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(Company's Full Name)

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(Business Address: No. Street City / Town / Province)

ATTY. MARIA FRANCHETTE M. ACOSTA

Contact Person

Month

Day

Fiscal Year

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2	5
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Month

Day

Annual Meeting

Secondary License Type, if Applicable

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Dept. Requiring this Doc.

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Amended Articles Number/Section

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Total No. Of Stockholders

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Domestic

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Foreign

Total Amount of Borrowings

To be accomplished by SEC Personnel concerned

[illegible]

File Number

[illegible]

Document I.D.

STAMPS

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Cashier

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SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATIONS CODE (SRC) AND SRC RULE 17(a)-1(b)(3) THEREUNDER

1. 15 December 2025
Date of Report (Date of earliest event reported)
2. 34218
SEC Identification Number
3. 000-153-610-000
BIR Tax Identification Number
4. AYALA CORPORATION
Exact Name of registrant as specified in its charter
5. PHILIPPINES
Province, country or other jurisdiction of incorporation
6. [REDACTED] (SEC Use Only)
Industry Classification Code
7. 37F to 39F, Ayala Triangle Gardens Tower 2, Paseo De Roxas
Corner Makati Avenue, Makati City
Address of principal office
- 1226
Postal code
8. (02)7908-3000
Registrant's telephone number, including area code
9. N/A
Former name or former address, if changed since last report
10. Securities registered pursuant to Sections 4 and 8 of the SRC

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
Common Shares	620,036,976 shares
Preferred A Shares (Reissued)	5,244,515 shares
Preferred B Series 3 Shares	7,500,000 shares
Preferred B Series 4 Shares	10,000,000 shares
Voting Preferred Shares	200,000,000 shares

: Item 9- Other Events

Re: **Result of the Board of Directors' Meeting**

Pursuant to the requirements of the Securities Regulations Code, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

AYALA CORPORATION

Registrant

Date : 15 December 2025

Michelle Marie T. Valbuena
Senior Compliance Manager

* Print name and title of the signing officer under the signature.



December 15, 2025

Securities and Exchange Commission

17/F SEC Headquarters, 7907 Makati Avenue
Barangay Bel-Air, Makati City

Attention: Atty. Oliver O. Leonardo
Director, Markets & Securities Regulation Department

Philippine Stock Exchange

6/F, PSE Tower
5th Avenue corner 28th Street,
Bonifacio Global City, Taguig City

Attention: Atty. Johanne Daniel M. Negre
Officer-in-Charge, Disclosure Department

Philippine Dealing and Exchange Corporation

29th Floor, BDO Equitable Tower
8751 Paseo de Roxas, Makati City 1226

Attention: Atty. Suzy Claire R. Selleza
Head, Issuer Compliance and Disclosure Department

Gentlemen:

Please be informed that our Board of Directors (the "Board"), in its regular meeting today, approved the following:

1. The election of Mr. Juan Carlos L. Syquia as our Chief Finance Officer effective January 1, 2026 replacing Mr. Alberto M. de Larrazabal who is retiring from our company. Mr. Syquia is currently our Managing Director and Deputy Chief Finance Officer.

The Board expressed gratitude to Mr. de Larrazabal for his dedicated leadership and invaluable service.

2. The declaration of regular cash dividend of Php4.605 per common share for the second semester ending December 31, 2025. The record date is January 5, 2026, and payment date is January 14, 2026.

The dividends shall be paid by electronic transfer to stockholders with enrolled accounts. For stockholders with no enrolled accounts, the dividend checks shall be available for pick-up at the Stock Transfer Service, Inc. at Unit 34-D Rufino Pacific Tower, 6784 Ayala Avenue, Makati City beginning January 14, 2026. Stockholders may contact Mr. Joel S. Cortez or Ms. Angelica M. Elcano at (02) 8403-3433, (02) 8403-2414 or 0910-2896581.

3. The setting of the 2026 Annual Stockholders' Meeting (ASM) for April 24, 2026 at 9:00 o'clock in the morning. The record date for the determination of stockholders entitled to notice and to vote at the meeting is March 10, 2026. The deadline for the nomination of directors is March 9, 2026, and for submission of proxies is April 15, 2026.

Our Board further delegated to the Chairman the authority to approve the venue of, or manner of conducting the ASM, or the postponement of the ASM to another date and/or time, or any other arrangements relating to the said meeting.

Thank you.

Very truly yours,

MARIA FRANCHETTE M. ACOSTA

Corporate Secretary and
Compliance Officer