

COVER SHEET

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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

7908-3000

Company Telephone Number

1	2
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Month

3	1
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Day

Fiscal Year

	1	7	-	C
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Secondary License Type, if Applicable

0	4
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Month

2	3
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Day

Annual Meeting

C	F	D
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Dept. Requiring this Doc.

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Amended Articles Number/Section

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Total No. Of Stockholders

Total Amount of Borrowings

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Domestic

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Foreign

To be accomplished by SEC Personnel concerned

[illegible]

File Number

LCU

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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. 1 September 2026
Date of Report (Date of earliest event reported)
2. 152747
SEC Identification Number
3. 000-153-790-000
BIR Tax Identification Number
4. AYALA LAND, INC.
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. 31F, Tower One and Exchange Plaza, Ayala Triangle, Ayala Avenue, Makati City
Address of principal office
- 1226
Postal code
8. 7908-3000
Registrant's telephone number, including area code
9. Not Applicable
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	14,292,521,069
VOTING PREFERRED SHARES	12,442,319,487

Indicate the item numbers reported herein : Please refer to attached letter

Re: Retirement of Senior Officer, Senior Management Appointment & Organizational Restructuring

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 Land, Inc.
Registrant

Date : 1 September 2026

Melody B. Trinidad
Senior Compliance Manager
Office of the Corporate Secretary

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



September 01, 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
5th Avenue corner 28th 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

Subject: Retirement of Senior Officer, Senior Management Appointment & Organizational Restructuring

Ladies and Gentlemen:

Please be informed that management has received and formally accepted the notice of retirement from Mr. Christopher B. Maglanoc, Senior Vice President and Head of Regional Estates, effective at the close of business on December 31, 2026.

As part of the Corporation's efforts to strengthen long-term growth strategy and enhance organizational effectiveness, management will integrate Urban Estates and Regional Estates businesses under the AyalaLand Estates Group, effective January 1, 2027.

In line with the integration, Mr. Jaime Z. Urquijo, currently Senior Vice President and Head of Urban Estates, will assume leadership of the integrated organization, effective January 1, 2027.

Thank you.

Very truly yours.

MILLETTE A. ARNEDO

Assistant Corporate Secretary