

INVESTOR BRIEFING

SEPTEMBER 2022



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H1 2022 FINANCIAL PERFORMANCE

OUTLOOK

Disclaimer and Note on Forward-Looking Financial Projections

NCBA Group PLC and its subsidiaries (collectively “NCBA Group” or “the Group”) may periodically provide oral and/or written forward-looking financial projections to the Group’s stakeholders who include but are not limited to investors, financial analysts and the media. Forward-looking projections may include but are not limited to statements outlining the strategic objectives, business plans and expected financial performance of the Group during a current financial year of business operation and/or subsequent financial or reporting periods.

In order to arrive at forward-looking financial projections, the Group relies on assumptions derived from past experiences, actual historical financial performance and economic indicators obtained from Government policy statements and pronouncements among other sources of information deemed reliable and relevant to the Group’s operations. Consequently and by their nature, the Group’s forward-looking financial projections and the underlying assumptions used thereof are subject to factors beyond the control of the Group, which may significantly alter the actual financial performance. Such factors include but are not limited to direct and indirect inherent risks affecting the financial, economic, regulatory, national and international environments in which the Group operates.

While the Group’s Management team applies due care in preparing the forward-looking financial projections, consumers of these reports are advised to treat them as observations made as at the time of communication, which should not be relied upon as statements of fact and/or guarantees of future performance. Consumers of these reports are further advised to exercise caution in attempting to rely on the information contained therein and to carry out further research for the purposes of making informed conclusions and decisions regarding their investment decisions, including conducting due diligence or seeking expert opinion thereof. Neither the Group nor its Directors and employees will be held responsible for any decision made on the basis of the forward-looking financial projections, which the Group is under no obligation to update if circumstances or Management’s estimates or opinions should change except as may be required by law. These projections should not be circulated to third parties and requests for copies or clarifications should be directed to the Group Managing Director, NCBA Group PLC.

Our History

NCBA Group PLC, officially started operations on Tuesday, 1st October 2019 following the merger of NIC Group PLC (NIC) and Commercial Bank of Africa Limited (CBA)



- First incorporated as National Industrial Credit 60 years ago
- Started as a hire purchase organisation to enable Kenyans to finance asset acquisition
- Renamed NIC Bank in 2005
- Remained the undisputed market leader in Asset Financing. This heritage has continued into NCBA Bank



- Opened its doors 59 years ago and was the largest privately owned bank in Eastern Africa
- Developed reputation as the go-to provider for large corporations, institutions, businesses and high net worth individuals
- A truly innovative Bank, first to market with
 - Fully digital banking platform - LOOP
 - M-Shwari and Fuliza
 - 105% mortgage offering

NCBA is anchored on a 60 year heritage of best-in class relationship management coupled with cutting-edge digital banking

Our Purpose and Value

OUR PURPOSE:

To be the Financial Services
Partner that Inspires Your Growth

DRIVEN
OPEN
RESPONSIVE
TRUSTED

Welcome to the bank
that banks on your
ambition

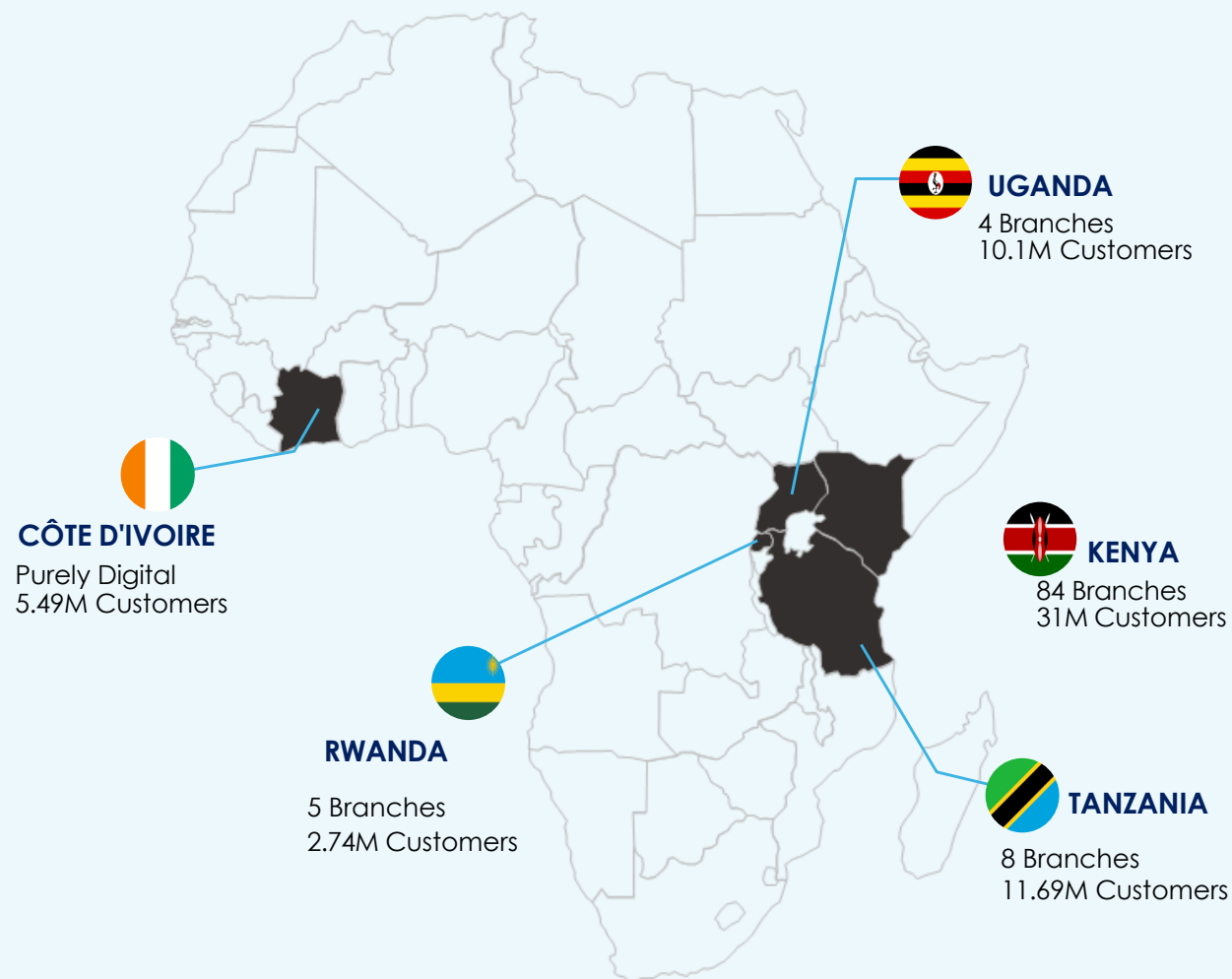
Welcome to the bank
that says
Go For It

Welcome to NCBA

OUR CUSTOMER PROMISE


At NCBA, our customers are at the heart of everything we do – we are driven by our promise to offer exceptional innovative products and services that are tailored to our customers' specific needs, from personal banking products to scalable business banking solutions that grow as your business does.

Our Regional Footprint



KEY GROUP HIGHLIGHTS

CUSTOMERS

 >60M

STAFF

 2,946

BRANCHES

 101

ATMs

 93

CASH DEPOSIT MACHINES

 34

DR & CR CARDS

190K+

Fitch Rating

In its latest assessment, Fitch affirmed its rating of NCBA Group and NCBA Bank as B+ Negative Outlook

Positive Highlights:

Strong Business Profile: Strong franchise and diverse business model: The enlarged post-merger business is expected to contribute to economies of scale, risk diversification, stronger earnings and cheaper funding

Good profitability: Group's operating income/risk-weighted assets improved to 4.3% in 2021 (2020: 1.5%) following a significant reduction in loan impairment charges

Sound capitalization

B⁺

Negative Outlook



Areas of Attention:

Loan quality: The operating environment risks could pressure asset quality metrics

Deposit structure: Reliance on more-expensive institutional term deposits (45% of deposits)

Operating environment risks: Inflationary pressures are likely to lead the CBK to further tighten monetary policy

Awards & Accolades



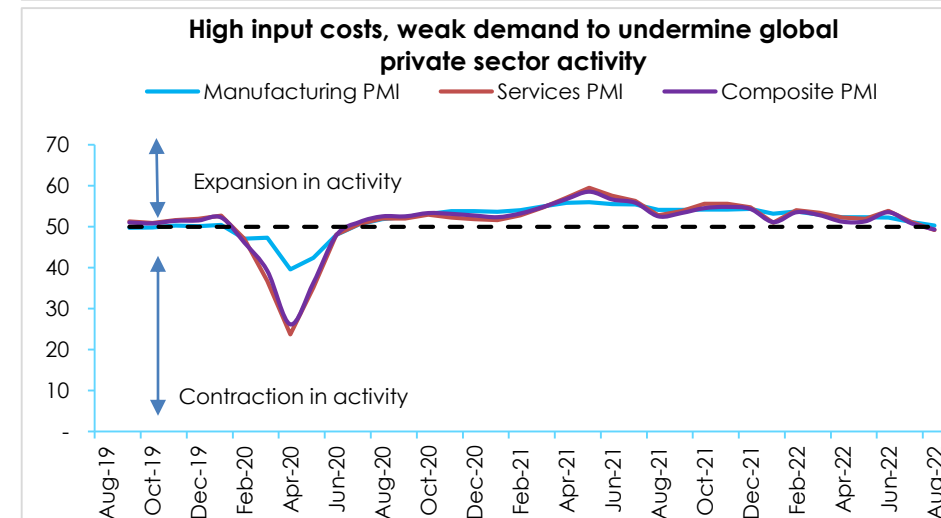
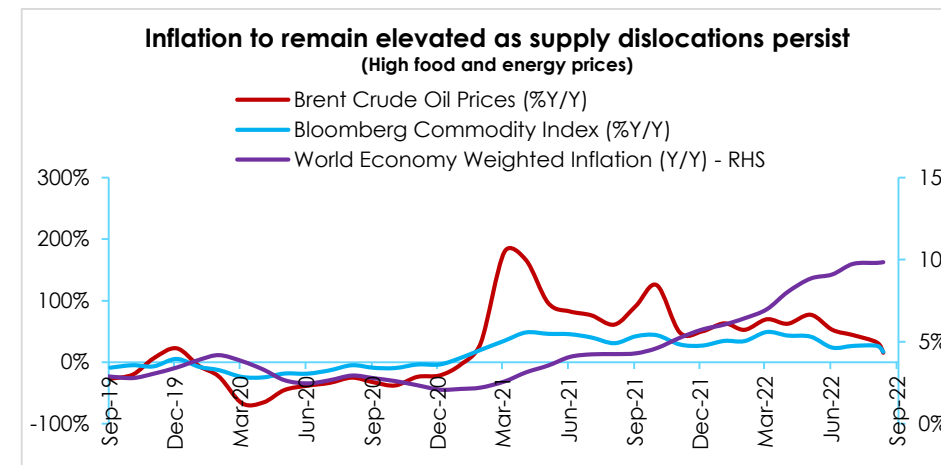
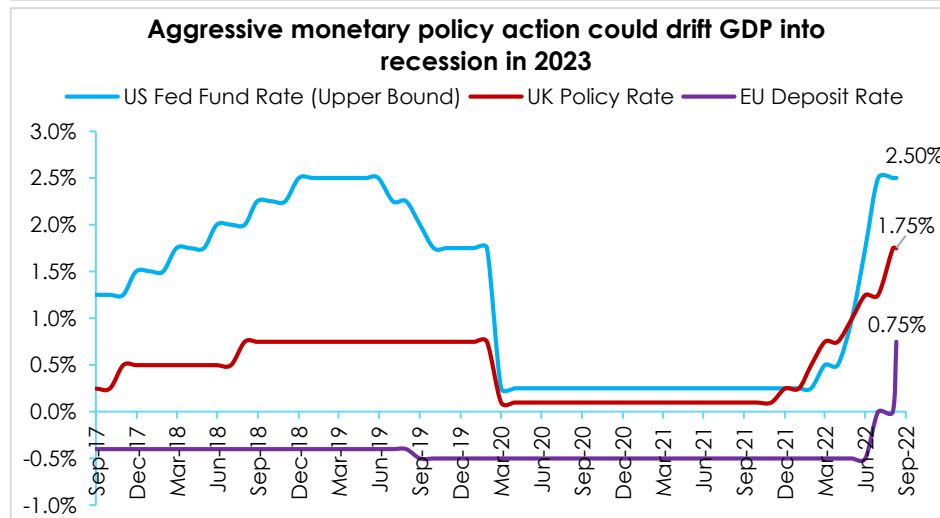
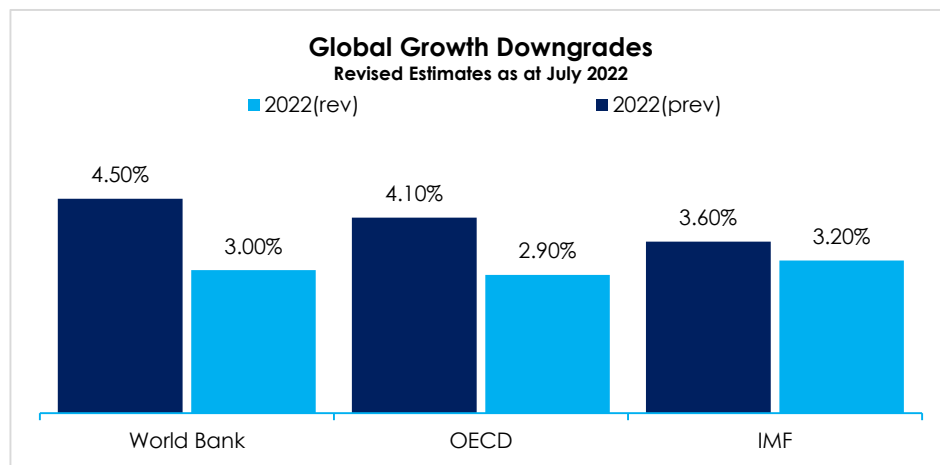
- **Best Bank** in Kenya 2022 - Global Finance
- **Most Preferred Asset Finance Bank** in Kenya - Annual Road Safety Awards 2022
- **3rd Best in Customer Experience** - Kenya Bankers Association
- **5th Best employer** by LinkedIn
- Among **Top 10 most valuable brands** in Kenya - Brand Finance
- Recognized as one of the **strongest brands in 2022** - Brand Finance Kenya

OPERATING ENVIROMENT



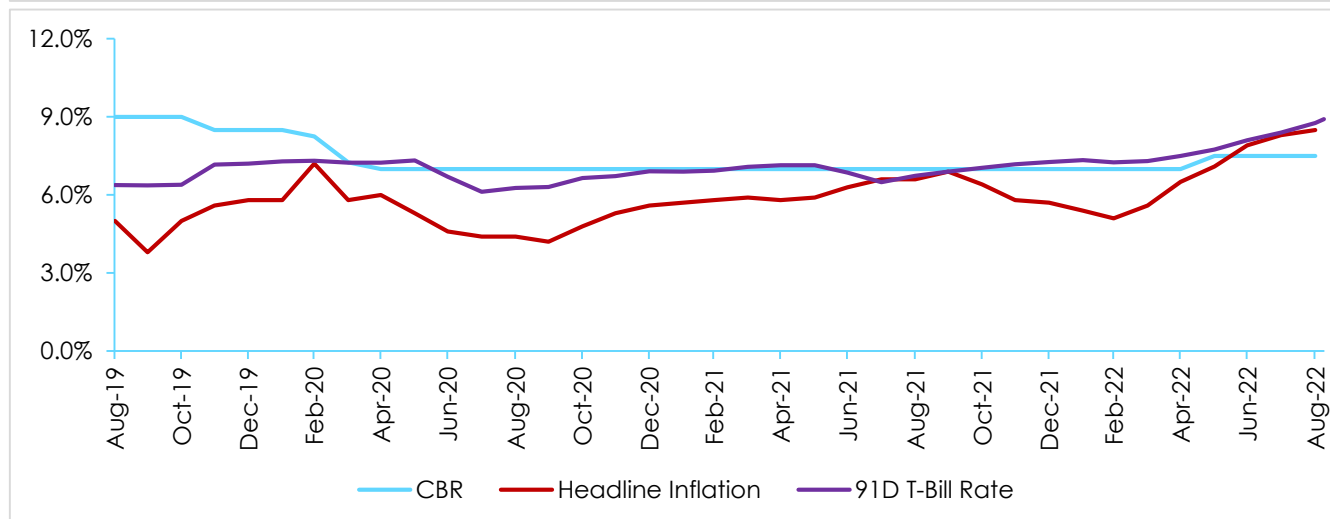
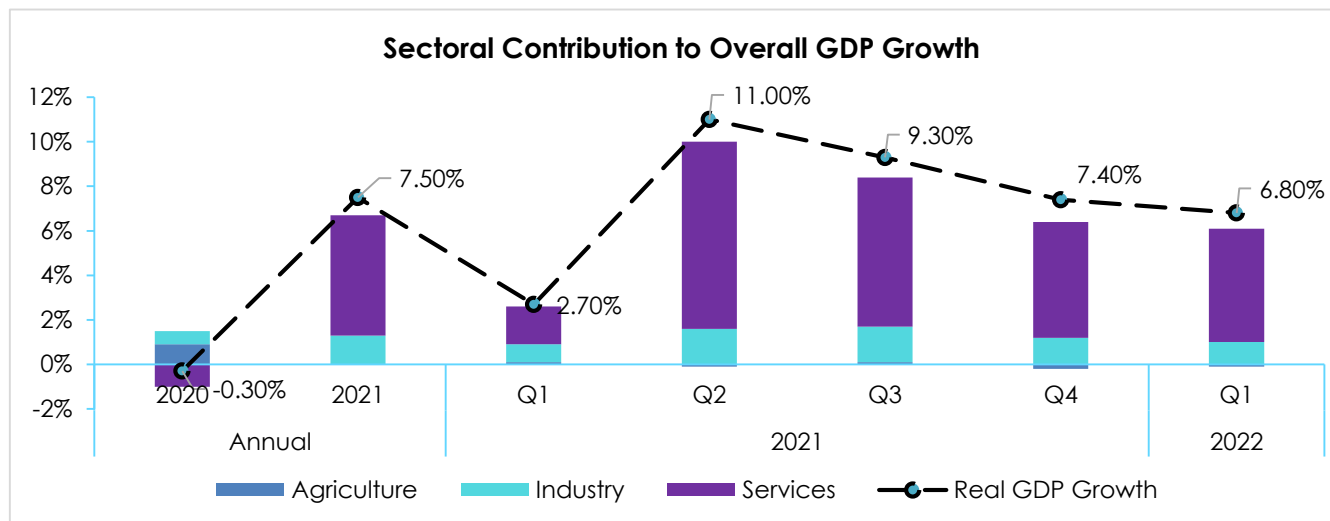
OPERATING
ENVIRONMENT

Global: Firming stagflation risks to result in more growth sensitive policymaking



Key Risks to the Global Outlook: Surging Inflation, Frontloading of Policy Rate Hikes, Geopolitical Tensions & Lingering COVID-19 Pandemic

Kenya Macroeconomic Environment: Key Indicators



- **Annual headline inflation rate at 8.5% (Aug-22) up 277bps YTD** driven by high food and fuel costs linked to supply and supply chain disruptions. Firming demand pressures suggests more entrenched broad-based price pressures.
- **CBR at 7.5% up 50bps YTD** as CBK seeks to not only normalize monetary policy, following supportive measures during the height of the pandemic, but as well contain price pressures. Scope for an additional 75bps rate hike by end-2022.
- **NSE-20 Stock Index down 5.92% YTD** largely reflecting a lull in the business climate. Foreign investors as well fleeing frontier and emerging markets in search of safer havens. Overall, a reduced local political risk premium should bode well for returns in Q4.
- **91 Day T-bill at 8.91% up 164.6bps YTD.** Higher inflation expectations, tighter monetary policy and government's preference for local borrowing to steer yields higher.

Kenya 2022 Post-Election View

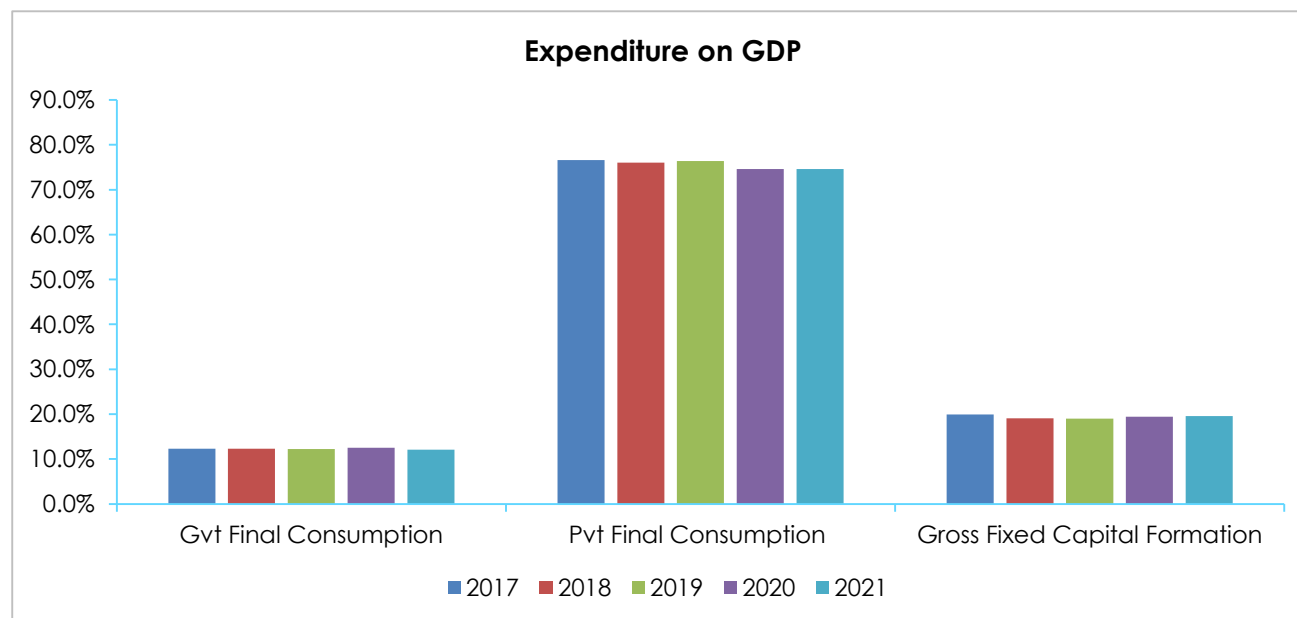
An undisruptive electoral cycle and confidence in institutional strength should reduce the political risk premium on the economy, enhance sentiments paving way for investments.

Key Tailwinds:

- Policy continuity with little deviation from the priorities under Vision 2030.
- Fading political risks to boost sentiments, consumption and investments.

However:

- Ongoing social-economic shocks (rising inflation, sticky wages = high cost of living) to moderate the positive outlook.



Private consumption to recover post-election though risks remain:

- Private sector activity, personal consumption is somewhat indifferent to elections.
- Consumption and business spending expected to resume following a smooth government transition.
- Key risk to consumption will stem from a slow recovery in employment amid high cost of living which should undermine purchasing power.

UPDATE ON STRATEGIC PRIORITIES



Our 5 Strategic Priorities: 2020 - 2024

1 Become a Distinguished Brand Known For Customer Experience

2 Scale Retail Banking: Expand Distribution



- Thoughtfully grow our retail footprint to increase customer accessibility and gain relevance

3 Deepen Leadership in Corporate Banking & Asset Finance



- Build industry expertise in key growth sectors
- Diversify and differentiate our Products
- Develop strategic partnerships with key enablers

4 Digital Transformation



- Digitize the core bank
- Reposition & scale Loop
- Develop a Fintech to capture new markets & opportunities

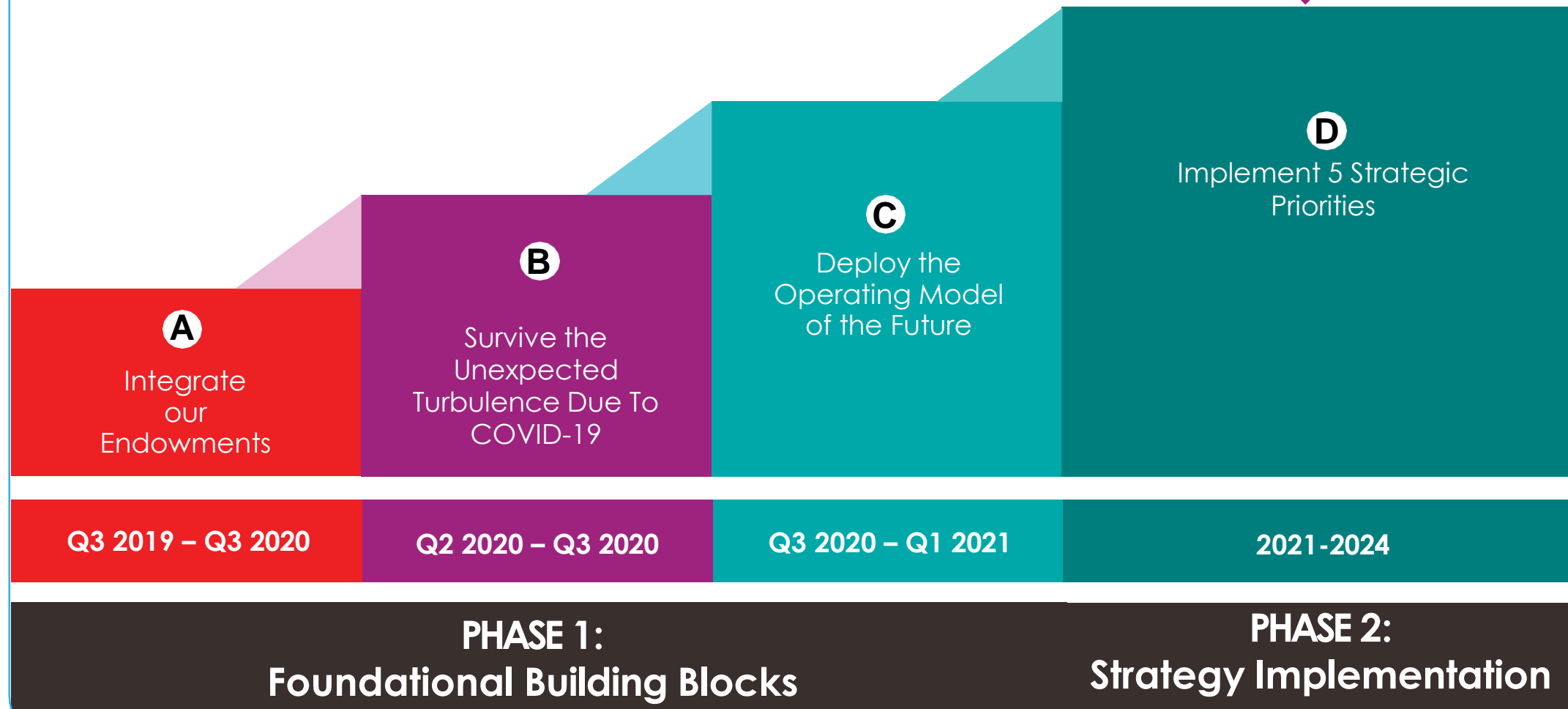
5 Develop a High Performance Employee Culture

**Increase
Shareholder
Value**

Strategic Roadmap

Our phased approach allows us to focus on investing in our growth agenda anchored on a solid organizational foundation

We are Here



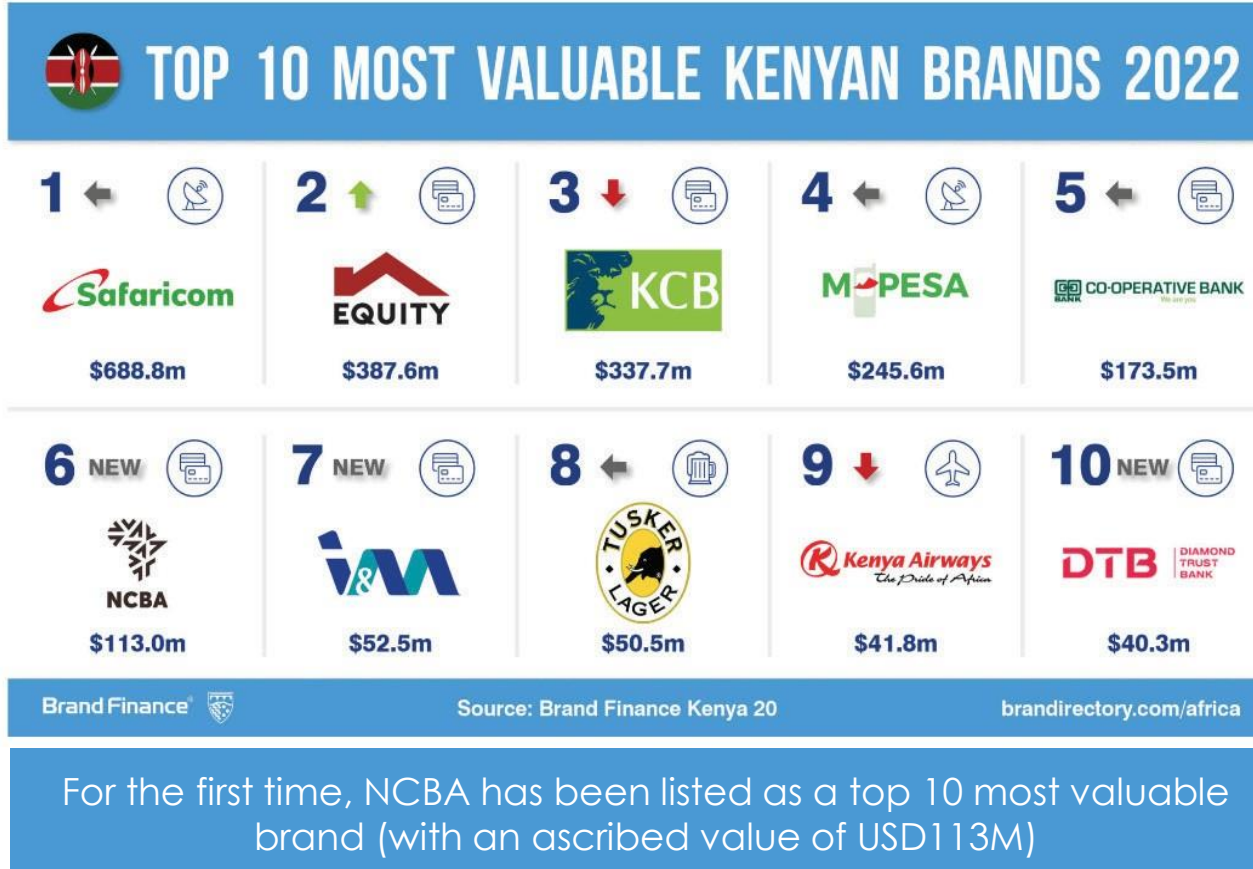
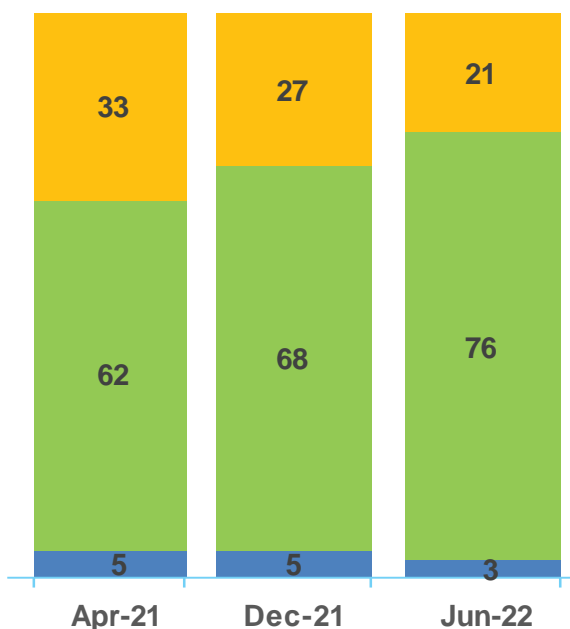
1

Distinguished Brand Known for Customer Experience

Notable growth of NCBA brand consideration over time as we continue to make intentional investments to position the brand in the mind and hearts of our customers

Brand Consideration Trend

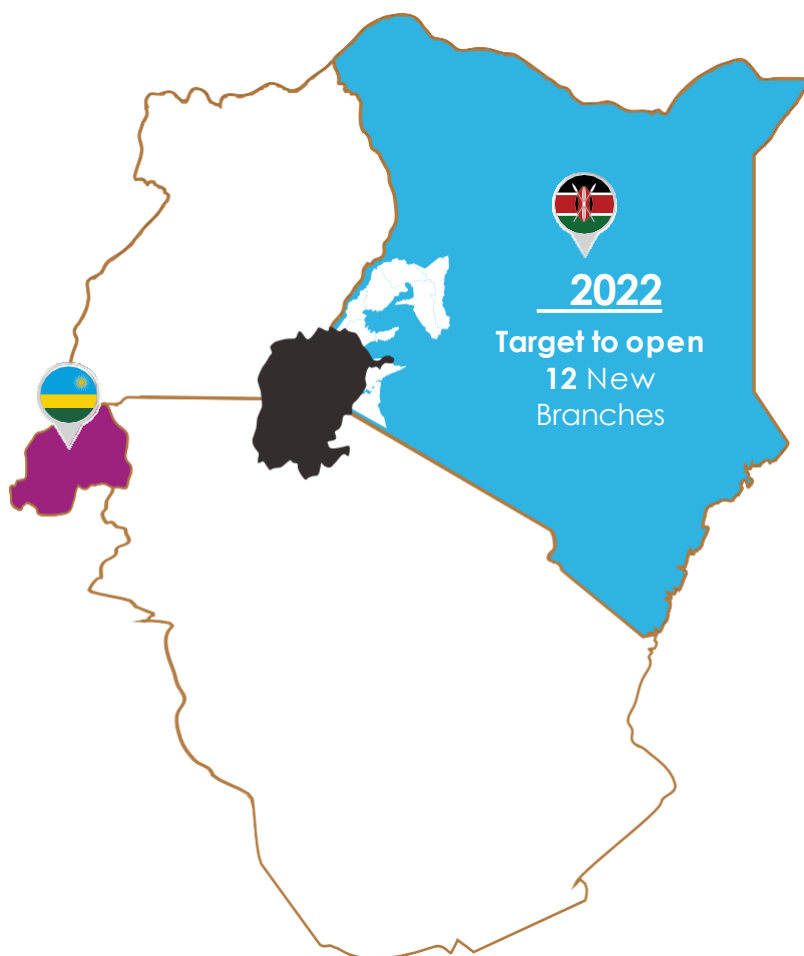
- I would not consider it
- I would seriously/ might consider it
- It would be my first choice



2

Scaling Retail Banking

Benefits accruing from enhance network reach and enhanced operational efficiencies



New Branches Performance

- **2 branches have broken even ahead of schedule**
- New branches driving rebalancing of the deposit book; improving NIMs

2022 Update



- **16 branches opened in Kenya** since the implementation of the strategy
- On track to **open an additional 8 branches** in the balance of 2022



- **2 new** branches opened

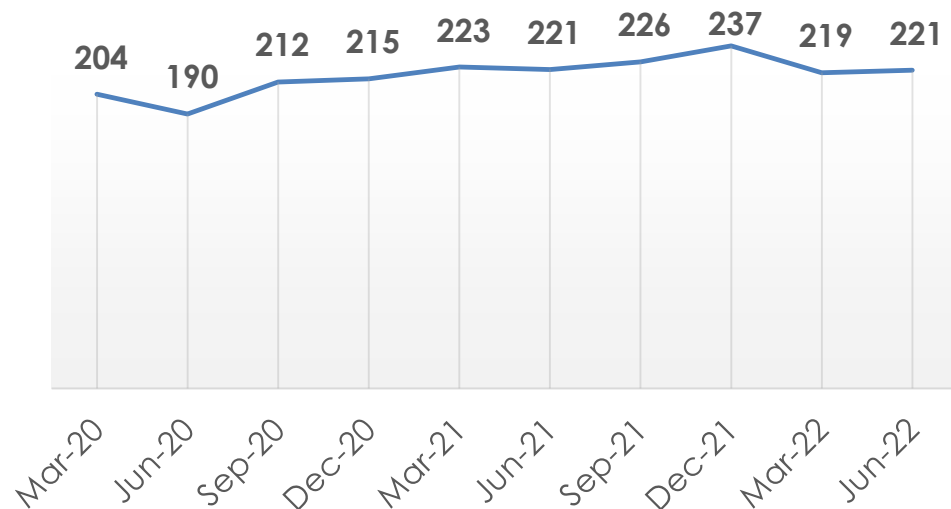
3

Deepening Leadership in Corporate Banking

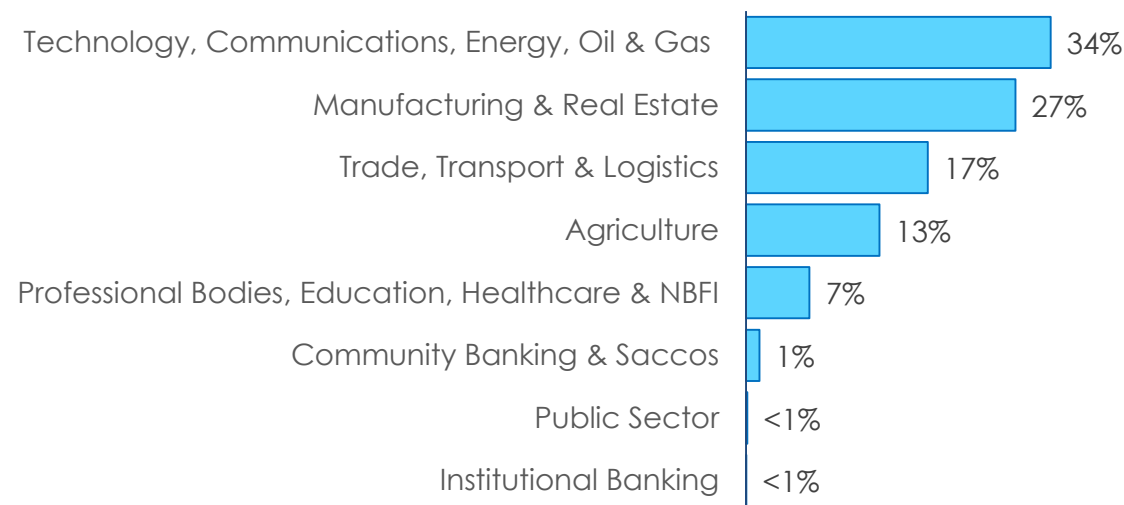


- **# 1 FX provider in the market**
- Highest corporate deposits, with >60 new corporates on boarded in 2022
- Deep expertise in key sectors, enabling thought leadership
- Integrating core banking system into ERPs of key customers to enable smooth 1 click end to end processing of transactions
- Thought Leadership: Economic forums
- 45% YoY growth in operating income profit

Customer Deposits (KES Bn)



Lending: % Contribution in H1 2022

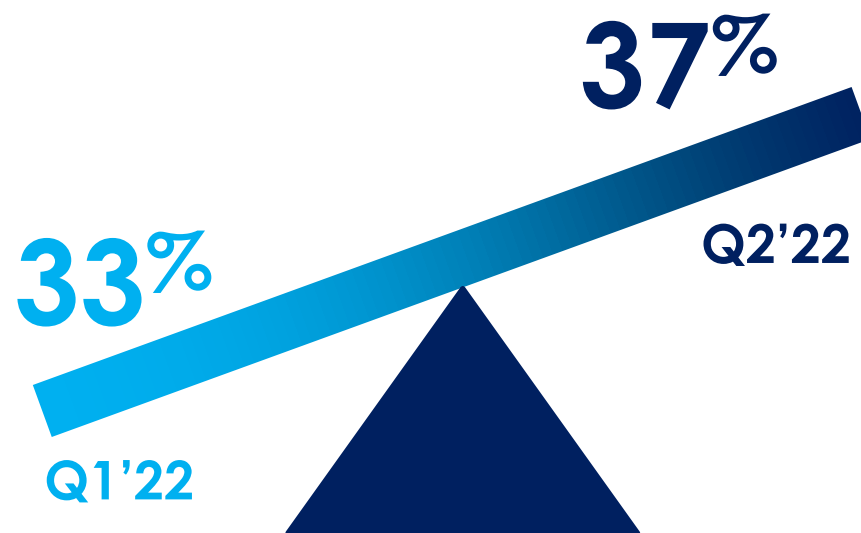


3

Deepening Leadership in Asset Finance

Leveraging our market leadership to drive the climate risk agenda by pioneering leasing of electric vehicles (KES 2Bn Investment) / Finance 5,000 vehicles

Market Share



**Develop
strategic
partnerships
with key
enablers**

Partnered with

- CFAO Motors to lease 250 Vehicles
- Isuzu E.A to lease 108 Isuzu Vehicles
- DT Dobie to lease 222 units of VW Tiguan Medium SUV








**Diversify and
differentiate
our products**

- Electric vehicle financing
- **15 second approval**

4

Digital Transformation

We are the market leader in digital financial services and we continue to expand our regional reach and grow our disbursements

| Product | Country | Partner |
|----------|-------------------------------------------------------------------------------------|-----------|
| M-Shwari |  | Safaricom |
| Loop |  | |
| Fuliza |  | Safaricom |
| M-PAWA |  | Vodacom |
| MoKash |  | MTN |
| MoKash |  | MTN |
| MoMokash |  | MTN |

| | | Loans Disbursed (Inception to Date) | |
|------------|-----------|----------------------------------------|----------------|
| Product | Customers | Volume | Value |
| M-Shwari | 31.9Mn | 181Mn | \$5.85Bn |
| Fuliza | 17.1Mn | 2.25Bn | \$9.12Bn |
| M-PAWA | 11.9Mn | 14.4Mn | \$115.9Mn |
| MoKash (U) | 10.9Mn | 25.2Mn | \$327.5 Mn |
| MoKash (R) | 2.9Mn | 4.6Mn | \$ 64.7Mn |
| MoMokash | 5.8 Mn | 0.7Mn | \$23.7Mn |
| | | 2.47Bn | 15.50Bn |

4

Digital Transformation: Digital Business Contribution

This business has steadily increased its contribution to Group PBT, while providing significant cost efficiencies



KES **583.7**^{Bn}

Disbursements

YoY+34% (KES 434Bn)

KES **35.6**^{Bn}

Deposits

YoY+24% (KES27.3Bn)

KES **12.6**^{Bn}

Revenues

YoY+3.5% (KES 12.2Bn)

1.14%

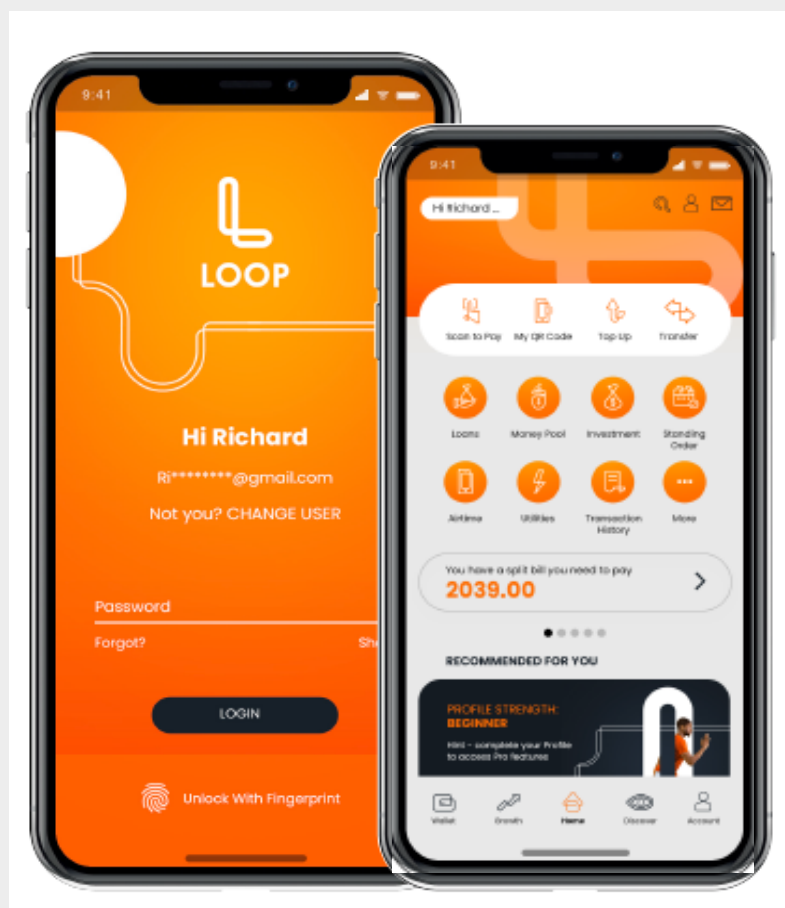
Impairments

YoY+0.79% (1.93%)

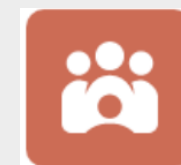
4

Digital Transformation: Digital Business: Big Bet

We will become more essential to our customers by **establishing a payments platform business** that addresses their need for simplicity. In turn, this will increase the scalability of our Business and **create new incentives to “enter and remain in the NCBA ecosystem”**.



Target Strategic Outcomes



1,000,000 consumers
50,000 merchants



25% CAGR
YoY Revenue



Most valued digital
platform for Financial
Services in Africa

4

Digital Transformation: Regional Expansion

We see an opportunity for NCBA to be relevant to ~500M customers across Africa



Horn of Africa Cluster



- Pursuing partnership with local telco players to support NCBA Group's market entry into Ethiopia, Africa's last frontier market.
- Addressable market: **102M**

East Africa Cluster



We continue to expand our strategic partnership with MNO **Safaricom**, **Vodacom** and **MTN**, to offer relevant MSL product to our customers and to expand our current business revenue lines.

Addressable market: **171M**

Western Africa Cluster



- Expanding our strategic partnership with **MTN**, to offer relevant MSL product to our customers and to expand our current business revenue lines.
- Existing JV subsidiary offers consumer and merchant propositions.
- Expand MSL product offering and launch LOOP proposition
- Addressable market: **200M**

4

Digital Transformation

Delivering on efficiencies to drive business growth and better service management

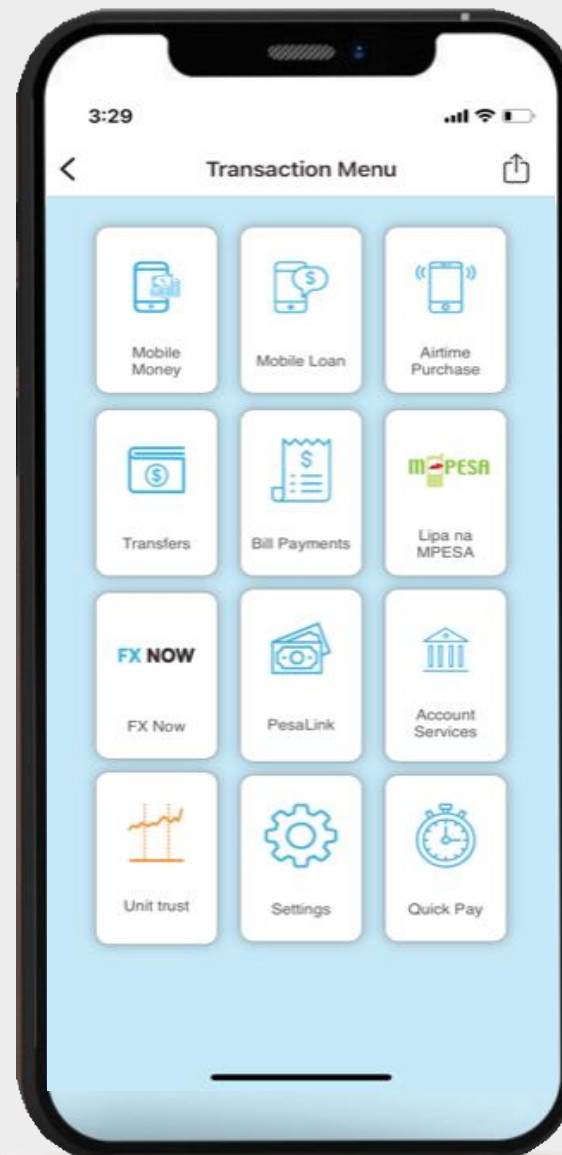
1. NCBA Now

Mobile banking consolidation project

- 100% of active customers migrated to NCBA Now

Enhancement / Stabilization

- **4.1 rating** in Google play-store (3.2 average peer rating)
- UI/UX enhancements
- in APP express way top up
- Display of the customer's relationship manager
- Silent OTP
- Revamped IOS and Android apps



2. Retail Digital Finance

58%

Increase in monthly disbursement in H1 2022 compared to H2 2021 as a result of System stabilization and enhanced marketing

3. Going Paperless

2022 Priorities

4 key areas of focus this year across the Group

1

Customer Experience



Deliver Brand Love

2

Business Growth



Enhance top line growth

3

Controls



Implement robust controls

4

Regional Business Performance



Eliminate drag to Group Performance and create foundation for growth

FINANCIAL PERFORMANCE



H1 2022 Group Performance Highlights

Group performance supports path to financial targets

11%

KES 604_B
Balance Sheet

Balance Sheet Highlights

(Amounts in KES B)

| | | | |
|------------------------|-----|---|-------------|
| Customer Deposits | 468 | ▲ | 7% YoY |
| Government Securities | 222 | ▲ | 17% YoY |
| Gross Loans & Advances | 278 | ▲ | 0.5% YoY |
| Digital Disbursements | 339 | ▲ | 25% YoY |

Income Statement Highlights

(Amounts in KES B)

| | | | |
|---------------------|------|---|------------|
| Operating Profit | 17.5 | ▲ | 27% YoY |
| Net Interest Income | 14.9 | ▲ | 11% YoY |
| Non Funded Income | 14.2 | ▲ | 33% YoY |
| Operating Expenses | 11.6 | ▲ | 11% YoY |
| Impairments | 5.6 | ▼ | 6% YoY |

51%

KES 11.2_B
Profit Before Tax

H1 2022 Subsidiary Performance

The Group has continued to deliver solid results as we record improvements in the performance of our subsidiaries

Amounts in KES Millions

| | | H1 2022 | H1 2021 | Δ% |
|--------------------------------------------------|------------------------------------------|---------------|--------------|------------|
| Banking Subsidiaries | Kenya | 11,621 | 7,936 | >46% ▲ |
| | Tanzania | (471) | (245) | 92% ▼ |
| | Uganda | 293 | (174) | >100% ▲ |
| | Rwanda | 192 | 40 | >100% ▲ |
| Non Banking Subsidiaries & associates | NCBA Group | (49) | (38) | 29% ▼ |
| | Investment Bank | 178 | 130 | 37% ▲ |
| | Insurance Intermediary | 108 | 111 | (3)% ▲ |
| | Leasing (LLP) | 34 | 47 | (28%) ▼ |
| | Group Profit Before Tax | 11,904 | 7,805 | 53% |
| | Exceptional Items | (724) | (391) | 85% |
| | Group PBT after Exceptional Items | 11,180 | 7,414 | 51% |
| | Tax | (3,409) | (2,757) | 24% |
| | Group Profit after tax | 7,771 | 4,657 | 67% |

H1 2022 Statement of Profit & Loss

We have focused on generating sustainable revenue across all income lines thus sustaining momentum in operating profits

| | NCBA Bank Kenya | | | NCBA Group Consolidated | | |
|------------------------------------------------|-----------------|---------------|-------|-------------------------|---------------|-------|
| | H1 2022 | H1 2021 | Δ% | H1 2022 | H1 2021 | Δ% |
| Interest Income | 22,345 | 20,454 | 9% | 24,931 | 22,475 | 11% |
| Interest Expenses | (9,206) | (8,197) | 12% | (10,131) | (9,048) | 12% |
| Net Interest Income | 13,139 | 12,257 | 7% | 14,800 | 13,427 | 10% |
| FX Income | 4,982 | 2,167 | >100% | 5,286 | 2,382 | >100% |
| Other Non- Interest Income | 2,594 | 2,517 | 3% | 3,555 | 3,272 | 9% |
| Digital Lending Income | 4,595 | 4,442 | 3% | 5,342 | 5,051 | 6% |
| Operating Income | 25,310 | 21,383 | 18% | 28,982 | 24,132 | 20% |
| Operating Expenses | (9,078) | (8,256) | (10%) | (11,521) | (10,408) | (11%) |
| Operating Profit | 16,232 | 13,127 | 24% | 17,461 | 13,724 | 27% |
| Provisions | (4,611) | (5,138) | (10%) | (5,556) | (5,919) | (6%) |
| Profit Before Tax And Exceptional Items | 11,621 | 7,989 | 45% | 11,905 | 7,805 | 53% |
| Exceptional item | (531) | (391) | 36% | (725) | (391) | 85% |
| Profit after Exceptional items | 11,090 | 7,598 | 46% | 11,180 | 7,414 | 51% |

H1 2022 Statement of Financial Position

Our balance sheet continues to expand on the back of healthy deposit growth

Amounts in KES Millions

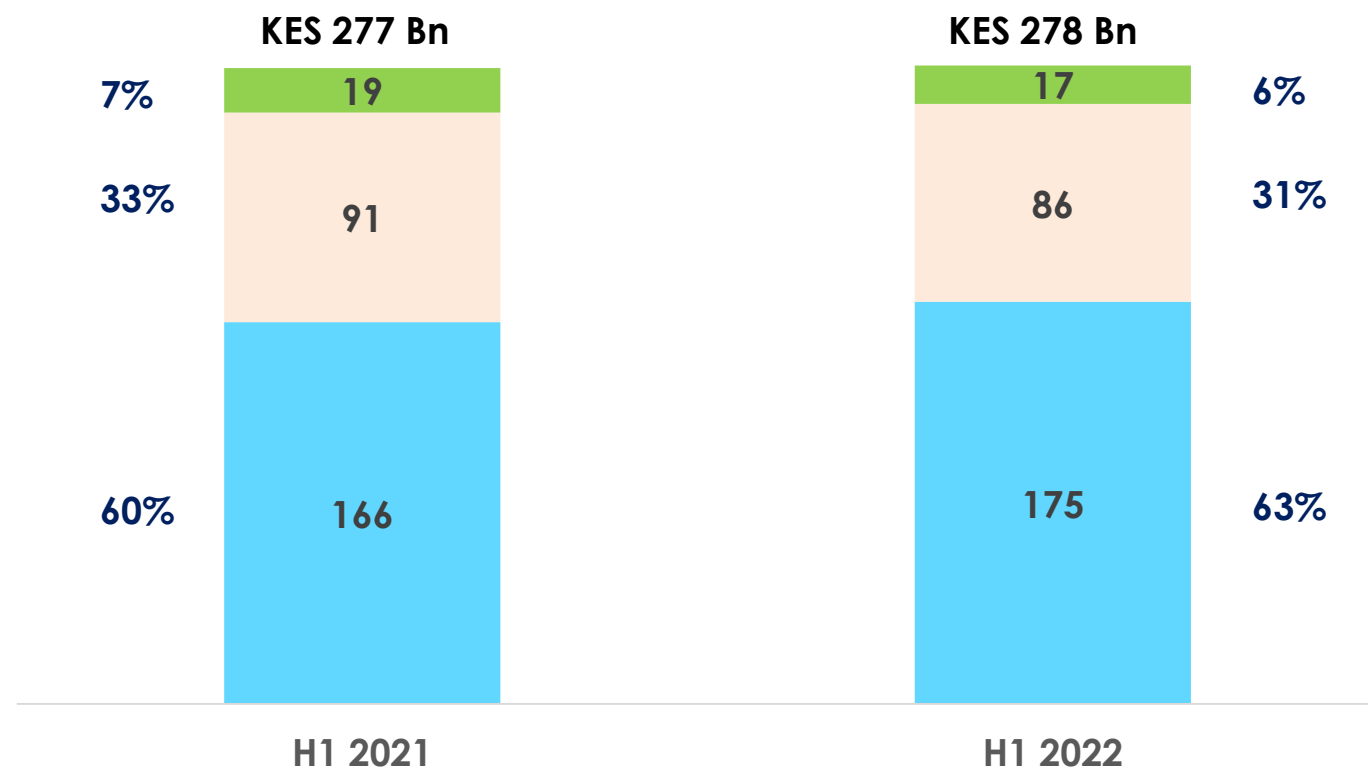
| | NCBA Bank Kenya | | | NCBA Group Consolidated | | |
|-------------------------------------|-----------------|----------------|-----------|-------------------------|----------------|------------|
| | H1 2022 | H1 2021 | Δ% | H1 2022 | H1 2021 | Δ% |
| Assets | | | | | | |
| Net Loans and Advances | 224,828 | 215,519 | 4% | 250,499 | 239,601 | 5% |
| Investments | 215,880 | 183,287 | 18% | 236,901 | 195,421 | 21% |
| Cash and Balances with Banks | 61,761 | 66,402 | (7%) | 77,971 | 76,502 | 2% |
| Other Assets | 42,621 | 34,959 | 22% | 38,925 | 31,071 | 25% |
| Total Assets | 545,090 | 500,167 | 9% | 604,296 | 542,595 | 11% |
| Liabilities & Equity | | | | | | |
| Customer Deposits | 420,636 | 403,212 | 4% | 468,489 | 437,340 | 7% |
| Borrowings | 26,136 | 11,134 | 135% | 30,024 | 14,439 | 108% |
| Other Liabilities | 19,929 | 11,520 | 73% | 25,532 | 16,380 | 56% |
| Shareholders Equity | 78,389 | 74,301 | 6% | 80,251 | 74,436 | 8% |
| Total Liabilities and Equity | 545,090 | 500,167 | 9% | 604,296 | 542,594 | 11% |

Gross Loans and Advances

Corporate business remains a key contributor to the lending book

Amounts in KES Billions

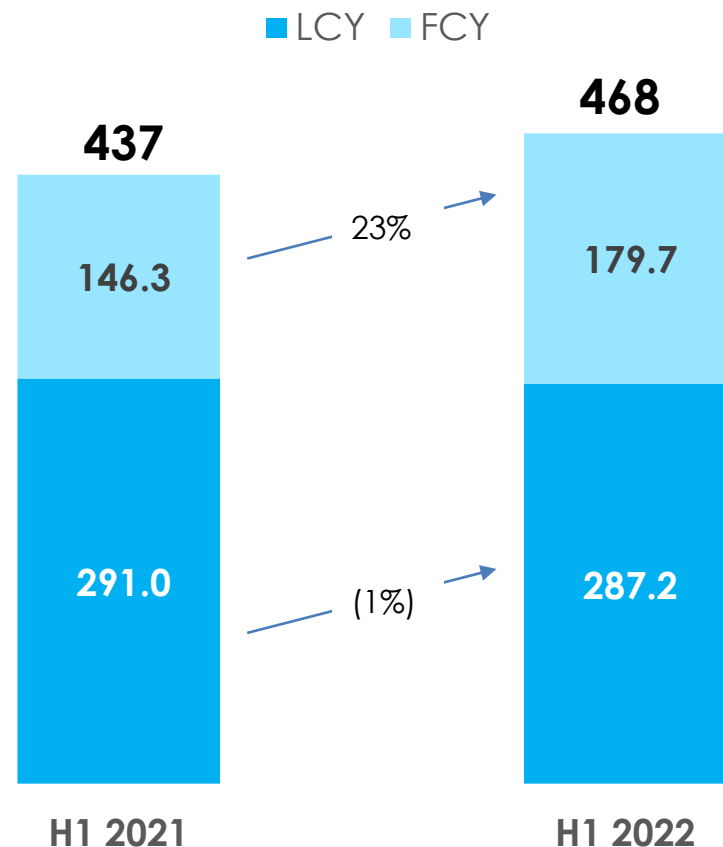
■ Corporate Banking ■ Retail Banking ■ Digital Loans



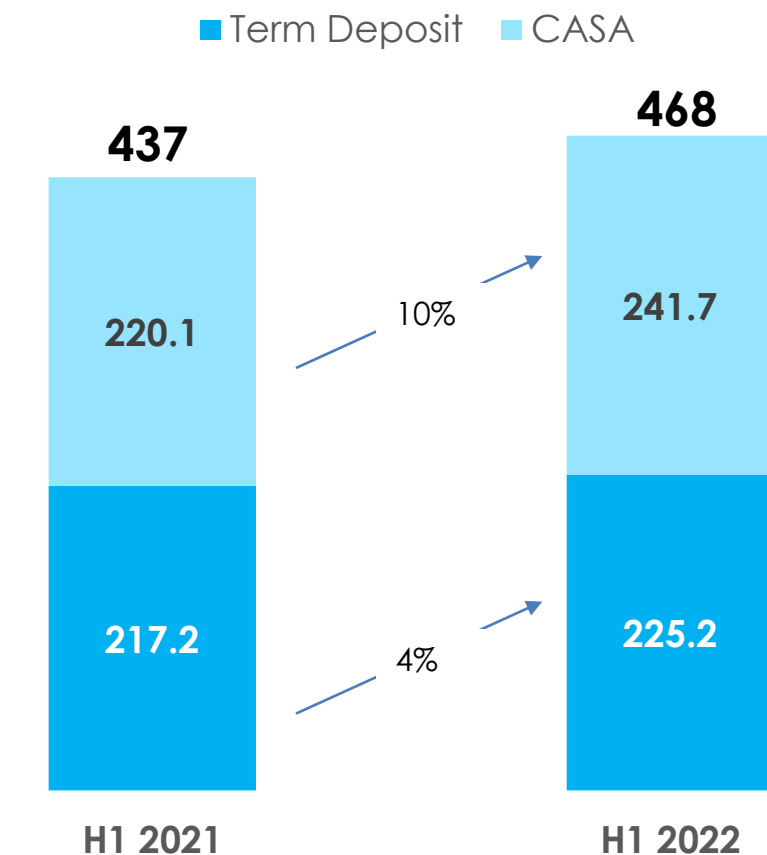
Customer Deposits Analysis

Our strong Foreign Currency deposit mobilization has enabled NCBA to be the #1 FX provider in the market . Additionally our deposit mix is intentionally shifting towards lower priced CASA

Currency (KES B)



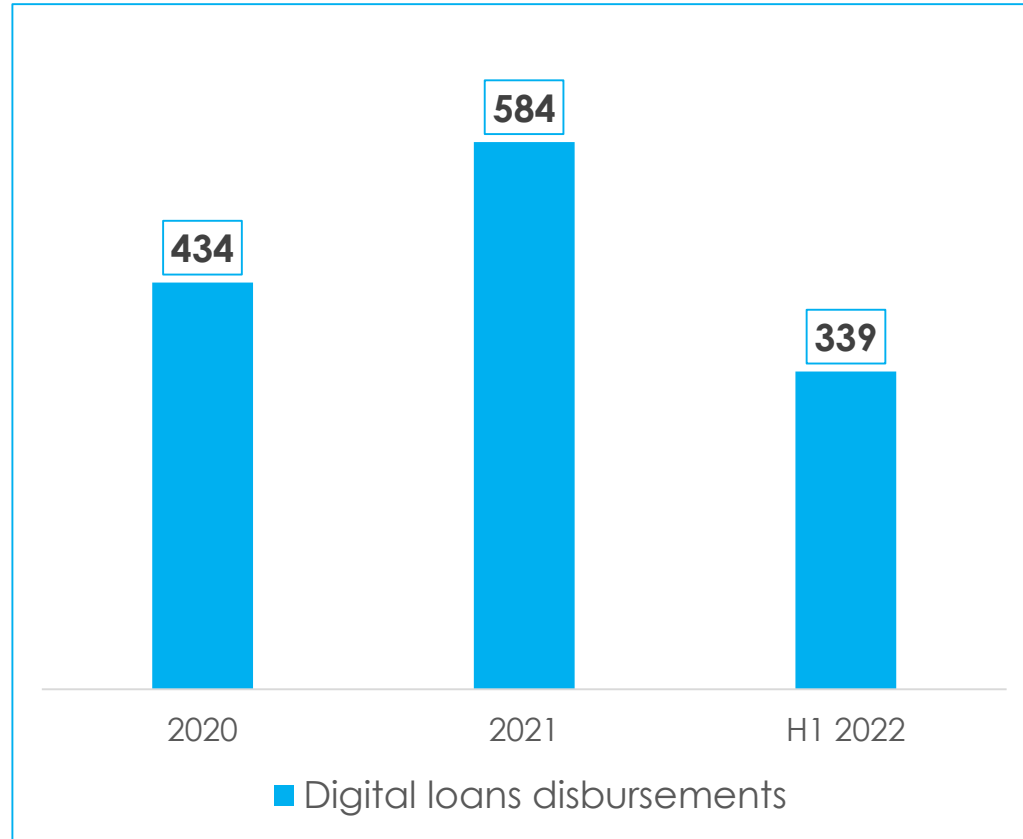
Product Type (KES B)



Other Metrics

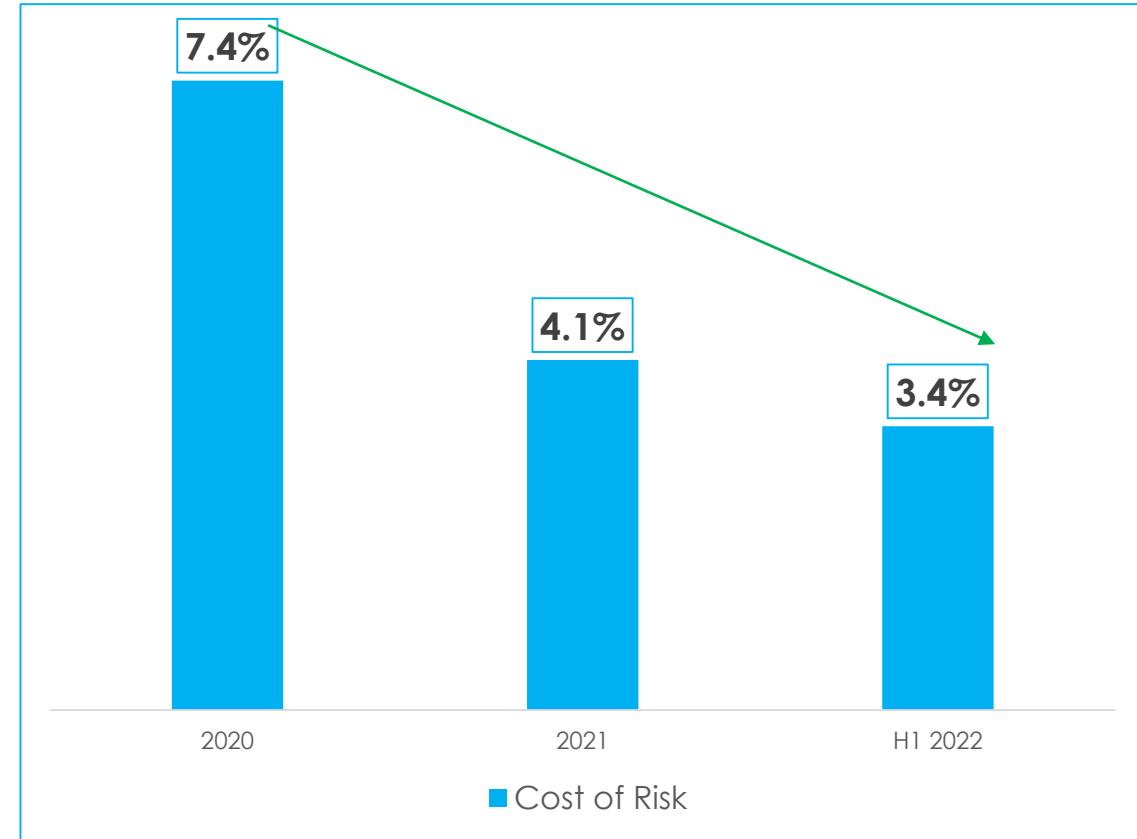
Digital Loans Disbursements

KES Bn



- 35% growth in digital loan disbursements between 2020-2021

Cost of Risk



- Significant improvement in asset quality

Shareholders Returns

Sustained return to share holders

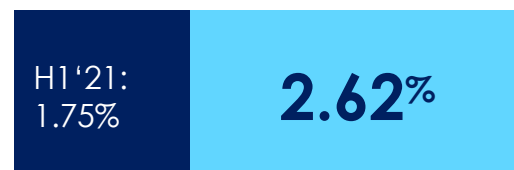
Group



Return on Equity



Earnings Per Share



Return on Assets



Interim Dividend Per Share



Dividends Gross



Price Earning Ratio

Bank



Core Capital



Single Borrower Limit

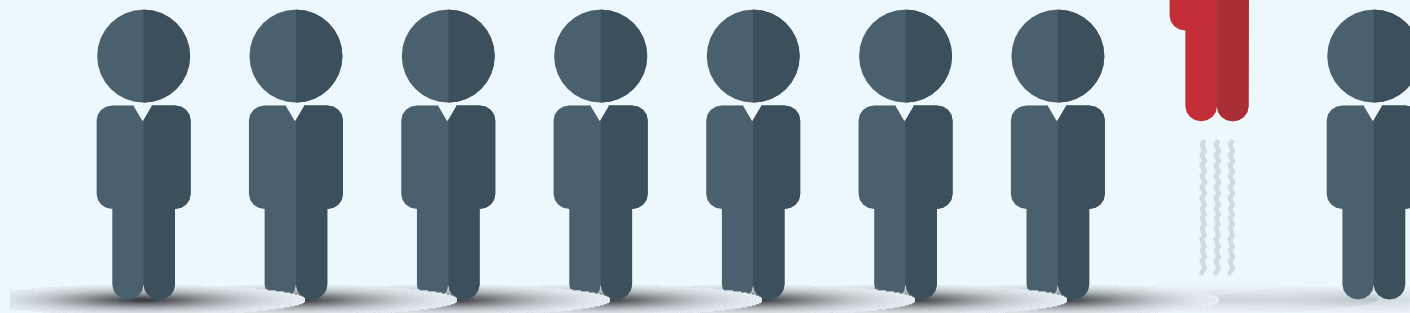
NCBA plans to pay up to 50% of net earnings as dividends

Our HY 2022 Guidance

We are on track to deliver against the FY guidance

| | Target | Q1 2022 | H1 2022 | |
|--------------------------|---------------|---------|---------|---|
| Return on Average Equity | > 15% | 21.4% | 20.8% | ✓ |
| NPL ratio | < 15% | 16.2% | 13.2% | ✓ |
| Cost to Income Ratio | 40-45% | 40% | 40% | ✓ |
| Capital Adequacy | 300Bps buffer | 354bps | 525bps | ✓ |
| Loan to Deposit Ratio | ~ 65% | 62% | 59.7% | ✓ |
| Core Bank Cost of Risk | 1.5% - 2.0% | 1.8% | 1.9% | ✓ |
| Liquidity Ratio | ~ 60% | 60.79% | 58% | ✓ |

Our customers benefit from the Group's commitment to customer service excellence, superior digital banking platform and our broad array of products



What Makes Us Different?

- Customer Centric Culture
- Integrated Core Banking Platform
- Strong Relationship Management
- Digital Leadership
- Innovative and bespoke products
- Regional Market Presence

Enabling customers to bank, borrow, spend, save and invest

APPENDIX



NCBA Group PLC reports a pre-tax profit of KES 11.2 billion in half-year results

Nairobi, August 29th 2022: NCBA Group PLC has posted a profit before tax of KES 11.2 billion in its half-year results ending June 30th 2022, which is a 51% increase compared to KES 7.4 billion reported during a similar period last year.

Summary Key Highlights

- Assets grew to KES 604 Bn, 11% up year on year
- Customer deposits closed at KES 468 Bn, 7% up year on year
- NCBA Group disbursed KES 339 Bn in digital loans, 25% increase year on year
- Operating income of KES 28.9 Bn, 20 % up year on year
- Operating profit before loan loss provisions of KES 17.5 Bn, 27% up year on year
- Provision for credit losses was KES 5.6 Bn, 6% down year on year
- NPL coverage ratio declined slightly to 62%, from 68% in the same period last year
- Profit before tax of KES 11.2 Bn, 51% up year on year
- Profit after tax of KES 7.8 Bn, 67% up year on year
- Interim dividend of KES 2 per ordinary share held

Commenting on the results, John Gachora, the Group Managing Director of NCBA Group, said the results reflect the outcomes of the strategic actions that the Group has taken to support customers navigate the current macro-economic environment and a confirmation that the merger is bearing the fruits of its promise.

“Looking at our results, you will note that we have been deliberate in our effort to drive a diversified business serving a wide spectrum of customers. Our commitment to supporting customers by making it easier for them to access financial solutions underscores our improved Group performance. We have provided an enabling environment for businesses to continue to thrive by increasing our product portfolio and tailoring solutions to suit every customer's needs especially during this period which experienced challenges from the Russia/Ukraine war and risks emanating from the political calendar. Through our digital banking partnerships (M-Shwari, Fuliza, Mpawa, Mokash and Momokash), we continue to provide much needed financial relief to many families and small businesses,” noted Mr. Gachora.

The Group registered a profit after tax of KES 7.8 Bn representing 67% growth up from KES 4.7 Bn in half year 2021. Growth in profitability was attributed to increase in operating income, strong expense management and a decline in impairment charges. While the Group experienced revenue growth in most areas, non-interest income was particularly strong, thanks to an outperformance in foreign exchange revenues. Thanks to a strong customer base and the Group's ability to source, manage risk and supply foreign currency, the Group was the top earner of foreign exchange revenues during the period. The Group's retail expansion is also starting to pay off, helping to maintain an acceptable cost of funds.

NCBA Group launched an ambitious branch expansion agenda last year which has seen it open 18 branches across the region in the last 18 months. This year alone, the Group has opened four branches in Busia, Utawala, Kenol and River Road and plans to open seven more branches by the end of the year.

“Opening of these branches creates job opportunities across the country and enables us to take our services closer to the people. We believe that this wider distribution network allows us to contribute directly to the country’s economic growth agenda. The retail expansion is supported by continuous review of our products and services to make them more attractive and problem solving to the communities we serve” said Mr. Gachora.

In this regard, the Group rolled out 15 secs pre-conditional approval on asset finance through which customers are able to get indicative approvals within 15 seconds of completing an online application. The program has seen a strong uptake and already over KES 2.5 Bn has been approved through this channel. The Group also launched an 11.9% promotional mortgage campaign to customers that has recorded customer uptake valued at KES 3 Bn. The mortgage campaign will run until the end of October.

NCBA also became the first bank to finance electric vehicles as part of its green strategy by injecting KES 2 Bn in asset finance, a move that the lender says will bolster its asset quality and support the government’s effort to reduce carbon emissions in the country.

Future Outlook

“This period has demonstrated that the strategy that we put in place to ensure that we power and inspire the growth of our customers looking to improve their economic livelihoods is working. We remain focused on supporting our customers’ ambitions as we collectively work towards creating more opportunities for businesses and individuals to thrive,” added Mr. Gachora.

While releasing the H1 results, Mr. Gachora emphasized that the Group remains very optimistic with regard to overall macro-economic outlook. For that reason, the Group will continue to invest in the region and it supports the citizens dreams for a prosperous future. He emphasized that with the likely conclusion of the elections in Kenya, the region's economy is set to benefit from likely transition dividends.

The Group remains committed to support the various governments and citizens in their overall growth priorities, Mr. Gachora concluded.

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