

**SECURITIES AND EXCHANGE COMMISSION
Metro Manila, Philippines**

FORM 23-A

INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

1. Name and Address of Reporting Person BORROMEIO, PAOLO MAXIMO, F. <small>(Last) (First) (Middle)</small> <small>(Street)</small> <small>(City) (Province) (Postal Code)</small>			2. Date of Event Requiring Statement <small>(Month/Day/Year)</small> <p align="center">March 23, 2026</p>		5. Issuer Name and Trading Symbol <p align="center">AYALA CORPORATION (AC)</p>		
			3. Tax Identification Number		6. Relationship of Reporting Person to Issuer <small>(Check all applicable)</small> <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer <input type="checkbox"/> Other <small>(give title below) (specify below)</small> <p align="center"><u>Chief Social Infrastructure Officer</u> (effective April 15, 2026)</p>		
			4. Citizenship		7. If Amendment, Date of Original <small>(Month/Day/Year)</small>		
Table 1 - Equity Securities Beneficially Owned							
1. Class of Equity Security		2. Amount of Securities Beneficially Owned		3. Ownership Form: Direct (D) or Indirect (I) *	4. Nature of Indirect Beneficial Ownership		
		%	Number				
Common Shares at P50.00 Par Value		0.03%	212,094	I - 29,441	Lodged with PCD		
				I - 182,653	Indirect shares thru ESOWN		

If the reporting person previously owned 5% or more but less than 10%, provide the disclosure requirements set forth on page 3 of this Form.

Reminder: Report on a separate line for each class of equity securities beneficially owned directly or indirectly.
(Print or Type Responses)

- * (1) A person is directly or indirectly the beneficial owner of any equity security with respect to which he has or shares:
 - (A) Voting power which includes the power to vote, or to direct the voting of, such security; and/or
 - (B) Investment power which includes the power to dispose of, or to direct the disposition of, such security.
- (2) A person will be deemed to have an indirect beneficial interest in any equity security which is:
 - (A) held by members of a person's immediate family sharing the same household;
 - (B) held by a partnership in which such person is a general partner;
 - (C) held by a corporation of which such person is a controlling shareholder; or
 - (D) subject to any contract, arrangement or understanding which gives such person voting power or investment power with respect to such security.

FORM 23-A (continued)

Table II - Derivative Securities Beneficially Owned (e.g., warrants, options, convertible securities)

1. Derivative Security	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Equity Securities Underlying the Derivative Security		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security Direct (D) or Indirect (I) *	6. Nature of Indirect Beneficial Ownership
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			
n/a							

Explanation of Responses:

PAOLO MAXIMO F. BORROMEO
Signature of Reporting Person

26-Mar-26
Date

Intentional misstatements or omissions of facts constitute Criminal Violations under the RSA.

Note: File five (5) copies of this form, one of which must be manually signed. Attach additional sheets if space provided is insufficient.