

# CHAIRMAN'S LETTER

## Dear Stakeholders,

This year has been a testament to the firm foundations we have established over the course of our Focus 8 strategy.

The Group concluded its Focus 8 strategy phase with a strong performance and delivered around RM5 billion improvement in market capitalisation between FY2021 to FY2024. There is still much to be done and we continue to build our businesses from a position of strength.

At the core of our Group is our purpose of “Winning Together”. This purpose embodies our approach to fostering strong, mutually beneficial relationships with all our stakeholders.

**TAN SRI MD NOR BIN MD YUSOF**  
Chairman



### Delivering Strong Returns: Rewarding our Shareholders

We declared a total final dividend of 22.6 sen per share for FY2024, translating to a dividend payout ratio of 40%. This increased dividend payout underscores our commitment to deliver consistent and attractive returns to our investors. Our decision to increase the annual dividend by 23% highlights our confidence in the Group's future prospects.

### Governance At AmBank Group: Leading with Insight

Our governance practices ensure that we are well-equipped to navigate the complexities of an ever-changing landscape. By staying abreast with both external and internal changes that could impact our growth prospects, we deliberate and internalise these developments in a structured manner, allowing us to remain agile and responsive.

“Reinforcing our DNA as an innovation-led and purpose-driven bank stems from our commitment towards continuous improvement and learning, starting from the top with our leadership. We provide our Board members with regular updates and training on environmental risks and sustainability initiatives.”

Our Board of Directors (Board) and Senior Management play a pivotal role in this process. Each member brings unique insights and experiences, ensuring that we have diversity of views and inputs on key decisions. This collaborative approach enables us to address and mitigate potential risks while capitalising on opportunities.

In FY2024, our Board focused on several critical governance issues and risks that impact our ability to create stakeholder value. These included challenges associated with our technology and digital infrastructures, the well-being of our employees, and enhancing productivity and performance across the organisation.

We provided our Board members with regular updates and training on environmental risks and sustainability initiatives, ensuring they are equipped to make informed decisions. In FY2024, 11 sustainability-related training programmes were conducted for our Board members. As digitalisation continues to transform the banking industry, we prioritised upskilling our Board members in digital literacy through workshops, seminars, and access to industry experts. This ensures they remain informed about the latest technological trends and their potential impact on our business.

### Driving Positive Change: Our Approach to Societal Impact

Sustainability remains a top priority for AmBank Group. This drives us to align our business goals with creating a positive impact on society. Our sustainability approach encompasses the broad spectrum of ESG. Here, I want to highlight our focus on driving positive societal impact. We are committed to long-term social programmes that address extreme challenges, particularly for the hardcore poor and those living in poverty.

We start by addressing basic needs such as food and nutrition. Through our collaboration with The Lost Food Project (TLFP), we reduced food wastage by rescuing surplus, nutritious food and redistributing it to vulnerable communities. In FY2024, this initiative saved 324,835 meals and prevented 284,211 kg of CO<sub>2</sub> emissions, achieving a win-win for zero hunger and environmental protection.

Income and living standards are another critical area. We continue to ensure all our employees receive a living wage, not just the minimum wage, to support a decent standard of living. Additionally, we provide capital and microfinancing to *asnaf* entrepreneurs, empowering them to build their businesses.

➤ **Addressing Basic Needs:** Rescued **324,835 surplus meals, reducing 284,211 kg of CO<sub>2</sub> emissions.**

➤ **Income & Education:** Provided living wages, microfinancing, and educational support for **15,532 students.**

➤ **Community Investment:** Invested **RM901,584** in 116 programmes, aiding **17,229 people** in food security, fair wages, and education.

Education is also an essential component of our social impact strategy, as it breaks the cycle of poverty and empowers individuals. Through the Financial Industry Collective Outreach (FINCO), we support underprivileged children and youth with programmes focused on English proficiency, life aspirations, and financial literacy. In FY2024, we reached 15,532 students and were recognised with four awards at the FINCO Annual Awards Ceremony 2023, including the Overall Banking Financial Institution with the Most Volunteers, with AmBank Group employees participating in 138 volunteering events, contributing 539 hours of service. This demonstrates our leadership and commitment within the industry.

Our efforts to empower communities and ecosystems are reflected in our investments in various programmes. In FY2024, we invested RM901,584 across 116 programmes, impacting over 17,229 individuals nationwide. By focusing on essential areas like food security, fair wages, and education, we strive to create a sustainable and inclusive future for all.

### Strategy Reconstruction and Management Changes

The Board is committed to guiding the Group towards long-term success and ensures that risks and rewards are appropriately balanced. This governance responsibility is critical as we navigate the evolving economic landscape.

With the conclusion of our Focus 8 strategy, we have reconstructed our strategy for the next 5 years under the new Group CEO, Jamie Ling who assumed his new role on 23 November 2023. Transition of changes in Senior Management have been smooth and also demonstrates the effectiveness of the succession plans.

Underpinning our refreshed strategy are the core pillars of (1) Digitalisation, (2) Operational Excellence and (3) Sustainability.

Under the strong leadership and new strategy, AmBank Group will not only sustain its resilience but also thrive, creating lasting value for all our stakeholders.

### A Note of Appreciation

On behalf of the Board, I would like to take this opportunity to thank key people and stakeholders who have supported AmBank Group. Firstly, I would like to thank Dato' Sulaiman Mohd Tahir for his invaluable contributions as our previous Group CEO. We also welcome Jamie Ling as our new Group CEO.

It is with appreciation that we recognise Mr. Robert William Goudswaard, who stepped down as a Non-Independent Non-Executive Director (NINED) of AMMB Holdings Berhad with effect from 5 June 2024, following the cessation of Australia and New Zealand Banking Group Limited (ANZ) as a shareholder. His contributions as an experienced international banker have been insightful and invaluable. We wish both Robert and ANZ all the best in their future endeavours.

Additionally, I would like to express our heartfelt thanks to Mr. Voon Seng Chuan, our Senior Independent Non-Executive Director (INED) and Chairman of AmBank (M) Berhad (AmBank), who retired with effect from 18 June 2024 upon completing his 9-year tenure with the Group. His contributions, particularly in Information Technology and AmBank Group's digital transformation, have been instrumental.

Following Mr. Voon's retirement, I am pleased to welcome Mr. Seow Yoo Lin as our new Senior INED and the Chairman of AmBank. Mr. Seow has served on the Boards of AMMB since 2016 and AmlInvestment Bank Berhad since 2018.

A special thank you goes to our employees, the AmBankers. AmBank Group's ability to withstand challenges and remain resilient is largely attributed to the dedication and skills of its employees at all levels.

Lastly, I express my gratitude to all our stakeholders. Your trust and support propels our progress and ensures our continued success together.

**TAN SRI MD NOR BIN MD YUSOF**  
Chairman