



Q1 2024 Investor Presentation

Nairobi, 22 May 2024



We are



> Business Update

Financial Performance

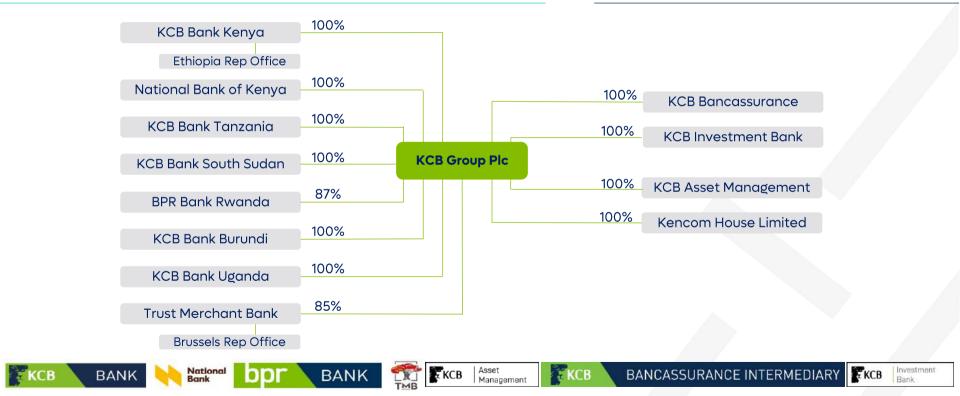
Appendices

For People. For Better.



Well diversified business model.

That matches the meaningful role we play in the region and supports our aspiration to do more.





Largest footprint in the region.

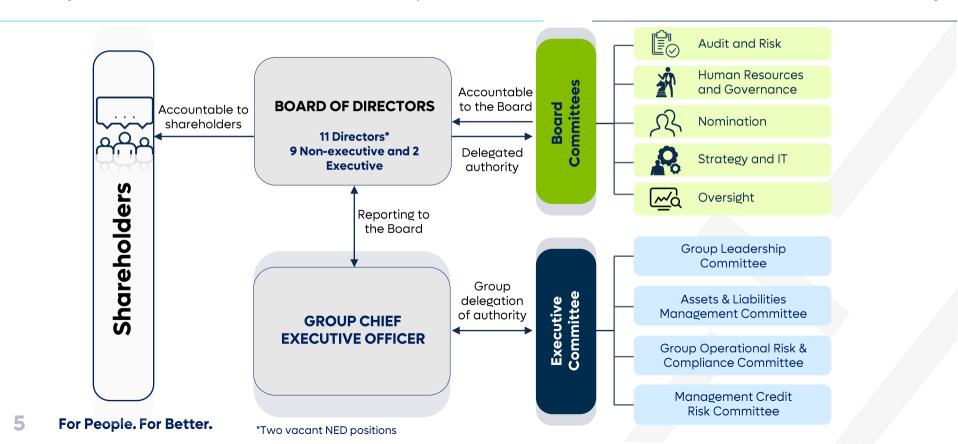
Opening doors of opportunity for millions of people in the region.





Sound corporate governance structure that safeguards value.

Clearly defined governance structure which provides for oversight, delegation & clear lines of authority.





Our Group Executive Committee.

Mandated to ensure KCB remains well positioned & responsive to regional opportunities for growth.



Paul Russo, EBSGroup Chief Executive
Officer



Lawrence Kimathi
Group Finance
Director



Annastacia Kimtai Managing Director, KCB Bank Kenya



Cosmas Kimario

Ag. Group Regional Businesses

Director and MD KCB Tanzania



Japheth Achola Group Director, Human Resource



Dennis VolemiGroup Director,
Technology



Bonnie Okumu Group General Counsel



John Mukulu Group Chief Risk Officer



Rosalind Gichuru

Group Director,

Marketing & Communications



Charles Lang'at
Group Internal
Auditor



Jackline Bosibori
Ag. Group Director,
Shared Services





Subsidiary Managing Directors.

Mandated to ensure KCB remains well positioned & responsive to regional opportunities for growth.



Annastacia KimtaiManaging Director,
KCB Bank Kenya



Oliver Meisenberg

Managing Director,

Trust Merchant Bank, DRC



George Odhiambo Managing Director, National Bank of Kenya



Patience Mutesi Managing Director, BPR Bank Rwanda



Cosmas Kimario Managing Director, KCB Bank Tanzania



Edgar Byamah Managing Director, KCB Bank Uganda



Jaldesa RobaManaging 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



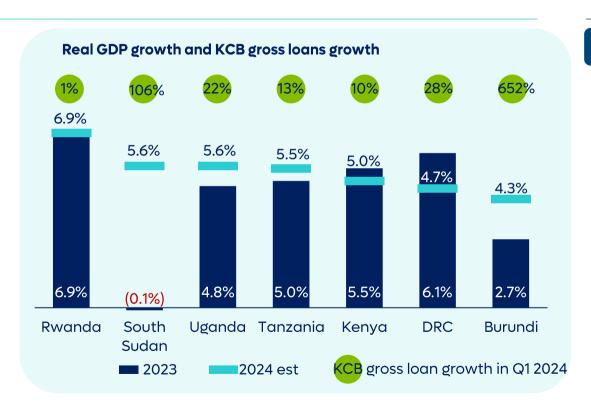
Victor Odendo
Principal Officer,
KCB Asset Management



Mendi Njonjo Director, KCB Foundation



We are well positioned to power the strong projected GDP growth across the region in 2024.



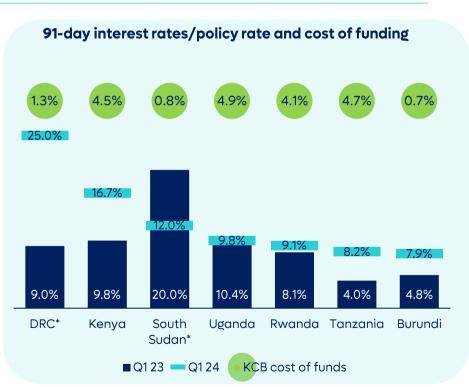
GDP growth driven by

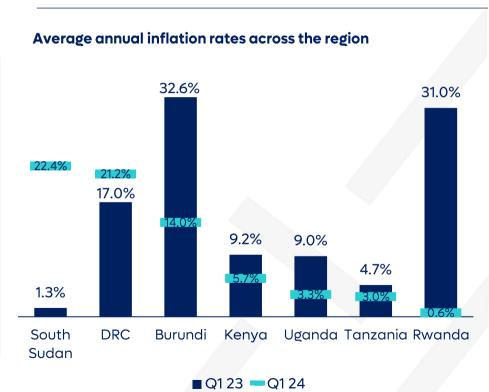
- Strong rebound in agriculture driven by improved weather conditions.
- → Strong rebound in tourism and services sectors.
- → Growth in South Sudan, Uganda and Tanzania in 2024 expected to surpass 2023 levels.

Source: International Monetary Fund



Higher-for-longer interest rates while inflation starts to drop across the region in 2024.



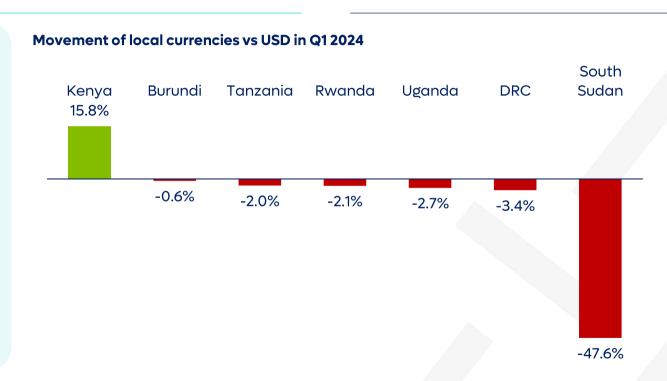


Source: Regional statistics bureaus



Kenya shilling strengthened against the US dollar in 2024, depreciation for the other currencies in the region has also moderated.

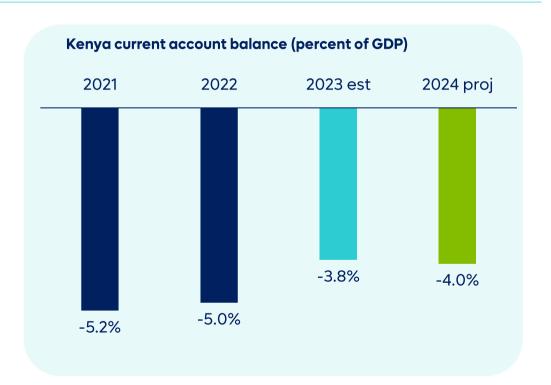
Strengthening of the Kenya shilling on the back of improved supply as demand stabilizes.



Source: Regional Central Banks



Kenya's overall balance of payments is projected to record a surplus of \$1.4B in 2024 compared to an estimated deficit of \$0.7B in 2023.



- Imports of goods declined by 8.5% while exports declined by 1.7% in the 12 months to February 2024 compared to a similar period in 2023.
- Tourist arrivals improved by 35.4% to 2.1 million in 2023, now above pre-Covid levels.
- Remittances increased by 9.0% to USD 4.4 billion in the 12 months to March 2024 compared to a similar period in 2023.
- Deficit projected at 4.0% of GDP in 2024, reflecting the expected recovery in imports amid resilient remittances, and rebound in agricultural exports.



Our new 2024 – 2026 strategy: Transforming Today Together.

Hinged on putting customers first and delivering sustainable returns for our shareholders.



For People. For Better.



Customer-Centered Value Propositions



Leverage Group Capabilities for Efficient Scale





Optimize Data & **Analytics**

ENABLERS

Execution Excellence

Technology Evolution

Risk Resilience

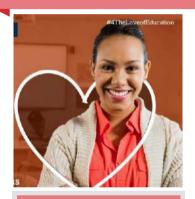
Sustainable Citizen



Strategic pillar 1: Customer-centered value propositions.

We have continued to embed customer obsession & rollout strong customer value propositions.

Customer obsession



Seamless digital transactions and payment Services

Delivering value-add nonbanking services through partnerships.

#1 Retail bank



Over **Ksh 119 billion** in loans to women owned businesses.

Enhanced MSME lending with shorter approval times & digitization.

#1 Corporate bank



10% growth in trade finance book to Ksh 267 billion in Q1 2024.

Defined and mapped priority sectors and value chains.

#1 Mortgage bank



Mortgage unit driving delivery of housing on supply & demand sides.

Single digit interest rates for affordable housing.



Strategic pillar 1: Customer-centered value propositions.

Propositions in key segments delivering strong revenue growth.



South Sudan

^50%

Ksh 0.9B



Uganda

^39% Ksh 1.3B

Non-banking



Kenya

KCB Bank Kenya **^38%** Ksh 30.7B

NBK **↑22%** Ksh 3.4B

16% Ksh 0.5B



DRC

^28%

Ksh 7.0B



Tanzania

^23%

Ksh 1.6B



Rwanda

^10%

Ksh 2.4B



Burundi

V8%

Ksh 0.4B

Drop in Burundi due to a 29% decline in non funded income across commissions, fees and FX. Net interest income grew by 9% in the period.



Strategic pillar 2: Leverage Group capabilities for efficient scale.

Supported by technology evolution through building future-ready capabilities.

Upgraded core banking systems at BPR and NBK

Enhanced our shared services function

Digitized & automated key processes

Group
Treasury
function to
optimize our
balance
sheet

Outcomes

- → Improved efficiencies led to reduction in cost to income ratio to 43.3% in Q1 2024, down from 51.2% in Q1 2023.
- → Automated over 140 processes thus enabling centralized oversight and enhanced risk management.



Strategic pillar 3: Digital leadership.

Our digital channels offer unmatched convenience for customers.

01

Mobile banking

- KCB One Till enables businesses to receive payments straight to their bank account.
- → Self-onboarding on the KCB App for student personal accident and motor vehicle policies.

02

Mobile lending

- Introduced longer tenures for mobile loans.
- Introduced digital overdrafts for businesses via the mobile phone.

03

Agency banking

- → Incorporated Vooma cash-in cash-out in the agent POS machines enabling customers to be served at all agent points
- Introduced Android terminals into agency banking.

04

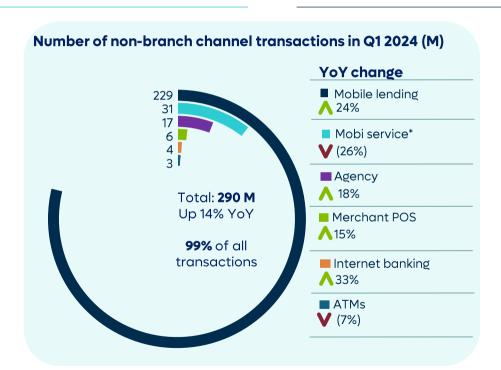
POS/Merchants

- Rolled out card products targeting high-net-worth customers.
- Implemented Tap
 Phone to Pay enabling
 cardholders to make
 card payments through
 their phones.

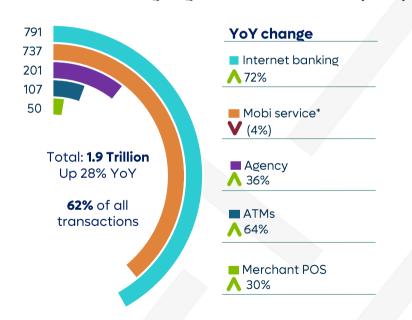


Strategic pillar 3: Digital leadership.

Enhanced self-serve capabilities led to increased utilization of digital channels.



Value transacted through digital channels in Q1 2024 (Ksh B)



*Mobi service includes B2C, C2B, B2B, Lipa Karo and Float purchase



Strategic pillar 4: Optimize data and analytics.

To drive customer obsession, enhance our solutions and increase uptake of products.

Identify, appraise and score new customers

Managing limits for digital products

Analyze customer feedback and resolve pain points Driving deposit mobilization through analysis of key insights

Outcomes

- Use of lead generation algorithms to pre-score customers enabled business teams to crosssell and upsell solutions.
- → Improved limit management for digital loan products led to 34% increase in mobile loans disbursed to Ksh. 94 billion.
- Use of natural language algorithms to analyze customer feedback enabled quick resolution of pain points leading to improved customer experience.
- Mapping of value chains and analysis of key customer insights led to a 25% growth in customer deposits



Value created through diligent execution of our strategy in Q1 2024.

Delivered strong shareholder value and enhanced employee value proposition.

For our investors	→	Grew shareholder's equity by 11% to Ksh 231 billion.
	\rightarrow	Improved earnings per share by 63% to Ksh 20.52 .
		Resolved capital adequacy concerns at KCB Bank Kenya from organic sources powered by strong profit generation capability.
	→	KCB share price appreciated by 24% in 2024.
For our employees		Increased diversity and inclusion, proportion of female employees now at 51% from 44% in 2019.
		Employee benefits improved by 4% to Ksh. 9.8 billion on additional headcount in line with business growth.
		Group Organization Health Index (OHI) score among the top decile in global comparison at 80 up from 79 in 2019.

KCB

Sustainability

The Group continues to align its practices to address climate related risks and tap on opportunities in financing projects aimed at addressing climate change.

01

Governance

- Board oversight ESG matters through Audit & Risk committee.
- → 89% of staff took a Group wide online Sustainability course in 2023.



02

Strategy

- 10% decline in overall resource usage in Q1 2024.
- Planted 370,000 trees as part of our carbon offset program.



03

Risk management

→ Screened loans worth Ksh 221 billion under ESDD¹ as in Q1 2024 in Kenya, Rwanda and Tanzania.

04

Metrics and targets

- → Target to be a net zero carbon emitting business by 2050.
- → 17% of our loans are green loans. Targeting 25% of our portfolio by 2025.







To create shared value, we leverage our products, policies and programmes to deliver social and economic impact in the markets we operate in (continued)







Youth employment through 2Jiajiri

- 2,912 MSMEs undergoing Business development in Q1 2024.
- Young Africa Works' MSME component rolled out in March 2024 with 100 KCB Bank Kenya branches.
- The Foundation and Bank rolled out the MSME proposition providing capacity building for 25,000 MSMEs with the ambition to unlock up to USD10M in productive capital.

2Jiajiri Impact

Created 10,184 direct jobs in Q1 2024.

Incubated 4,842 businesses in Q1 2024.

Enrolled 4,437 beneficiaries for training in Q1 2024.



To create shared value, we leverage our products, policies and programmes to deliver social and economic impact in the markets we operate in (continued)

14 ASAL Counties under Mifugo ni Mali program

- We have supported construction of feedlots, livestock markets, value addition and access to markets.
- We work with farmer producer organisations (FPOs) to build their capacity and avail extension services under the program.
- Supported 120 farmer producer organizations with a membership and supplier base of 44,493 livestock producers in 2023.

Scholarship Programme

Supported 3,970 students in various levels of education in Q1 2024.

1,087 scholarships availed in Q1 2024.

50 inaugural scholarships awarded under the Foundation's athletes sponsorship programme.





We are



Business Update

02

> Financial Performance

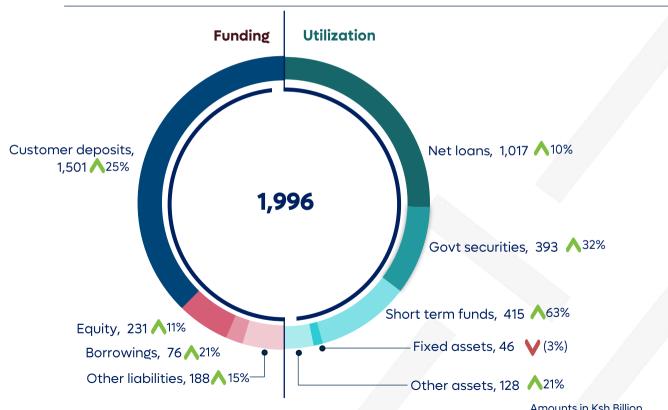
Appendices



Ksh 2.0 trillion balance with strong growth across key funding and utilization lines.

Largest balance sheet in the region enabling businesses and facilitating trade.

^22% Growth in total assets driven by increase in customer deposits and loans mainly in KCB Bank Kenya.





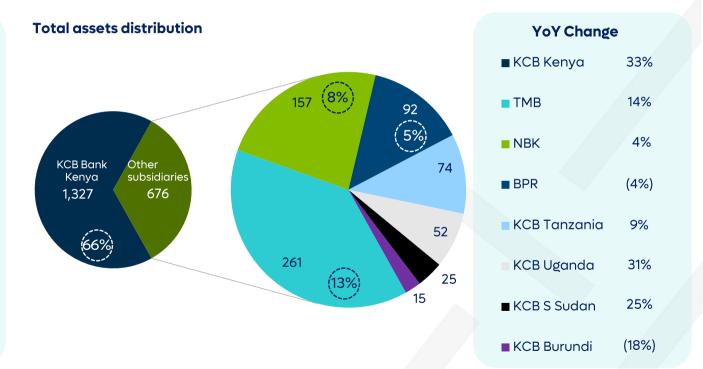
Balance distribution across the Group.

Balanced growth driven by KCB Bank Kenya, Uganda, South Sudan and TMB.

33.5%

Proportion of assets in subsidiaries outside of KCB Bank Kenya, compared to 38.2% in Q1 2023

For People. For Better.





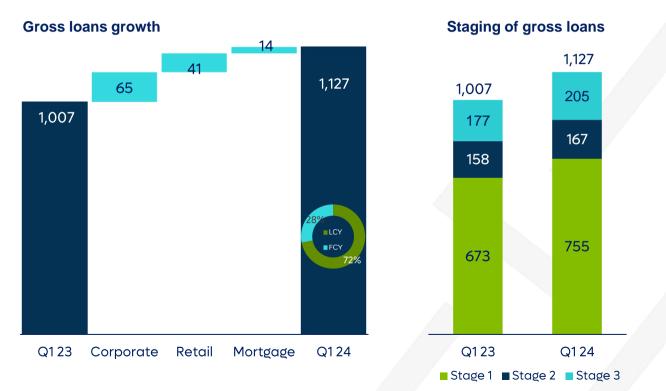
Strong growth in gross loans.

Mainly to households and businesses in trade, tourism and manufacturing sectors.



31.2%

Proportion of gross loans in subsidiaries outside of KCB Bank Kenya

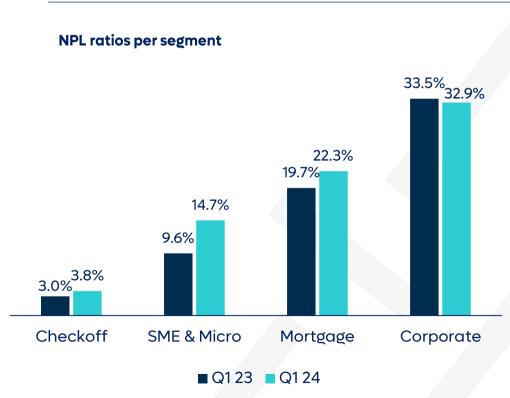




Group NPL ratio increased to 18.2% impacted by downgrades in Kenya.

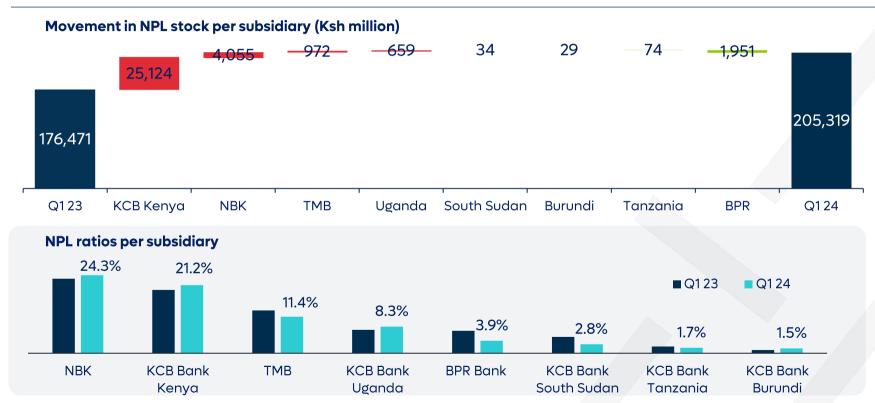
Increase of stock driven by downgrades in trade, manufacturing and real estate.







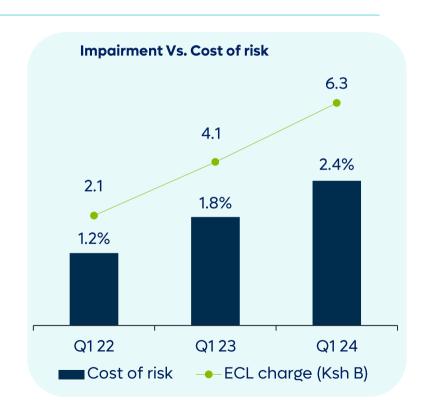
KCB Bank Kenya, NBK and TMB drove the increase in NPL stock.

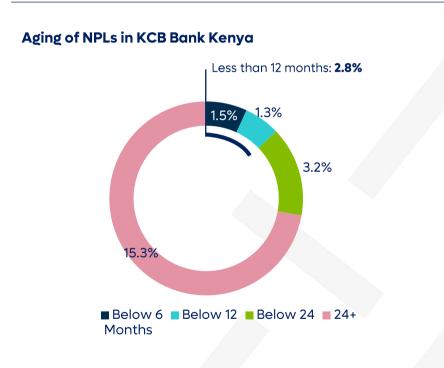




53% increase in ECL charge to build up loan loss provisions in KCB Bank Kenya and TMB.

Low early vintage supported by tightening of loan underwriting process.





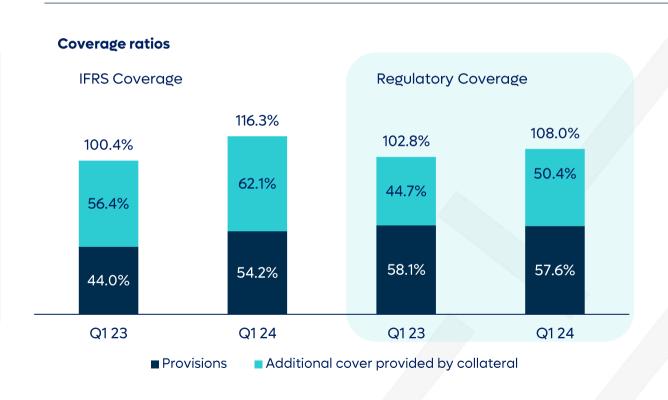


Increase in provisions charge to build coverage towards the 70% target.

Taking measures to maintain adequate coverage both from provisions and securities held.

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

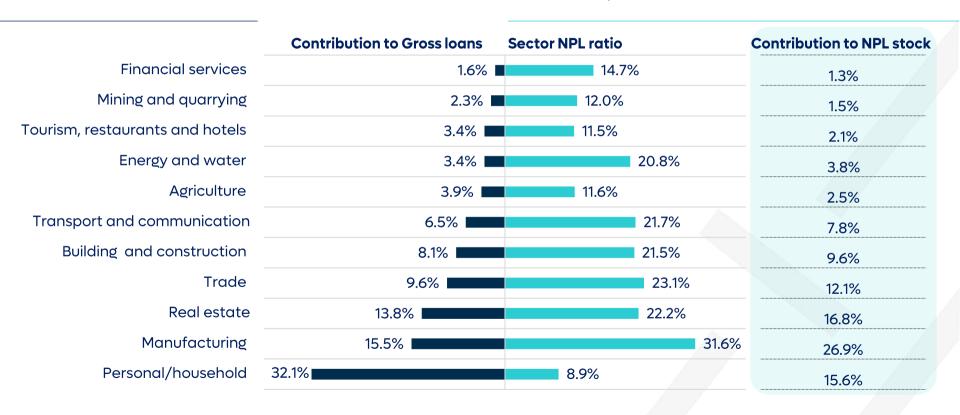
Statutory loan loss reserves reduced by 71% to Ksh. 7.1 billion on increased IFRS provisions and appreciation of Kenya shilling in Q1.





KCB's largest sector has single digit NPL ratio.

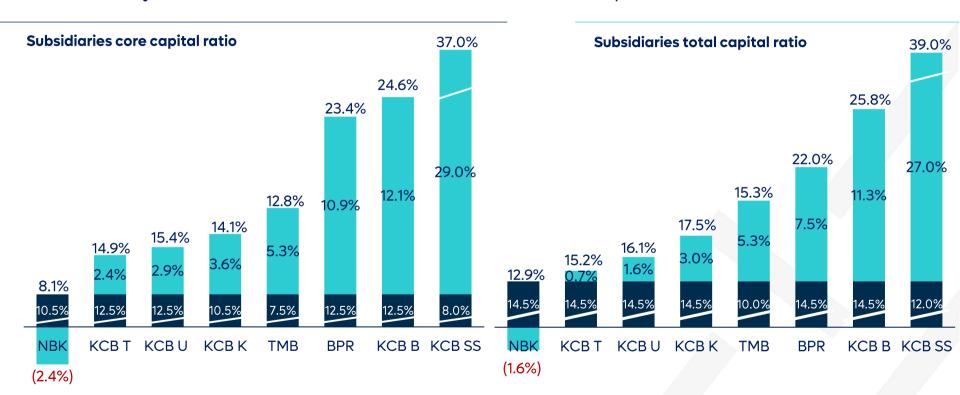
NPL concentrated within <20 large tickets in manufacturing, transport, construction & trade sectors.





Adequate capital to drive growth of risk weighted assets.

KCB Bank Kenya buffers now above our internal minimum at 300bps+





Customer deposits increased to Ksh 1.5 trillion.

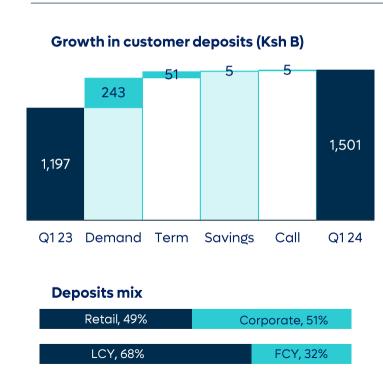
Driven by organic growth in demand and savings deposits across all businesses.

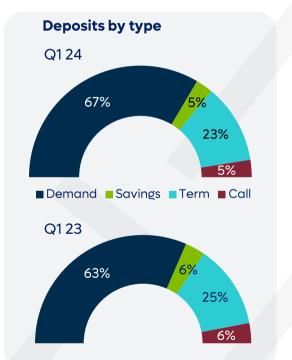


customer deposits.

33.6%

Proportion of customer deposits in other subsidiaries.

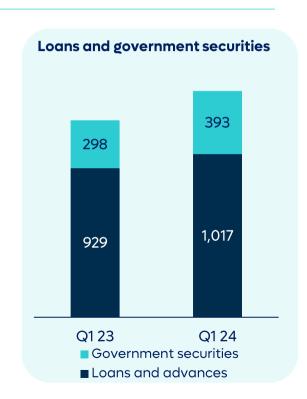


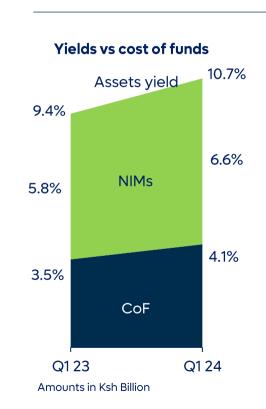




Net interest margin up 80bps on improved asset yield which netted off the high cost of funds.

Uptick in asset yield driven by implementation of risk-based pricing and high market rates.





Interest rates trend

	Mar 23	Mar 24
SOFR	4.4%	5.4%
Kenya Interbank	7.1%	13.5%
91 day T-Bills		
Kenya	9.8%	16.7%
Burundi	4.8%	7.9%
Rwanda	8.1%	9.1%
Tanzania	4.0%	8.2%
Uganda	10.4%	9.8%

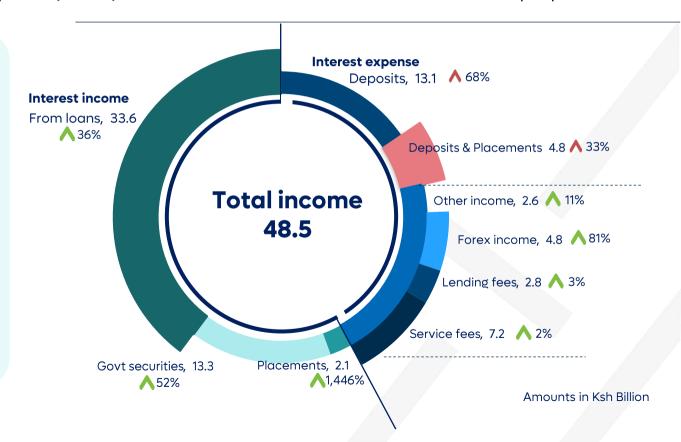


We delivered a strong growth in revenue.

From new business lines, deepening of digital channels and innovative customer value propositions.

^32%

Increase in revenue driven by interest income from customer loans, government securities & placements coupled with NFI growth from trade finance & forex income.



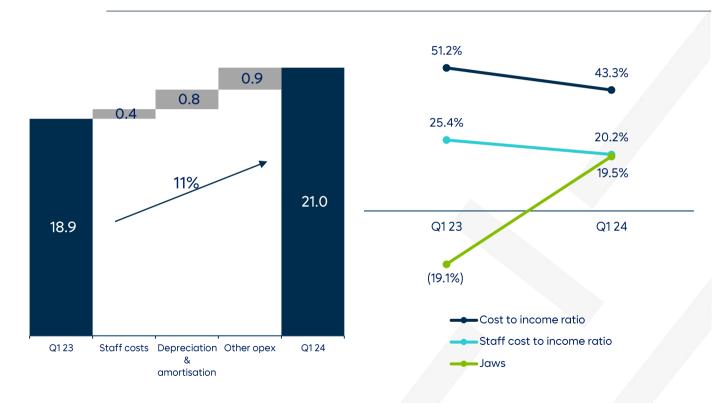


Operating costs grew slower than revenues resulting in positive jaws.

Growth in operating costs driven by customer acquisition activities and investments in technology.

11%
Growth in operating expenses.

Growth in staff costs driven by increased headcount in line with business growth.



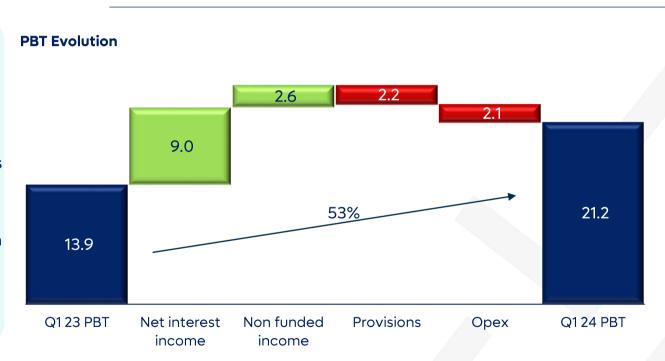


Group PBT increased by 53% to Ksh 21.2 billion in the first quarter.

Supported by growth in revenue lines and management of costs across all businesses.

↑41%Growth in net interest income.

Driven by increase in earning assets, rise in rates and implementation of risk-based pricing which enabled the Group to weather the 56% growth in interest expenses.



Amounts in Ksh billion



Strong growth in profit across all subsidiaries.

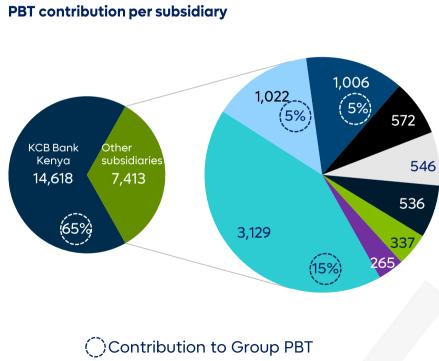
PBT from subsidiaries outside of KCB Bank Kenya remained strong at 35.0%

35.0%

Share of PBT from subsidiaries outside of KCB Bank Kenya, marginally up from 34.9% in Q1 2023.

71% PBT growth at KCB Asset Management to Ksh 24M.

16% PBT growth at KCB Investment Bank to Ksh 22M.



YoY Change ■ KCB Kenya 59% TMB 64% KCB Tanzania 81% 9% ■ BPR ■ KCB S Sudan 44% KCB Uganda 76% 221% ■ NBK 20% **■ KCBBIL*** (6%)■ KCB Burundi

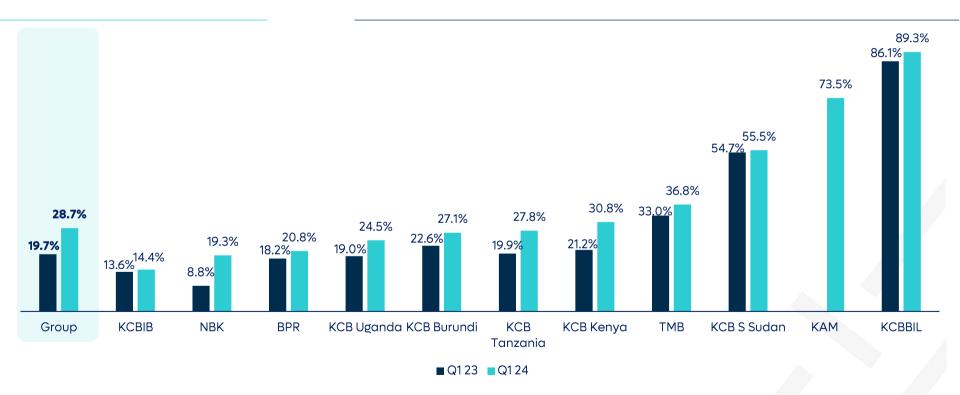
* KCB Bancassurance Intermediary Limited

Amounts in Ksh million



High return on equity across subsidiaries.

Group return on equity improved by 900bps to 28.7% on increased profitability.



KAM (KCB Asset Management) and KCBIB (KCB Investment Bank) re-positioned in 2023. KCBBIL – KCB Bancassurance Intermediary Limited.

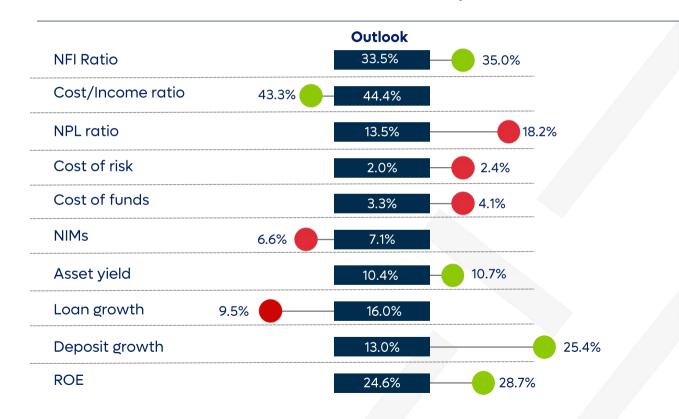


Profitability ratios and pace of deposits growth in line with guidance.

High cost of funding impacted net interest margins. Resolving NPLs remains a key focus area.

Increase in cost of funds driven by rise in interest expense on customer deposits aggravated by increase in cost of borrowings to 11.9% in Q1 2024 from 8.3% in Q1 2023.







We are COURAGEOUS

Business Update

Financial Performance

> Appendices

03

36.9%

25.4%



Overview of Key Financial Ratios

KCB GROUP Q12024 Q123 KCB Kenya KCB Group Q3 23 **FY 23** 19.7% 19.9% 17.8% Return on average equity 30.8% 28.7% 51.2% 51.9% 50.3% Cost to income 37.1% 43.3% 16.4% 17.3% 21.2% 18.2% 17.5% Gross NPL to gross loans 58.7% 62.9% 63.2% 61.4% 57.6% NPL regulatory coverage 30.1% 32.1% 38.8% 42.9% 38.8% Debt to equity 35.0% Non funded income (NFI) to total income 40.1% 36.1% 33.3% 35.0% 20.3% 25.1% Mobile NFI to total fees and commissions 21.4% 24.6% 39.4% 3.5% 3.4% 3.9% Cost of funds 4.5% 4.1% 5.8% 6.3% 6.6% Net interest margin 7.3% 6.6% 1.8% 2.2% 3.4% Cost of risk 2.6% 2.4% 77.6% 63.3% 64.8% Net loans to deposits ratio 70.0% 67.8% Government and other securities to total assets 18.3% 17.7% 18.3% 23.1% 19.7% 31.9% 38.1% 27.0% Growth of net loans and advances 6.7% 9.5%

Growth of customer deposits

79.6%

41.5%

48.9%



Summary Statement of Financial Position as at 31 March 2024

	KCB Group			KCB Bank		
Ksh Billion	Q1 23	Q1 24	Y-O-Y Change	Q1 23	Q124	Y-O-Y Change
Cash and balances with central bank	65.0	79.1	22%	35.6	49.7	39%
Balances with other institutions	189.5	336.3	78%	9.5	154.6	1,536%
Investments in Govt & other securities	297.7	393.0	32%	205.8	306.9	49%
Net loans and advances	928.8	1,017.4	10%	654.7	698.2	7%
Fixed assets	43.6	42.1	(3%)	23.5	23.6	0%
Other assets	106.0	128.2	21%	66.5	94.8	43%
Total assets	1,630.6	1,996.2	22%	995.5	1,327.8	33%
Customer deposits	1,196.6	1,501.0	25%	728.5	997.1	37%
Balances due to other banks	61.0	36.6	(40%)	23.0	16.6	(28%)
Long-term debt	62.6	76.1	21%	58.1	64.9	12%
Other liabilities	95.5	143.9	51%	61.2	98.2	60%
Total liabilities	1,415.8	1,757.6	24%	870.9	1,176.7	35%
Shareholders' equity	208.1	231.5	11%	124.6	151.1	21%
Total liabilities and equity	1,630.6	1,996.2	22%	995.5	1,327.8	33%



Summary Statement of Profit or Loss for the First Quarter Ended 31 March 2024

		KCB Grou	ıp		KCB Bank Kenya		
Ksh Billion	Q1 23	Q124	Y-O-Y Change	Q1 23	Q1 24	Y-O-Y Change	
Interest income	33.6	49.1	46%	21.9	34.1	56%	
Interest expense	(11.6)	(18.0)	56%	(8.0)	(13.6)	70%	
Net interest income	22.1	31.1	41%	13.8	20.5	48%	
Foreign exchange income	2.6	4.8	81%	1.9	4.0	109%	
Net fees and commissions	9.8	10.0	2%	5.4	5.4	0%	
Other income	2.3	2.6	11%	1.1	0.8	(31%)	
Non-funded income	14.8	17.4	18%	8.5	10.2	20%	
Total Income	36.9	48.5	32%	22.4	30.8	38%	
Total operating expenses	(18.9)	(21.0)	11%	(9.8)	(11.4)	16%	
Loan impairment	(4.1)	(6.3)	53%	(3.3)	(4.7)	42%	
Profit before tax	13.9	21.2	53%	9.2	14.6	59%	
Tax expense	(4.1)	(4.7)	14%	(2.8)	(3.5)	25%	
Profit after tax	9.8	16.5	69%	6.4	11.2	73%	



Key Operating Data

	Q1 2023	Q3 2023	FY 2023	Q1 2024
KCB Footprint				
Branches	607	598	594	583
Number of customers (million)	32	33	38	38
ATMs ¹	1,302	1,318	1,322	1,318
Agency outlets ²	23,739	25,094	23,428	24,870
POS/Merchant outlets ²	7,468	8,299	8,291	10,743
Vooma merchants outlets	804,763	1,036,082	1,100,586	1,154,238
Total number of employees	11,640	12,067	12,221	12,287
KCB Share Information				
Earnings per share (Ksh)	12.61	12.75	11.66	20.52
Dividend per share (Ksh)	-	-	-	-
Number of issued shares (million)	3,213	3,213	3,213	3,213
Number of shareholders	193,612	194,300	194,847	194,590
Period-end share price (Ksh)	35.50	20.85	21.90	30.05
Market capitalization (Ksh billion)	114.1	70.0	70.4	96.6
FX Rates				
Ksh/US\$ exchange rate (period-end)	132.33	148.10	156.46	131.80

Notes

¹ Includes 533 partner ATMs which KCB customers have access to at no extra charges

² Active agents and merchants



KCB Regional Footprint and Key Macros as at 31 March 2024

		Kenya ¹	Tanzania	South Sudan	Rwanda	Uganda	Burundi	DR Congo
KCB Footprint								
Branches		294	17	15	130	13	6	108
Number of customers (thousand	s)	34,377	60	156	418	106	60	2,290
ATMs	,	575	19	14	62	15	8	92
Agency outlets		19,446	534	48	642	245	147	3,808
POS/Merchant outlets		8,642	700	13	384	277	51	676
Vooma merchant outlets		1,154,238	-	-	-	-	-	-
Total number of employees		8,320	334	211	1,117	333	160	1,811
of which	ch:FTE	6,006	325	211	1,113	300	159	
	PTE	2,314	9	-	. 4	33	1	164
Operating environment	2000	4.007	4.707	(5.004)	0.007	4 204	4.004	0.007
GDP growth	2022	4.8%	4.7%	(5.2%)	8.2%	6.3%	1.8%	
	2023	5.5%	5.0%	(0.1%)	6.9%	4.8%	2.7%	
	2024 projection	5.0%	5.5%	5.6%	6.9%	5.6%	4.3%	
Inflation rates	Mar-23	9.2%	4.7%	1.3%	31.0%	9.0%	32.6%	
	Mar-24	5.7%	3.0%	22.4%	0.6%	3.3%	14.0%	21.2%
Movement in currency/USD YTD -Mar 2024		(15.8%)	2.0%	47.6%	2.1%	2.7%	0.6%	3.4%
Central Bank rates	Mar-23	9.5%	5.0%	20.0%	7.0%	10.0%	7.0%	9.0%
	Mar-24	13.0%	5.0%	12.0%	7.5%	10.0%	12.0%	25.0%
Current account balance/GDP	2022	(5.2%)	(5.6%)	9.7%	(8.8%)	(8.8%)	(16.2%)	(5.0%)
,	2023	(3.8%)	(5.3%)	1.7%	(11.7%)	(7.7%)	(13.3%)	
	2024 projection	(4.0%)	(4.2%)	3.9%	(12.1%)	(7.3%)	(17.3%)	(4.1%)

Notes

 $^{^{\}rm 1}\,\rm Kenya$ footprint are consolidated data for KCB Bank Kenya and NBK.



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Rounding differences

Please note that rounding differences may appear within the presentation.

Navigation icons





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Crosslisting

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