 9 schools with a digital learning laboratory with 1:1 student-to-device and teacher-to-device ratio. To ensure uninterrupted access to digital content, schools were equipped with Starlink-powered internet connectivity. This infrastructure enabled the use of adaptive learning platforms that personalize instruction, allowing students to learn at their own pace and level. Meanwhile, the program continues to run in CENTEX Manila and Batangas with internet connectivity provided by Globe.

Aside from providing resources, the pilot includes teacher training, coaching with classroom observations, and the use of learning analytics to support instruction. The program will be evaluated at the end of School Year 2024-2025, with results informing potential scale-up to other school districts.



CENTEX Early Grades: Strengthening the Foundations of Learning

Alongside our work in digital education, we are ramping up efforts in early childhood education, recognizing its pivotal role in a child's lifelong learning journey.

In 2024, we began laying the groundwork for the CENTEX Early Grades program, which aims to align pre-kindergarten and kindergarten instruction to ensure a strong foundation in early childhood education. The program is designed to strengthen school readiness by improving young children's early literacy and numeracy skills.

The CENTEX Early Grades program builds on our experience implementing the Early Childhood Care and Development (ECCD) program in Cagayan de Oro City, Iloilo City, and El Nido, Palawan.

In 2024, our program interventions reached 20 child development centers across 13 barangays in the Municipality of El Nido. The initiative focused on strengthening the capacity of child development workers,



empowering parents and guardians as active partners in learning, and providing developmentally appropriate resources to engage young learners. This effort lays the groundwork for expanding to additional child development centers and catchment elementary schools with kindergarten classes next year.

To launch the initiative, 21 child development teachers underwent an intensive series of in-person training sessions in August 2024, introducing age-appropriate teaching strategies, classroom routines, and learning-through-play methods. These sessions were followed by enrichment activities in November, which allowed educators to reflect on their practice and deepen their understanding of how to support children’s holistic development. A select group of teachers received additional mentoring, enabling more tailored guidance as they began to apply new techniques in their classrooms.

Equipping classrooms with the right materials was just as essential. In November, we worked

with the City Social Welfare and Development Office to distribute customized learning resource kits to each participating center. Each kit contained activity bags, and a play-and-learn guide designed to help teachers maximize the materials and foster engaging, collaborative play among children.

Also crucial to the program’s success was the involvement of parents and caregivers. In the same month, we held a parent enrichment session that brought together 50 mothers, fathers, and guardians for practical discussions on how to support learning at home. These sessions reinforced the idea that early education is most effective when the classroom and the home are aligned in nurturing a child’s curiosity and confidence.

These community-based ECCD efforts emphasize play-based learning, parental involvement, and teacher capacity-building, principles that will continue to inform our early grades approach.





Building on a Legacy of Learning

Even as we pilot new models, our commitment to holistic, values-based education remains strong through the continued operation of two grade schools in Manila and Batangas, now in their 27th and 25th year, respectively. Together, the schools served over 1,200 students, offering high-quality instruction as well as arts enrichment through the CENTEX Arts program.

To further expand our reach, the CENTEX Training Institute continued operations in Cagayan de Oro City, Maasin, Iloilo City, Oton and Pavia (Iloilo Province), and Bantayan Island (Cebu). These training hubs support public school teachers with resources and mentorship rooted in learner-centered, inclusive teaching practices.

Our broader commitment to technology-enabled learning also continued through ProFuturo, an educational technology program implemented in partnership with Fundación ProFuturo. Active in 105 schools across MIMAROPA, the program trained 805 teachers and reached 18,702 learners with curated digital content and tools. These resources help bridge the digital divide while enhancing instructional delivery, especially in geographically isolated and disadvantaged areas.

Looking Ahead

Our investment in education underscores our long-term commitment to improving learning outcomes by transforming how young Filipinos learn in their earliest years and enabling schools to adopt future-ready digital tools to help ensure that no learner is left behind. Through CENTEX, and with partners who share our vision, we are working to create the conditions where every child has the opportunity to learn, thrive, and shape a better future—for themselves and for the country.



The Ayala group remains firmly anchored in the belief that businesses have a responsibility to be a catalyst for positive social impact.

CORPORATE CITIZENSHIP AND VOLUNTEERISM

Ayala's legacy, which spans nearly two centuries, has always reflected a deep commitment to national development and a strong sense of civic duty. This enduring commitment is captured in Ayala's refreshed purpose of building businesses that enable people to thrive. As the Ayala group continues to evolve its portfolio, it remains firmly anchored in the belief that businesses have a responsibility to be a catalyst for positive social impact.

This philosophy of shared value is most tangibly expressed through its Corporate Citizenship and Volunteerism platform, led by Ayala Foundation. As Ayala Corporation celebrated its 190th anniversary in 2024, the Ayala group collectively pledged to render 190,000 volunteer hours. The milestone became a rallying point to mobilize the 65,000-strong Ayala workforce as a force for good.



Volunteerism: 190,000 Hours and Beyond

By year-end, the group had greatly surpassed expectations with a total of 412,926 volunteer hours rendered. These hours spanned a range of initiatives including the inaugural TACbo Fun Run, health and nutrition drives, environmental clean-ups, and education campaigns.

The road to 190,000 began in earnest in February, with over 300 employees from 44 business came together at Ayala Malls Manila Bay to kick off the #BrigadangAyala Corporate Citizenship and Volunteerism program. The activity involved packing and organizing 5,500 survival kits for families in vulnerable communities, were prepared for shipping to partners across Luzon, Visayas, and Mindanao. An additional 25,000 survival kits were scheduled for packing and distribution in future volunteer events.

Notable volunteerism activities include our literacy initiative delivered in partnership with Ayala

Land, Project Open Book, which was endorsed by DepEd and implemented across 268 schools. The program reached 10,000 students by distributing 268 mobile book trolleys containing 150 carefully selected books across 16 sites nationwide.

In support of Brigada Eskwela 2024, Ayala employees mobilized under Brigadang Ayala to prepare 84 classrooms across 21 schools, benefitting over 4,500 learners. Volunteers from Ayala Foundation, various business units, and local communities came together to repaint walls, clean facilities, and donate supplies—collectively providing ₱630,000 worth of resources. These efforts not only created safe and welcoming learning environments but also showcased the power of multi-sector collaboration.

Another key program under the volunteerism platform is the Hapag Movement, a hunger alleviation initiative led by Globe Telecom and implemented in partnership with Ayala Foundation.

In 2024, the Hapag Movement adopted a comprehensive, multi-pronged strategy that combined educational interventions, disaster response, and large-scale feeding programs. Educational efforts included pilot testing of nutrition modules developed by the Ateneo Center for Education, reaching students and families in multiple Quezon City high schools. A broader capacity-building effort in September provided nutrition education and food packs across 10 public schools, reaching 5,000 students and benefiting approximately 25,000 family members. These activities also created opportunities for Ayala group volunteers and other partners to participate. Volunteers came together to assemble the food packs and facilitate nutrition education sessions.

Through these diverse initiatives, Ayala's volunteerism platform demonstrated its depth and flexibility—able to respond to urgent needs while also supporting long-term development goals. Whether through education, hunger alleviation, or emergency response, the year's efforts underscored the power of coordinated volunteer action in creating meaningful, measurable change in the lives of Filipinos.





Disaster Risk Reduction and Management: Supporting Communities Through Crisis

Disaster response and resilience has always been integral to the Ayala group's corporate citizenship efforts. Through the Disaster Risk Reduction and Management (DRRM) program, Ayala Foundation consolidates and coordinates the group's efforts, leading the charge in delivering timely and organized aid to communities affected by natural and man-made disasters.

In 2024, we served 280,000 individuals by reaching a total of 53,400 families across 20 provinces by providing relief packages, emergency shelters, medical, or psychosocial assistance. Throughout the year, we responded to a total of 10 major emergency situations, with a combination of disasters and weather disturbances, as well as volcanic eruptions and man-made catastrophes.

Our geographic footprint extended across Luzon, the Visayas, and Mindanao. In Luzon, relief efforts reached 12 provinces, including communities affected by the Bataan oil spill. In the Visayas, aid was delivered to three provinces hit by extreme weather, while in Mindanao, operations supported areas devastated by severe storms.

These operations were made possible by the almost 1,000 Ayala group employees and 1,131 non-Ayala group volunteers who contributed over 18,000 hours of their time. Their compassion and dedication were key to delivering timely, organized, and effective interventions to communities in crisis.



A Force for Good: The Road to 200 Years

In total, Ayala Foundation's Corporate Citizenship and Volunteerism programs reached more than 438,000 direct beneficiaries and over 2.5 million indirect beneficiaries in 2024 alone. These numbers tell a story of scale, but behind them are countless moments of solidarity, service, and shared humanity.

Through sustained volunteerism, rapid disaster response, and long-term community engagement, the group continues to channel its collective strength toward building a stronger, more resilient Philippines—where businesses and communities thrive together.



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