

NCBA FY 2025 Investor Deck

March 2026

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FY 2025 KEY MESSAGES

1

We have delivered on 2020-2025 Strategy

- ✓ **Franchise Scale and Integration**
 - ✓ Successfully **executed the merger**
 - ✓ **Total Assets at KES 716B** (+6% CAGR)
 - ✓ Reach: **123 branches; 499k core banking customers**
- ✓ **Customer and Market Leadership**
 - ✓ Customer advocacy: **NPS up 2.7x, brand consideration at 47%**
 - ✓ **#1 in Asset Finance** (30% market share)
 - ✓ Regional digital lending leader: **KES 1Tn+ disbursed across Africa**
- ✓ **Business Diversification**
 - ✓ **Subsidiaries contribute 15% of Group PBT** (from 2% in 2022), including expansion into insurance (AIG)
- ✓ **Shareholder Value Creation**
 - ✓ **Share price up x3** (KES 27 to 89.8)
 - ✓ **ROAE improved to 19.7% from 5% in FY20**

2

Strong momentum in 2025

- ✓ **Total income reached KES 73Bn in FY25 (+10% CAGR vs. FY20)**
- ✓ **Non-Banking Subsidiaries delivered growth:**
 - ✓ Wealth AUM +30% CAGR,
 - ✓ Bancassurance premiums +20% CAGR, and
 - ✓ NCBA IG profitability +12% YoY
- ✓ **NPL ratio** was 10.2%, **below the Kenya industry average** of 15.5%
- ✓ **ROAE improved to 19.7% from 5% in FY20**
- ✓ **Dividend payout** increased to **KES 11.7B from KES 2.5B in FY20**

3

Positioning us for growth 2026-2030 Strategy

- ✓ **Four priorities to deliver ROE above our Cost of Capital:**

1. Fortify the core of our business to deliver trust, relevance and excellence at scale

2. Scale the segments with the clearest upside (Wealth, Consumer, SME & Insurance)

3. Expand into new geographies and untapped product categories

4. Transform the operating model and build future-ready talent

4

Strategic Partnership with Nedbank

- ✓ Execution firmly on course, with key milestones achieved (target finalization **Q3 2026**).
- ✓ Synergies expected to enhance customer propositions and earnings potential
- ✓ Positions the Group to accelerate regional scale

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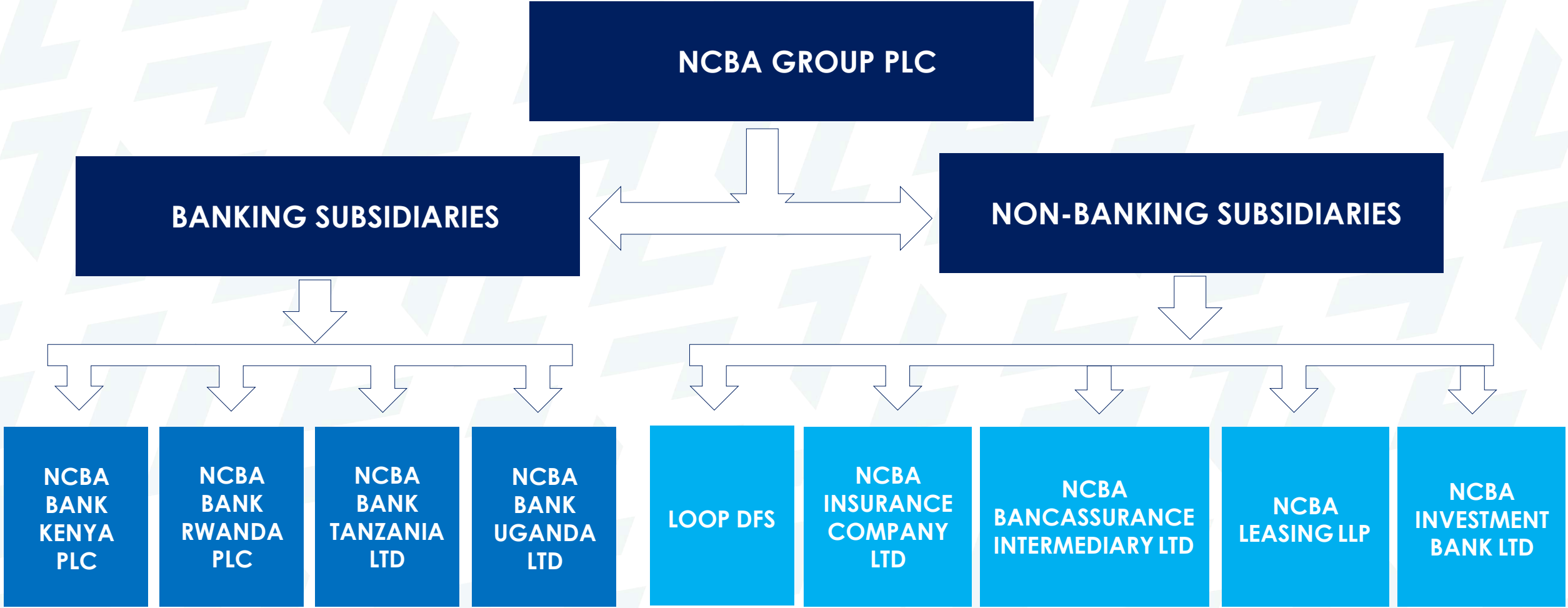
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WHO WE ARE


Our Group Structure : We have expanded beyond our banking roots to providing non-banking services to our customers




* All our subsidiaries are fully owned by NCBA Group Plc

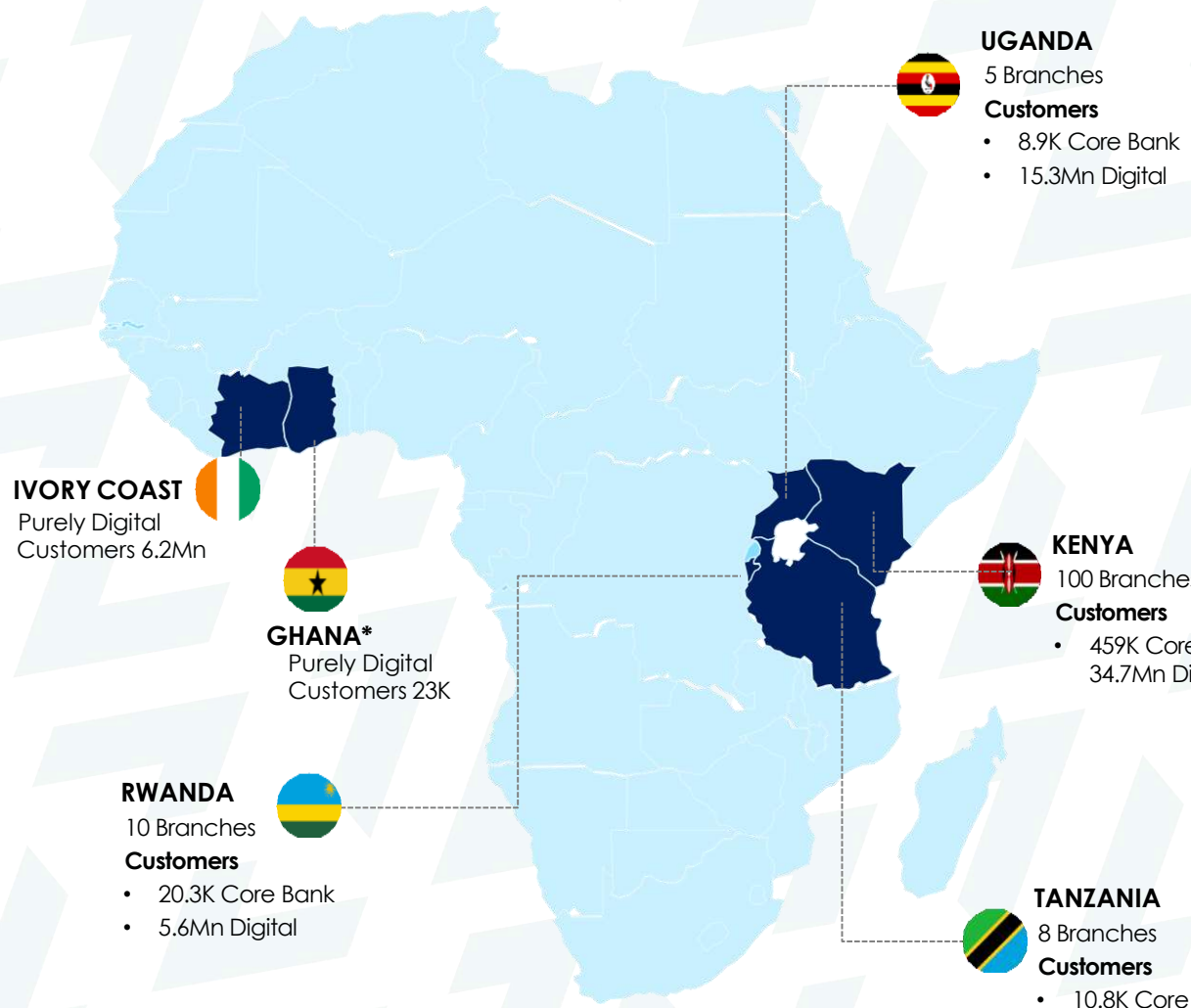
WHO WE ARE

NCBA Overview: Our footprint demonstrates a diversified group and a unique financial services partner across the region


+4,064 Staff


123 Branches


>65Mn Customers



Banking Business

KES	KES	KES
127Bn	532Bn	350Bn
Capital	Deposits	Lending
~USD 1Bn	~USD 4Bn	~USD 3Bn
KES 1,399Bn		
Digital Disbursements+		
~USD 11Bn		

Non-Banking Business

KES 95.9Bn	KES 3.7 Bn
AUM	Premium (Banca)
~USD 743Mn	~USD 29 Mn
KES 5.7Bn	KES 3.6Bn
Leased Assets	Premium (NCBA IG)
~USD 44 Mn	~USD 28 Mn

Notes:
 # Core bank entails our Corporate and Retail customers
 + Denotes Digital Loans disbursed by our Digital Financial Services business
 * Merchants onboarded in Ghana following successful pilot launch of MiSika Merchant Product in August 2025

WHO WE ARE

Awards & Accolades : We have received several notable accolades, including recent awards for Sustainability leadership, Integrated reporting, Innovation, CX & Brand excellence across the region

**Climate Action
& Green Finance
Leader**

KENCTAD ESG
Awards, 2025

**Best Automotive
Technology Start Up,
Car Duka**

Excellent Motors
Awards,
East Africa

**1st Runners Up
Integrated Reporting**

Financial Reporting
(FiRe) Awards

**Best Cross-Border
Payments Experience
Award 2025**

Visa Client &
Partners Payments
Awards 2025

**Best Bank in Asset
Financing 2025
(NCBA - Uganda)**

Annual Bankers
Awards

**Best Travel
Insurance provider
(NCBA – IG)**

Kenya Travel Industry
Business Awards

**Data-Driven
Growth Award
2025**

Visa Client &
Partners Payments
Awards 2025

**3rd Best in ESG
Framework
Implementation
(NCBA-Uganda)**

Uganda Bankers
Association

**6th Most
Valuable Brand
in Kenya**

2025 Brand
Finance Awards

**Leader in Youth
Financial Inclusion
NCBA-Rwanda**


Central Bank of
Rwanda –
Inclusive Fintech
Forum 2026

WHO WE ARE


Senior Leadership: We are led by an exceptional team which has demonstrated resilience & agility in responding to market dynamics & pursuing growth with an average tenure of 10yrs with the Group



John Gachora
Group Managing Director




David Abwoga
Group Director, Finance



Esther Kung'u
AG. Group Company Secretary




James Gossip
Managing Director, Kenya



Monicah Kihia
Group Director, Human Resources & Culture




Tim Armitage
Group Director, Risk & Compliance




Louisa Wandabwa
Group Director, Strategy & Regional Business




Dennis Njau
Group Director, Retail Banking




Raphael Agung'
Group Director, Global Markets




Lennox Mugambi
Group Director, Asset Finance & Business Solutions



Eric Muriuki
Group Director, Digital Business



Pauline Ndote
Group Director, Credit Risk Management



Nelly Wainaina
Group Director, Marketing, Communication & Citizenship



Isaac Owilla
Group Director, Technology & Operations

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OUR OPERATING ENVIRONMENT

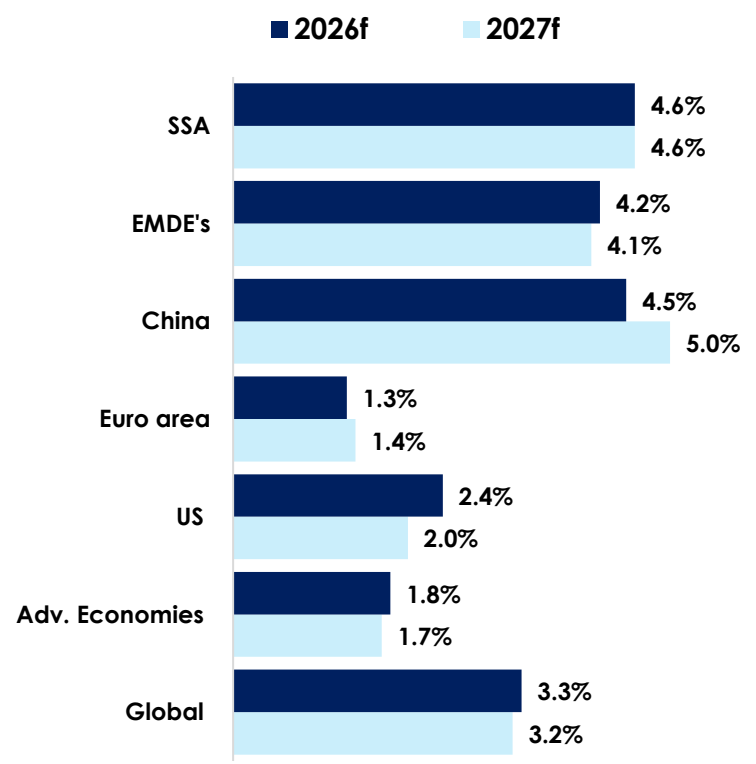
Global growth resilience tested once again by the Middle East oil shock

1 Global GDP growth is expected to undershoot current projections amid Middle East tensions

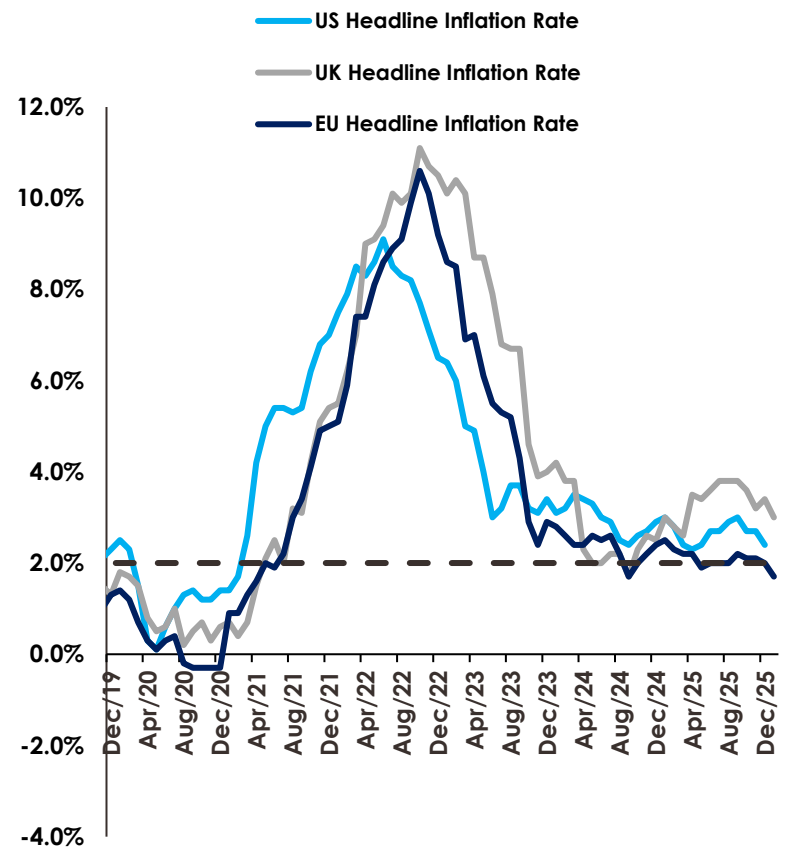
2 Global inflation was easing through February, but oil shock effects are likely to drive it higher

3 Monetary easing has paused amid rising inflation and uncertainty over the duration of the conflict and recovery

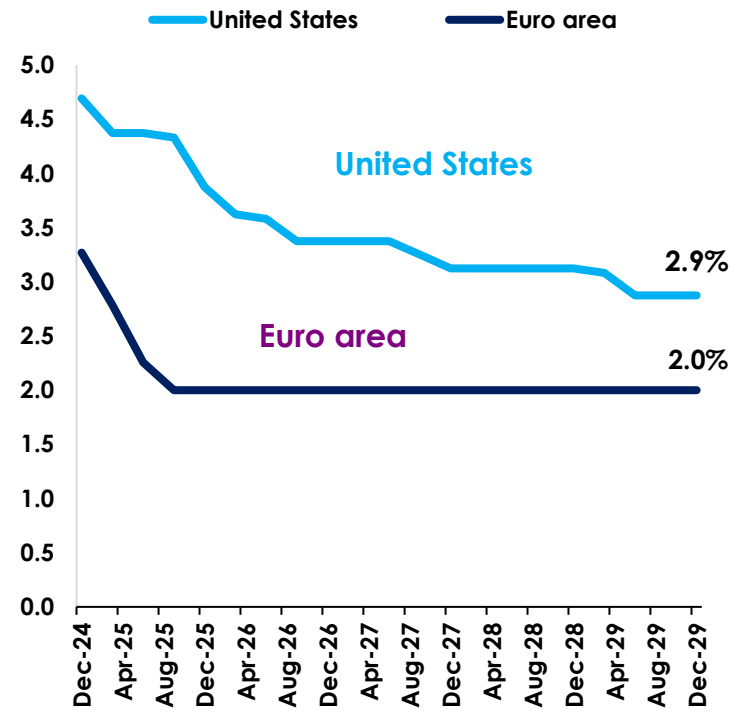
IMF World Economic Outlook Projections, Jan 2026



Inflation is sticky but close to 2% target



Monetary Policy Rate Projections



OUR OPERATING ENVIRONMENT

The region has demonstrated considerable economic resilience; but post-election dynamics continue to shape growth and inflation risks

KENYA

- 2026 GDP outlook is more uncertain, with growth and inflation risks
- Public sector & select services are likely to remain resilient.
- MPC is expected to turn more cautious following recent oil shock

UGANDA

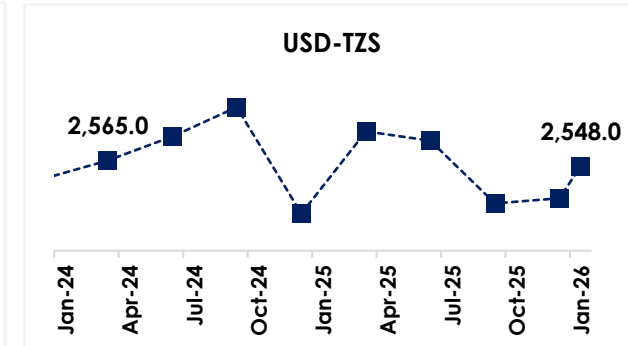
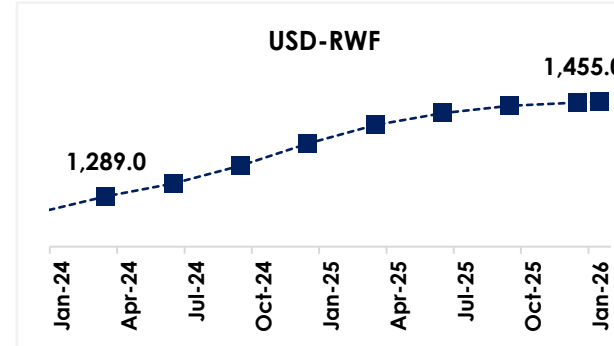
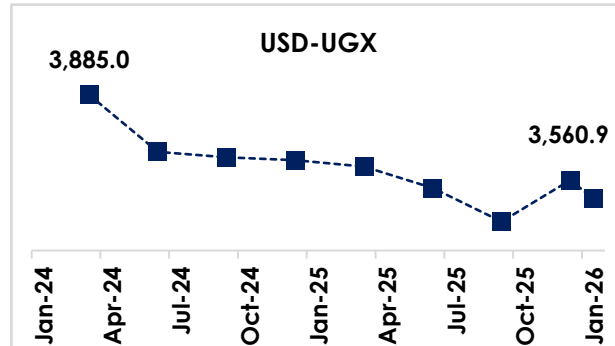
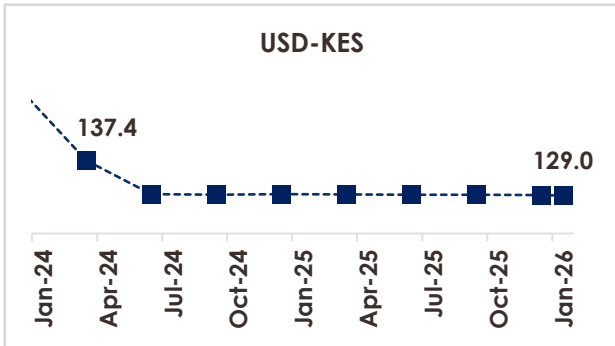
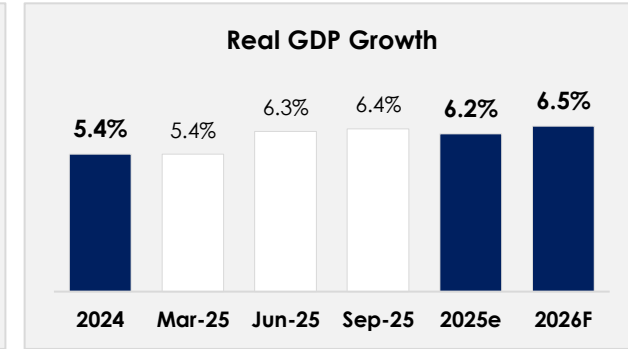
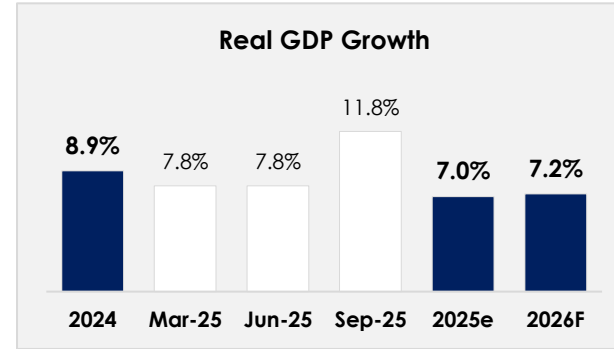
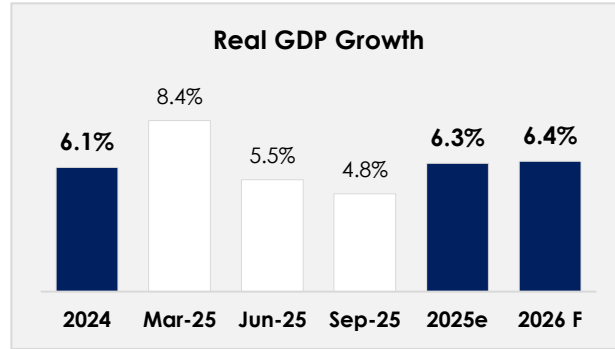
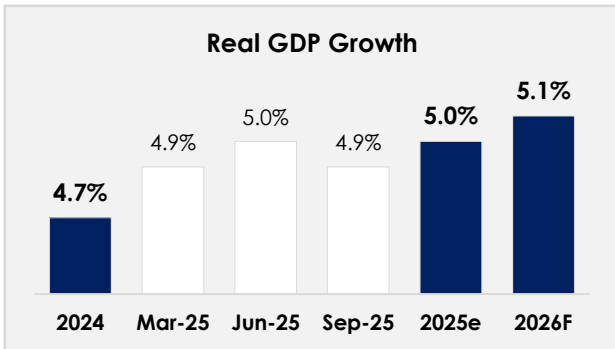
- 2026 growth should remain supported, despite external risks
- Oil investment and strong coffee exports should provide resilience
- BoU likely to hold policy rate at 9.75% to manage external risks

RWANDA

- 2026 outlook clouded by external pressures, but growth should remain strong
- Economy remains relatively resilient despite inflation and FX pressures
- BNR likely to turn more cautious following recent external headwinds

TANZANIA

- 2026 growth hinges on the balance between external pressures and investment momentum
- Moody's B1/stable affirms resilience
- Middle East conflict impact on exports and the currency remains uncertain



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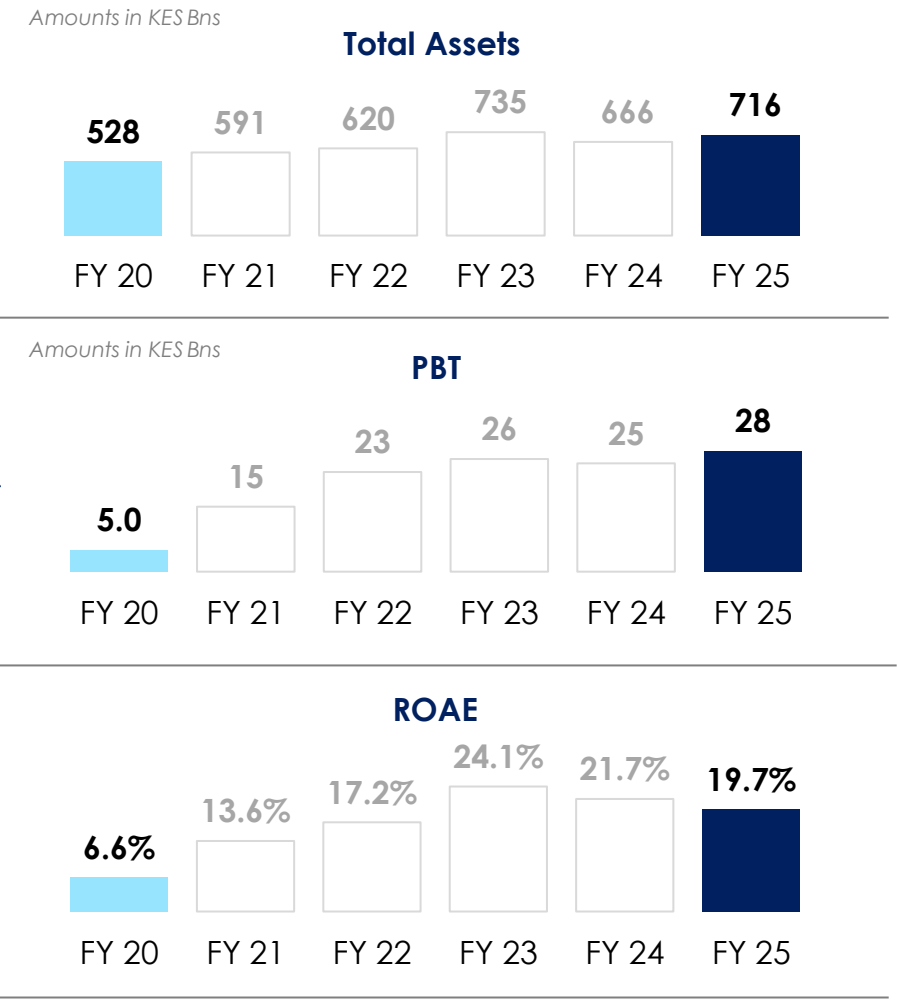
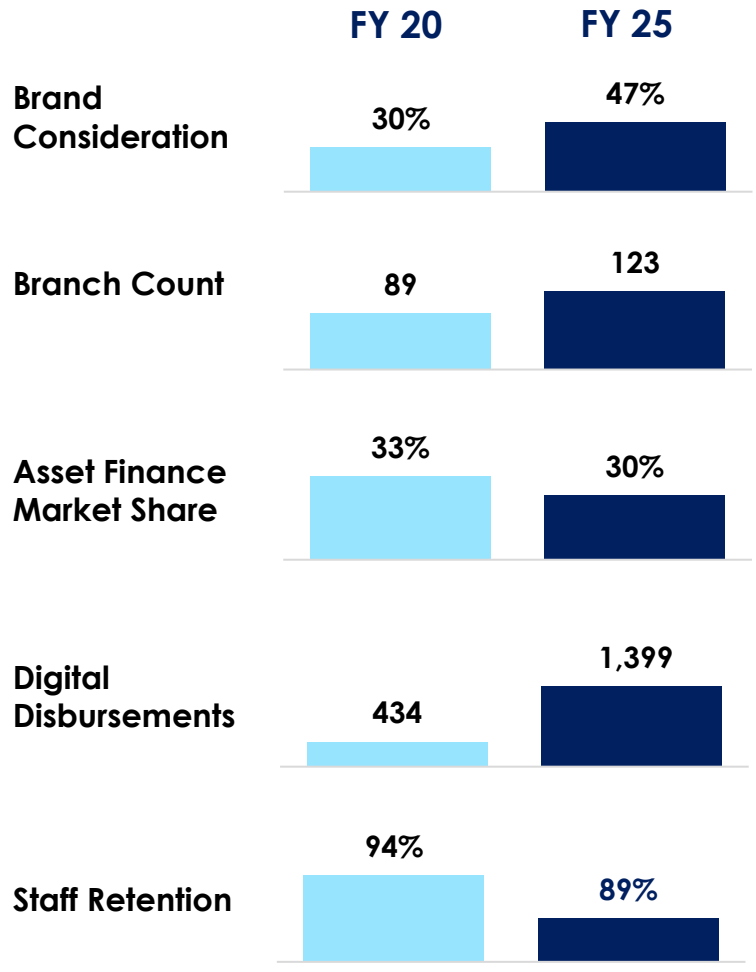
FINANCIAL PERFORMANCE FY 2025 <

2020 – 2025 Strategy: As we close out our NCBA 1.0 Strategy, we celebrate significant gains in brand building, and a strengthened financial profile

Key Strategy Outcomes

Key Financial Outcomes

-  **Become a Distinguished Brand Known For Customer Experience**
-  **Scale Retail Banking: Expand Distribution**
-  **Deepen Leadership in Corporate Banking & Asset Finance**
-  **Digital Transformation**
-  **Develop a High-Performance Employee Culture**





Brand: Our brand investments have strengthened market perception and driven a 2.7x increase in our customer loyalty

Our brand assets & campaigns have driven brand visibility

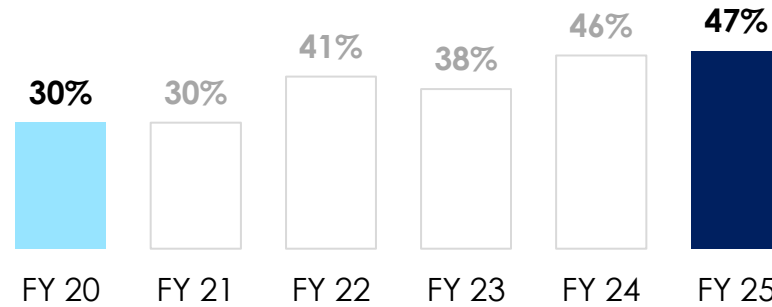
Brand Assets

- ✓ NCBA Johari Awards (Asset Finance)
- ✓ NCBA Golf Series / Junior/Amateur/Pros
- ✓ NCBA - KMI Motor Show (Asset Finance)
- ✓ NCBA Economic Forum
- ✓ LOOP Safari Gravel Cycling Series
- ✓ +50 Product Campaigns
- ✓ **NCBA Elev8 Live Studio Launch (Creative Economy)**

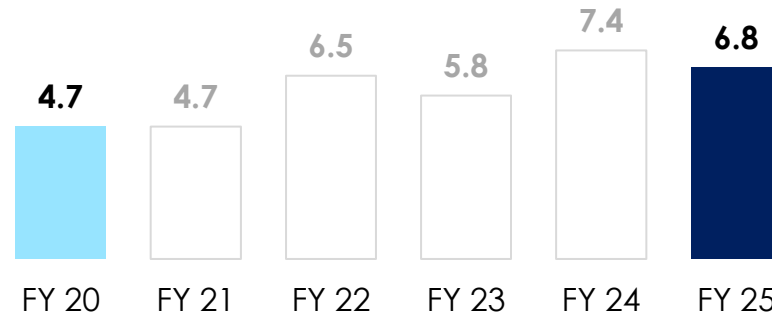


Brand equity continues to strengthen, reflected in rising consideration by 17%

Brand Consideration



Brand Power Index



Customer loyalty strengthened, with NPS up 2.7x since 2020



**Net Promoter Score (NPS)
FY20: 27**

NPS FY 25: 72



**Customer Effort Score (CES)
FY 20: 84%**

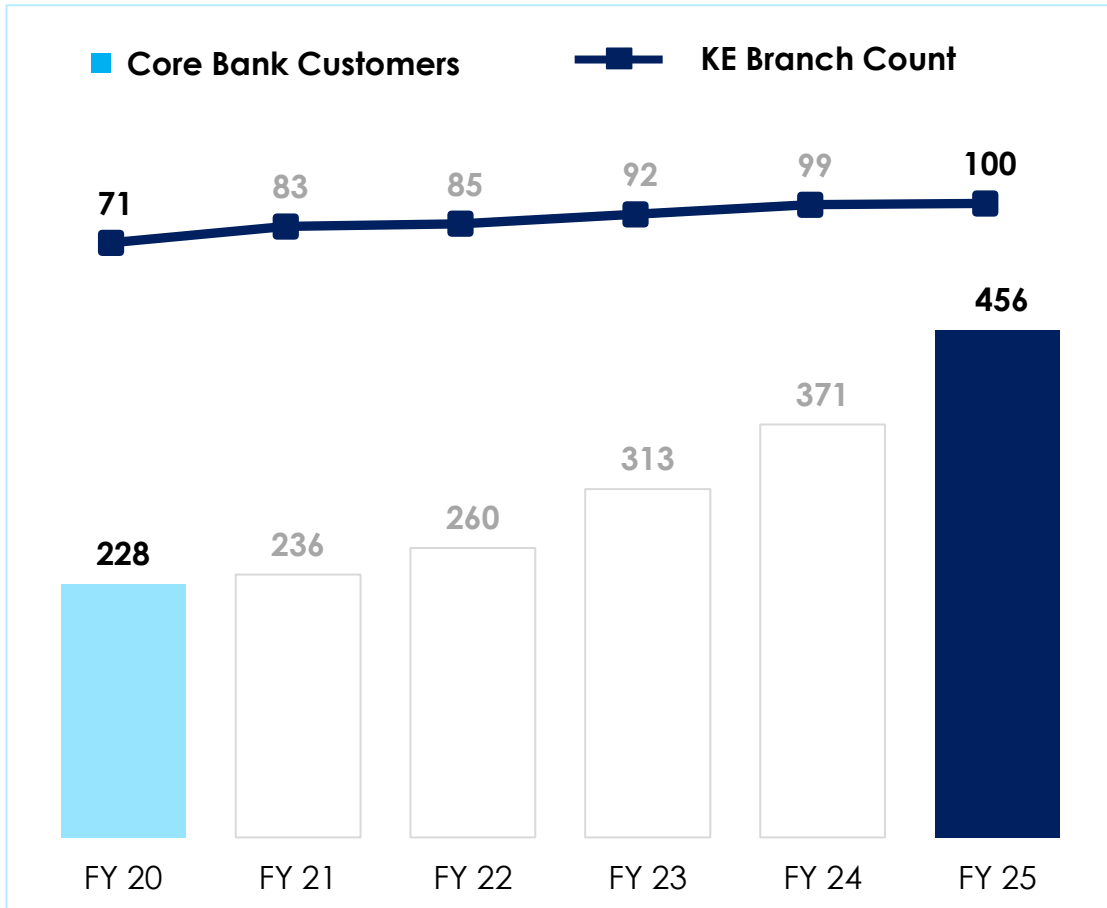
CES FY 25 :92%

*Brand Consideration assesses the likelihood of consumers choosing a brand, measured through survey responses analyzing awareness, preference, and purchase intent to evaluate the brand's market position.
+Brand Power Index evaluates the strength and market influence of a brand, calculated based on survey responses, which are averaged across 3 key metrics meaningful, differentiation, and salience.

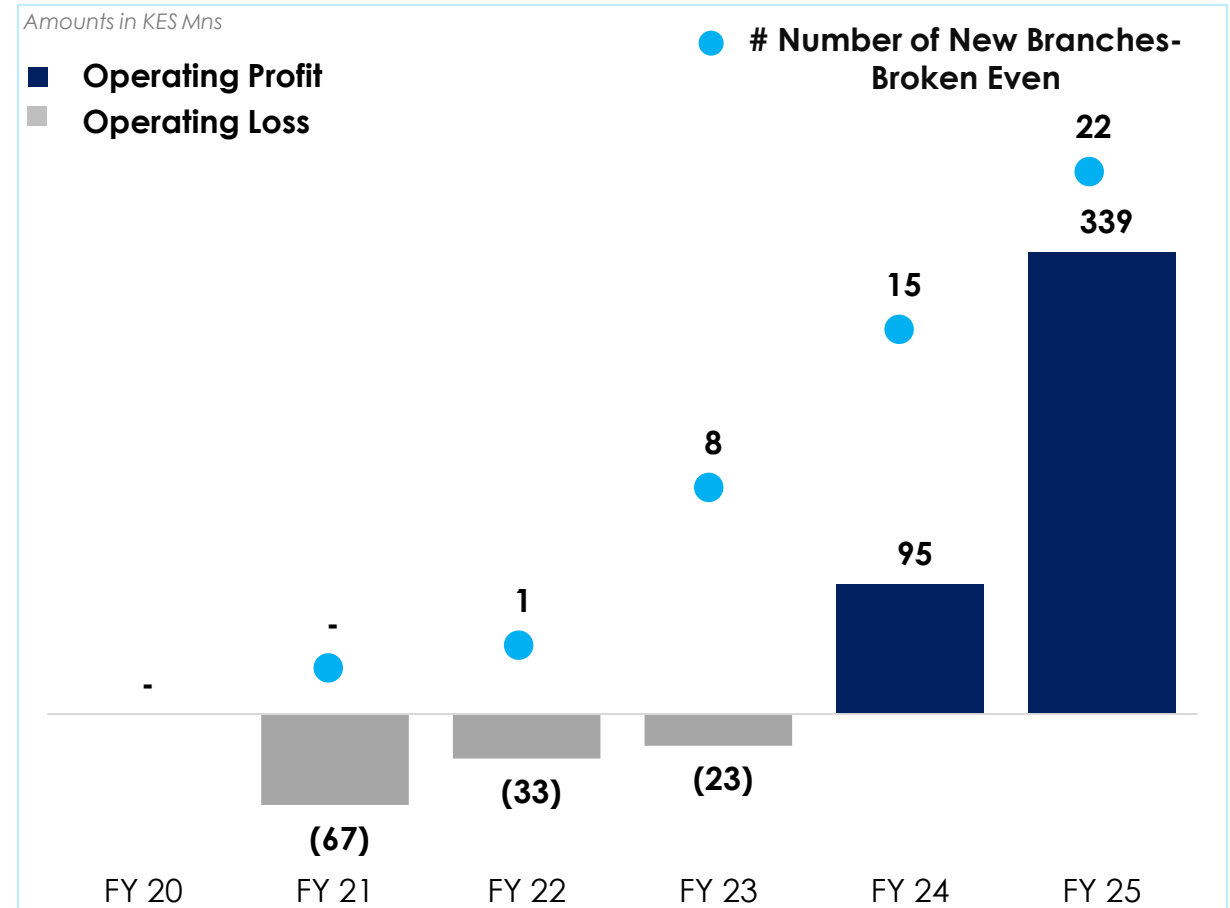


Scale Retail Banking: Over the strategy cycle, we embarked on growing our distribution; this has led to strong customer acquisition building momentum for our next strategic cycle

Customer acquisition



Branch profitability

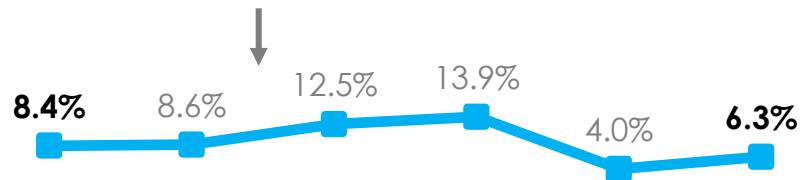




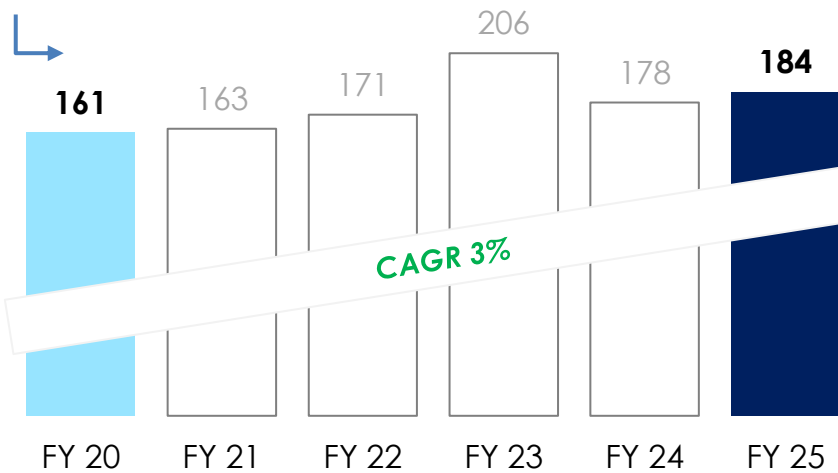
Corporate Banking: We have a large and resilient corporate business. Disciplined margin management initiatives have improved outcomes. New Connect+ has upgraded customer experience and ring-fenced flows

Corporate Loans

KE Private Sector Credit Growth

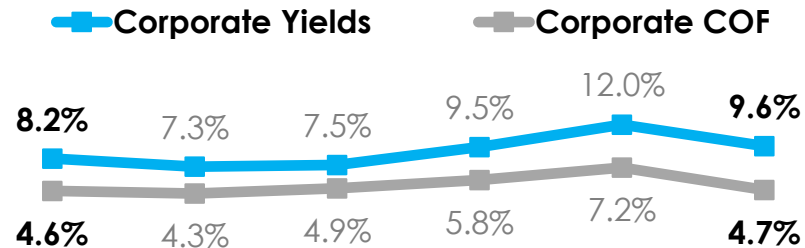


Corporate Loans YoY

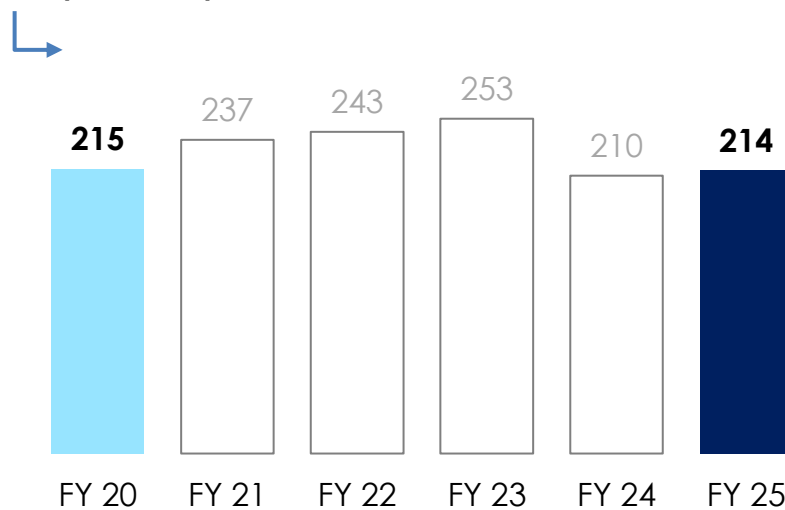


Amounts in KES Bns

Corporate Deposits



Corporate Deposits YoY



Amounts in KES Bns

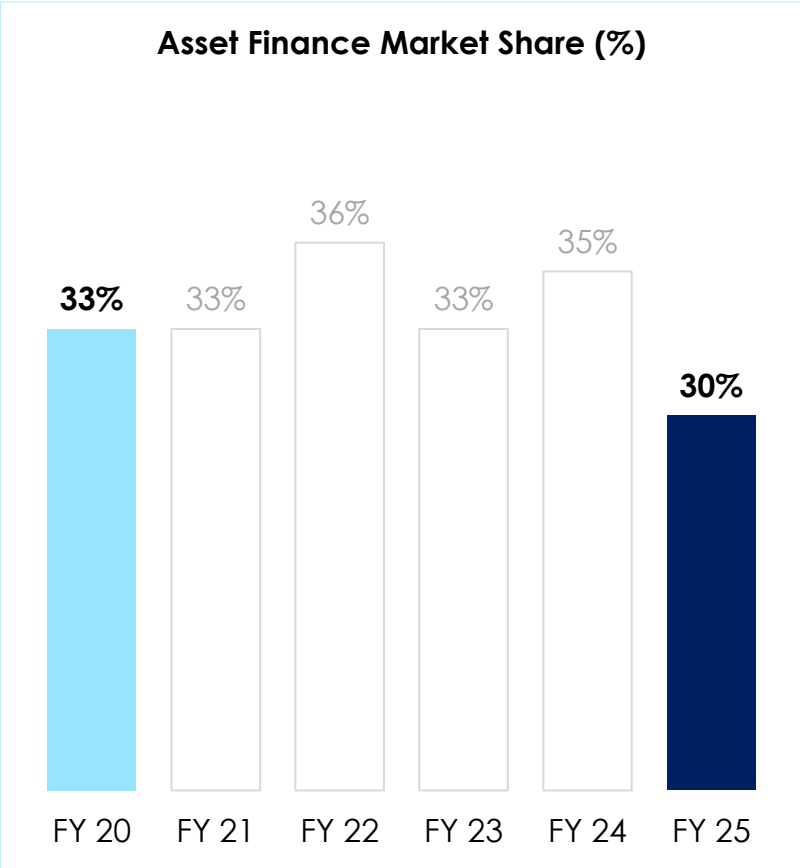


Our investment in transactional banking capabilities positions us to elevate our corporate proposition

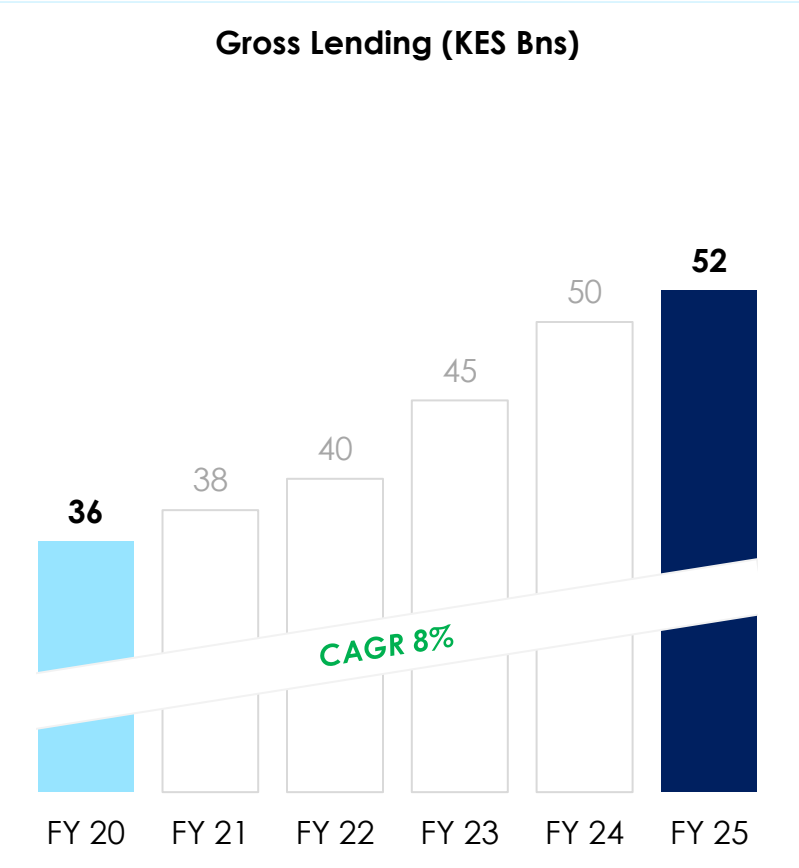


Asset Finance: We maintained our leadership in asset finance by expanding our network of strategic partners. We have continued to innovate through our CarDuka proposition strengthening our leading position in the car ownership ecosystem

Market Dominance



Asset Finance Performance



Car Duka Platform

5.5 Million
CarDuka Users Since Launch

The CarDuka platform is creating a moat to ring fence the car ownership Ecosystem

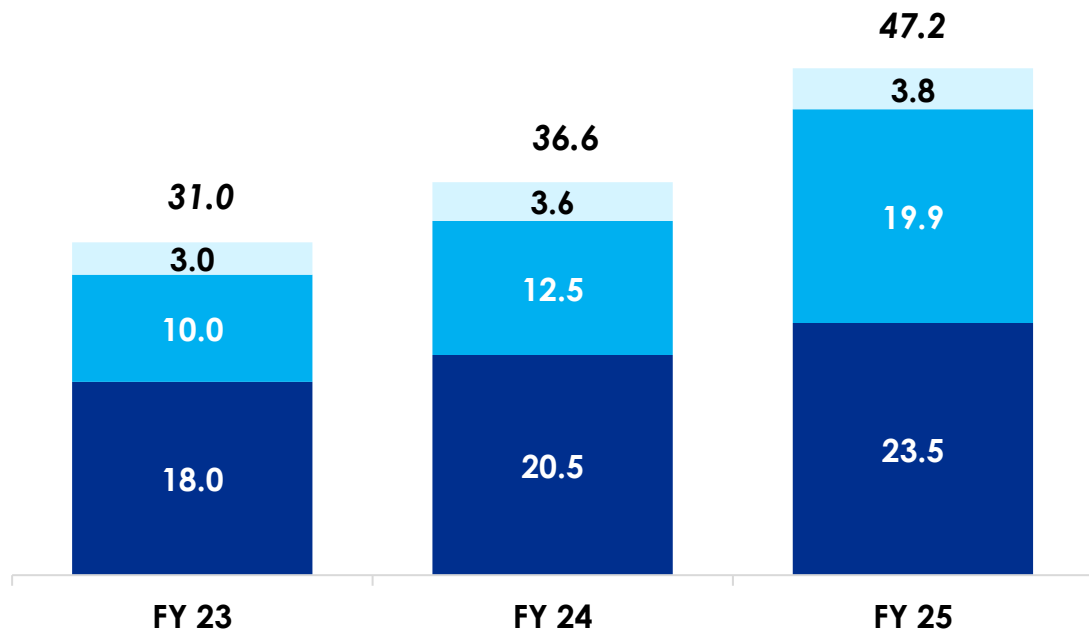


Digital Transformation: Our core bank digital investments have improved process efficiencies, system performance and enhanced our cyber security protections

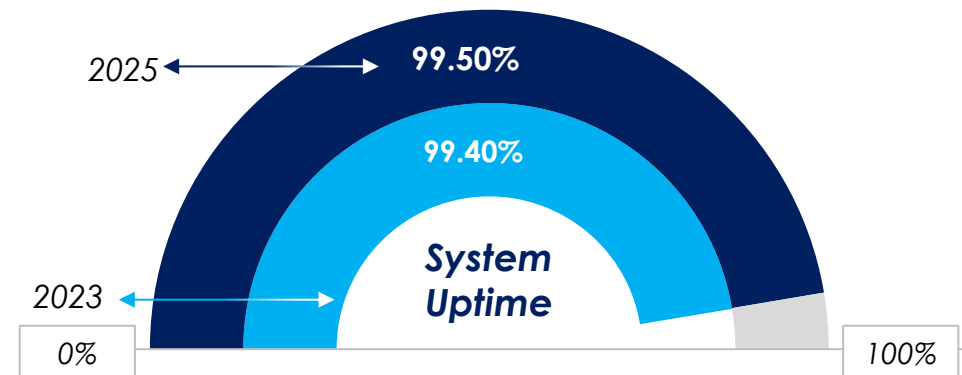
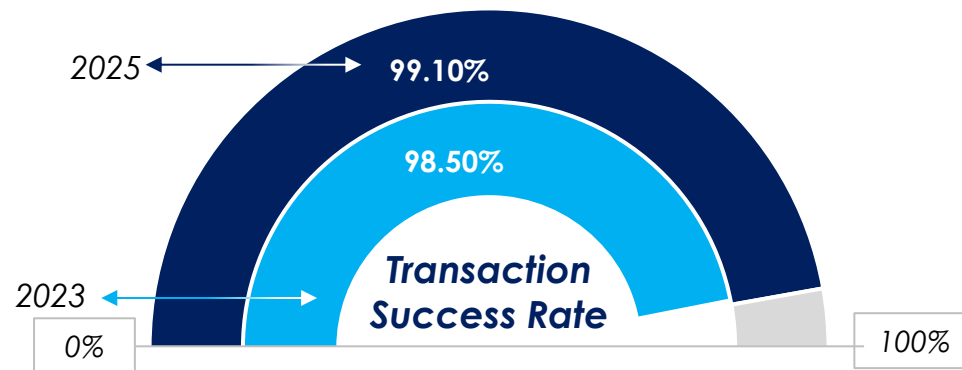
Investments in our Tech Infrastructure

Tech Investments* (USD Mns)

■ Customer Experience ■ Modernize our Infrastructure ■ Cybersecurity Protections



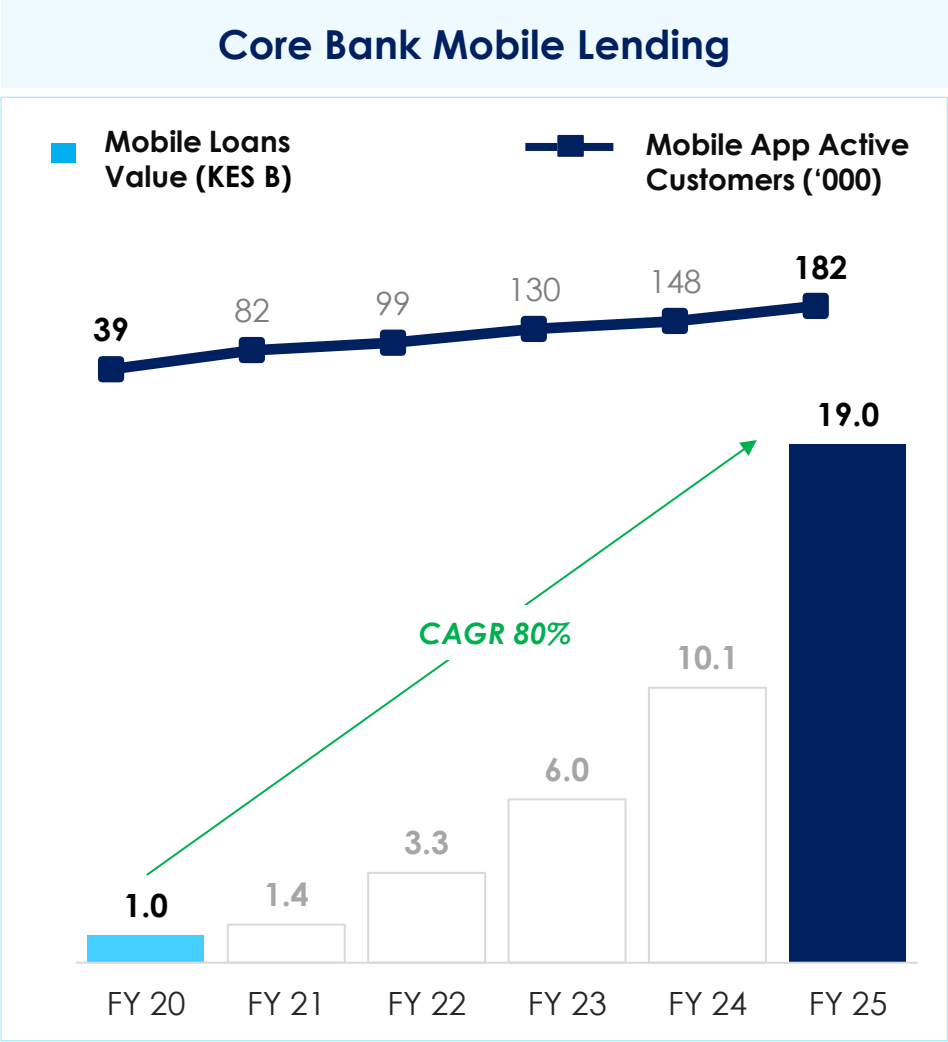
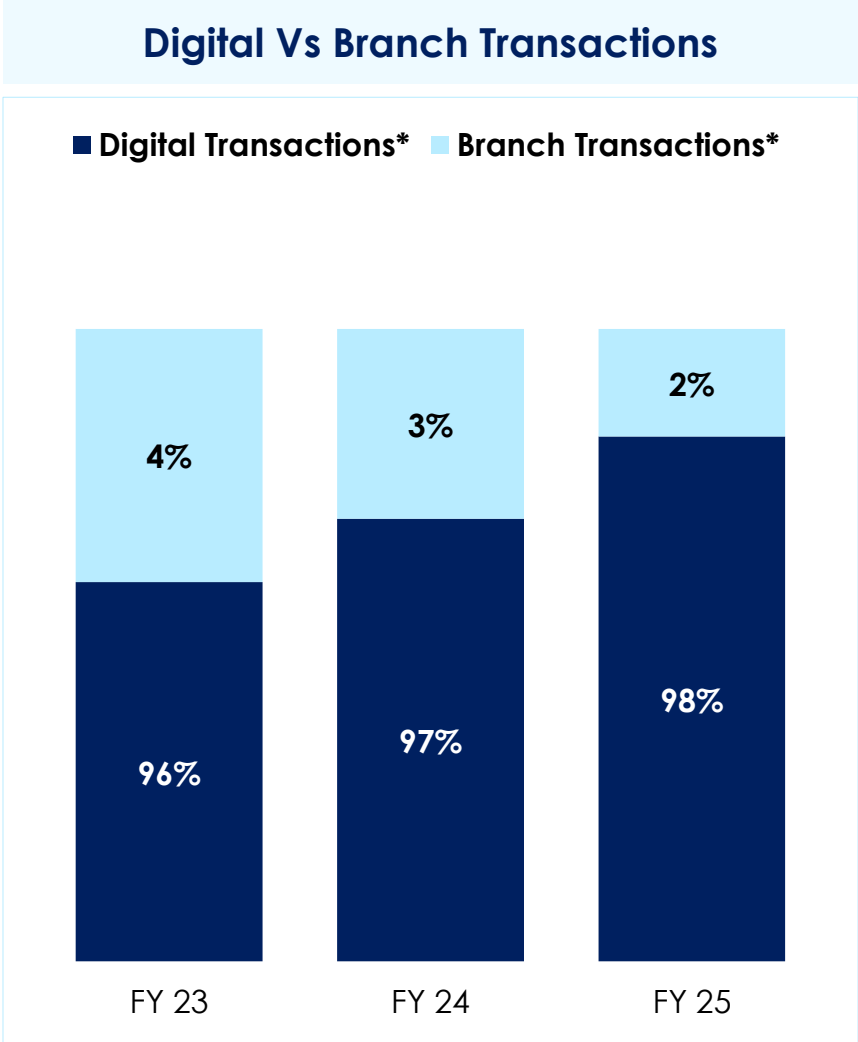
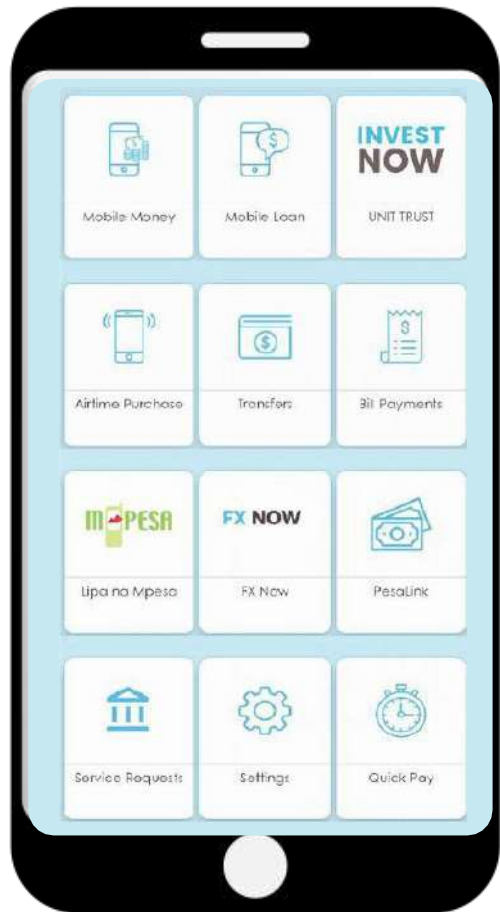
Operational reliability & Cyber security protections



*Denotes NCBA Kenya Core Bank's cumulative Tech investments since 2020



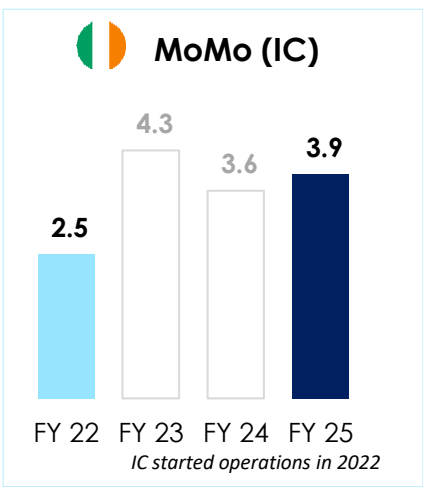
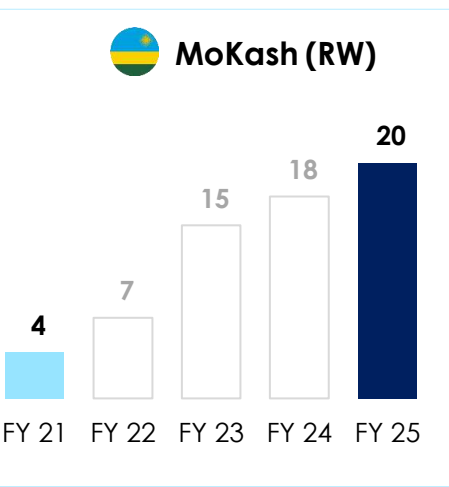
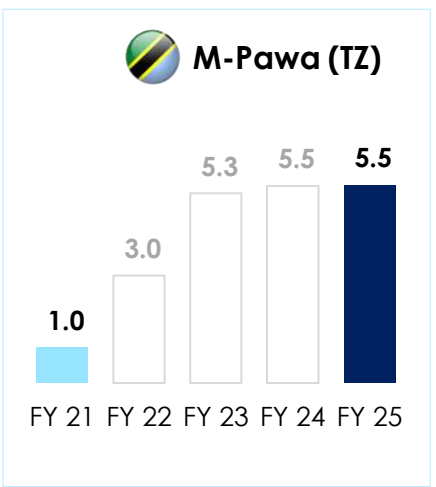
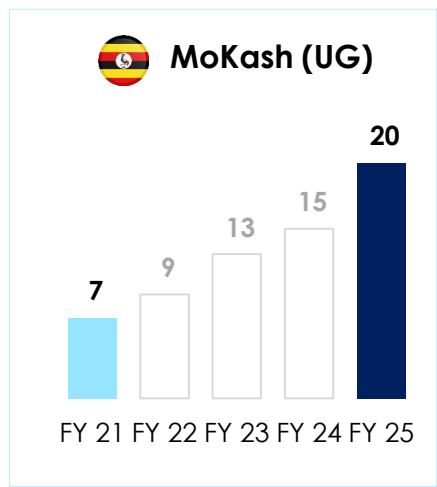
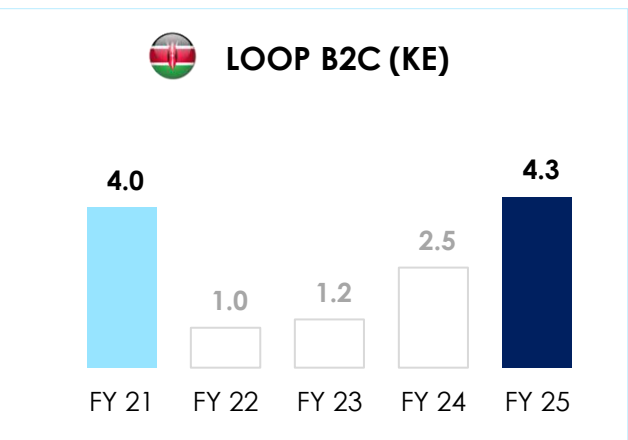
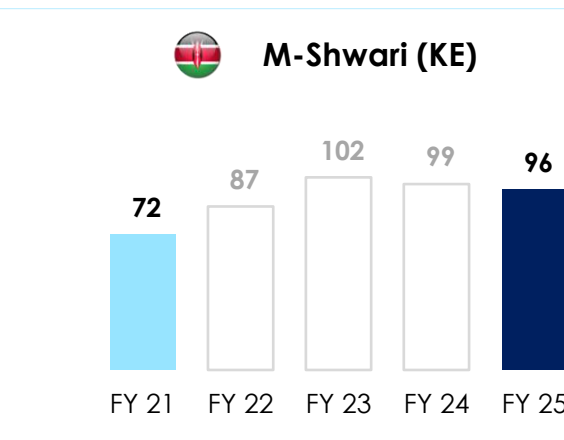
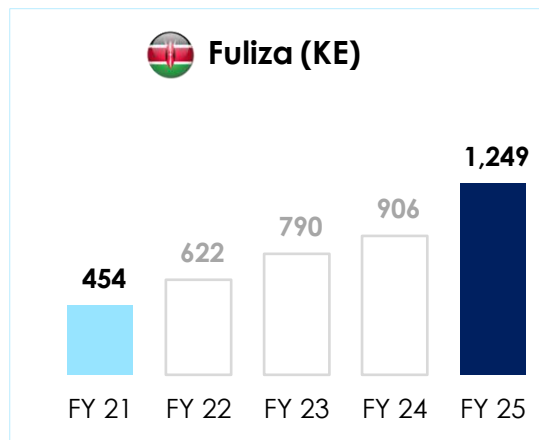
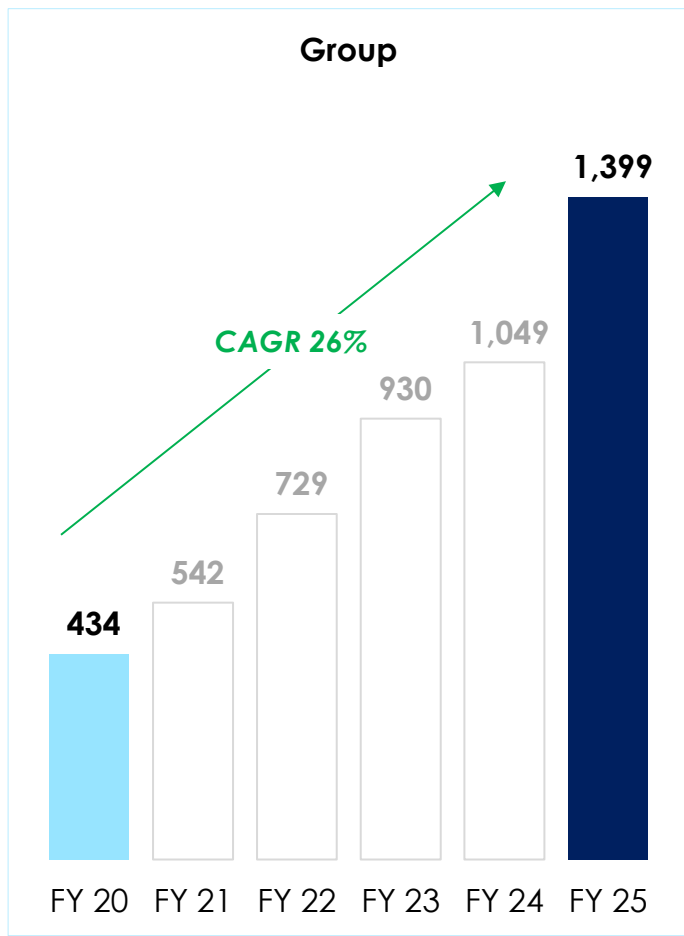
Digital Leadership: Investing in our core bank mobile platforms has driven growth in platform usage & mobile lending activity



*Digital Transactions: Majority of the digital transactions are done on mobile banking, internet banking, and ATMs
 *Transaction data is only available from 2023 onward, as prior years were recorded across two separate systems.

Digital Leadership: We are the undisputed digital lending leader, scaling our disbursements to over KES 1Trillion annually across Africa

Evolution of Digital Disbursements (KES Bns)



*Ghana operations commenced in Aug 2025 and have since successfully disbursed GHS 3.3Mn (approximately USD 0.3Mn) in digital loans.
 Note: 2025 FX Rate: 1GHS= USD 0.08818

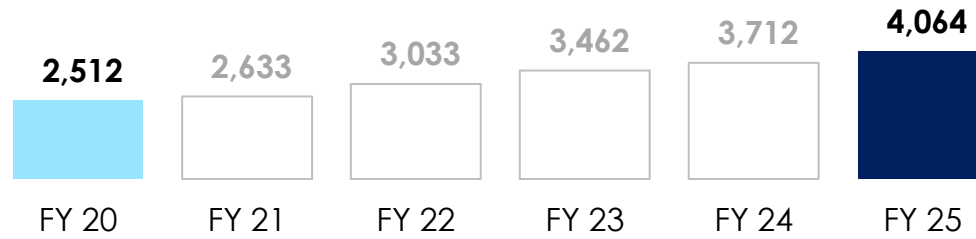
High Performance Culture: We continue to invest in our people, enhancing capability, retention, and long-term value creation

We have grown our staff complement...

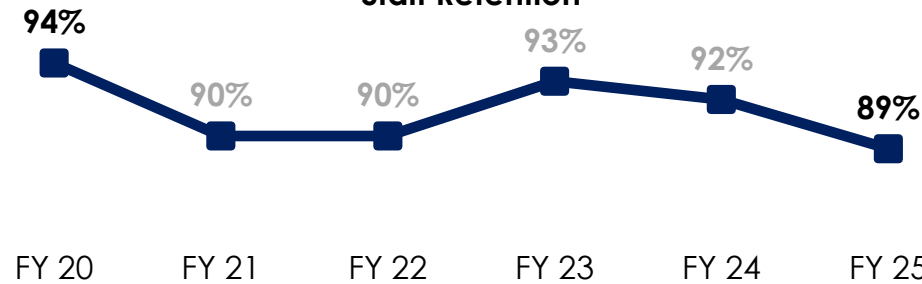
...while maintaining stable retention near 90% with evolving market dynamics.

We continue to boost employee morale which has cemented our position as a great place to work.

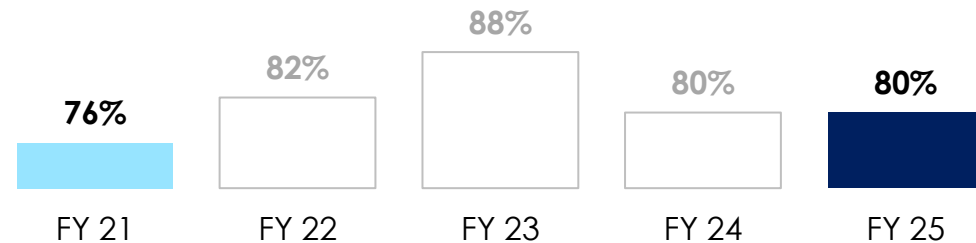
Staff Count



Staff Retention



Employee Engagement Score (EES)

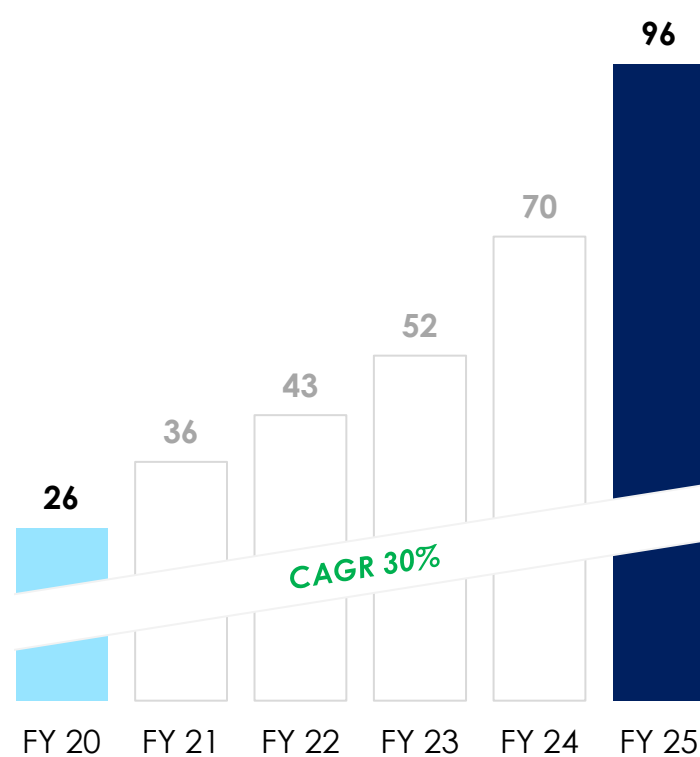


Recognition.
Top Employer of the year by the Top Employer Institute. (2025)

Non-Banking subsidiaries: Our non-banking subsidiaries have delivered remarkable gains, with strong AUM acquisition, significant growth in bancassurance premiums, and robust profitability in NCBA Insurance

Wealth Management

Assets Under Management (KES Bns)



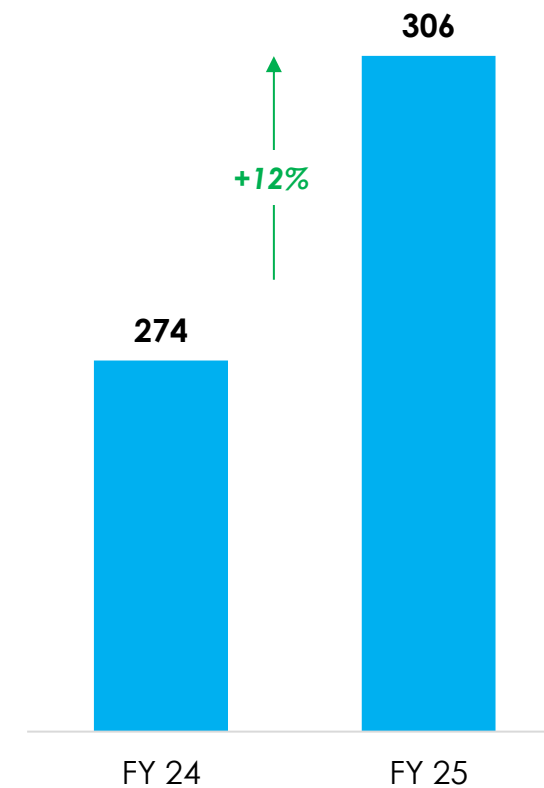
Bancassurance

Premiums (KES Bns)



NCBA - Insurance*

NCBA -IG PBT (KES Mns)



*NCBA IG became a fully owned subsidiary on 1st July 2024

Sustainability: Driving impact and accountability across all our operations, while deepening our commitment to our partners and communities

Environmental Social & Governance

*We continue to
make progress on
our Change the
Story agenda*

Green Finance raised & disbursed



KES 205M
Electric Vehicle
(EV) Financing



KES 1.9B
Renewable
Energy & Energy
Efficiency



68%
Proparco- Green
SME & Women
Fund Utilized



KES >600M
Disbursements in
AGF guarantee
envelope

Socially responsible investments



KES 108M
Invested in our
communities



519K
Cumulative Trees
planted

Financial Inclusion #People & Businesses



+900
Business
supported
(Proparco fund)



97.5%
E-Waste Recycled



+800K
Community Lives
impacted



16%
General Spend to
Women & Youth-
led Enterprises



NCBA GROUP

2026-2030

STRATEGY



2026 - 2030



We are now entering

A defining chapter in our journey, shaped by the scale we've built, the complexity we've embraced, and the possibilities ahead.

What began as a bold banking ambition is now evolving into something broader, more integrated, and more powerful: a belief-driven financial services platform with the scale, agility, and vision to lead in East Africa's next economic era.

Go for it

VISION: Anchored in our core values & customer promise, we are committed to becoming East Africa's most trusted financial ally

OUR PURPOSE, VISION & GOAL

Our Purpose, Vision and Goal are aligned to enabled us deliver the strategy over the period

OUR VALUES

We remain deeply committed to upholding excellent conduct by living Our Values

CUSTOMER PROMISE

Our Customer promise remains Unwavering



Our Purpose

Banking on Belief;
Empowering Ambitions.



Driven by being;

Decisive | Passionate | Bold



We KNOW You



Our Vision Statement

By 2030, we will be;
East Africa's most trusted financial ally,
enabling customers to realize their boldest
ambitions with a unified platform that
simplifies banking, investment, insurance
and beyond.



Open by being;

Honest | Transparent | Inclusive



We BACK You



Our Goal

Top 5 Banking Group in East Africa.



Responsive by embracing;

Speed | Simplicity and Innovation
| Focusing on Customers



We WOW You



Trusted by being;

Teamwork | Integrity | Accountability

UBUNTU: Ubuntu mindset will be our edge; uniting teams, aligning with our customers and transforming shared belief into shared value

BELONGING

“I am part of something bigger than myself. My presence matters here.”



UNDERSTANDING

“My Bank gets me. My ideas and challenges are understood.”



“UBUNTU”

TRUST

“I can rely on my bank. They have my back.”




SAFETY

“I have the confidence to pursue my goals without fear.”



2026 - 2030 Strategy: We now enter our next strategic cycle — anchored on four strategic pillars that will unlock greater possibilities for our stakeholders – customers, communities & partners

Our Purpose
Banking on Belief, Empowering Ambitions





<p>1.</p>	<p>Fortify the Core</p> 	<p>2.</p>	<p>Scale High Growth Segments</p> 	<p>3.</p>	<p>Unlock New Growth Frontiers</p> 
<p>Blend insight and intimacy to power deeper customer engagement</p>		<p>Sharpen propositions in existing high growth, high potential segments</p>		<p>Push into uncharted waters where the potential for impact and return is greatest</p>	
<p>Reliability as the Proof of our Brand</p>		<p>Access as Our Wealth Edge</p>		<p>Beyond Organic; Strategic Scale and Depth</p>	
<p>Data as the Platform for Growth</p>		<p>Digital Simplicity for The Modern Consumer</p>			
<p>Smarter Products, Integrated Channels</p>		<p>Speed & Agility Built For Business</p>			
<p>Elevate Corporate Banking with Sophistication and Precision</p>		<p>Insurance, Embedded in Every Relationship</p>		<p>Innovation at the Edge</p>	
<p>4.</p>	<p>Future-Ready Ubuntu</p>	<p>Transform how we operate—reimagining our operating model for a more empowered, purpose driven organization</p>		<p>Optimize Group Operating Model Talent that Powers the Mission ESG, Integrated Smart Future Fit Risk Brand the Tribe</p>	

The Nedbank- NCBA transaction will accelerate our strategy; deepen capabilities & accelerate long-term growth while offering value to shareholders

About Nedbank

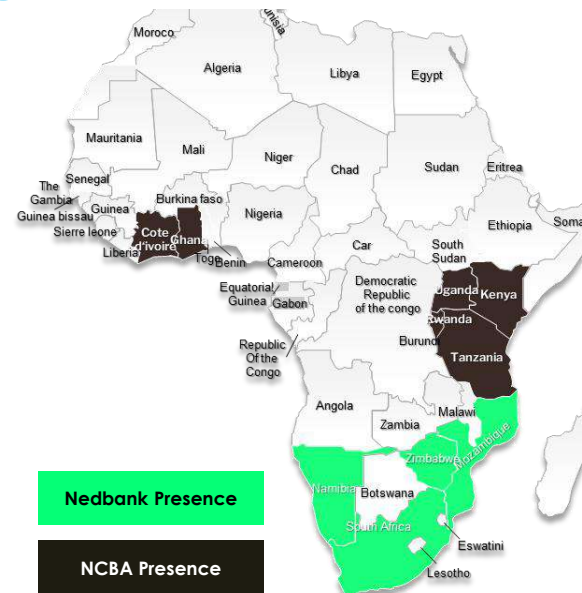
-  **Nedbank is one of Africa's oldest and largest diversified financial services businesses** - total assets of USD 88 Bn, c. 17% share of loans & deposits in South Africa and over 25,000 staff.
-  **JSE listed** since 1969 – a top 40 JSE company, with market capitalization of USD8 Bn.
-  **Universal bank**, offering full suite of business, commercial, corporate, investment, private and retail banking – **leader in vehicle and commercial property finance**, sophisticated know-how in corporate and investment banking – **public sector expertise, infrastructure, funding & PPP**

Deal Highlights

-  Announced intention **to acquire a c.66% shareholding in NCBA**, Kenya's 4th largest bank by assets, through combination of Nedbank shares and cash – USD850m deal value
-  NCBA to **remain listed on the Nairobi stock exchange** and to anchor Kenya as the gateway into broader East African markets
-  NCBA becomes a major subsidiary within Nedbank – **brand, board, management team retained**
-  The expectation is that completion culminating in **share transfer settlement will be in Q3 2026 subject to regulatory approvals**

Strategic Rationale

-  **Objective to grow outside of Southern Africa, with East Africa being a key growth region** –c. 190m pop. and c. USD 300Bn GDP
-  **Kenya regional financial hub** supported by **strong institutions, sophisticated markets** and a **dynamic technology** sector
-  To **accelerate regional growth** through the introduction of capital and IP, **supporting NCBA as a platform across East Africa**
-  **NCBA growth profile, market positioning & business model highly attractive**



- Nedbank and NCBA **highly complimentary** geographic presence
- Nedbank **presence** outside Africa also include **London, Dubai and Isle of Man**

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NCBA GROUP FINANCIAL PERFORMANCE

Our diversified business model continues to demonstrate growth and resilience, with Group profitability increasing by 11% in FY 2025

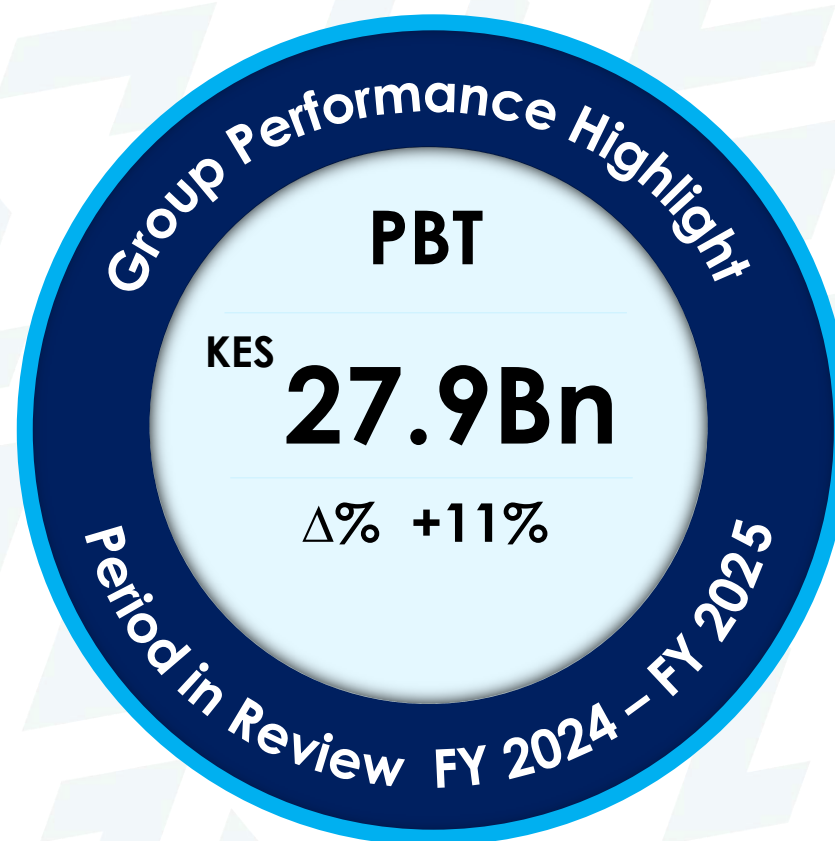
Amount in KES Millions (PBT)

Core Banking Subsidiaries

	FY 24	%Δ	FY 25
Kenya	15,751	4%	16,399
Uganda	429	22%	524
Tanzania	464	11%	513
Rwanda	(130)	>100%	92
Total	16,514	6%	17,437

Non-Banking Subsidiaries

	FY 24	%Δ	FY 25
Investment Bank	307	>100%	995
Bancassurance	401	(34%)	265
Insurance*	274	+12%	306
Leasing LLP	344	4%	357
Holdco	(40)	>100%	(427)
Total	1,286	16%	1,496



Amount in KES Millions (PBT)










Digital Banking Subsidiaries

	FY 24	%Δ	FY 25
Digital Business (KE)	5,011	33%	6,689
Digital - Other	(23)	>100%	(206)
M-Pawa (TZ)	369	(18%)	303
Mo-Kash (UG)	1,208	(4%)	1,155
Mo-Kash (RW)	882	15%	1,017
Total	7,447	20%	8,958

*NCBA IG Income recognition began post acquisition completion in July 2024

NCBA GROUP FINANCIAL PERFORMANCE

We are seeing strong revenue contributions across our group with stable return outcomes

		REVENUE	% CONTRIBUTION	EFFICIENCY	RETURNS*
		TOTAL INCOME		COST TO INCOME RATIO	RETURN ON AVERAGE EQUITY
Banking Subsidiaries	 NCBAK	KES 59.9Bn	 81.1%	49.4%	18.9%
	 NCBAU	KES 4.0Bn	 5.9%	60.5%	16.4%
	 NCBAT	KES 2.7Bn	 4.0%	75.7%	21.8%
	 NCBAR	KES 2.5Bn	 3.9%	62.9%	20.5%
Non-Bank Subsidiaries		KES 3.4Bn	 5.1%	44.2%	31.0%
Group		KES 73.3Bn		52.3%	19.7%

Note: * ROE denotes aggregate profitability from our core bank and digital business across our markets

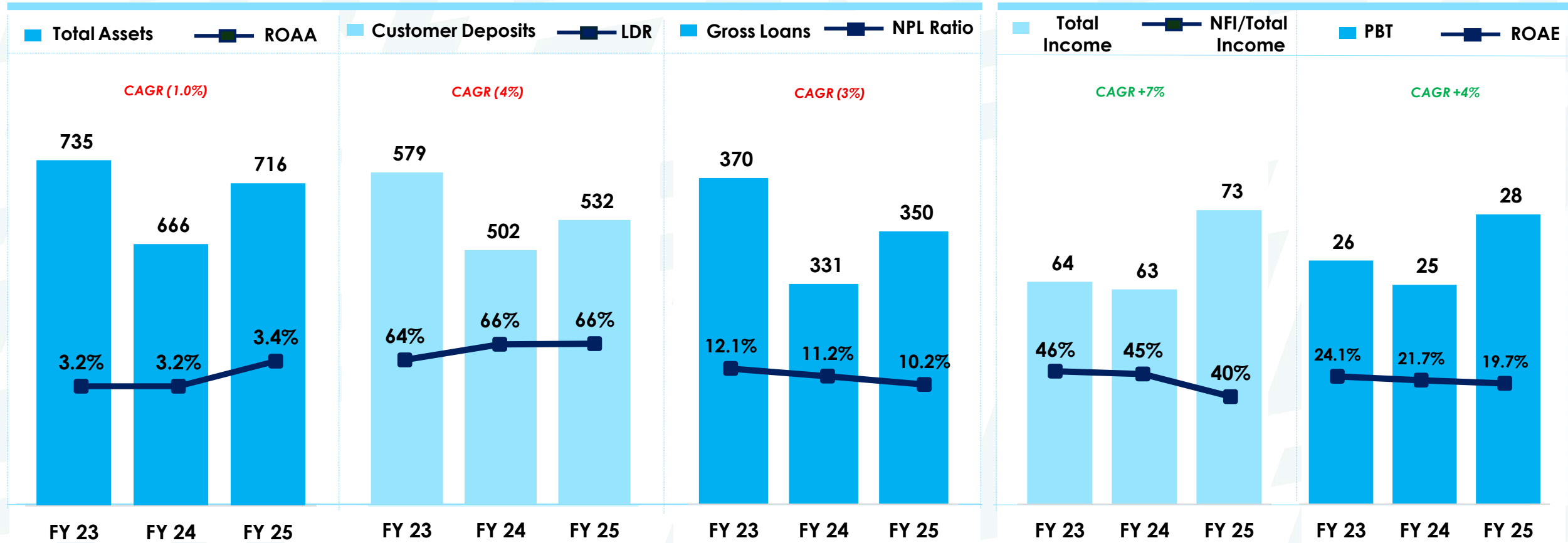
NCBA GROUP FINANCIAL PERFORMANCE

Our Group continues to demonstrate strong fundamentals with a resilient asset base which is delivering stability in our earnings

Amounts in KES Bns

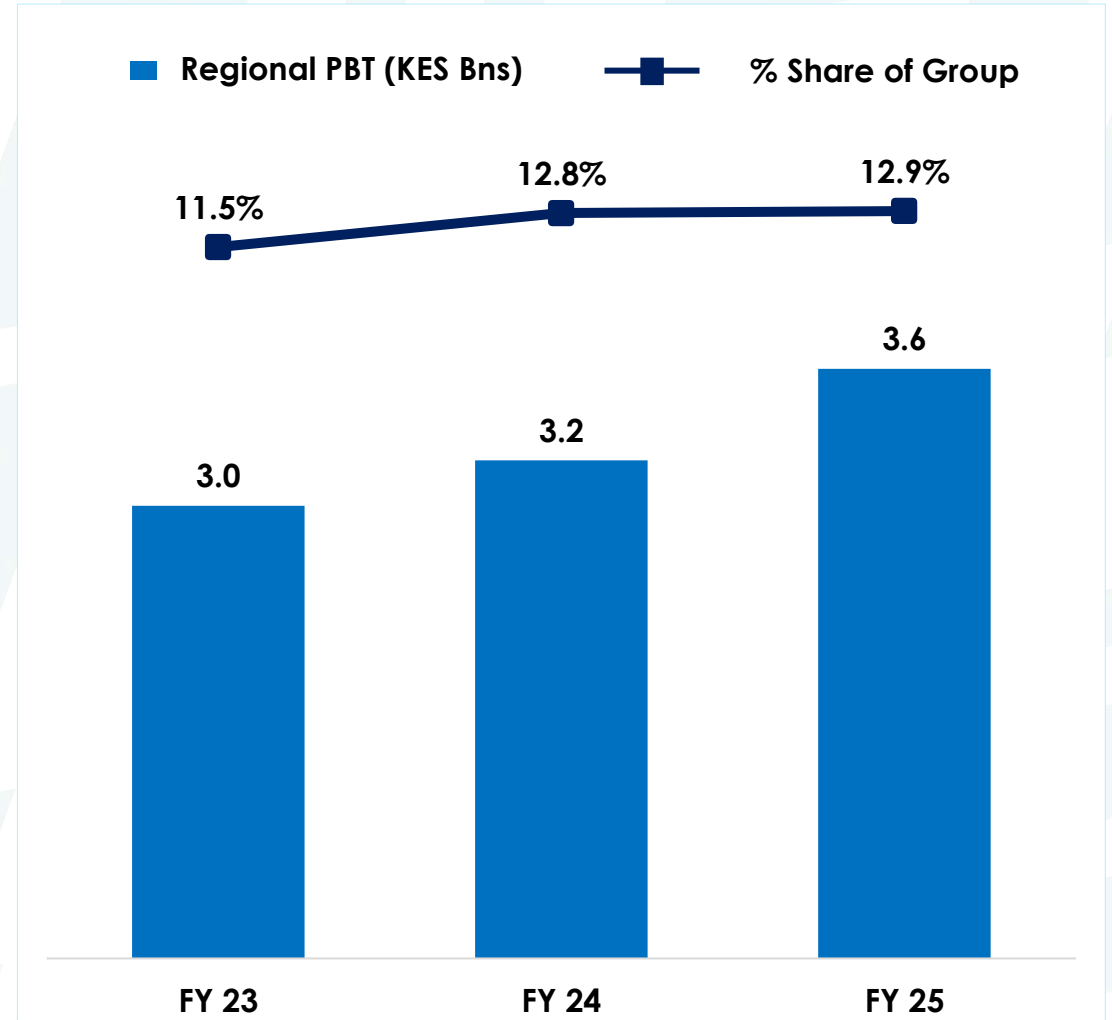
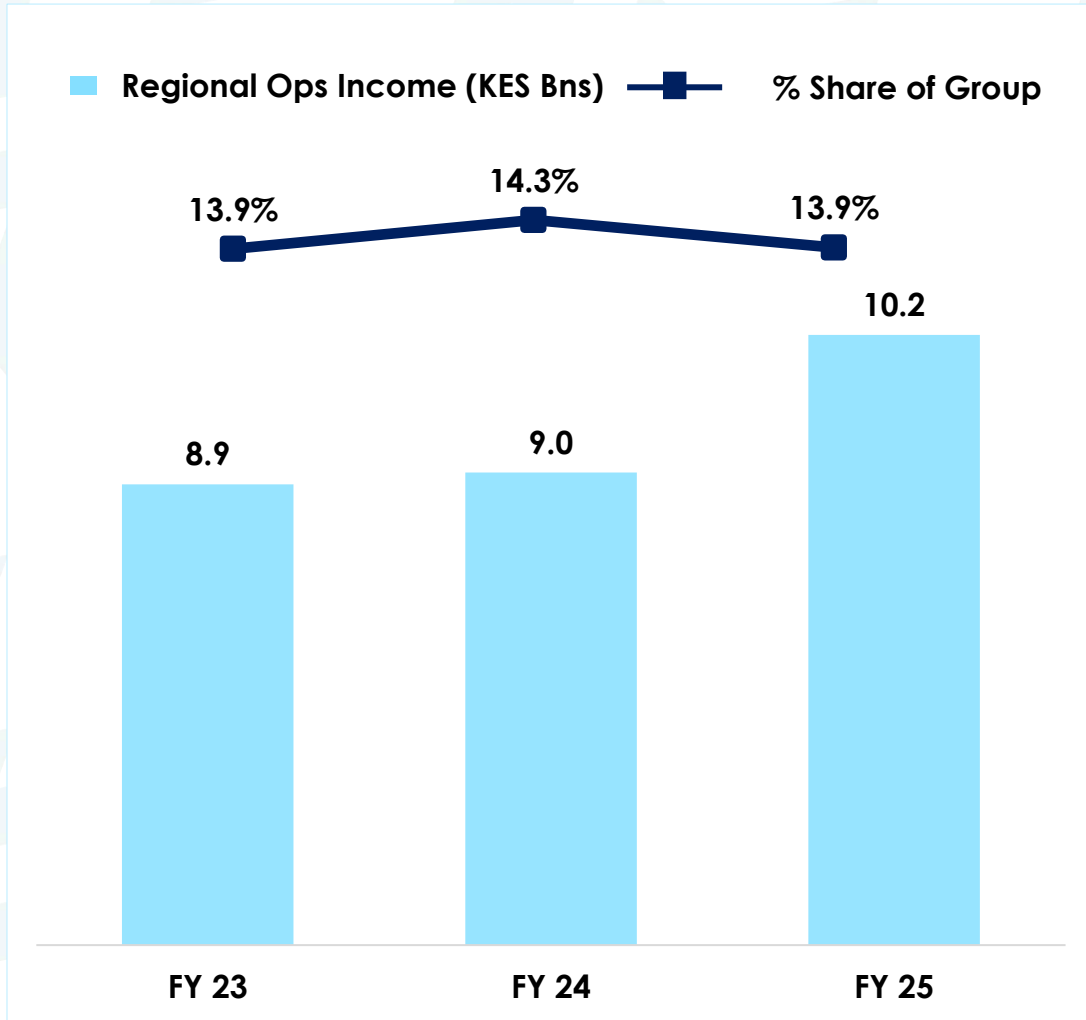
Balance Sheet

Income Statement



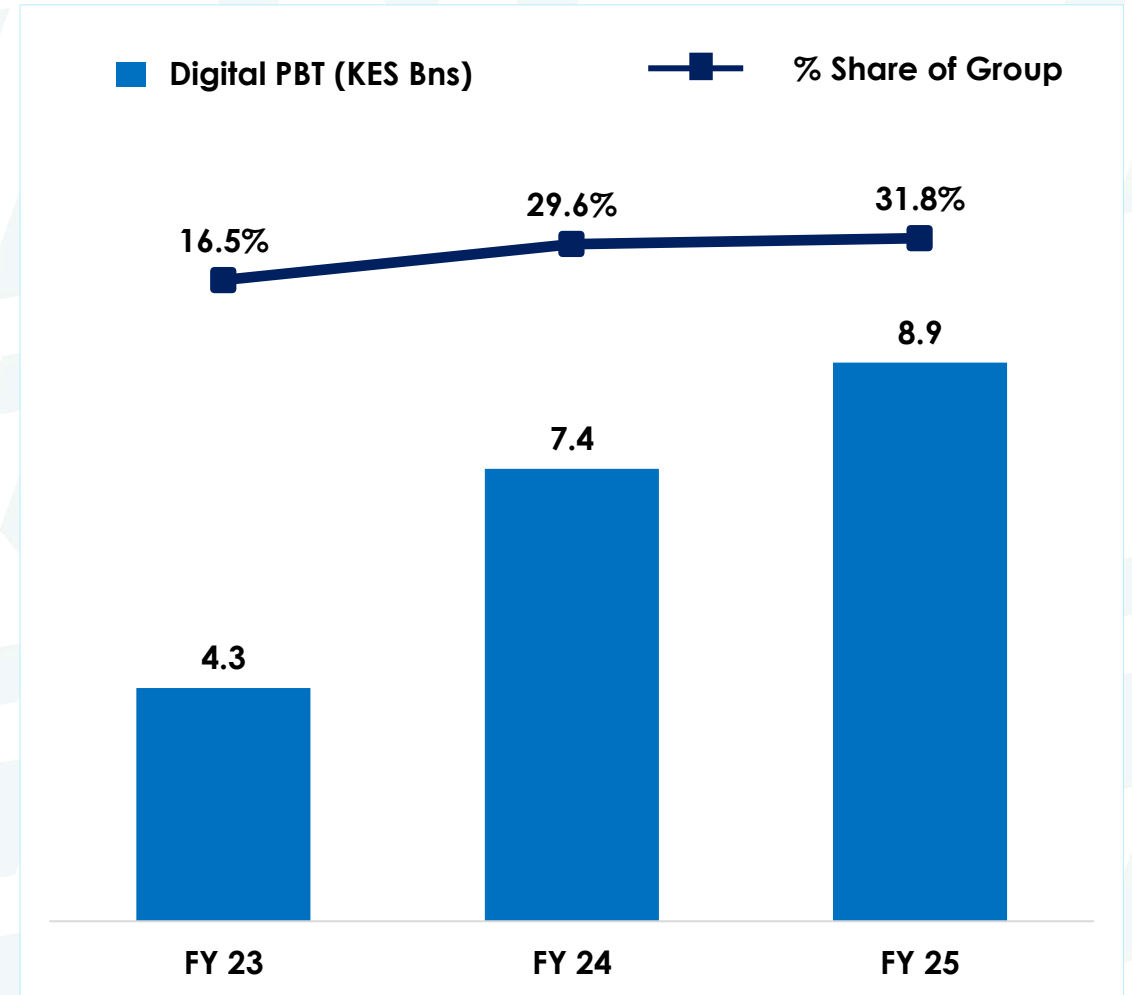
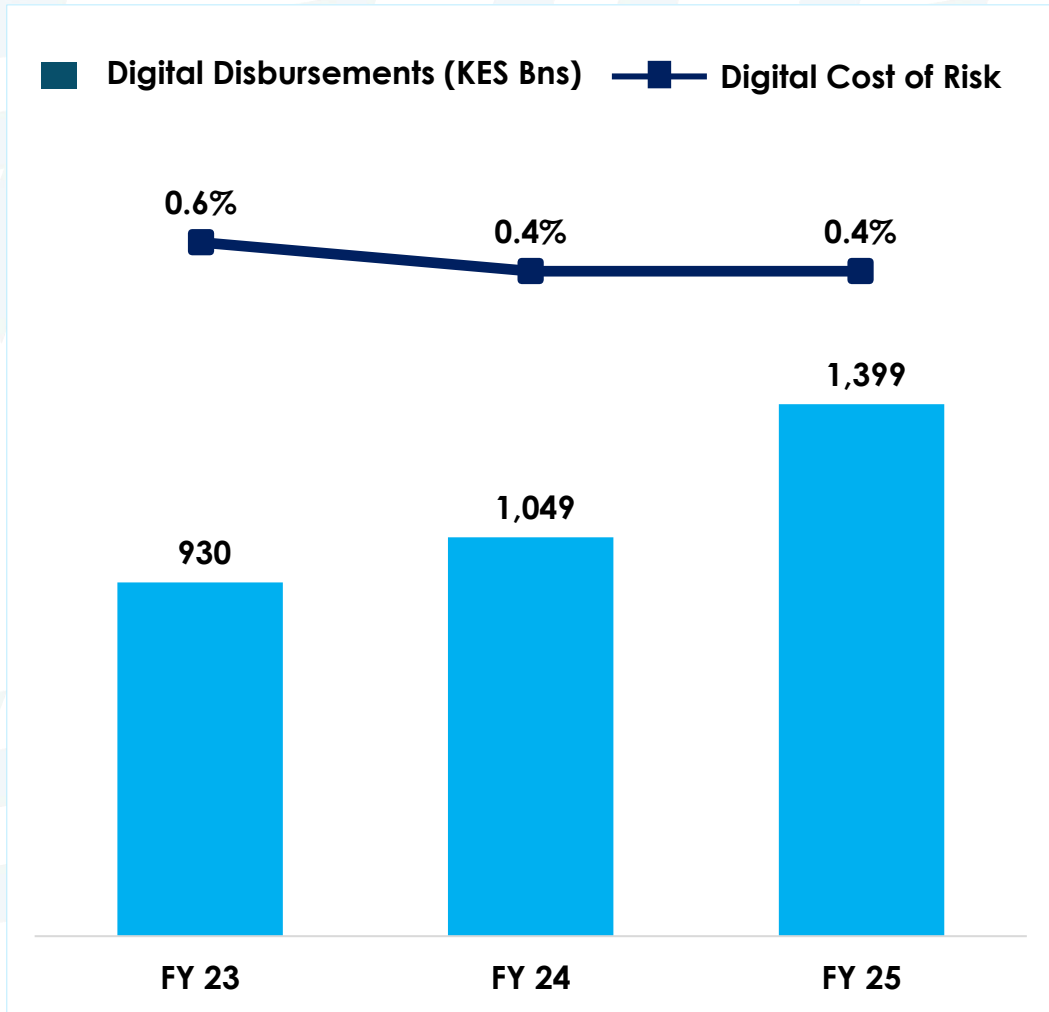
NCBA GROUP FINANCIAL PERFORMANCE

The regional business has continued to follow an encouraging growth trajectory becoming a key contributor to Group profitability



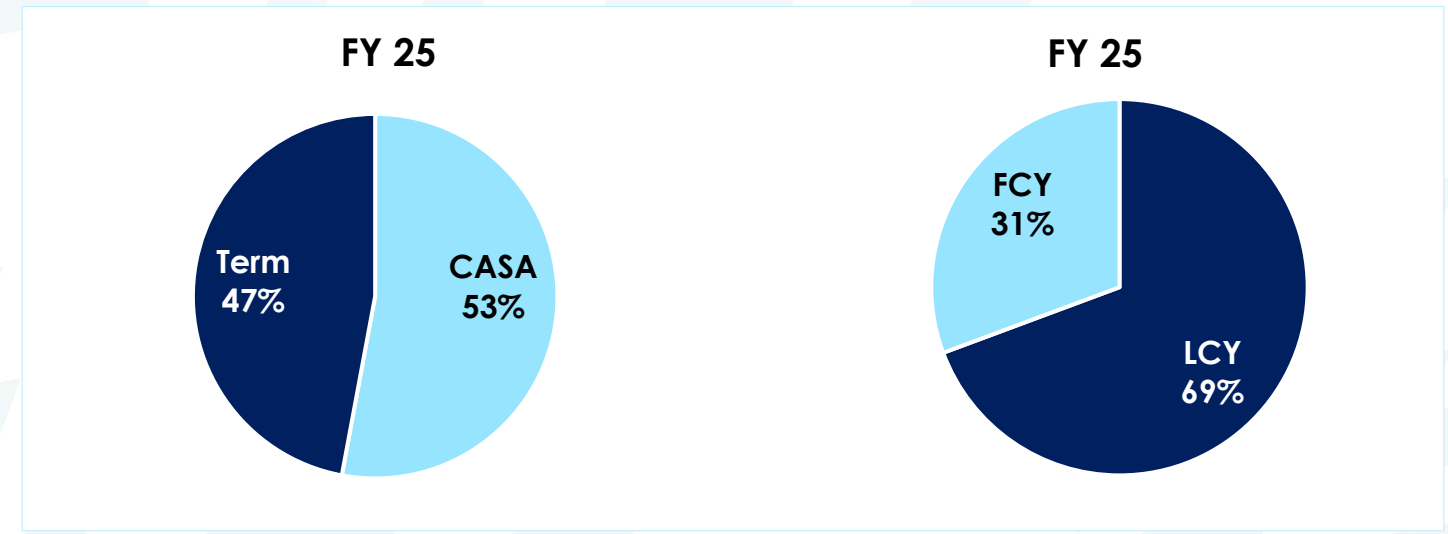
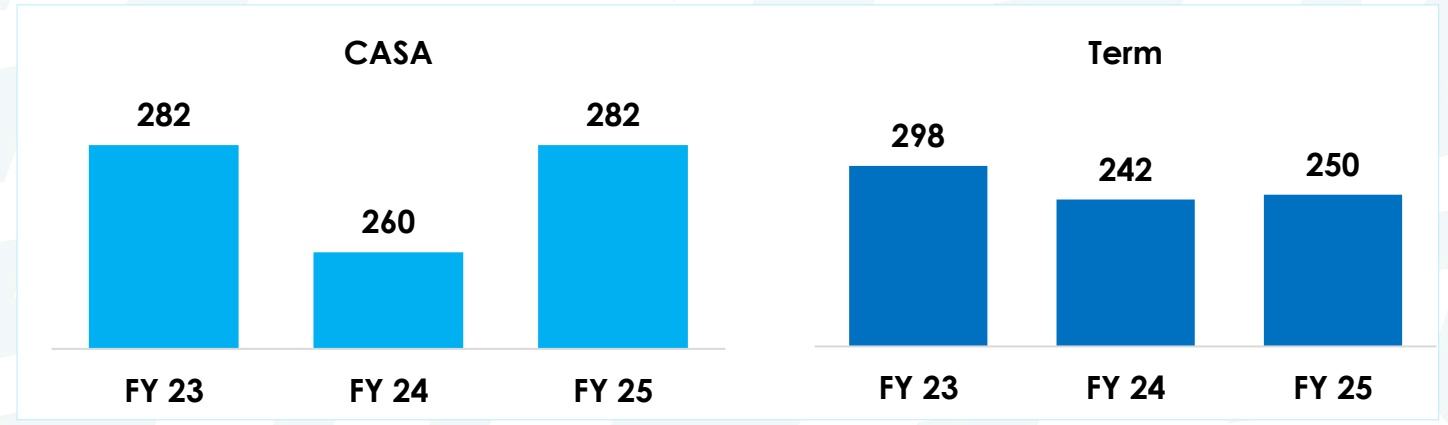
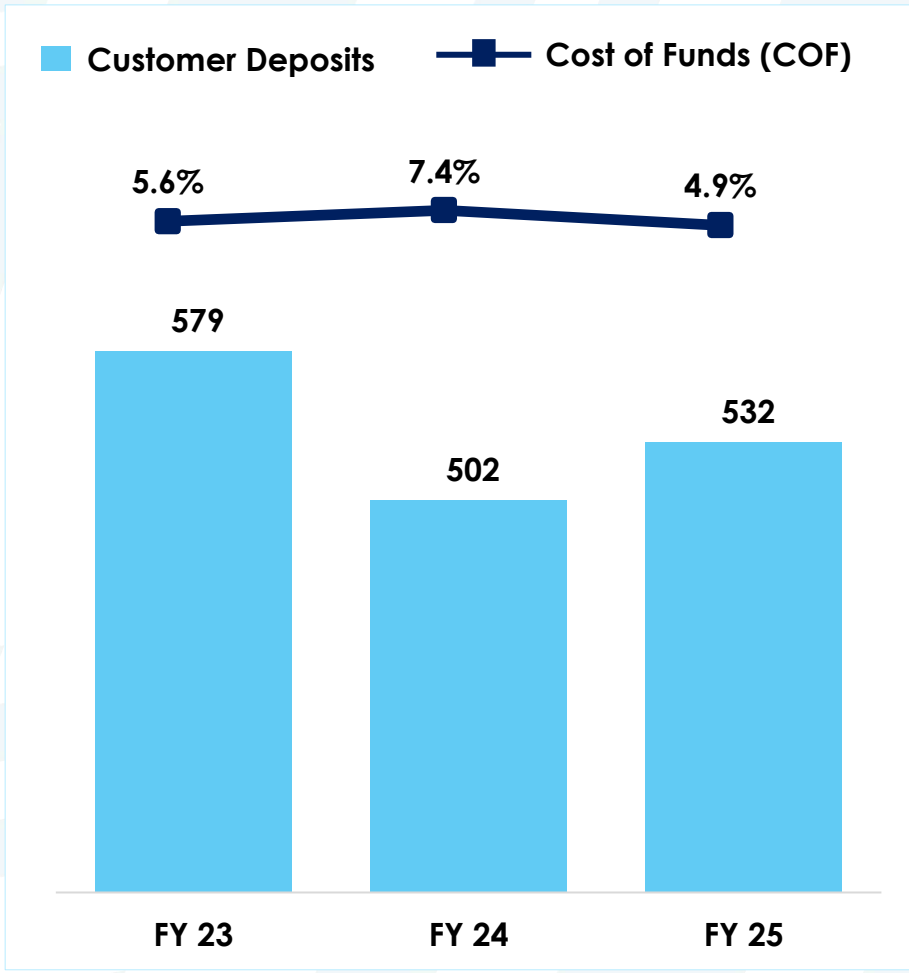
NCBA GROUP FINANCIAL PERFORMANCE

Strategic investments and advanced AI model training are paying dividends with superior credit outcomes and strong profitability in our digital business positioning us well for continued scale



NCBA GROUP FINANCIAL PERFORMANCE

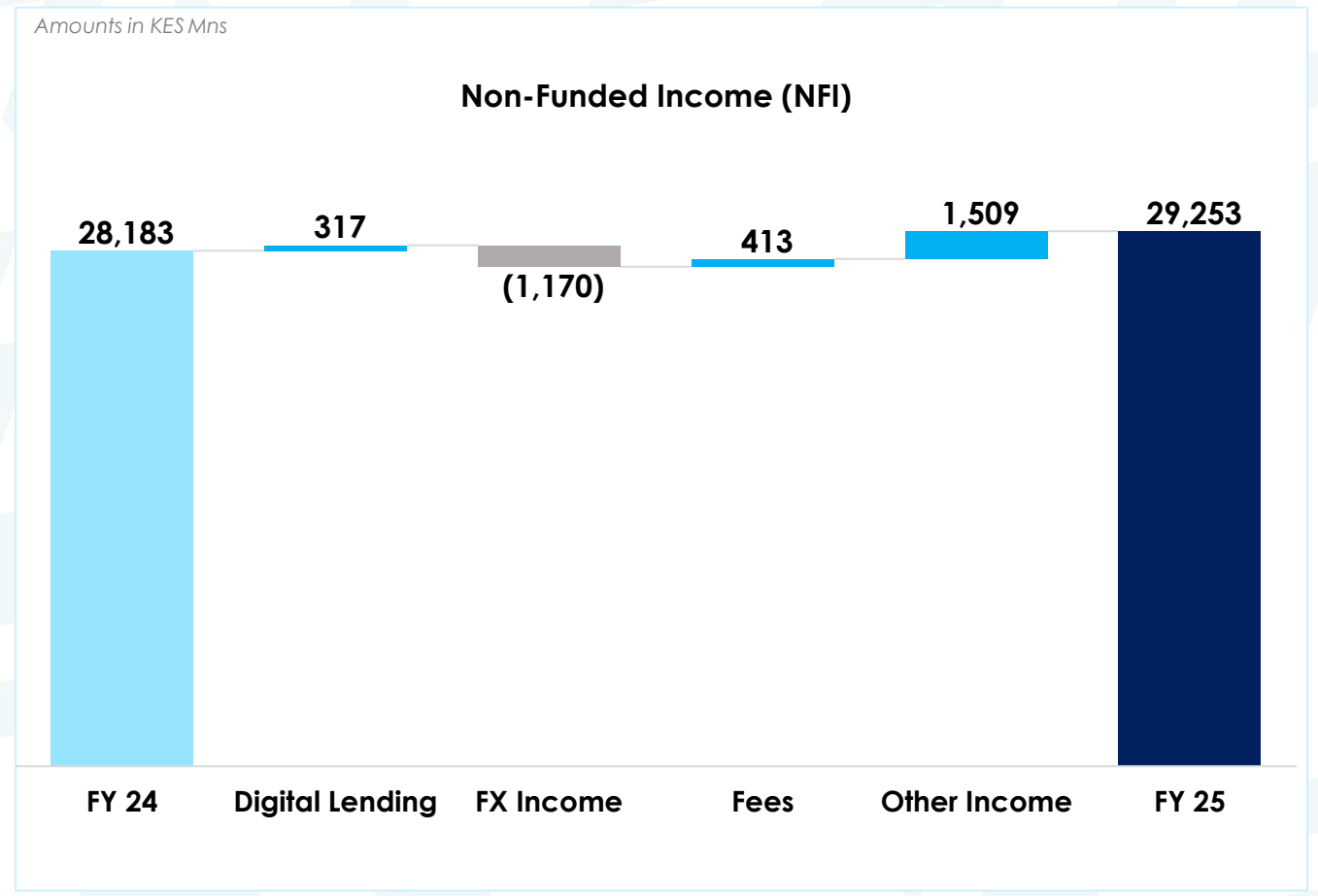
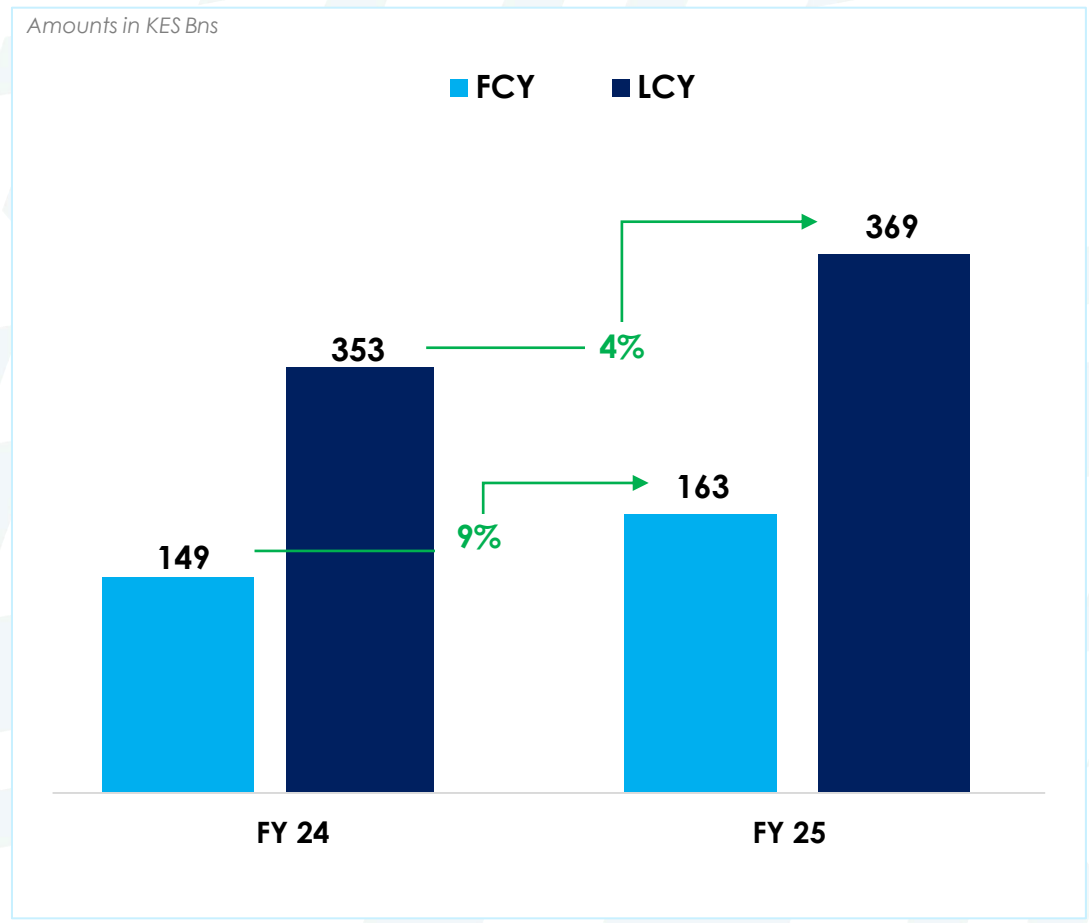
Last year we strategically reoriented our funding mix towards CASA; this led to slight softness in our deposit book but lowered funding costs



Our non funded income streams received a healthy boost from fees derived from varied solutions we offer our clients

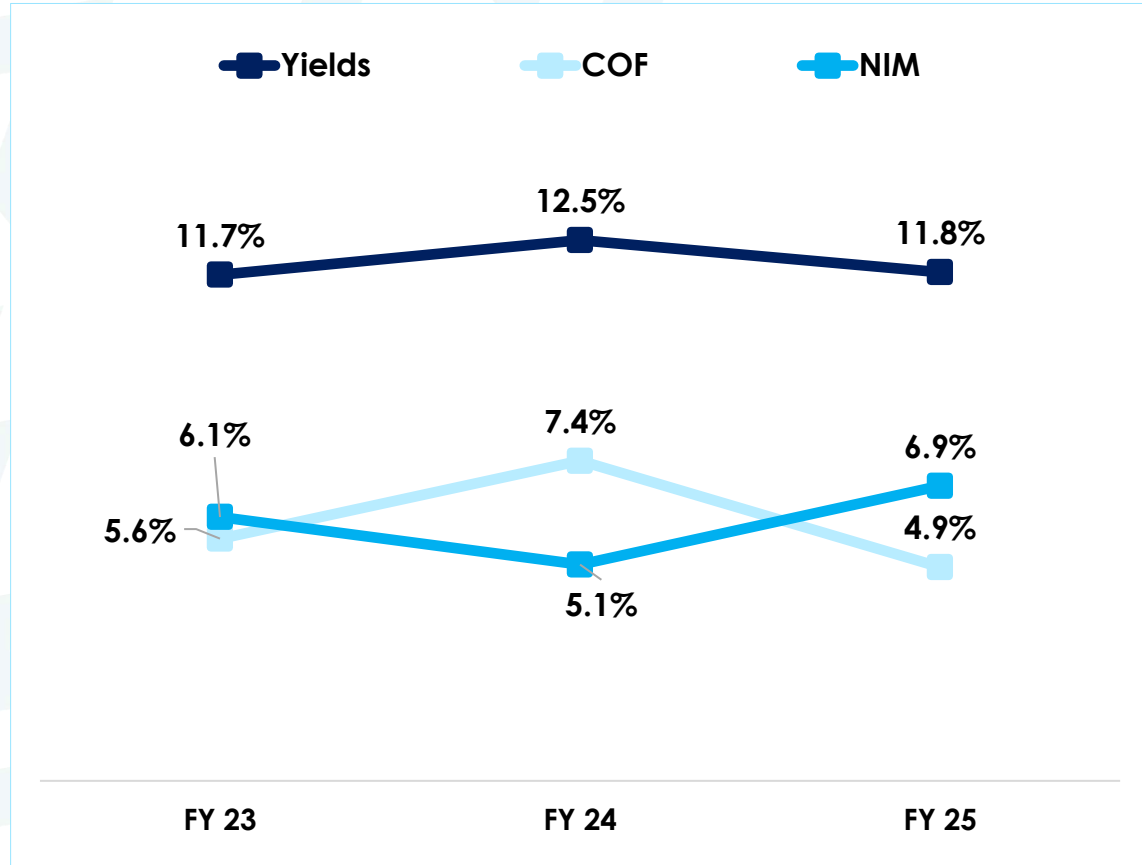
We continue to grow our FCY deposit book...

...we also saw solid performance in fees derived from cash management and insurance revenues

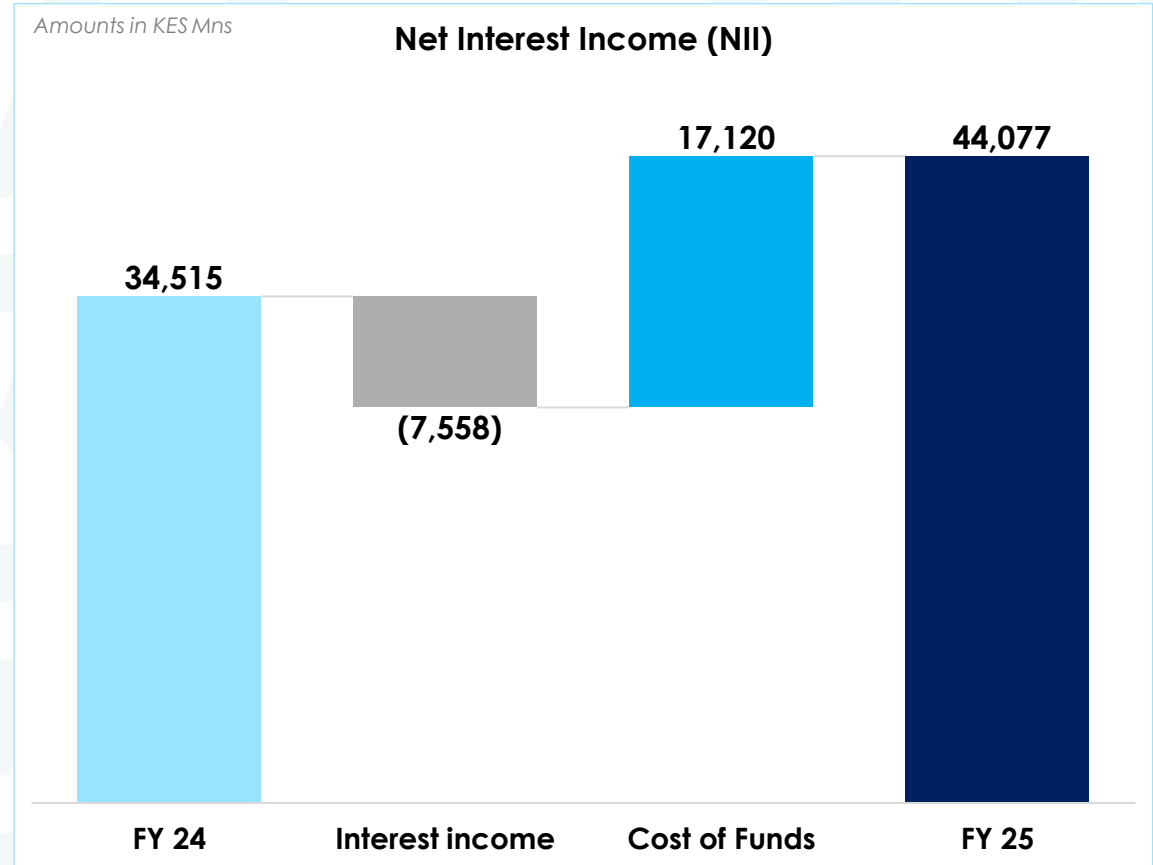


Through the interest rate cycle, we focused on active pricing discipline across all lending while tightening our deposit costs ensuring margin protection

Our efforts on balance sheet reorientation has been NIM accretive...



... delivering uplift in net interest income, despite decline in the CBR rate

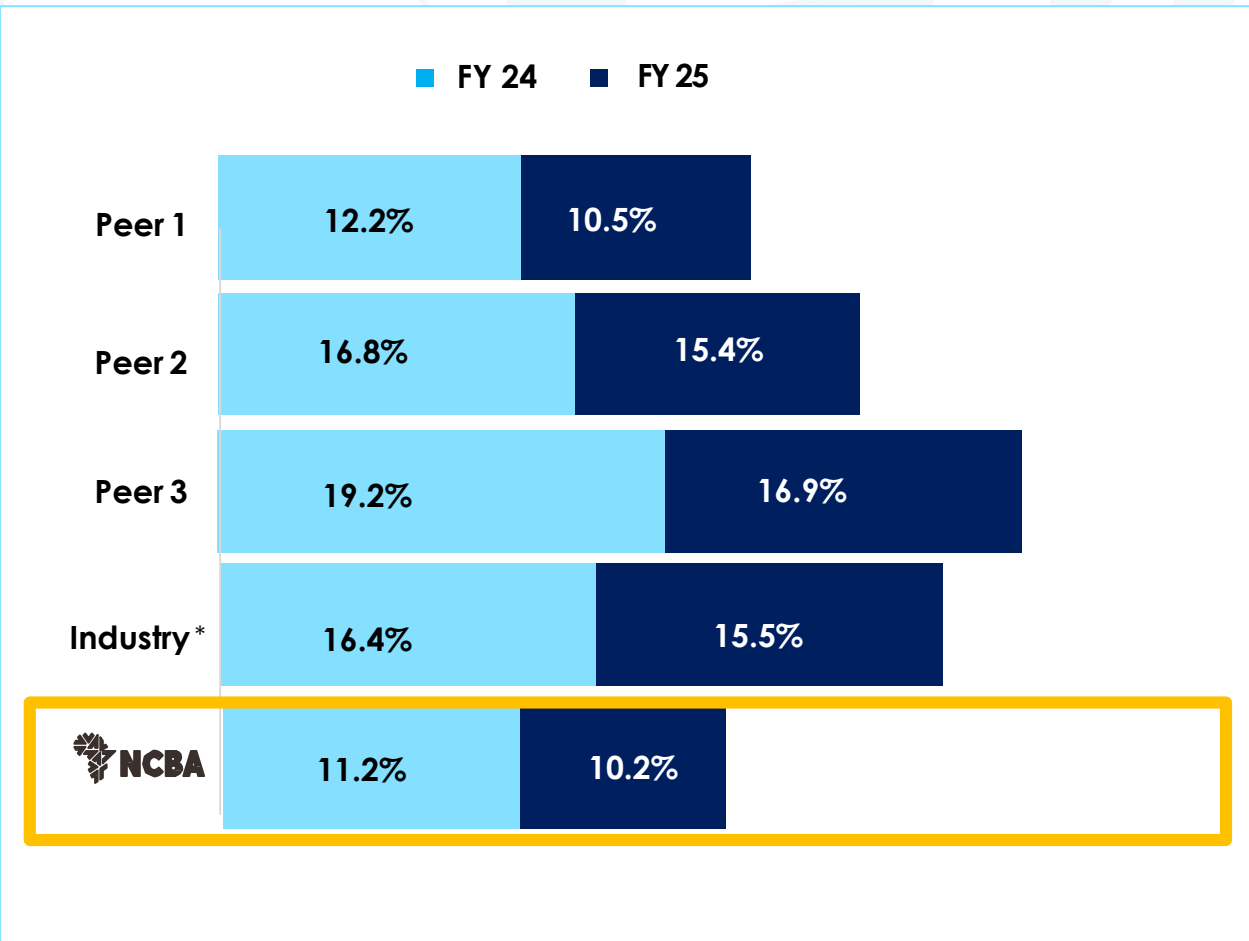
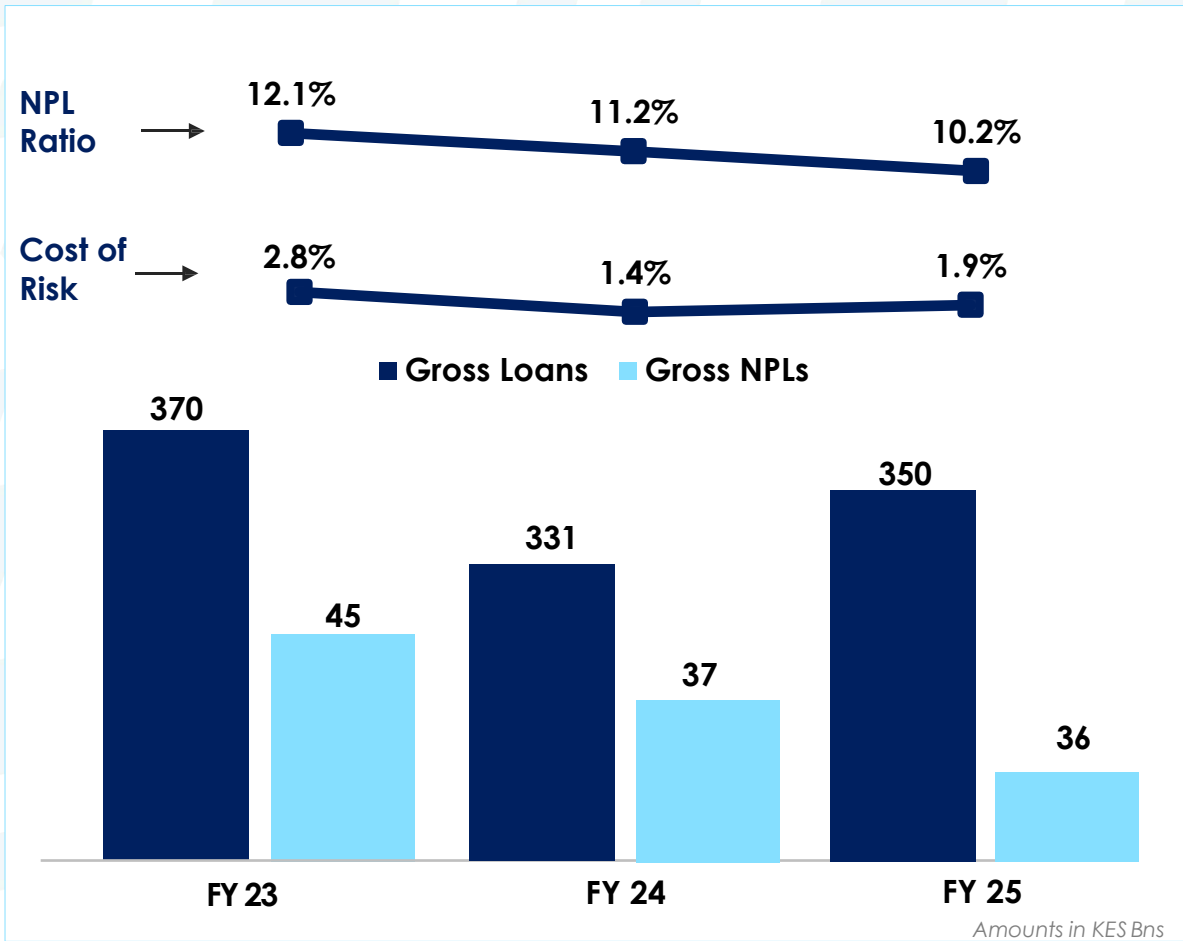


NCBA GROUP FINANCIAL PERFORMANCE

Despite macro conditions; we have largely maintained the quality of our loan book compared to our peers and the industry

We achieved 6% YoY lending growth despite mixed economic conditions...

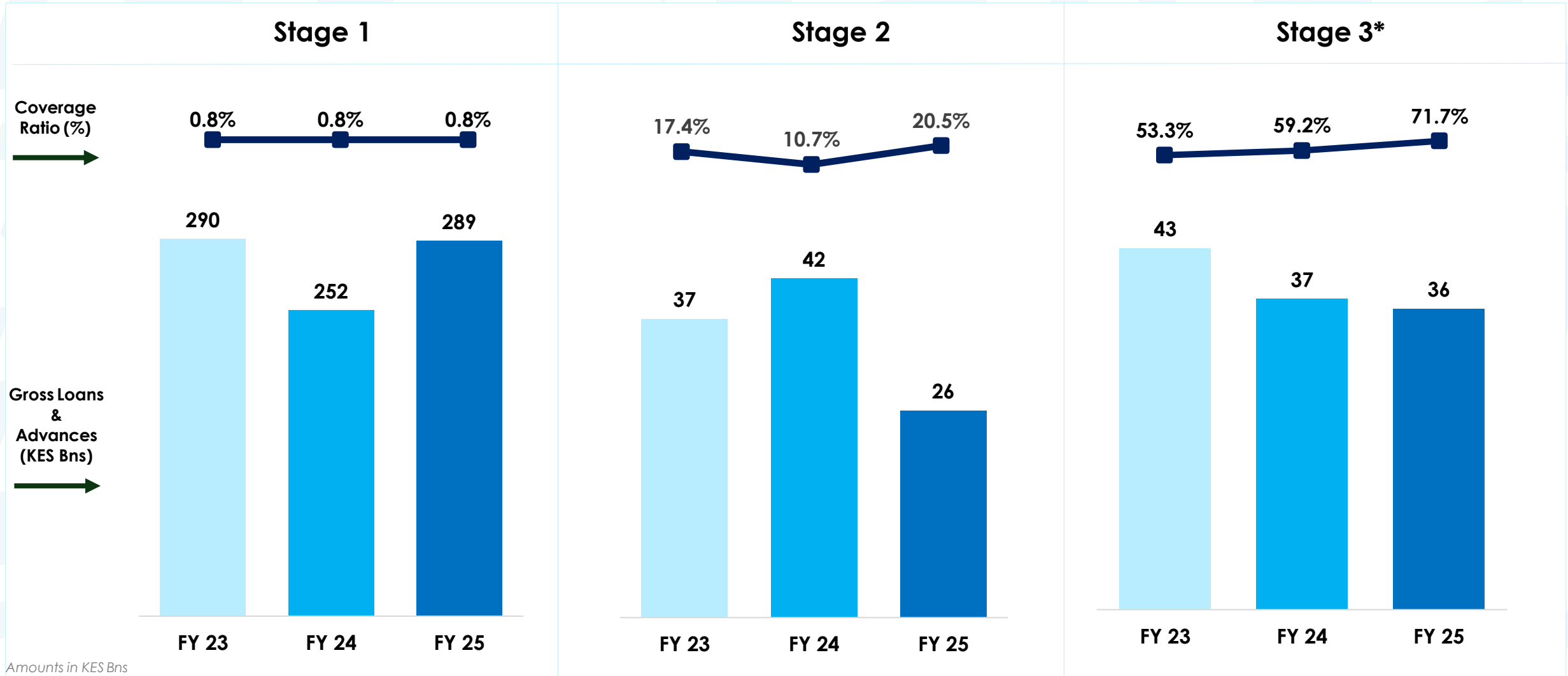
...while consistently maintaining a higher-quality loan book compared to peers and the broader Kenyan industry.



Notes:
 * Denotes Kenyan Banking Sector
 + Regional NPL ratios: RWA 3.1% TZ: 3.0%, UG 5.0%

NCBA GROUP FINANCIAL PERFORMANCE

...with adequate provisioning and coverage across loan classification buckets...



Amounts in KES Bns

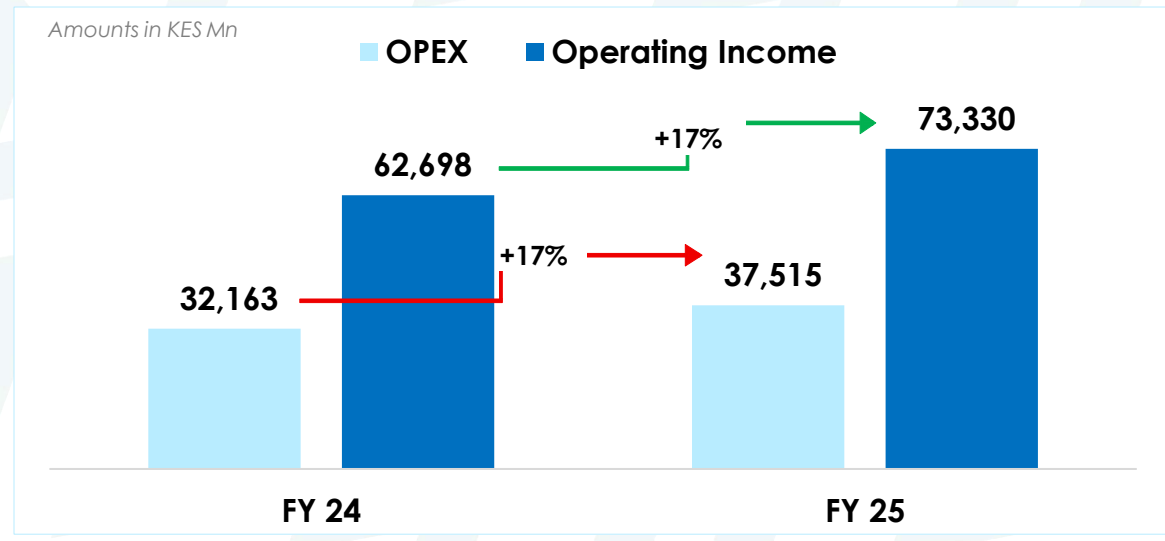
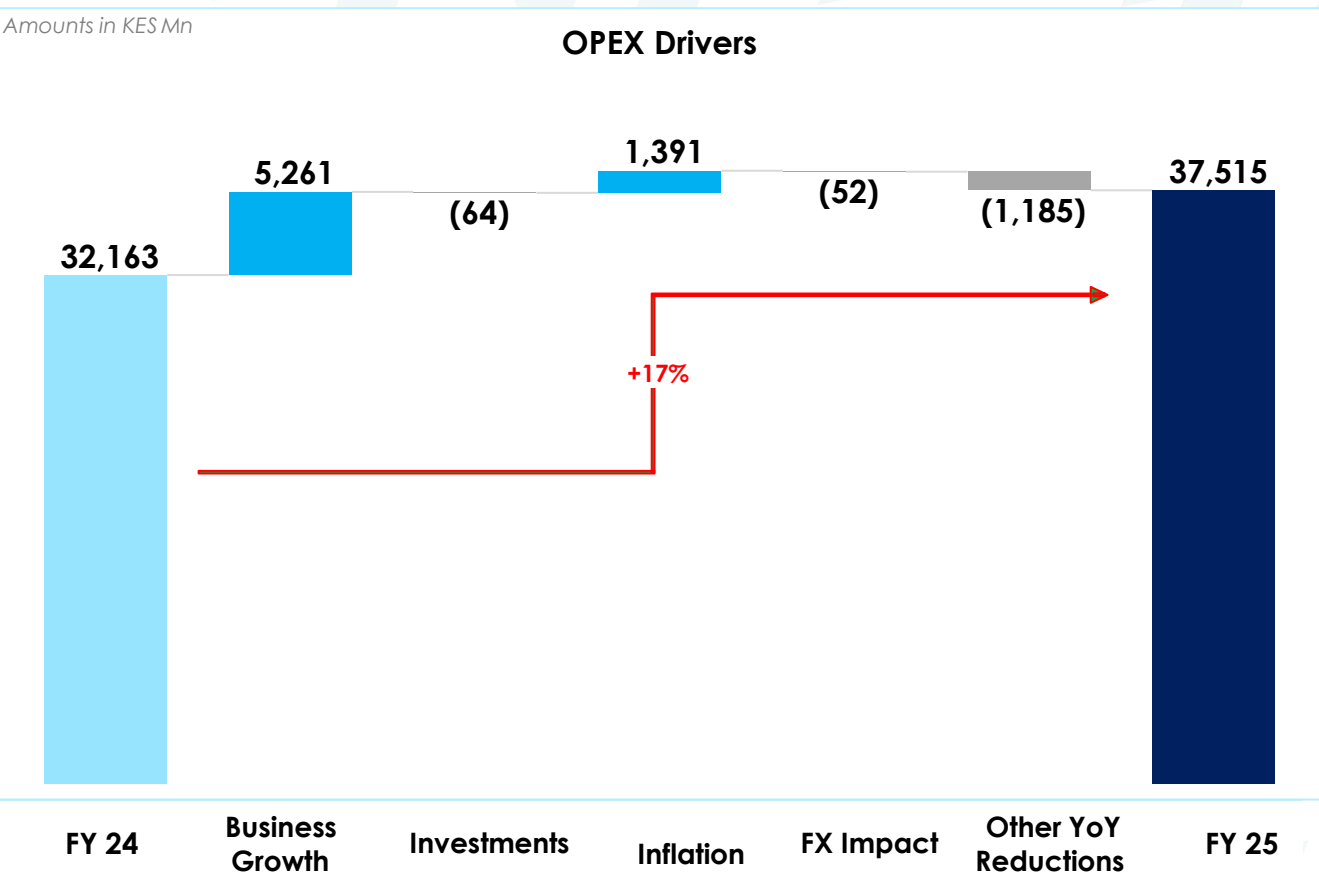
*Note: Collateral held for stage 3 loans in 2025; KES27.7Bn

NCBA GROUP FINANCIAL PERFORMANCE

Our strategic investments, notably in our distribution network & digital platforms have put pressure on our near-term efficiency metrics. We are focused on a 45% CIR in the medium term

OPEX Increased by 17% in FY 25 as we continued to book growth related expenses....

...notwithstanding the increase in costs, we believe we are at inflection point in efficiency given the peak of our investment cycle



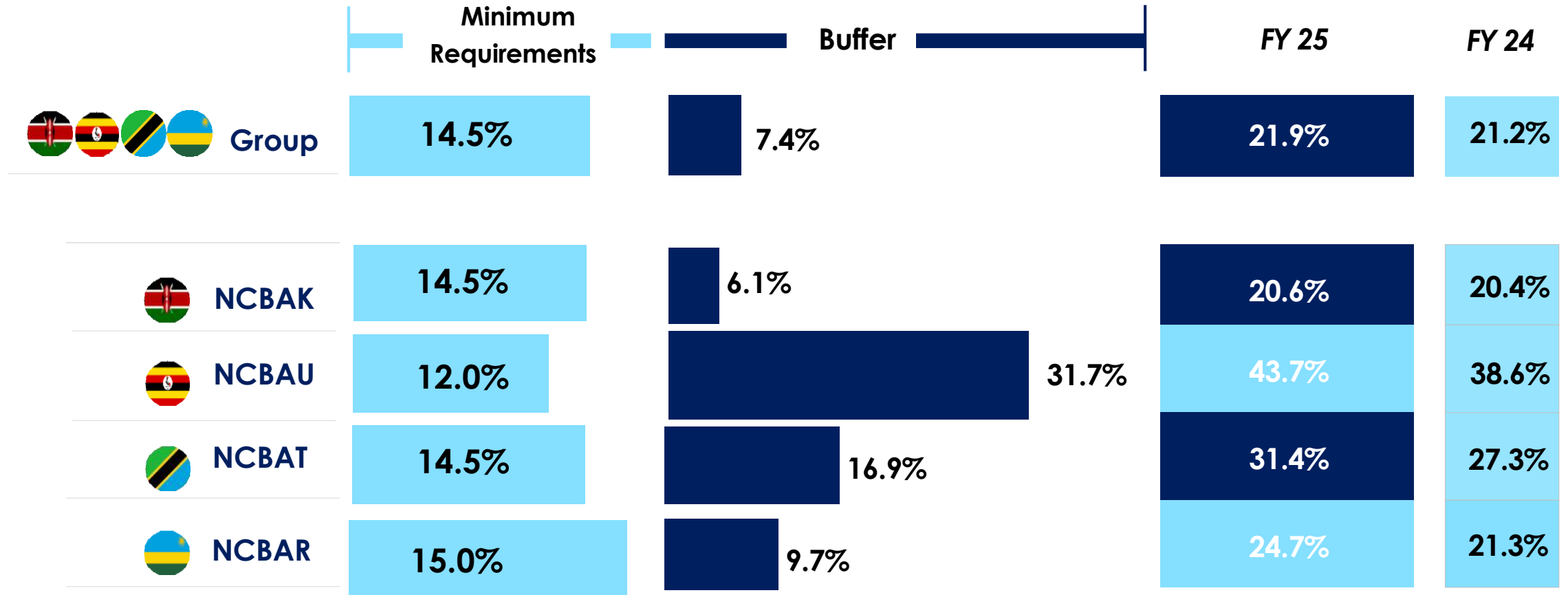
	FY 24	FY 25
Cost to Income Ratio	51.3%	52.3%
Cost to Assets	4.8%	5.2%
Cost of Risk	1.4%	1.9%
Staff Costs Intensity ⁽¹⁾	21.8%	22.6%
IT Costs Intensity ⁽²⁾	9.3%	8.1%

Notes:
 1: Staff Cost Intensity calculated as Staff costs vs. Operating Income
 2: IT Cost intensity calculated as IT OPEX vs. Operating Income

NCBA GROUP FINANCIAL PERFORMANCE

The Group remains well capitalized providing ample room to invest for growth

Total Capital/RWA across our Markets

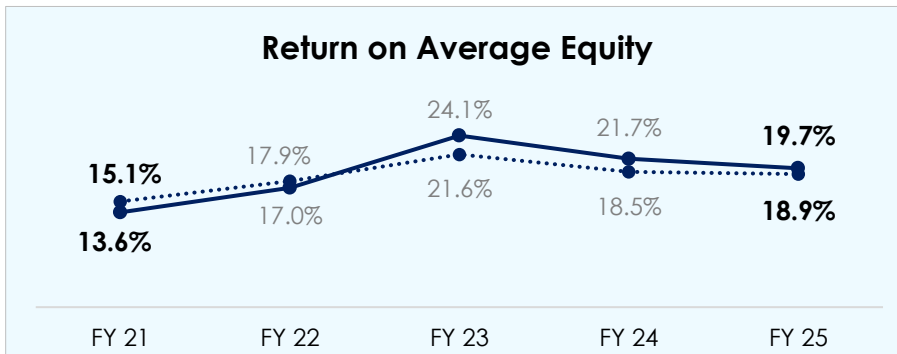
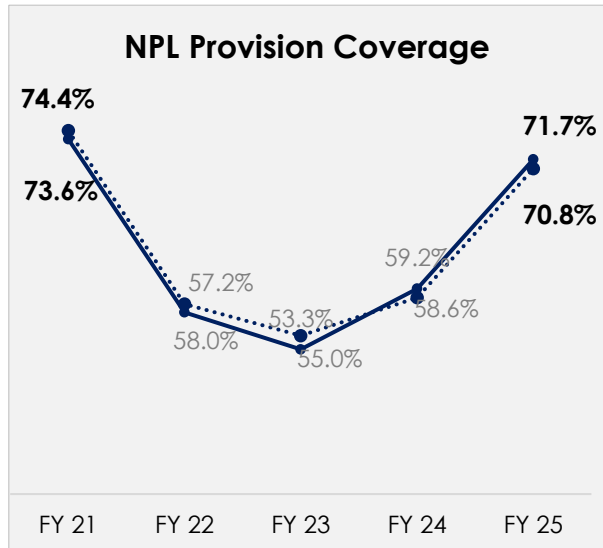
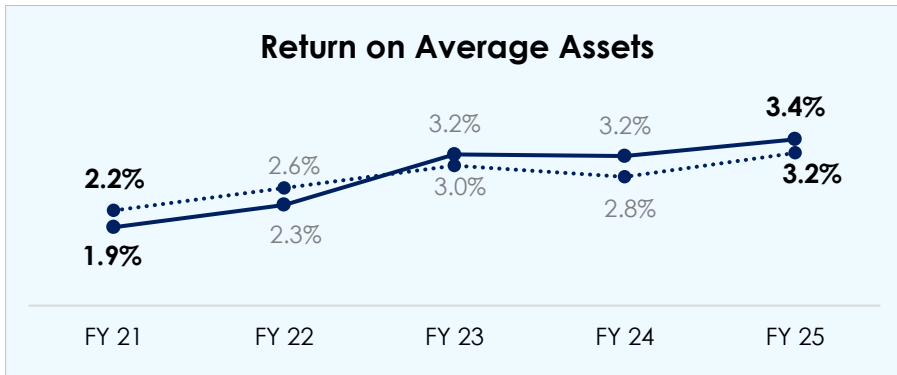
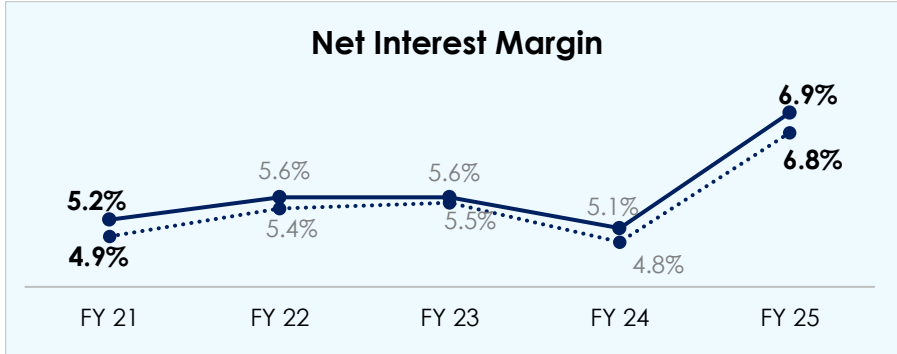
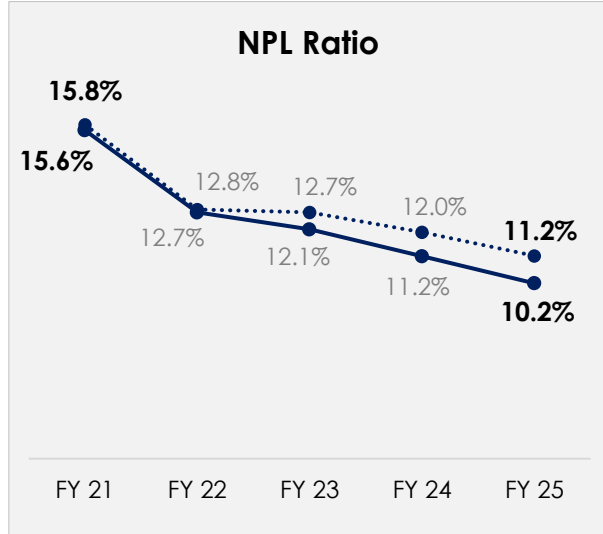
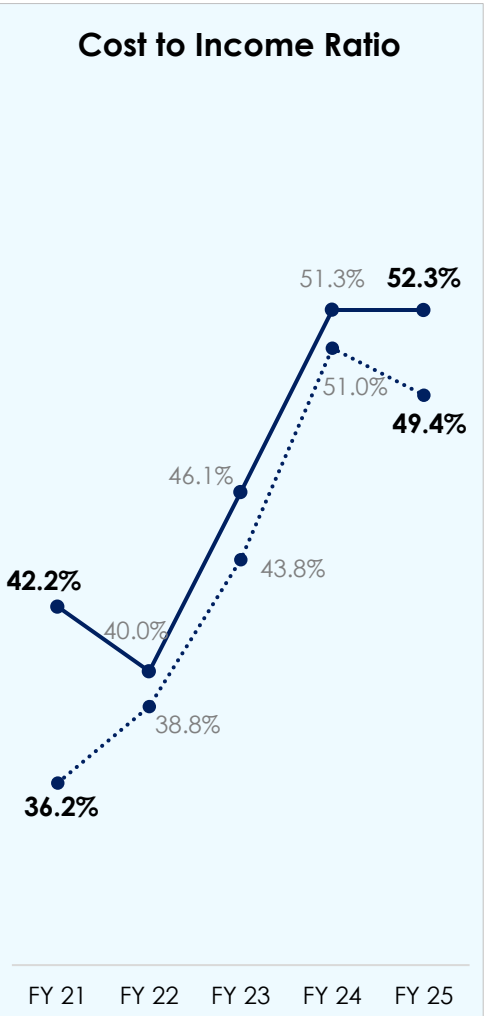
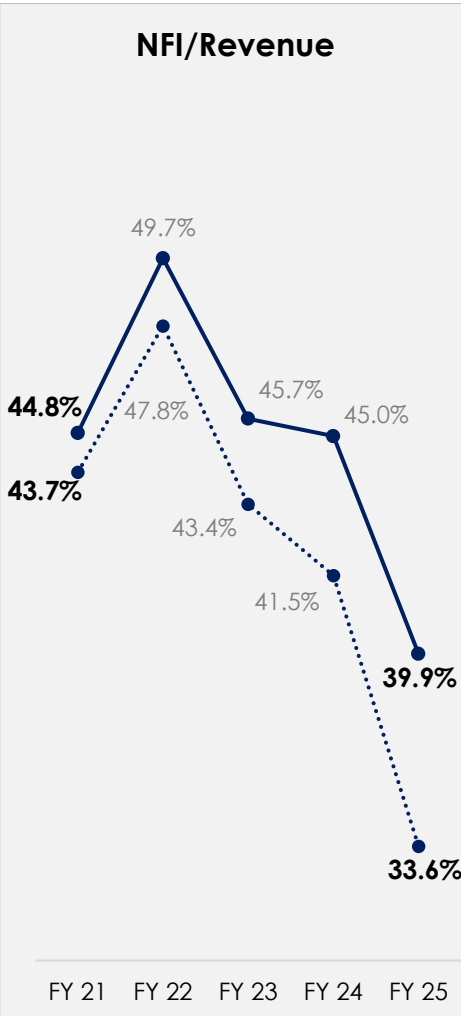


Note: NCBA IG Solvency Ratio: 302% (Regulatory minimum 200%)

NCBA GROUP FINANCIAL PERFORMANCE

The Group delivered resilient performance, with stronger margins and asset quality, a stable cost base, and moderated returns due to softer NFI contribution Y-o-Y

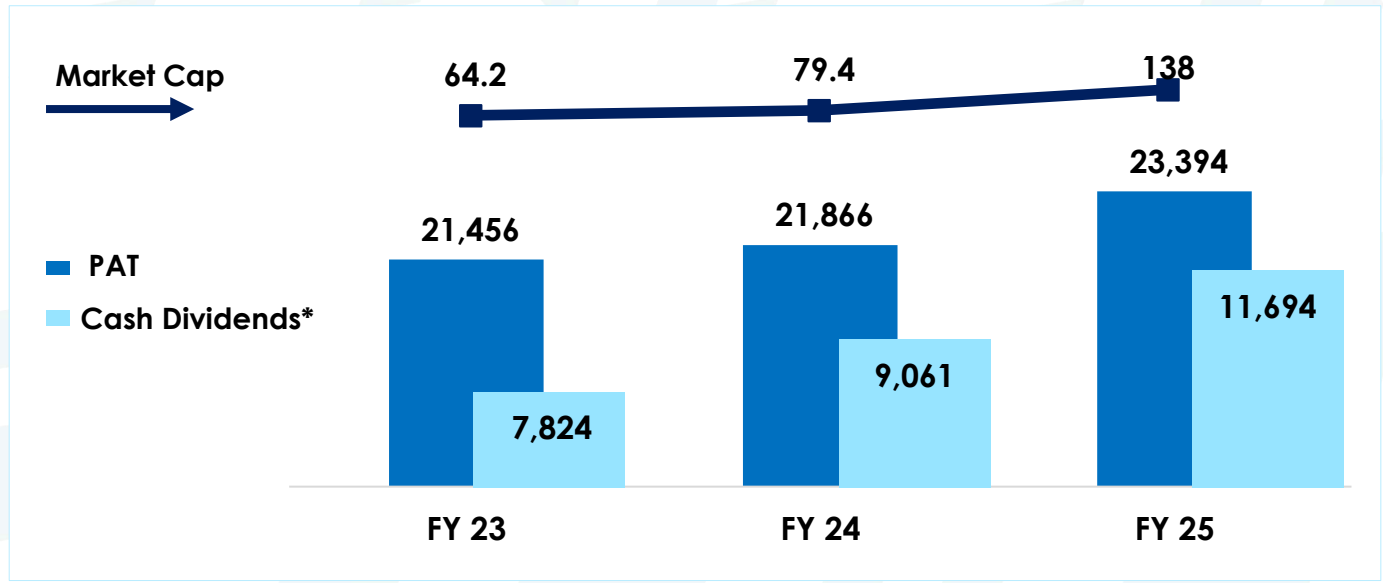
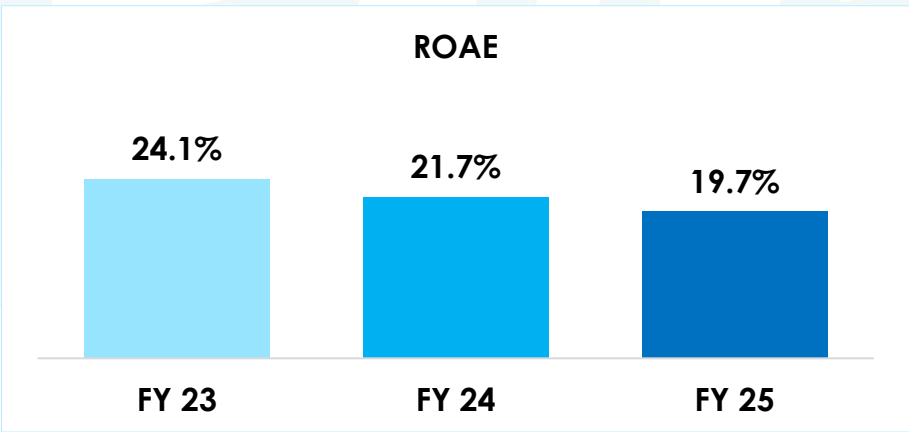
Key **—●— Group** **...●... Kenya**



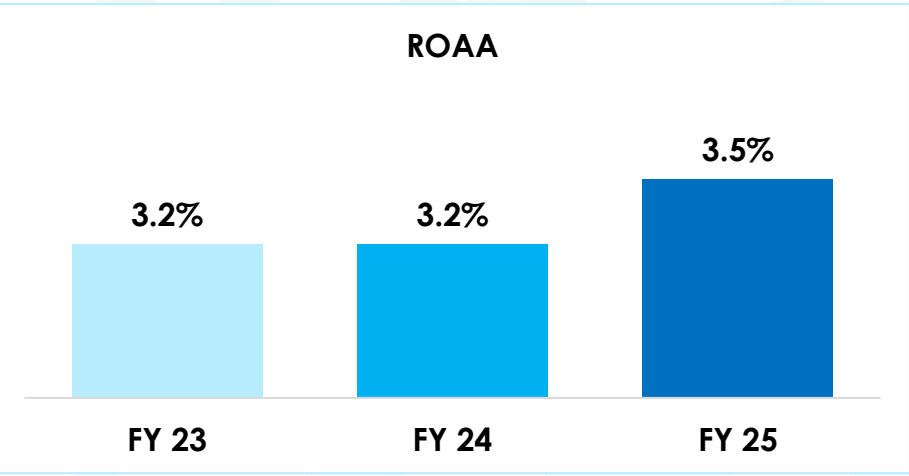
NCBA GROUP FINANCIAL PERFORMANCE

...and delivering the desired return outcomes for a Tier 1 Bank and consistent cash returns to our >27,000 shareholders over the last 3 years

ROE



...while matching similar sized peers on ROA



	FY 23	FY 24	FY 25
Earnings Per Share (EPS)	13.0	13.3	14.2
Dividends Per Share (DPS)	4.75	5.50	7.10
Price to Book (P/B)	0.7x	0.8x	1.2x

* Cash Dividends per share declared for the period recorded

FY 2025 KEY MESSAGES

1

We have delivered on 2020-2025 Strategy

- ✓ **Franchise Scale and Integration**
 - ✓ Successfully **executed the merger**
 - ✓ **Total Assets at KES 716B** (+6% CAGR)
 - ✓ Reach: **123 branches; 499k core banking customers**
- ✓ **Customer and Market Leadership**
 - ✓ Customer advocacy: **NPS up 2.7x, brand consideration at 47%**
 - ✓ **#1 in Asset Finance** (30% market share)
 - ✓ Regional digital lending leader: **KES 1Tn+ disbursed across Africa**
- ✓ **Business Diversification**
 - ✓ **Subsidiaries contribute 15% of Group PBT** (from 2% in 2022), including expansion into insurance (AIG)
- ✓ **Shareholder Value Creation**
 - ✓ **Share price up x3** (KES 27 to 89.8)
 - ✓ **ROAE improved to 19.7% from 5% in FY20**

2

Strong momentum in 2025

- ✓ **Total income reached KES 73Bn in FY25 (+10% CAGR vs. FY20)**
- ✓ **Non-Banking Subsidiaries delivered growth:**
 - ✓ Wealth AUM +30% CAGR,
 - ✓ Bancassurance premiums +20% CAGR, and
 - ✓ NCBA IG profitability +12% YoY
- ✓ **NPL ratio** was 10.2%, **below the Kenya industry average** of 15.5%
- ✓ **ROAE improved to 19.7% from 5% in FY20**
- ✓ **Dividend payout** increased to **KES 11.7B from KES 2.5B in FY20**

3

Positioning us for growth 2026-2030 Strategy

- ✓ **Four priorities to deliver ROE above our Cost of Capital:**

1. Fortify the core of our business to deliver trust, relevance and excellence at scale

2. Scale the segments with the clearest upside (Wealth, Consumer, SME & Insurance)

3. Expand into new geographies and untapped product categories

4. Transform the operating model and build future-ready talent

4

Strategic Partnership with Nedbank

- ✓ Execution firmly on course, with key milestones achieved (target finalization **Q3 2026**).
- ✓ Synergies expected to enhance customer propositions and earnings potential
- ✓ Positions the Group to accelerate regional scale

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Disclaimer:

These results are provided for informational purposes only and should not be construed as an offer to buy or sell any securities or financial instruments. With regards to any market or other third-party data included in this release, NCBA Group Plc (“the Group”) can provide no assurances of the accuracy or completeness of such market or third-party data and information and takes no responsibility for it.

Forward-Looking Statements:

This release contains forward-looking statements that reflect the Group’s current views with respect to future events and financial performance. Although the Group believes that these estimates and forward-looking statements are based upon reasonable assumptions, they are subject to several risks and uncertainties and are made considering information currently available, and actual results may differ materially from those expressed or implied in the forward-looking statements. The Group undertakes no obligation to update any forward-looking statements to reflect events or circumstances after the date of this release.

 **THANK YOU**

Statement of Profit & Loss

Amounts in KES Millions

	NCBA Bank Kenya			NCBA Group Consolidated		
	FY 24	FY 25	Δ%	FY 24	FY 25	Δ%
Interest Income	67,754	60,173	(11%)	75,688	68,130	(10%)
Interest Expenses	(37,773)	(20,730)	(45%)	(41,173)	(24,053)	(42%)
Net Interest Income	29,981	39,443	32%	34,515	44,077	28%
FX Income	5,415	4,523	(16%)	6,250	5,080	(19%)
Other Non- Interest Income	15,823	15,469	(2%)	21,933	24,173	10%
Non – Funded Income	21,238	19,993	(6%)	28,183	29,253	4%
Operating Income	51,219	59,436	16%	62,698	73,330	17%
Operating Expenses	(25,250)	(29,107)	15%	(32,163)	(37,515)	17%
Operating Profit	25,969	30,329	17%	30,534	35,815	17%
Impairments	(5,207)	(7,333)	41%	(5,480)	(8,016)	46%
Profit before tax	20,762	22,996	11%	25,054	27,799	11%
Share of Associates Profits	-	-	-	87	92	(5%)
Profit before tax	20,762	22,996	11%	25,141	27,890	11%
Tax	(2,928)	(3,674)	25%	(3,188)	(4,405)	38%
Profit after Tax	17,833	19,322	8%	21,866	23,394	7%

APPENDIX II

Statement of Financial Position

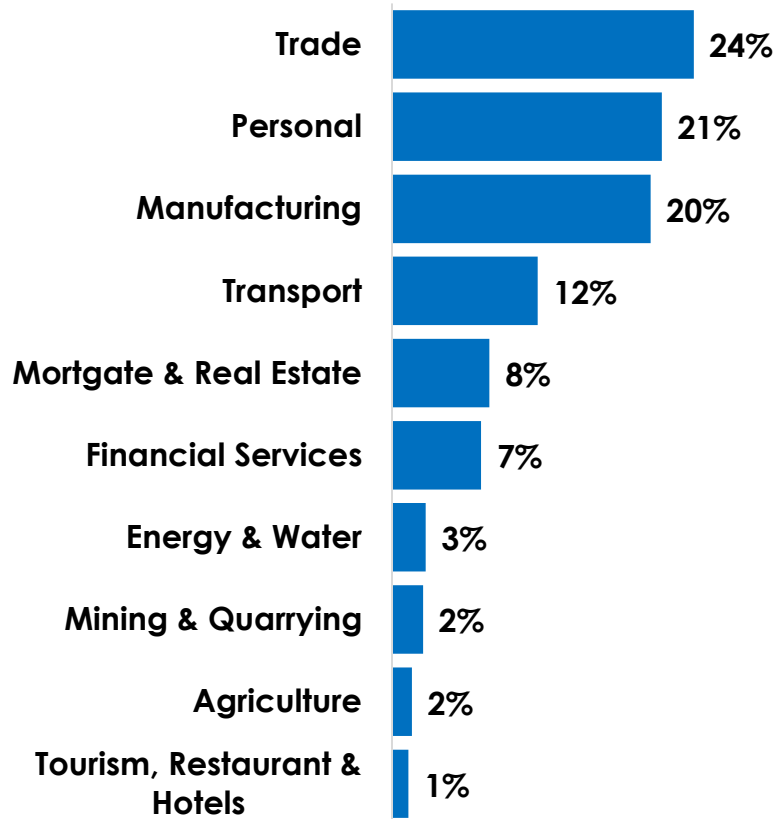
Amounts in KES Millions

	NCBA Bank Kenya			NCBA Group Consolidated		
	FY 24	FY 25	Δ%	FY 24	FY 25	Δ%
Assets						
Net Loans and Advances	269,146	278,983	4%	302,078	317,161	5%
Investments	189,489	194,962	3%	216,993	228,373	5%
Cash and Balances with Banks	77,143	90,855	18%	96,635	115,142	19%
Other Assets	52,924	51,965	(2%)	50,237	55,371	10%
Total Assets	588,703	616,764	5%	665,944	716,047	8%
Liabilities & Equity						
Customer Deposits	449,488	467,218	4%	502,016	531,866	6%
Borrowings	21,729	14,915	(31%)	23,580	17,902	(24%)
Other Liabilities	20,925	28,590	37%	30,633	38,853	27%
Shareholders Equity	96,560	106,042	10%	109,715	127,426	16%
Total Liabilities & Equity	588,703	616,764	5%	665,944	716,047	8%

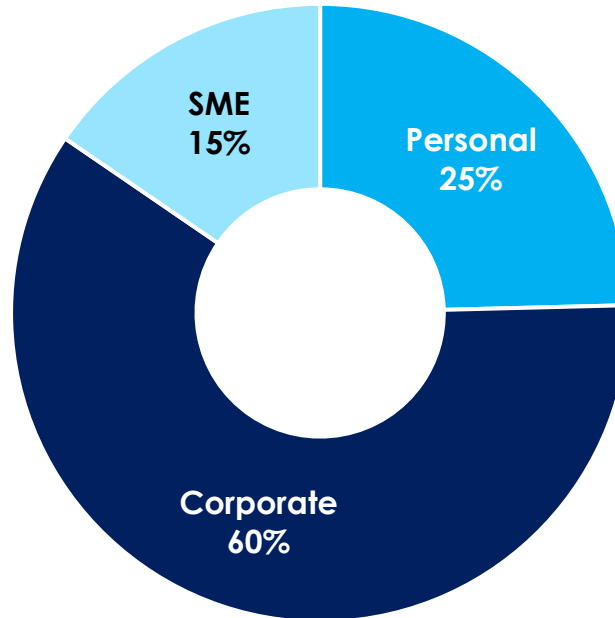
Our loan book is well diversified across industry, product and currency

FY 2025 Loan Book

Loan Book by Sector



Loan Book by Segment



Loan Book by Currency

