

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

FORM 23-B

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

Check box if no longer subject to filing requirement

| | | | | | |
|---|--|---|---|---|--|
| 1. Name and Address of Reporting Person AUSTRIA, ROSARIO CARMELA, G. | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) | | 7. Relationship of Reporting Person to Issuer (Check all applicable) <input type="checkbox"/> Director <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below) <p align="center">ASSISTANT CORPORATE SECRETARY</p> | |
| (Last) (First) (Middle) H-05 MAPLE STREET, WOODSVILLE RESIDENCES | | 3. Tax Identification Number 281-702-098 | 5. Statement for Month/Year May 2026 | | |
| (Street) PARANAQUE CITY, METRO MANILA | | 4. Citizenship FILIPINO | 6. If Amendment, Date of Original (Month/Year) | | |
| (City) (Province) (Postal Code) | | | | | |

Table 1 - Equity Securities Beneficially Owned

| 1. Class of Equity Security | 2. Transaction Date (Month/Day/Year) | 4. Securities Acquired (A) or Disposed of (D) | | | 3. Amount of Securities Owned at End of Month | | 4. Ownership Form: Direct (D) or Indirect (I) * | 6. Nature of Indirect Beneficial Ownership |
|--|--------------------------------------|---|------------|----------------------------|---|---------------------|---|--|
| | | Amount | (A) or (D) | Price | % | Number of Shares | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.00% | 7,098 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/29/2024 | | |
| | 5/12/2026 | 1,600 | (A)* | P509.06 (2026 ESOWN Price) | | | | |
| | | *Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.00% | 8,698 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | | |
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(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, 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.
- (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-B (continued)

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

| 1. Derivative Security | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Yr) | 4. Number of Derivative Securities Acquired (A) or Disposed of (D) | | 5. Date Exercisable and Expiration Date (Month/Day/Year) | | 6. Title and Amount of Underlying Securities | | 7. Price of Derivative Security | 8. No. of Derivative Securities Beneficially Owned at End of Month | 9. Ownership Form of Derivative Security; Direct (D) or Indirect (I) * | 10. Nature of Indirect Beneficial Ownership |
|------------------------|--|------------------------------------|--|------------|--|-----------------|--|----------------------------|---------------------------------|--|--|---|
| | | | Amount | (A) or (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
| N/A | | | | | | | | | | | | |
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Explanation of Responses:

Note: File **three (3)** copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

ROSARIO CARMELA G. AUSTRIA
Signature of Reporting Person

June 8, 2026
Date

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

FORM 23-B

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

Check box if no longer subject to filing requirement

| | | | | | |
|--|--|---|---|--|--|
| 1. Name and Address of Reporting Person BIACORA, ESTELITO, C. | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) | | 7. Relationship of Reporting Person to Issuer (Check all applicable) <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <input checked="" type="checkbox"/> Director <input type="checkbox"/> Officer (give title below) </div> <div style="text-align: center;"> <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below) </div> </div> <p align="center"><u>Treasurer</u></p> | |
| (Last) (First) (Middle) | | 3. Tax Identification Number 117-692-362 | 5. Statement for Month/Year May 2026 | | |
| (Street) | | 4. Citizenship FILIPINO | 6. If Amendment, Date of Original (Month/Year) | | |
| (City) (Province) (Postal Code) | | PARANAQUE CITY, METRO MANILA | | | |

Table 1 - Equity Securities Beneficially Owned

| 1. Class of Equity Security | 2. Transaction Date (Month/Day/Year) | 4. Securities Acquired (A) or Disposed of (D) | | | 3. Amount of Securities Owned at End of Month | | 4. Ownership Form: Direct (D) or Indirect (I) * | 6. Nature of Indirect Beneficial Ownership |
|--|--------------------------------------|---|------------|----------------------------|---|---------------------|---|--|
| | | Amount | (A) or (D) | Price | % | Number of Shares | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.01% | 37,763 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | | |
| | 5/12/2026 | 1,500 | (A)* | P509.06 (2026 ESOWN Price) | | | | |
| | | *Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.01% | 39,263 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | | |
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(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, 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.
- (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-B (continued)

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

| 1. Derivative Security | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Yr) | 4. Number of Derivative Securities Acquired (A) or Disposed of (D) | | 5. Date Exercisable and Expiration Date (Month/Day/Year) | | 6. Title and Amount of Underlying Securities | | 7. Price of Derivative Security | 8. No. of Derivative Securities Beneficially Owned at End of Month | 9. Ownership Form of Derivative Security; Direct (D) or Indirect (I) * | 10. Nature of Indirect Beneficial Ownership |
|------------------------|--|------------------------------------|--|------------|--|-----------------|--|----------------------------|---------------------------------|--|--|---|
| | | | Amount | (A) or (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
| N/A | | | | | | | | | | | | |
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Explanation of Responses:

Note: File **three (3)** copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

ESTELITO C. BIACORA

Signature of Reporting Person

5 June 2026

Date

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

FORM 23-B

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

Check box if no longer subject to filing requirement

| | | | | | |
|---|--|--|--|--|--|
| 1. Name and Address of Reporting Person BORROME, PAOLO MAXIMO, F. <small>(Last) (First) (Middle)</small> 4951, ANTONIO S. ARNAIZ RD., DASMARIÑAS VILLAGE, BONIFACIO GLOBAL CITY <small>(Street)</small> MAKATI CITY, NCR FOURTH DISTRICT, 1221 <small>(City) (Province) (Postal Code)</small> | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) 3. Tax Identification Number 202-705-760 5. Statement for Month/Year May 2026 | | 7. Relationship of Reporting Person to Issuer (Check all applicable) _____ Director <input checked="" type="checkbox"/> Officer _____ 10% Owner _____ Other (give title below) (specify below) <u>Managing Director, Chief Social Infrastructure Officer, Chief Sustainability Officer, and Public Affairs and Sustainability Group Head</u> | |
| | | 4. Citizenship FILIPINO | | 6. If Amendment, Date of Original (Month/Year) | |

Table 1 - Equity Securities Beneficially Owned

| 1. Class of Equity Security | 2. Transaction Date (Month/Day/Year) | 4. Securities Acquired (A) or Disposed of (D) | | | 3. Amount of Securities Owned at End of Month | | 4. Ownership Form: Direct (D) or Indirect (I) * | 6. Nature of Indirect Beneficial Ownership |
|--|--------------------------------------|---|------------|----------------------------|---|---------------------|---|--|
| | | Amount | (A) or (D) | Price | % | Number of Shares | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.04% | 218,094 | I - 31,441 sh | Lodged with PCD |
| | | | | | | Bal as of 5/12/2026 | I - 186,653 sh | Indirect shares thru ESOWN |
| | 5/12/2026 | 3,000 | (A)** | P509.06 (2026 ESOWN Price) | | | | |
| | | **Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.04% | 221,094 | I - 31,441 sh | Lodged with PCD |
| | | | | | | Bal as of 5/12/2026 | I - 189,653 sh | Indirect sh thru ESOWN |
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(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, 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.
- (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-B (continued)

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

| 1. Derivative Security | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Yr) | 4. Number of Derivative Securities Acquired (A) or Disposed of (D) | | 5. Date Exercisable and Expiration Date (Month/Day/Year) | | 6. Title and Amount of Underlying Securities | | 7. Price of Derivative Security | 8. No. of Derivative Securities Beneficially Owned at End of Month | 9. Ownership Form of Derivative Security; Direct (D) or Indirect (I) * | 10. Nature of Indirect Beneficial Ownership |
|------------------------|--|------------------------------------|--|------------|--|-----------------|--|----------------------------|---------------------------------|--|--|---|
| | | | Amount | (A) or (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
| N/A | | | | | | | | | | | | |
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Explanation of Responses:

Note: File **three (3)** copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

PAOLO MAXIMO F. BORROMEO
Signature of Reporting Person

June 5, 2026
Date

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

FORM 23-B

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

Check box if no longer subject to filing requirement

| 1. Name and Address of Reporting Person CONSING, CEZAR P. | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) | | | 7. Relationship of Reporting Person to Issuer (Check all applicable) | | | |
|---|---|--|--|--|---|---|---|--|
| (Last) | (First) | (Middle) | 3. Tax Identification Number 902-969-919-000 | 5. Statement for Month/Year May 2026 | | <input checked="" type="checkbox"/> Director <input checked="" type="checkbox"/> Officer (give title below) | <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below) | |
| 33D Rizal Tower, Rockwell | | | 4. Citizenship FILIPINO | | | PRESIDENT AND CHIEF EXECUTIVE OFFICER | | |
| (Street) | | | 6. If Amendment, Date of Original (Month/Year) | | | | | |
| Makati City | | | | | | | | |
| (City) | | | (Province) | | | (Postal Code) | | |
| Table 1 - Equity Securities Beneficially Owned | | | | | | | | |
| 1. Class of Equity Security | 2. Transaction Date (Month/Day/Year) | 4. Securities Acquired (A) or Disposed of (D) | | | 3. Amount of Securities Owned at End of Month | | 4. Ownership Form: Direct (I) or Indirect (I) * | 6. Nature of Indirect Beneficial Ownership |
| | | Amount | (A) or (D) | Price | % | Number of Shares | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.06% | 399,386 | I - 300,271 sh | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/29/2024 | I - 99,105 sh | Lodged with PCD |
| | | | | | | | D - 10 sh | |
| | 5/4/2026 | 15,000 | (A)* | P473.00 (2025 RSP Price) | | | | |
| | | *Acquired through the Restricted Share Plan | | | | | | |
| | End. Bal. | | | | 0.07% | 414,386 | I - 300,271 sh | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/4/2026 | I - 114,105 sh | Lodged with PCD |
| | | | | | | | D - 10 sh | |

(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, 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.

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 - (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.

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

| 1. Derivative Security | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Yr) | 4. Number of Derivative Securities Acquired (A) or Disposed of (D) | | 5. Date Exercisable and Expiration Date (Month/Day/Year) | | 6. Title and Amount of Underlying Securities | | 7. Price of Derivative Security | 8. No. of Derivative Securities Beneficially Owned at End of Month | 9. Ownership Form of Derivative Security; Direct (D) or Indirect (I) | 10. Nature of Indirect Beneficial Ownership |
|------------------------|--|------------------------------------|--|------------|--|-----------------|--|----------------------------|---------------------------------|--|--|---|
| | | | Amount | (A) or (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
| N/A | | | | | | | | | | | | |
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Explanation of Responses:

Note: File three (3) copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

CEZAR P. CONSING 
Signature of Reporting Person

June 8, 2026
Date

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

FORM 23-B

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

Check box if no longer subject to filing requirement

| 1. Name and Address of Reporting Person ROMERO MILÁN, FRANCISCO <small>(Last) (First) (Middle)</small> | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) | | 7. Relationship of Reporting Person to Issuer <small>(Check all applicable)</small> <input type="checkbox"/> Director <input checked="" type="checkbox"/> Officer <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other <small>(give title below) (specify below)</small> Managing Director, Chief Human Resource Officer, and Corporate Resources Group Head | | | | |
|---|--|--|--|---|---|---------------------|--|--|
| 36 RIVIERA MERVILLE PARK <small>(Street)</small> | | 3. Tax Identification Number 452-995-981 | 5. Statement for Month/Year May 2026 | | | | | |
| PARAÑAQUE CITY METRO MANILA 1709 <small>(City) (Province) (Postal Code)</small> | | 4. Citizenship FILIPINO | 6. If Amendment, Date of Original (MonthYear) | | | | | |
| Table 1 - Equity Securities Beneficially Owned | | | | | | | | |
| 1. Class of Equity Security | 2. Transaction Date <small>(Month/Day/Year)</small> | 4. Securities Acquired (A) or Disposed of (D) | | | 3. Amount of Securities Owned at End of Month | | 4. Ownership Form: Direct (D) or Indirect (I) * | 6. Nature of Indirect Beneficial Ownership |
| | | | | | % | Number of Shares | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.01% | 64,965 | I - 62,965 | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | I - 2,000 | Lodged with PCD |
| | 5/12/2026 | 3,000 | (A)* | P509.06 (2026 ESOWN Price) | | | | |
| | | *Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.01% | 67,965 | I - 65,965 sh | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | I - 2,000 | Lodged with PCD |
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(Print or Type Responses)

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|------------------------|--|------------------------------------|--|------------|--|-----------------|--|----------------------------|---------------------------------|--|--|---|
| | | | Amount | (A) or (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
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Explanation of Responses:

FRANCISCO ROMERO MILÁN

Signature of Reporting Person

06-01-2026

Date

Note: File three (3) copies of this form, one of which must be manually signed. Attach additional sheets if space provided is insufficient.

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

FORM 23-B

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

Check box if no longer subject to filing requirement

| | | | | | |
|---|--|---|---|---|--|
| 1. Name and Address of Reporting Person PETILLA, ROXANNE KATE L. | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) | | 7. Relationship of Reporting Person to Issuer (Check all applicable) <input type="checkbox"/> Director <input checked="" type="checkbox"/> Officer <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (give title below) (specify below) Acting Chief Audit Executive | |
| (Last) (First) (Middle) Tivoli Garden Residences, 69 Coronado, Brgy. Hulo | | 3. Tax Identification Number 405-521-175-000 | 5. Statement for Month/Year May 2026 | | |
| (Street) Mandaluyong City, Metro Manila, 1550 | | 4. Citizenship FILIPINO | 6. If Amendment, Date of Original (Month/Year) | | |
| (City) (Province) (Postal Code) | | | | | |

Table 1 - Equity Securities Beneficially Owned

| 1. Class of Equity Security | 2. Transaction Date (Month/Day/Year) | 4. Securities Acquired (A) or Disposed of (D) | | | 3. Amount of Securities Owned at End of Month | | 4. Ownership Form: Direct (D) or Indirect (I) * | 6. Nature of Indirect Beneficial Ownership |
|--|--------------------------------------|---|------------|----------------------------|---|---------------------|---|--|
| | | | | | % | Number of Shares | | |
| | | Amount | (A) or (D) | Price | | | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.00% | 4,480 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | | |
| | 5/12/2026 | 360 | (A)* | P509.06 (2026 ESOWN Price) | | | | |
| | | *Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.00% | 4,840 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | | |
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(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, 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.
- (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-B (continued)

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

| 1. Derivative Security | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Yr) | 4. Number of Derivative Securities Acquired (A) or Disposed of (D) | | 5. Date Exercisable and Expiration Date (Month/Day/Year) | | 6. Title and Amount of Underlying Securities | | 7. Price of Derivative Security | 8. No. of Derivative Securities Beneficially Owned at End of Month | 9. Ownership Form of Derivative Security; Direct (D) or Indirect (I) * | 10. Nature of Indirect Beneficial Ownership |
|------------------------|--|------------------------------------|--|------------|--|-----------------|--|----------------------------|---------------------------------|--|--|---|
| | | | Amount | (A) or (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
| N/A | | | | | | | | | | | | |
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Explanation of Responses:

Note: File **three (3)** copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

ROXANNE KATE L. PETILLA
Signature of Reporting Person

June 2, 2026
Date

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

FORM 23-B

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

Check box if no longer subject to filing requirement

| 1. Name and Address of Reporting Person UY, MARK ROBERT H. | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) | | 7. Relationship of Reporting Person to Issuer (Check all applicable) | | | |
|--|--------------------------------------|--|---|---|--|---|--|
| (Last) | (First) | (Middle) | 3. Tax Identification Number 941-231-124-000 | 5. Statement for Month/Year May 2026 | <input type="checkbox"/> Director <input checked="" type="checkbox"/> Officer (give title below) | | |
| 18E Tower 2, Garden Tower, East Street | | | 4. Citizenship FILIPINO | 6. If Amendment, Date of Original (MonthYear) | <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below) | | |
| (Street) | Makati City Metro Manila | | Managing Director and Corporate Strategy and Business Development Group Head | | | | |
| (City) | (Province) | (Postal Code) | Table 1 - Equity Securities Beneficially Owned | | | | |
| 1. Class of Equity Security | 2. Transaction Date (Month/Day/Year) | 4. Securities Acquired (A) or Disposed of (D) | | | 3. Amount of Securities Owned at End of Month | 4. Ownership Form: Direct (D) or Indirect (I) * | 6. Nature of Indirect Beneficial Ownership |
| | | Amount | (A) or (D) | Price | | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.01% | 57,000 | I - 23,000 sh |
| | | | | | | Bal as of 5/12/2026 | I - 34,000 sh |
| | 5/12/2026 | 3,000 | (A)* | P509.06 (2026 ESOWN Price) | | | |
| | | *Acquired through ESOWN subscription | | | | | |
| | End. Bal. | | | | 0.01% | 60,000 | I - 23,000 sh |
| | | | | | | Bal as of 5/12/2026 | I - 37,000 sh |
| | | | | | | | |
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(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, 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.
- (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-B (continued)

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

| 1. Derivative Security | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Yr) | 4. Number of Derivative Securities Acquired (A) or Disposed of (D) | | 5. Date Exercisable and Expiration Date (Month/Day/Year) | | 6. Title and Amount of Underlying Securities | | 7. Price of Derivative Security | 8. No. of Derivative Securities Beneficially Owned at End of Month | 9. Ownership Form of Derivative Security; Direct (D) or Indirect (I) * | 10. Nature of Indirect Beneficial Ownership |
|------------------------|--|------------------------------------|--|------------|--|-----------------|--|----------------------------|---------------------------------|--|--|---|
| | | | Amount | (A) or (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
| N/A | | | | | | | | | | | | |
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Explanation of Responses:

Note: File **three (3)** copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

MARK ROBERT H. UY
Signature of Reporting Person

June 2, 2026
Date