PG

NCBA Q3 2026 Investor Deck

November 2026

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CONTENTS

WHO WE ARE <

OPERATING ENVIRONMENT <

UPDATE ON STRATEGY <

FINANCIAL PERFORMANCE Q3 2026<

Q3 2026 KEY MESSAGES

1 We have begun delivering on our 2026-2030 Strategy

1. **Fortify the Core of our Business;**
   - ✓ Core platform investments yielding stability gains: **Transaction Success Rate: 99.38% (up from 98.74% in Q3 25)**
   - ✓ Our **transaction banking platform**, Connect Plus, is gaining traction, **processing over KES 991Bn in transactions in Kenya.**

2. **Scale to High Growth Segments;**
   - ✓ **Wealth AUM up 12% to KES 105Bn**
   - ✓ **Growth in SME Lending:** KES 58Bn up by 10% (Q3 25: KES 52.6 Bn).
   - ✓ NCBA Insurance & Bancassurance GWP grew **10% and 86% to KES 3.3Bn and KES 5.4Bn, respectively.**
   - ✓ Digital lending through telco partnerships expanded across Africa, with KES **1.29Tn disbursed, up 27% from Q3 25.**

3. **Sustainability Leadership;**
   - ✓ **KES 5.6Bn Green loan portfolio**; EV & Solar lending momentum.
   - ✓ **KES 98.9Mn invested** in community initiatives, positively impacting **over 1.2Mn people.**

2 Strong Financial Performance In Q3 2026

1. **Strong Earnings Growth and Improved Profitability;**
   - ✓ **ROAE remained flat at 18.9%** (Q3 25: 19.1%)
   - ✓ **Operating income increased 15% to KES 61Bn,** driven by NII growth of 20% to KES 38Bn and NFI growth of 7% to KES 23Bn.
   - ✓ **NIM expanded to 7.1%** (Q3 25: 6.8%).

2. **Robust Balance Sheet Growth**
   - ✓ **Customer Deposits up 13% to KES 554Bn.**
   - ✓ Gross Loans up 11% to KES 361Bn.
   - ✓ **CAR of 21.4%,** well above the 14.5% regulatory minimum.

3. **Positive operating leverage**: **cost-to-income ratio improved to 48.2% from 52.2% in Q3 25**, driven by tighter cost control and lower growth-related spend.

4. Asset quality remains resilient, with the **NPL ratio at 10.1%,** below the **Kenya industry average of 13.9%.**

3 Strategic Partnership with Nedbank

1. **Transaction successfully completed on 4th November 2026.**

2. **All required regulatory approvals secured and all conditions precedent achieved.**

3. **Potential Synergies**: The Nedbank partnership positions NCBA for its next phase of growth, unlocking;
   - ✓ **Broader capabilities:** Through Nedbank's specialist corporate and investment banking, infrastructure, property and public-sector expertise.
   - ✓ **Regional reach:** connects NCBA clients to a wider African banking network across East and Southern Africa.
   - ✓ **Capital:** Supports larger transactions, long-term financing and priority growth areas.

CONTENTS

WHO WE ARE <

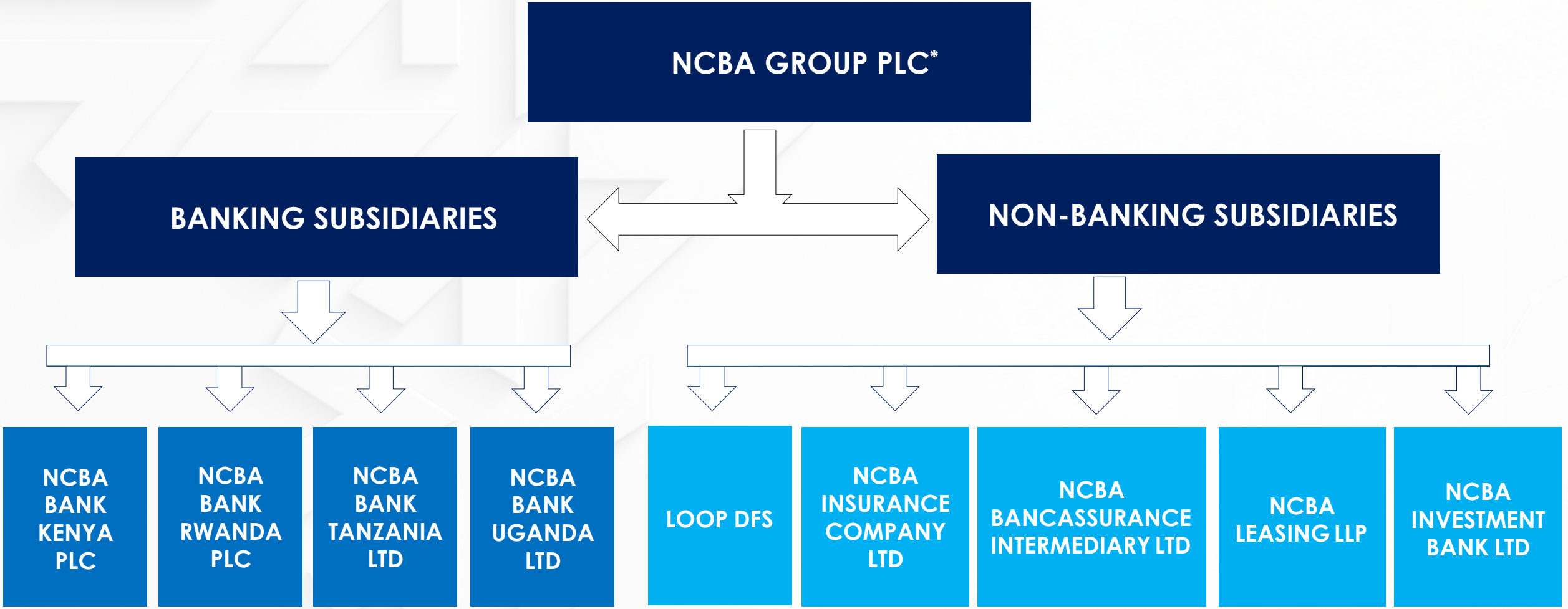
OPERATING ENVIRONMENT <

UPDATE ON STRATEGY <

FINANCIAL PERFORMANCE Q3 2026<

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
66% of NCBA Group is owned by Nedbank Group as of 4th November 2026

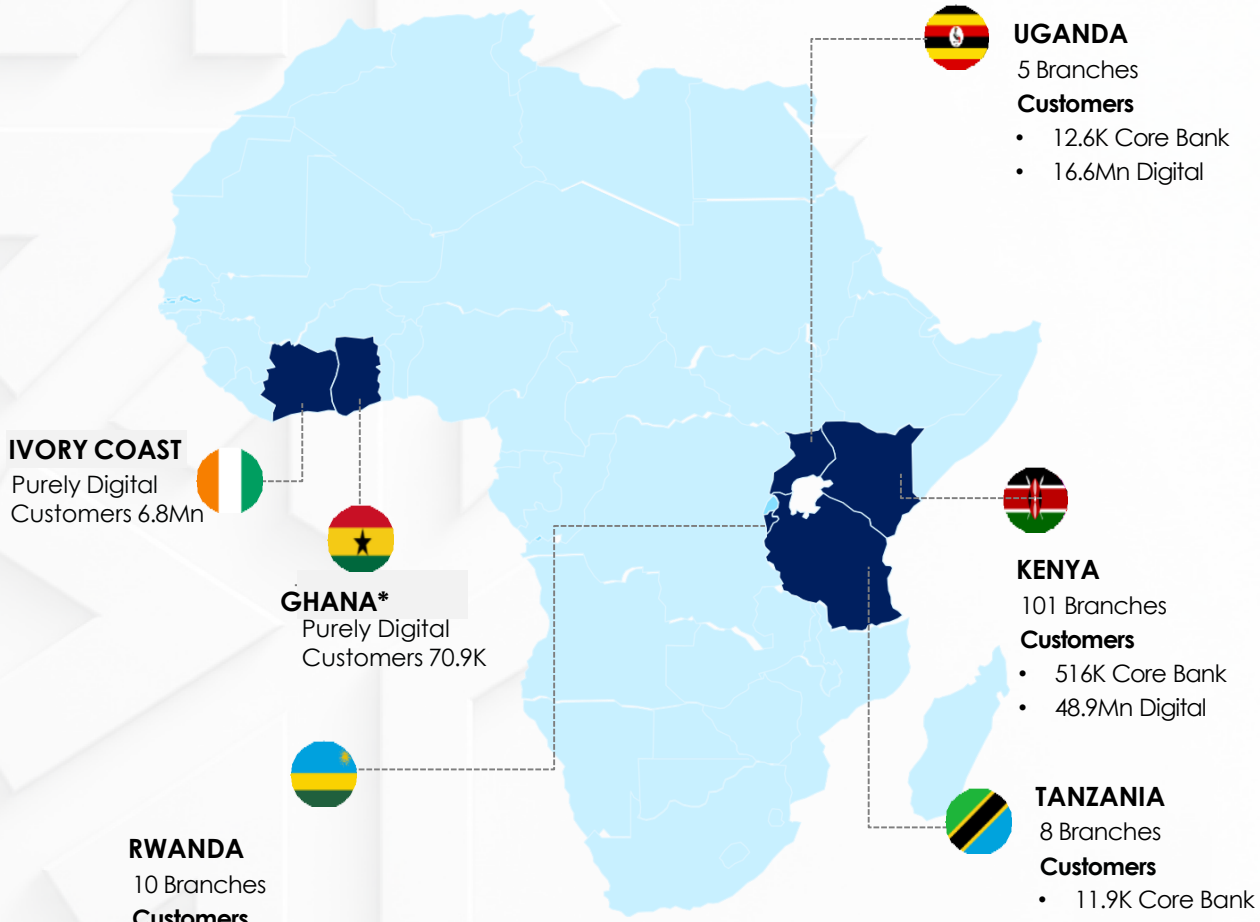
WHO WE ARE | NCBA Overview

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

+4,082 Staff

124 Branches

>70Mn Customers



UGANDA
5 Branches
Customers
- 12.6K Core Bank
- 16.6Mn Digital

IVORY COAST
Purely Digital
Customers 6.8Mn

GHANA*
Purely Digital
Customers 70.9K

KENYA
101 Branches
Customers
- 516K Core Bank
- 48.9Mn Digital

RWANDA
10 Branches
Customers
- 26.6K Core Bank#
- 6.2 Mn Digital

TANZANIA
8 Branches
Customers
- 11.9K Core Bank
- 9.9Mn Digital

Banking Business

KES	KES	KES
744Bn	**554Bn**	**361Bn**
Total Assets	Deposits	Lending
~USD 6Bn	**~USD 4Bn**	**~USD 3Bn**

KES **1,289Bn**
Digital Disbursements+
~USD 10Bn

Non-Banking Business

KES **105Bn** AUM **~USD 807Mn**	KES **5.4 Bn** Premium (Banca) **~USD 42Mn**
KES **6.2Bn** Leased Assets **~USD 48Mn**	KES **3.3Bn** Premium (NCBA IG) **~USD 25Mn**

#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 | Awards & Accolades

We have been widely recognized for excellence in Customer Experience, Digital Innovation, Banking Excellence and Sustainability Impact



Awards & Accolades

Customer Experience & Brand

1) **Winner, Best Banking Customer Experience Strategy –** *ICX Kenya Service Excellence Awards.*
2) **Best Bank Customer Experience** – *NCBA Uganda, Uganda Bankers Association.*
3) **People's Choice Award, 1st Runner-Up –** *ICX Kenya Service Excellence Awards.*
4) **1st Runners-Up, Best Overall – Excellence in Banking Customer Experience** – *Kenya Bankers Association.*
5) **Top 20 Customer Centric Brands –** *Business Monthly.*

Digital Innovation

1) **Best Use of Technology, 1st Runners Up –** *ICX Kenya Service Excellence Awards.*
2) **Project of the Year, Digital Insurance Premium Financing (IPF) –** *Project Management Institute.*
3) **Best Automotive Technology Start Up, CarDuka -** *Excellent Motors Awards, East Africa.*
4) **Financial Lifestyle App of the Year, LOOP –** *Africa Digital Economy Awards.*
5) **Best Cross-Border Payments Experience Award -** *Visa Client & Partners Awards.*

Banking Excellence

1) **Best Bank in Corporate Banking –** *NCBA Uganda, Uganda Bankers Association.*
2) **Best Bank in Financial Crime Prevention –** *NCBA Uganda, Uganda Bankers Association.*
3) **Africa Top 100 Banks – 49th Place –** *NCBA Group, African Business Magazine.*
4) **Winner, Spurs SCM Excellence Awards –** *Kenya Institute of Supply Chain Management*

Sustainability Impact

1) **Leader in Youth Financial Inclusion –** *NCBA Rwanda, Inclusive Fintech Forum*
2) **3rd Best in ESG Framework Implementation –** *NCBA Uganda, Uganda Bankers Association*
3) **Climate Action and Green Finance Leader** – *KENCTAD LTD*
4) **Sustainability Initiative of the Year –** *Marketing World Awards.*
5) **Sustainability Personality of the Year –** *Marketing World Awards.*

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



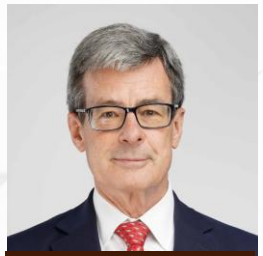
John Gachora
Group Managing Director



David Abwoga
Group Director, Finance



Esther Kung'u
Group Company Secretary



James Gossip
Managing Director, Kenya



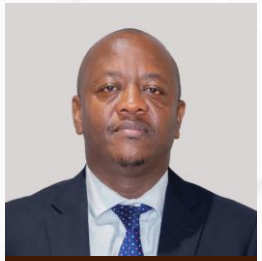
Monicah Kihia
Group Director, Human Resources & Culture



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



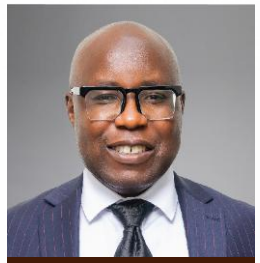
Lennox Mugambi
Group Director, Asset Finance & Business Solutions



Pauline Ndote
Group Director, Credit Risk Management



Nelly Wainaina
Group Director, Marketing, Communication & Citizenship



Isaac Owilla
Group Director, Technology & Operations

CONTENTS

WHO WE ARE <

OPERATING ENVIRONMENT <

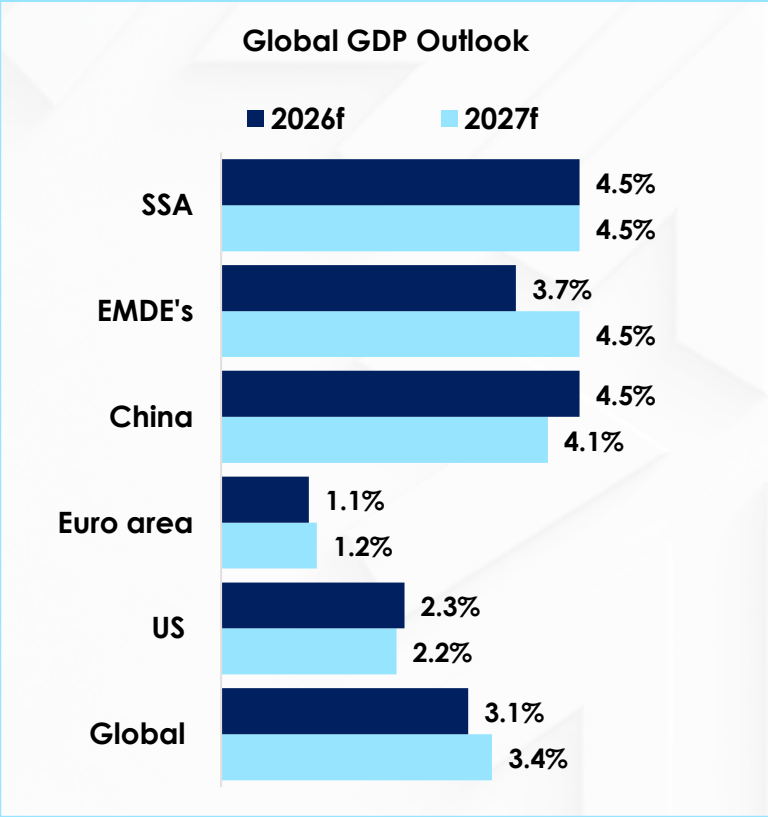
UPDATE ON STRATEGY <

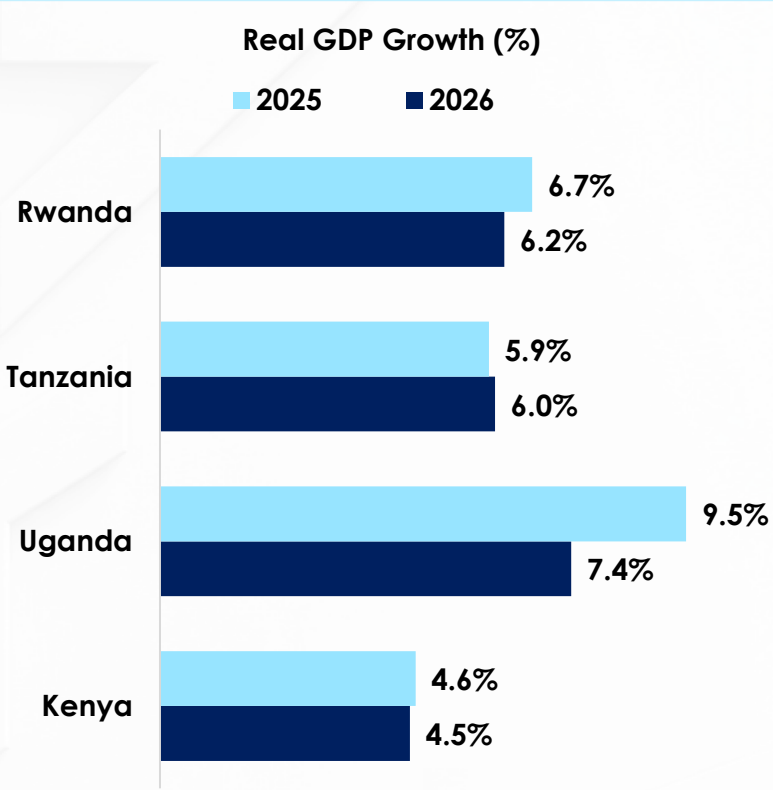
FINANCIAL PERFORMANCE Q3 2026<

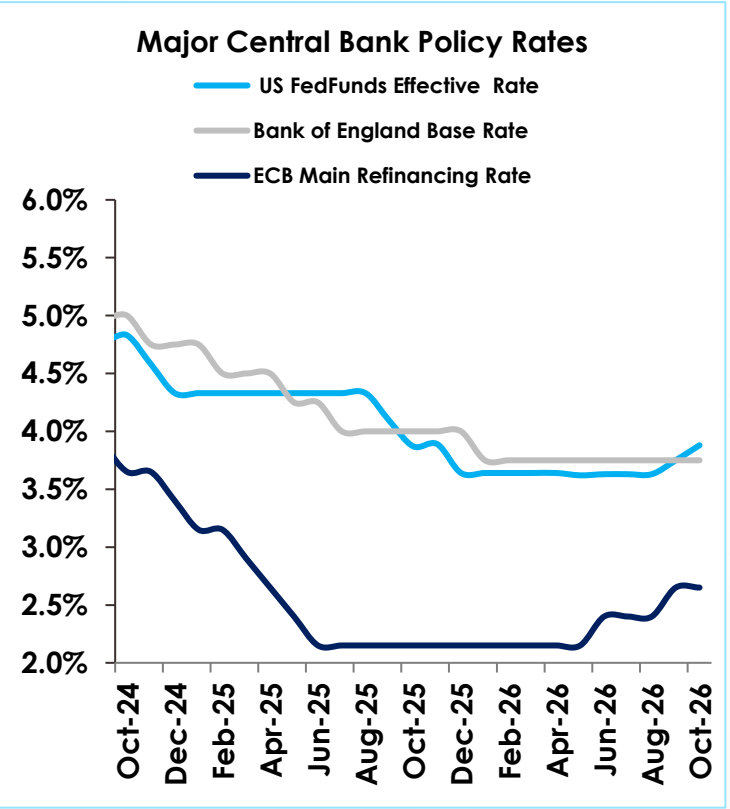
OUR OPERATING ENVIRONMENT

Global growth is forecast to moderate to 3.1% in 2026 before recovering to 3.4% in 2027, as the global economy absorbs geopolitical risks and uncertainty

1. **Global resilience reflects stronger US activity, and investments associated with artificial intelligence.**
2. **Favorable GDP growth across our East African markets, with Uganda and Rwanda leading the region's outlook.**
3. **We see upside risks to interest rates in Q4 as central banks react to contain inflation pressures from the energy shocks.**







Source: NCBA Economic Research

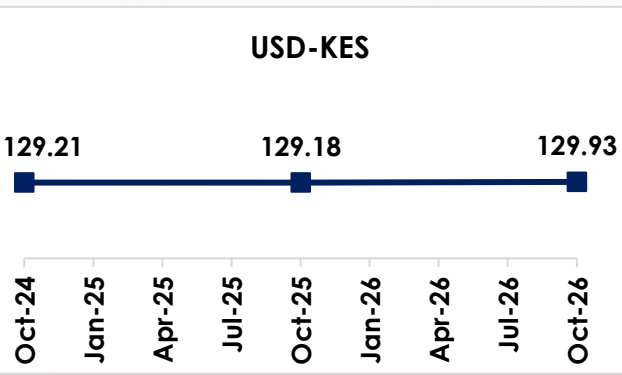
OUR OPERATING ENVIRONMENT

Regional economies have posted strong real activity growth so far; however, rising inflation pressures are creating difficult policy trade-offs

KENYA

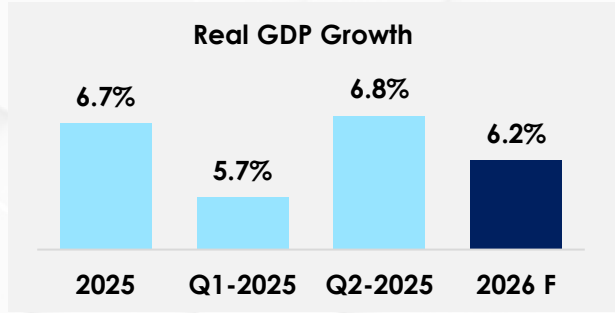
- Real GDP grew by **5.1%** in **H1 2026**, driven by resilient services and construction.
- We forecast real GDP growth of 4.8% in 2026, up from 4.6% in 2025.
- Inflation rose to **7.3%** in October on higher food and transport prices, and is expected to move toward **7.5%** in December.
- **CBR** is projected at **8.75 – 9.0% in December 2026**

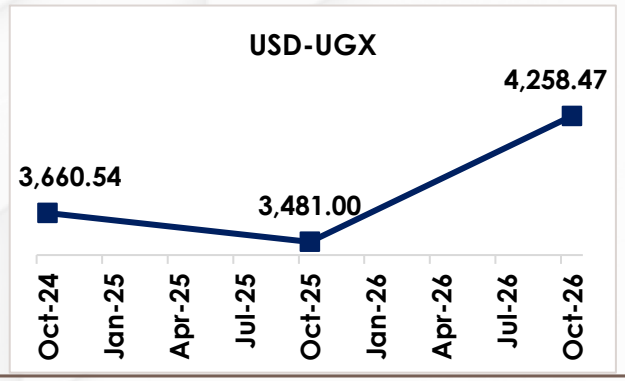




UGANDA

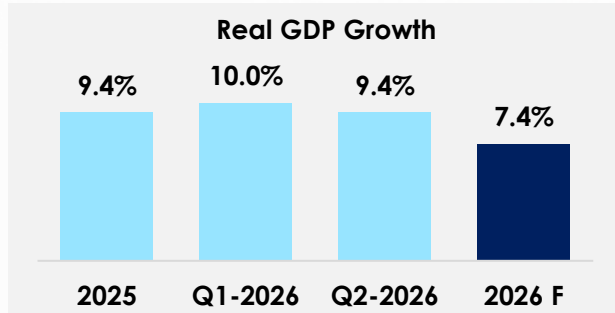
- **Real GDP** expected to slow to **6.2% in 2026 owing to high-interest rates** and **external pressures.**
- **Inflation** rose to **5.8%** in October; projected at 7.0–7.5% over the next 12 months.
- **USD/UGX** down 12.2% YTD, pressure to persist driven by imported inflation & softer exports.
- In response, the BoU aggressively **hiked** the **CBR** from 9.75% to **12% in October 2026.**

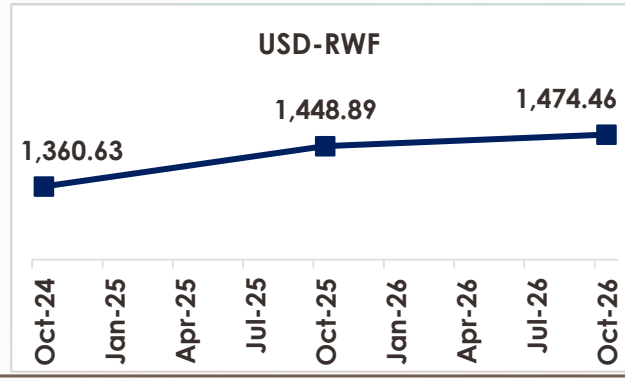




RWANDA

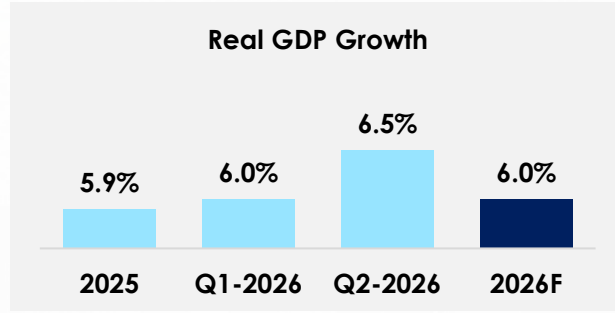
- **Real GDP** expanded by **9.4%** in Q2 2026, supported by services, construction, manufacturing and strong mineral exports.
- **Inflation** accelerated to **19.5% in October**, significantly above target of 2% -8%.
- The National Bank of Rwanda raised the CBR by **50 bps to 8.75%, in August 2026.**

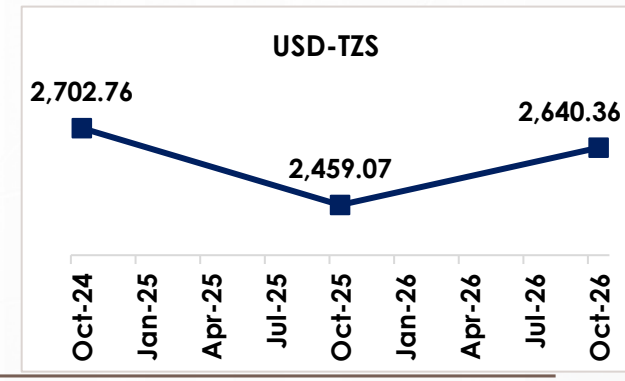




TANZANIA

- Tanzania recorded **Q2 real GDP** growth of **6.5%** supported by agriculture and select service sectors.
- Inflation remains below the 5% target at **4.2% in October 2026.**
- The MPC maintained the **policy rate** at **6.25% for the fourth quarter of 2026.**





Source: NCBA Economic Research

CONTENTS

WHO WE ARE <

OPERATING ENVIRONMENT <

UPDATE ON STRATEGY <

FINANCIAL PERFORMANCE Q3 2026<

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

Blend insight and intimacy to power deeper customer engagement

- **Reliability as the Proof of our Brand**
- **Data as the Platform for Growth**
- **Smarter Products, Integrated Channels**
- **Elevate Corporate Banking with Sophistication and Precision**

2. Scale High Growth Segments

Sharpen propositions in existing high growth, high potential segments

- **Access as Our Wealth Edge**
- **Digital Simplicity for The Modern Consumer**
- **Speed & Agility Built For Business**
- **Insurance, Embedded in Every Relationship**

3. Unlock New Growth Frontiers

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

- **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 Pillars

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

Q3 Outcomes

Core Bank Customer Growth
567K ▲ 19%
Q3 25: 477K

SME Lending
KES 58.2Bn ▲ 10%
Q3 25: 52.6Bn

Assets Under Management
KES 105Bn ▲ 12%
Q3 25: 93.2Bn

Digital Disbursements
KES 1,289Bn ▲ 27%
Q3 25: 1,014Bn

Gross Written Premiums (GWP)
NCBA Insurance
KES 3.3Bn ▲ 10%
Q3 25: 3.0Bn

Total assets
KES 744Bn ▲ 12%

Customer Deposits
KES 554Bn ▲ 14%

Gross Lending
KES 361Bn ▲ 11%

Profit before tax (PBT)
KES 23.4Bn ▲ 15%

Return on Average Equity (ROAE)
18.9%

OUR STRATEGY: FORTIFY THE CORE

Reliability as the Proof of our Brand: We continue to strengthen operational reliability and customer experience, with improving service performance and higher NPS across our channels

Q3 2026 performance reflects broad-based improvement in operational reliability and service delivery, while retention remains a key focus area.

System Uptime**

Q3 25	Q3 26
99.51%	99.68%

▲ +0.17 pts

IMPROVING

Transaction Success Rate (TSR)**

Q3 25	Q3 26
98.72%	99.38%

▲ +0.66 pts

IMPROVING

Processing SLA (Service Level Agreement)**

Q3 25	Q3 26
83.00%	92.00%

▲ +9.00 pts

IMPROVING

Customer Retention Rate (CRR)

Q3 25	Q3 26
98.70%	98.10%

▼ -0.60 pts

DECLINED

NPS improved across both digital and branch channels, reflecting stronger customer satisfaction.

Digital Channels NPS*



Q3 2026: 71

Q3 2025: 58

▲ +13 pts

Branch NPS



Q3 2026: 95

Q3 2025: 93

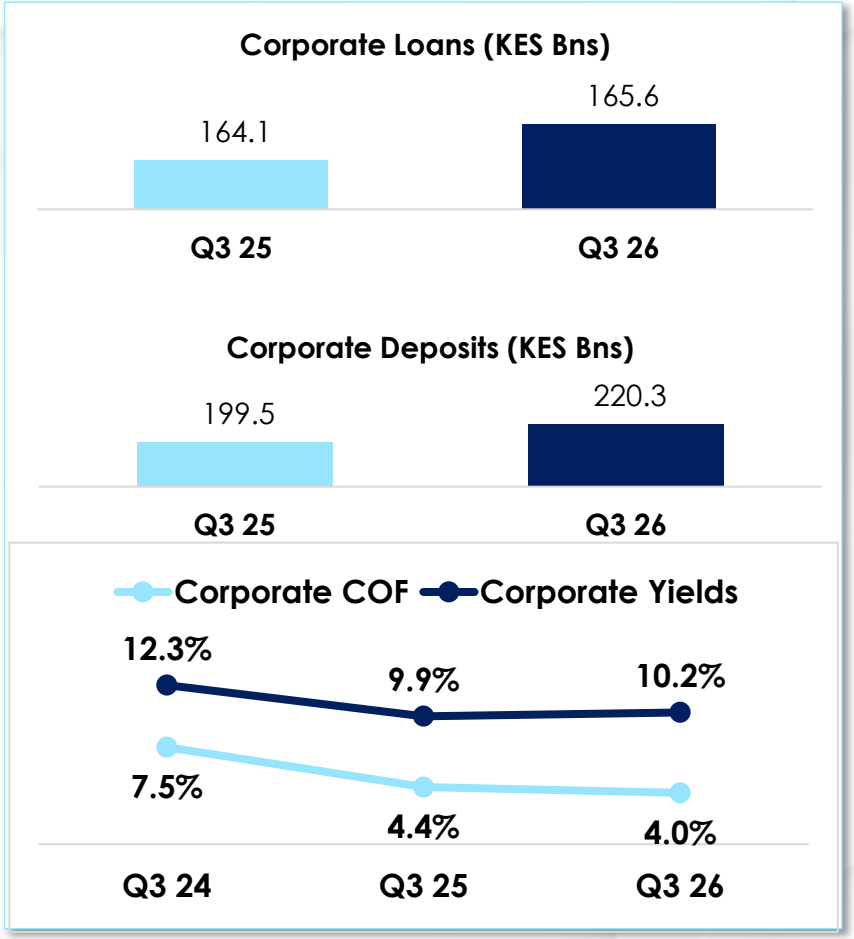
▲ +2 pts

Digital Channel NPS represents customer satisfaction & likelihood to recommend NCBA's digital channels- ATM, Mobile Banking, and Internet Banking (Connect Plus)
**Reliability gains in Processing SLA, System Uptime and TSR are supported by our AI and automation delivery.*

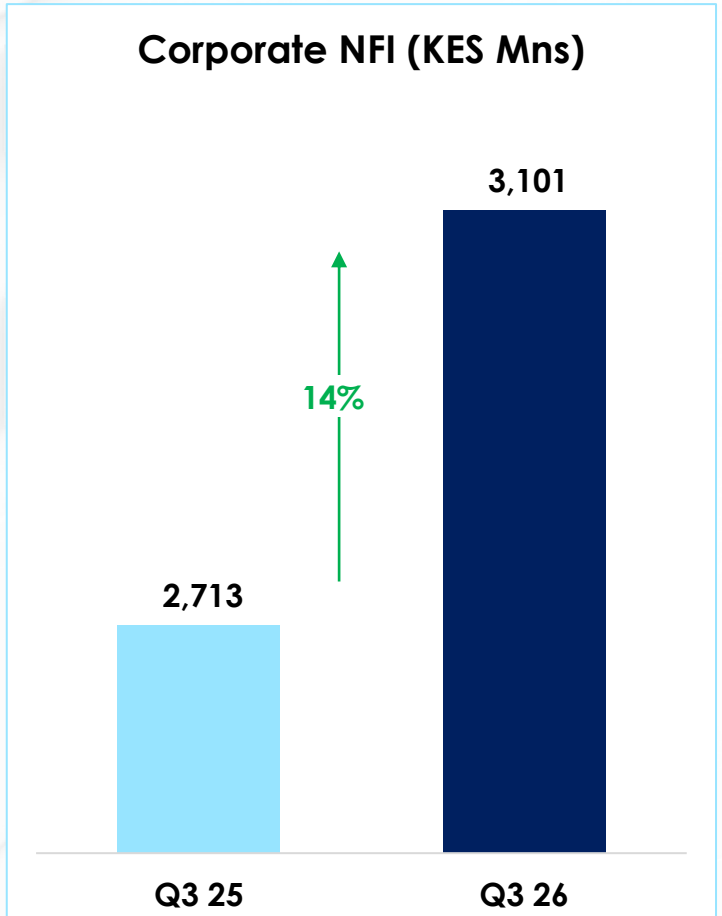
OUR STRATEGY: FORTIFY THE CORE

Elevate Corporate Banking: Our Corporate Banking franchise continues to strengthen, supported by deposit growth, improving margins and growing Connect Plus adoption and activity

Corporate Loans & Deposits*



Beyond Lending



Connect Plus Usage and Adoption

Transaction Value Processed (KES Bns)

911Bn
In Kenya

44.1Bn
In UG, TZ & RW since launch+

Transaction Volume (count)

+486K
(Kenya)

+91K
Transactions settled across our regions UG: 82.4K, TZ 4.9K & RW 4.3K

**Corporate Loans, Deposits, Yields and NFI reference Kenya only.*
+Uganda & Rwanda Corporate Internet Banking Platform launched in July 2026, TZ CIB launched in end Q3 2026

OUR STRATEGY: SCALE HIGH GROWTH SEGMENTS

Access as our Wealth Edge: We are scaling our Wealth Management franchise, expanding our customer base and driving strong growth across brokerage and assets under management

How We are Scaling

Elevate Wealth Access

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

Curate New Products

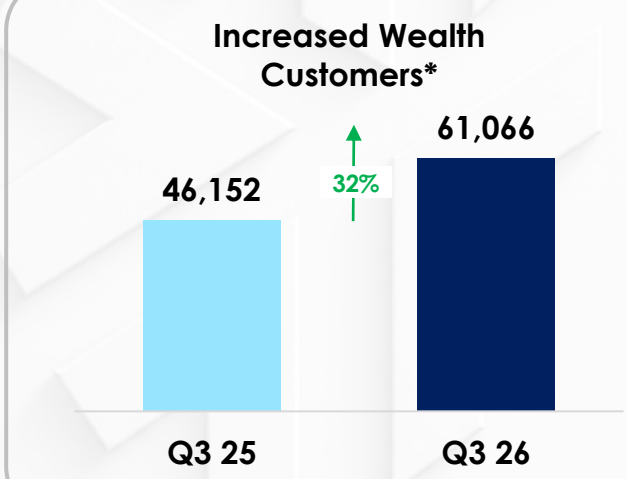
Creating customer-centric products aligned with client needs and market trends.

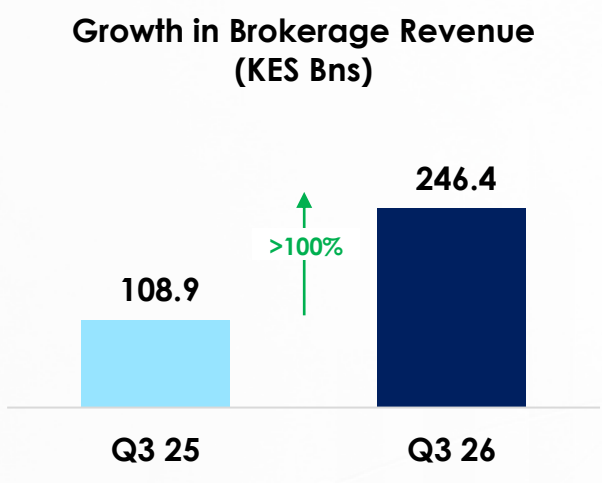
Enhance our Advisory Services

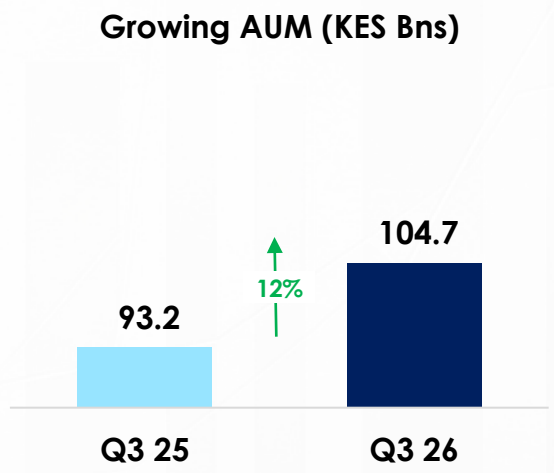
Establish partnerships with more global and local wealth manufacturers.

Scaling a trusted, Comprehensive and Customer Centric Wealth Offering

Outcomes







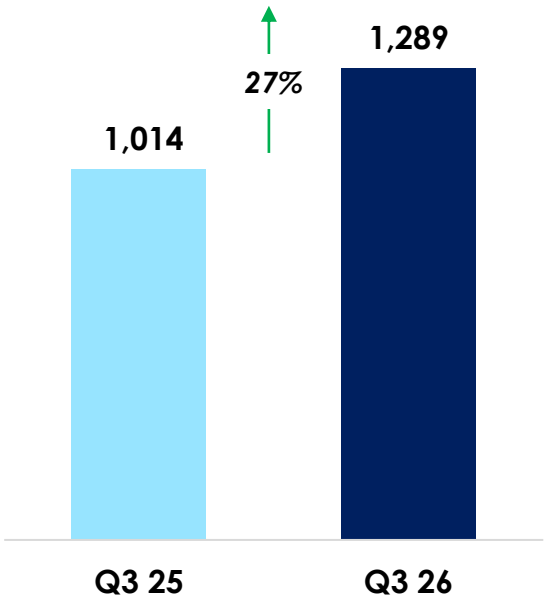
*These are the unique wealth customers in Q3 2026.

OUR STRATEGY: SCALE HIGH GROWTH SEGMENTS

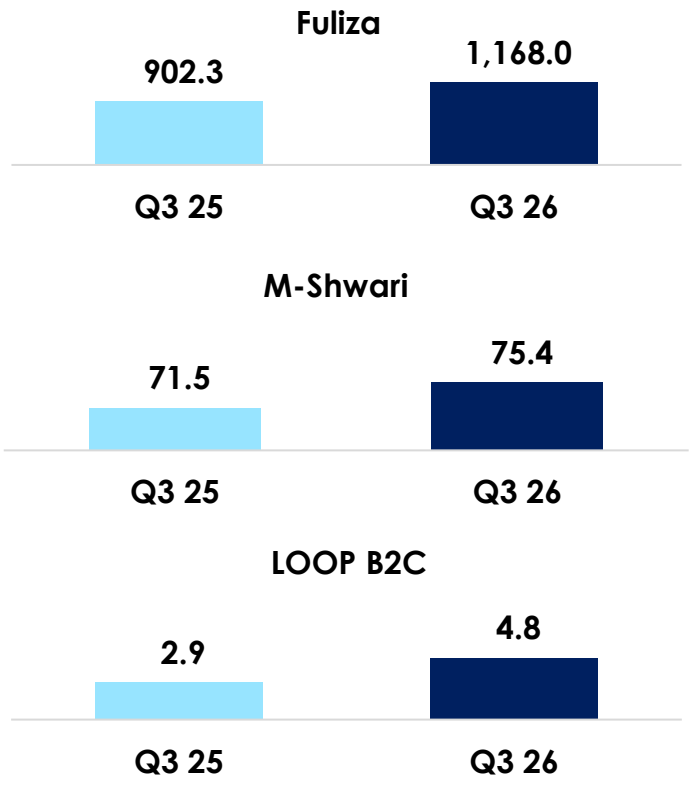
Digital Simplicity for the Modern Consumer: Our digital lending franchise continues to scale, with disbursements surpassing KES 1.29 trillion across Africa

Evolution of Digital Disbursements (KES Bns)

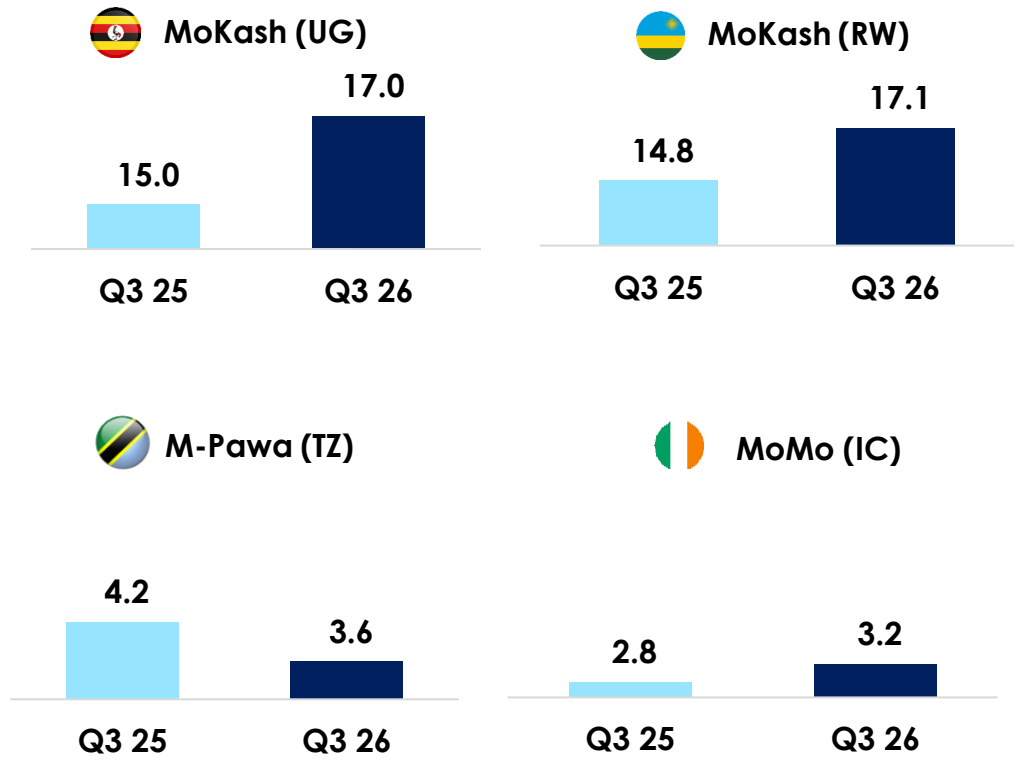
Group



Kenya



Regions



Note: Ghana operations commenced in Aug 2025 and have successfully disbursed KES 544Mn as at Q3 2026.

OUR STRATEGY: SCALE HIGH GROWTH SEGMENTS

Insurance Embedded in every relationship: Our insurance businesses continue to scale, with strong growth in Gross Written Premiums across both NCBA Insurance and Bancassurance

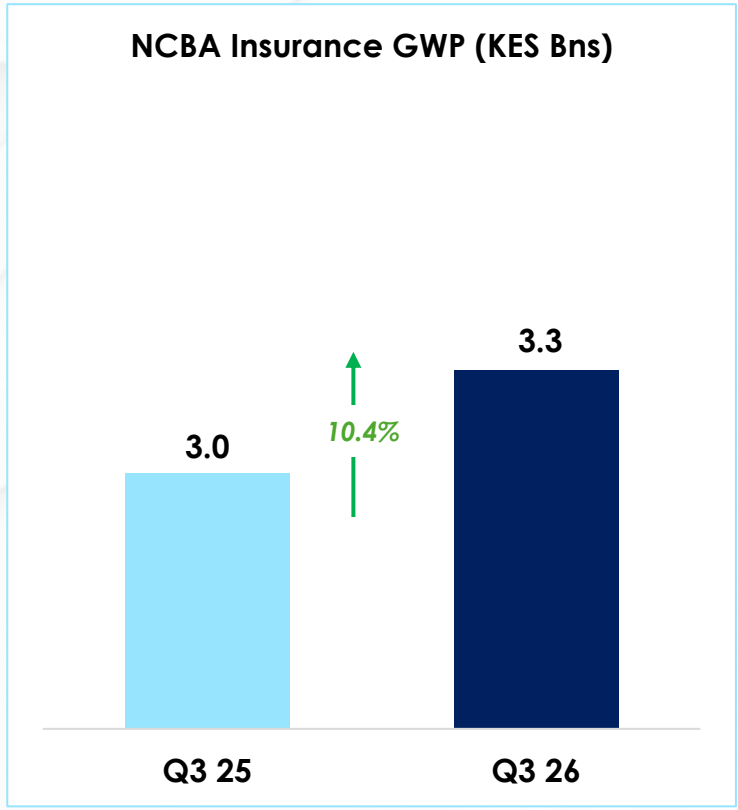
Current Position

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

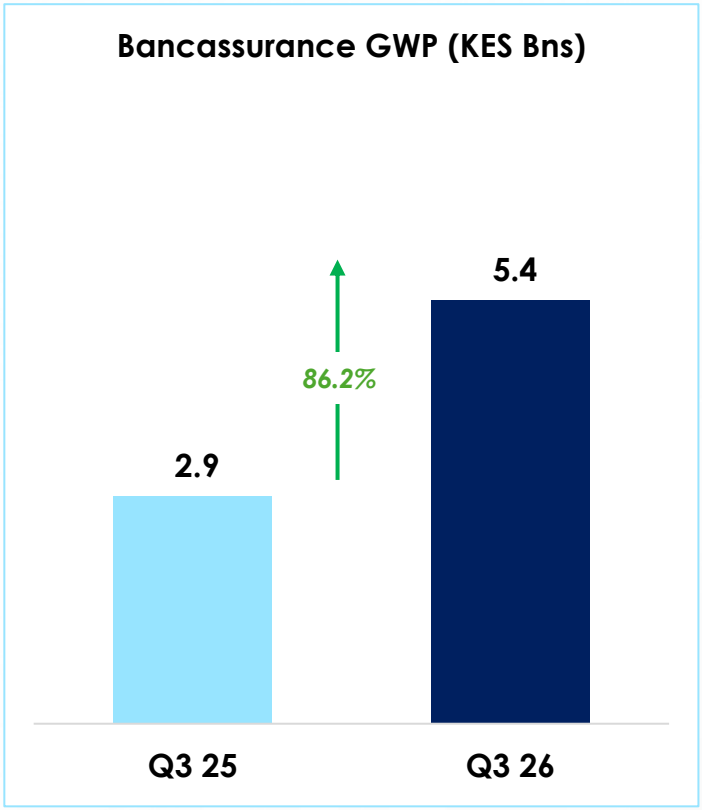
Growing Customer Adoption and increasing relevance across relationships, embedding into key customer journeys and life moments.

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

NCBA Insurance



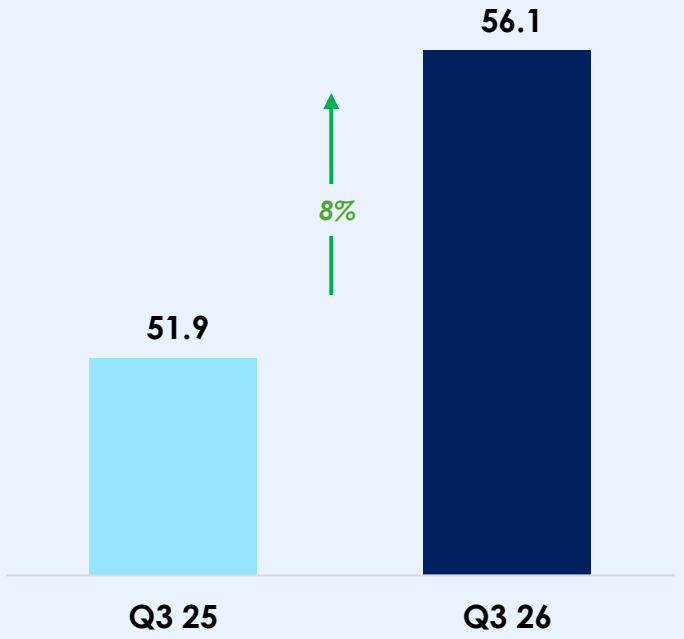
NCBA BancAssurance



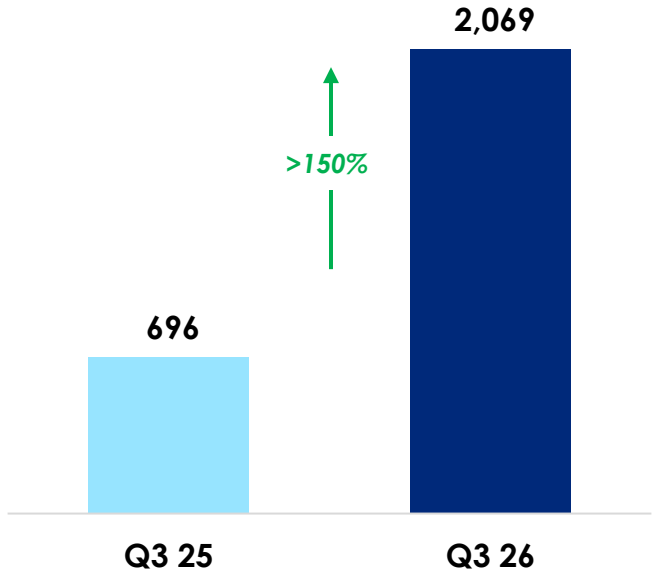
OUR STRATEGY: FORTIFY THE CORE

Speed & Agility for Business (SMEs): We continue to deepen our SME franchise, supported by strong growth in LOOP merchant lending and an expanding digital merchant ecosystem

SME Lending (*KES Bns*) Kenya & Regions

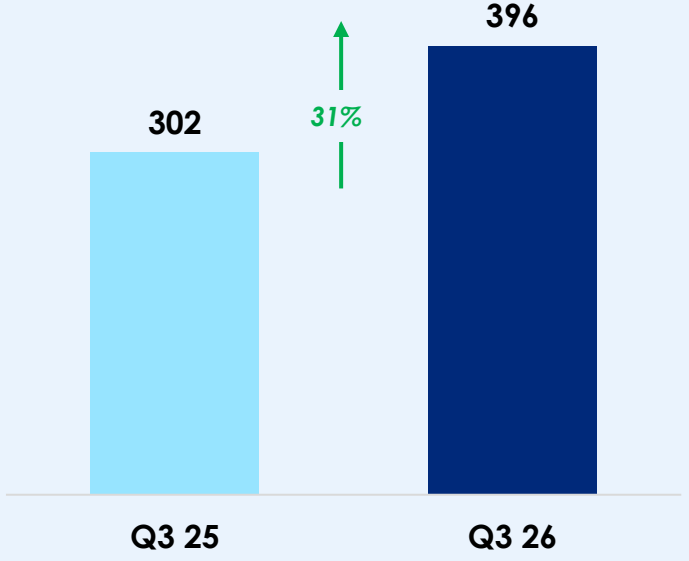


LOOP Merchant Lending *(KES Mns)*



LOOP Merchants

# of merchants ('000')



OUR STRATEGY: UNLOCK NEW GROWTH FRONTIERS

Beyond Organic: The Nedbank-NCBA transaction successfully completed on 4th November 2026, following the achievement of all key regulatory milestones and shareholder settlement

21 Jan 2026 *Notice issued* — **4 Nov 2026** *Completion*

1 Offer Preparation
Jan – Feb 2026

- **5 Feb** — Publication of Offeror's Statement.
- **17 Feb** — CMA granted Nedbank exemption from having to make a mandatory takeover offer.
- **24 Feb** — Draft Offer document submitted to the CMA.

2 Approvals & Circulation
Apr – May 2026

- **17 Apr** — CBK, BOT, BOU, BNR, COMESA, EACCA & Tanzania FCC applications submitted.
- **17 Apr** — **CMA approval of the Offer Document received.**
- **4 May** — Offer Document, Shareholder Circular & Independent Advisor Circular circulated to NCBA shareholders.
- **26 May** — **NCBA Annual General Meeting (AGM).**

3 Offer Period & Approvals
May – Oct 2026

- **28 May** — **Offer Period begins.**
- **15 Jun** — Central Bank approvals.
- **10 Jul** — **Offer Period closes.**
- **15 Oct** — Central bank & Competition authorities' approvals.
- **21 Oct** — **Offer closure: offer has become unconditional.**

4 Settlement & Completion
21 Oct – 4 Nov 2026

- **21 Oct – 4 Nov** — Share transfer and settlement.
- **4 Nov** Completed — **NCBA officially becomes a Nedbank subsidiary.**

THE NEXT PHASE OF NCBA

Beyond Organic: The Nedbank partnership positions NCBA for its next phase of growth, unlocking broader capabilities, regional reach and greater capital capacity

Broader capabilities

- Nedbank's specialist capabilities in corporate and investment banking, infrastructure, commercial property, public-sector and vehicle finance.
- Stronger solutions for corporate, commercial and institutional clients.

Stronger cross-border solutions

- Connect NCBA clients to a broader African banking network across East Africa, Southern Africa and selected international markets.
- Strengthen trade, payments, investment and financing links.

Deeper sector expertise

- Combine NCBA's local market relationships with Nedbank's specialist sector knowledge.
- Structure and support more complex, sector-specific opportunities.

Greater capital capacity

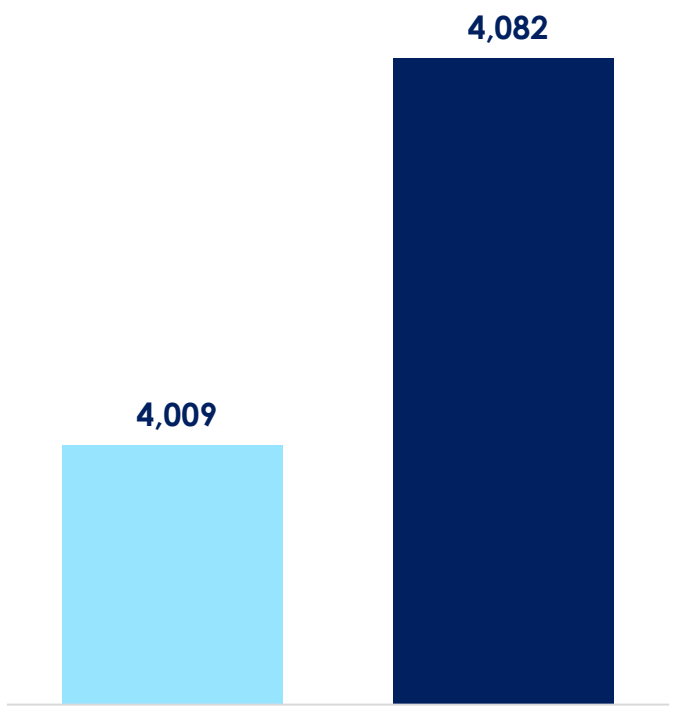
- Leverage Nedbank's capital strength to support regional growth ambitions.
- Participate in larger transactions and long-term financing.
- Accelerate investment in priority growth areas.

Backed by Nedbank's capital strength and specialist expertise, NCBA's next phase will introduce broader capabilities, stronger cross-border solutions and deeper sector expertise.

OUR STRATEGY: FUTURE READY UBUNTU

Talent that Powers the Mission: Our people remain central to our growth, supported by strong employee engagement, continued investment in skills and an increasingly inclusive workplace

Group Staff Count



80%
Employee engagement score

51
Average employee training hours

81
Employee NPS

32%
Women in senior roles

51:49
Gender gap

Key Learning Programs Continuous Improvement, RM DNA, Fitch Learning

OUR STRATEGY: FUTURE READY UBUNTU

ESG Integrated: We continue to deliver measurable environmental and social impact by scaling sustainable finance and investing in our communities

Environmental Social & Governance

Q3 2026 PROGRESS UPDATE

Delivering tangible progress on our Change The Story agenda

Green Finance

KES 5.6Bn

Green loan portfolio, KGFT-eligible

Climate-smart agriculture, e-mobility, renewable energy and green buildings

75%

Proparco facility utilised

Of the USD 50M line for green and women-led SME lending (signed Mar 2024)

TZS 10Bn

TADB facility for agri lending

Term facility plus credit guarantee for agri value-chain lending

100 EVs

Financed in Rwanda

Through NCBA Rwanda's partnership with Longtai Group, with 15 additional EVs handed over to customers in July 2026.

1,000 EVs

To be financed with BasiGo

Via asset finance or Pay-As-You-Drive. KES 0.8Bn+ deployed of our KES 2Bn EV programme

Up to 100%

EV financing with ePure Motion

For private EVs, over up to 72 months; up to 80% for SACCO e-matatus (Jul 2026)

Planet, People & Inclusion

37%

Fleet vehicles hybrid or electric

All future corporate fleet acquisitions will be sustainable vehicles

112

Hybrid inverters installed

Up to 4 hours of back-up power at all Kenya premises, cutting generator use

90%

Waste recycled, 4 head offices

Single-use plastic cups and bottles removed Group-wide. FY2025: 83.6% (select offices)

1.8M+

Trees planted and nurtured

since 2023; 1,000+ farmers engaged across 29 counties

3,000+

Staff trained via "I Change The Story"

418 ESG training hours logged by 150+ staff across the Group

KES 98.9M

Invested in community projects

1.2Mn lives impacted across the Group

[1] Total amount invested in community projects year to date.

OUR STRATEGY: FUTURE READY UBUNTU

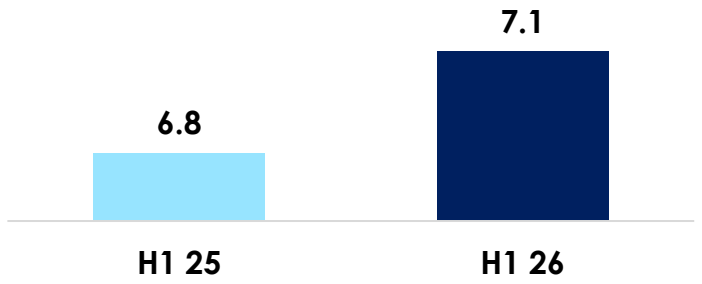
Brand Ubuntu: We continue to maintain strong brand visibility while deepening relevance amongst the 18–24-year-old target market through youth skills development in the creative and sports economy

Our Brand Assets

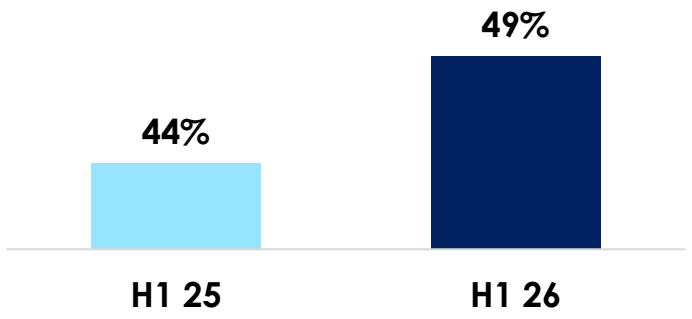
- ✓ Always On Brand Media Properties
- ✓ NCBA Golf Series / Junior/Amateur/Pros
- ✓ LOOP Safari Gravel Cycling Series
- ✓ NCBA Johari Awards (Asset Finance)
- ✓ NCBA - KMI Motor Show & Auto Show (UG) (Asset Finance)
- ✓ NCBA Economic Forum
- ✓ NCBA Makerere Marathon (UG)
- ✓ +50 Product Campaigns
- ✓ Elev8 LIVE platform Powered by NCBA ~ Creative Economy
- ✓ NCBA-HEVA Product Partnership ~ Creative Economy

Brand Health Outcomes

Brand Power Index



Brand Consideration



KES 4.7Bn *PRVs*

40% *Positive Brand Sentiments*

+1.2Mn *Livelihoods Impacted*

+21,000 *Jobs created through Golf Series and Creative Economy*

*Increased brand consideration underpinned by stronger brand power and growing relevance among **younger audiences, 18-24-year-olds** driving the fastest Brand Power growth through **Elev8Live** and **Juniors Golf Foundation initiatives.***

**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.

CONTENTS

WHO WE ARE <

OPERATING ENVIRONMENT <

UPDATE ON STRATEGY <

FINANCIAL PERFORMANCE Q3 2026<

NCBA GROUP FINANCIAL PERFORMANCE

Our diversified business model continues to demonstrate growth and resilience, with our digital banking subsidiaries leading the charge delivering a 54% profit growth in Q3 2026

Core Banking Subsidiaries

Amount in KES Millions (PBT)

	Q3 25	%Δ	Q3 26
Kenya	12,914	10%	14,259
Uganda	482	(26%)	356
Tanzania	335	55%	520
Rwanda	248	(81%)	48
Total	**13,979**	9%	**15,183**

Non-Banking Subsidiaries

	Q3 25	%Δ	Q3 26
Investment Bank	614	42%	870
Bancassurance	123	>100%	280
Leasing LLP	226	99%	449
Insurance	232	(100%)	(511)
Total	**1,195**	(8%)	**1,088**
Holdco*	(121)	(>100%)	(1,149)



Digital Banking Subsidiaries

	Q3 25	%Δ	Q3 26
Digital Business (KE)	3,900	73%	6,757
Digital Ghana	(17)	(>100%)	(45)
M-Pawa (TZ)	40	29%	51
Mo-Kash (UG)	754	44%	1,082
Mo-Kash (RW)	730	(14%)	627
Loop DFS	0	(>100%)	(147)
Total	**5.407**	54%	**8,326**

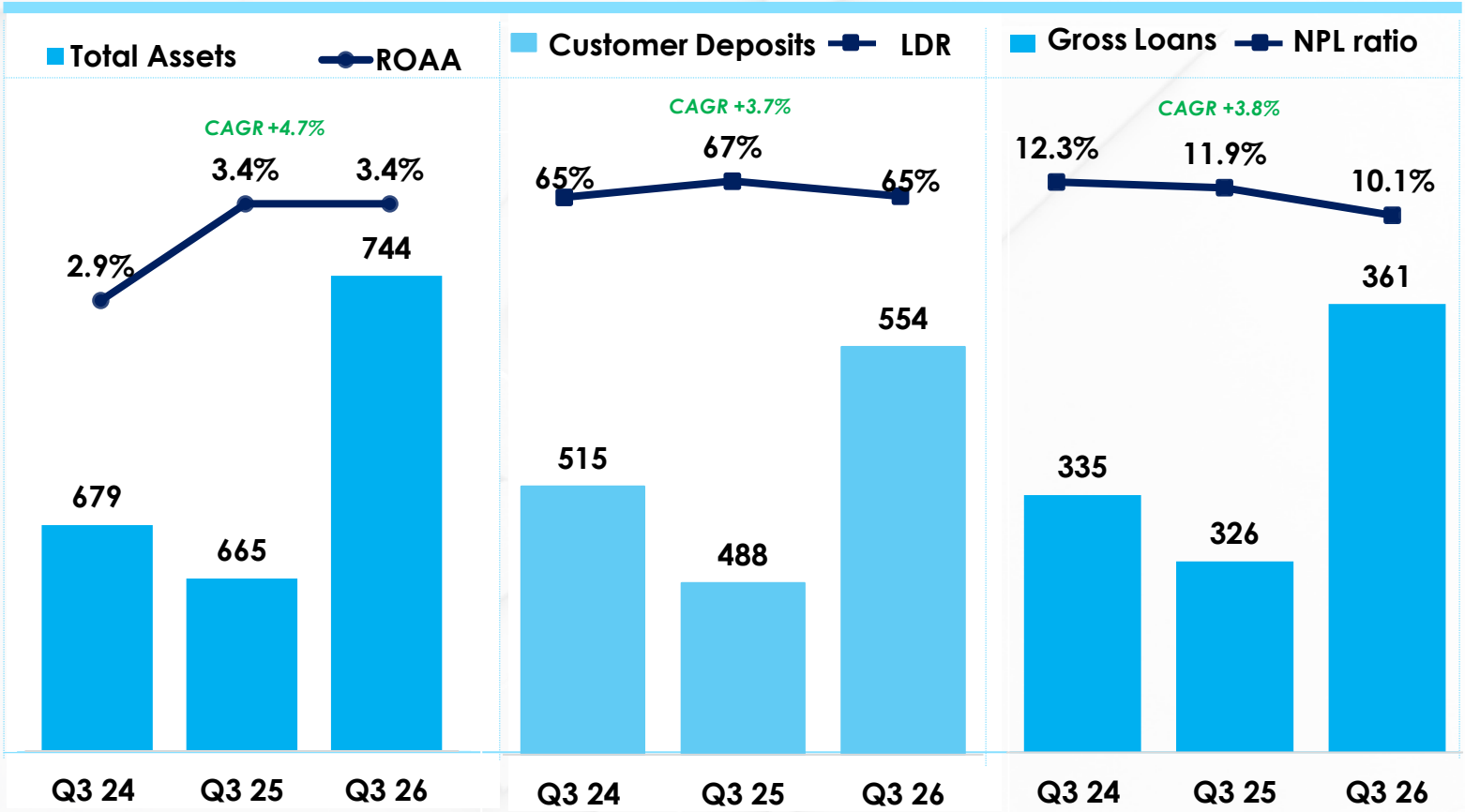
- Uganda and Rwanda PBT declined due to lower recoveries and NIM compression, despite strong balance sheet growth.

NCBA GROUP FINANCIAL PERFORMANCE

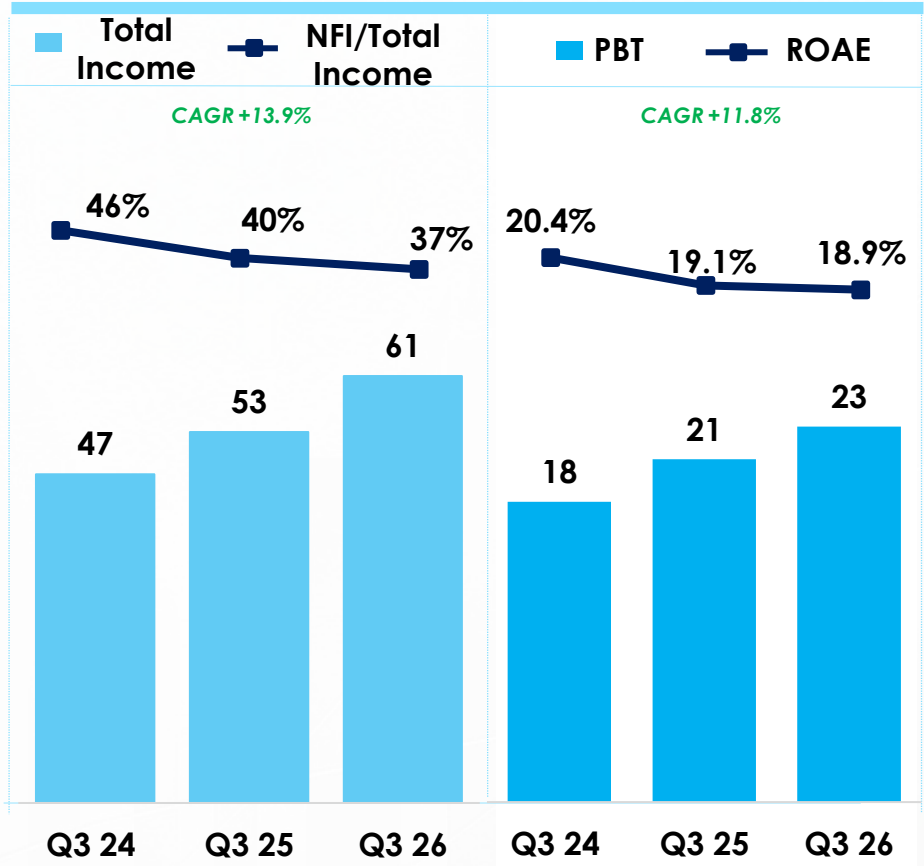
Our Group continues to deliver resilient earnings growth, supported by a stronger balance sheet, improving asset quality and disciplined execution

Amounts in KES Bns

Balance Sheet



Income Statement



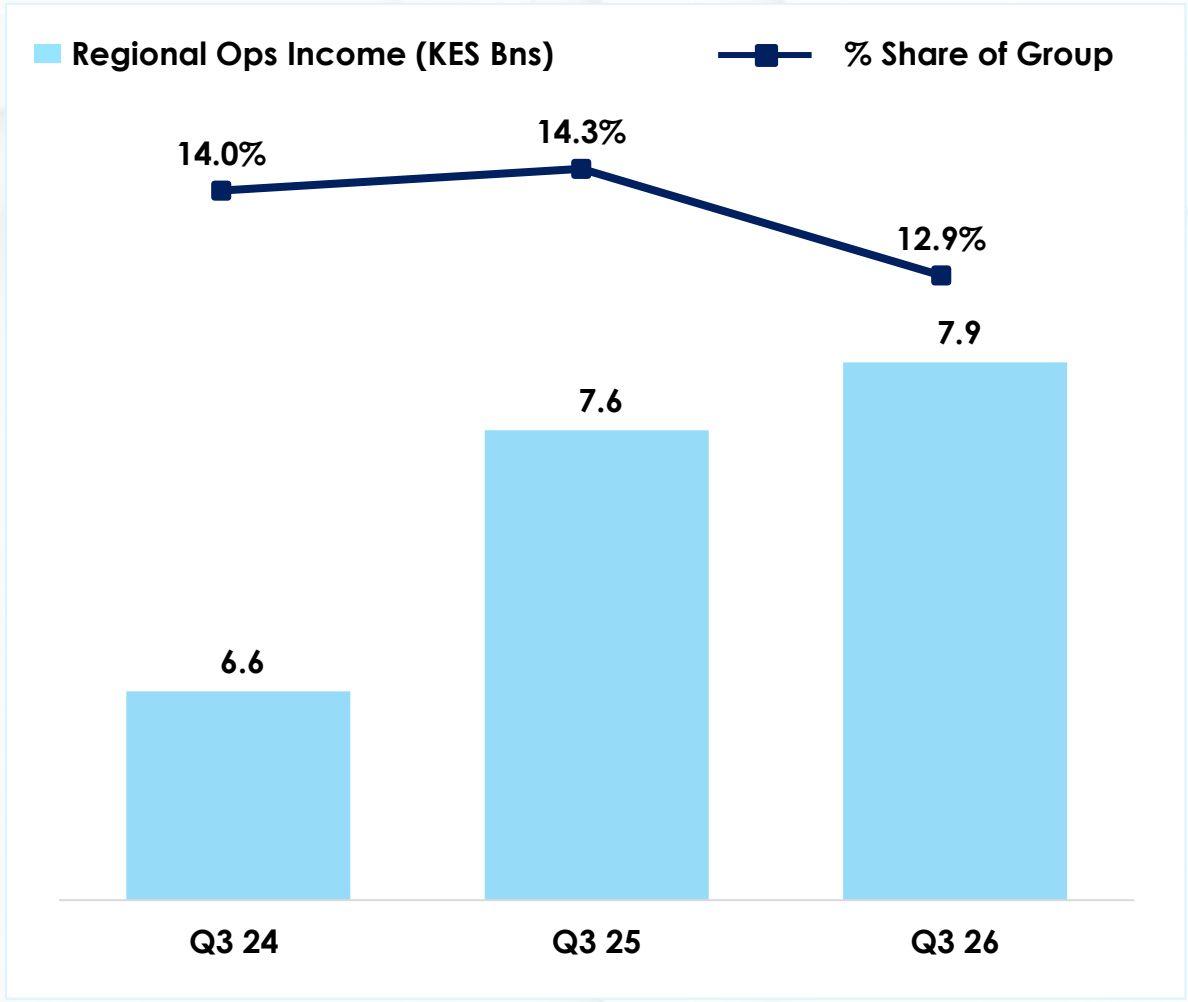
NCBA GROUP FINANCIAL PERFORMANCE

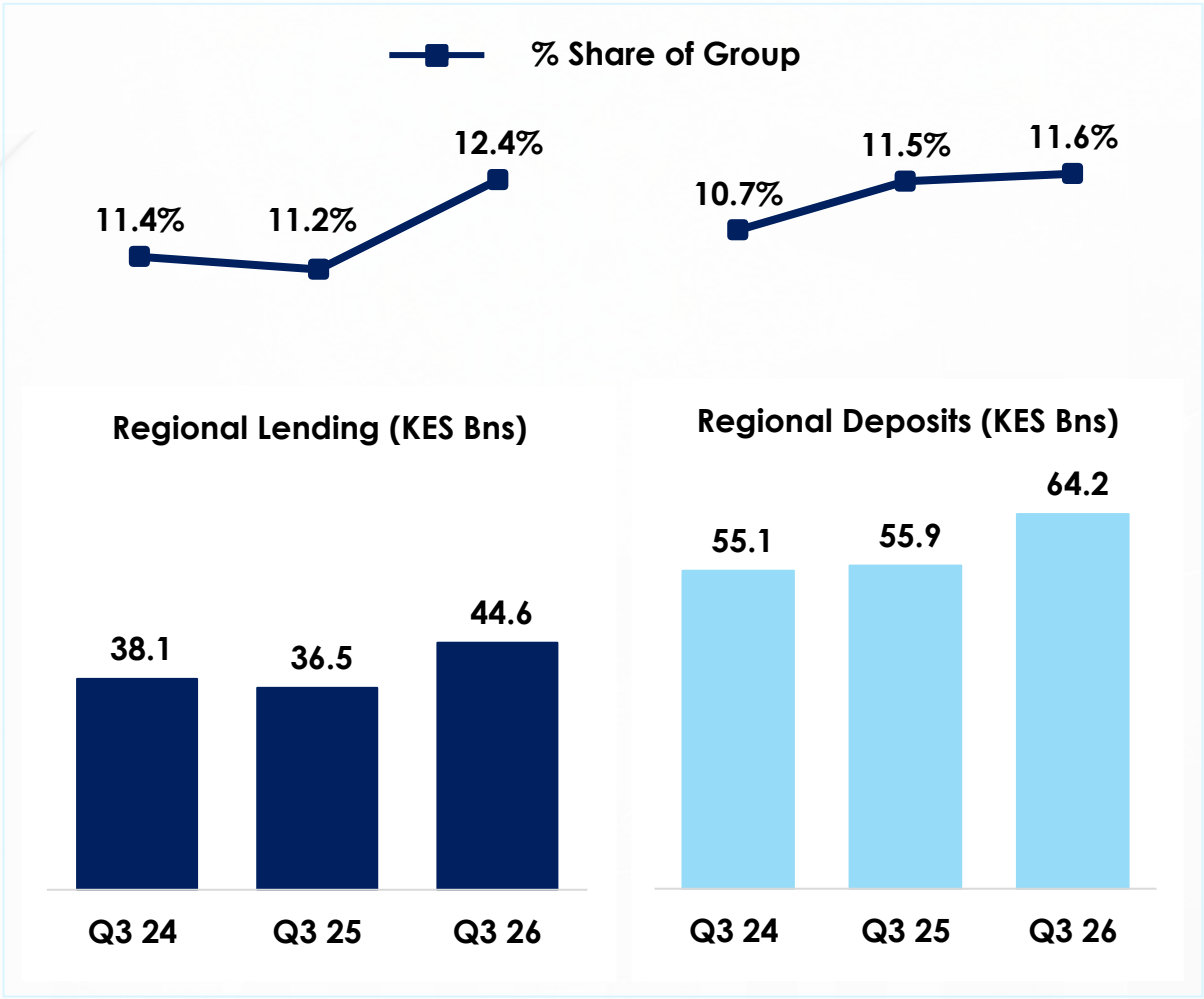
We are seeing strong revenue contributions across our Group with stable return outcomes

		REVENUE	% CONTRIBUTION	EFFICIENCY	RETURNS*
		TOTAL INCOME		COST TO INCOME RATIO	RETURN ON AVERAGE EQUITY
Banking Subsidiaries	NCBAK	KES 50.8Bn	82.9%	43.8%	22.1%
	NCBAU	KES 3.5Bn	5.7%	49.4%	17.5%
	NCBAT	KES 2.3Bn	3.7%	75.9%	9.1%
	NCBAR	KES 2.1Bn	3.4%	62.6%	14.7%
Non-Bank Subsidiaries		KES 2.7Bn	4.3%	28.9%	28.1%
Group		KES 61.3Bn		48.2%	18.9%

NCBA GROUP FINANCIAL PERFORMANCE

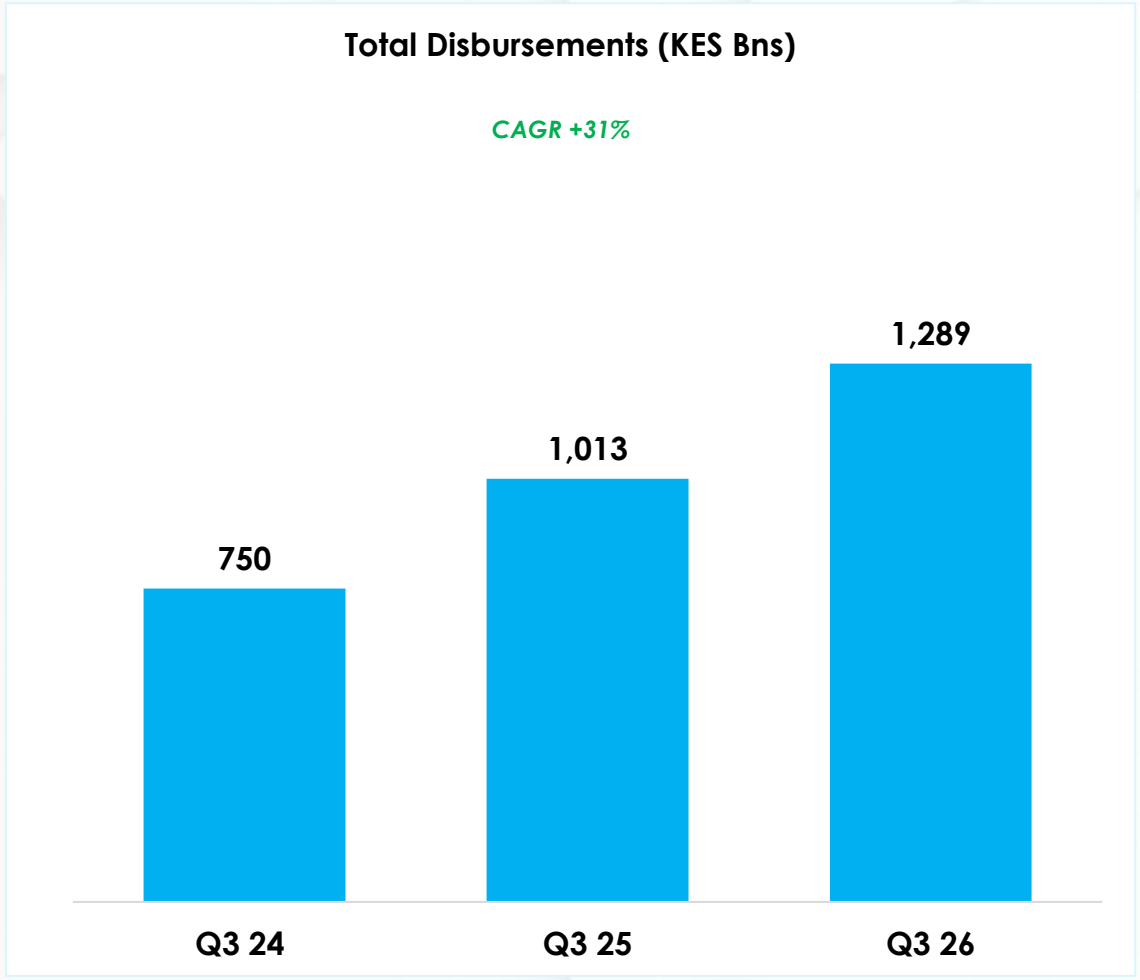
Our regional footprint continues to generate meaningful value, contributing more than 12% of Group income while supporting over 12% of Group lending

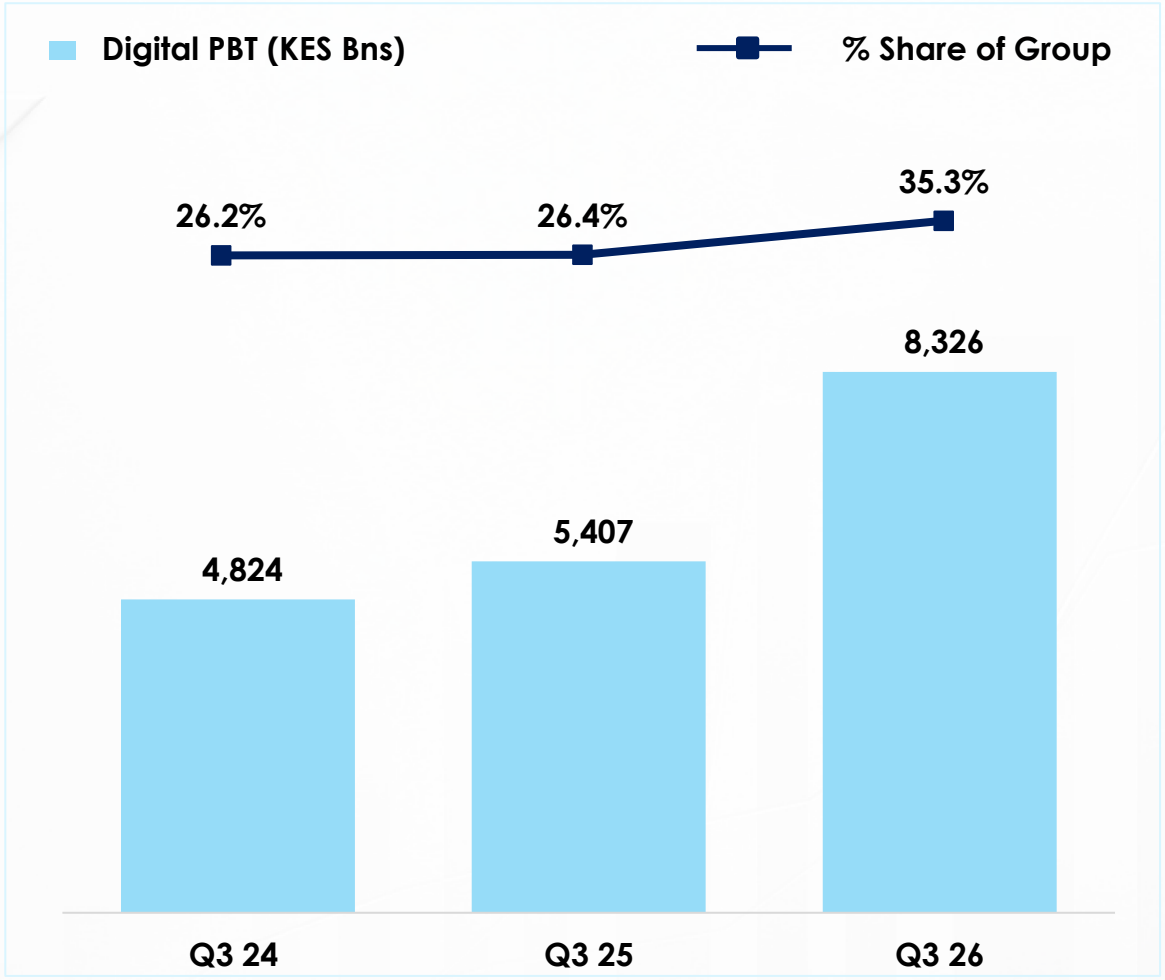




NCBA GROUP FINANCIAL PERFORMANCE

Digital investments are driving strong disbursement growth (+31%) and improving profitability, with our digital business now contributing over 35% to the Group's profit before tax up 10 points

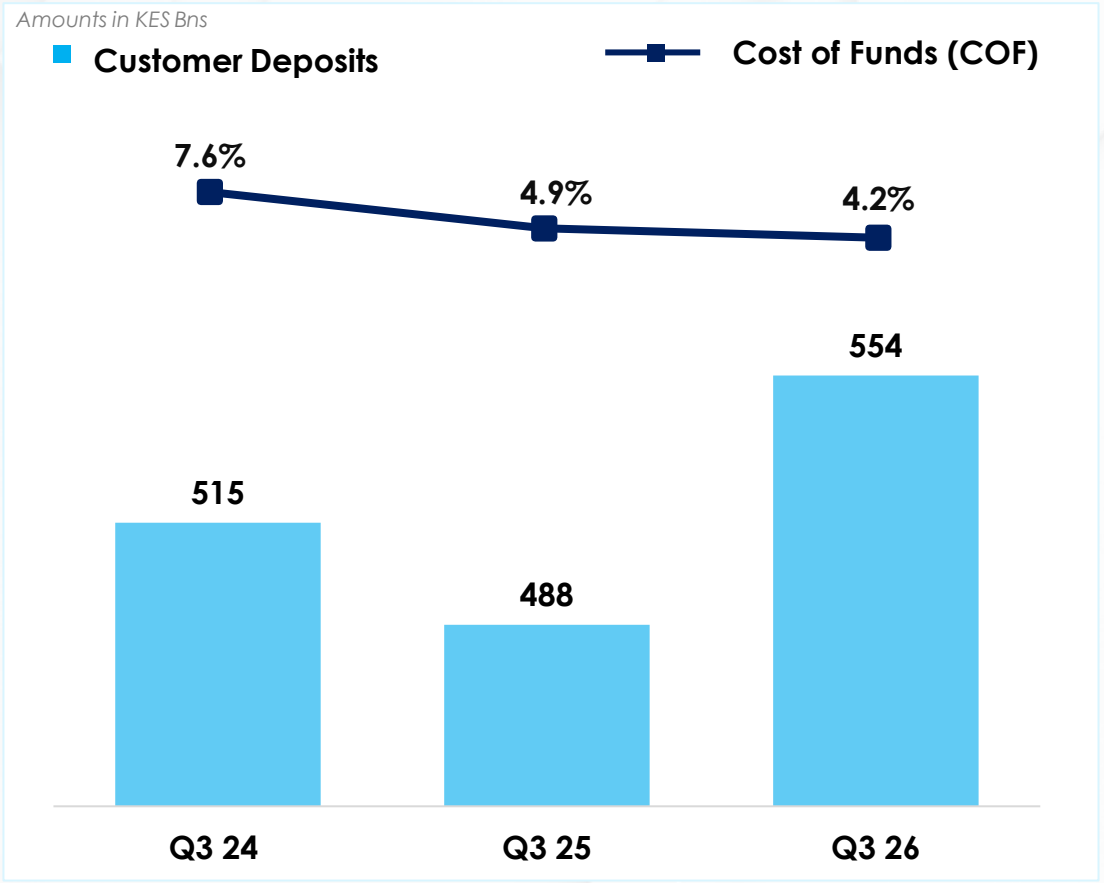




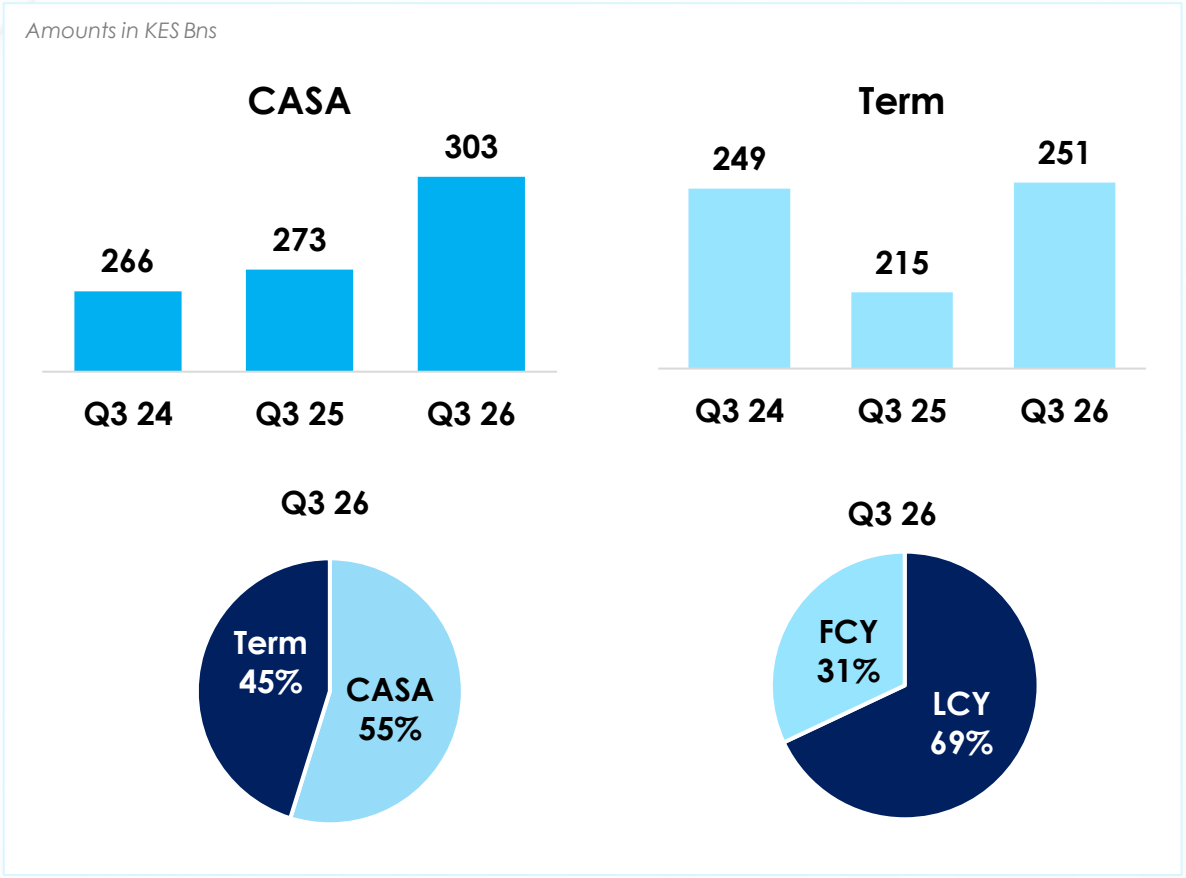
NCBA GROUP FINANCIAL PERFORMANCE

Focus on procuring a higher CASA mix is continually driving lower funding costs

We saw a 14% growth in deposits y-o-y ….



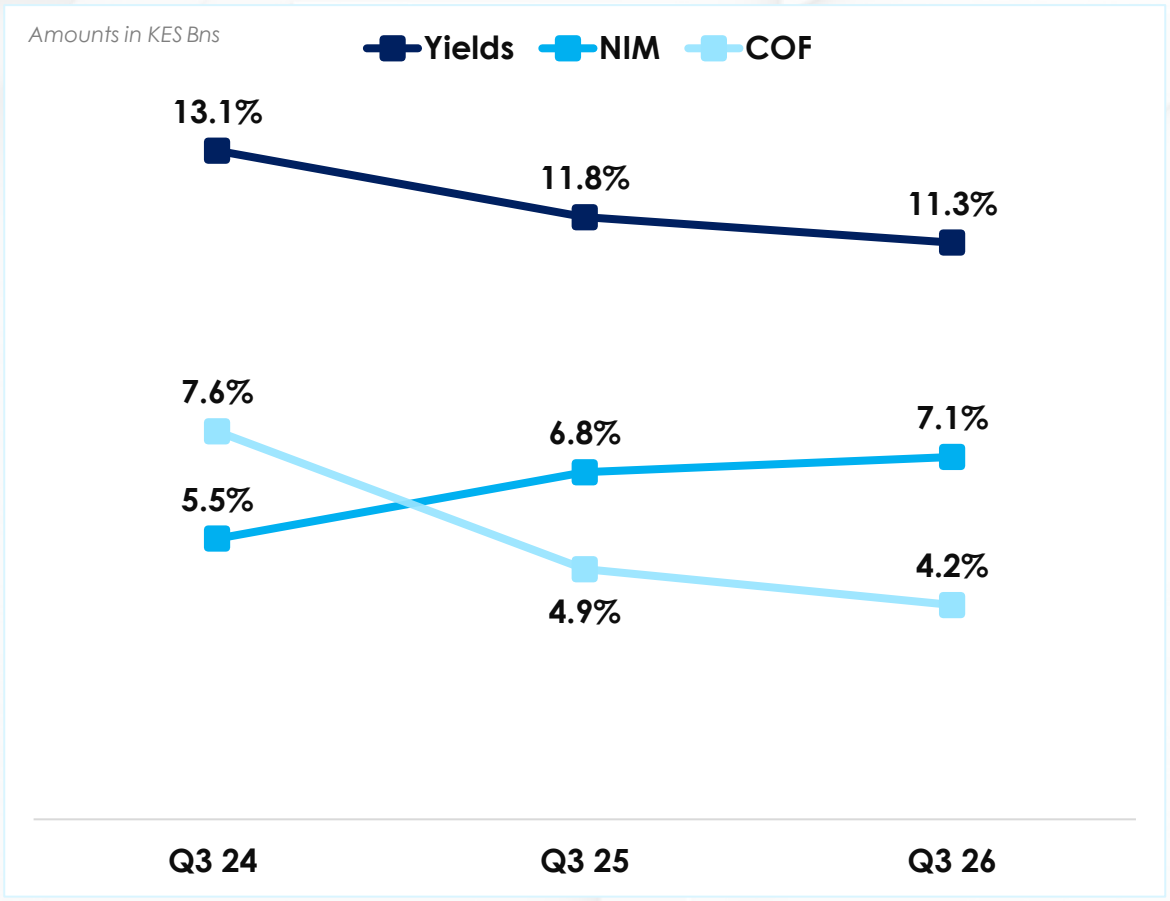
…with our CASA base showing higher growth of 11% representing 55% of our deposit mix and delivering lower funding costs



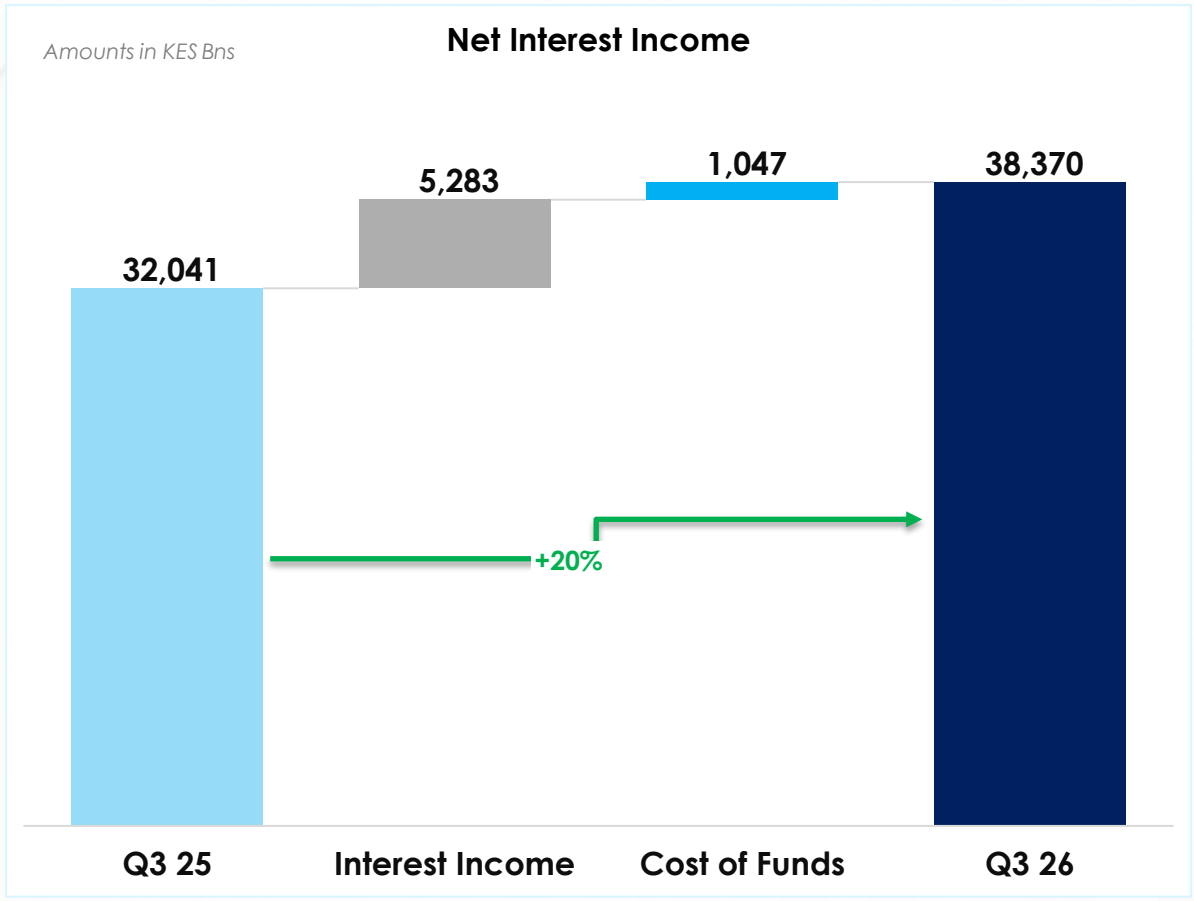
NCBA GROUP FINANCIAL PERFORMANCE

Disciplined balance sheet management and funding optimization have sustained margin expansion and accelerated net interest income growth

Our focus on funding optimization has driven steady NIM expansion…



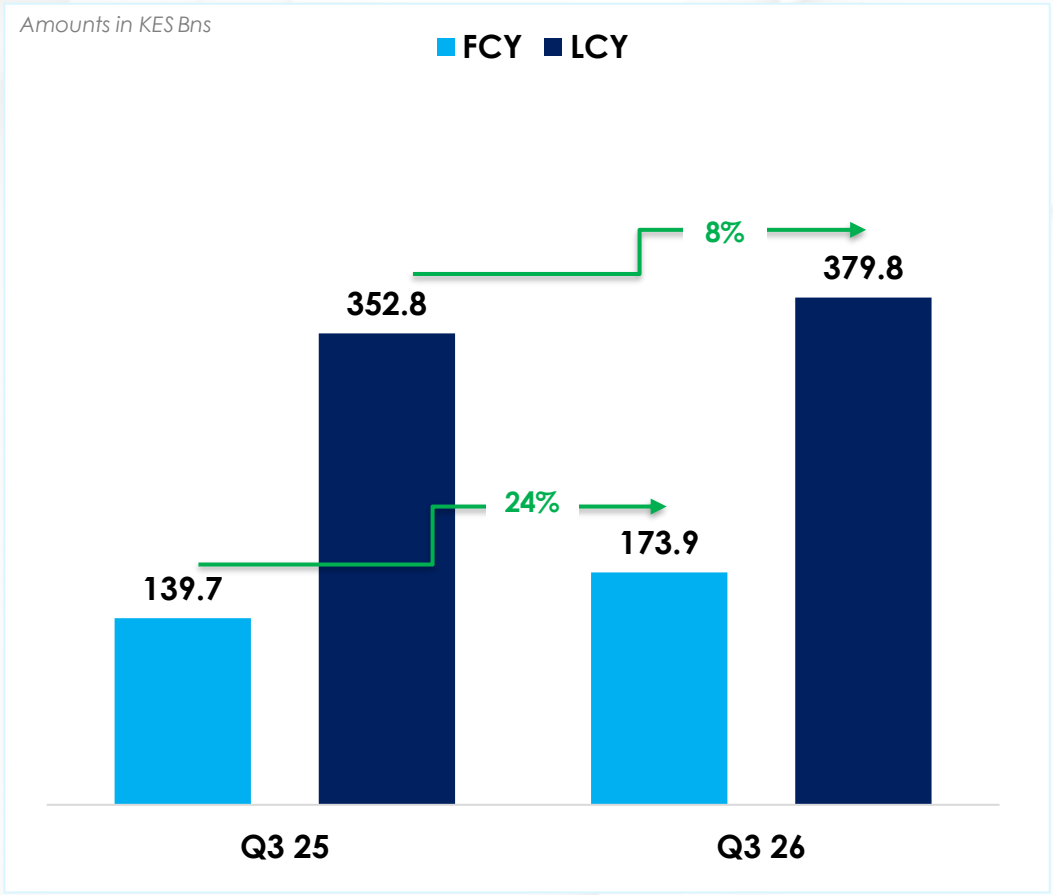
…translating into a meaningful uplift in net interest income.



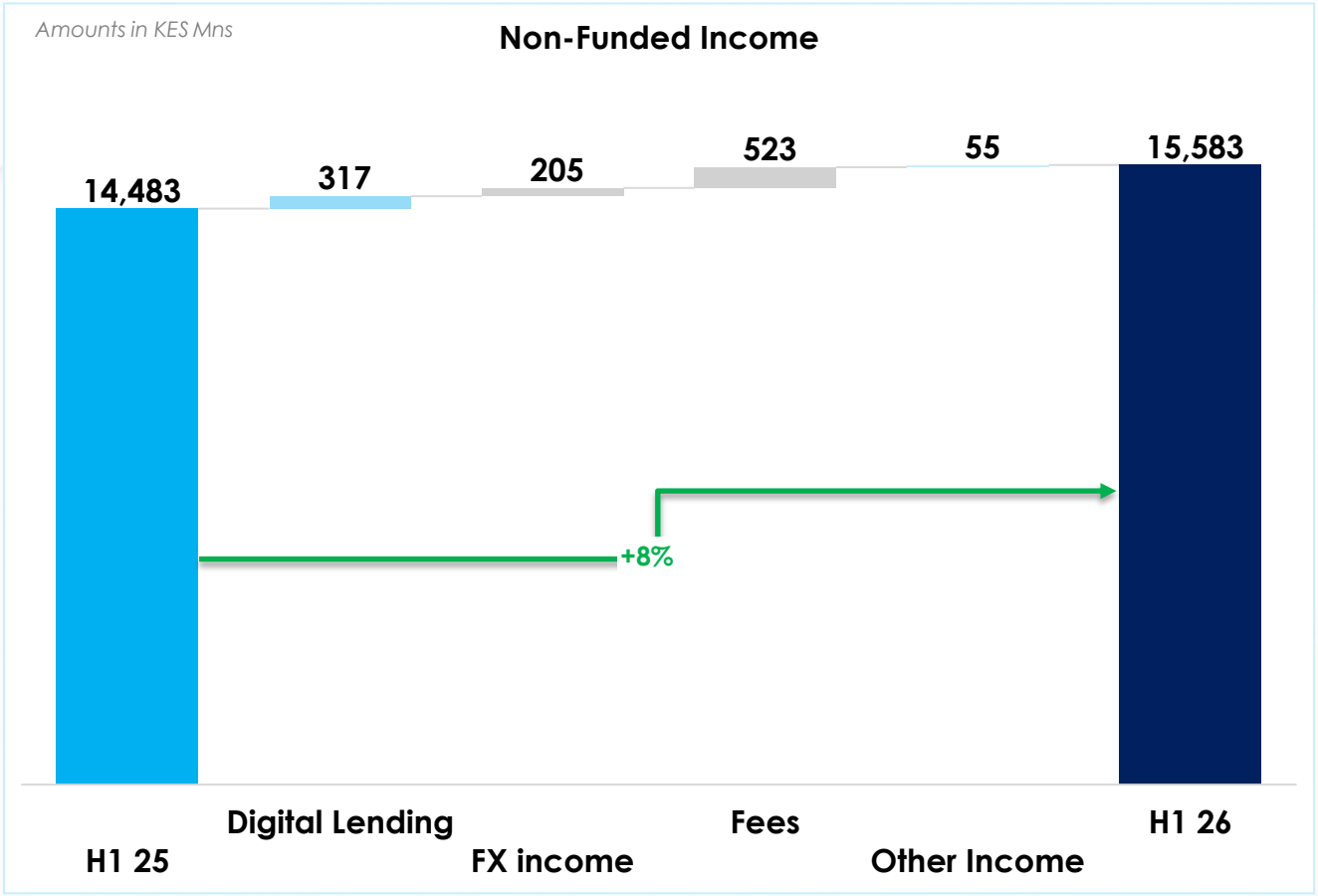
NCBA GROUP FINANCIAL PERFORMANCE

Our diversified business model continues to deepen earnings resilience, with strong transaction activity and multiple fee streams driving non-funded income growth

Our franchise strengths continue to show results with acceleration of deposits particularly in our FCY book..



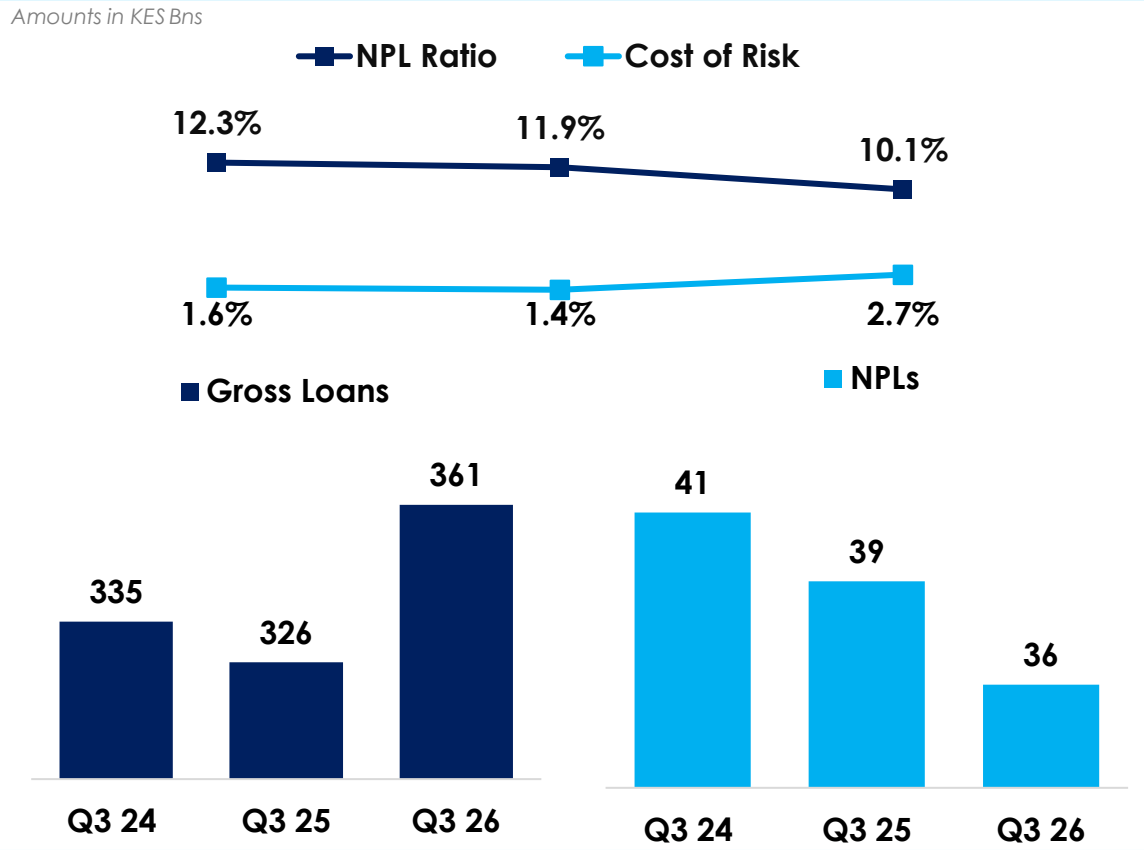
...while revenues from digital business, FX and transactional banking continued to deliver solid non-funded income performance



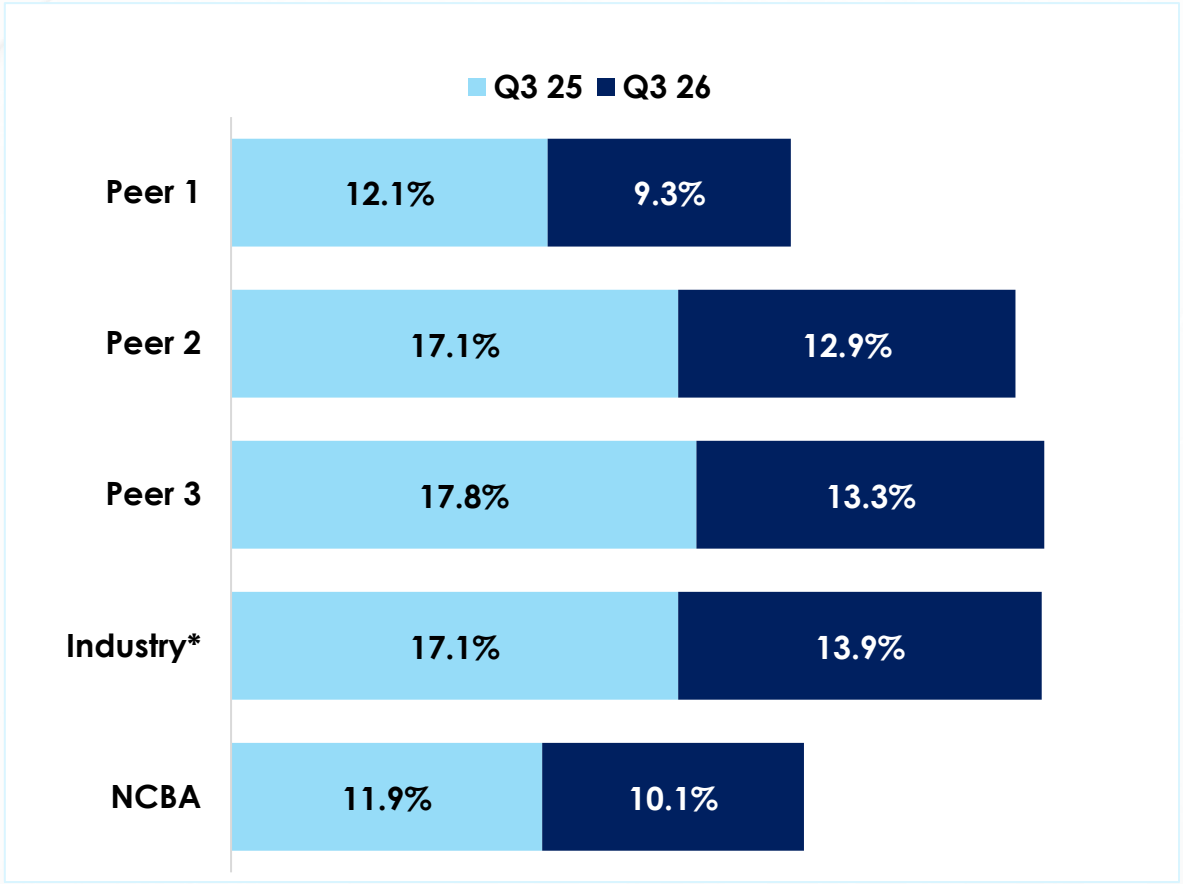
NCBA GROUP FINANCIAL PERFORMANCE

Our disciplined risk management framework continues to support portfolio growth while preserving asset quality and maintaining a better-quality loan book than industry average…

We accelerated lending y-o-y through disciplined portfolio growth without damaging our asset quality…

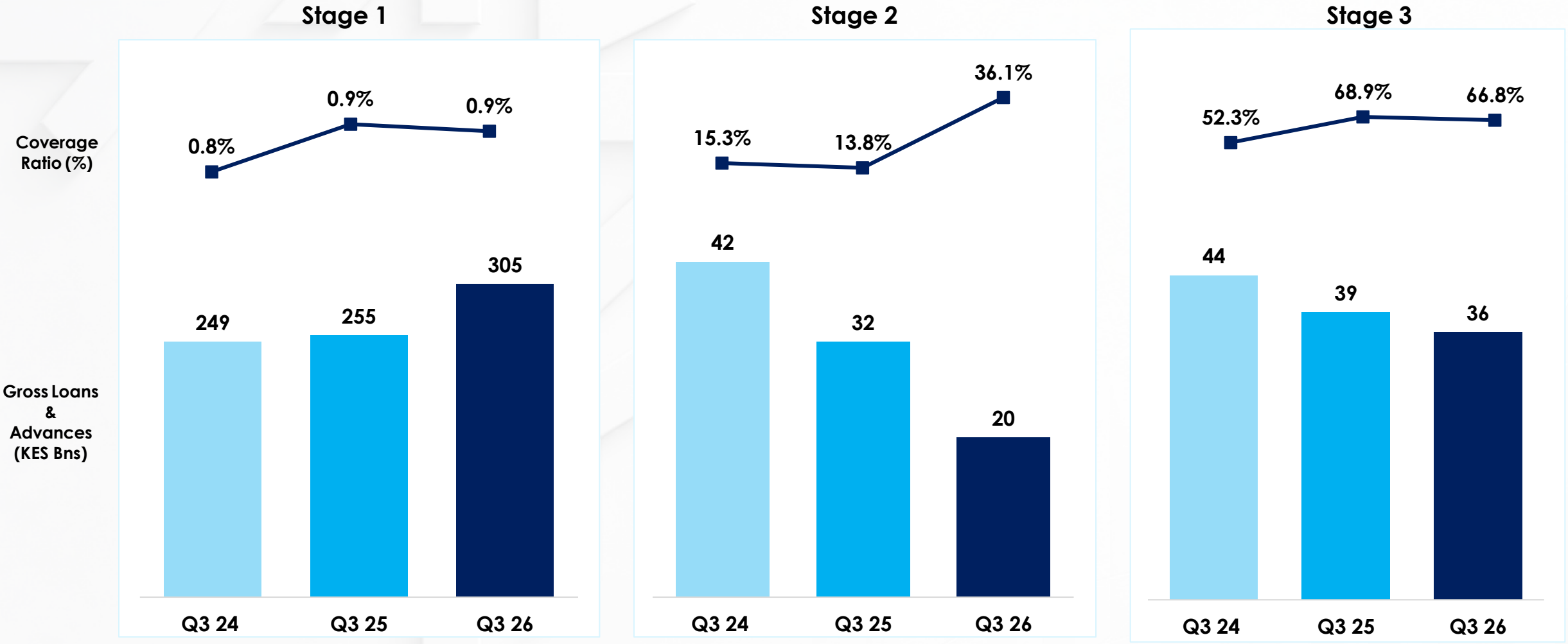


…and we continue to show better outcomes comparatively



NCBA GROUP FINANCIAL PERFORMANCE

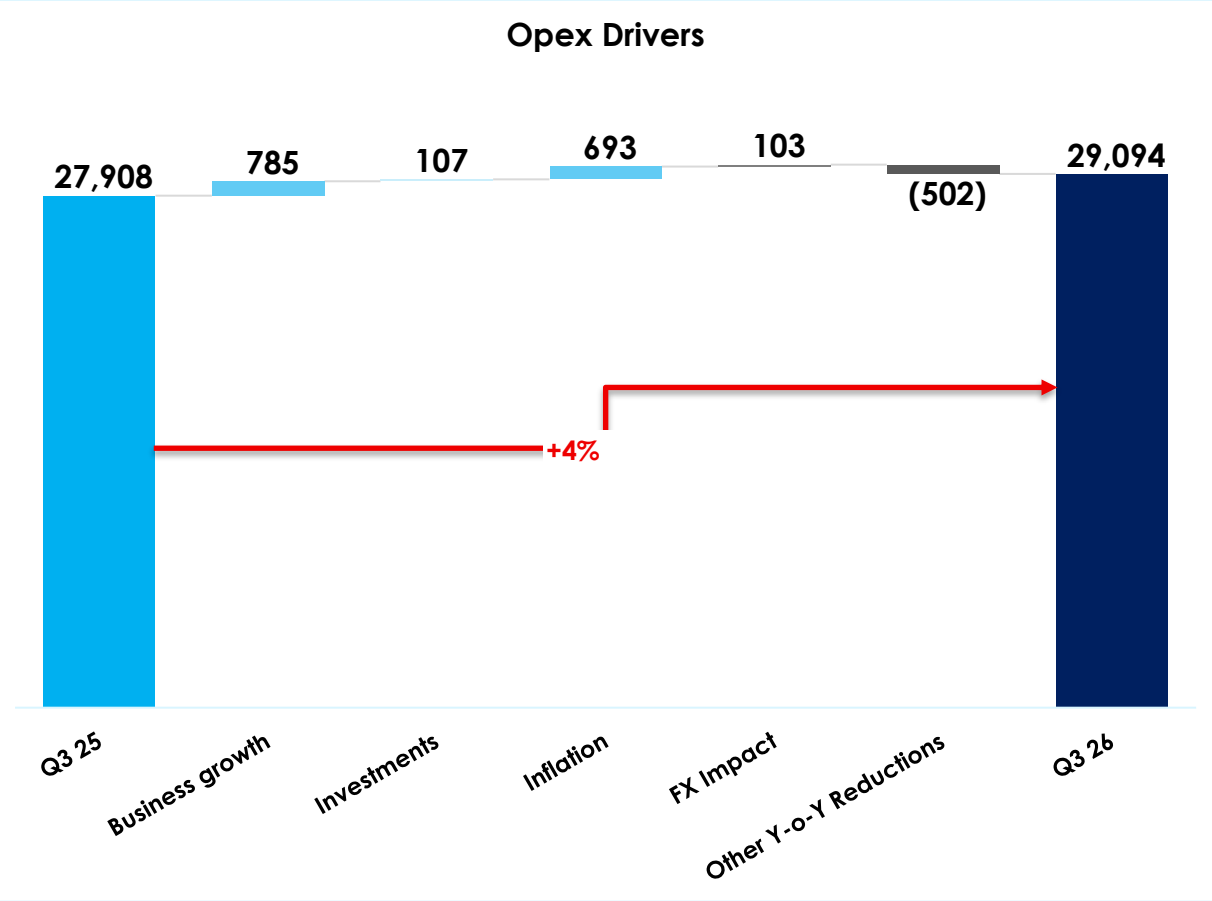
…supported by our prudent provisioning approach which continues to strengthen coverage across higher-risk portfolios, reinforcing the resilience of our balance sheet and credit franchise



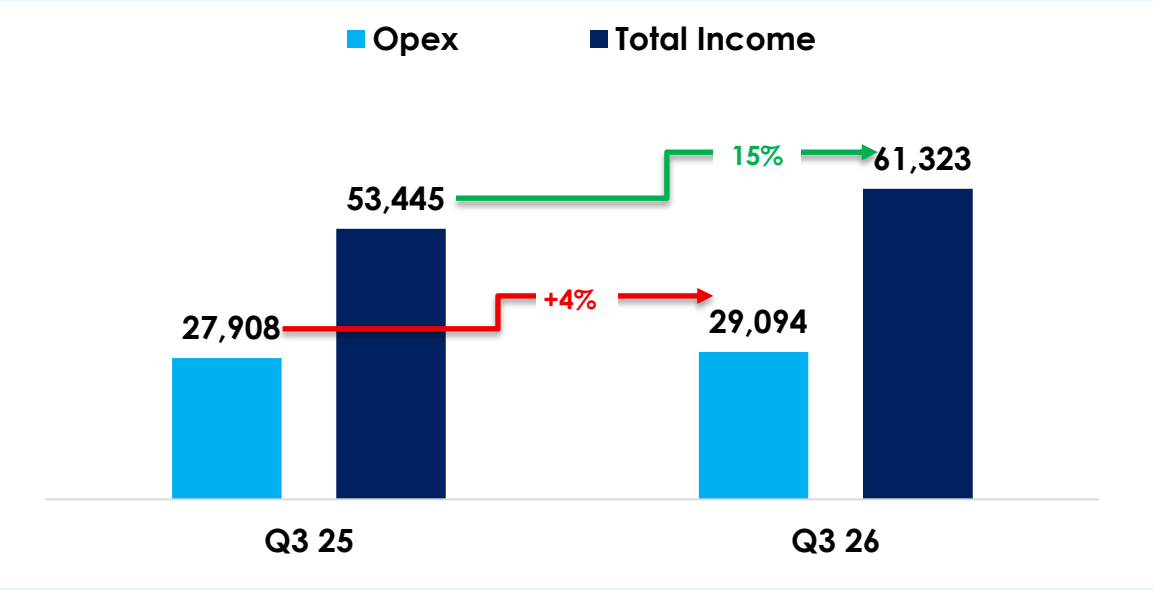
NCBA GROUP FINANCIAL PERFORMANCE

We are now seeing operational leverage as our investments are translating to higher revenue growth with modest growth in our expenses

We saw OPEX increasing modestly by 5% in Q3 25 driven by inflation and modest business growth related expenses…



…delivering better efficiency outcomes with CIR strengthening to 48.2% from 52.2% in Q3 2026



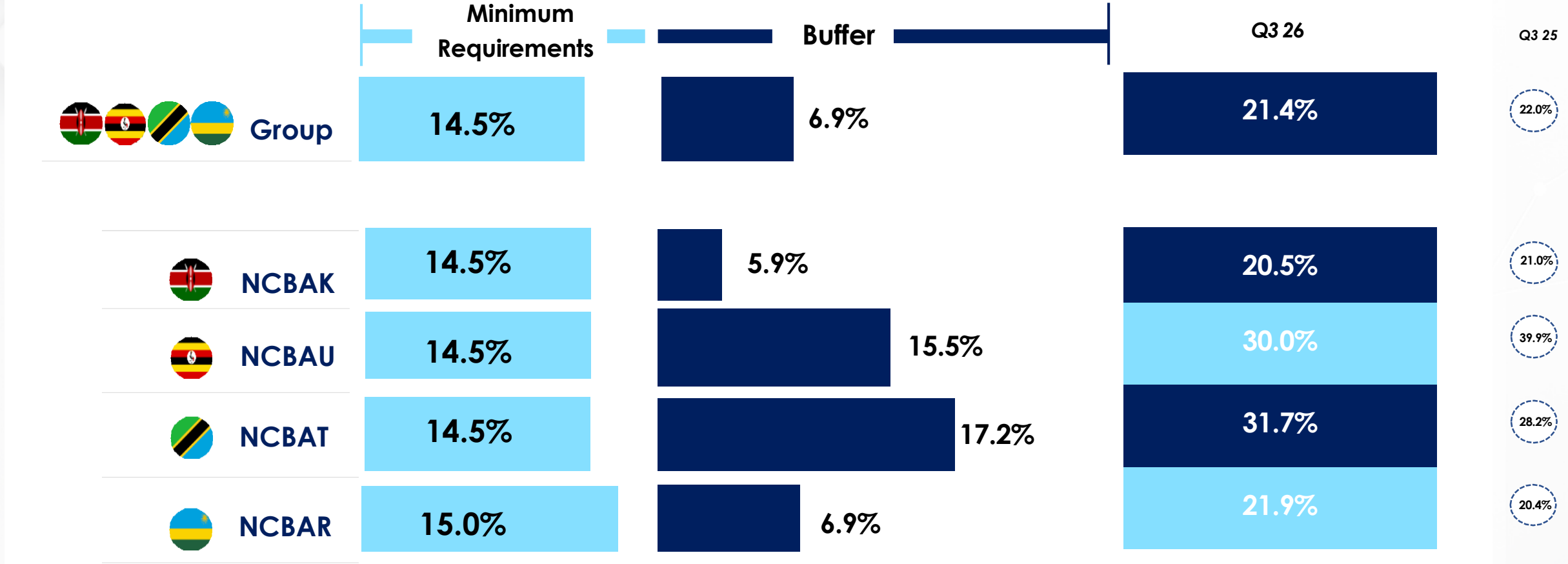
	Q3 25	Q3 26
Cost to Income Ratio	52.2%	48.2%
Cost to Assets	4.2%	4.0%
Staff Costs Intensity (1)	22.6%	21.4%
IT Costs Intensity (2)	5.7%	8.4%

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

Our strong capital position continues to provide substantial capacity for growth, while preserving resilience well above regulatory requirements across our markets

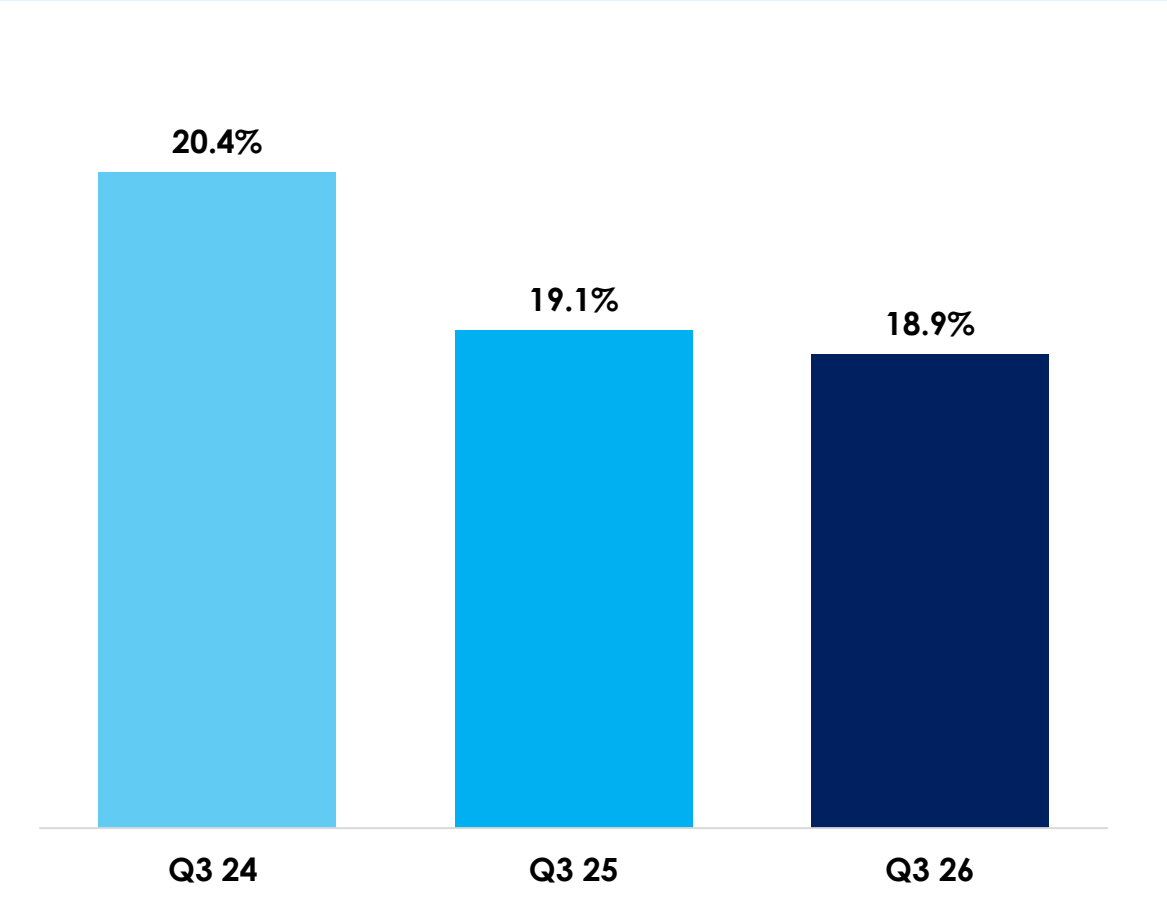
Total Capital/RWA across our Markets



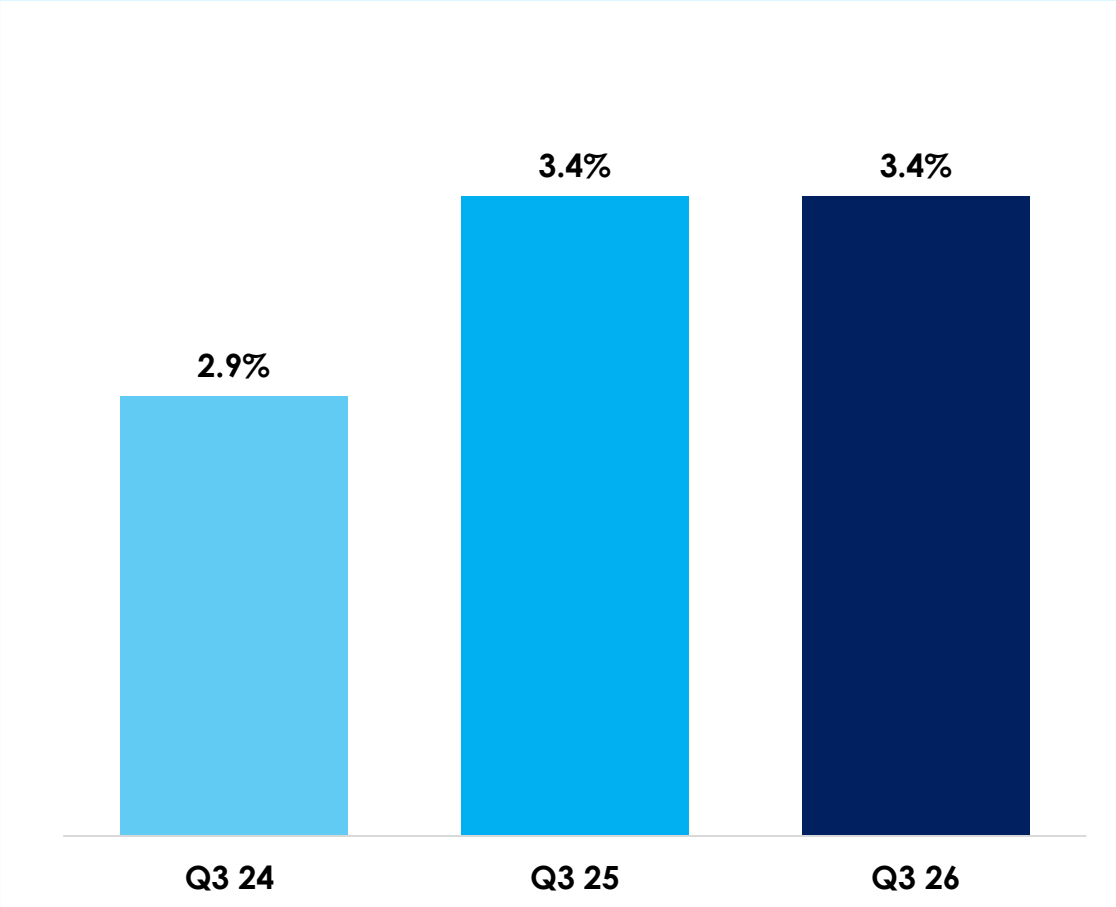
NCBA GROUP FINANCIAL PERFORMANCE

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

We are delivering healthy Tier I returns*…



…while matching similar sized peers on ROA



** ROE slightly lower given increase in retained earnings. ROA improved from 2.9% to 3.4%.*

Q3 2026 KEY MESSAGES

1 We have begun delivering on our 2026-2030 Strategy

1. **Fortify the Core of our Business;**
   - ✓ Core platform investments yielding stability gains: **Transaction Success Rate: 99.38% (up from 98.74% in Q3 25)**
   - ✓ Our **transaction banking platform**, Connect Plus, is gaining traction, **processing over KES 991Bn in transactions in Kenya.**

2. **Scale to High Growth Segments;**
   - ✓ **Wealth AUM up 12% to KES 105Bn**
   - ✓ **Growth in SME Lending:** KES 58Bn up by 10% (Q3 25: KES 52.6 Bn).
   - ✓ NCBA Insurance & Bancassurance GWP grew **10% and 86% to KES 3.3Bn and KES 5.4Bn, respectively.**
   - ✓ Digital lending through telco partnerships expanded across Africa, with KES **1.29Tn disbursed, up 27% from Q3 25.**

3. **Sustainability Leadership;**
   - ✓ **KES 5.6Bn Green loan portfolio**; EV & Solar lending momentum.
   - ✓ **KES 98.9Mn invested** in community initiatives, positively impacting **over 1.2Mn people.**

2 Strong Financial Performance In Q3 2026

1. **Strong Earnings Growth and Improved Profitability;**
   - ✓ **ROAE remained flat at 18.9%** (Q3 25: 19.1%)
   - ✓ **Operating income increased 15% to KES 61Bn,** driven by NII growth of 20% to KES 38Bn and NFI growth of 7% to KES 23Bn.
   - ✓ **NIM expanded to 7.1%** (Q3 25: 6.8%).

2. **Robust Balance Sheet Growth**
   - ✓ **Customer Deposits up 13% to KES 554Bn.**
   - ✓ Gross Loans up 11% to KES 361Bn.
   - ✓ **CAR of 21.4%,** well above the 14.5% regulatory minimum.

3. **Positive operating leverage**: **cost-to-income ratio improved to 48.2% from 52.2% in Q3 25**, driven by tighter cost control and lower growth-related spend.

4. Asset quality remains resilient, with the **NPL ratio at 10.1%,** below the **Kenya industry average of 13.9%.**

3 Strategic Partnership with Nedbank

1. **Transaction successfully completed on 4th November 2026.**

2. **All required regulatory approvals secured and all conditions precedent achieved.**

3. **Potential Synergies**: The Nedbank partnership positions NCBA for its next phase of growth, unlocking;
   - ✓ **Broader capabilities:** Through Nedbank's specialist corporate and investment banking, infrastructure, property and public-sector expertise.
   - ✓ **Regional reach:** connects NCBA clients to a wider African banking network across East and Southern Africa.
   - ✓ **Capital:** Supports larger transactions, long-term financing and priority growth areas.

FY 2026 GUIDANCE

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

Metric	FY 26 Guidance	Commentary
Return on Equity	>20%	• Create value for our shareholders and re-invest internal capital generated to foster growth
NPL Ratio	<12%	• Unlock more capital allocation to new underwritings and enhance profitability
Cost to Income Ratio	~50%	• Stabilize efficiency metrics by maximizing value from strategic investments, while mitigating inflationary pressures
Capital Adequacy	300Bps above regulatory limits	• The business to remain adequately capitalised across our core markets enabling asset growth
Core Bank Cost of Risk	1.5% - 2.0%	• Maintain high standards in credit onboarding and proactive management of our loan portfolio

DISCLAIMER

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.


NCBA
THANK
YOU
ncbagroup.com
Go for it