



NCBA Q1 2026 Investor Deck

May 2026

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OPERATING ENVIRONMENT <

UPDATE ON STRATEGY <

FINANCIAL PERFORMANCE Q1 2026<

1

We have begun delivering on our 2026-2030 Strategy

1. Fortify the core of our business;

- ✓ Strengthened customer advocacy & brand trust: **Digital Channel NPS of 62; up from 59 in Q1 25).**
- ✓ Enhanced operational reliability & service availability: **System uptime of 99.7%, up from 98.9% in Q1 25).**

2. Scale to High Growth Segments;

- ✓ Expanded **customer base to 517K core banking customers.**
- ✓ Reinforced leadership in regional digital lending with **KES 391Bn disbursed across Africa (+27%).**
- ✓ Grew affluent segment, **surpassing 60,000 wealth customers.**

3. Sustainability Leadership;

- ✓ Served as **Lead Arranger & Placing Agent** for the **KMRC KES 3Bn Green Bond.**
- ✓ Acted as **Trustee & Receiving Bank** for the **KES 4.8Bn TRIFIC Green REIT.**

2

Strong momentum in Q1 2026

1. **Operating income grew by 15%** (KES 20Bn Q1 26); driven by **NII up 22%** (KES 12.2Bn) and **NFI up 6%** (KES 7.8Bn)
2. We are seeing **positive jaws** in our business with **CIR improving from 53.8% (Q1 25) to 49.1% in Q1 26**
3. Our digital banking subsidiaries delivered **50% profit growth** (KES 2.3Bn Q1 26)
4. Non-banking subsidiaries continue to deliver robust growth with;
 - ✓ **Assets Under Management (AUM) up 26%** (KES 102Bn Q1 26)
 - ✓ **Bancassurance Gross Written premiums up 9%** (KES 3.7Bn Q1 26)
 - ✓ **NCBA IG Gross Written premiums up 8%** (KES 1.3Bn Q1 26)
5. **Asset quality** remains strong, with **NPL ratio below the Kenya industry average (11.9% vs 15.6%)**

3

Strategic Partnership with Nedbank

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

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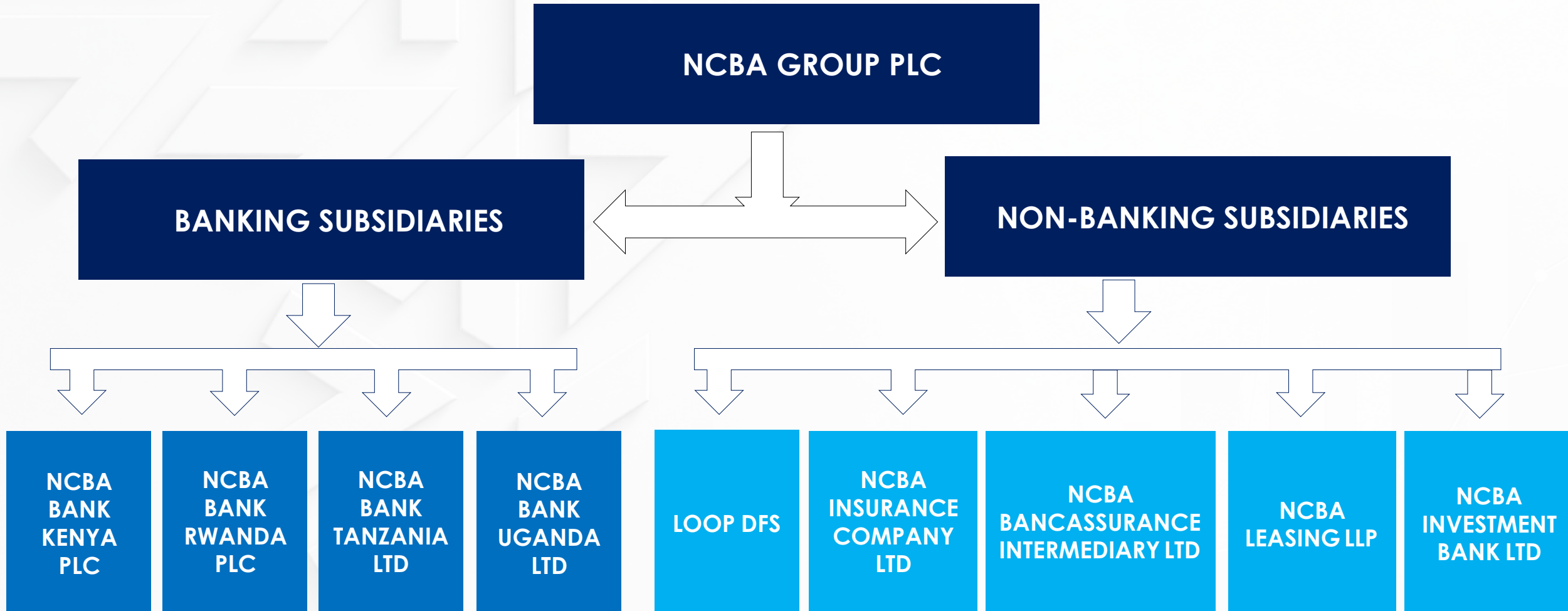
UPDATE ON STRATEGY <

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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



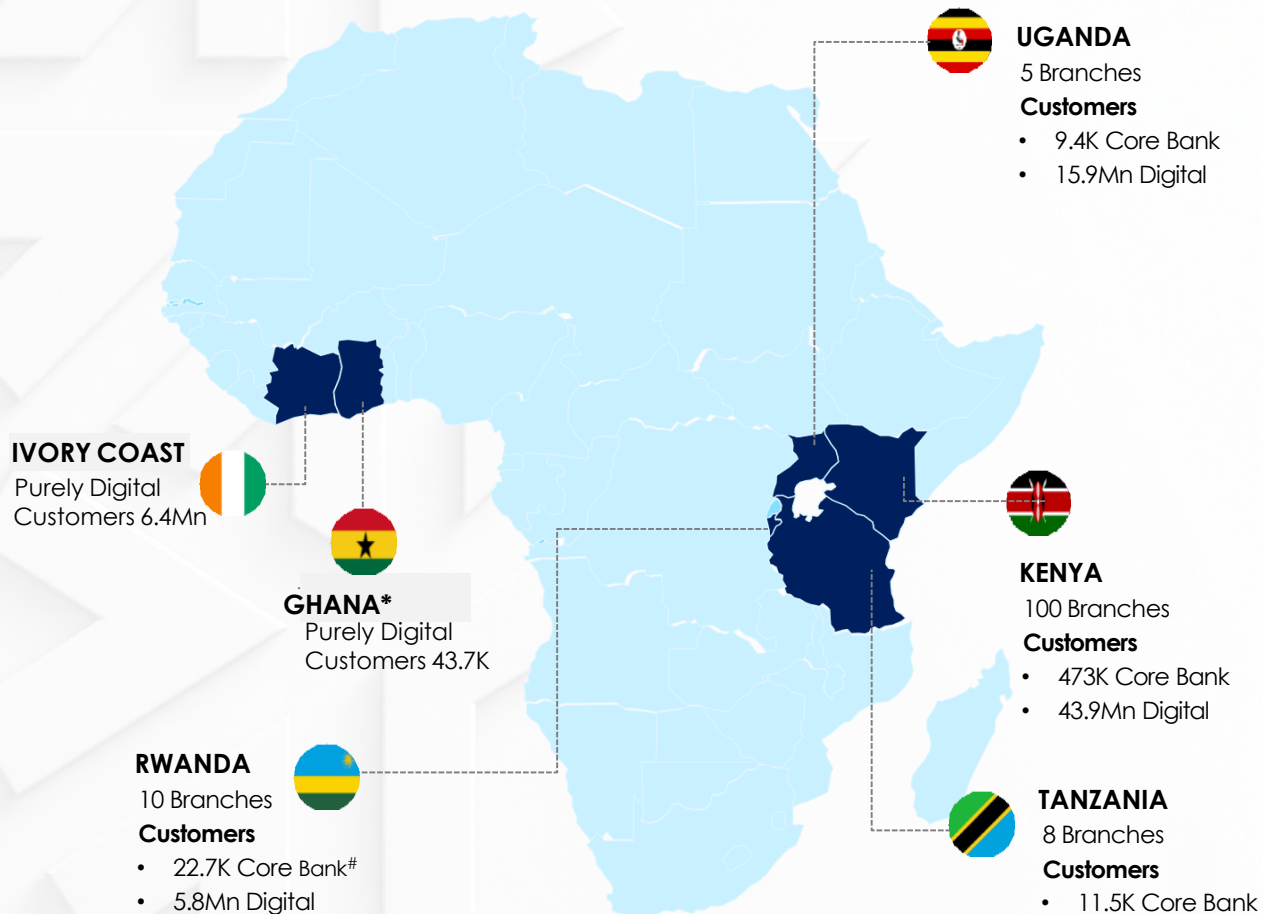
+4,010 Staff



123 Branches



>70Mn Customers



Banking Business

KES	KES	KES
133Bn	741Bn	359Bn
Capital ~USD 1Bn	Deposits ~USD 6Bn	Lending ~USD 3Bn
KES 391Bn		
Digital Disbursements ⁺ ~USD 11Bn		

Non-Banking Business

KES 102Bn AUM ~USD 791Mn	KES 3.7 Bn Premium (Banca) ~USD 29 Mn
KES 5.6Bn Leased Assets ~USD 43 Mn	KES 1.3Bn Premium (NCBA IG) ~USD 10 Mn

[#]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 | Our Positioning



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 enable us deliver the strategy over the period



Our Purpose

Banking on Belief;
Empowering Ambitions.



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.



Our Goal

Top 5 Banking Group in East Africa.

OUR VALUES

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



Driven by being;
Decisive | Passionate | Bold



Open by being;
Honest | Transparent | Inclusive



Responsive by embracing;
Speed | Simplicity and Innovation
| Focusing on Customers



Trusted by being;
Teamwork | Integrity | Accountability

CUSTOMER PROMISE

Our Customer promise remains Unwavering



We KNOW You



We BACK You



We WOW You

WHO WE ARE | Our Positioning

Ubuntu mindset is 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."



WHO WE ARE | Awards & Accolades



We have received several notable accolades, including excellence in Customer Experience, Data Protection & Compliance, Youth Financial Inclusion, and recognitions in Leadership & Governance



- 1) 1st Runners Up - Best Tier 1 Bank Customer Experience, *Kenya Bankers Association*
- 2) 1st Runners Up Best Overall – Excellence in Banking Customer Experience, *Kenya Bankers Association.*
- 3) 6th Most Valuable Brand in Kenya, *Brand Finance.*
- 4) Top 20 Customer Centric Brands, *Business Monthly*
- 5) Top 20 Customer Centric Brands – NCBA Insurance, *Business Monthly*



- 1) 1st Runners Up – Data Protection Innovation, *Office of the Data Protection Commissioner*
- 2) Financial Lifestyle App of the Year – LOOP, *10th Africa Digital Economy Awards (ADEA)*
- 3) Excellence in Next-Gen Payments, Fintech Award- NCBA Rwanda, *Finnovex Rwanda*
- 4) Best Automotive Technology Start Up – CarDuka, *Excellent Motors Awards, East Africa*
- 5) Best Cross-Border Payments Experience Award 2025, *Visa Client & Partners Awards 2025*



- 1) Leader in Youth Financial Inclusion – NCBA Rwanda, *Inclusive Fintech Forum*
- 2) Climate Action and Green Finance Leader, *KENCTAD LTD*
- 3) 3rd Best in ESG Framework Implementation – NCBA Uganda, *Uganda Bankers Association*
- 4) Winner, Spurs SCM Excellence Awards, *Kenya Institute of Supply Chain Management*
- 5) Sustainability Initiative & Sustainability Personality of the Year Award, *Marketing World Awards*




- 1) Eric Muriuki (GD Digital Business) – CEO of the Year, Finance & Banking 2025, *Strategic Business & Leadership Awards 2025*
- 2) Monicah Kihia (GD Human Resource & Culture) - 50 Most Influential Women in Kenya, *Africapitol*
- 3) Nelly Wainaina (GD Marketing, Communication & Citizenship) – Top 25 Storytellers Driving Corporate Brand Narratives 2026, *Business Monthly*
- 4) Isaac Owilla (GD Technology & Operations) - Top 100 Gold Mark of Excellence Awards, *CIO 100 - dX5*


WHO WE ARE | Senior Leadership




We are led by an exceptional team who have 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 GDP growth revised to 3.1% following disruptions and uncertainty caused by the Middle East war

1

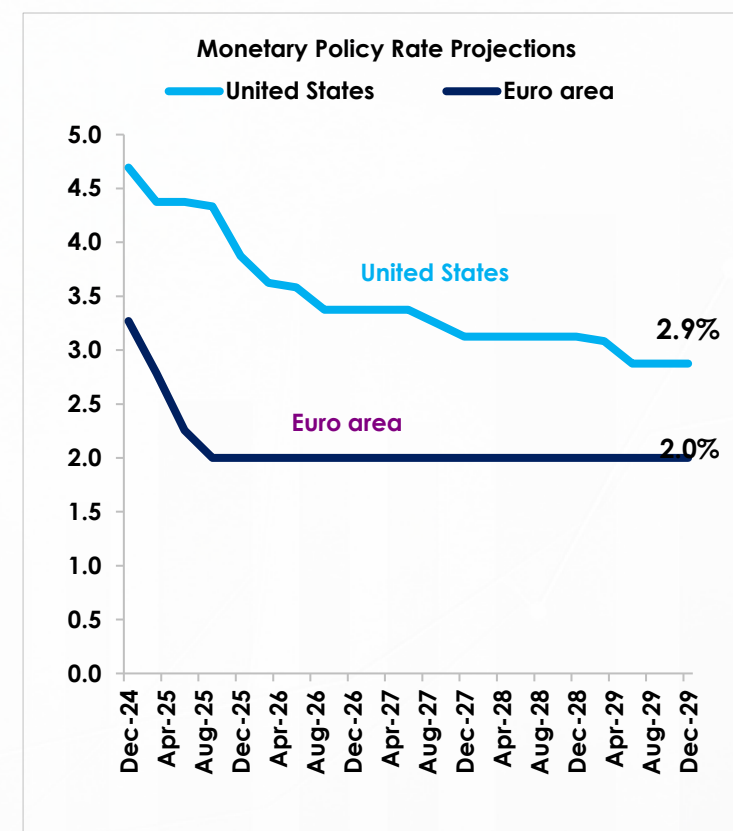
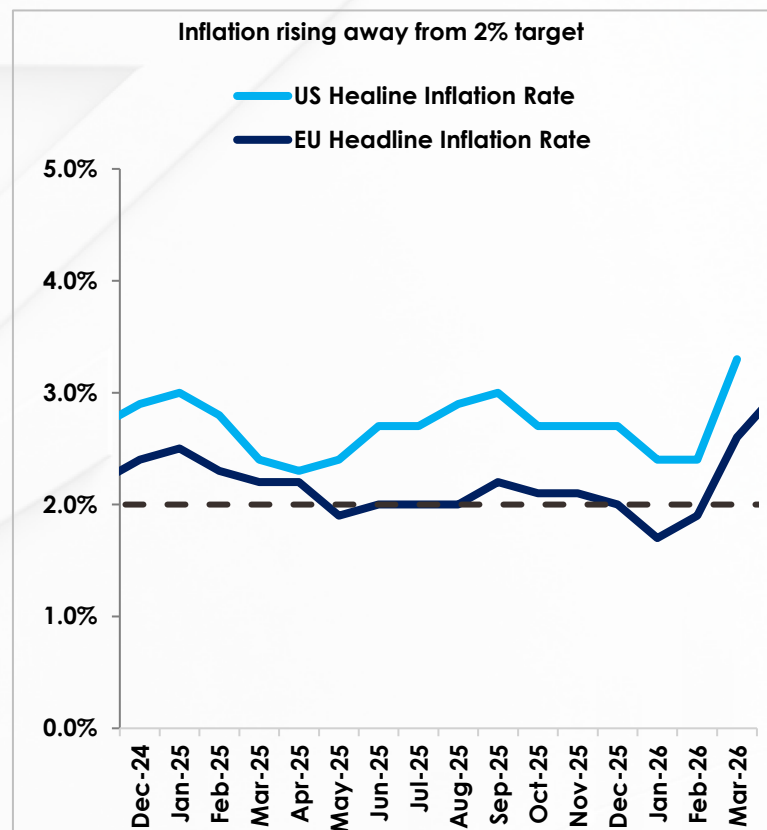
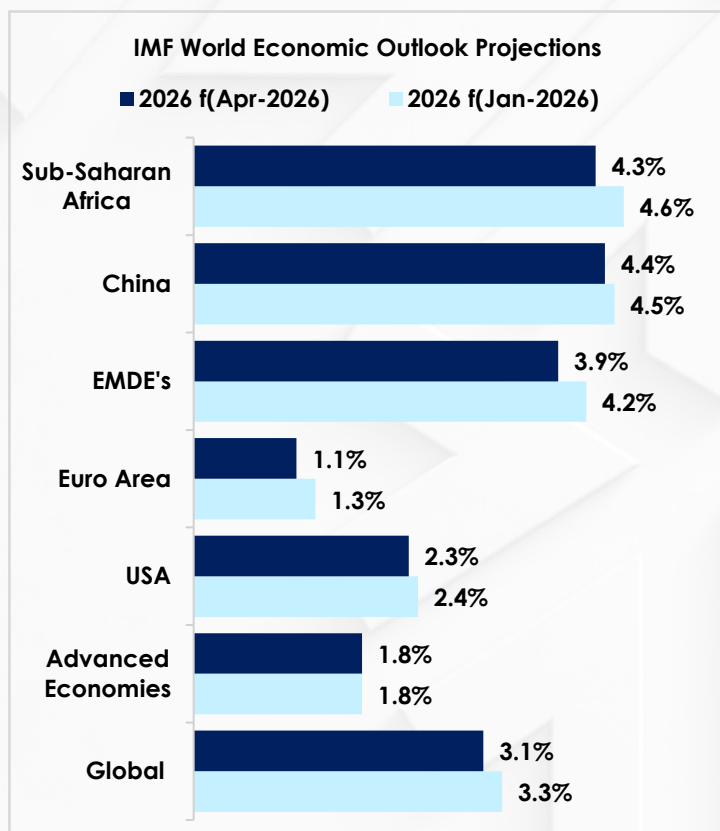
Global GDP growth is projected to slow due to the Iran conflict and energy disruptions, but consumer resilience and AI investments will remain strong growth engines.

2

Global inflation is now projected at 4.4% in 2026. Under more severe Middle East shock, inflation could touch 5.4% levels.

3

Major central banks hold policy rates steady amid rising inflation and uncertainty regarding the duration of the conflict.

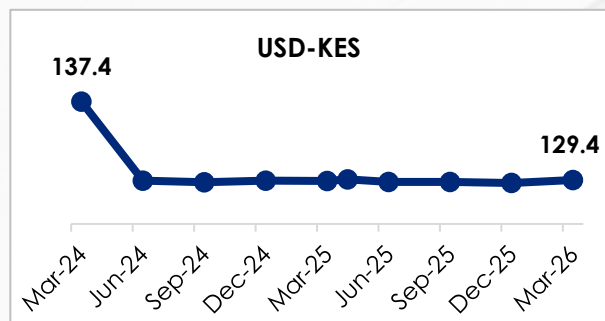
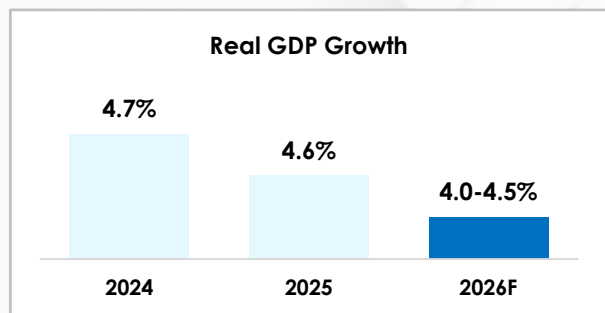


OUR OPERATING ENVIRONMENT

The region's outlook appears broadly divergent amid varied fiscal and policy buffers to withstand the Middle East shock

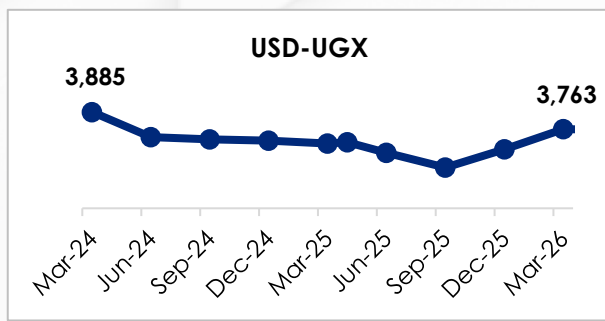
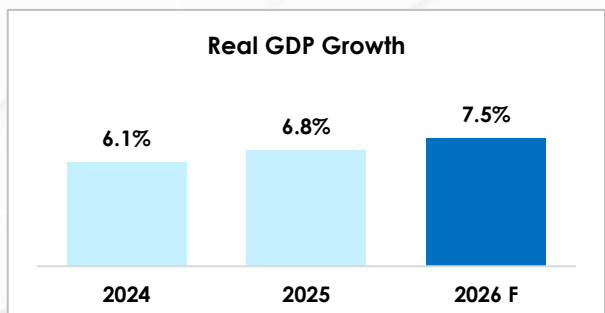
KENYA

- 2026 GDP forecast now at 4.0%- 4.5% following shocks from the Middle East on services and industrial sectors.
- Inflation at 5.6%, is expected to range 6.0% to 7.5% in the coming months on second round effects of the oil shock.
- MPC likely to hold or tighten policy in 2H2026 to curb inflation.



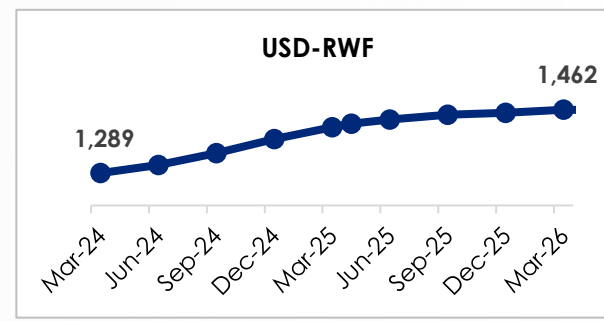
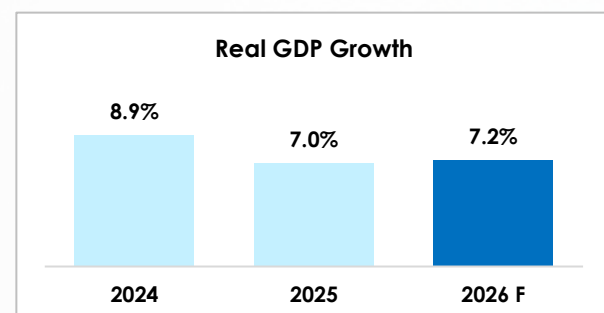
UGANDA

- The IMF projects 2026 GDP growth at 7.5% in anticipation of the first oil production in H2 and strong export growth.
- Inflation remains contained at 3.0% but Bank of Uganda is likely to remain cautious to manage external risks.



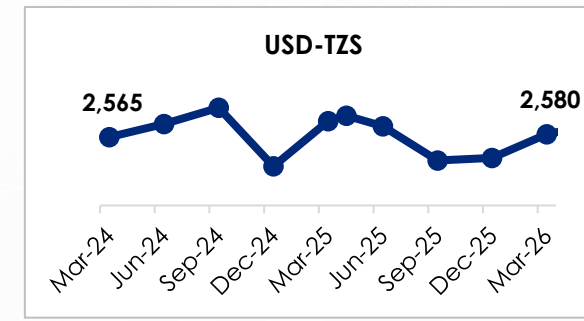
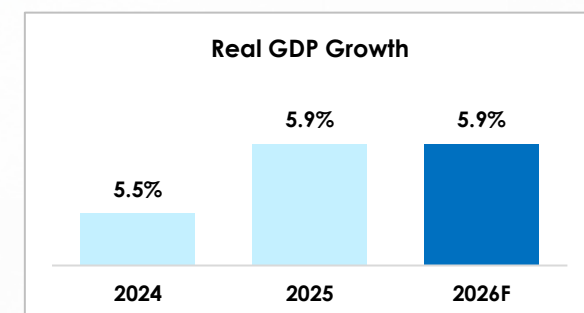
RWANDA

- 2026 economic growth expected to expand marginally amid increased external pressures.
- Inflation remains elevated and faces further pressure owing to the oil shock.
- National Bank of Rwanda is likely to remain hawkish to manage prices.



TANZANIA

- 2026 growth projected to flatline at 5.9% amid shocks to inflation and risks of tighter financial conditions.
- Exchange rate vulnerable to volatility, though central bank intervention likely to offer support.
- The MPC is expected to remain vigilant against these risks.



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OUR STRATEGY 2026-2030

We have entered 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

1.

Fortify the Core



2.

Scale High Growth Segments



3.

Unlock New Growth Frontiers



Blend insight and intimacy to power deeper customer engagement

Sharpen propositions in existing high growth, high potential segments

Push into uncharted waters where the potential for impact and return is greatest

Reliability as the Proof of our Brand

Data as the Platform for Growth

Smarter Products, Integrated Channels

Elevate Corporate Banking with Sophistication and Precision

Access as Our Wealth Edge

Digital Simplicity for The Modern Consumer

Speed & Agility Built For Business

Insurance, Embedded in Every Relationship

Beyond Organic; Strategic Scale and Depth

Innovation at the Edge

4.

Future-Ready Ubuntu

Transform how we operate—reimagining our operating model for a more empowered, purpose driven organization

Optimize Group Operating Model | Talent that Powers the Mission | ESG, Integrated | Smart Future Fit Risk | Brand the Ubuntu

OUR STRATEGY 2026-2030

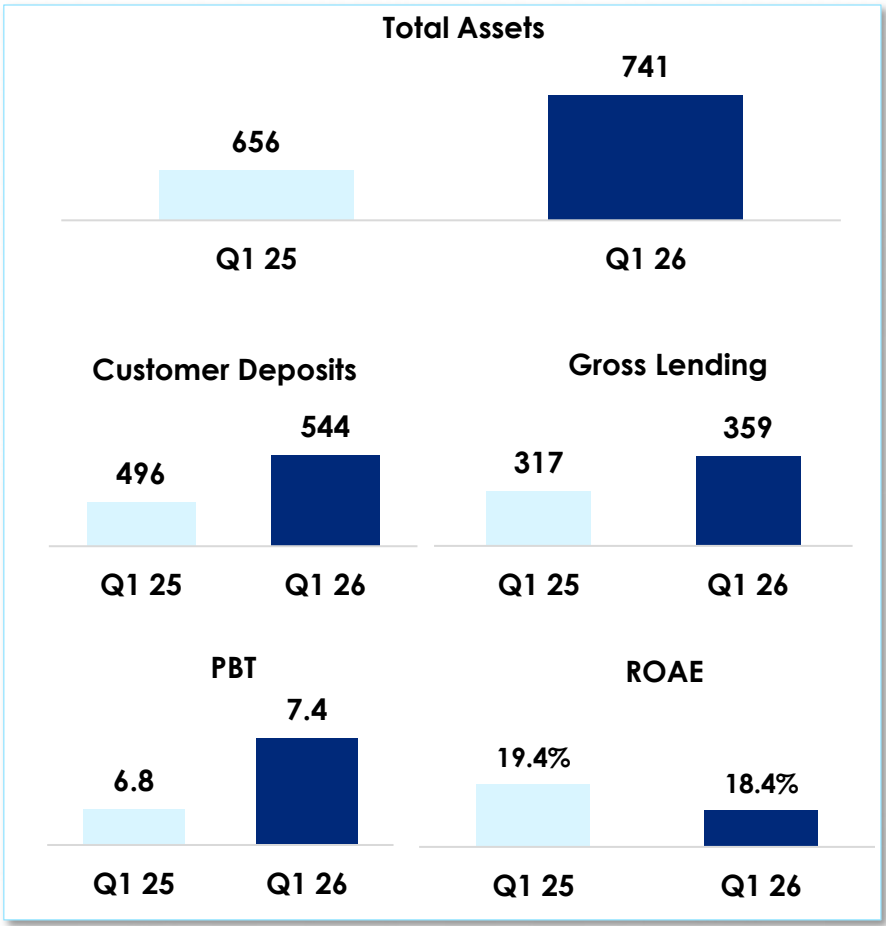
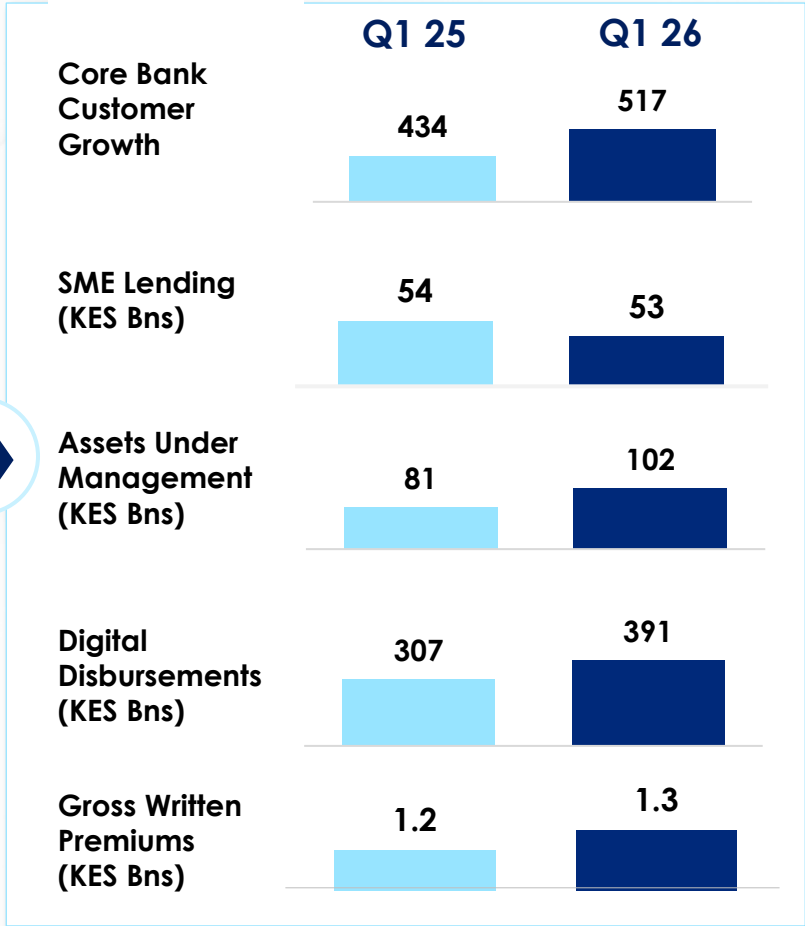


Building on our foundation; we have begun delivering on our 2026-2030 Strategy with solid outcomes

Strategy Outcomes

Financial Outcomes

- Fortify the Core**
Engineer our business to deliver trust, relevance and excellence at scale
- Scale High-Growth Segments**
Sharpen propositions in existing high growth, high potential segments
- Unlock New Growth Frontiers**
Push into uncharted waters where the potential for impact and return is greatest
- Future-Ready Ubuntu**
Transform how we operate reimagine operating model for more empowered, purpose driven organization



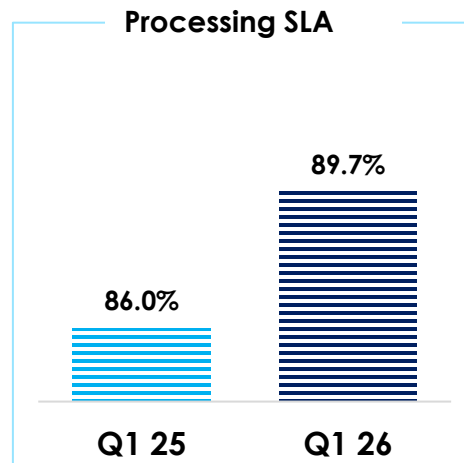
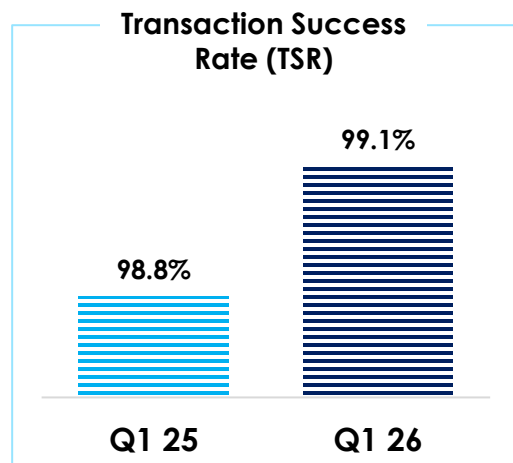
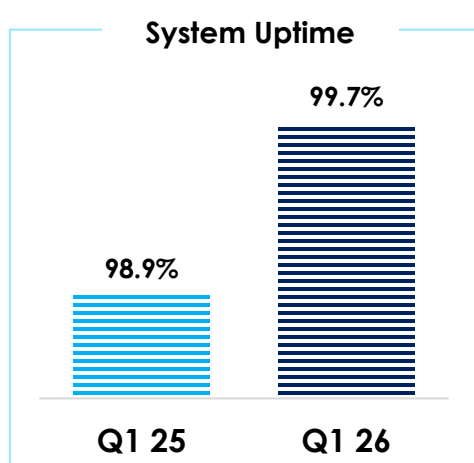
OUR STRATEGY: FORTIFY THE CORE

Reliability as the Proof of our Brand : We have bolstered operational reliability and reinforced our brand to deepen customer trust and preference

We are investing in new infrastructure and upgrading our systems to deliver operational reliability

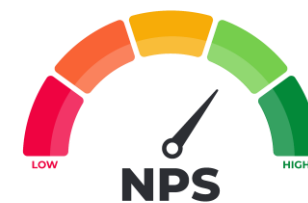
Q1 2026 Investments

- ✓ Decommissioned Arc IB, Connect, ICON
- ✓ Building AI-powered journeys for account opening, Credit memos, claims processing
- ✓ Cybersecurity Protection
- ✓ Customer Experience Improvements e.g., CRM Usage



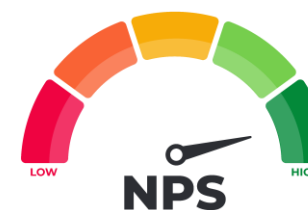
We are seeing a clear improvement in customer affinity and advocacy

Digital Channels NPS



Q1 26: 62
Q1 25: 59

Branch NPS



Q1 26 :97
Q1 25: 90

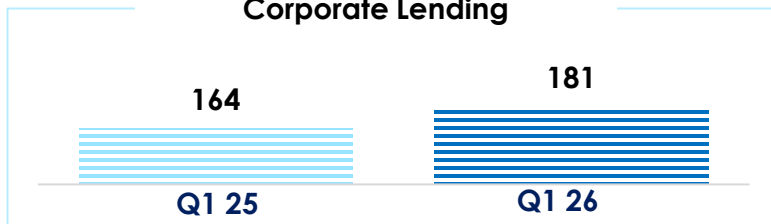
OUR STRATEGY: FORTIFY THE CORE

Elevate Corporate Banking: We have a large and resilient corporate business, with disciplined margin management improving outcomes and Connect Plus enhancing customer experience

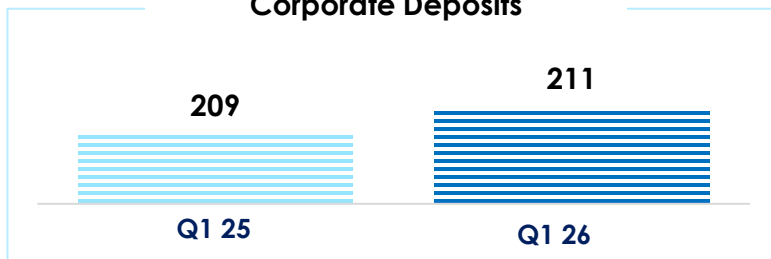
Corporate Loans & Deposits

Amounts in KES Bns

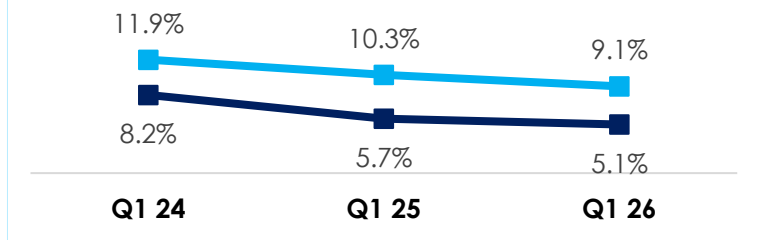
Corporate Lending



Corporate Deposits

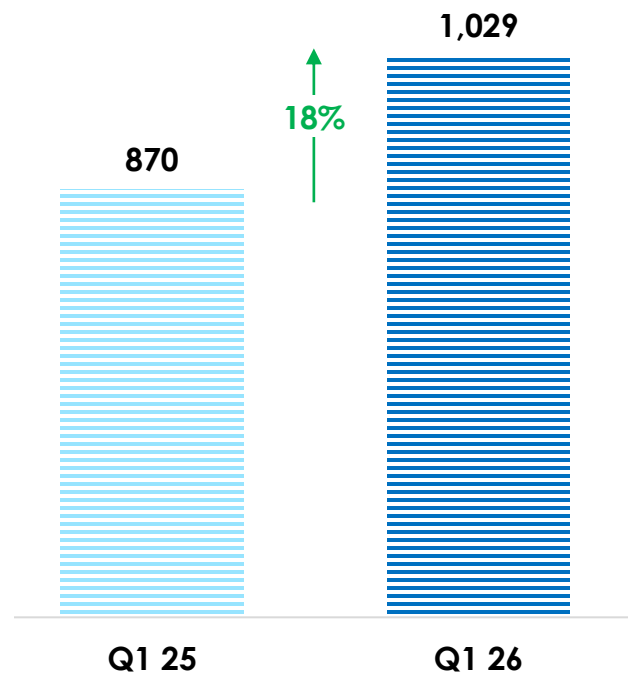


Corporate COF vs Corporate Yields



Beyond Lending

Corporate Banking NFI



Amounts in KES Mns



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

OUR STRATEGY: SCALE HIGH GROWTH SEGMENTS

Access as our Wealth Edge: By elevating access, curating more and partnering wider, we are building the platform and capabilities to win in Wealth Management

How We are Scaling

Elevate Wealth Access



Transform distribution to make Wealth accessible to more clients, more segments.

Curate New Products



Creating customer-centric products aligned with client needs and market trends.

Enhance our Advisory Services



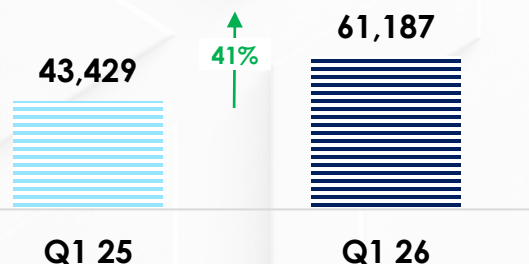
Establish partnerships with more global and local wealth manufacturers.



Scaling a trusted, Comprehensive and Customer Centric Wealth Offering

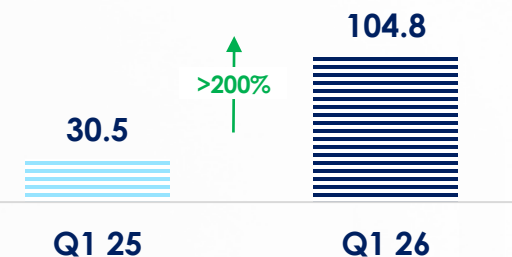
Outcomes We are Driving

Increased Wealth Customers



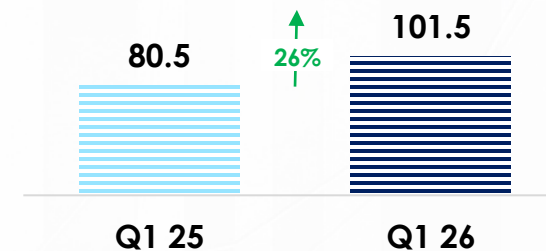
Growing our base of wealth customers across segments

Growth in Brokerage Revenue



Growth in Brokerage and Assets Under Management (AUM) reflect strong performance

Growing AUM



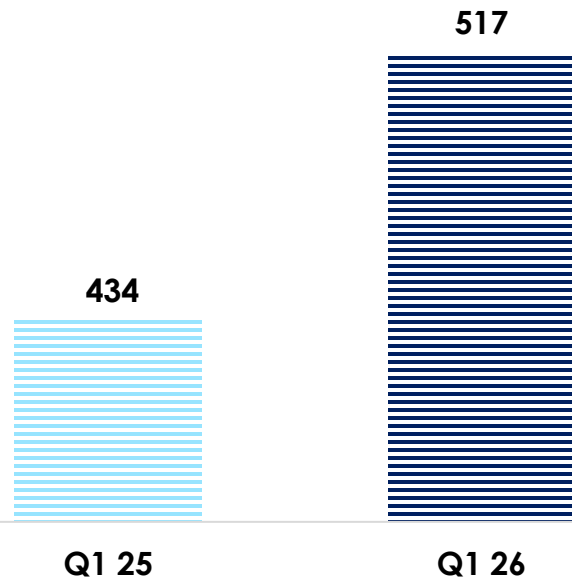
OUR STRATEGY: SCALE HIGH GROWTH SEGMENTS



Digital Simplicity for the Modern Consumer: We are accelerating customer acquisition through a blend of traditional and digital channels, driving growth in our mobile lending activity & digital account opening

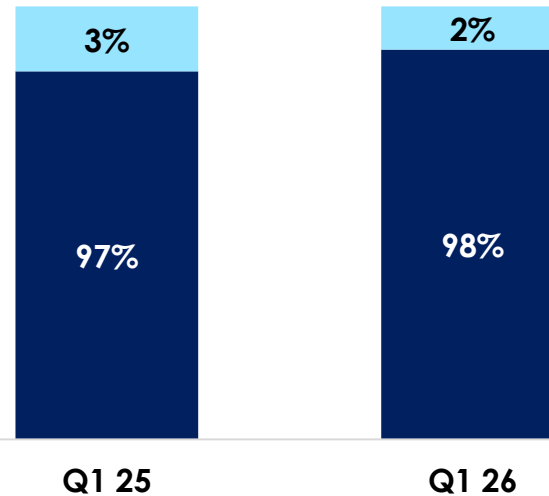
Customer Acquisition

Group Core Bank Customers



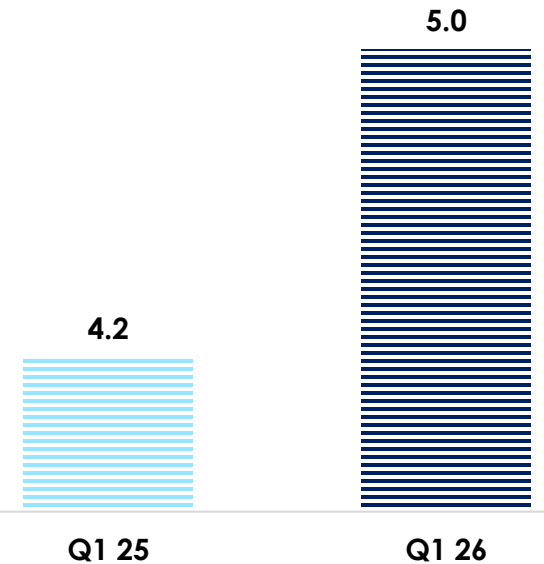
Digital Vs Branch Transactions

■ Digital Transactions
■ Branch Transactions



Core Bank Mobile Lending

Mobile Loans (KES Bns)



Our efforts towards modernizing our infrastructure, have enhanced self-service capabilities and driven strong customer base growth, with **digital account openings** rising from **694 in Q1 25 to 13,320 in Q1 26**



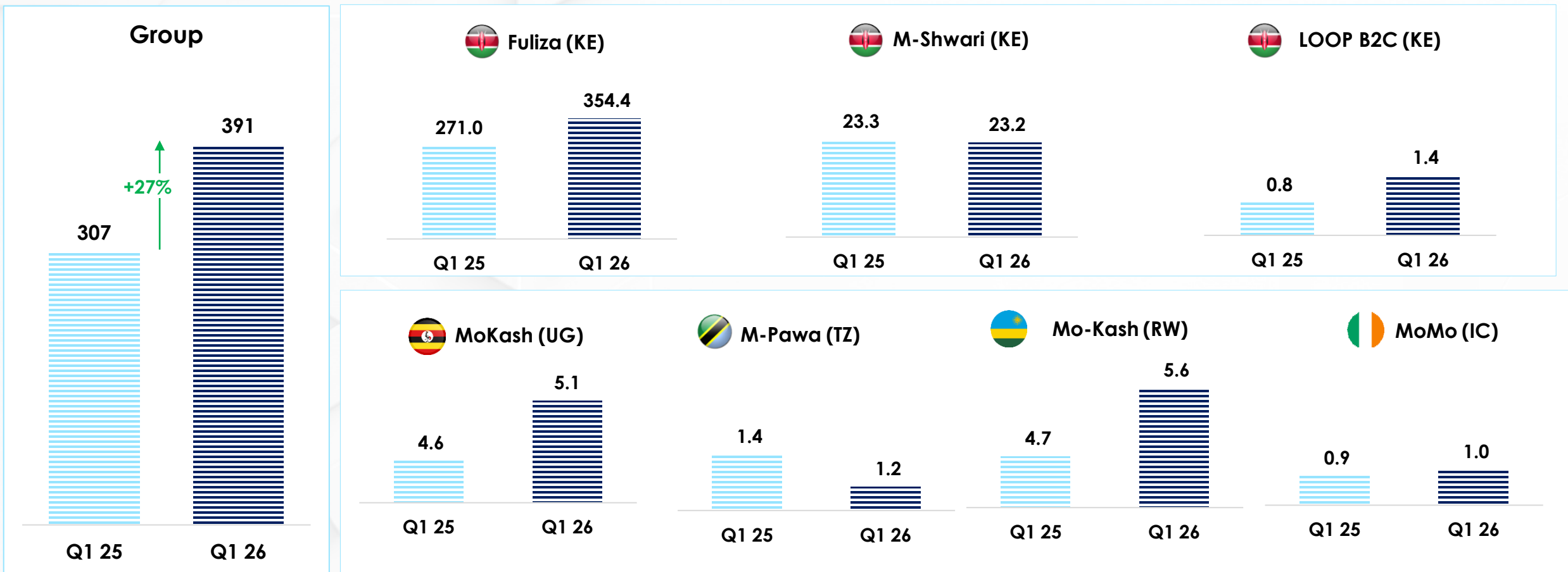
Digital Simplicity:
NCBA Now App

OUR STRATEGY: SCALE HIGH GROWTH SEGMENTS



Digital Simplicity for the Modern Consumer: We are the undisputed digital lending leader, scaling our digital disbursements seamlessly across Africa

Evolution of Digital Disbursements (KES Bns)



Note: Ghana operations commenced in Aug 2025 and have successfully disbursed KES 111M as at Q1 2025.

OUR STRATEGY: SCALE HIGH GROWTH SEGMENTS



Insurance Embedded in every relationships: Our insurance subsidiaries have delivered remarkable gains, with significant growth in our gross written premiums

Current Position



Strong Foundation founded on acquisition of AIG Insurance and our pre-existing Bancassurance (Agency Business).



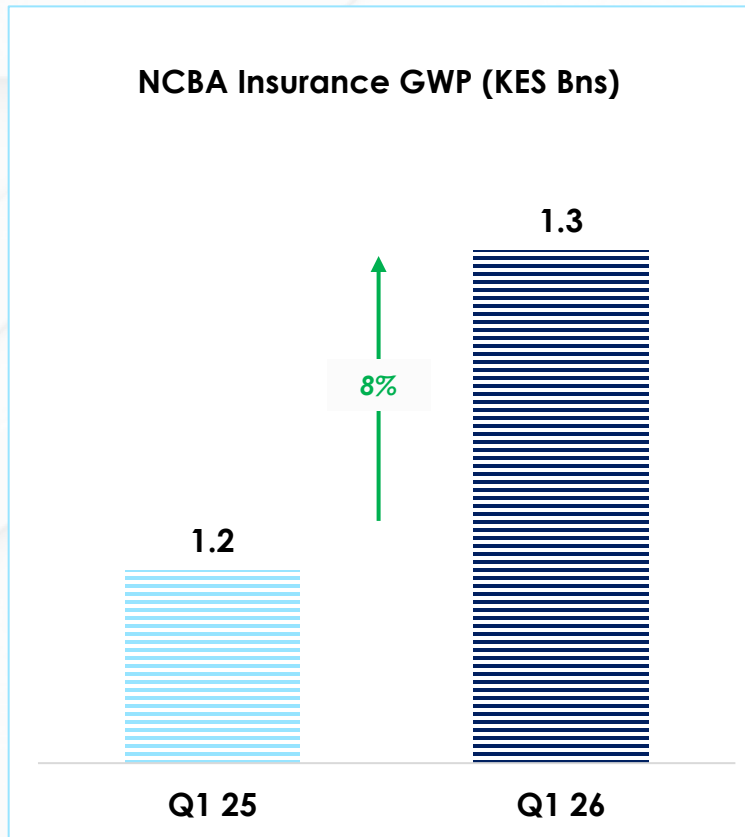
Growing Customer Adoption and increasing relevance across relationships, embedding into key customer journeys and life moments.



Positioned to scale and diversify our revenue streams through deeper integration, digitization and simplified claims experience.

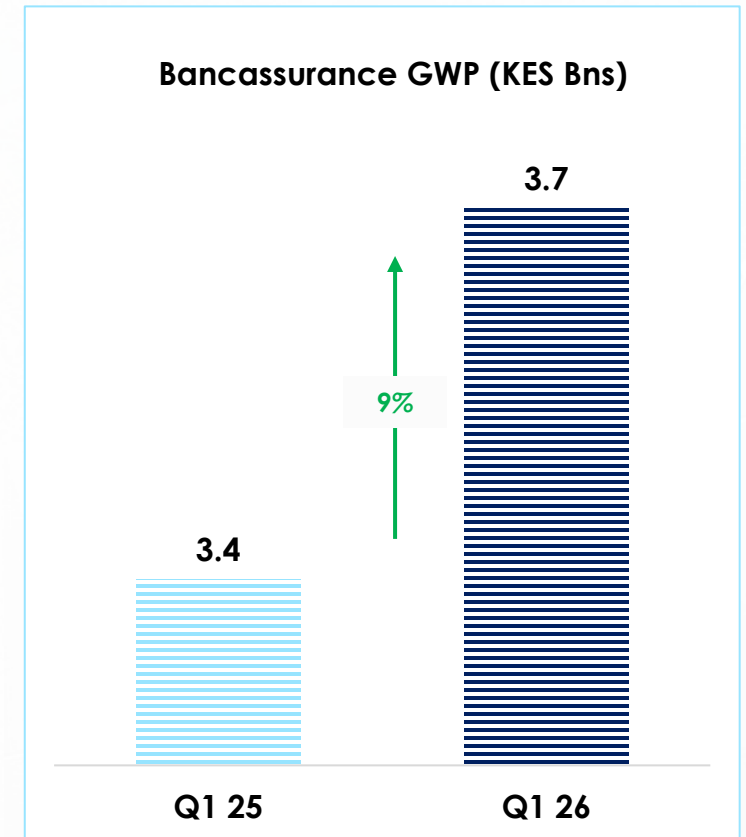
NCBA Insurance

NCBA Insurance GWP (KES Bns)



NCBA BancAssurance

Bancassurance GWP (KES Bns)



OUR STRATEGY: UNLOCK NEW GROWTH FRONTIERS

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

About Nedbank

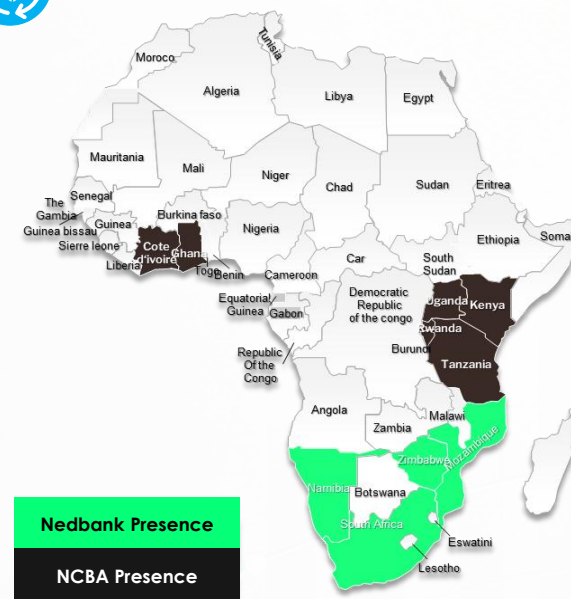
- Nedbank is one of Africa's oldest and largest diversified financial services businesses** - total assets of USD 88 Bn, c. 17% share of loans & deposits in South Africa and over 25,000 staff.
- JSE listed** since 1969 – a top 40 JSE company, with market capitalization of USD 8Bn.
- Universal bank**, 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 African, 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**

OUR STRATEGY: FUTURE READY UBUNTU



Talent that Powers the Mission: We continue to invest in talent, enhancing capability, retention, and long-term value creation...

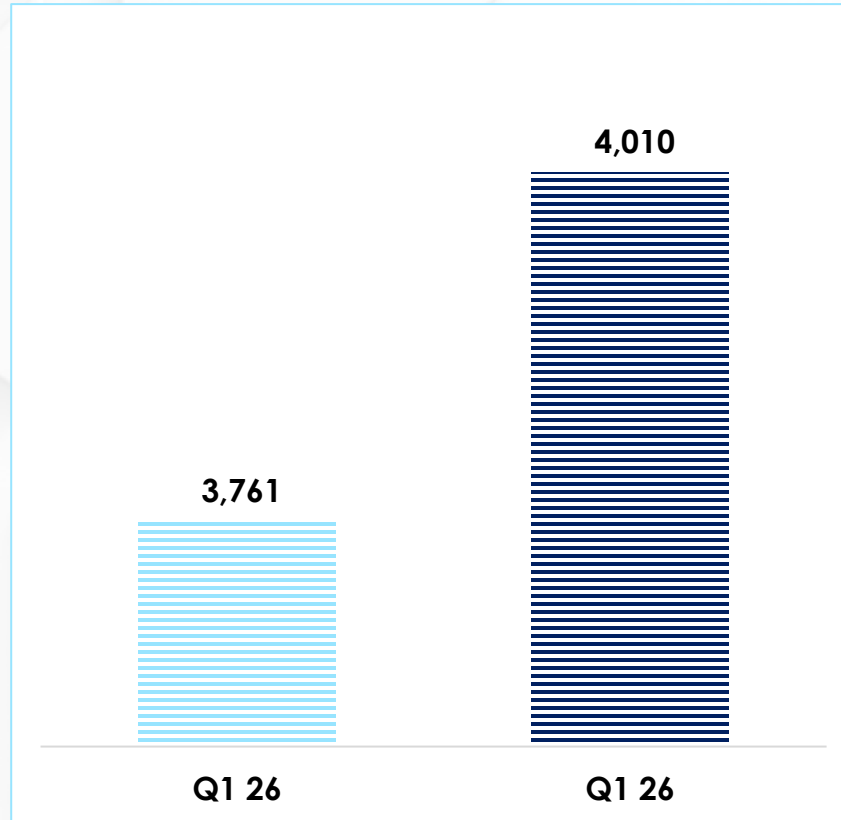
Talent Recruitment



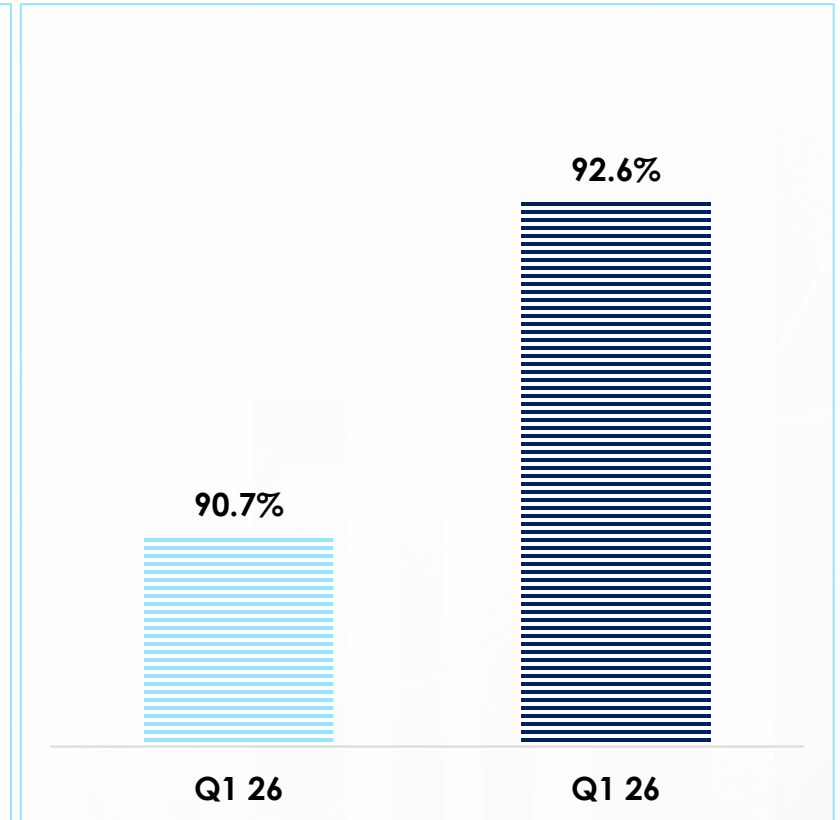
50+

Interns Onboarded by the Bank for the 4th Cohort of Go-Getter Internship Programme

Staff Count













Staff Retention



OUR STRATEGY: FUTURE READY UBUNTU



ESG Integrated: We were the Lead Arranger and Placing Agent for the KMRC Green Bond, as well as trustee and receiving bank for the first dollar-denominated Green REIT

<h2>Environmental Social & Governance</h2> <p>We continue to make progress on our Change the Story agenda</p>	Green Finance raised & disbursed	Socially responsible investments	Financial Inclusion #People & Businesses		
	 KES 3B KMRC Green Bond* (Lead Arranger & Placing Agent)	 KES 4.8B Green REIT# (Trustee & Receiving Bank)	 KES +58M Invested in our communities	 69% Proparco- Green & Women Fund Utilized	 +200K Community Lives impacted
	 KES 1.9B Renewable Energy & Energy Efficiency	 USD >5M Disbursements in AGF guarantee envelope	 51K Trees Planted (Q1 26)	 KES 13M Invested in Scholarships	 +29% General Spend to Women & Youth-led Enterprises

*NCBA was the Lead Arranger and Placing Agent for KMRC's KES 3.0 billion sustainability-labelled bond – the first commercial funding return for the mortgage refiner since 2022. Proceeds will refinance eligible green and social home loans.
 #NCBA is the Trustee and receiving bank (USD 37M/KES 4.8B Green Liabilities- First Dollar denominated Green REIT in Kenya. Proceeds being used to acquire green certified buildings.

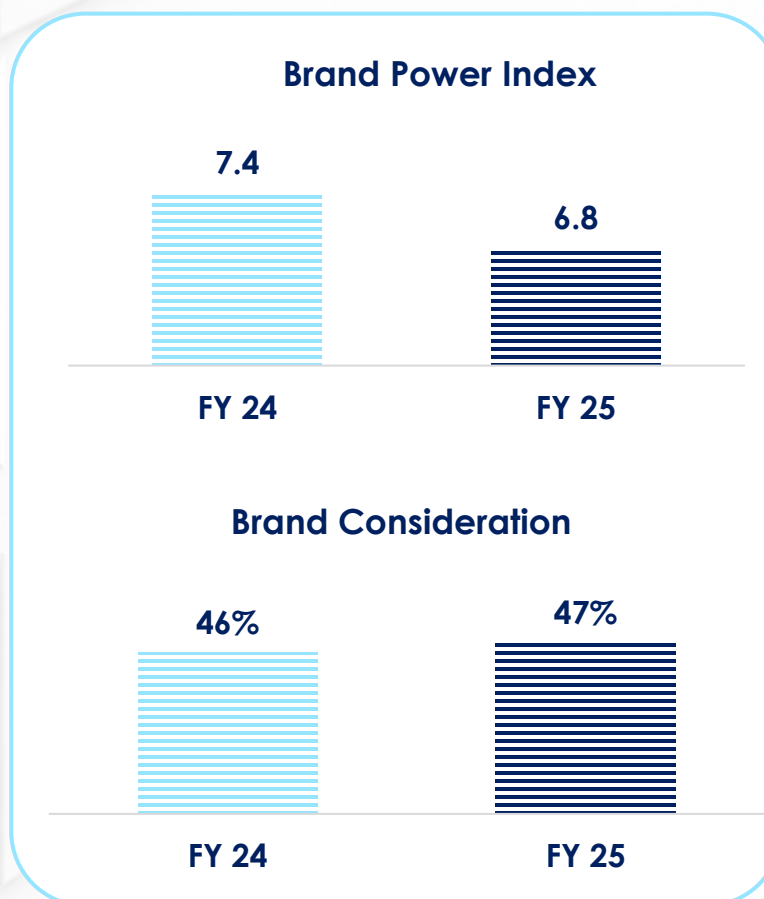
OUR STRATEGY: FUTURE READY UBUNTU

Brand Ubuntu: We are deepening brand connection through flagship events, targeted campaigns, and the launch of our new website, enhancing engagement, visibility, and customer experience

Our 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 Outcomes (Annual Surveys)



Launch of NCBA New Website

Dear Customer,

We're thrilled to announce that our **brand-new NCBA website** is now livebuilt for you, and built for your tomorrow!

This exciting digital experience has been crafted with your needs in mind, making your banking journey easier, faster, and smarter. Whether you're managing your daily banking or planning for the future, our revamped platform is designed to evolve alongside you.

Explore your new banking experience today at www.ncbagroup.com. Your next-level banking solutions await, and we can't wait for you to discover all the tailored features and benefits just for you!

NCBA Bank Kenya PLC is regulated by the Central Bank of Kenya.

ncbagroup.com **Go for it**

*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.

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NCBA GROUP FINANCIAL PERFORMANCE



Our diversified business model continues to demonstrate growth and resilience, with our digital banking subsidiaries leading the charge delivering a 50% profit growth in Q1 2026

Core Banking Subsidiaries

Amount in KES Millions (PBT)

	Q1 25	%Δ	Q1 26
Kenya	4,296	8%	4,650
Uganda	320	(78%)	70
Tanzania	137	3%	141
Rwanda	251	(97%)	8
Total	5,004	(3%)	4,869

Non-Banking Subsidiaries

	Q1 25	%Δ	Q1 26
Investment Bank	123	>100%	308
Bancassurance	53	(24%)	40
Insurance	86	29%	112
Leasing LLP	66	>100%	181
Holdco*	(39)	>100%	(382)
Total	289	(11%)	258



Digital Banking Subsidiaries

	Q1 25	%Δ	Q1 26
Digital Business (KE)	1,127	67%	1,883
Digital - Other	(6)	>100%	(14)
M-Pawa (TZ)	24	(87%)	3
Mo-Kash (UG)	200	42%	285
Mo-Kash (RW)	193	3%	200
Total	1,538	50%	2,305

* Holdco includes KES 318Mn expenses related to Project Nomad.

NCBA GROUP FINANCIAL PERFORMANCE

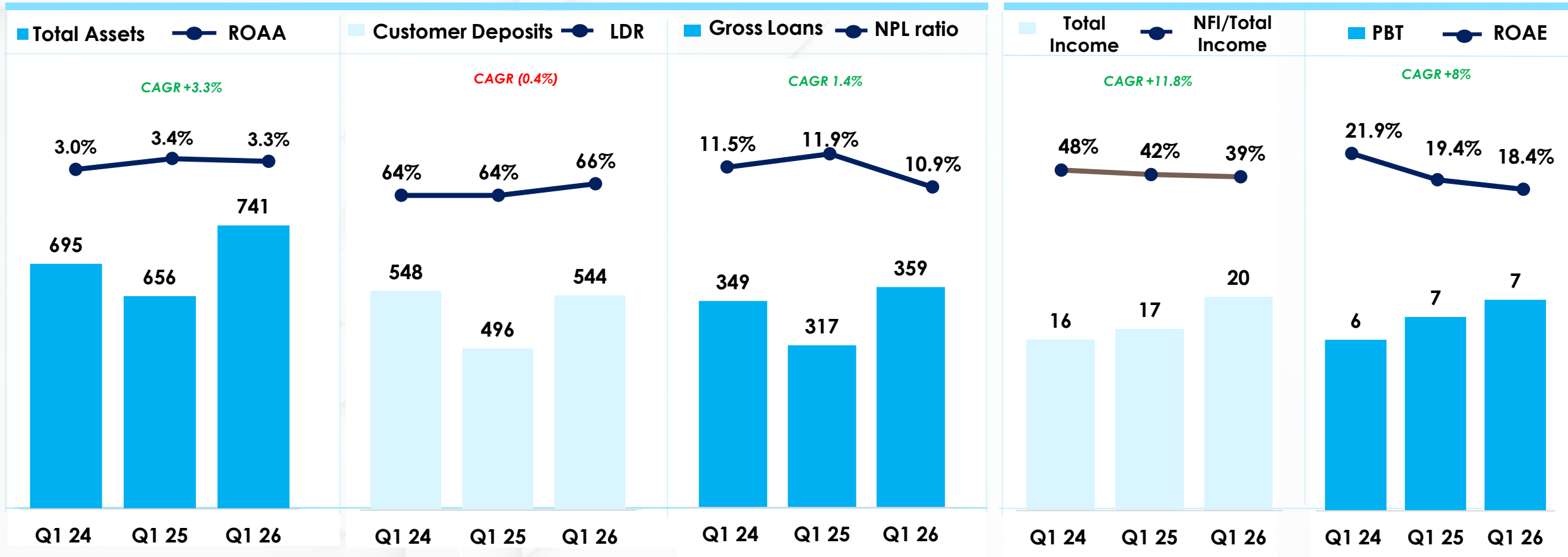


Our Group continues to demonstrate strong fundamentals with a resilient asset base which is delivering stability in our earnings

Amounts in KES Bns

Balance Sheet

Income Statement



NCBA GROUP FINANCIAL PERFORMANCE



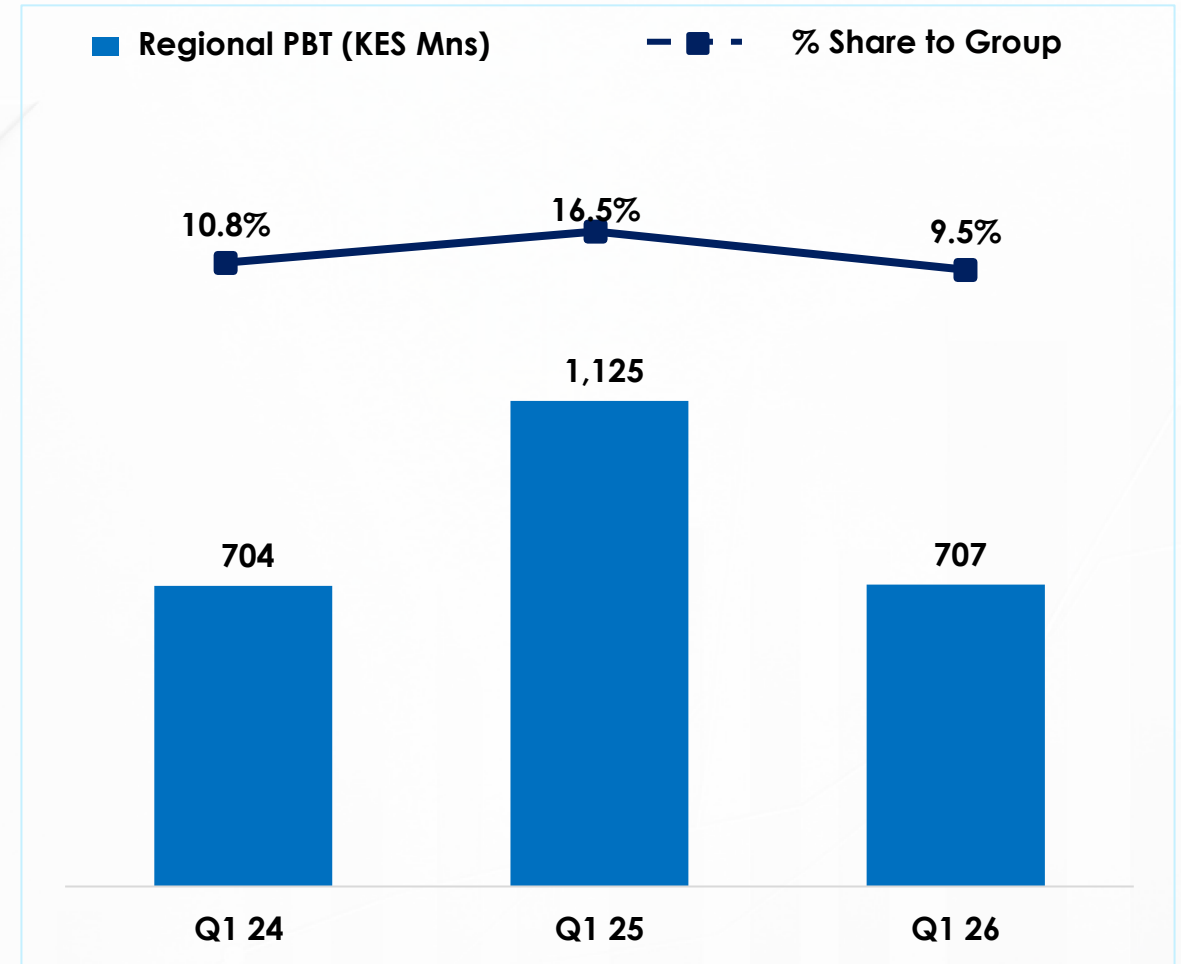
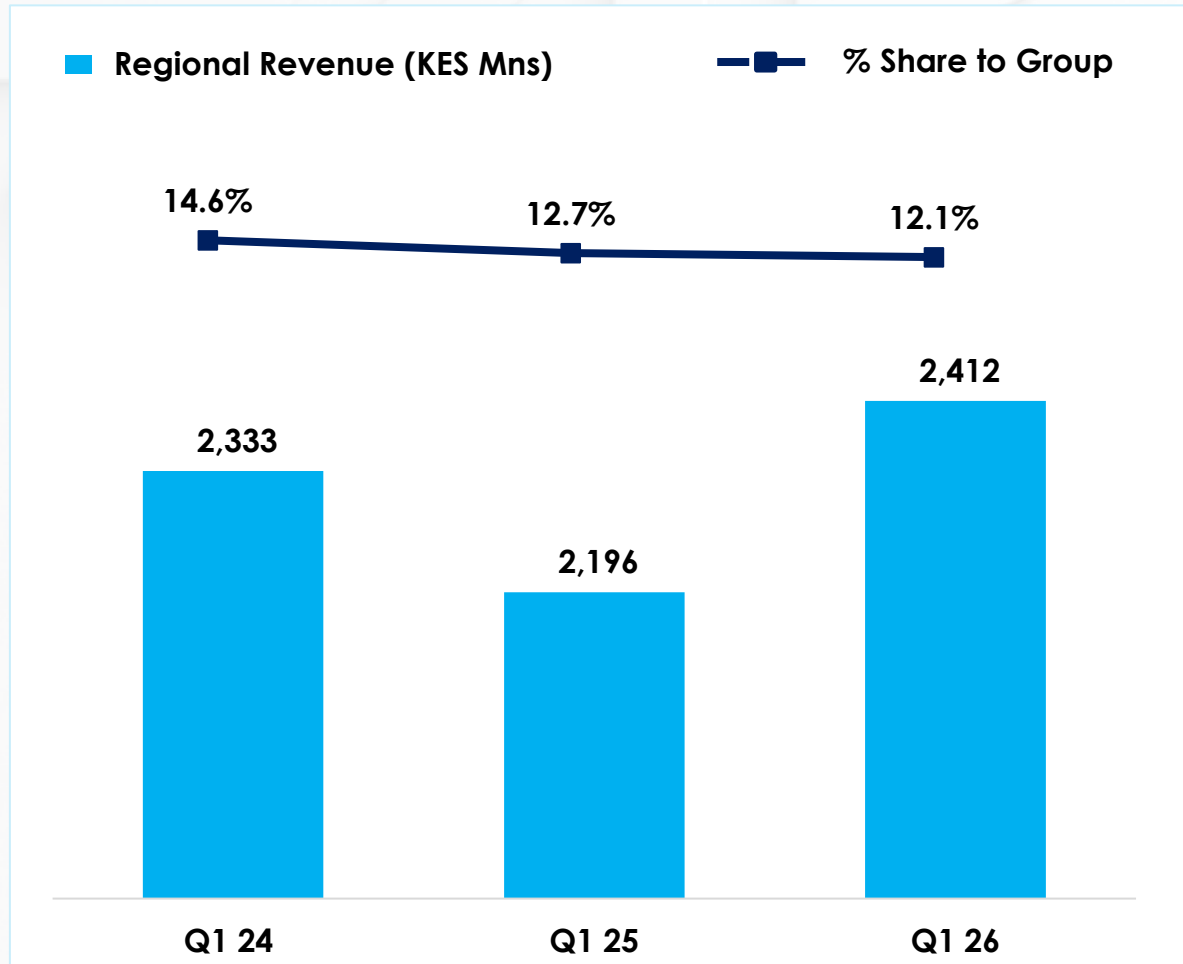
We are seeing strong revenue contributions across our group with stable return outcomes

		REVENUE	% CONTRIBUTION	EFFICIENCY	RETURNS*
		TOTAL INCOME		COST TO INCOME RATIO	RETURN ON AVERAGE EQUITY
Banking Subsidiaries	NCBAK	KES 16.3Bn	81.8%	45.8%	20.5%
	NCBAU	KES 1.1Bn	5.4%	59.2%	12.3%
	NCBAT	KES 0.7Bn	3.3%	71.4%	8.3%
	NCBAR	KES 0.7n	3.4%	63.4%	15.6%
Non-Bank Subsidiaries		KES 1.2Bn	6.1%	42.5%	38.5%
Group		KES 20.0Bn		49.1%	18.4%

NCBA GROUP FINANCIAL PERFORMANCE



Our regional business maintains a consistent income contribution to the Group, with PBT moderated by the non-recurrence of prior year recoveries

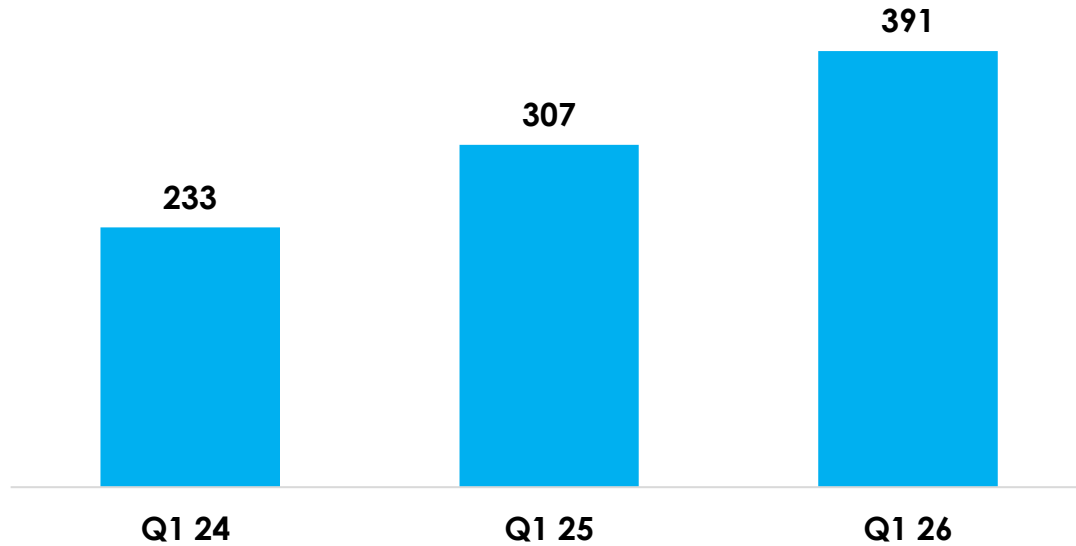


NCBA GROUP FINANCIAL PERFORMANCE

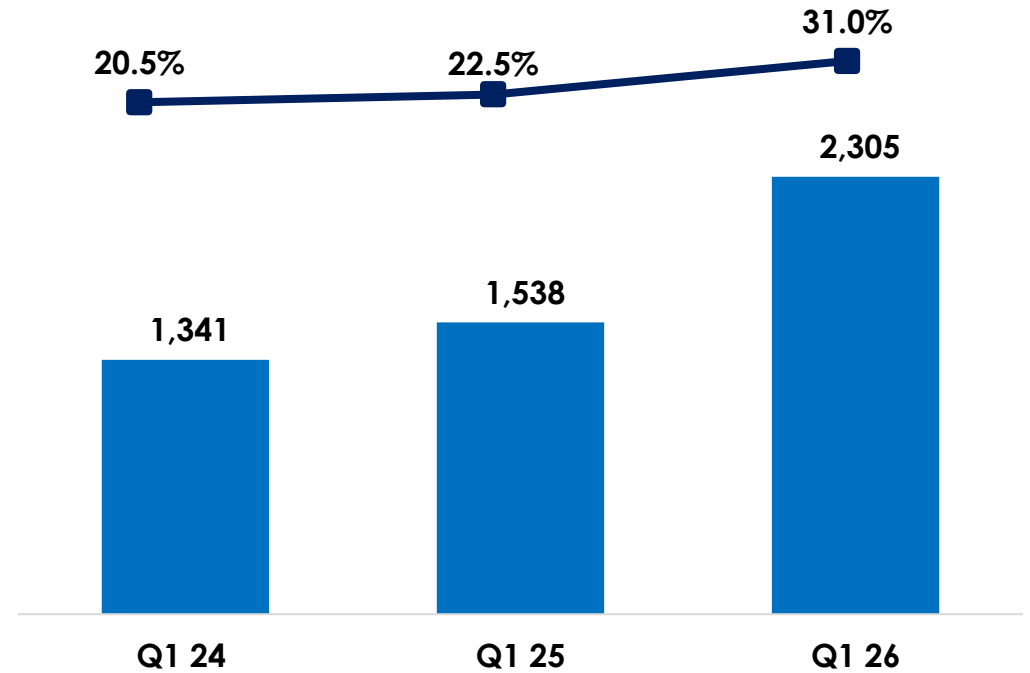


Digital investments are driving strong disbursement growth and improving profitability, with our digital business now contributing 31% of Group PBT

Total Digital Disbursements (KES Bns)



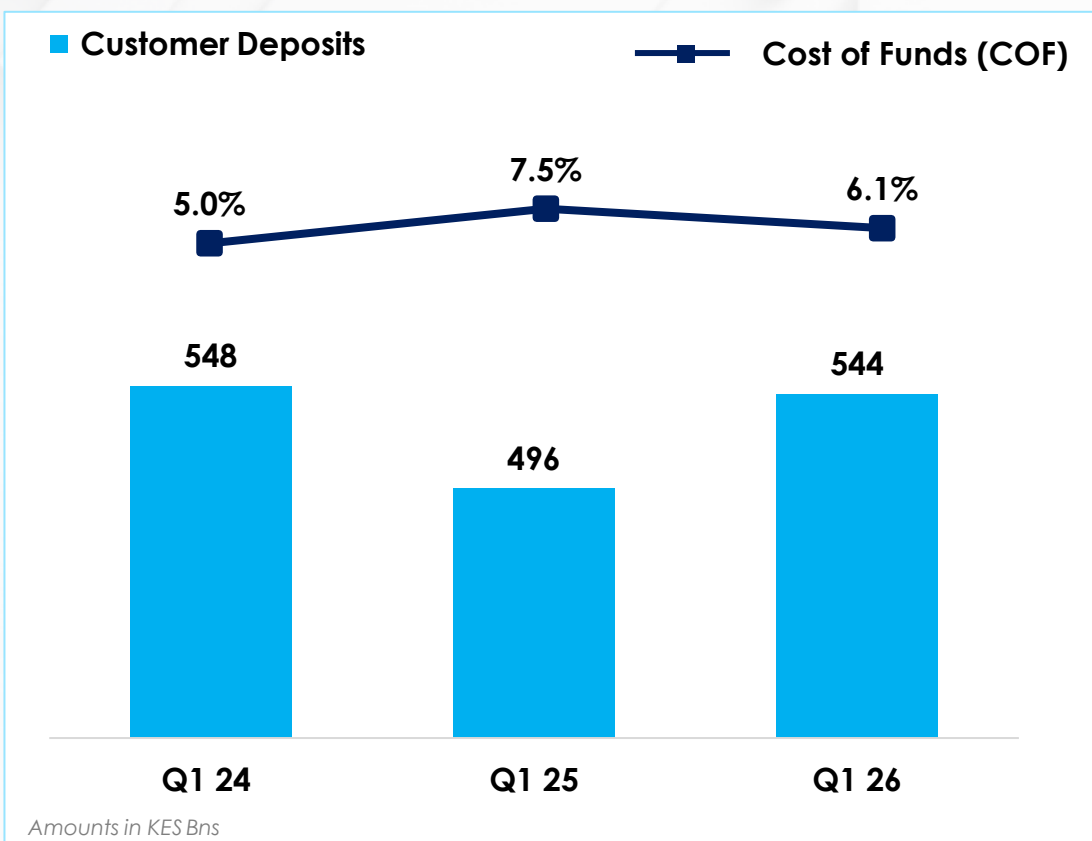
Digital PBT (KES Bns) — % Share to Group



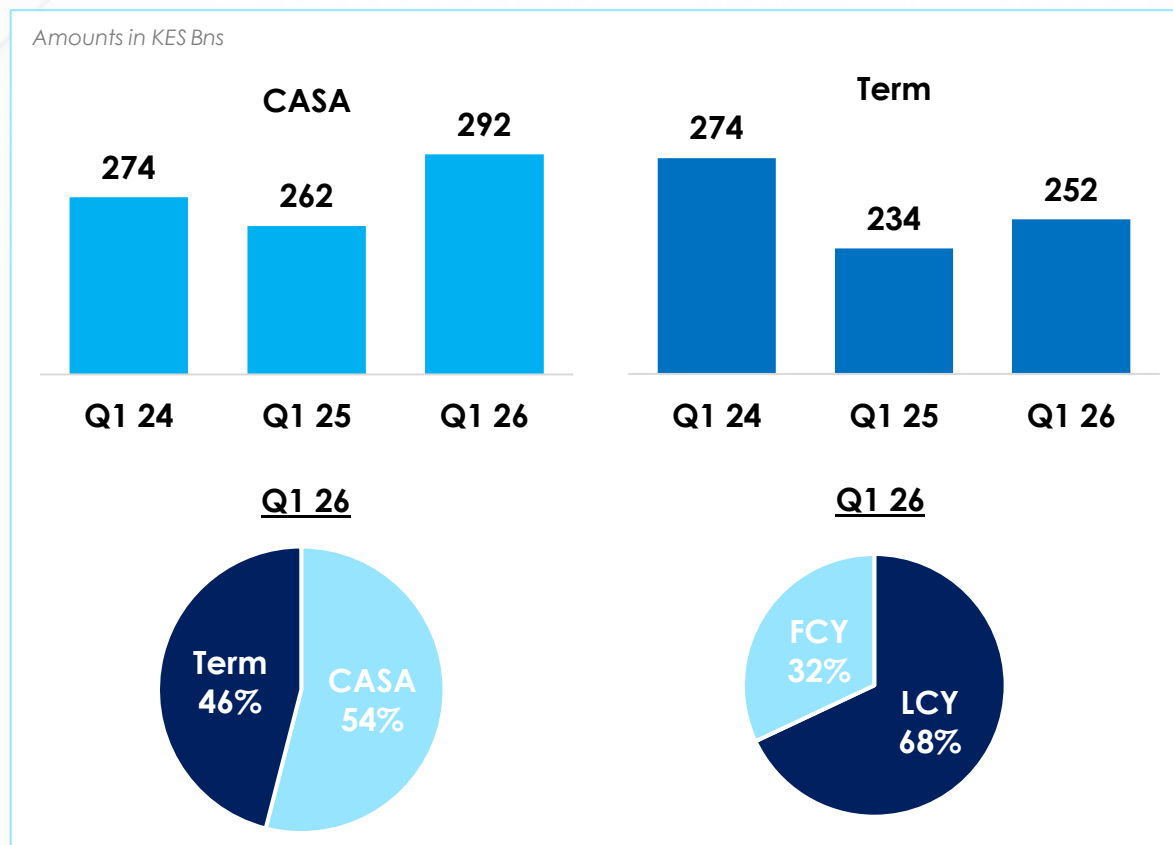
NCBA GROUP FINANCIAL PERFORMANCE

We are seeing recovery in our deposit mobilization in addition to the positive impact in a higher CASA mix and improved funding cost efficiency

Deposits rebalance towards a stronger mix, with disciplined pricing driving a steady normalization in cost of funds...



...CASA is now 54% of our deposit mix



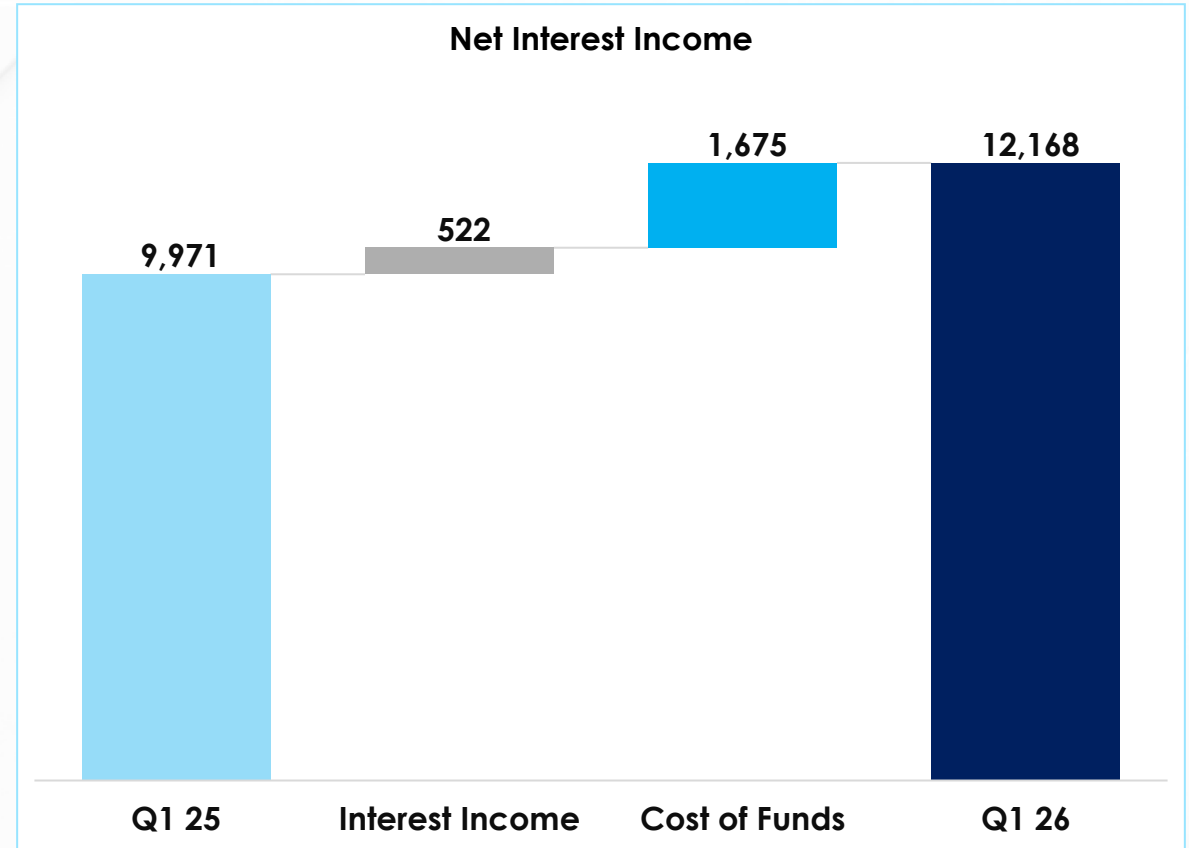
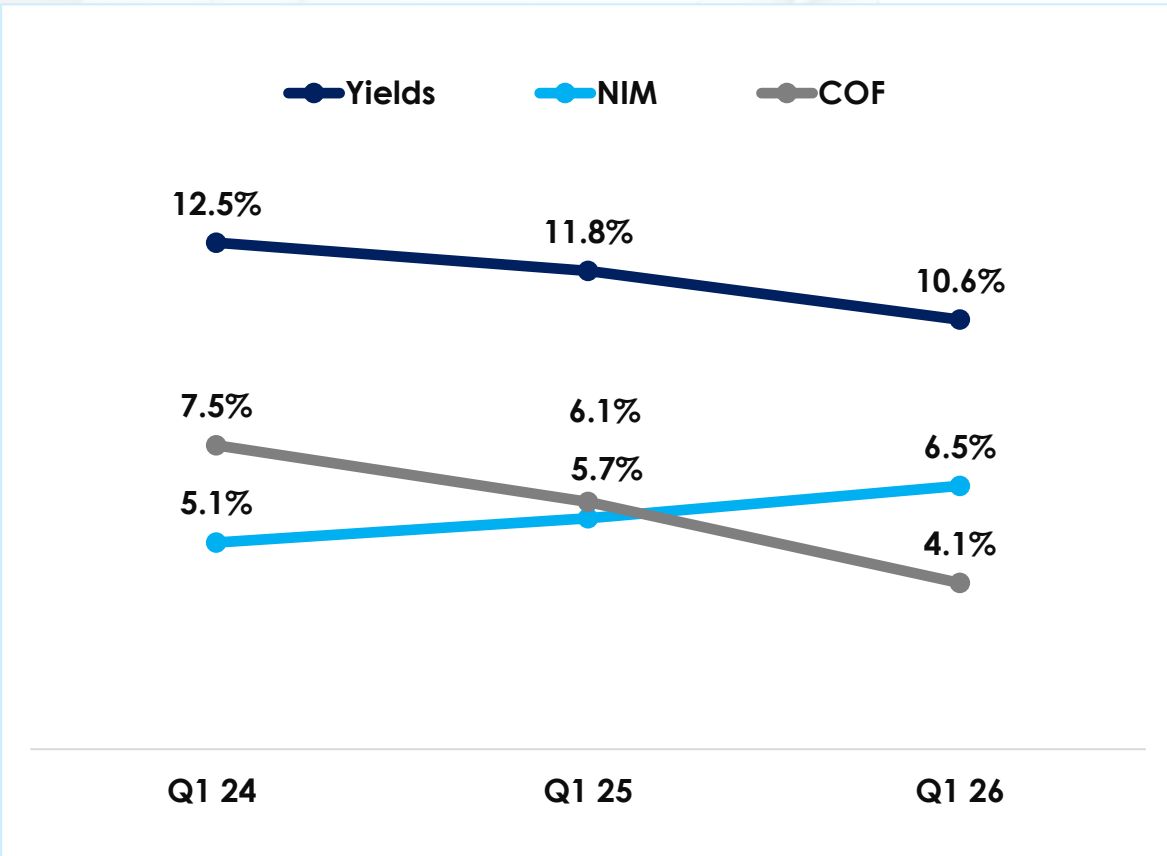
NCBA GROUP FINANCIAL PERFORMANCE



Disciplined pricing and lower funding costs have supported our margin expansion and delivered strong growth in net interest income

Our balance sheet re-pricing and funding optimization have driven steady NIM expansion.

translating into a meaningful uplift in net interest income.



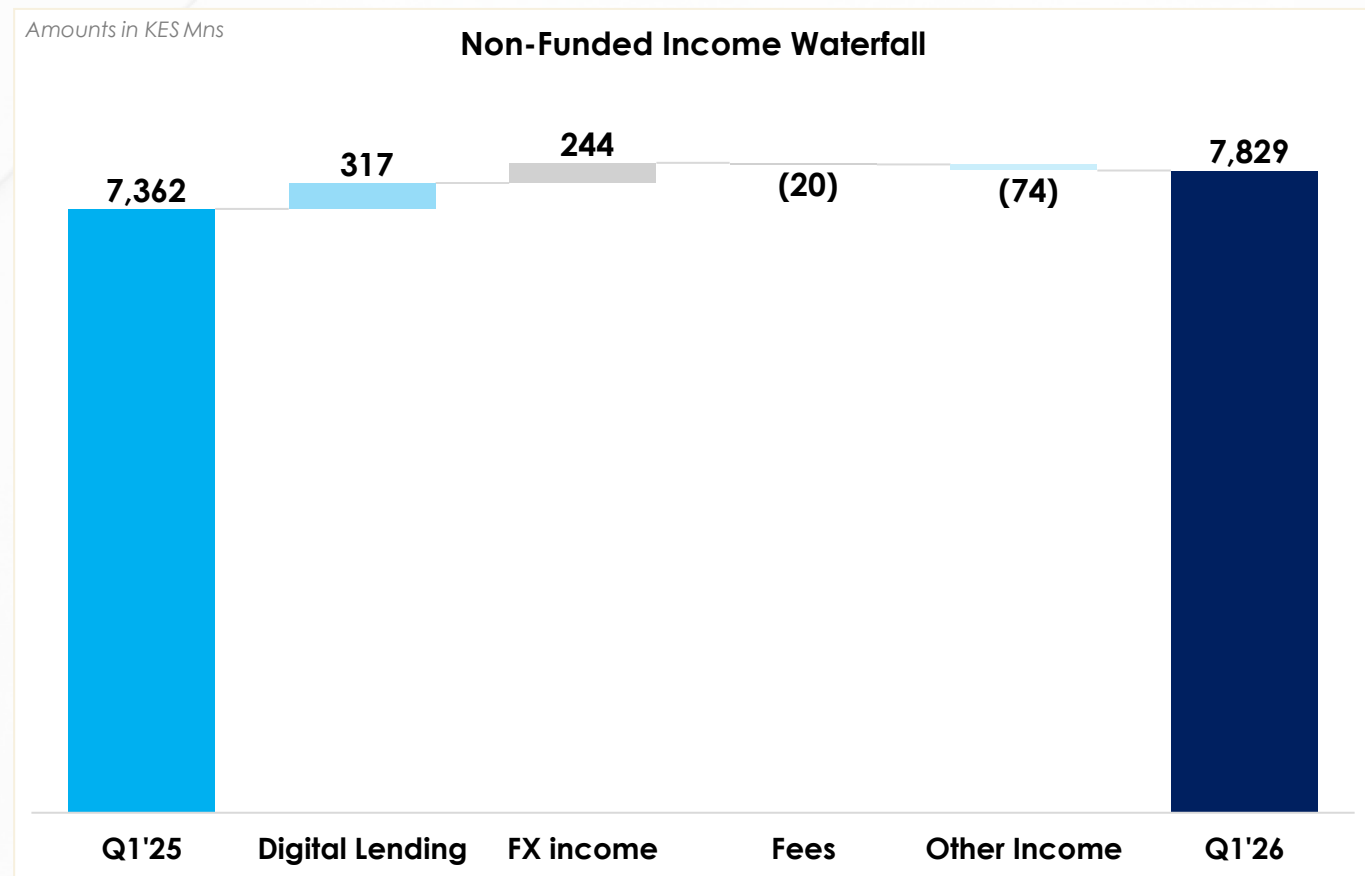
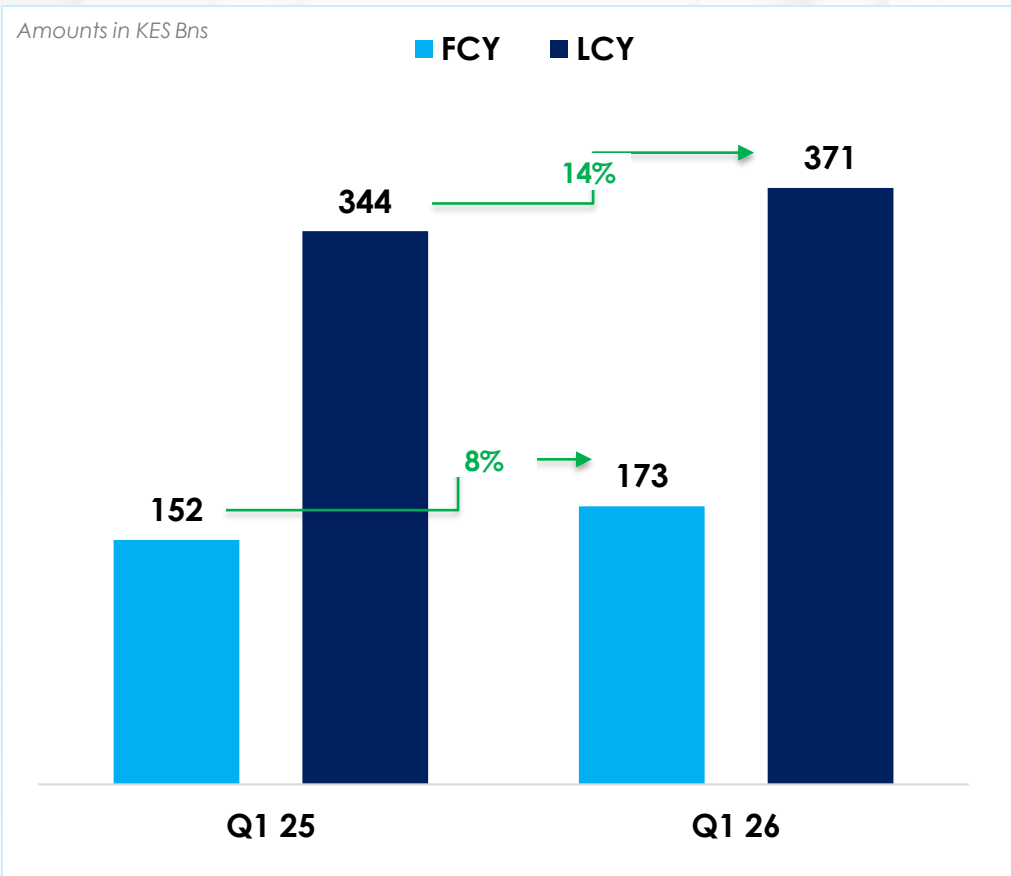
NCBA GROUP FINANCIAL PERFORMANCE



Our business delivered growth in both local and foreign currency deposits driving our FX fee income in addition to fees from our digital banking proposition

We continue to grow our FCY deposit book..

...while fees from digital lending, FX income and core services continued to underpin solid non-funded income performance



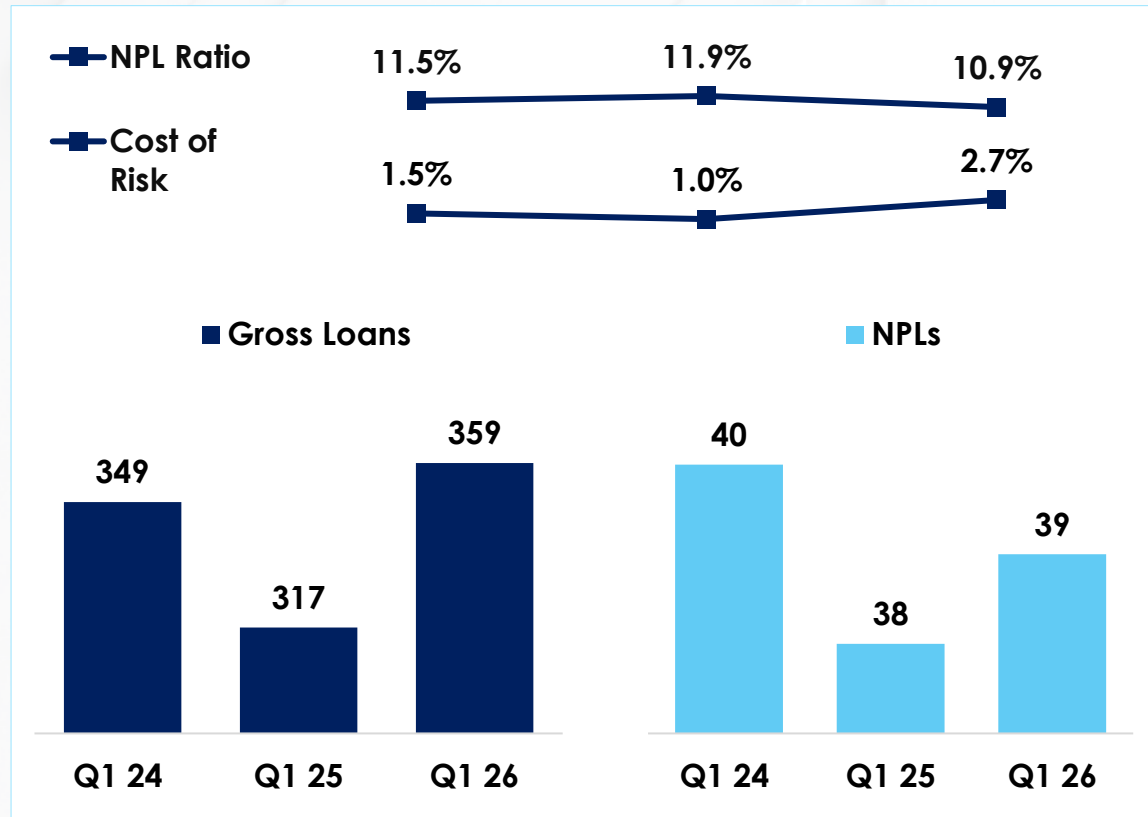
NCBA GROUP FINANCIAL PERFORMANCE



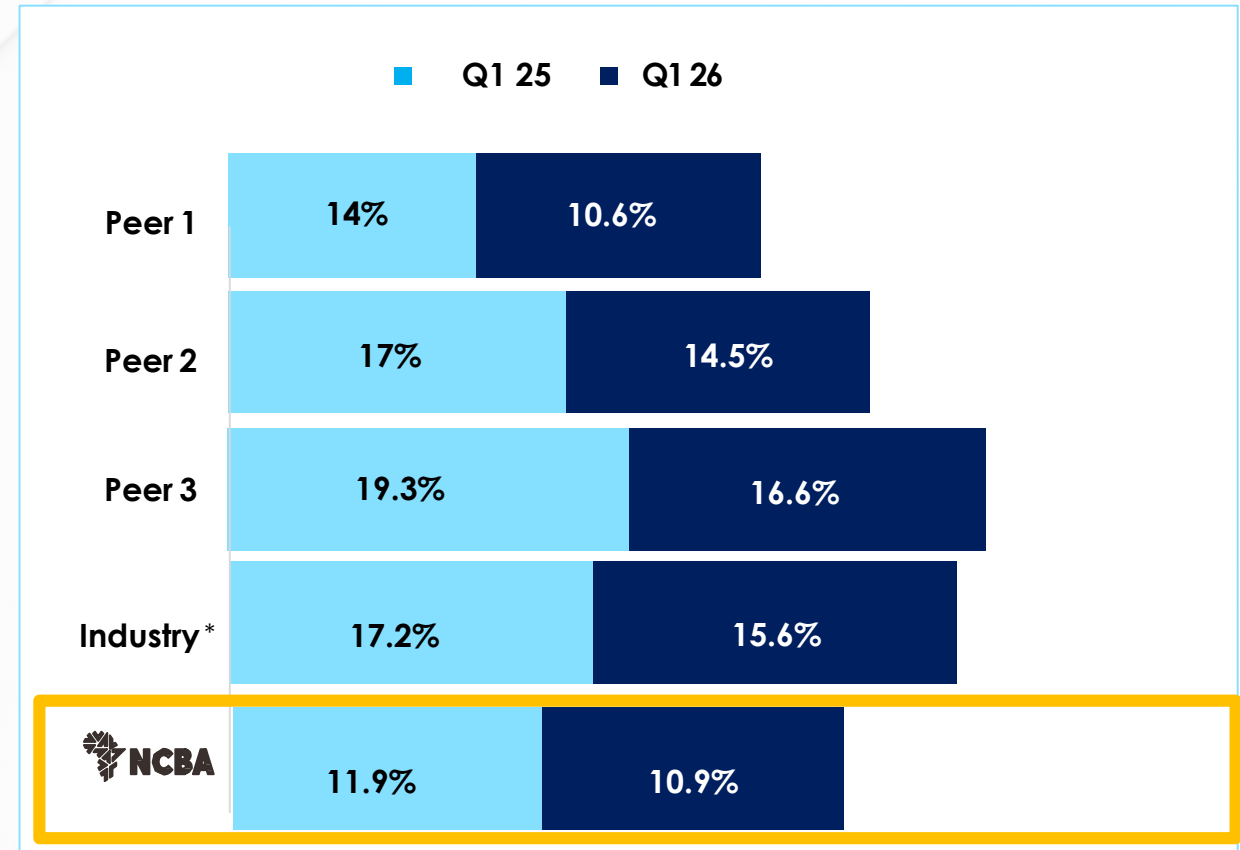
With credit expanding, asset quality has remained sound with NPL ratio remaining stable relative to KE industry at large...

We have expanded our lending...

...however, we have consistently delivered a better-quality loan book compared to similarly sized peers & KE industry



Amounts in KES Bns

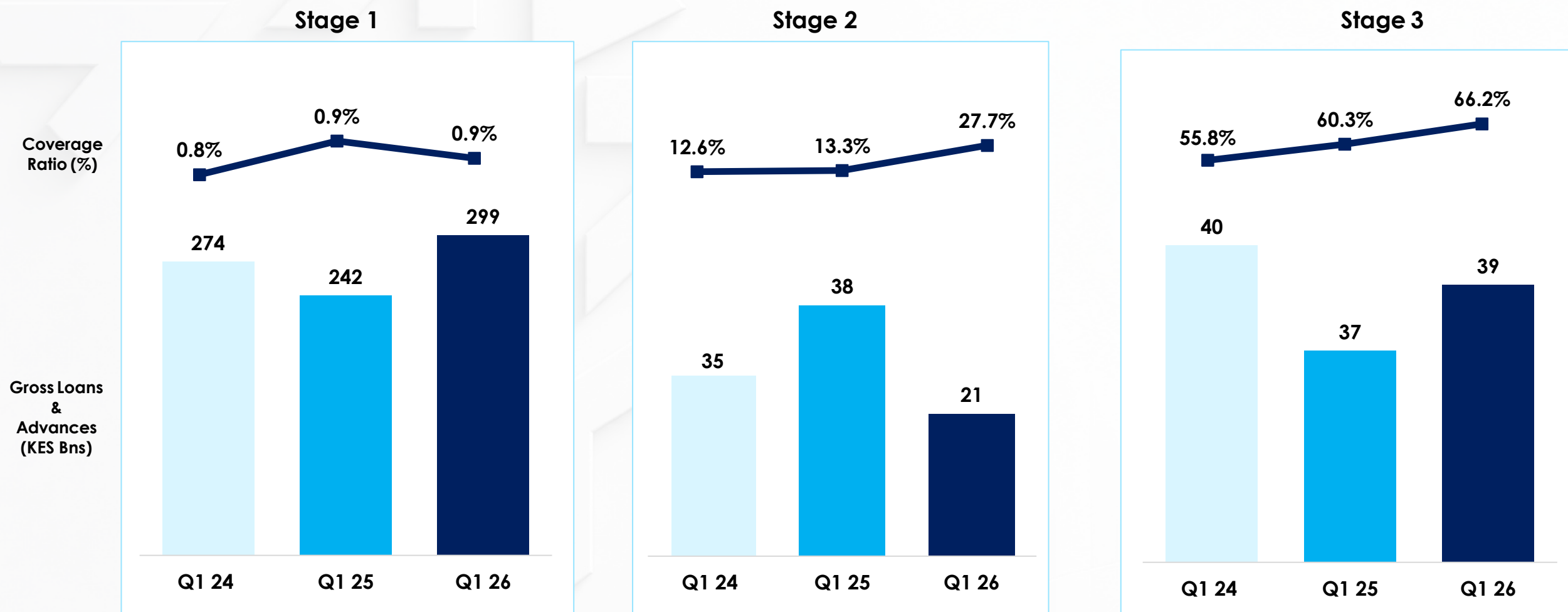


Notes:
 * Denotes Kenyan Banking Sector
 + Regional NPL ratios: RWA 3.1% TZ: 3.0%, UG 5.0%

NCBA GROUP FINANCIAL PERFORMANCE



...supported by prudent provisioning and strengthening coverage across all loan classification stages

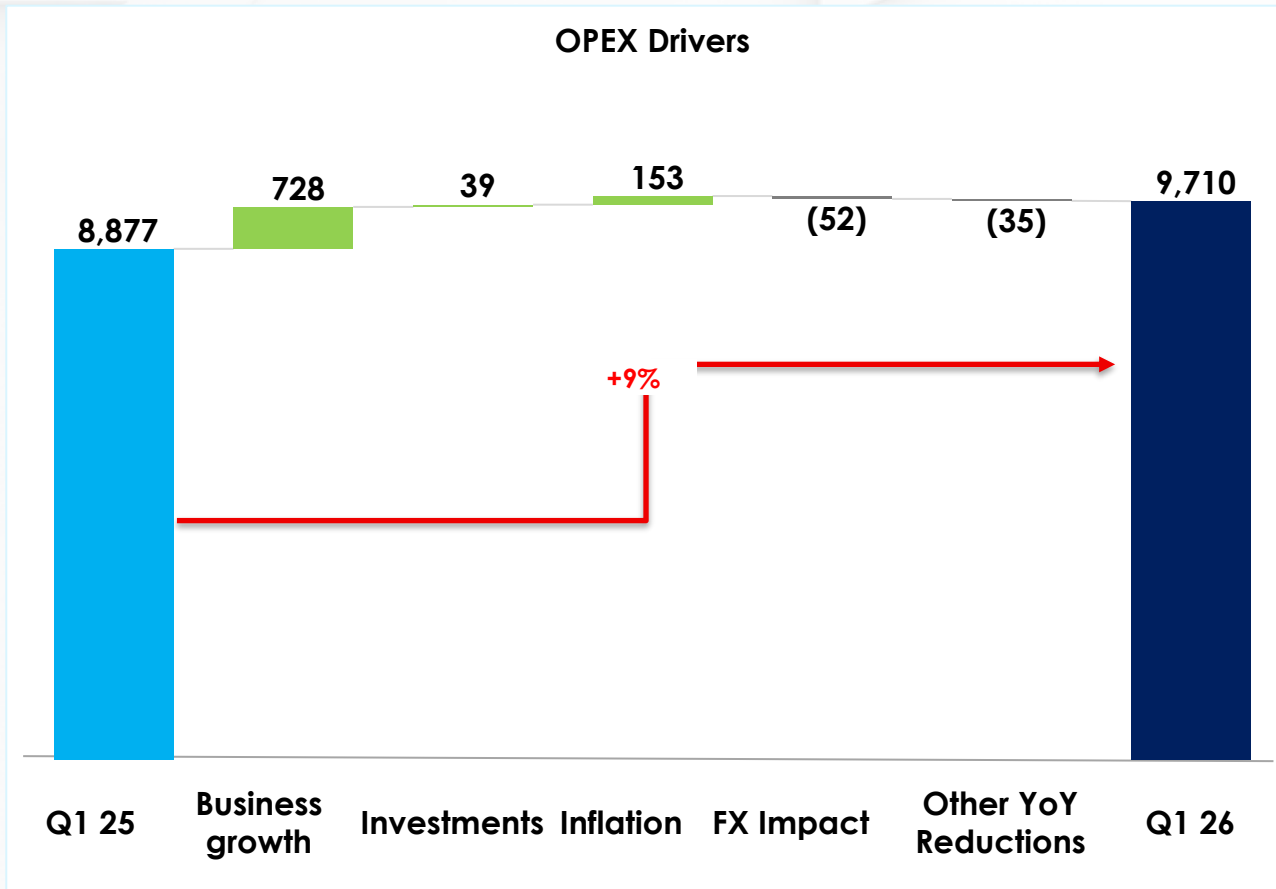


NCBA GROUP FINANCIAL PERFORMANCE

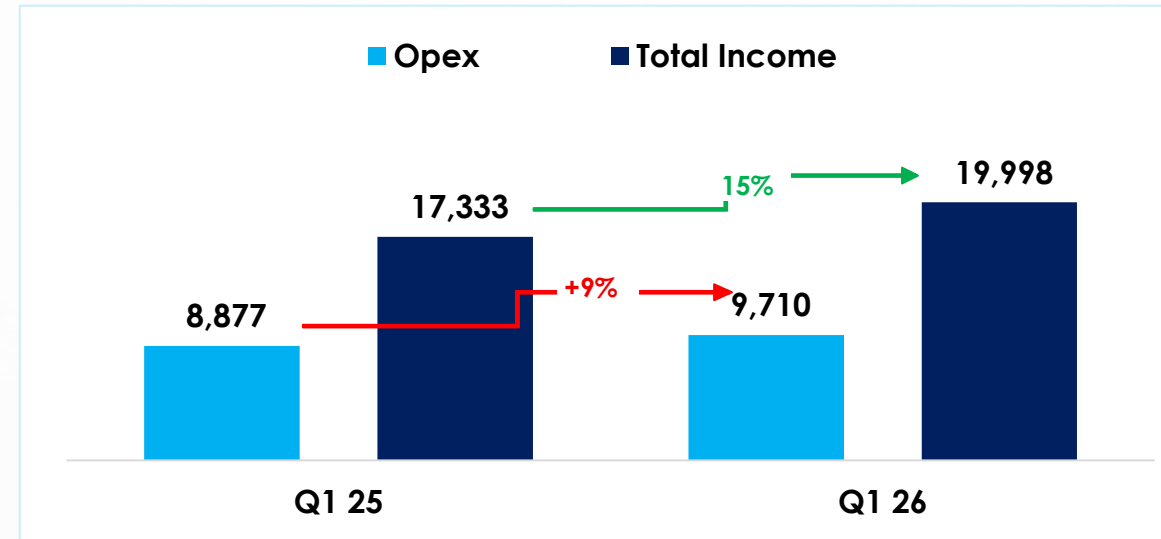


Even as we continue to invest in the business, we are now seeing positive efficiency outcomes in our business

OPEX Increased by 9% in Q1 25 as we continued to book growth related expenses



...notwithstanding our efficiency metrics improved significantly, with CIR strengthening to 49% from 53% in Q1 2025



	Q1 25	Q1 26
Cost to Income Ratio	53.8%	49.1%
Cost to Assets	1.4%	1.3%
Staff Costs Intensity ⁽¹⁾	21.8%	21.4%
IT Costs Intensity ⁽²⁾	8.8%	8.3%

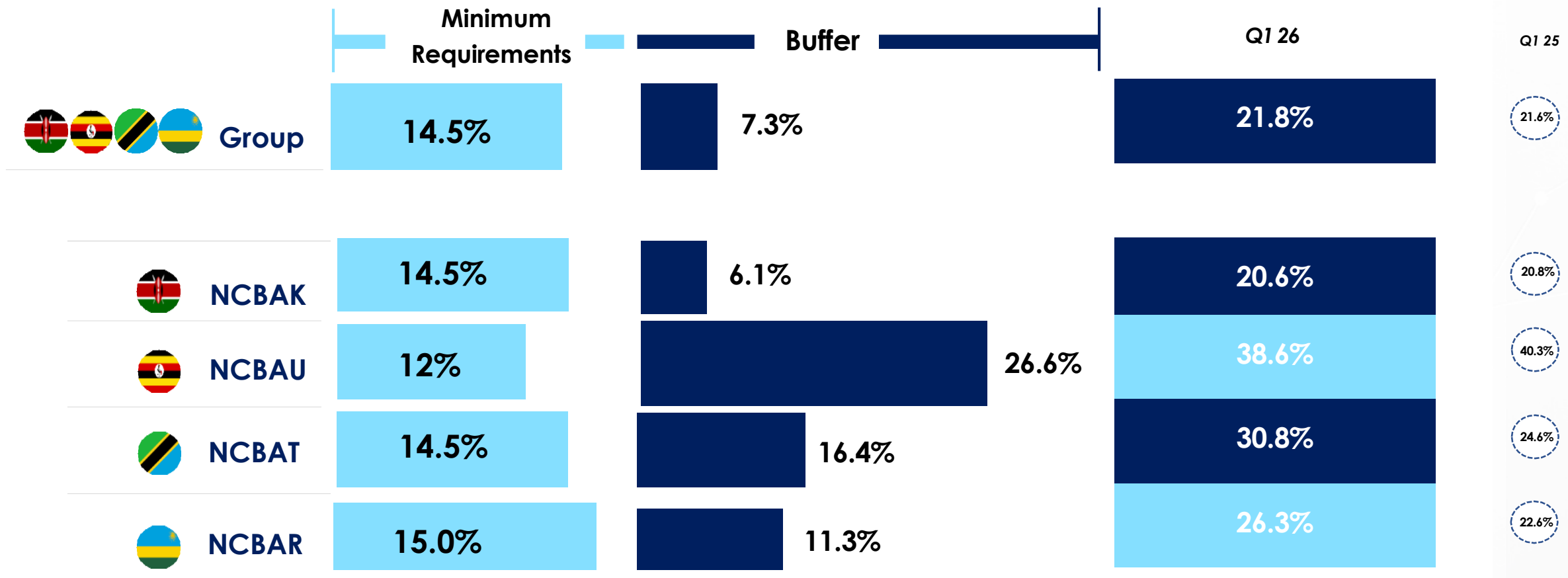
1: Staff Cost Intensity calculated as Staff costs vs. Operating Income
 2: IT Cost intensity calculated as IT OPEX vs. Operating Income

NCBA GROUP FINANCIAL PERFORMANCE



The Group remains well capitalized, with strong buffers above regulatory requirements supporting continued growth and resilience across all our markets

Total Capital/RWA across our Markets

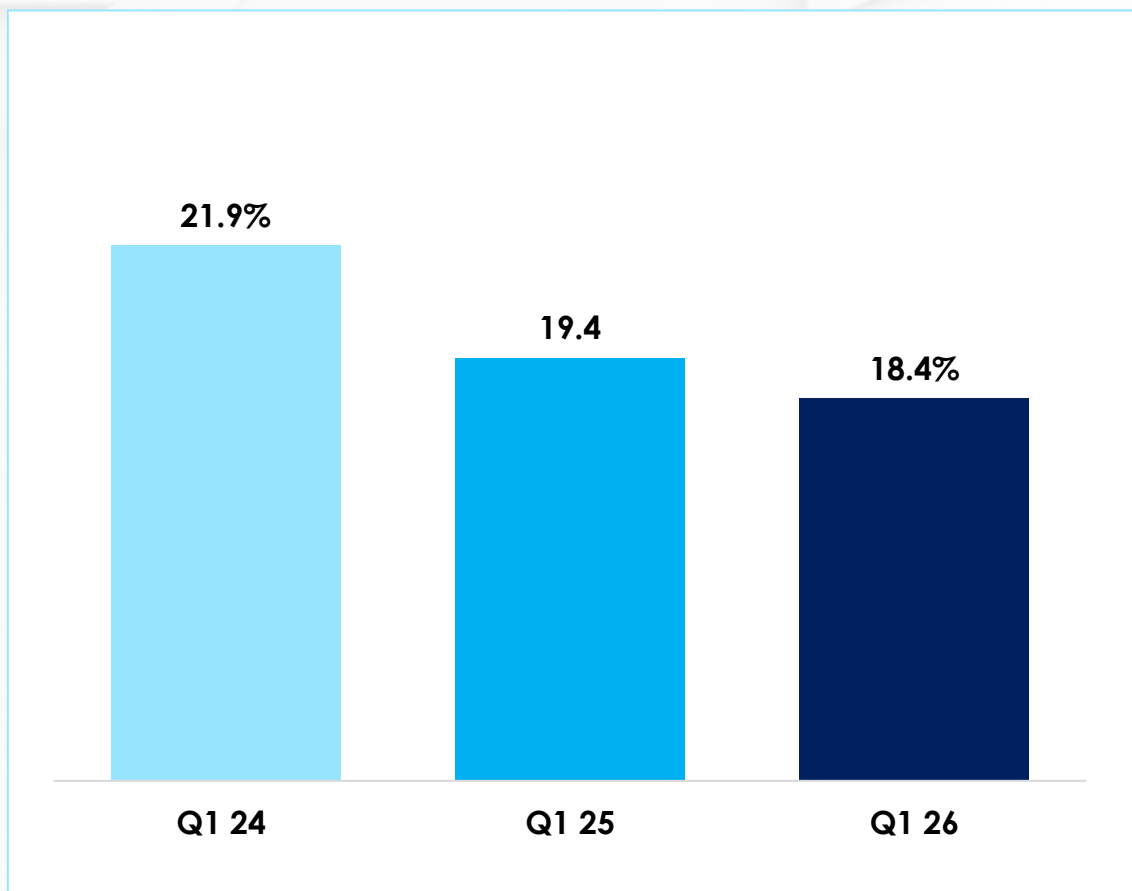


NCBA GROUP FINANCIAL PERFORMANCE

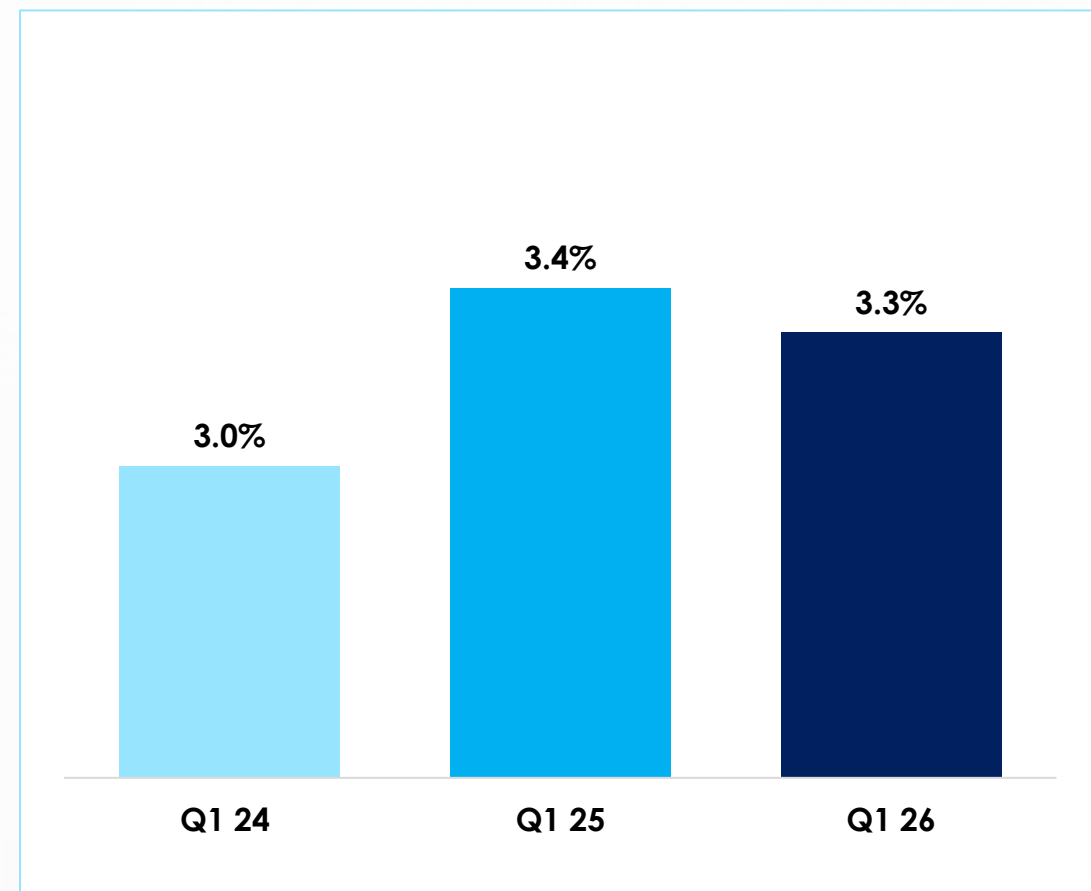


...while consistently delivering strong return outcomes aligned with Tier 1 banking performance over the last three years

We are delivering on post merger promises on ROE...



...while matching similar sized peers on ROA



FY 26 GUIDANCE



We expect a continued and strong underlying growth trajectory across the following metrics

Metric	FY 26 Guidance	Commentary
Return on Equity	>20%	<ul style="list-style-type: none"> Create value for our shareholders and re-invest internal capital generated to foster growth
NPL Ratio	< 12%	<ul style="list-style-type: none"> Unlock more capital allocation to new underwritings and enhance profitability
Cost to Income Ratio	~50%	<ul style="list-style-type: none"> Stabilize efficiency metrics by maximizing value from strategic investments, while mitigating inflationary pressures
Capital Adequacy	300Bps above regulatory limits	<ul style="list-style-type: none"> The business to remain adequately capitalised across our core markets enabling asset growth
Core Bank Cost of Risk	1.5% - 2.0%	<ul style="list-style-type: none"> Maintain high standards in credit onboarding and proactive management of our loan portfolio

1

We have begun delivering on our 2026-2030 Strategy

1. **Fortify the core of our business;**
 - ✓ Strengthened customer advocacy & brand trust: **Digital Channel NPS of 62; up from 59 in Q1 25).**
 - ✓ Enhanced operational reliability & service availability: **System uptime of 99.7%, up from 98.9% in Q1 25).**
2. **Scale to High Growth Segments;**
 - ✓ Expanded **customer base to 517K core banking customers.**
 - ✓ Reinforced leadership in regional digital lending with **KES 391Bn disbursed across Africa (+27%).**
 - ✓ Grew affluent segment, **surpassing 60,000 wealth customers.**
3. **Sustainability Leadership;**
 - ✓ Served as **Lead Arranger & Placing Agent** for the **KMRC KES 3Bn Green Bond.**
 - ✓ Acted as **Trustee & Receiving Bank** for the **KES 4.8Bn TRIFIC Green REIT.**

2

Strong momentum in Q1 2026

1. **Operating income grew by 15%** (KES 20Bn Q1 26); driven by **NII up 22%** (KES 12.2Bn) and **NFI up 6%** (KES 7.8Bn)
2. We are seeing **positive jaws** in our business with **CIR improving from 53.8% (Q1 25) to 49.1% in Q1 26**
3. Our digital banking subsidiaries delivered **50% profit growth** (KES 2.3Bn Q1 26)
4. Non-banking subsidiaries continue to deliver robust growth with;
 - ✓ **Assets Under Management (AUM) up 26%** (KES 102Bn Q1 26)
 - ✓ **Bancassurance Gross Written premiums up 9%** (KES 3.7Bn Q1 26)
 - ✓ **NCBA IG Gross Written premiums up 8%** (KES 1.3Bn Q1 26)
5. **Asset quality** remains strong, with **NPL ratio below the Kenya industry average (11.9% vs 15.6%)**

3

Strategic Partnership with Nedbank

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

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**

APPENDIX I



Statement of Profit & Loss

Amounts in KES Millions

	NCBA Bank Kenya			NCBA Group Consolidated		
	Q1 25	Q1 26	Δ%	Q1 25	Q1 26	Δ%
Interest Income	15,217	15,718	3%	17,174	17,696	3%
Interest Expenses	(6,381)	(4,738)	(26%)	(7,203)	(5,527)	(23%)
Net Interest Income	8,836	10,980	24%	9,971	12,168	22%
FX Income	1,020	1,286	26%	1,178	1,422	21%
Other Non- Interest Income	3,735	4,076	9%	6,184	6,408	4%
Non – Funded Income	4,755	5,362	13%	7,362	7,829	6%
Operating Income	13,591	16,342	20%	17,333	19,998	15%
Operating Expenses	(6,894)	(7,422)	8%	(8,877)	(9,710)	9%
Operating Profit	6,697	8,920	33%	8,456	10,288	22%
Impairments	(1,274)	(2,387)	(87%)	(1,625)	(2,538)	(56%)
Profit before tax	5,423	6,532	20%	6,832	7,750	13%
Exceptional Items	-	-		-	(318)	
Profit before tax	5,423	6,532	20%	6,832	7,432	9%
Tax	(968)	(1,135)	(17%)	(1,349)	(1,786)	(32%)
Profit after Tax	4,456	5,397	21%	5,483	5,964	9%

APPENDIX II

Statement of Financial Position

Amounts in KES Millions

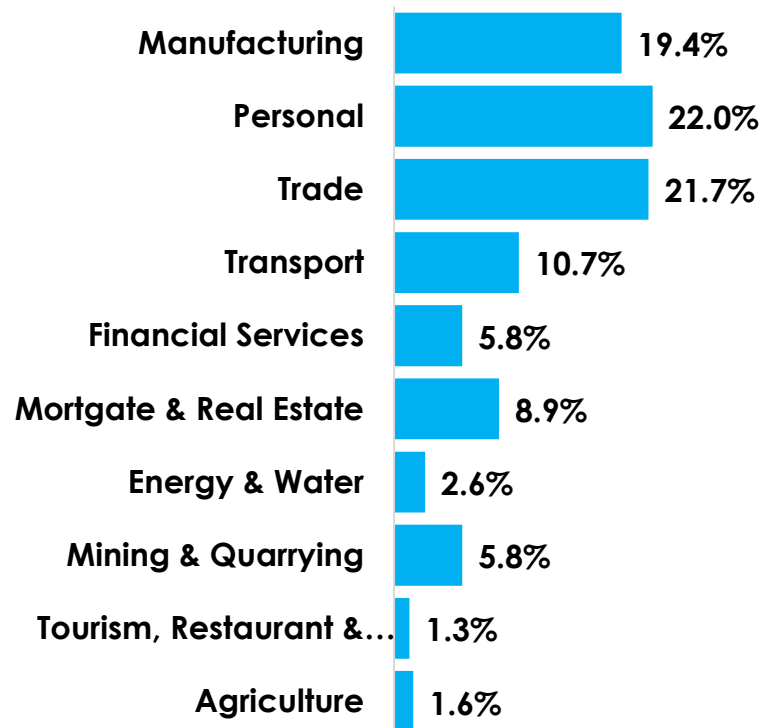
	NCBA Bank Kenya			NCBA Group Consolidated		
	Q1 25	Q1 26	Δ%	Q1 25	Q1 26	Δ%
Assets						
Net Loans and Advances	254,883	285,195	12%	287,016	324,395	13%
Investments	193,315	222,647	15%	222,262	256,399	15%
Cash and Balances with Banks	75,012	84,683	13%	92,780	112,021	21%
Other Assets	55,546	47,360	(15%)	53,917	48,301	(10%)
Total Assets	578,756	639,886	11%	655,974	741,116	13%
Liabilities & Equity						
Customer Deposits	442,623	483,557	9%	495,670	544,434	10%
Borrowings	11,703	15,712	34%	11,883	18,360	55%
Other Liabilities	29,161	38,515	32%	32,098	44,955	40%
Shareholders Equity	95,270	102,102	7%	116,323	133,366	15%
Total Liabilities & Equity	578,756	639,886	11%	655,974	741,116	13%

APPENDIX III

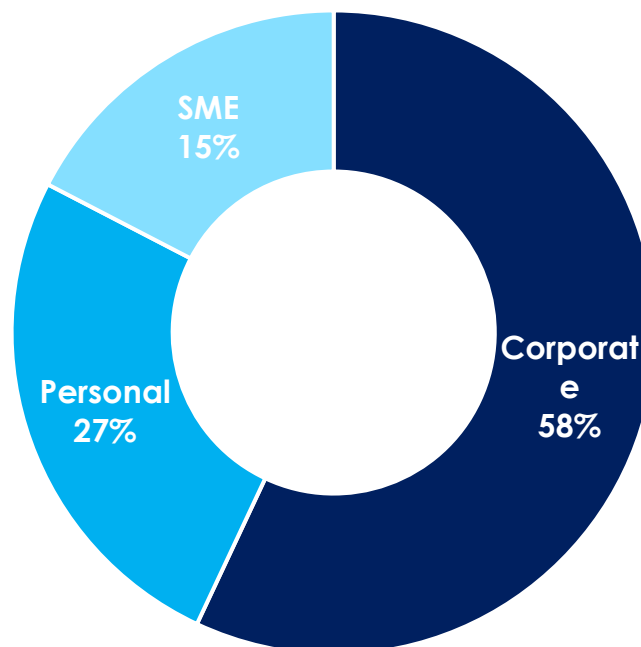
Our loan book is well diversified across industry, product and currency

Q1 2026 Loan Book

Loan Book by Sector



Loan Book by Segment



Loan Book by Currency

