SCALING UP

2025 - 2030 Transformational High 5s

Implementation Playbook
Presented by Ngozi Anyogu

Date: Monday 7th April, 2025

Transformation Fundamentals

- **Strong leadership**

- **Build the right team**

- **Unlock resources**

- **Make 'big - bet' decisions**
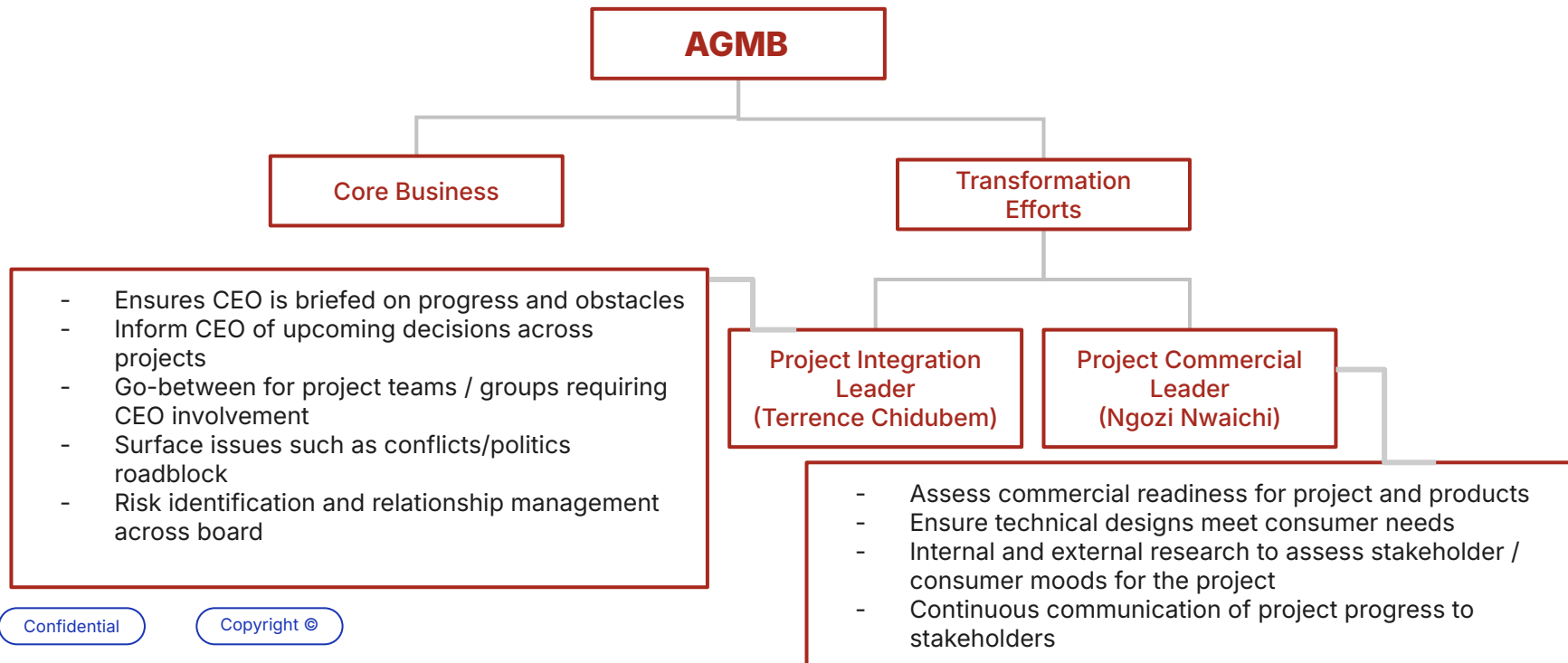
THE TRANSFORMATION IS WORTH IT… AND THIS IS WHY

As CEO, I am convinced that Nigerians desiring to own homes are making too many financial trade-offs to realise their dreams of home ownership. AGMB as the category leader for affordable housing mortgage delivery has to bring a radical change in performance to the consumer.

AGMB has to secure this transformational, innovative move and gain another 10 - 15 years of product superiority against the competition to avoid a slow death or at best a slight change to incremental growth, which will never deliver on our needs - not just for the Bank financially but also the consumers for a long time.

- Ngozi Anyogu
CEO AG Mortgage Bank PLC

STRATEGY IMPLEMENTATION MONITORING GROUP (SIM-G)

AGMB

Core Business

Transformation Efforts

- Ensures CEO is briefed on progress and obstacles
- Inform CEO of upcoming decisions across projects
- Go-between for project teams / groups requiring CEO involvement
- Surface issues such as conflicts/politics roadblock
- Risk identification and relationship management across board

Project Integration Leader (Terrence Chidubem)

Project Commercial Leader (Ngozi Nwaichi)

- Assess commercial readiness for project and products
- Ensure technical designs meet consumer needs
- Internal and external research to assess stakeholder / consumer moods for the project
- Continuous communication of project progress to stakeholders

DELEGATION OF OPERATING DECISIONS

- Operating decisions immediately delegated to ED/COO

Excluding:
- Board Secretariat
- Internal Control and Audit
- Risk Management
- Stakeholders Management

MANAGEMENT STRATEGY IMPLEMENTATION COMMITTEE

MEMBERSHIP:
- Planning Group
- Transformation team (Project Integration Leader and Commercial Leader)
- Business Leaders (REs | AG Support | Treasurer)
- Resource Control Groups (Finance | Strategy & Planning)

PURPOSE:
- Deliver corporate Buy-in
- Define success criteria for each stakeholder
- Unlock and facilitate allocation of resources
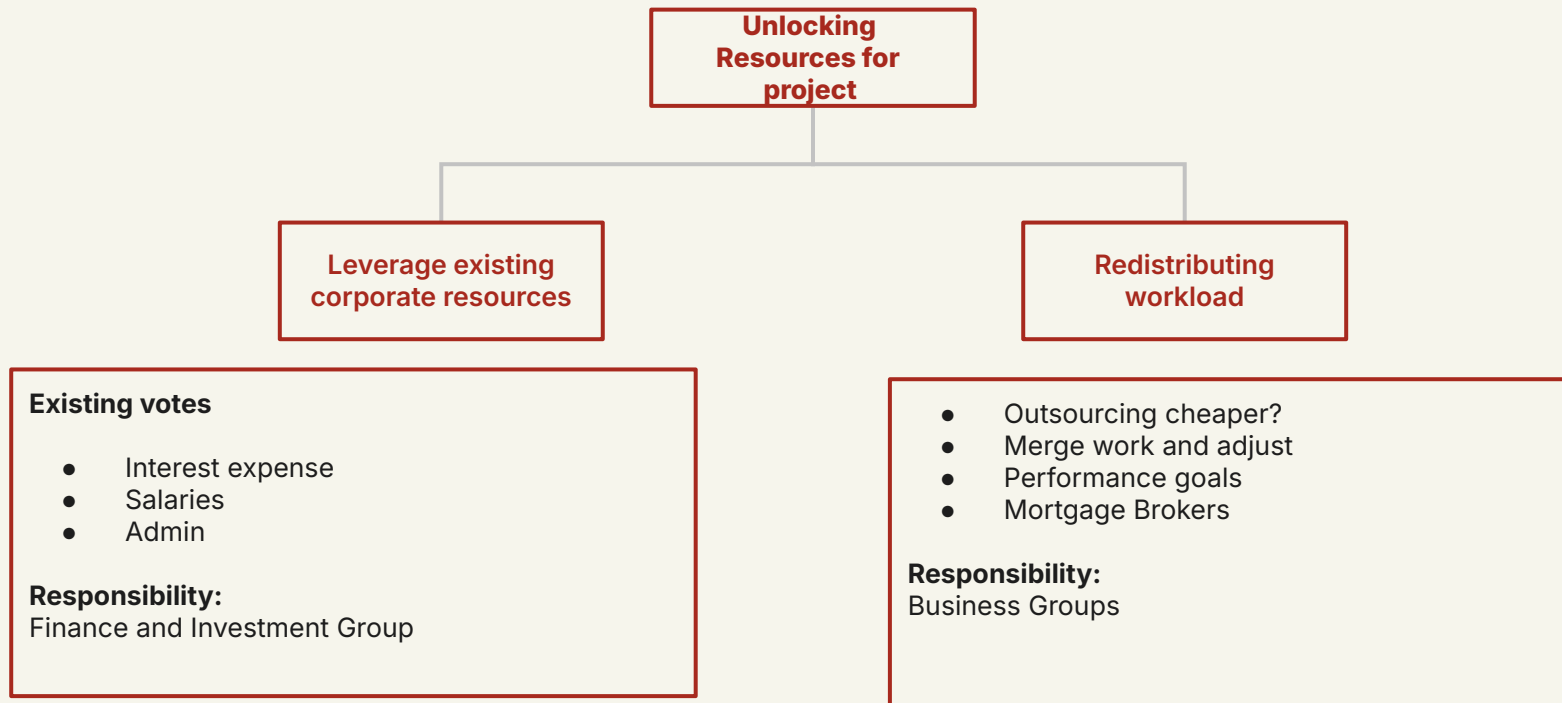- Facilitate problem solving

FREQUENCY:
- Monthly (3pm last Friday of every month)
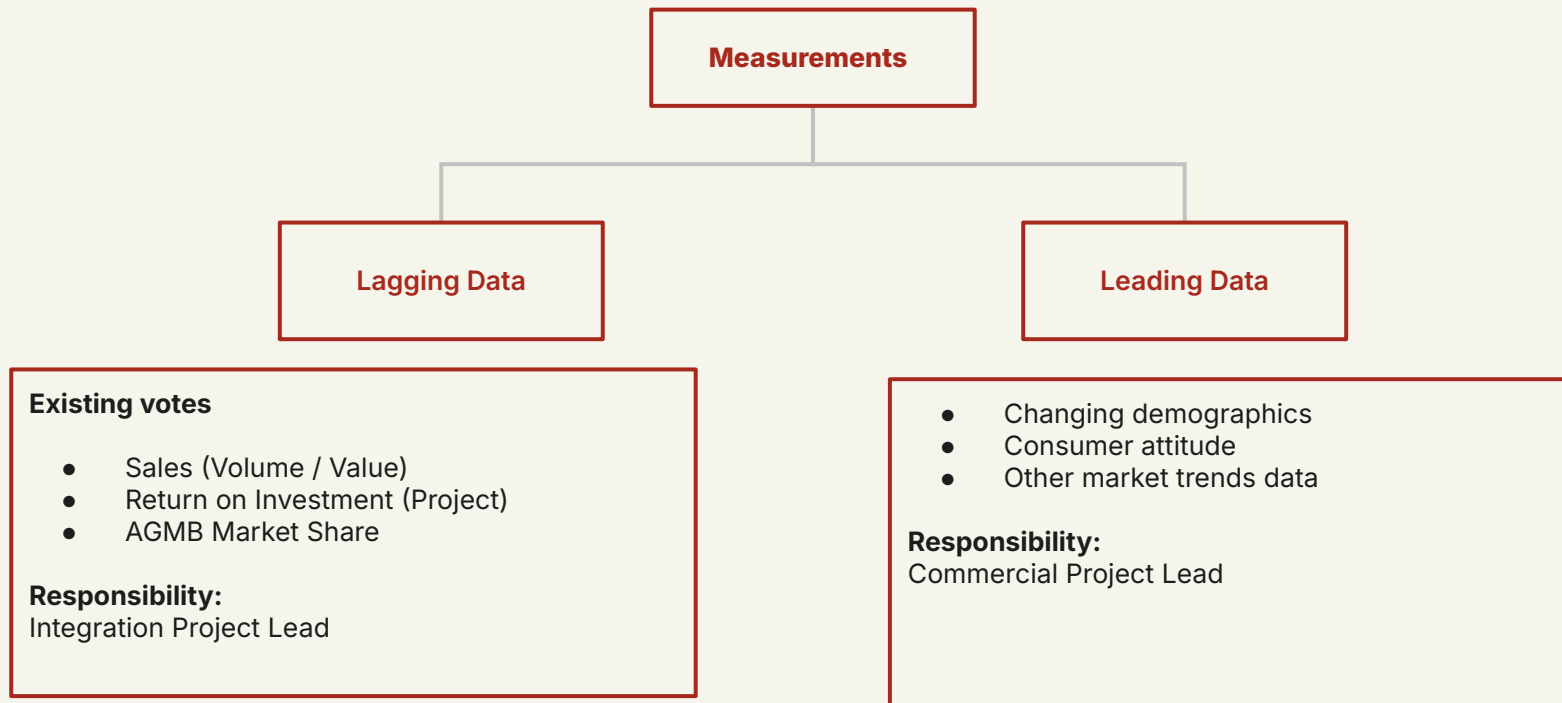
RESPONSIBILITY:
- Integration Project Lead

UNLOCKING RESOURCES

Unlocking Resources for project

Leverage existing corporate resources

Redistributing workload

Existing votes

- Interest expense
- Salaries
- Admin

Responsibility:
Finance and Investment Group

- Outsourcing cheaper?
- Merge work and adjust
- Performance goals
- Mortgage Brokers

Responsibility:
Business Groups

MEASUREMENTS

Measurements

Lagging Data

Leading Data

Existing votes

- Sales (Volume / Value)
- Return on Investment (Project)
- AGMB Market Share

Responsibility:
Integration Project Lead

- Changing demographics
- Consumer attitude
- Other market trends data

Responsibility:
Commercial Project Lead

AGMB BIG BETS (1)

GOAL	RESPONSIBILITY	COLLABORATING GROUPS	OVERSIGHT DIRECTOR	TIMELINE
Transform AGMB into a group structure of : - Mortgage Finance - Housing Microfinance - Housing Development - Insurance - Brokerage Service - Rental Housing - Services	Company Secretary	-Legal Services -Strategy and Planning -Loan Management -Corporate Communications	Theresa Ntong	Q2 - Q4 2025

AGMB BIG BETS (2)

GOAL	RESPONSIBILITY	COLLABORATING GROUPS	OVERSIGHT DIRECTOR	TIMELINE
Raise N20 Billion in additional capital - Equity: N10 Billion - Debt: N10 Billion	General Manager	- Treasury - Finance and Investment - Business Groups	Chris Okenwa	Q2 - Q4 2025 Equity - N2 Billion Debt - N5 Billion

AGMB BIG BETS (3)

GOAL	RESPONSIBILITY	COLLABORATING GROUPS	OVERSIGHT DIRECTOR	TIMELINE
Drive Business Growth: - **Recruit 1 million customers** - **Create 300,000 Mortgages** **Grow:** - **Loan portfolio to N35.4 Billion** - **Gross earnings to N14.5 Billion** - **Customer deposits to N24.4 Billion** - **Profit before Tax to N3.15 Billion**	ED/COO	- **Business Groups** - **IT** - **Loan Management** - **Strategy & Planning** - **Human Capital Management**	**Femi Adewole**	**Q2 2025 - Q2 2030**

AGMB BIG BETS (4)

GOAL	RESPONSIBILITY	COLLABORATING GROUPS	OVERSIGHT DIRECTOR	TIMELINE
Lead Green Sustainable Housing - Obtain Green Housing Certification - Promote training and development for partners (RADAN members) - Set up full ESG capability team - 40% homes financed to be IFC EDGE certified	Group Head Strategy & Planning	- Sustainability & Corporate Communication - Loan Production - Human Capital Management	Ugochukwu Chime	Q2 - Q4 2025 Q1 - Q4 2026

AGMB BIG BETS (5)

GOAL	RESPONSIBILITY	COLLABORATING GROUPS	OVERSIGHT DIRECTOR	TIMELINE
Increase Shareholder Value Deliver: - **Return on Equity 20%** - **Earnings per Share 20%** - **Dividend payment ratio 20 % - 25%**	General Manager	- Business Groups - Finance & Investment - Treasury	Emmanuel Ocholi	Q4 2025

AGMB BIG BETS (6)

GOAL	RESPONSIBILITY	COLLABORATING GROUPS	OVERSIGHT DIRECTOR	TIMELINE
Recruit Value Chain Partners - **Tech partners** - **Development Finance Institutions** - **Agency loan providers** - **Realtors** - **Brokers** - **Developers** - **Financial Advisers**	CEO	- IT - Finance - Treasury - Loan Management	N/A	Q2 2025

What's AGMB's one BIG IDEA?

CAPITAL → **CAPITAL** → **CAPITAL**