



# 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. 23 March 2026  
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<br>Outstanding and Amount of Debt Outstanding |
|-------------------------------|--|
| Common Shares                 | 620,036,977 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: Corporate Movements**

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 : 23 March 2026

Michelle Marie T. Valbuena

Senior Compliance Manager

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



March 23, 2026

**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  
5<sup>th</sup> Avenue corner 28<sup>th</sup> Street,  
Bonifacio Global City, Taguig City

Attention: Atty. Johanne Daniel M. Negre  
*Head, 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 of the following corporate movements/appointments effective April 15, 2026:

1. Mr. Jaime Z. Urquijo, our Chief Sustainability and Risk Officer, will be seconded to Ayala Land, Inc. as its Head of Urban Estates. In this role, Mr. Urquijo will lead the continued development of Ayala's Metro Manila estates as it strengthens its efforts to build sustainable and distinctive urban communities.
2. Mr. Paolo Maximo F. Borromeo will assume the role of our Chief Social Infrastructure Officer concurrent with his role as President and Chief Executive Officer of Ayala Healthcare Holdings, Inc. Mr. Borromeo will be responsible for optimizing the positive impact of Ayala's social infrastructure businesses, specifically its healthcare, education and community development and livelihood businesses. He will also have executive responsibility for our Sustainability, State Affairs and External Communications units.

Thank you.

Very truly yours,

**MARIA FRANCHETTE M. ACOSTA**  
Corporate Secretary