COVER SHEET

3	4	2	1	8					

A Y A L A   C O R P O R A T I O N

(Company's Full Name)

3 7 - 3 9 F , T O W E R   T W O , A Y A L A   T R I A N G L
E , A Y A L A   A V E N U E , M A K A T I   C I T Y

(Business Address: No. Street City / Town / Province)

ATTY. FRANCHETTE M. ACOSTA

Contact Person

7908-3346

Company Telephone Number

1	2		3	1
Month			*Day*	

Fiscal Year

	1	7	-	C

FORM TYPE

0	4		2	9
Month			*Day*	

Annual Meeting

Secondary License Type, if Applicable

C	F	D

Dept. Requiring this Doc.

Amended Articles Number/Section

Total Amount of Borrowings

Total No. Of Stockholders

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document I.D.

Cashier

S T A M P S

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. **September 21, 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. (SEC Use Only)
Industry Classification Code

7. **37F to 39F, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor 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 Outstanding and Amount of Debt Outstanding
Common Shares	620,417,577
Preferred A Shares (Reissued)	5,244,515
Preferred B Series 3 Shares	7,500,000
Preferred B Series 4 Shares	10,000,000
Voting Preferred Shares	200,000,000

: **Item 9- Other Events**

Re: Press Release/Material Information

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 : **September 21, 2026**

Ginaflor C. Oris
Head of Investor Relations

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

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Sep 21, 2026
2. SEC Identification Number
   34218
3. BIR Tax Identification No.
   000-153-610-000
4. Exact name of issuer as specified in its charter
   AYALA CORPORATION
5. Province, country or other jurisdiction of incorporation
   PHILIPPINES
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   37F to 39F, Ayala Triangle Gardens Tower 2, Paseo De Roxas Corner Makati Avenue, Makati City
   Postal Code
   1226
8. Issuer's telephone number, including area code
   (02)7908-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
Common Shares	620,417,577
Preferred A Shares (Reissued)	5,244,515
Preferred B Series 3 Shares	7,500,000
Preferred B Series 4 Shares	10,000,000
Voting Preferred Shares	200,000,000

11. Indicate the item numbers reported herein
    Item 9

and are disseminated solely for purposes of information. Any questions on the data contained herein should be addressed directly to the Corporate Information Officer of the disclosing party.

Ayala Corporation
AC

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Ayala and Mitsubishi Deepen Strategic Alliance to Support Long-Term Growth in the Philippines

Background/Description of the Disclosure

Ayala Corporation ("Ayala") announced on September 21, 2026 the signing of a definitive agreement with Mitsubishi Corporation ("Mitsubishi") to significantly expand Mitsubishi's investment in Ayala, marking a new chapter in a long-standing relationship anchored on shared values, responsible business stewardship, and a common commitment to supporting the Philippines' sustainable development.

The transaction is valued at approximately P44.5 billion (approximately US$700 million) based on the agreed subscription and acquisition price of P650 per common share. It comprises a combination of primary and secondary shares including a voluntary tender offer. Upon completion, Mitsubishi's economic ownership in Ayala will increase from 4.7% to 15%, and its voting stake to 20%, reinforcing its position as one of Ayala’s largest long-term strategic shareholders.

Other Relevant Information

Please see attached document for more information.

September 21, 2026

Securities and Exchange Commission
17/F SEC Headquarters, 7907 Makati Avenue
Barangay Bel-Air, Makati City

Attention: **Atty. Oliver O. Leonardo**
Director, Markets and Securities Regulation Department

The Philippine Stock Exchange, Inc.
6/F PSE Tower
5th Avenue corner 28th Street, Bonifacio Global City, Taguig City

Attention: **John S. Edralin**
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

Mesdames/Gentlemen:

Ayala Corporation ("Ayala") announced on September 21, 2026 the signing of a definitive agreement with Mitsubishi Corporation ("Mitsubishi") to significantly expand Mitsubishi's investment in Ayala, marking a new chapter in a long-standing relationship anchored on shared values, responsible business stewardship, and a common commitment to supporting the Philippines' sustainable development.

The transaction is valued at approximately ₱44.5 billion (approximately US$700 million) based on the agreed subscription and acquisition price of ₱650 per common share. It comprises a combination of primary and secondary shares including a voluntary tender offer. Upon completion, Mitsubishi's economic ownership in Ayala will increase from 4.7% to 15%, and its voting stake to 20%, reinforcing its position as one of Ayala's largest long-term strategic shareholders.

Please see attached document for more information.

Best regards,

Ginaflor C. Oris
Head of Investor Relations

MEDIA RELEASE
September 21, 2026

Ayala and Mitsubishi Deepen Strategic Alliance to Support Long-Term Growth in the Philippines

Manila, Philippines—Ayala Corporation ("Ayala") today announced the signing of a definitive agreement with Mitsubishi Corporation ("Mitsubishi") to significantly expand Mitsubishi's investment in Ayala, marking a new chapter in a long-standing relationship anchored on shared values, responsible business stewardship, and a common commitment to supporting the Philippines' sustainable development.

The transaction is valued at approximately ₱44.5 billion (approximately US$700 million) based on the agreed subscription and acquisition price of ₱650 per common share. It comprises a combination of primary and secondary shares including a voluntary tender offer. Upon completion, Mitsubishi's economic ownership in Ayala will increase from 4.7% to 15%, and its voting stake to 20%, reinforcing its position as one of Ayala's largest long-term strategic shareholders. Subject to the requisite shareholder and regulatory approval for the proposed amendments to Ayala's Articles of Incorporation, Ayala's Board of Directors will be expanded from seven (7) to nine (9) members.

Ayala is expected to receive approximately ₱20 billion in proceeds which will be used to further strengthen its balance sheet through debt reduction, continue its share purchase program covering the shares of Ayala and its listed subsidiaries, and support future growth initiatives.

"This transaction represents much more than a capital investment," said Jaime Augusto Zobel de Ayala, Chairman of Ayala Corporation. "It reflects the strength of a relationship built over many years and a deep alignment in values, long-term thinking, and responsible business stewardship. As we enter this new chapter with Mitsubishi, we look forward to deepening our collaboration and creating lasting value for our stakeholders while contributing meaningfully to the country's continued progress."

As part of the transaction, on behalf of Mitsubishi, Ayala intends to conduct a voluntary tender offer for up to approximately 30 million common shares, subject to compliance with applicable regulatory requirements. The tender offer will provide public shareholders with an opportunity to participate in the transaction and realize value at the same ₱650 per share price agreed with Mitsubishi. Additional details regarding the tender offer will be disclosed in due course.

Media queries: corpcomm@ayala.com.ph

Investor queries: investorrelations@ayala.com.ph
Gina Oris, Head of IR: +639175809369
Johann Quiazon, IR Senior Manager: +639178335284

The investment reflects Mitsubishi’s confidence in Ayala’s strategy, the strength of its diversified portfolio and the growth potential of the Philippine economy. It also reinforces Ayala's track record of attracting strategic international capital into Philippine businesses and platforms, supporting innovation, expansion, and economic progress. With Mitsubishi's increased investment, the two groups intend to deepen collaboration in sectors critical to the Philippines' future development, including infrastructure, energy transition, real estate, digital technologies, mobility, logistics, and other emerging growth industries. Mitsubishi's global network, industry expertise, and market relationships are expected to help accelerate business growth, support technology and knowledge transfer, and unlock new opportunities across Ayala's portfolio.

"Mitsubishi’s increased investment in Ayala Corporation is designed to grow value for Ayala’s shareholders by combining global reach and technology of one of Japan’s leading trading houses with the assets of one of the Philippines’ most diversified conglomerates. This is about turbo-charging a 52-year relationship to benefit our various stakeholders,” said Cezar P. Consing, Ayala President and CEO.

Ayala and Mitsubishi’s long-standing relationship has evolved alongside both organizations. Throughout that period the two groups have collaborated across multiple sectors and business ventures. Their shared focus on long-term value creation, disciplined stewardship, and continuous transformation has strengthened the alliance over the decades.

The broader alliance also reflects the deepening economic ties between the Philippines and Japan and supports the shared efforts to foster greater economic cooperation. The transaction builds on the momentum generated by President Ferdinand R. Marcos Jr.’s visit to Tokyo and reflects the continued strengthening of economic and investment relations between the two countries. Ayala and Mitsubishi hope the strategic relationship will continue to serve as a platform for increased cross-border investment, knowledge sharing, and business collaboration, creating new opportunities for businesses, industries, and communities in both countries.

The transaction’s closing remains subject to conditions precedent, closing conditions, and applicable regulatory approvals.

This latest milestone in the Ayala-Mitsubishi collaboration reflects both organizations’ confidence in the Philippines as an investment destination and highlights the role that trusted international partnerships can play in supporting economic development, enhancing competitiveness, and creating opportunities for future generations.

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About Ayala Corporation

For more than 190 years, Ayala Corporation has been building businesses that enable people to thrive.

Ayala, currently one of the largest conglomerates in the Philippines, has meaningful presence in real estate, banking, telecommunications, and renewable energy. It likewise has a growing presence in healthcare, mobility, and logistics as well as investments in industrial technologies, education, and other ventures. Ayala manages its corporate social responsibility initiatives through Ayala Foundation.

Visit our website at https://ayala.com and follow us on LinkedIn to learn more about the company.

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