

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 ACOSTA, MARIA FRANCHETTE M. | | | 2. Issuer Name and Trading Symbol AYALA CORPORATION (AC) | | | 7. Relationship of Reporting Person to Issuer (Check all applicable) <table style="width:100%; border: none;"> <tr> <td style="width:33%;"><input type="checkbox"/> Director</td> <td style="width:33%;"><input type="checkbox"/> 10% Owner</td> </tr> <tr> <td><input checked="" type="checkbox"/> Officer</td> <td><input type="checkbox"/> Other</td> </tr> <tr> <td align="center" colspan="2">(give title below)</td> </tr> <tr> <td align="center" colspan="2">(specify below)</td> </tr> </table> <p align="right">Managing Director, Chief Legal Officer, Corporate Secretary, Compliance Officer, & Data Protection Officer</p> | | | <input type="checkbox"/> Director | <input type="checkbox"/> 10% Owner | <input checked="" type="checkbox"/> Officer | <input type="checkbox"/> Other | (give title below) | | (specify below) | |
| <input type="checkbox"/> Director | <input type="checkbox"/> 10% Owner | | | | | | | | | | | | | | | |
| <input checked="" type="checkbox"/> Officer | <input type="checkbox"/> Other | | | | | | | | | | | | | | | |
| (give title below) | | | | | | | | | | | | | | | | |
| (specify below) | | | | | | | | | | | | | | | | |
| (Last) | (First) | (Middle) | 3. Tax Identification Number | | 5. Statement for Month/Year May 2026 | | | | | | | | | | | |
| (Street) | | | 4. Citizenship | 6. If Amendment, Date of Original (MonthYear) | | | | | | | | | | | | |
| (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% | 15,000 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/27/2025 | | |
| | 5/12/2026 | 10,000 | (A)** | P509.06 (2026 ESOWN Price) | | | | |
| | | **Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.00% | 25,000 | 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.

MARIA FRANCHETTE M. ACOSTA

Signature of Reporting Person

June 10, 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 <p align="center">ANG, CATHERINE H.</p> <small>(Last) (First) (Middle)</small> <small>(Street)</small> <small>(City) (Province) (Postal Code)</small> | | | 2. Issuer Name and Trading Symbol <p align="center">AYALA CORPORATION (AC)</p> | | | 7. Relationship of Reporting Person to Issuer <small>(Check all applicable)</small> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <input type="checkbox"/> Director <input checked="" type="checkbox"/> Officer <small>(give title below)</small> <p align="center">Managing Director & Acting Comptroller</p> </div> <div style="width: 45%;"> <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other <small>(specify below)</small> </div> </div> | | |
|--|--|---|---|----------------------------|---|--|---|--|
| 3. Tax Identification Number | | | 5. Statement for Month/Year <p align="center">May 2026</p> | | | | | |
| 4. Citizenship | | | 6. If Amendment, Date of Original (Month/Year) | | | | | |
| 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: <small>Direct (D) or Indirect (I)</small> | 6. Nature of Indirect Beneficial Ownership |
| | | <small>Amount</small> | <small>(A) or (D)</small> | <small>Price</small> | <small>%</small> | <small>Number of Shares</small> | | |
| Common Shares at P50.00 Par Value | End. Bal. | | | | 0.01% | 80,790 | I - 73,894 sh | Indirect shares thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | I - 6,896 sh | Lodged with PCD |
| | 5/12/2026 | 3,000 | (A)* | P509.06 (2026 ESOWN Price) | | | | |
| | | *Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.01% | 83,790 | I - 76,894 sh | Indirect shares thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | I - 6,896 sh | Lodged with PCD |
| Preferred A Shares at P100.00 Par Value | End. Bal. | | | | 0.01% | 400 | I | Lodged with PCD |
| | | | | | | Bal as of 5/29/2023 | | |
| Voting Preferred Shares at P1.00 Par Value | End. Bal. | | | | 0.00% | 5,290 | I | Lodged with PCD |
| | | | | | | Bal as of 4/10/2015 | | |

(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.

CATHERINE H. ANG
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 AUSTRIA, ROSARIO CARMELA, G. | | | 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 | | 5. Statement for Month/Year May 2026 | | <input type="checkbox"/> | Director Officer (give title below) | <input type="checkbox"/> | 10% Owner Other (specify below) | |
| (Street) | | | 4. Citizenship | | 6. If Amendment, Date of Original (MonthYear) | | ASSISTANT CORPORATE SECRETARY | | | | |
| (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% | 9,898 | I | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | | |
| | 5/12/2026 | 1,200 | (A)* | P509.06 (2026 ESOWN Price) | | | | |
| | | *Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.00% | 11,098 | 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.

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 - (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:
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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.

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 CHUA, KARL KENDRICK, TIU | | 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="width: 45%;"> <input type="checkbox"/> Director <input checked="" type="checkbox"/> Officer (give title below) </div> <div style="width: 45%;"> <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below) </div> </div> <u>Managing Director and Data Science and Artificial Intelligence Group Head</u> | | | | |
|--|--------------------------------------|--|---|----------------------------|---|---------------------|---|--|--|
| (Last) (First) (Middle) | | 3. Tax Identification Number | 5. Statement for Month/Year May 2026 | | | | | | |
| (Street) | | 4. Citizenship | 6. If Amendment, Date of Original (MonthYear) | | | | | | |
| (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. | | | | 0.01% | 39,000 | I - 37,000 sh | 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% | 42,000 | I - 40,000 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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 - (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.
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 - (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.

KARL KENDRICK T. CHUA
Signature of Reporting Person

June 9, 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 SYQUIA, JUAN CARLOS, LAGDAMEO | | | 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) Managing Director, Chief Finance Officer, Chief Risk Officer, and Finance Group Head | | | |
| (Last) | (First) | (Middle) | 3. Tax Identification Number | | 5. Statement for Month/Year May 2026 | | | | |
| (Street) | | | 4. Citizenship | | 6. If Amendment, Date of Original (MonthYear) | | | | |
| (City) | | | (Province) | | | (Postal Code) | | | |

Table 1 - Equity Securities Beneficially Owned

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|--|--------------------------------------|---|------------|----------------------------|---|---------------------|---|---|
| | | | | | % | Number of Shares | | |
| | | Amount | (A) or (D) | Price | | | | |
| Common Shares at P50.00 Par Value | Beg. Bal. | | | | 0.00% | 7,900 | I - 7,000 sh | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | I - 900 sh | Shares held by immediate family member sharing the same household |
| | 5/12/2026 | 3,000 | (A)* | P509.06 (2026 ESOWN Price) | | | | |
| | | *Acquired through ESOWN subscription | | | | | | |
| | End. Bal. | | | | 0.00% | 10,900 | I - 10,000 sh | Indirect sh thru ESOWN |
| | | | | | | Bal as of 5/12/2026 | I - 900 sh | Shares held by immediate family member sharing the same household |

(Print or Type Responses)

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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.

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.

JUAN CARLOS L. SYQUIA

Signature of Reporting Person

June 9, 2026

Date