



FY 2025 Financial Performance Investor Presentation

Nairobi, 11 March 2026

For People. For Better.

Regulated by the Central Bank of Kenya

01

Operating Environment



Challenging operating context with pockets of growth opportunities.

▶ Mixed Macro Prospects

Stable currencies in most of our markets

Kenya, Uganda & DRC local currencies appreciated against USD YoY. Uganda and DRC local currencies appreciated against Ksh while South Sudan & Rwanda currencies depreciated. Tanzania & Burundi were flat.

Higher-for-longer interest rates

Interest rates have started trending downwards supported by accommodative monetary policy stance by central banks in the region and in major economies globally, as inflation targets remain anchored in most markets.

Shocks from multiple fronts

Geopolitical tensions, trade tariffs, & increased costs of doing business across most of our markets.

Resilient GDP growth

East Africa region poised to be the fastest growing region in Sub-Saharan Africa in 2026. GDP projected to grow by 5.8%

Private sector credit growth is improving on accommodative monetary policy and increased infrastructure investment across EAC.

Renewed interest from the continent in Kenya's financial and tele-com sectors.

Moderate inflation

Inflation remains moderate, in single digits in 2025 across all EAC markets save for Burundi and South Sudan.



02

Business Update



We are well established across the region and growing intentionally to meet emerging needs.

► Our Footprint

We have been a catalyst for development for more than a century, opening doors of opportunity by facilitating regional commerce, and linking millions of people throughout the world to possibilities on the African continent and beyond.



Banking presence

Kenya | **Tanzania** | South Sudan
Rwanda | Uganda | **Burundi** | DRC

Representative offices

KCB Bank Kenya Ethiopia Rep Office.
TMB Brussels Rep Office.



34M Customers

11M Conventional Bank | 23M Digital



1.3M Agents and Merchants



11,336 Employees



1,249 ATMs

716 KCB ATMs | 533 Partner ATMs

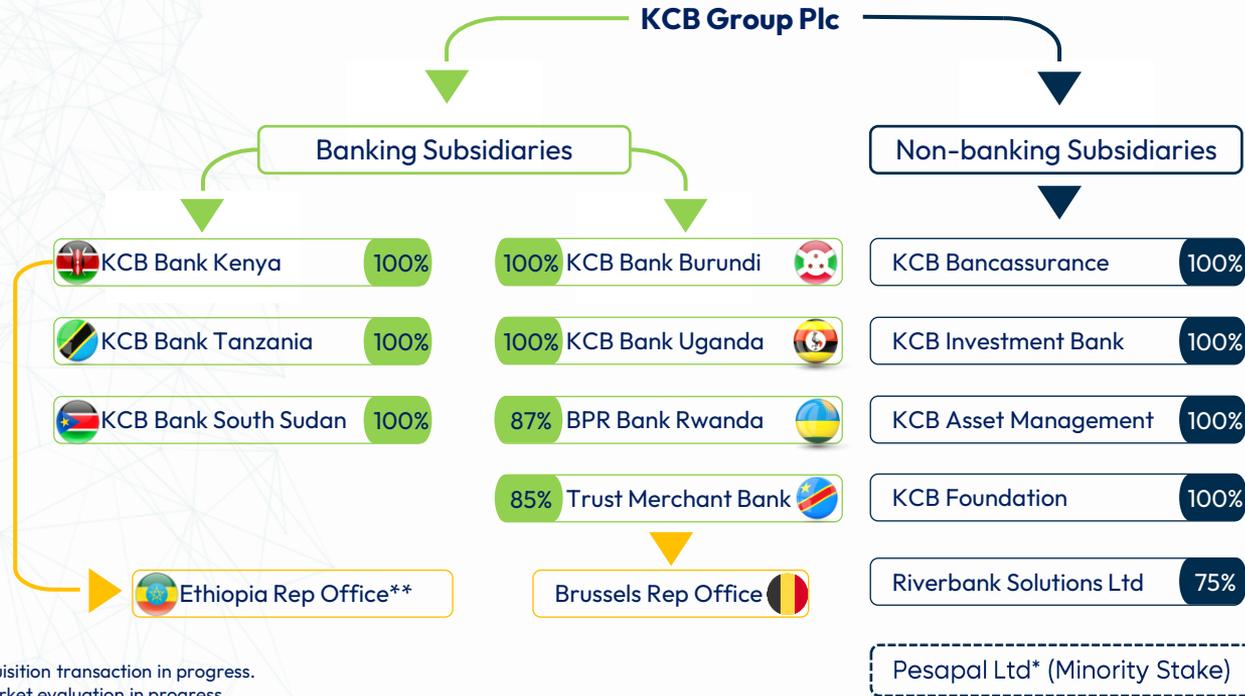


456 Branches

Well diversified business model which is sustaining our resilience.

► Our Key Subsidiaries

Sale of 100% of issued shares in NBK to Access Bank concluded on 30 May 2025. Acquisition of a 75% stake in Riverbank Solutions completed and the acquisition of a minority stake in Pesapal Ltd in progress with regulatory approvals at various stages.

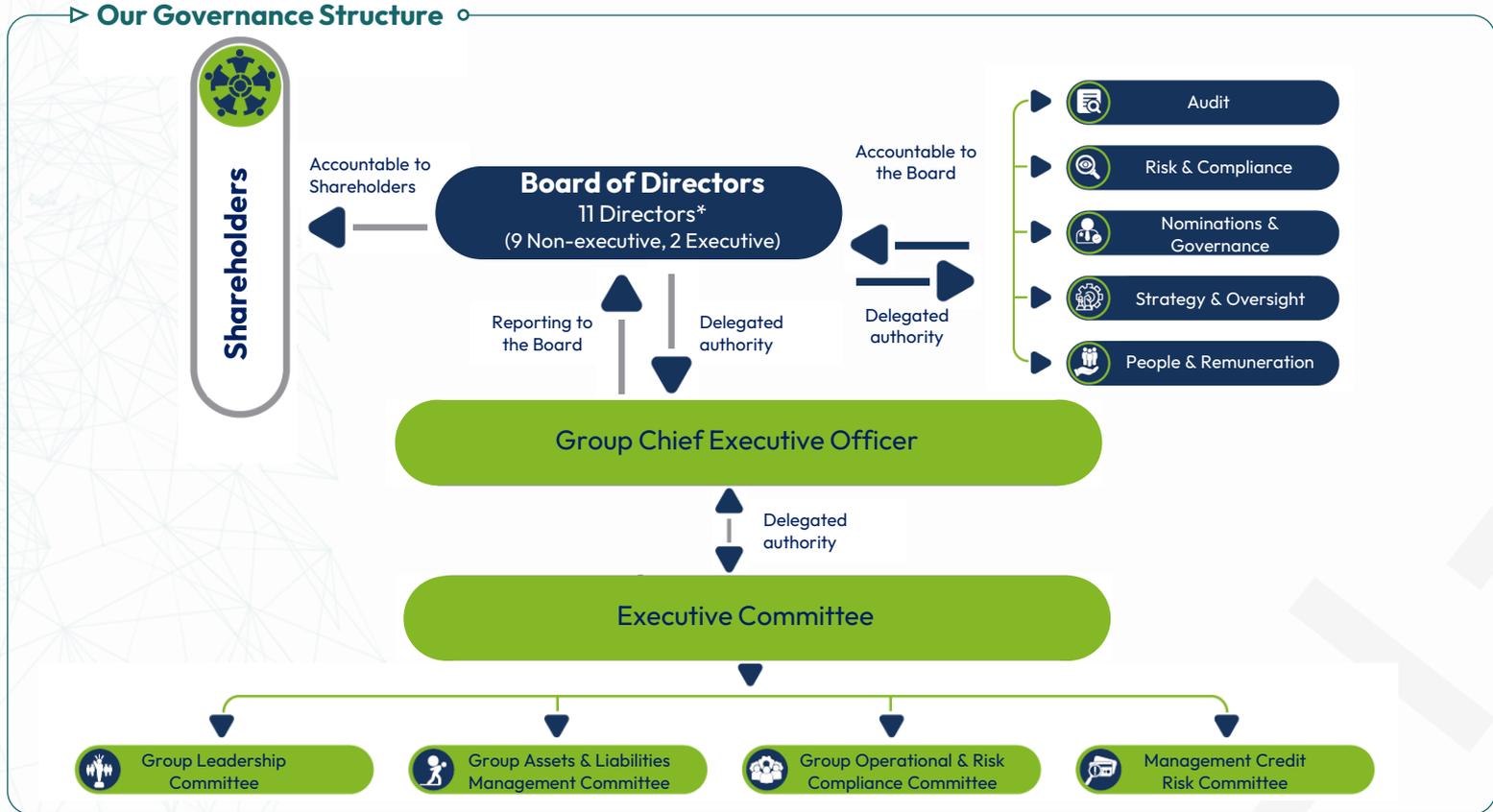


*Acquisition transaction in progress.

**Market evaluation in progress



Board Committees reconstituted to align to our evolving strategic needs & improve effectiveness.



Board Committee

*One vacant NED position

Management Committee



Our Leadership Team.

▶ Group Executive Committee



Paul Russo, EBS

Group Chief Executive Officer



Lawrence Kimathi

Group Finance Director



Annastacia Kintai

Managing Director, KCB Bank Kenya



Cosmas Kimario

Ag. Group Regional Businesses Director and MD KCBT



Japheth Achola

Group Director, Human Resource



Bonnie Okumu

Group General Counsel



Dennis Volemi

Group Director, Technology



Rosalind Gichuru

Group Director, Marketing & Communications



Charles Lang'at

Group Director, Shared Services



Faith Basiye

Group Chief Risk Officer



Andrew Lisero

Group Internal Auditor



Anthony Mulisa

Group Treasurer



Mark Mwongela

Group Director, Strategy & Innovation



Yannick Ngandu

Managing Director, Trust Merchant Bank, DRC



EXCO members profiles www.kcbgroup.com/group-executive-management

Our Leadership Team.

► Subsidiary Managing Directors



Annastacia Kintai

Managing Director,
KCB Bank Kenya



Cosmas Kimario

Ag. Group Regional Businesses
Director and MD KCBT



Yannick Ngandu

Managing Director,
Trust Merchant Bank, DRC



Patience Mutesi

Managing Director,
BPR Bank Rwanda



Edgar Byamah

Managing Director,
KCB Bank Uganda



Jaldesa Roba

Managing Director,
KCB Bank South Sudan



Masika Mukule

Managing Director,
KCB Bank Burundi



Aggrey Mulumbi

Managing Director,
KCB Bancassurance



Maurice Opiyo

Managing Director,
KCB Investment Bank



Mendi Njonjo

Director,
KCB Foundation

Our 2024 – 2026 strategy, now in its final year, continues to be relevant in delivering our Purpose.
Hinged on putting customers first and delivering sustainable returns for our shareholders.

**KCB
GROUP
STRATEGY** **2024** **2026** **Transforming
Today
Together**

For People. For Better.

PILLARS



**Customer-Centered
Value Propositions**



**Leverage Group
Capabilities for
Efficient Scale**



**Digital
Leadership**



**Optimize Data &
Analytics**

ENABLERS

Execution Excellence

Technology Evolution

Risk Resilience

Sustainable Citizen

Significant progress in executing key strategic initiatives with pace and discipline.

Key Milestones in 2025

Transforming
Today
Together

A

Sale of NBK

- Concluded on 30 May 2025.

Channel optimization

- Rolled out a new unified mobile app featuring easy & fast self-onboarding for account and wallet opening, integrated MMF access, and a mini-app ecosystem.

B

- Continued deepening of digital channels with 99% of transactions by number done through non-branch channels.
- Mobile loans disbursement grew by **30% to Ksh 544 billion**, equivalent to **Ksh 1.5 billion per day**.

C

Expansion of branch network

- Opened 11 new branches in strategic high growth areas across the region.



Significant progress in executing key strategic initiatives with pace and discipline.

Key Milestones in 2025

Transforming
Today
Together

D

Customer CVPs

- Increased focus on priority segments of youth & women, schools, affordable housing and trade finance.
- Leveraging ecosystem banking and value chain financing.
- Entered a partnership with UNHCR to provide financial solutions to refugee communities across East Africa.
 - Partnered with Government to solution for safety in road and transit over the long term.

E

Payments

- New unified Multicurrency prepaid card introduced in 2025.
- Signed up to PAPSS, enabling seamless cross-border payments.

F

Enabling technology solutions

- Implemented Temenos Advanced Collections (TAC) solution in Kenya, South Sudan and Burundi to assist in asset quality management.
- Deploying Robotic Process Automation to improve efficiencies across all businesses.



Key investments consistent with our strategy, to accelerate the next growth phase.

▶ Riverbank

- Acquisition completed.

Background

- The acquisition was aimed at boosting the Group's digital capabilities, by bringing on board Riverbank's footprint in agency banking, social payments and ERP solutions.
- Riverbank has a presence in Kenya, Uganda and Rwanda.
- Integration into the Group is in progress.



Expected value realization

- Riverbank currently building financial solutions for SMEs including schools, hotels, transport providers and religious institutions.
- Expected to drive NFI uplift from various solutions being developed.
- Riverbank to scale impact of *Partner kwa Ground* in Education, FMCG, Public Sector, Manufacturing, Infrastructure, NGOs, Agriculture, Faith Based Organizations (FBOs)

▶ Pesapal

- Acquisition in progress.

Background

- Pesapal is a financial services provider licensed in Kenya, Uganda, Tanzania, Rwanda, and Zambia.
- Transaction is aimed at further enabling digital payment capabilities for SMEs and Merchants, leveraging Pesapal's agility and solutions targeting key sectors such as Oil & Gas, Hospitality, Travel amongst others.



Expected value realization

- Scale digital payments and offer value added solutions to businesses across East Africa
- Banking the merchants' value chain will drive mobilization of CASA deposits.
- Embedded digital lending solutions across Pesapal's payment platforms.

We are committed to creating long-term value for shared prosperity

▶ Driving Sustainability

The Group continues to align its practices to address and tap on climate-related risks & opportunities.



Issued **Ksh 50 B** green loans in 2025 in Kenya, Rwanda, Tanzania and Uganda.



Screened loans worth **Ksh 587 B** under ESDD* in Kenya, Rwanda, Tanzania and Uganda.



Planted 3.5M trees with our partners.

*Environmental & Social Due Diligence tool, aimed at efficiently categorizing and identifying environmental & social risks associated with the projects we finance.

**Jobs supported includes new jobs created, jobs improved, and jobs sustained in the reporting period.

▶ Supporting our Communities

Our Foundation programmes deliver social and economic impact in our communities.



265,300 jobs supported in 2025 through livelihoods programmes namely DiGiFLME, 2Jiajiri, Young Africa Works, and Mifugo ni Mali.**



KCB Scholars programme supported **4,261 students** from disadvantaged backgrounds including teen mothers, survivors of harmful cultural practices and persons with disabilities.

Impacting People. For Better.

Ranked 3rd overall among Africa's top banks in The Banker's continental rankings.

▶ Other key awards received included:



03

Financial Performance

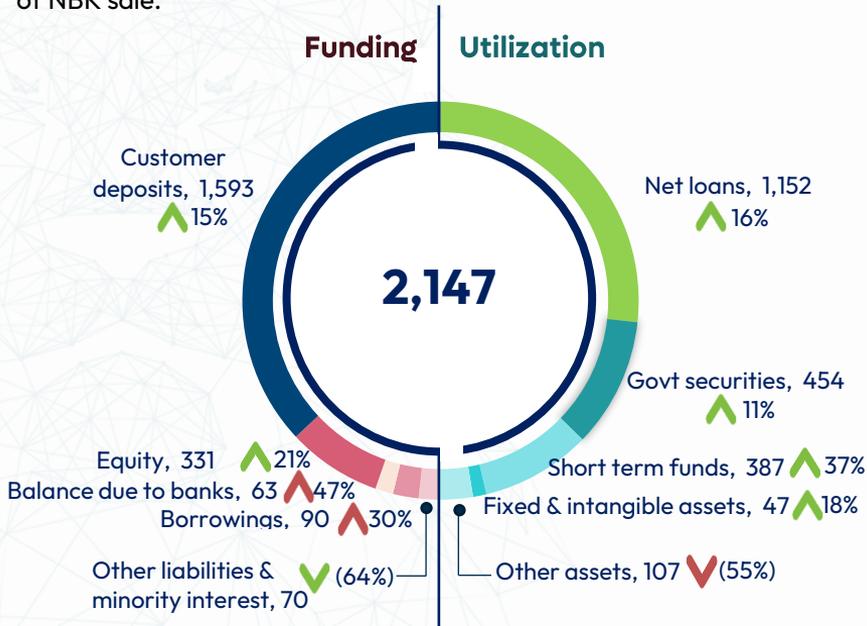




Diligent strategy execution lifts balance sheet by 9% to Ksh 2.1 trillion.

▶ Balance sheet metrics

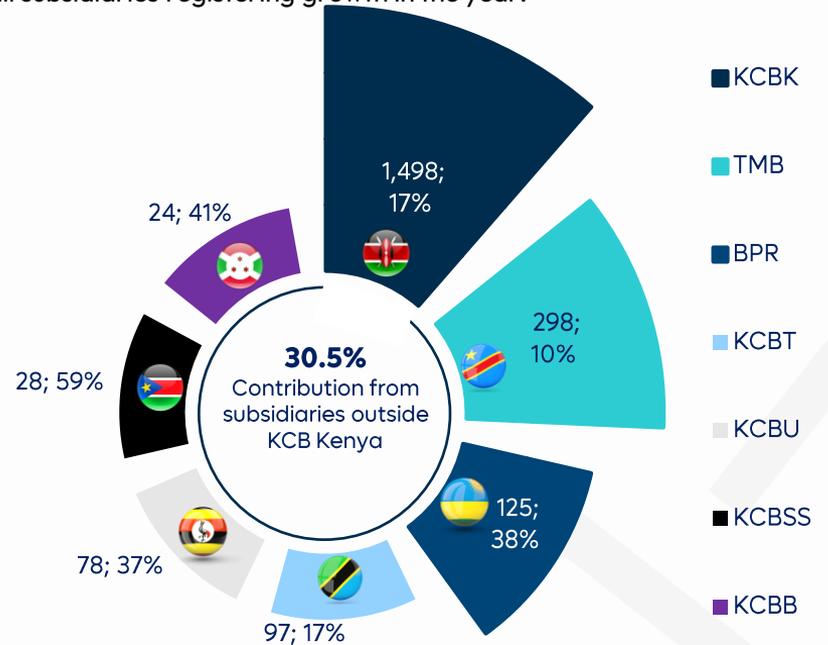
Balance sheet growth driven by new to bank businesses on innovative customer value propositions for key segments which netted off impact of NBK sale.



Amounts in Ksh billion.
Percentages denote YoY change.

▶ Total assets distribution

Total assets in subsidiaries outside of KCB Bank Kenya up by 20% with all subsidiaries registering growth in the year.



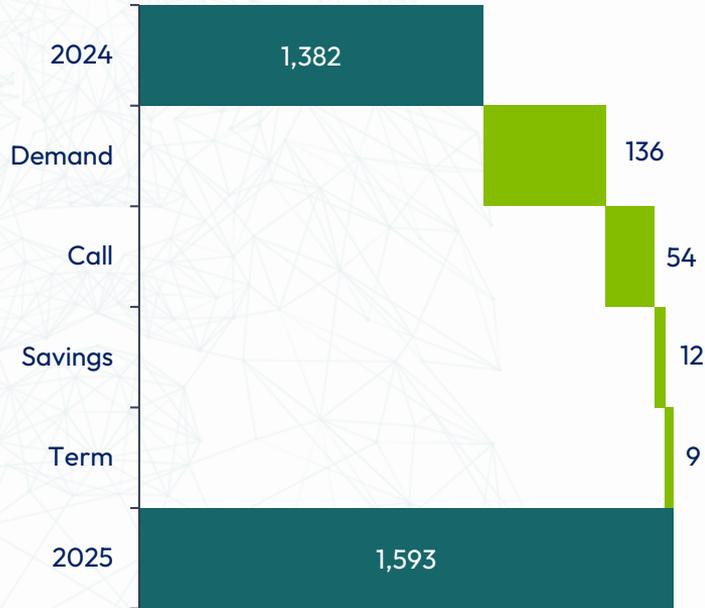
Amounts in Ksh billion.
Percentages denote YoY change.



Strong & growing diverse customer deposit franchise.

Evolution of customer deposits

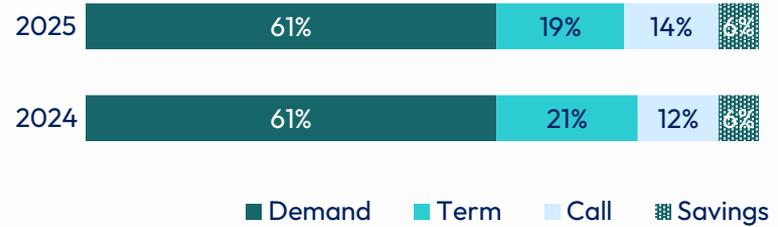
15% YoY growth driven by new to bank customers across corporate & retail segments. Customer deposits account for 74% of total funding.



Amounts in Ksh billion.

Customer Deposits Mix

Deposits by type



By segment



By currency

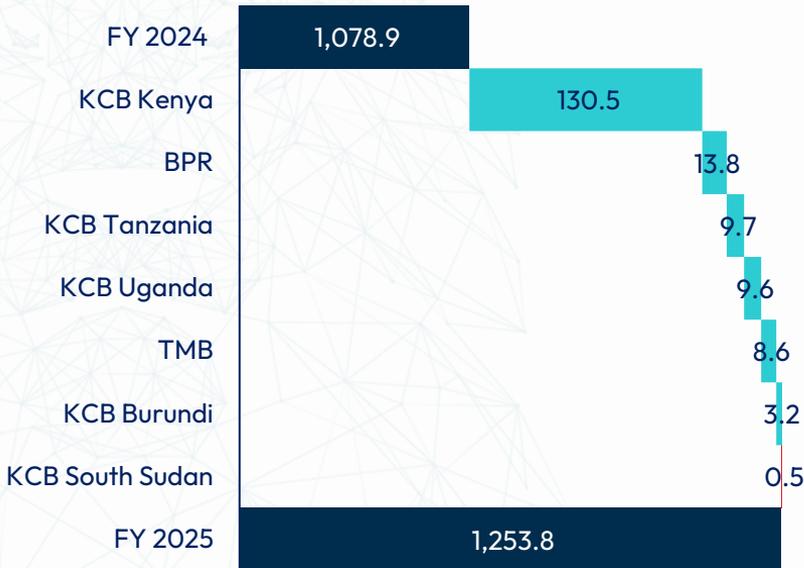




Strong growth in customer loans, supporting businesses and households.

Evolution of gross loans

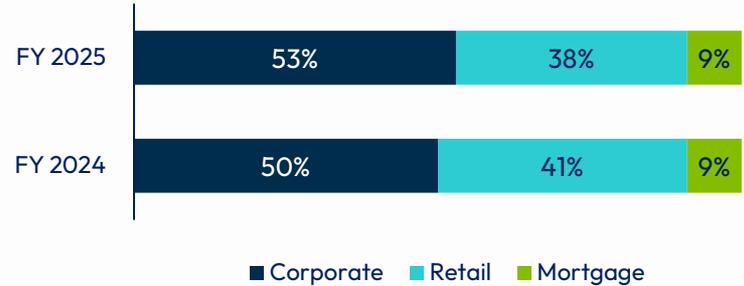
16% YoY growth driven by new to bank customers and increased disbursements in priority segments especially in KCB Bank Kenya.



Amounts in Ksh billion.

Gross Loans Mix

By segment

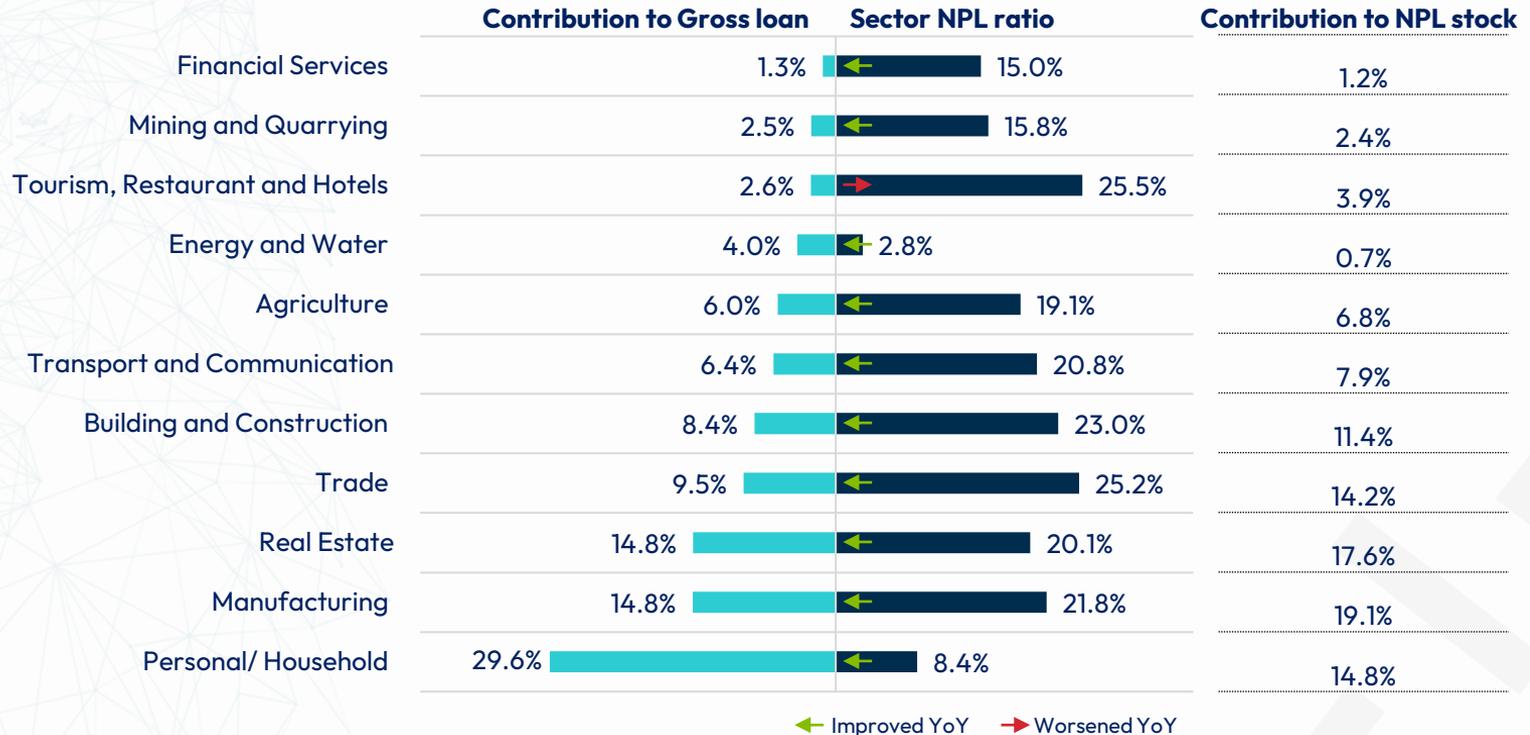


By currency



Sectoral distribution of loan book and NPLs.

► As at 31 December 2025

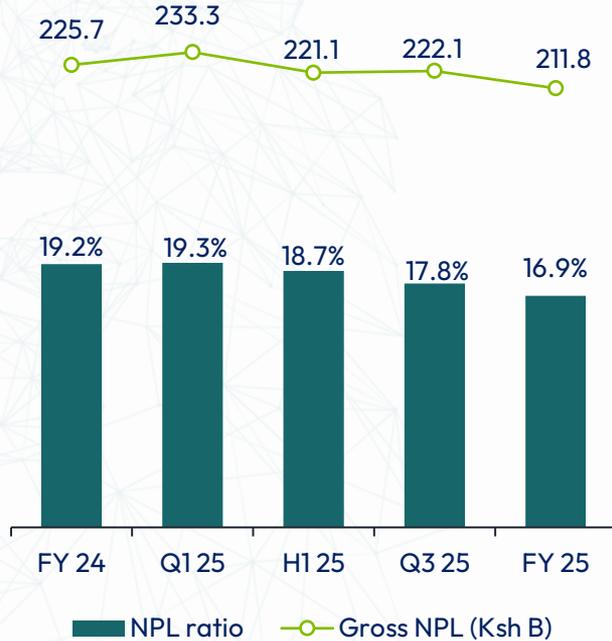




Group NPL stock down by 14 B in 2025, coverage remains strong.

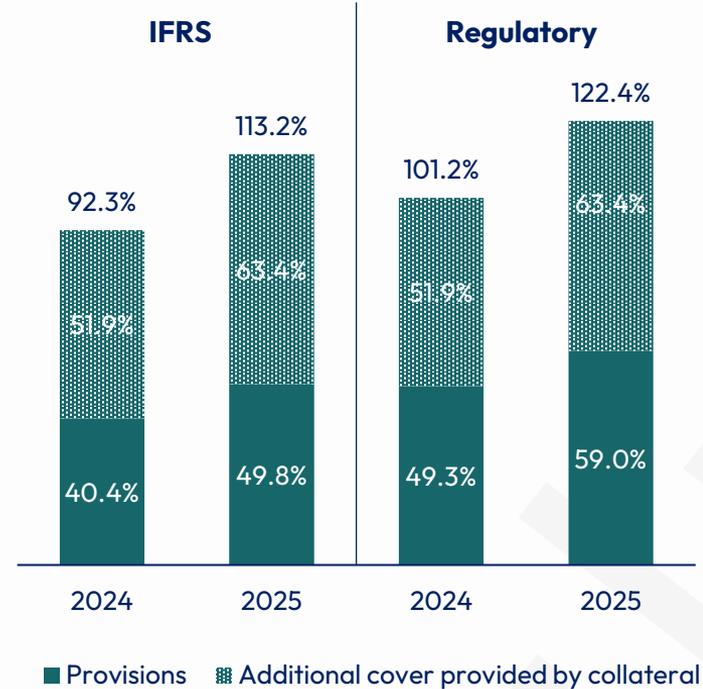
Group NPL stock and ratio

Various NPL resolution strategies in progress including enhancing recovery efforts, rehabilitation, full & final settlements, engaging GoK for associated entities and write-offs.



Group Coverage ratios

The non-performing loan book has full coverage from cash provisions and collateral held.

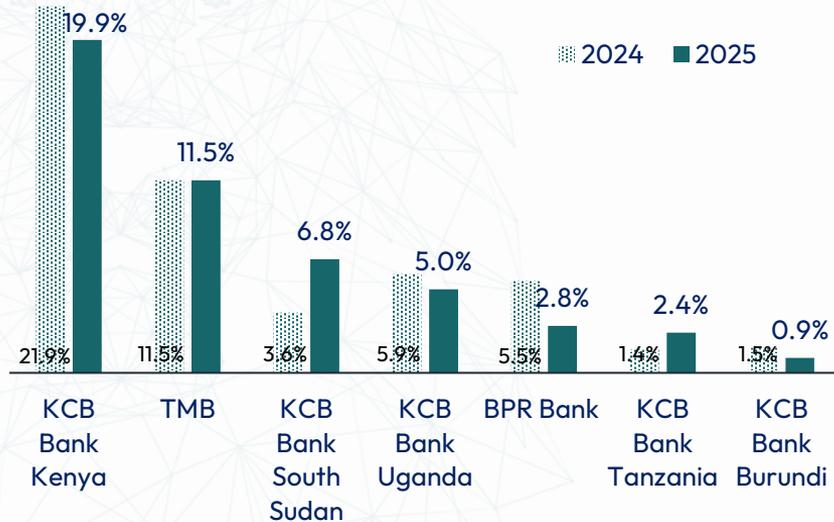




NPL strain mainly in Kenya and DRC businesses, resolution measures in place.

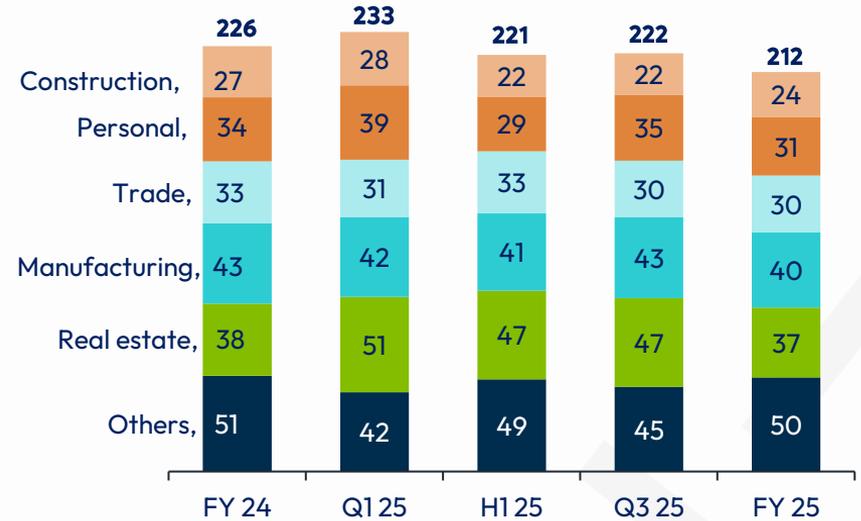
NPL ratios per subsidiary

Majority of the subsidiaries registered improvement in NPL in the year as resolution strategies continue to deliver results.



Sectoral breakdown of NPL stock

Key strained sectors are manufacturing and trade. Significant improvement in real estate and personal/household sectors.



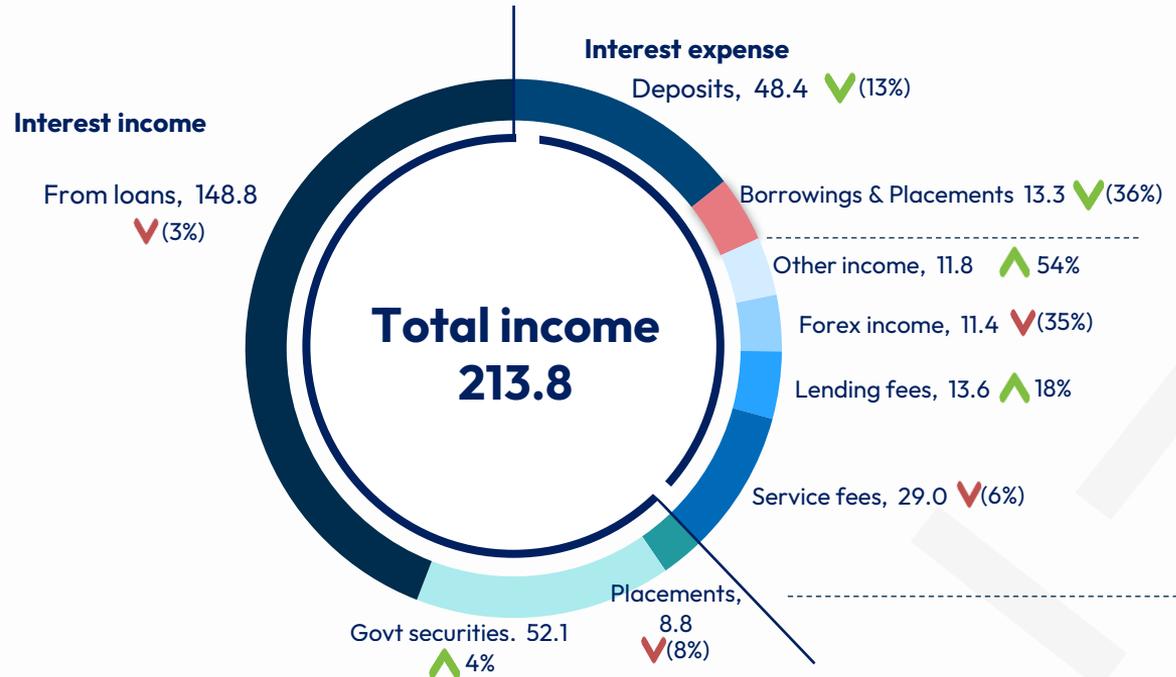
Amounts in Ksh billion.

*Others: transport & comm, agriculture, energy & water, tourism & hotels, mining & quarrying and financial services sectors.

Sustained strong revenue generation capacity delivers Ksh 214 B in total income.

- Total revenue grew by 4% supported by 8% growth in net interest income on the back of drop in interest expense.
- 18% growth in lending fees driven by a 30% increase in digital loans to cross Ksh 544B during the period.
- 54% growth in other income supported by Ksh 3.18B gain from NBK sale.
- Decline in non funded income primarily due to reduced FX income on low volumes & thin margins and decline in fees and commissions due to the temporary closure of some branches in Eastern DRC.

Summary income statement



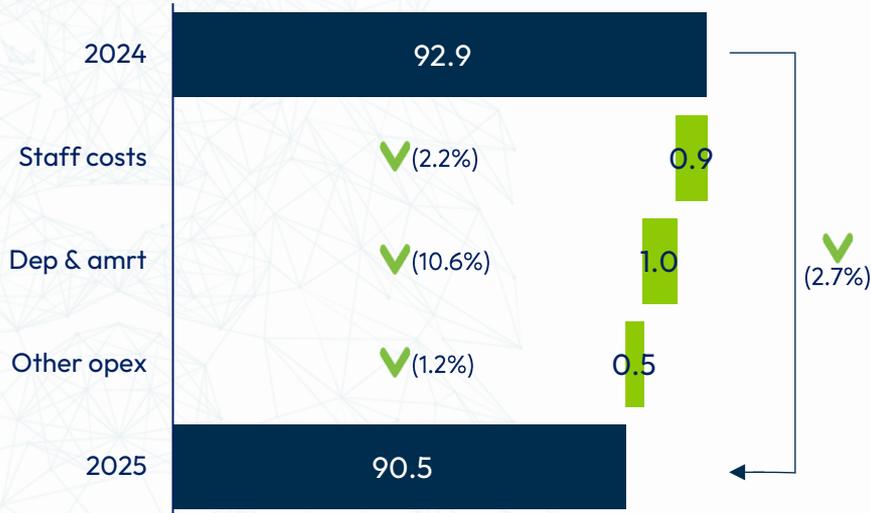
Amounts in Ksh billion.
Percentages denote YoY change.



Leveraging Group capabilities & digitization delivers best efficiency ratio in decades.

Evolution of operating costs

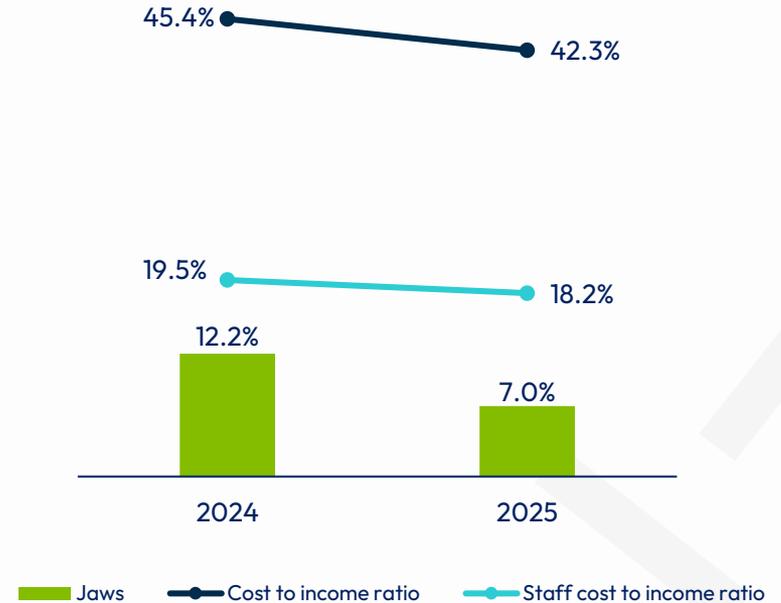
Total operating costs down by 3% on NBK divestiture & improvement in efficiency driven by leveraging Group capabilities, moderated by variable costs and investments for future growth



Amounts in Ksh billion.
Percentages denote YoY change.

Efficiency ratios

Cost to income ratio down to 42.3% in 2025, down from 45.4% in 2024 on positive cost jaws occasioned by strong revenue momentum and prudent cost management.





Group profit after tax improved to an all time high of Ksh 68 billion.

Group PAT Evolution

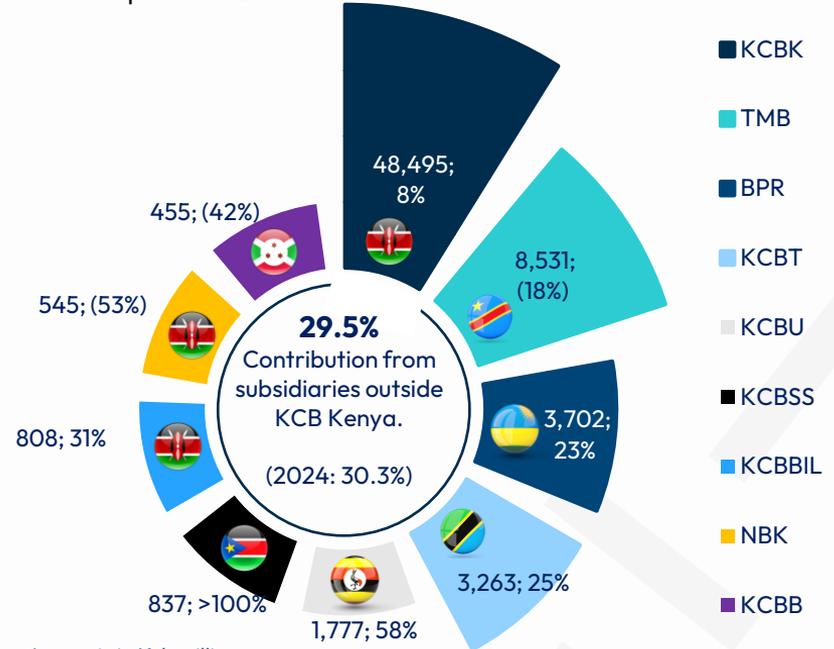
Profit after tax grew by 11% to Ksh 68.4 billion as prudent cost management complemented modest top line growth.



Amounts in Ksh billion.
Percentages denote YoY change.

PAT contribution per subsidiary

Share from subs outside KCBK up by 4% to Ksh 20.3 B as strong growth in BPR, Tanzania, Uganda and non-banking subs more than offset the impact of NBK sale.



Amounts in Ksh million.
Percentages denote YoY change.



Largest total dividend of Ksh 22 billion in line with our commitment to our shareholders.

Dividend per Share

The Board of Directors recommend a final dividend of Ksh 3.00 per share, to be paid on or about 22 May 2026, to shareholders on the Register of Members at the close of business on 2 April 2026, subject to shareholder approval.



Total Dividend (Ksh.)

22.5 B

▲ 133% YoY

EPS (Ksh.)

20.79

▲ 12% YoY

Shareholders' Equity (Ksh.)

331.5 B

▲ 21% YoY

Share Price Performance

Share price up 58% YoY, inclusive of dividends, total shareholder returns in 2025 stood at 75%.

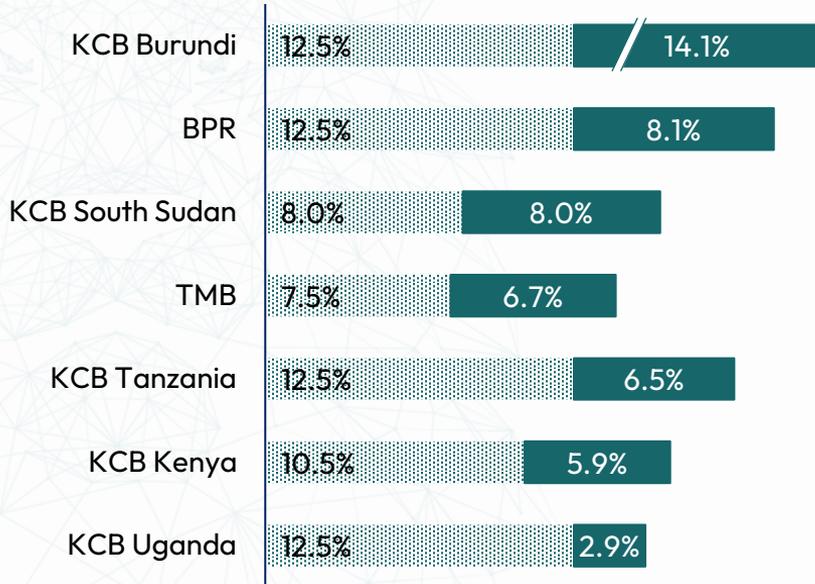




Strong organic capital generation, underpinning asset growth in all businesses.

Subsidiaries core capital ratios

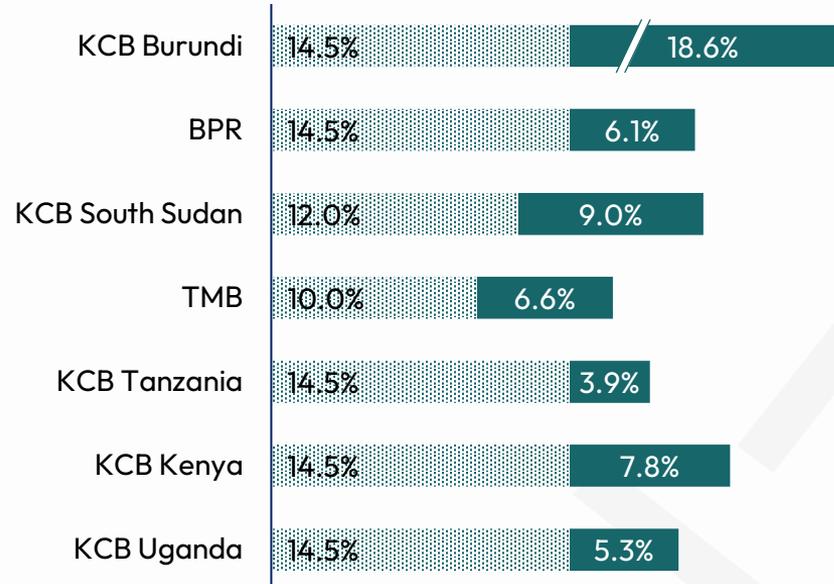
All subsidiaries compliant with capital limits, due to strong profitability & prudent profit allocation strategies which enable capital accretion.



Minimum FY 2025 Headroom

Subsidiaries total capital ratios

Kenya & Uganda ratios enhanced by tier II funding to support lending to priority segments in Climate and MSMEs.

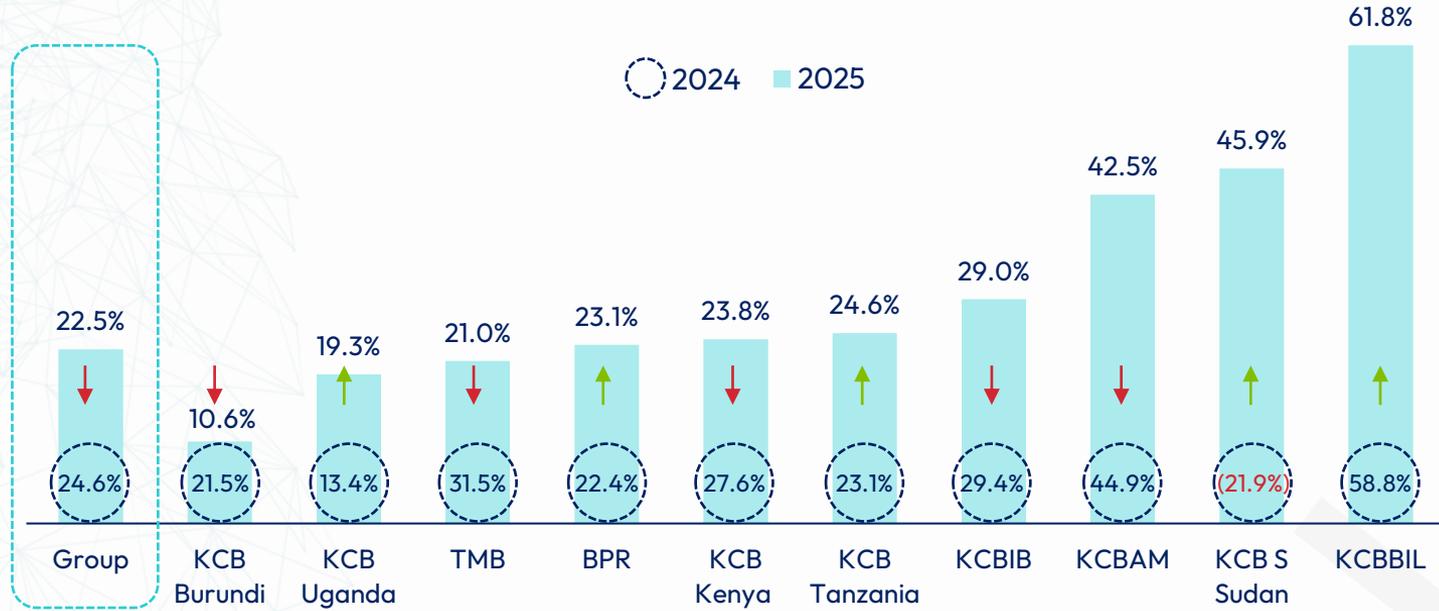




Group RoE at 22.5% on faster organic growth in shareholders' equity.

Return on Equity

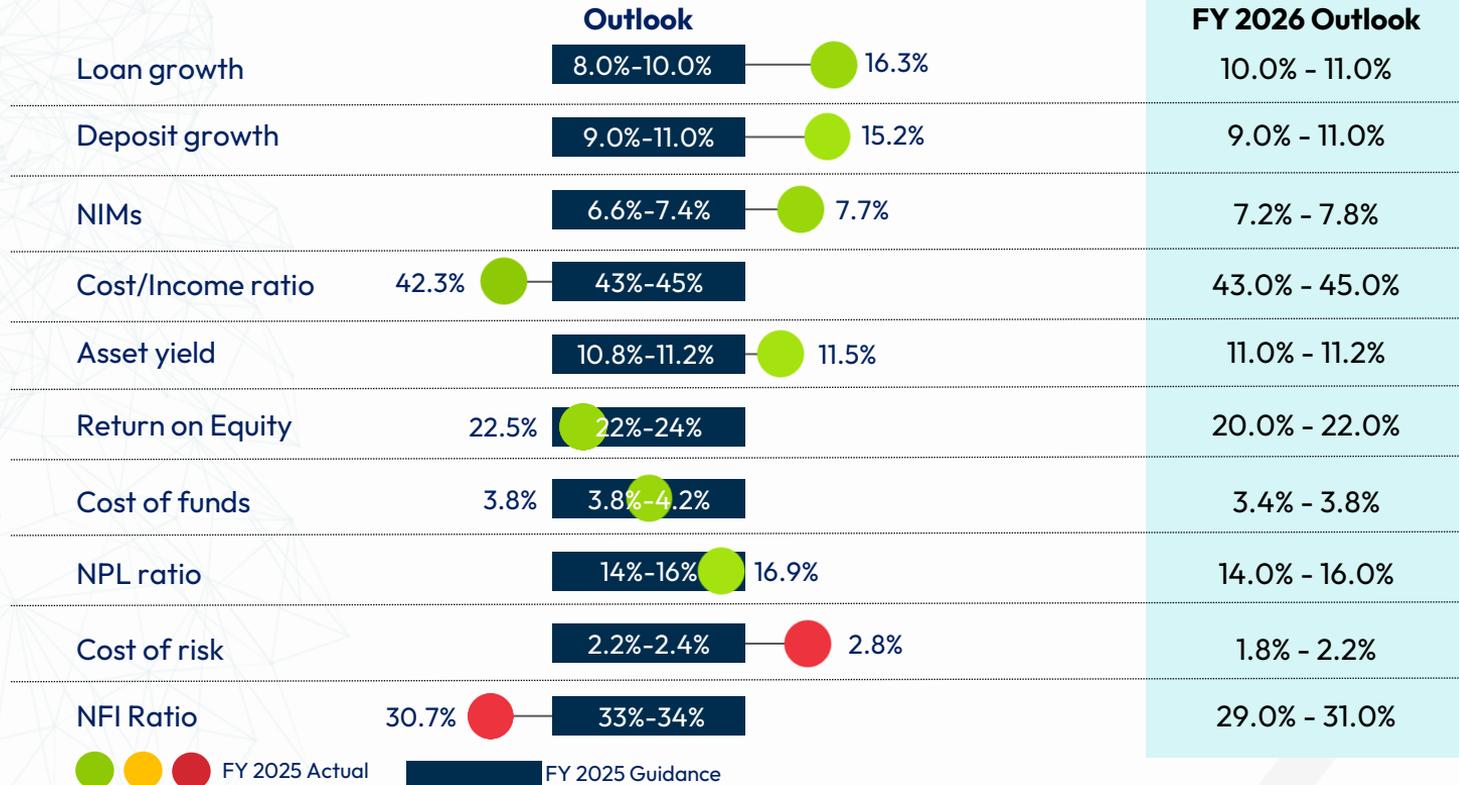
Returns across a majority of subsidiaries above 20%, KCB Bank Burundi's RoE impacted by hyperinflation.



*KCBBIL - KCB Bancassurance Intermediary Limited
 KCBIB - KCB Investment Bank
 KCBAM - KCB Asset Management*

Profitability and efficiency ratios in line with our guidance.

▶ The Group remains a growing & high-returning Company



04

Supplementary Information



Key Financial Ratios

Evolution of Key Ratios

KCB GROUP				FY 2025	
FY 24	H1 25	Q3 25		KCB Kenya	KCB Group
24.6%	22.2%	21.6%	Return on average equity	23.8%	22.5%
45.4%	46.0%	46.2%	Cost to income	34.8%	42.3%
19.2%	18.7%	17.8%	Gross NPL to gross loans	19.9%	16.9%
49.3%	51.8%	54.5%	NPL regulatory coverage	76.1%	59.0%
25.2%	25.9%	26.7%	Debt to equity	31.6%	27.2%
33.0%	29.9%	30.2%	Non funded income (NFI) to total income	25.5%	30.8%
4.5%	3.9%	3.7%	Cost of funds	3.7%	3.8%
7.6%	7.2%	7.0%	Net interest margin	8.2%	7.7%
2.8%	2.2%	2.1%	Cost of risk	3.2%	2.8%
71.7%	73.7%	74.7%	Net loans to deposits ratio	76.0%	72.3%
20.8%	21.6%	22.1%	Government and other securities to total assets	22.2%	21.1%
(9.6%)	6.1%	8.2%	Growth in net loans and advances	17.7%	16.3%
(18.3%)	(0.3%)	(0.8%)	Growth in customer deposits	17.3%	15.2%

Summary Statement of Financial Position

▶ As at 31 December 2025

Ksh Billion	KCB Group			KCB Bank Kenya		
	2024	2025	Y-O-Y Change	2024	2025	Y-O-Y Change
Cash and balances with central bank	64.8	152.1	135%	42.4	123.4	191%
Balances with other institutions	218.0	234.5	8%	95.0	65.0	(32%)
Investments in Govt & other securities	408.9	453.7	11%	303.2	332.2	10%
Net loans and advances	990.4	1,151.6	16%	736.6	866.9	18%
Fixed assets	38.9	35.2	(10%)	23.0	16.6	(28%)
Other assets	241.3	120.2	(50%)	77.5	93.5	21%
Total assets	1,962.3	2,147.2	9%	1,277.8	1,497.7	17%
Customer deposits	1,382.0	1,592.6	15%	972.0	1,140.4	17%
Balances due to other banks	43.0	63.2	47%	24.6	11.3	(54%)
Long-term debt	69.3	90.2	30%	54.9	70.9	29%
Other liabilities	185.1	60.7	(67%)	42.7	51.0	20%
Total liabilities	1,679.3	1,806.7	8%	1,094.1	1,273.6	16%
Shareholders' equity	274.9	331.5	21%	183.7	224.1	22%
Minority interest	8.1	9.1	12%	-	-	-
Total liabilities and equity	1,962.3	2,147.2	9%	1,277.8	1,497.7	17%

Summary Statement of Profit or Loss

► For the Year Ended 31 December 2025

Ksh Billion	KCB Group			KCB Bank Kenya		
	2024	2025	Y-O-Y Change	2024	2025	Y-O-Y Change
Interest income	213.4	209.7	(2%)	145.6	150.4	3%
Interest expense	(76.1)	(61.7)	(19%)	(56.8)	(44.7)	(21%)
Net interest income	137.3	148.0	8%	88.9	105.8	19%
Foreign exchange income	17.5	11.4	(35%)	10.3	5.9	(43%)
Net fees and commissions	42.3	42.6	1%	22.9	23.8	4%
Other income	7.7	11.8	54%	4.6	6.4	41%
Non-funded income	67.5	65.8	(3%)	37.8	36.2	(4%)
Total Income	204.9	213.8	4%	126.7	142.0	12%
Total operating expenses	(92.9)	(90.5)	(3%)	(46.8)	(49.4)	6%
Loan impairment	(30.0)	(32.4)	8%	(21.5)	(28.8)	34%
Profit before tax	82.0	90.9	11%	58.4	63.7	9%
Tax expense	(20.2)	(22.6)	12%	(13.3)	(15.2)	14%
Profit after tax	61.8	68.4	11%	45.0	48.5	8%



KCB Regional Footprint and Key Macros

As at 31 December 2025

		Kenya	Tanzania	South Sudan	Rwanda	Uganda	Burundi	DR Congo
KCB Footprint								
Branches		220	18	16	72	15	9	106
Number of customers (thousands)		30,923	65	159	452	140	72	2,572
ATMs		491	21	12	52	24	8	108
Agency outlets		22,413	631	48	2,514	551	383	4,718
POS/Merchant outlets		9,203	801	32	1,047	403	41	648
Vooma merchant outlets (thousands)		1,363	-	-	-	-	-	-
Number of employees		7,219	380	247	986	430	201	1,873
Operating environment								
GDP growth	2024	4.7%	5.6%	(26.1%)	8.9%	6.3%	3.5%	6.5%
	2025 estimated	5.0%	6.0%	24.3%	7.1%	6.4%	4.4%	5.3%
	2026 projected	5.2%	6.3%	22.4%	7.5%	7.6%	4.1%	5.3%
Inflation rates	Dec-24	3.0%	3.1%	-	16.4%	3.3%	36.3%	11.8%
	Dec-25	4.5%	3.6%	-	5.2%	3.1%	15.2%	2.3%
Movement in currency/USD - Dec 24 to Dec 25		(0.2%)	2.2%	15.6%	5.1%	(1.7%)	1.9%	(21.6%)
Movement in currency/Ksh - Sep 24 to Sep 25		-	0.0%	15.7%	5.6%	(1.1%)	0.0%	(21.4%)
Central Bank rates	Dec-24	11.25%	6.00%	20.00%	6.50%	9.75%	12.00%	25.00%
	Dec-25	9.0%	5.75%	15.0%	6.75%	9.75%	12.0%	17.5%
Current account balance/GDP	2024	(1.3%)	(2.6%)	(13.9%)	(12.7%)	(7.8%)	(8.6%)	(3.9%)
	2025 estimated	(2.4%)	(2.3%)	(3.8%)	(12.4%)	(6.1%)	(6.7%)	(3.3%)
	2026 estimated	(2.2%)	(2.6%)	(4.4%)	(11.6%)	(4.3%)	(5.8%)	(2.1%)

*South Sudan CPI computation was changed from June 2011 to August 2024; thus, inflation statistics are currently month on month. There is no public CPI data from May 2025.

Disclaimer

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Some of the information in this presentation may contain projections or other forward-looking statements regarding future events or the future financial performance of KCB. These forward-looking statements include all matters that are not historical facts. Although KCB believes that the expectations and opinions reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations and opinions will prove to have been correct.

KCB or any other entity within the Group undertakes no obligation to publicly update or publicly revise any forward-looking statement, whether as a result of new information, future events or otherwise except to the extent legally required. Nothing in this document should be construed as a profit forecast.

Rounding differences

Certain data in this Presentation, including financial, statistical, and operating information has been rounded. As a result of the rounding, the totals of data presented in this Presentation may vary slightly from the actual arithmetic totals of such data. Percentages in tables and charts have been rounded and accordingly may not add up to 100%.

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For People. For Better.