

KCB

Q3 2026 Financial Performance

Investor Presentation

Nairobi, 18 November 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

Close watch over currencies in the region

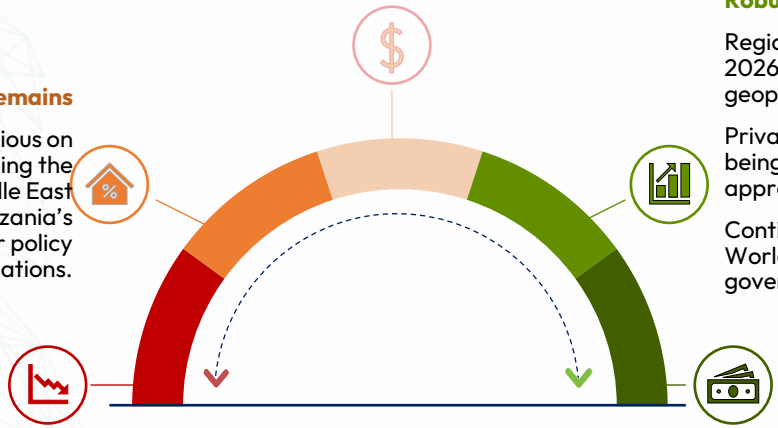
Local currencies in countries across the region remained relatively stable during the period supported by strong FX inflows despite some pressure from increased import bills as the Middle East conflict continued to escalate.

Interest rate uncertainty remains

Central banks remain cautious on monetary policy easing gauging the severe impacts of the Middle East conflict. Rwanda, Uganda and Tanzania's central banks recently raised their policy rates to anchor inflation expectations.

Middle East conflict continues to disrupt global maritime trade

Global oil price volatility remains a concern & continues to impact current account positions & trade flows in the region.



Robust GDP growth

Regional economies posted impressive growth in Q2 2026, with robust projections for full year, but geopolitical risks pose a challenge on GDP growth.

Private sector credit growth is improving but it's being threatened by the cautionary monetary policy approach across EAC.

Continued support across the markets from IMF and World Bank to support macroeconomic stability and governance efforts.

Moderate inflation

Inflation in Q3 2026 edged upwards but remained largely within the central banks' targets in the majority of the markets except for Rwanda and Burundi.



02

Business Update

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

Our Footprint

A catalyst for development for over 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

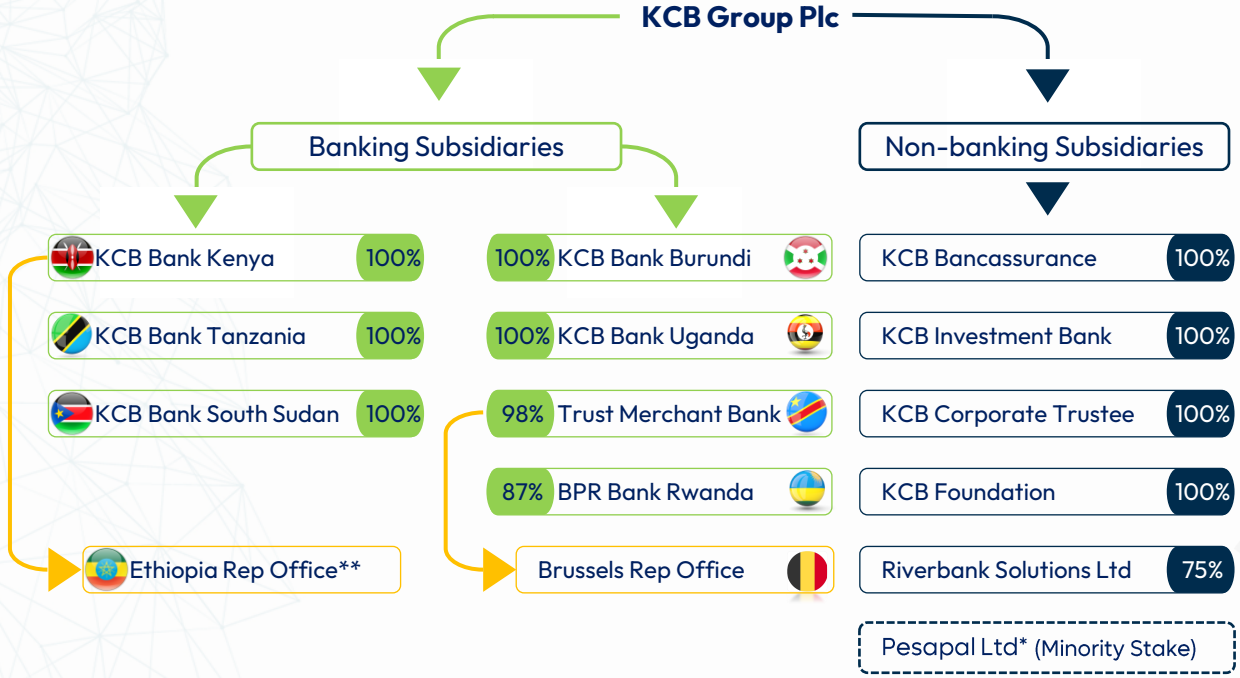
Representative offices

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

- **43.6M** Customers
- **1.4M** Agents and Merchants
- **11,660** Employees
- **1,249** ATMs
  716 KCB ATMs | **533** Partner ATMs
- **460** Branches

Well diversified business model which is sustaining our resilience.

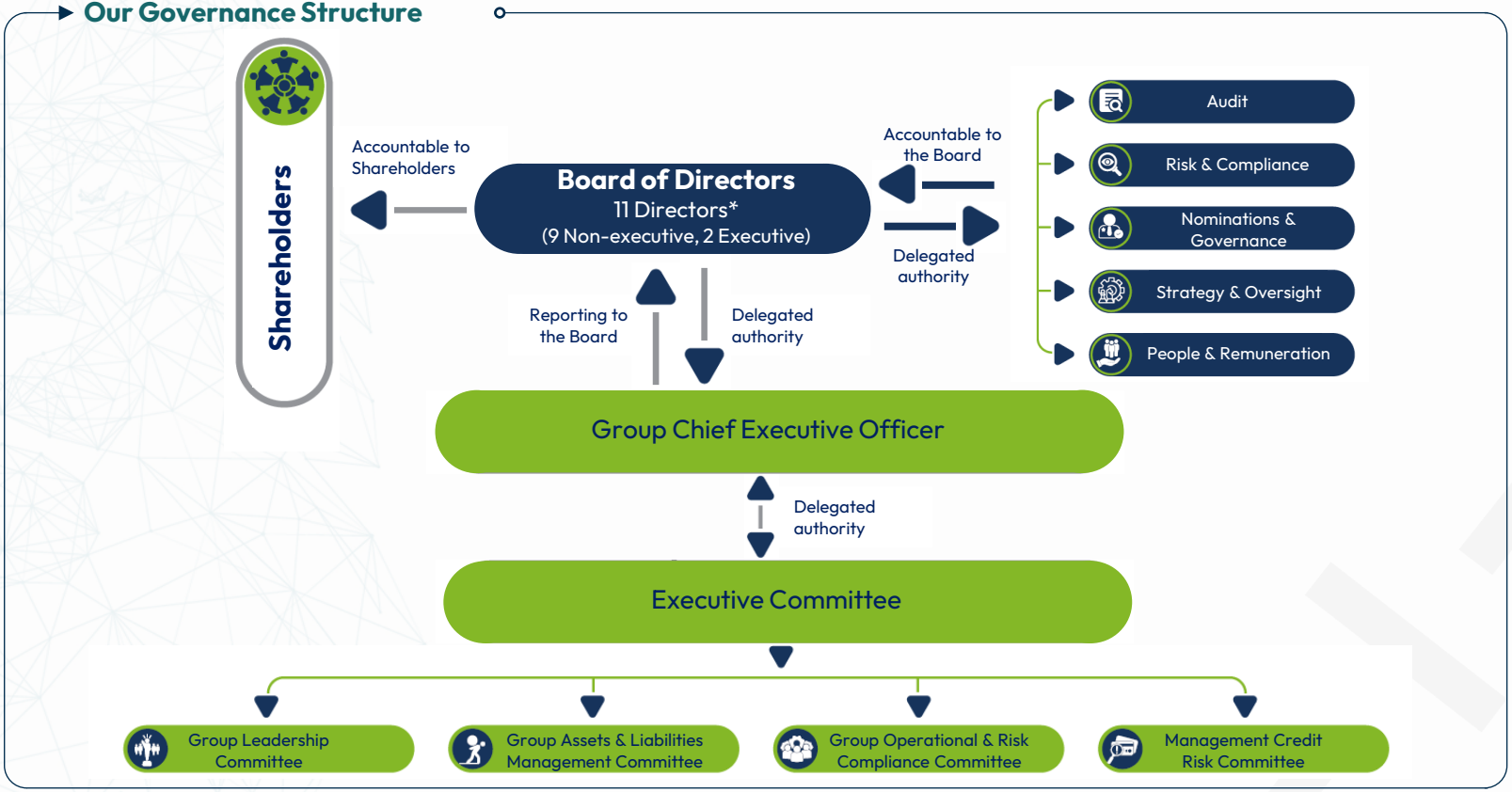
Our Key Subsidiaries



*Acquisition transaction in progress.
**Market evaluation in progress.

Clearly defined governance structure, aligned to our evolving strategic needs.

Our Governance Structure

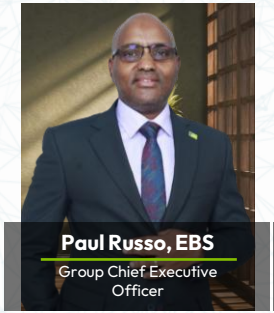


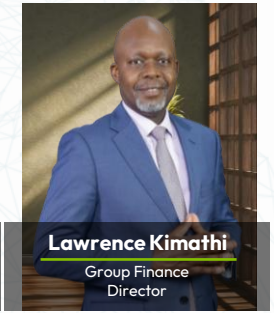
*One vacant Non-Executive Director position

Board Committee | Management Committee

Our Leadership Team.

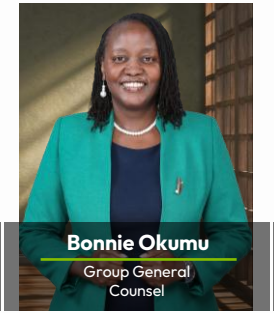
Group Executive Committee

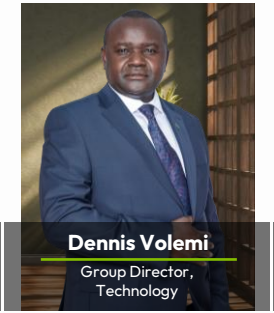

Paul Russo, EBS
Group Chief Executive Officer

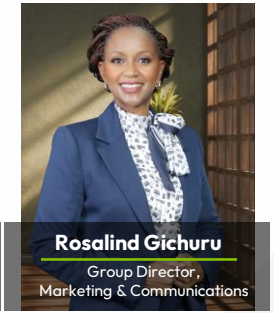

Lawrence Kimathi
Group Finance Director

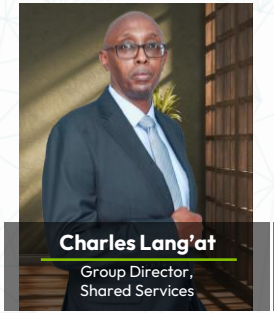

Annastacia Kimtai
Managing Director, KCB Bank Kenya

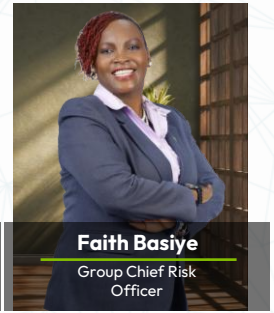

Cosmas Kimario
Ag. Group Regional Businesses Director and MD KCBT

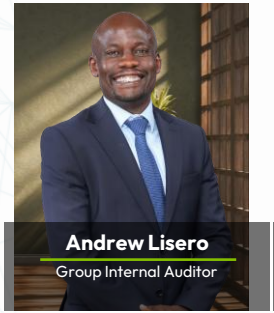

Bonnie Okumu
Group General Counsel

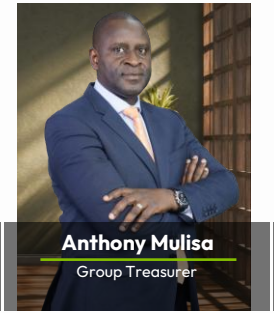

Dennis Volemi
Group Director, Technology


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


Kamau Muchiru
Ag. Group Director, Human Resource

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

Our Leadership Team.

Subsidiary Managing Directors



Annastacia Kimtai
Managing Director,
KCB Bank Kenya



Cosmas Kimario
Ag. Group Regional Businesses Director and MD KCBT



Yannick Ngandu
Managing Director,
Trust Merchant Bank, DRC



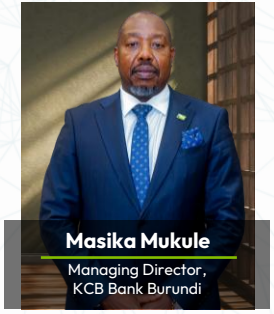
Xavier Mugisha
Ag. Managing Director,
BPR Bank Rwanda



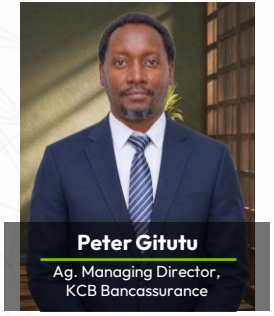
Edgar Byamah
Managing Director,
KCB Bank Uganda



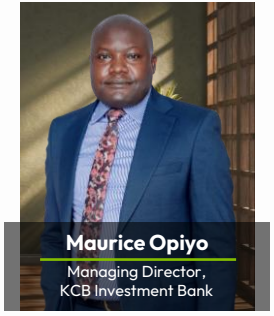
Jaldesa Roba
Managing Director,
KCB Bank South Sudan



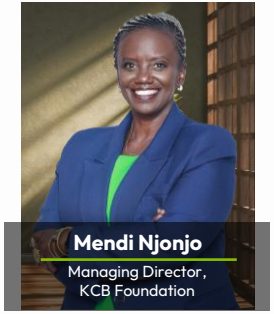
Masika Mukule
Managing Director,
KCB Bank Burundi



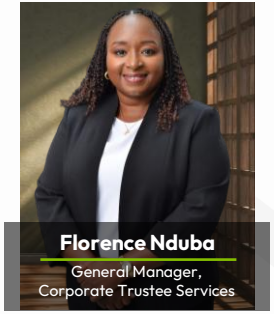
Peter Gitutu
Ag. Managing Director,
KCB Bancassurance



Maurice Opiyo
Managing Director,
KCB Investment Bank



Mendi Njonjo
Managing Director,
KCB Foundation



Florence Nduba
General Manager,
Corporate Trustee Services

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 26 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 Q3 2026



Expansion of branch network

- Increased customer reach with the opening of 13 new branches in Kenya and one each in Burundi and DRC.

Digital leadership

- Additional solutions introduced in our new unified mobile app including:
  - MMF in Kenya
  - Pay to Paybill/Till
  - Easy & fast self-onboarding in Tanzania
  - Utility payments in Burundi and South Sudan.

- Agency Float Financing in Tanzania (Bustisha).
- Lipa na mbao (Pesalink).
- Zed ERP roll out in Tanzania. 36 schools already onboarded.
- Launched **MoFaya in Rwanda**, a digital lending & savings solution through partnership with MTN that has over 6M mobile money users.
- Mobile loans disbursement grew by **26% to Ksh 492 billion** in Q3 2026, equivalent to **Ksh 1.8 billion per day**.

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

Key Milestones in Q3 2026



Customer CVPs

- KCB Investment Bank continued to facilitate major deals, a testament to its market expertise and its superior customer value propositions.
- Digitized processing of bid bonds and upgraded branch queue management system for real-time branch service tracking in Kenya.
- **302% oversubscription** rate of the KCB Mapato Sukuk bond in Tanzania, raising Tzs 30.2B.
- Consolidated Agency Banking Platform rolled out in KE, TZ, UG, RW.
- KCB and Airtel Money Merchant Payments Partnership.
- Roll out of the KCB Sahl World Elite Credit card.

Technology Evolution

- Upgrade of core banking system for TMB successfully completed in Q1 2026.
- Deploying Robotic Process Automation to improve efficiencies across all businesses.
- Rolled out new credit workflow system in Kenya, Uganda, Tanzania, Rwanda, Burundi and South Sudan enabling faster credit processing times.

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

Driving Sustainability

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

- Disbursed **Ksh 20.8 billion** green loans as at Q3 2026 across corporate and retail segments.
- Screened loans worth **Ksh 451 billion** under ESDD* in first nine months of 2026.
- Implementing initiatives to support schools and social institutions to adopt clean energy solutions.
- Planted **4.4 million** trees as at Q3 2026 through our branches and partners.

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

Read more on these initiatives in our 2025 Sustainability Report available on www.kcbgroup.com/sustainability-page

Supporting our Communities

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

- **55,002 jobs** supported in the first nine months of 2026 through livelihoods programmes namely DiGiFLME, 2Jiajiri, Mifugo ni Mali, Ikamba, and Iteze Imbere.**
- KCB Scholars programme supported **5,283 students** from disadvantaged backgrounds including teen mothers, survivors of harmful cultural practices and persons with disabilities.

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

Impacting People.
For Better.

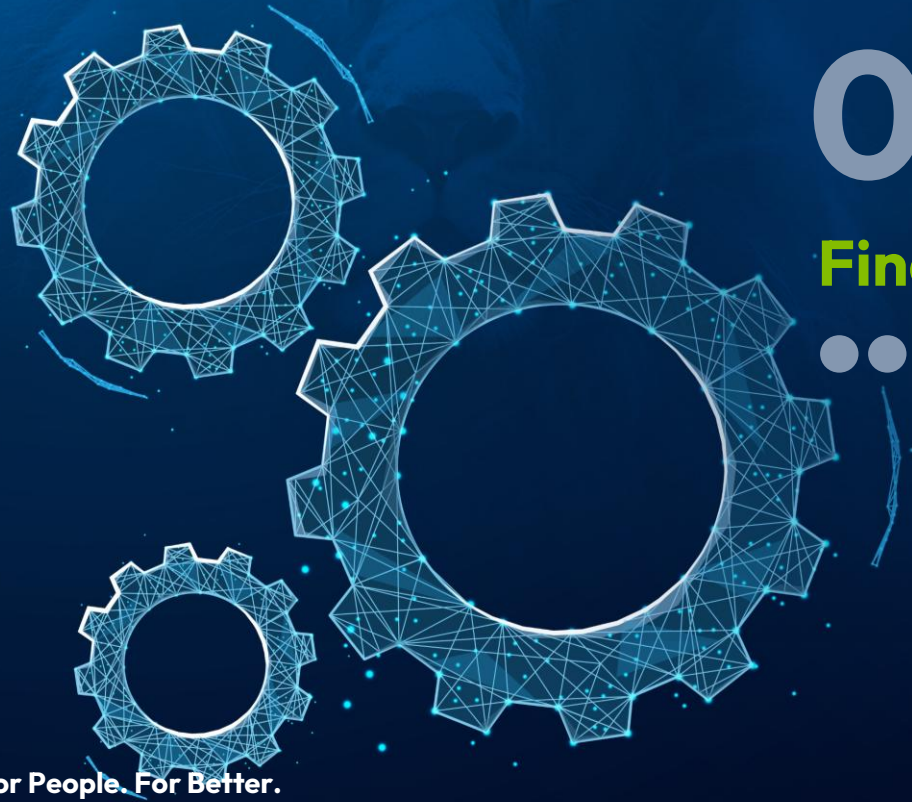
Ranked East Africa's leading bank in the Banker's World Top 1,000 Banks.

Other key accolades received included:

- **The Banker's Top 1,000 Banks** Ranked #1 in East Africa #15 in Africa #549 Globally
- **Best SME Bank** **Best Banking CEO** by Global Excellence Chronicle Magazine
- **Best SME Bank** **Best CSR Bank** **Best Banking CEO** by International Business Magazine
- **Best CSR Bank** **Best Sustainable Bank** Global Business and Finance Magazine Awards
- **Best Bank in Kenya** by Finance Derivative
- **Kenya's Best Bank** **Best Bank for CSR** by Euromoney Awards







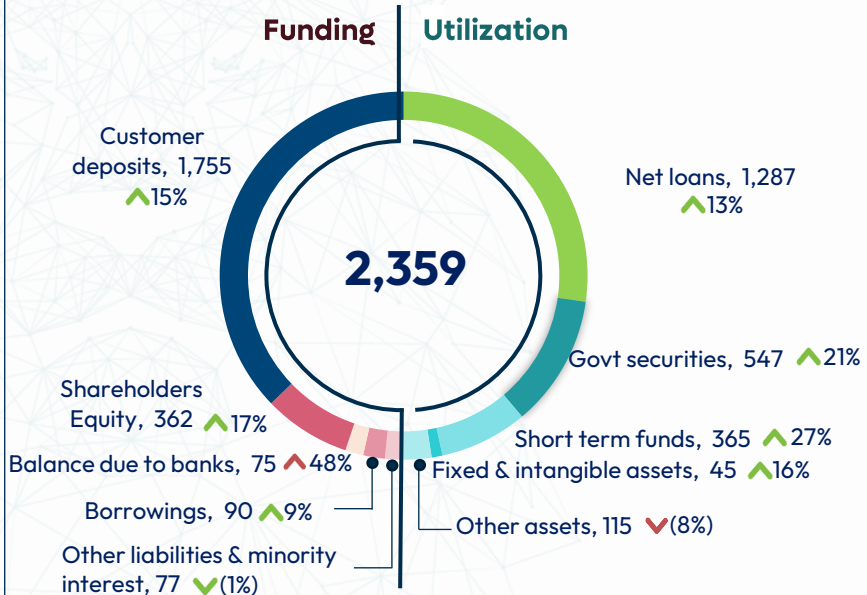
03

Financial Performance

Diligent strategy execution lifts balance sheet by 15% to Ksh 2.4 trillion.

Balance sheet metrics

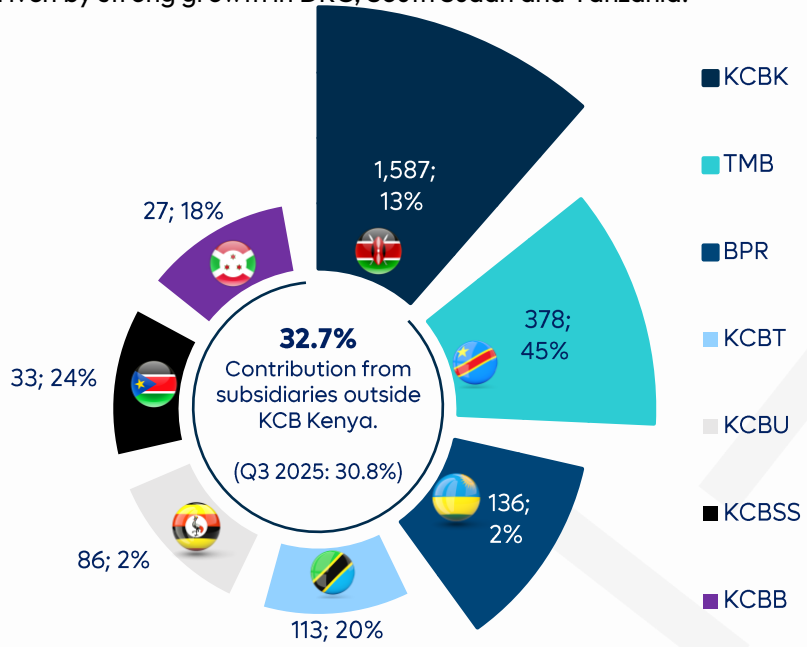
Balance sheet growth driven by new-to-bank businesses on innovative customer value propositions and increased lending to key segments especially in Kenya, DRC and Rwanda.



Amounts in Ksh billion.
Percentages denote YoY change.

Total assets distribution

Total assets in subsidiaries outside of KCB Bank Kenya up by 25% driven by strong growth in DRC, South Sudan and Tanzania.

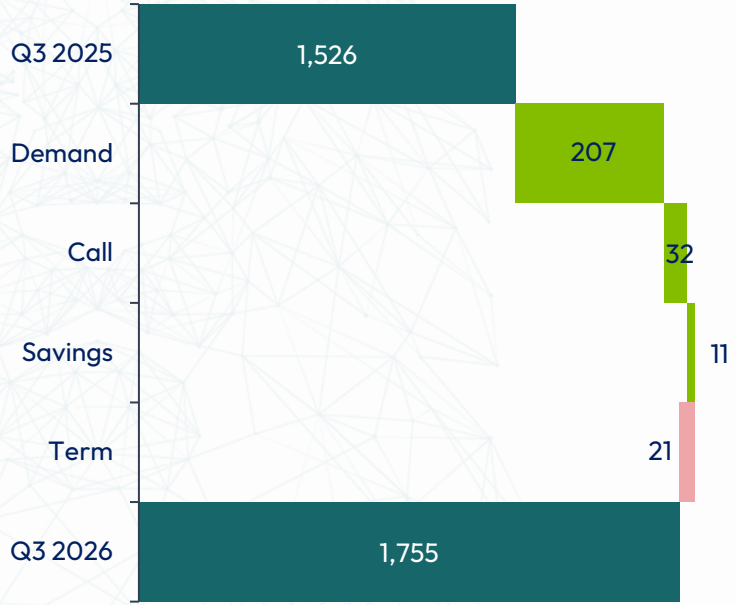


Amounts in Ksh billion.
Percentages denote YoY change.

Strong, growing and diverse customer deposit franchise, up 15%.

Evolution of customer deposits

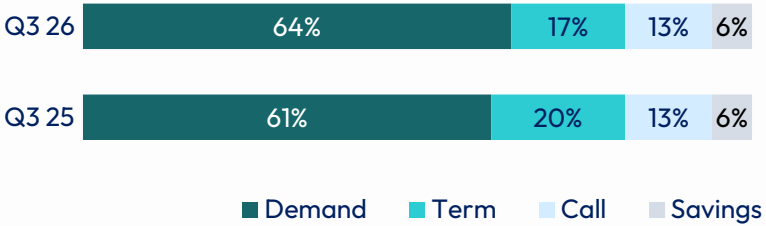
15% YoY growth driven by new-to-bank customers across corporate & retail segments. Customer deposits account for 74% of total funding.



Amounts in Ksh billion.

Customer deposits mix

Deposits by type



By segment

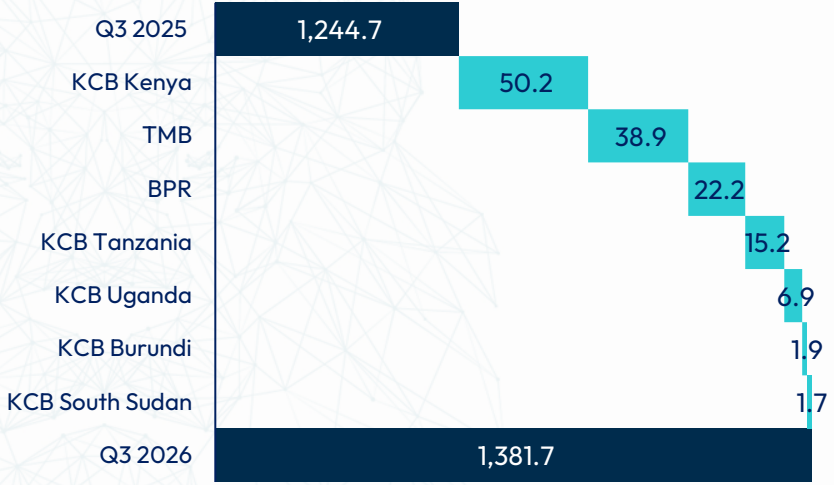


By currency



11% growth in gross customer loans, supporting businesses and households.

Evolution of gross loans by subsidiary



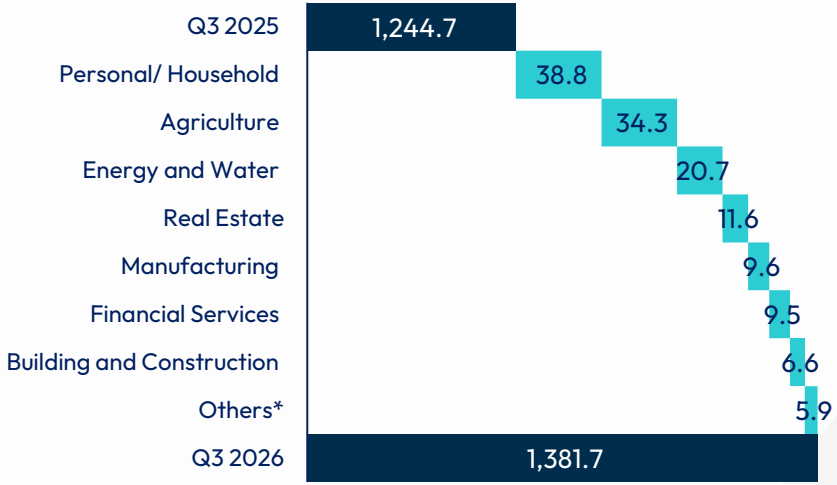
Amounts in Ksh billion.

11% YoY growth in gross loans driven by new-to-bank customers and increased disbursements in priority sectors especially in Kenya, DRC and Rwanda.

Gross loans mix by currency



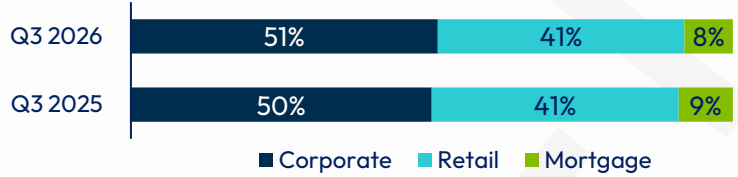
Growth of gross loans per sector



Amounts in Ksh billion.

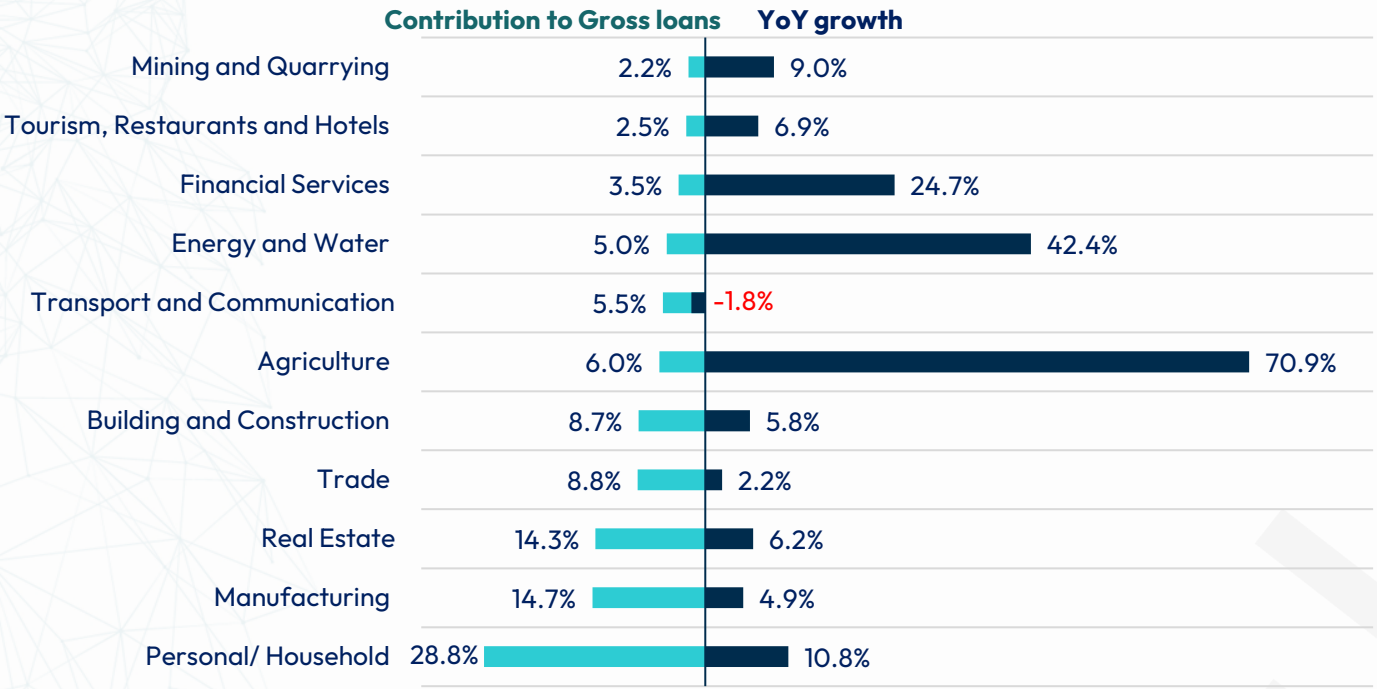
**Others: Trade, mining & quarrying, trade, tourism & hotels and transport & communication sectors.*

Gross loans by segment



Well diversified loan book across all sectors of the economy.

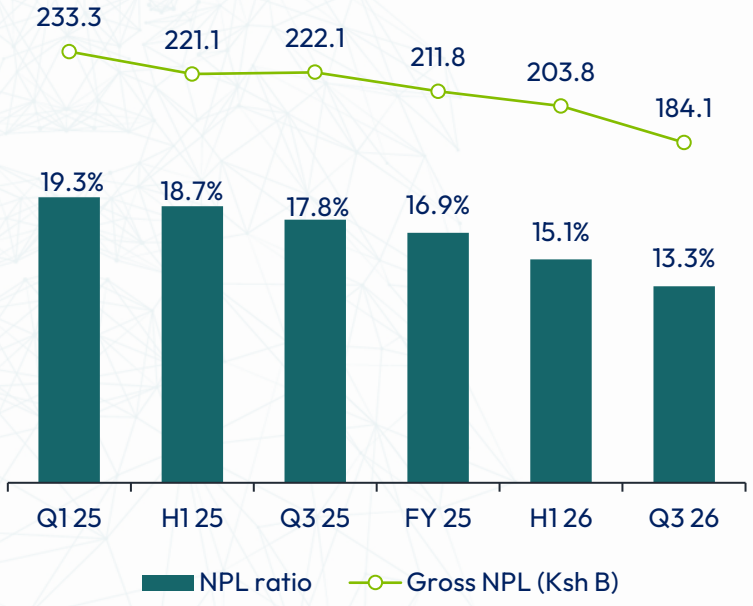
As at 30 September 2026



Group NPL ratio drops 450 bps in a year. Stock down Ksh 49 billion in 18 months.

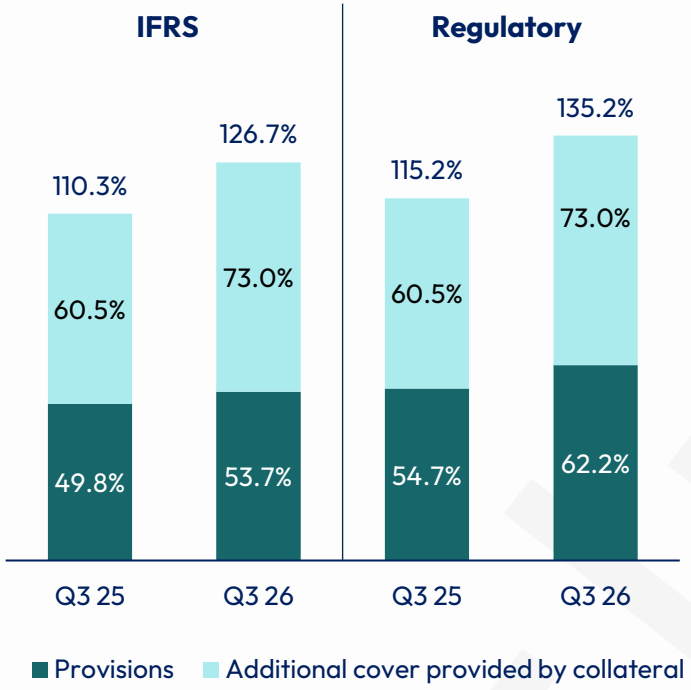
Group NPL stock and ratio

NPL improved as targeted resolution initiatives, including recoveries, rehabilitations, full & final settlements, government engagements on associated entities, and strategic write-offs, delivered positive outcomes.



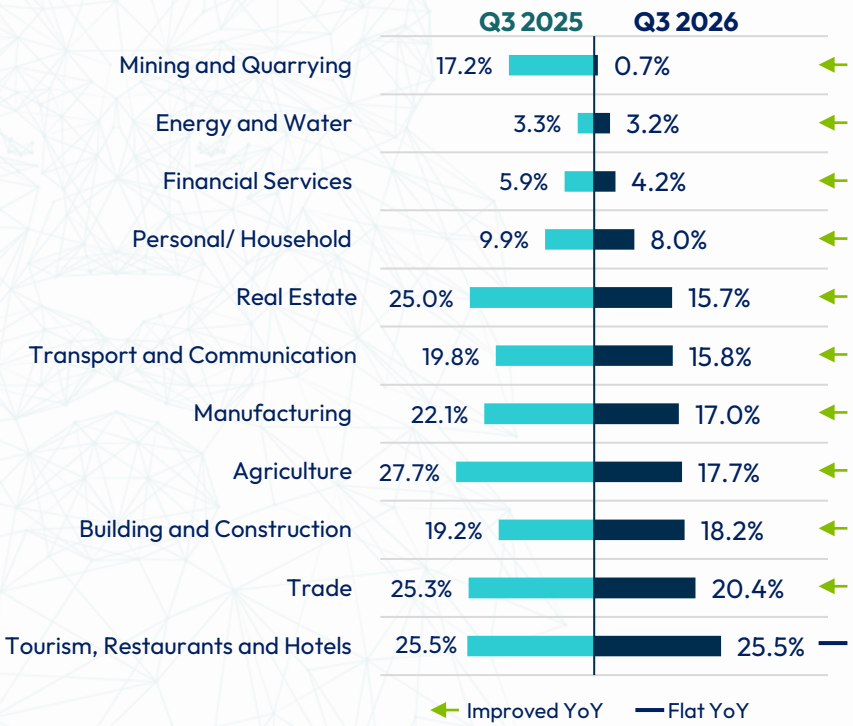
Group Coverage ratios

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



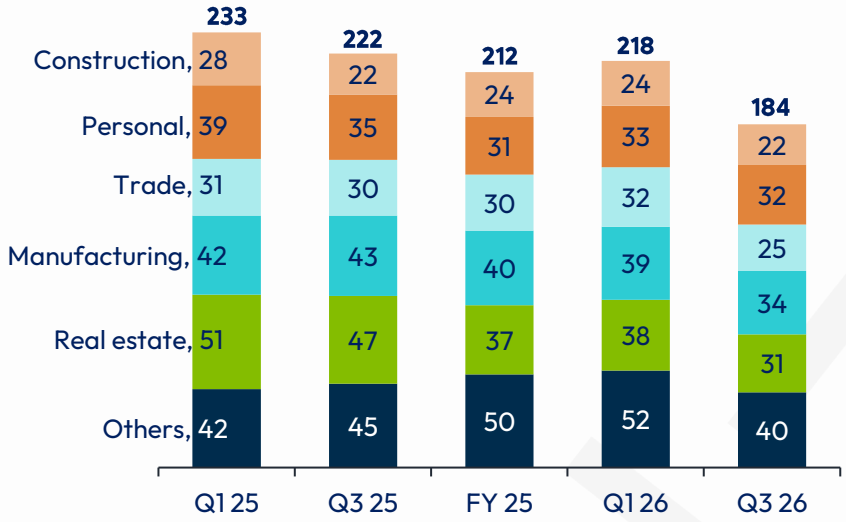
Proactive rehabilitation strategy delivered measurable NPL improvement across the board.

Sector NPL ratios



Sectoral evolution of NPL stock

Key strained sectors are manufacturing and real estate. Significant improvement YoY made in these two sectors as well as in trade.

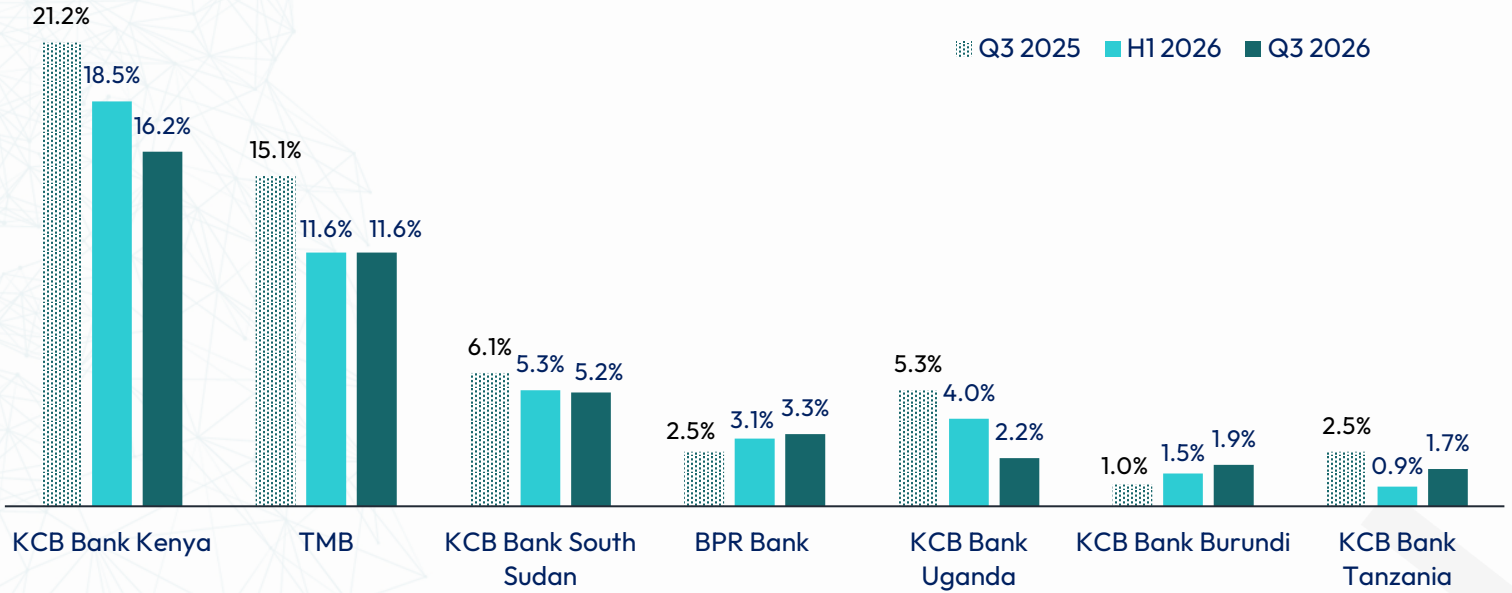


Amounts in Ksh billion.

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

Majority of the subsidiaries registered improvement in NPL in the year.

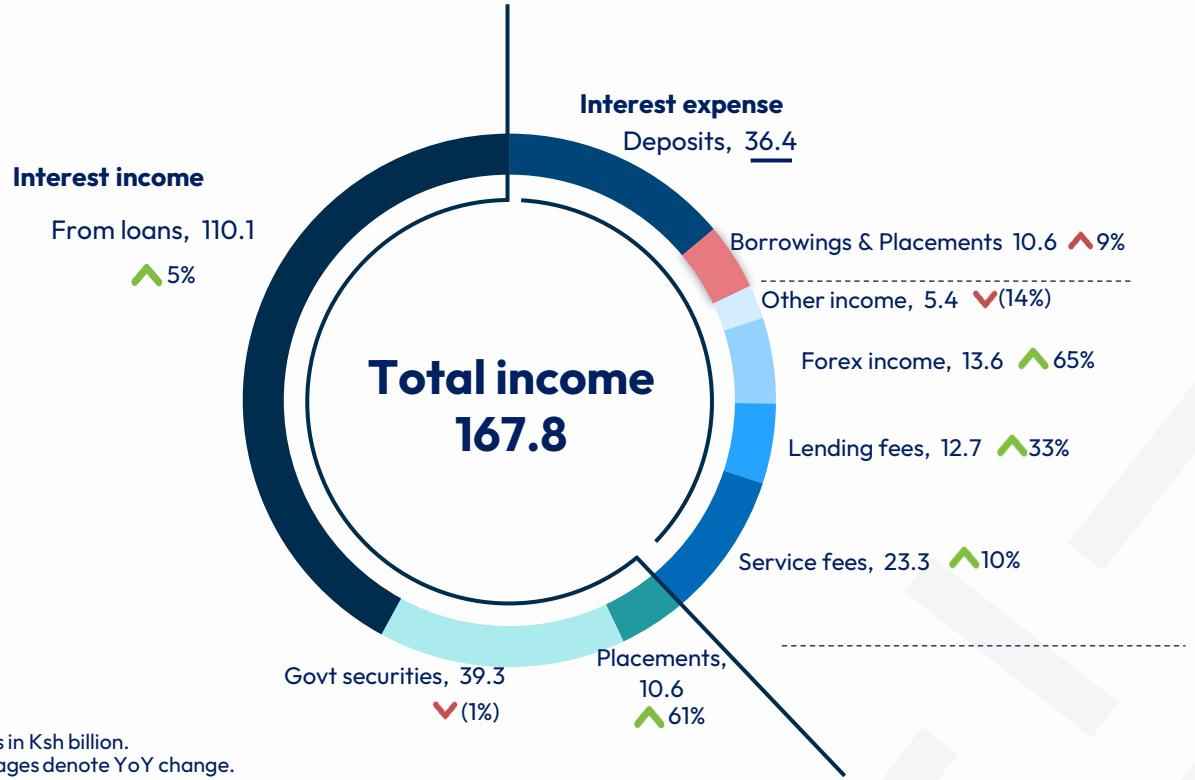
NPL ratios per subsidiary



Sustained strong revenue generation capacity delivers Ksh 168 billion in total income.

- Total revenue grew by 12% supported by an 8% increase in net interest income and a 22% growth in non-funded income.
- 33% growth in lending fees driven by growth in loan volumes.
- 65% growth in foreign exchange income driven by increased volumes.

Summary income statement

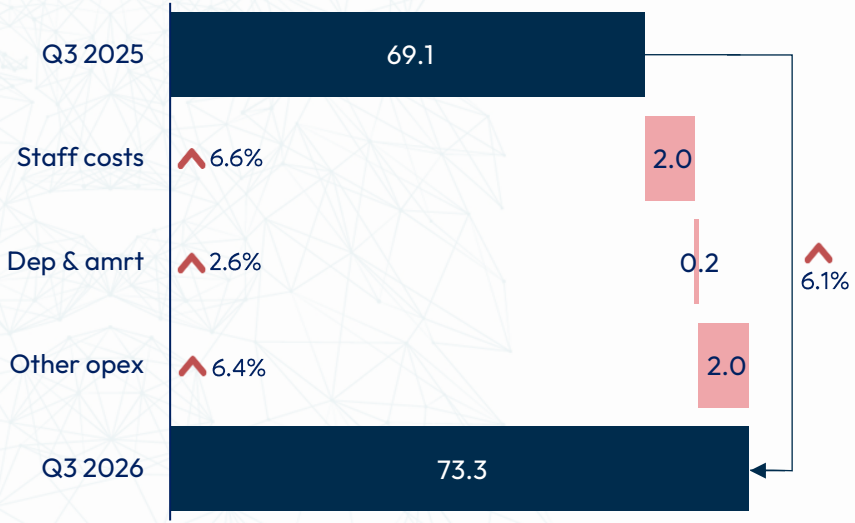


Amounts in Ksh billion.
Percentages denote YoY change.

Agile resource allocation balanced investment priorities with prudent cost management.

Evolution of operating costs

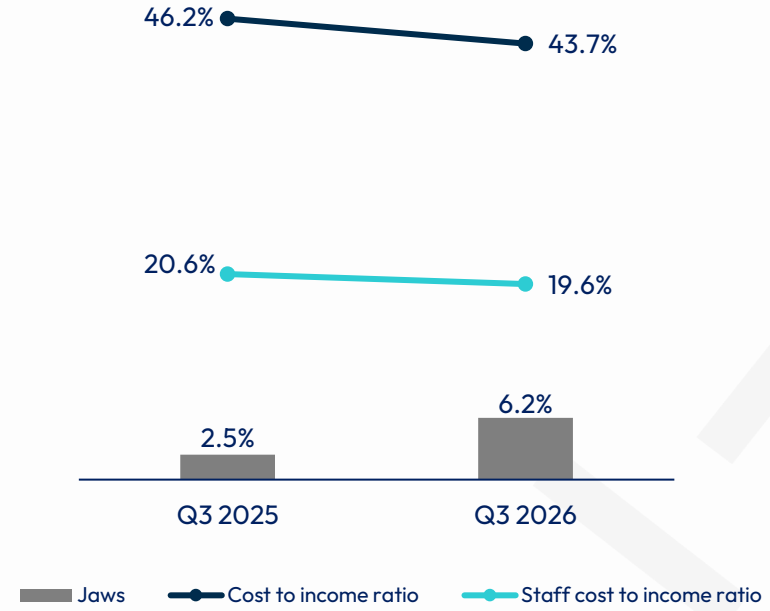
Total operating costs increased by 6% driven by scaled technology investments and variable costs aligned with branch & business expansion.



Amounts in Ksh billion.
Percentages denote YoY change.

Efficiency ratios

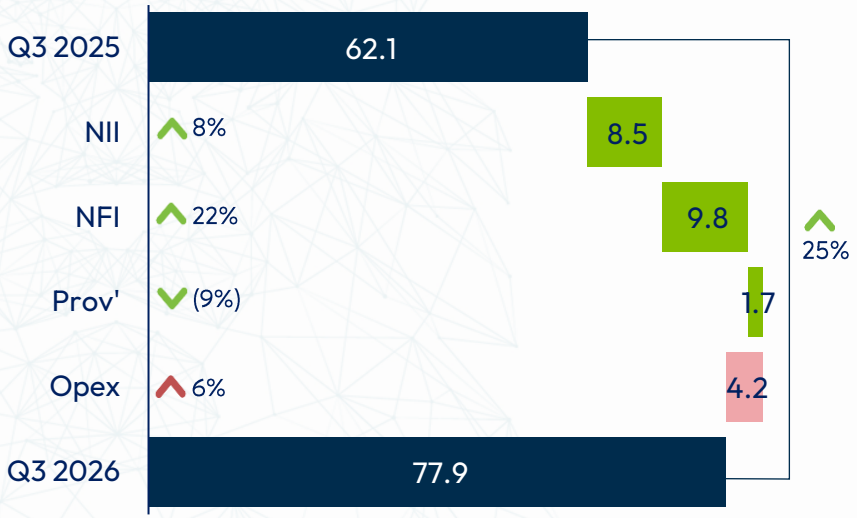
Cost to income ratio down to 43.7% in Q3 2026, from 46.2% in Q3 2025 on positive cost jaws due to strong revenue momentum and prudent cost management.



PBT up 25% to Ksh 77.9B on strong revenue momentum and prudent cost & risk management.

Group PBT evolution

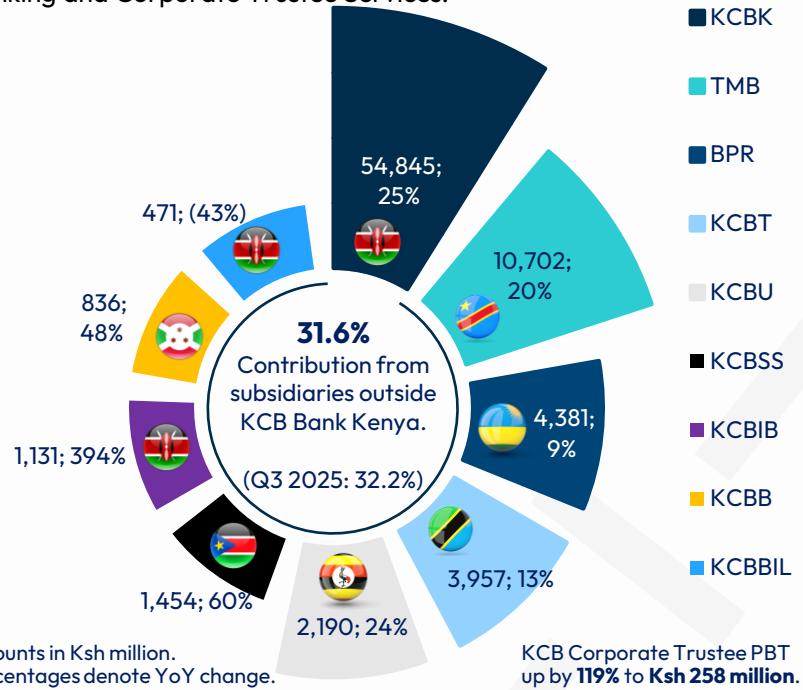
Profit before tax (PBT) grew by 25% on strong funded and non funded income growth.



Amounts in Ksh billion.
Percentages denote YoY change.

PBT contribution per subsidiary

PBT from subsidiaries outside KCB Kenya grew by 22% to Ksh 25.4 billion on strong growth in South Sudan, Burundi, Uganda, DRC, Investment Banking and Corporate Trustee Services.



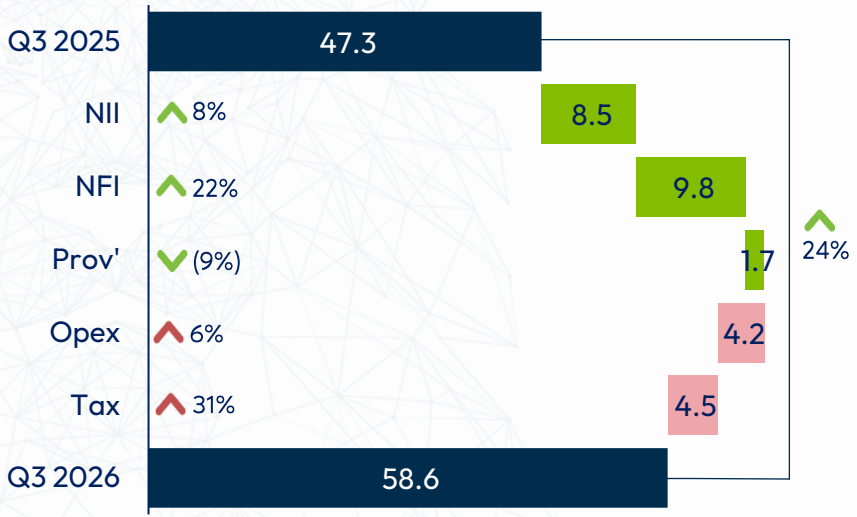
Amounts in Ksh million.
Percentages denote YoY change.

KCB Corporate Trustee PBT up by **119%** to **Ksh 258 million**.

PAT up 24% to Ksh 58.6B on strong revenue momentum and prudent cost & risk management.

Group PAT evolution

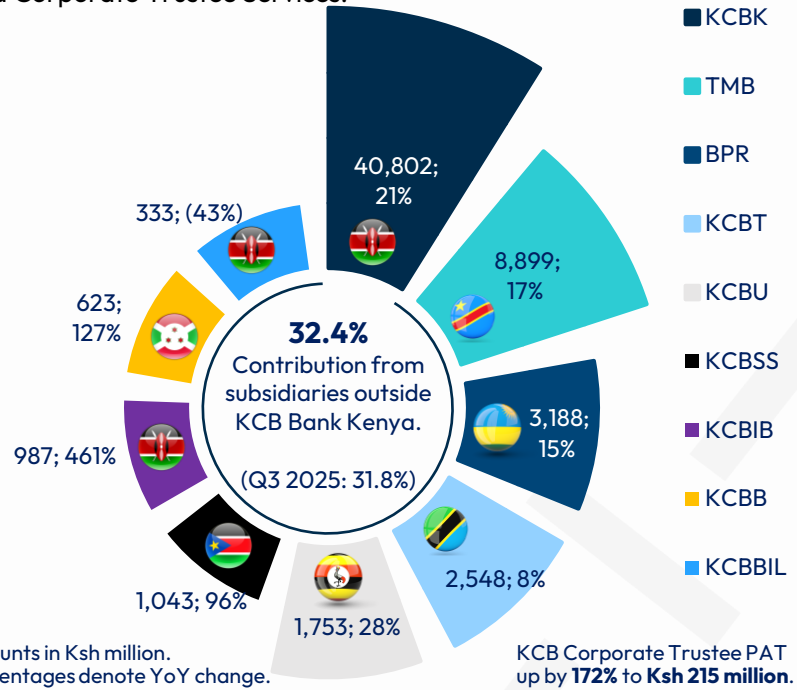
Profit after tax (PAT) grew by 24% on strong funded and non funded income growth.



Amounts in Ksh billion.
Percentages denote YoY change.

PAT contribution per subsidiary

PAT from subsidiaries outside KCB Kenya grew by 24% to Ksh 19.6 billion on strong growth in Burundi, South Sudan, Uganda, Investment Banking and Corporate Trustee Services.



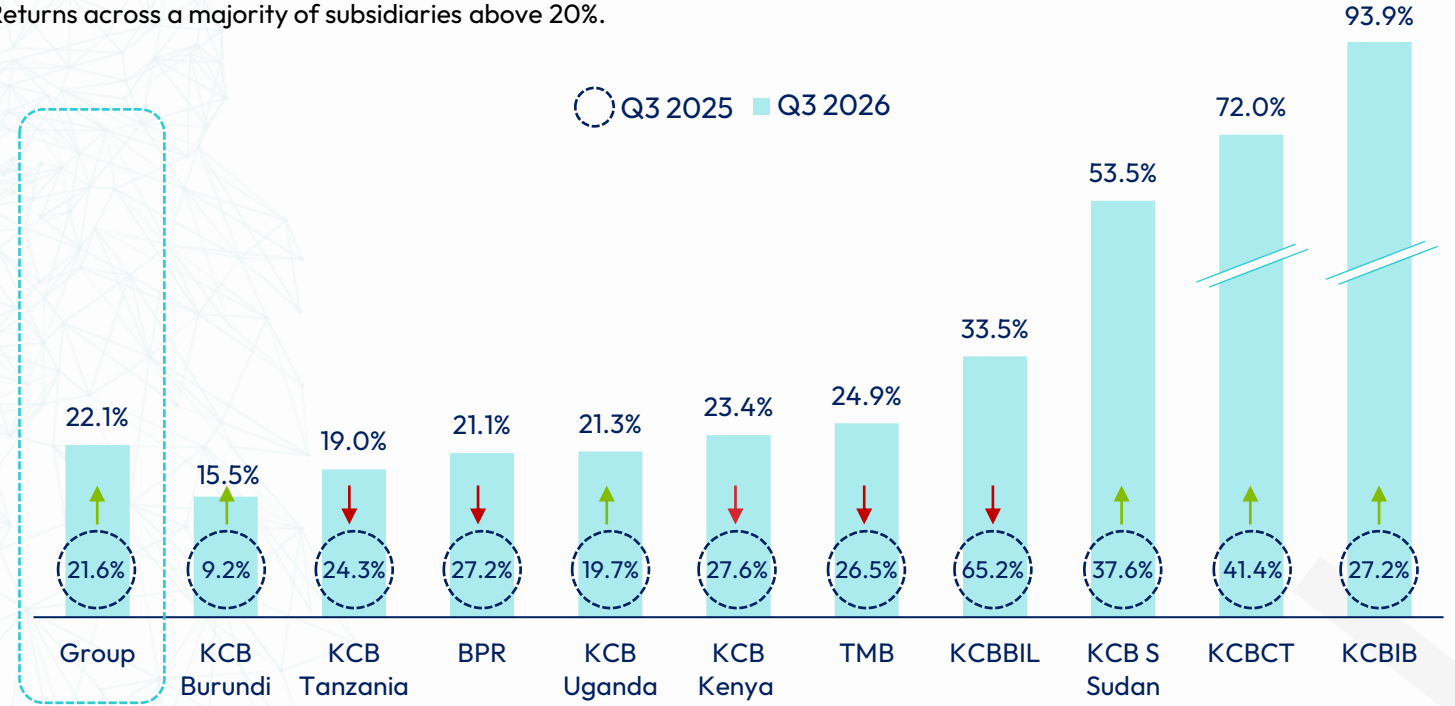
Amounts in Ksh million.
Percentages denote YoY change.

KCB Corporate Trustee PAT up by **172%** to **Ksh 215 million**.

Strong organic capital generation moderated RoEs but positioned all businesses for growth.

Return on equity

Returns across a majority of subsidiaries above 20%.

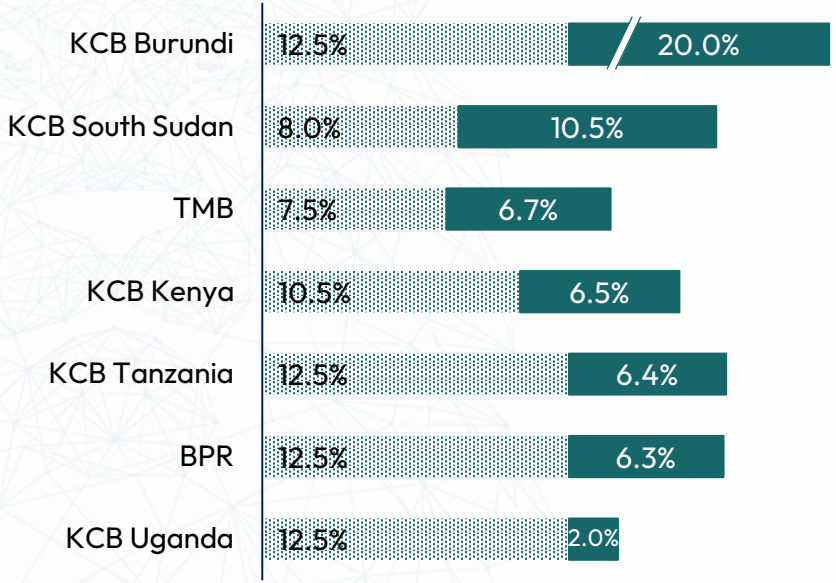


KCBBIL – KCB Bancassurance Intermediary Limited *KCBIB – KCB Investment Bank* *KCBCT – KCB Corporate Trustee*

All businesses are well capitalized to power growth of risk weighted assets.

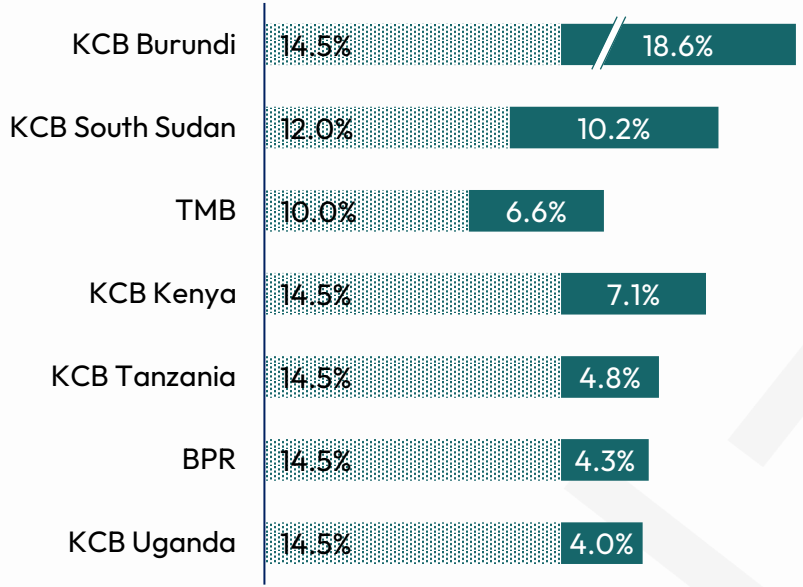
Subsidiaries core capital ratios

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



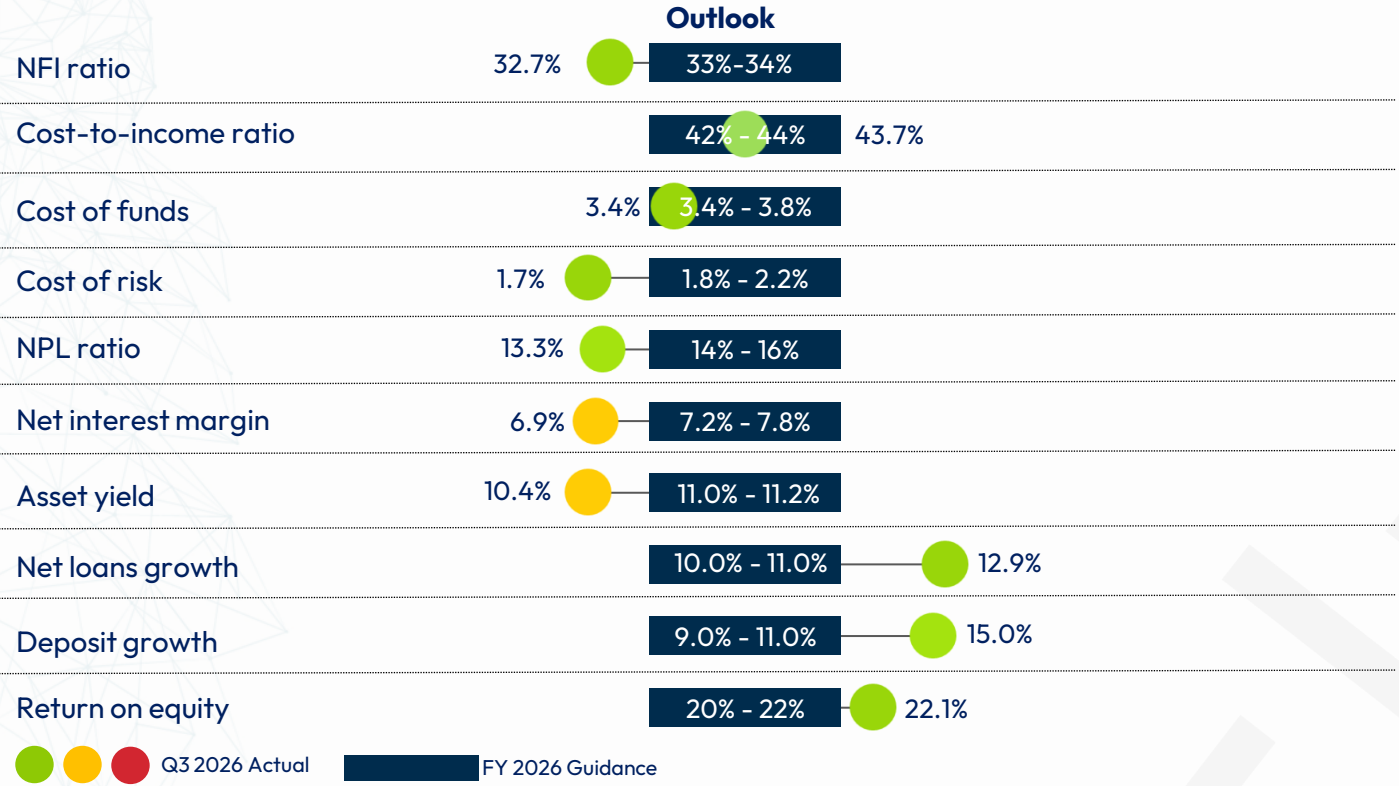
Subsidiaries total capital ratios

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



Strong deposit and loan growth anchoring business performance in 2026.

Performance vs guidance in Q3 2026



04

Supplementary Information



Key Financial Ratios

Evolution of key ratios

KCB Group				Q3 2026	
Q3 25	FY 25	H1 26		KCB Kenya	KCB Group
21.6%	22.5%	21.1%	Return on average equity	23.4%	22.1%
46.2%	42.3%	44.4%	Cost to income	38.4%	43.7%
17.8%	16.9%	15.1%	Gross NPL to gross loans	16.2%	13.3%
54.5%	59.0%	61.9%	NPL regulatory coverage	83.3%	62.2%
26.7%	27.2%	24.9%	Debt to equity	28.4%	24.8%
30.2%	30.8%	31.5%	Non funded income (NFI) to total income	26.6%	32.7%
3.7%	3.8%	3.4%	Cost of funds	3.5%	3.4%
7.0%	7.7%	7.0%	Net interest margin	7.3%	6.9%
2.1%	2.8%	1.7%	Cost of risk	1.9%	1.7%
74.7%	72.3%	72.5%	Net loans to deposits ratio	77.1%	73.3%
22.1%	21.1%	22.5%	Government and other securities to total assets	26.0%	23.2%
8.2%	16.3%	13.3%	Growth in net loans and advances	7.5%	12.9%
(0.8%)	15.2%	15.1%	Growth in customer deposits	11.5%	15.0%

Summary Statement of Financial Position

As at 30 September 2026

Ksh Billion	KCB Group			KCB Bank Kenya		
	Q3 2025	Q3 2026	Y-O-Y Change	Q3 2025	Q3 2026	Y-O-Y Change
Cash and balances with central bank	95.3	105.1	10%	75.6	77.0	2%
Balances with other institutions	192.5	259.8	35%	32.5	70.1	116%
Investments in Govt & other securities	452.8	547.2	21%	334.1	413.4	24%
Net loans and advances	1,139.9	1,286.8	13%	850.3	914.4	8%
Fixed assets & intangible assets	38.9	45.0	16%	16.2	20.4	26%
Other assets	125.1	115.0	(8%)	95.6	91.7	(4%)
Total assets	**2,044.5**	**2,359.0**	**15%**	**1,404.2**	**1,587.2**	**13%**
Customer deposits	1,525.8	1,755.2	15%	1,063.0	1,185.7	12%
Balances due to other banks	50.6	75.1	48%	14.5	35.4	144%
Long-term debt	82.3	89.9	9%	64.0	68.3	7%
Other liabilities	68.3	72.7	6%	52.4	57.1	9%
Total liabilities	**1,727.1**	**1,992.9**	**15%**	**1,193.9**	**1,346.5**	**13%**
Shareholders' equity	308.5	362.0	17%	210.3	240.6	14%
Minority interest	8.9	4.1	(54%)	-	-	-
Total liabilities and equity	**2,044.5**	**2,359.0**	**15%**	**1,404.2**	**1,587.2**	**13%**

Summary Statement of Profit or Loss

For the Period Ended 30 September 2026

Ksh Billion	KCB Group			KCB Bank Kenya		
	Q3 2025	Q3 2026	Y-O-Y Change	Q3 2025	Q3 2026	Y-O-Y Change
Interest income	150.7	160.0	6%	105.5	115.5	9%
Interest expense	(46.3)	(47.1)	2%	(33.4)	(33.8)	1%
Net interest income	**104.3**	**112.9**	**8%**	**72.1**	**81.6**	**13%**
Foreign exchange income	8.2	13.6	65%	4.5	5.0	10%
Net fees and commissions	30.6	36.0	17%	17.7	20.8	18%
Other income	6.2	5.4	(14%)	4.4	3.8	(15%)
Non-funded income	**45.1**	**54.9**	**22%**	**26.7**	**29.5**	**11%**
Total income	**149.4**	**167.8**	**12%**	**98.8**	**111.2**	**13%**
Total operating expenses	(69.1)	(73.3)	6%	(39.3)	(42.7)	9%
Loan impairment	(18.3)	(16.6)	(9%)	(15.7)	(13.7)	(13%)
Profit before tax	**62.1**	**77.9**	**25%**	**43.9**	**54.8**	**25%**
Tax expense	(14.8)	(19.3)	31%	(10.1)	(14.0)	39%
Profit after tax	**47.3**	**58.6**	**24%**	**33.8**	**40.8**	**21%**

KCB Regional Footprint and Key Macros

As at 30 September 2026

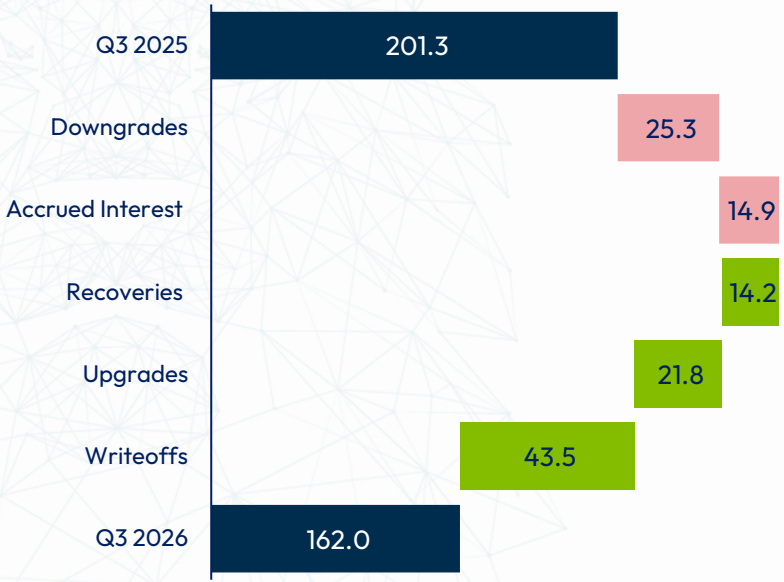
		Kenya	Tanzania	South Sudan	Rwanda	Uganda	Burundi	DR Congo
KCB Footprint								
Branches		226	18	16	68	15	10	107
Number of customers (thousands)		35,429	64	167	550	4,612	77	2,682
ATMs		483	22	12	51	24	8	116
Agency outlets		20,098	2,159	79	3,382	621	465	5,378
POS/Merchant outlets		13,935	952	51	1,217	479	122	677
Vooma merchant outlets (thousands)		1,363	-	-	-	-	-	-
Number of employees		7,588	380	238	953	482	229	1,789
Operating environment								
GDP growth	2024	4.7%	5.5%	(26.1%)	8.9%	6.3%	4.1%	6.1%
	2025	4.6%	6.0%	46.1%	9.4%	6.8%	3.9%	5.7%
	2026 projected	5.0%	6.0%	10.5%	9.9%	6.0%	3.8%	5.2%
Inflation rates	Sep-25	4.6%	3.4%	-	6.2%	4.0%	36.9%	7.8%
	Sep-26	6.8%	4.3%	-	20.0%	4.6%	7.6%	3.7%
Movement in currency/USD – Sep 25 to Sep 26		0.5%	8.2%	25.6%	1.8%	12.3%	1.8%	3.5%
Movement in currency/Ksh - Sep 25 to Sep 26		-	7.9%	25.1%	1.7%	11.8%	1.4%	3.2%
Central Bank rates	Sep-25	9.5%	6.0%	15.0%	6.75%	9.75%	12.0%	25.0%
	Sep-26	8.75%	6.25%	13.0%	8.75%	9.75%	10.0%	12.5%
Current account balance/GDP	2024	(1.3%)	(2.6%)	(13.9%)	(12.1%)	(7.8%)	(8.6%)	(4.2%)
	2025 estimated	(2.4%)	(2.4%)	(4.0%)	(13.0%)	(6.1%)	(6.1%)	(3.7%)
	2026 estimated	(3.2%)	(2.7%)	8.2%	(10.5%)	(7.3%)	(6.8%)	(1.9%)

*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.

Evolution and aging of NPL stock in KCB Bank Kenya

Evolution of KCBK NPL stock

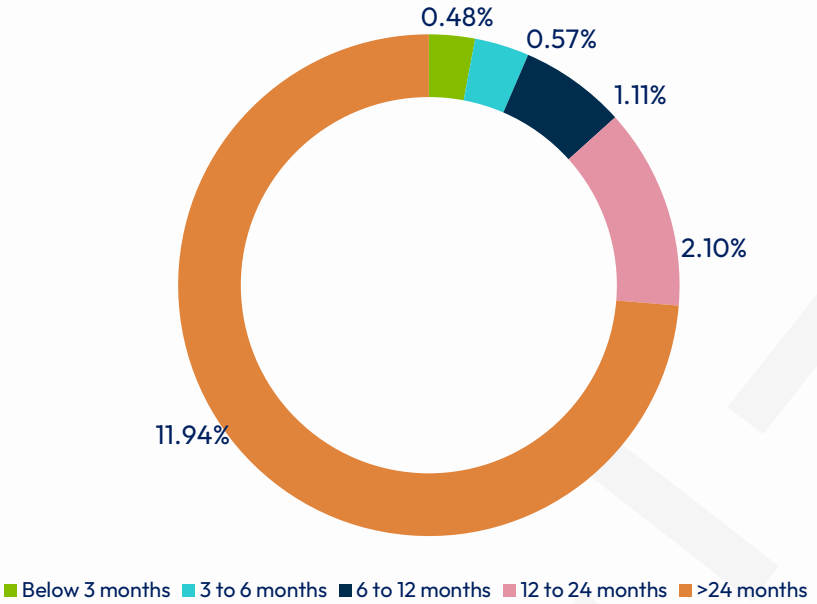
KCB Bank Kenya NPL stock reduced by 20% (Ksh 39.3 billion) YoY as NPL resolution strategies continue to deliver results.



Amounts in Ksh billion.

Aging of NPLs in KCB Bank Kenya

NPL ratio for loans booked in the past one year at 2.16% due to tightened credit underwriting process and close monitoring of the loan book with the aim of identifying distressed assets early and taking mitigation action.





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Contact Us
KCB Investor Relations
investorrelations@kcbgroup.com