



Investor Briefing

Q3 2025

A Transformational Bank

Largest Co-operative Bank in Africa - **15 Million Members** Successful
Universal Banking Model, **Increased Dominance** in Kenya **Growth,**
Resilience and Agility

Kshs. 815.3 Billion in Total Assets
5,826 Skilled, Motivated Staff Members

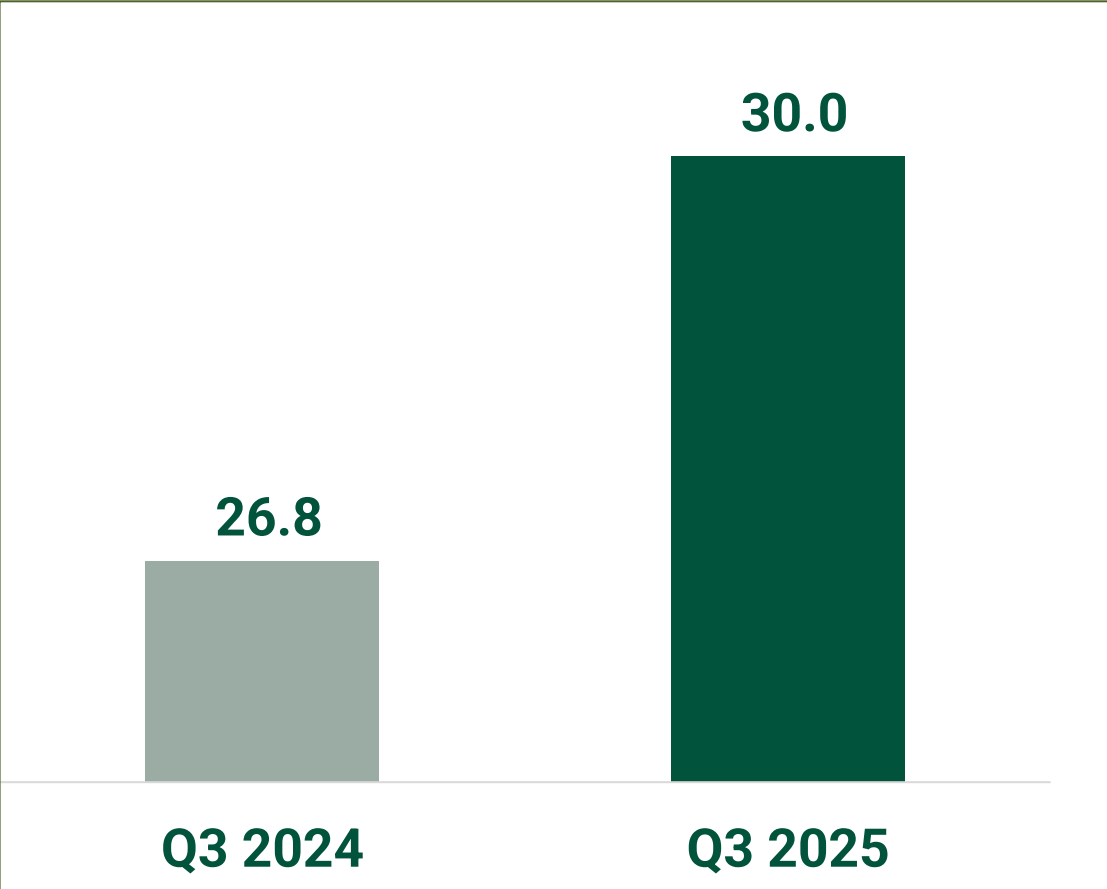
1 ■

We are Growing
Creating Value



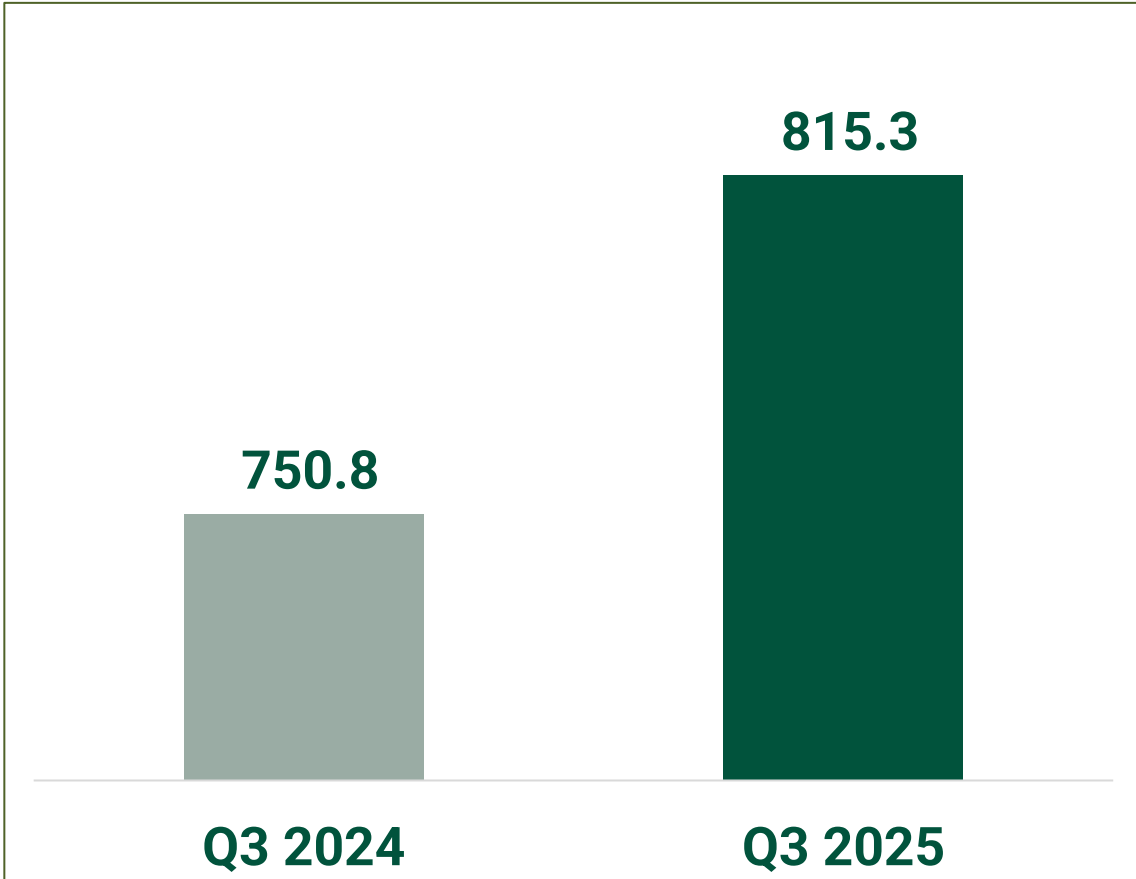


Efficient, Profitable Business Model



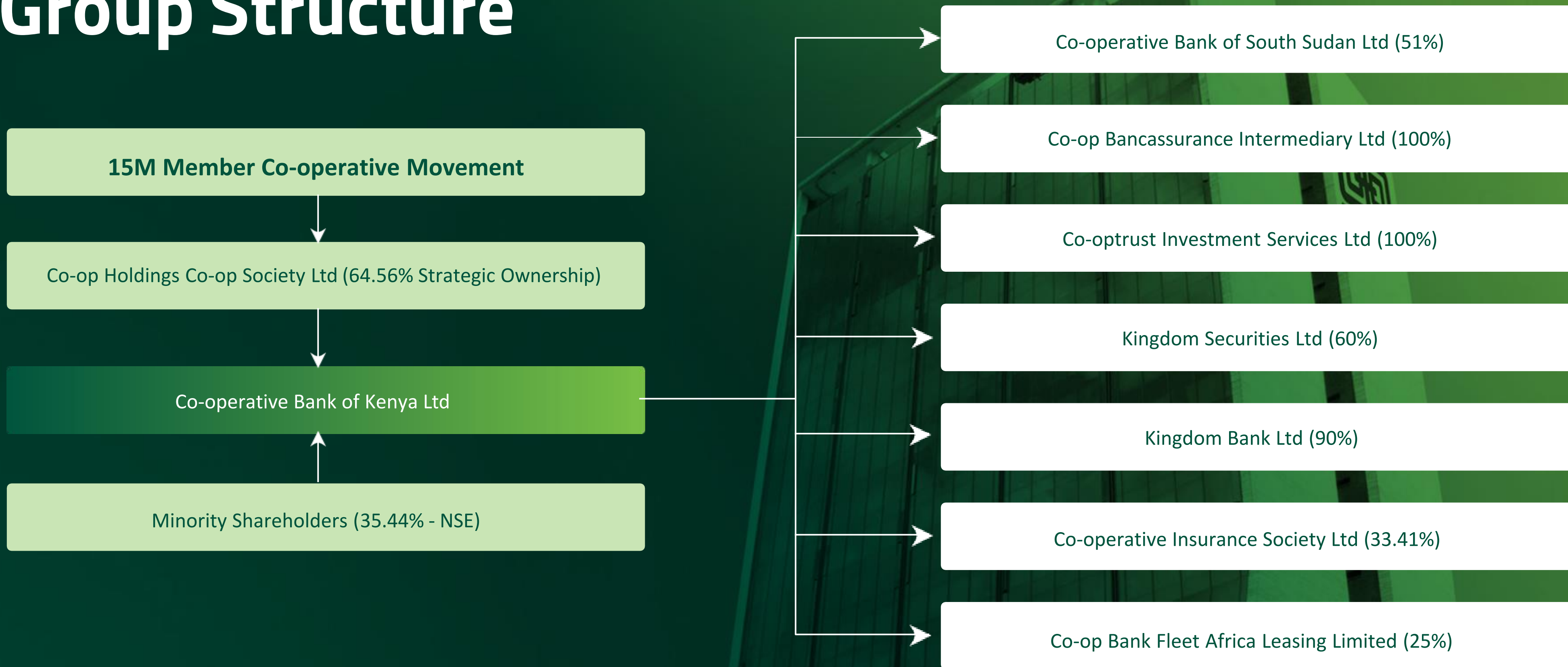
Profit Before Tax (Kshs. B)

Growing Asset Base



Total Assets (Kshs. B)

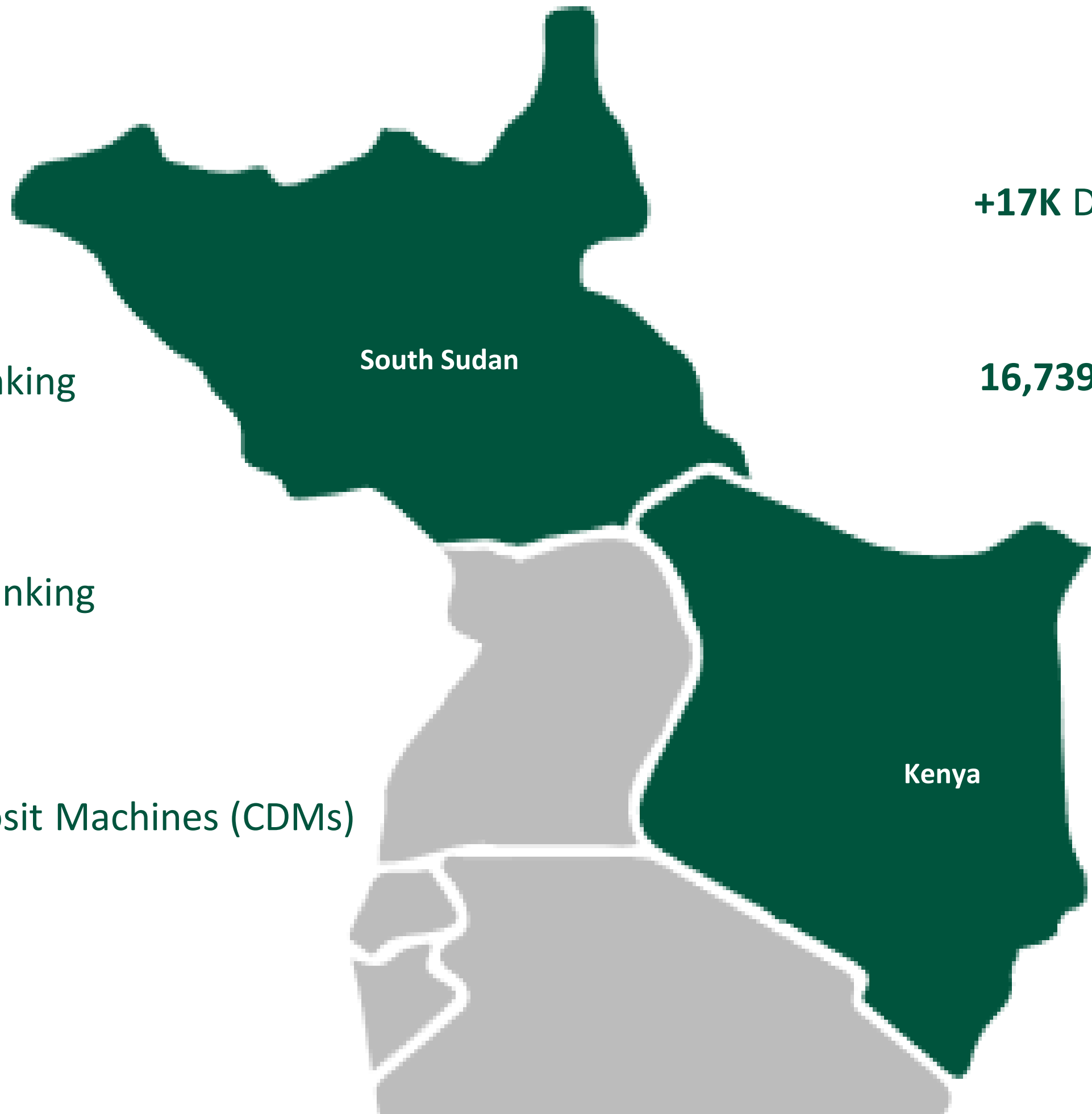
Group Structure



A Successful Universal Banking Model



Our Presence



 **217** Branches

 Co-op Bank Mobile Banking App

 Co-op Bank Internet Banking

 **616** ATMs & Cash Deposit Machines (CDMs)

 **5,826** Staff

+17K Diaspora Banking Customers

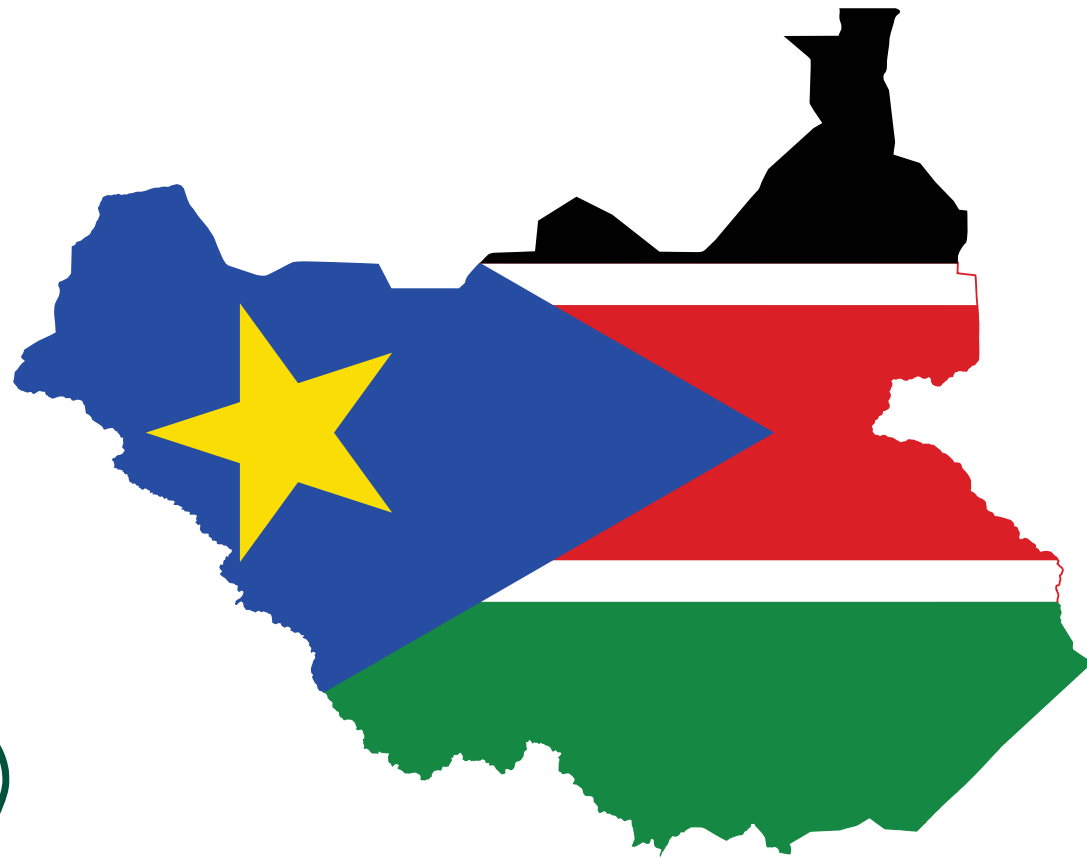
16,739 Co-op Kwa Jirani Agents

Core Banking System

24hr Contact Centre

619 Sacco Front Offices Branch Network

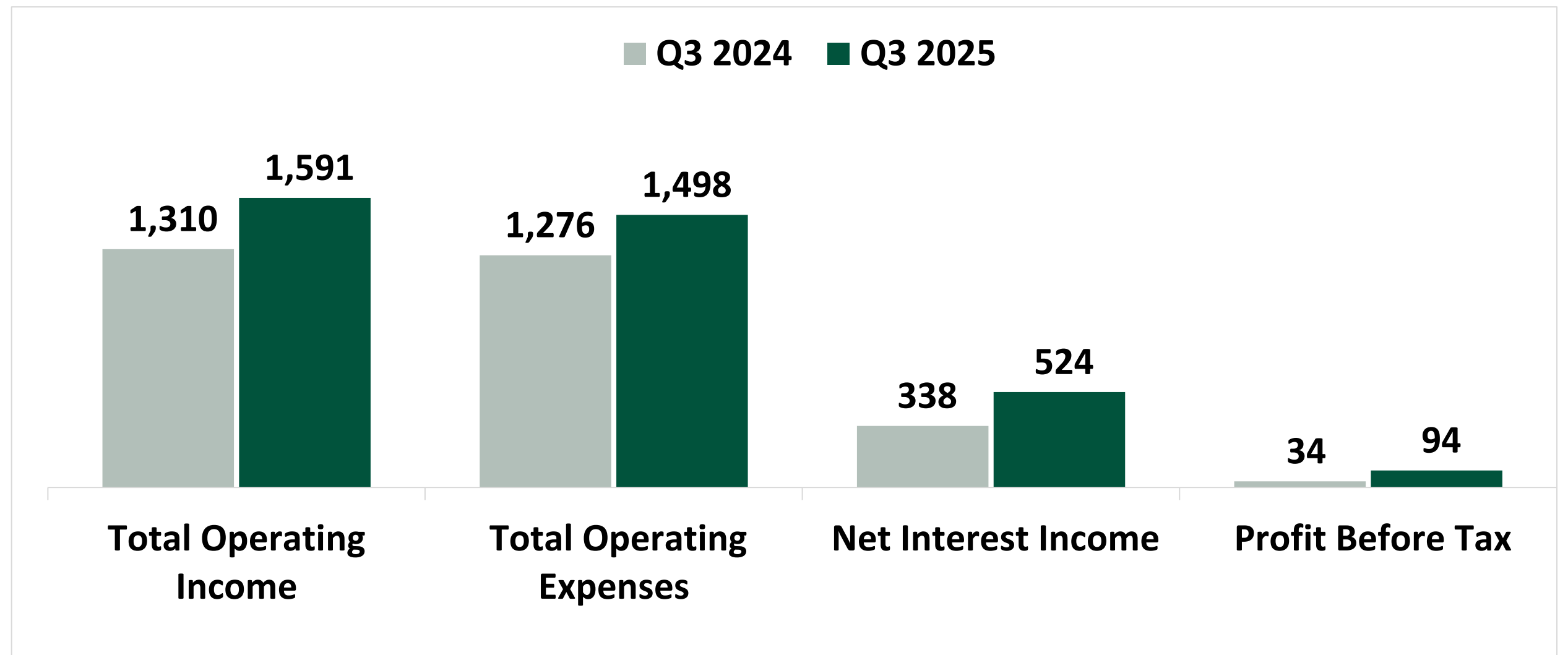
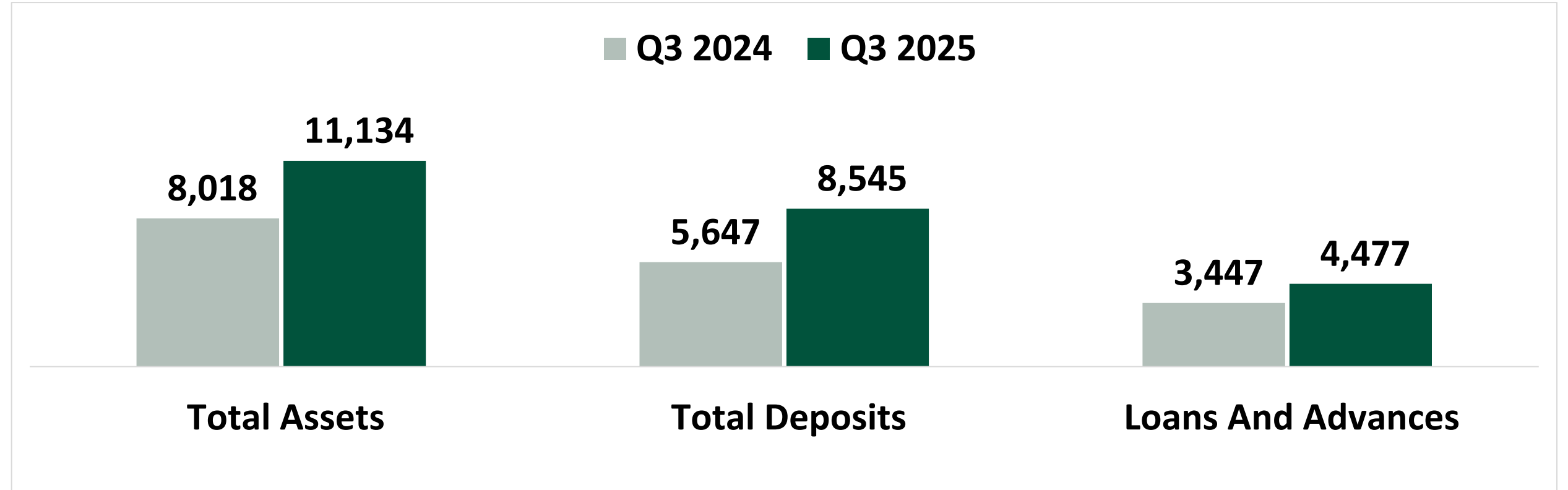




Branches

1. Juba
2. Kololo
3. Malakia
4. Nimule
5. Wau
6. Gudele

Owns 31% of CIC Africa Ltd- South Sudan



2

We are Resilient
Protecting Value



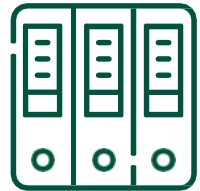
Robust Financial and Operational Foundations Driving Stability



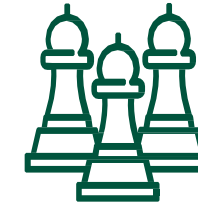
Proactive Enterprise Risk Management Framework.



Up to **52.4% of our loan Book** is in Consumer banking which is low risk and performing well.



Proactive Regulatory compliance



Optimal risk spread with KShs.**255.4 Bn** in government securities.



Strong Capital Buffers: Total Capital to Risk Weighted Assets (RWA) **22.7%** (Regulatory 14.5%)



Continuous support to our customers, staff and all other stakeholders.



NPL Management

- Cumulative provisions Kshs. 46.7B from 2020.
- NPL Coverage ratio at 70.4%, with security 99.3%



ESG Commitment

- Dedicated ESG unit, ESG Champions in all Strategic Business Units.
- Enhanced ESG Policy Framework
- Climate Risk Consultancy Project

3.

We are agile
Fast | Adaptable



Mobile Internet



ATM & Agency CDM

>90% of transactions on alternative channels enhancing operational efficiency.



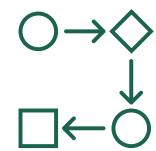
New core banking system operational in Kenya (June 2023), South Sudan (March 2024) & Kingdom Bank (Ongoing), enhancing group synergies, innovation, customer experience and analytics.



A new treasury system- The Bank has gone live on a new Trade and Treasury System that supports faster & seamless trade services, optimizes treasury performance, strengthens risk management, and enhances competitiveness in supporting cross-border and domestic trade flows.

Revamped Co-opbank Mobile Banking App

Optimization of Omnichannel, integrating accessibility and User experience.

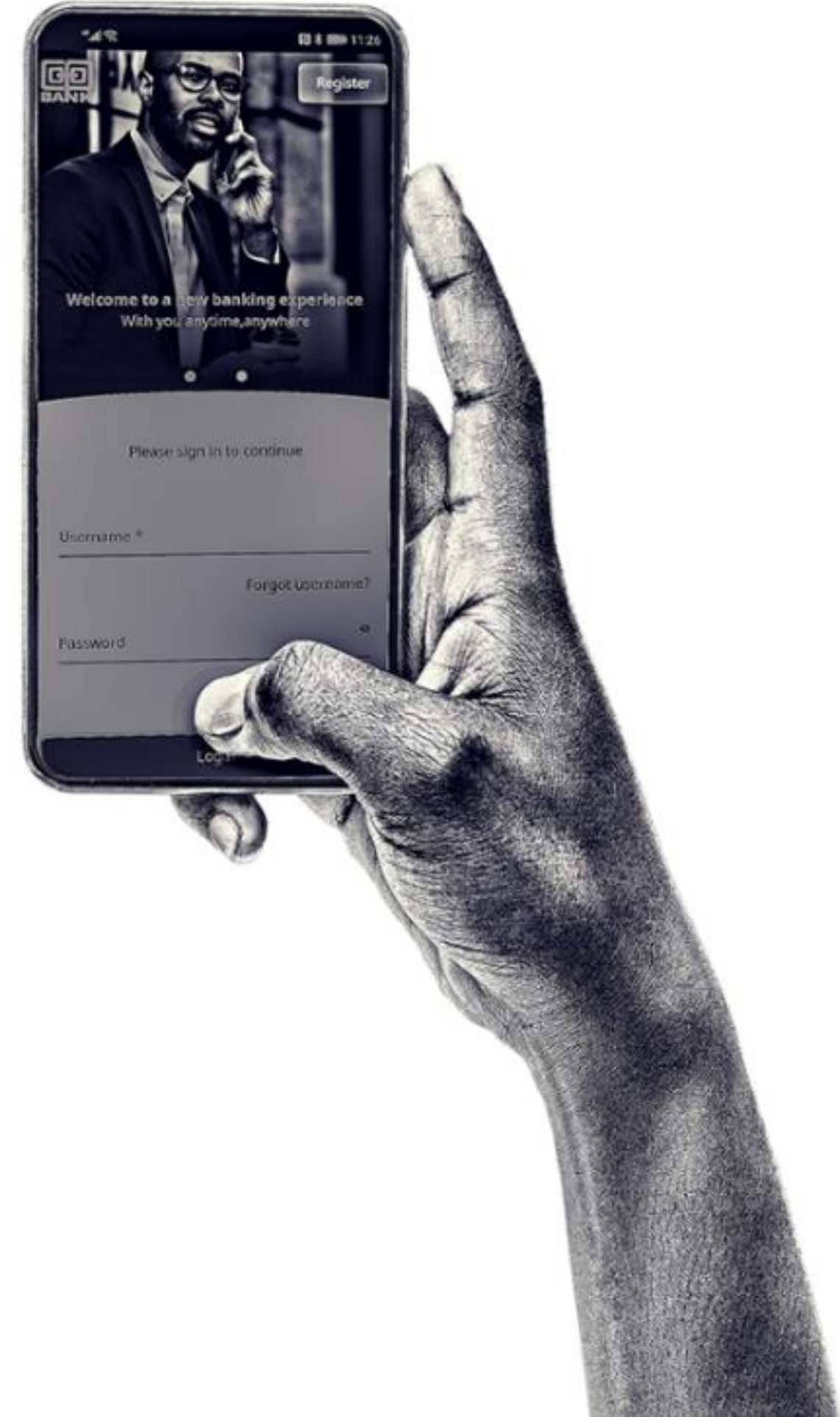


Enhanced digitization of internal bank processes and engagement platforms as part of our **Digital Transformation Strategy**.

Staff Productivity



- ✓ Supporting new ways of working – Digital Workforce
- ✓ Sales Force effectiveness (SFE)
- ✓ Performance Management

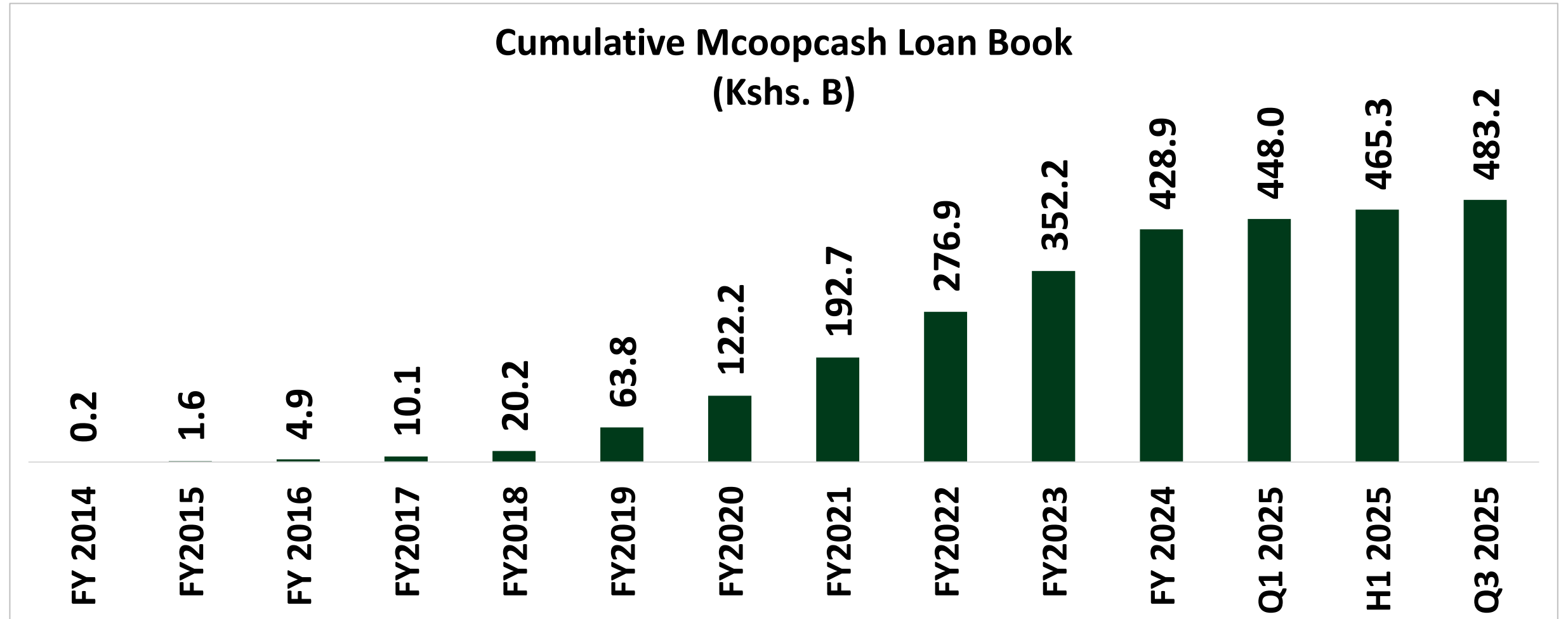
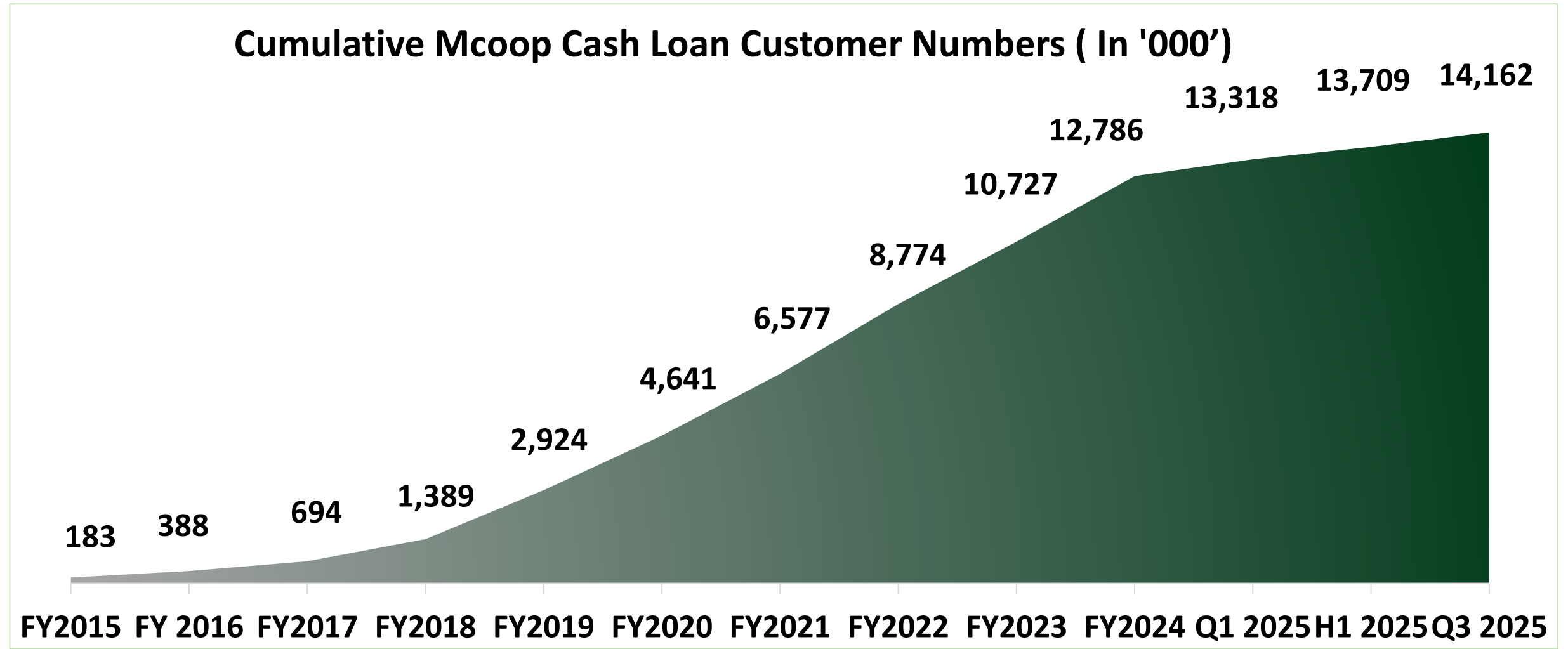
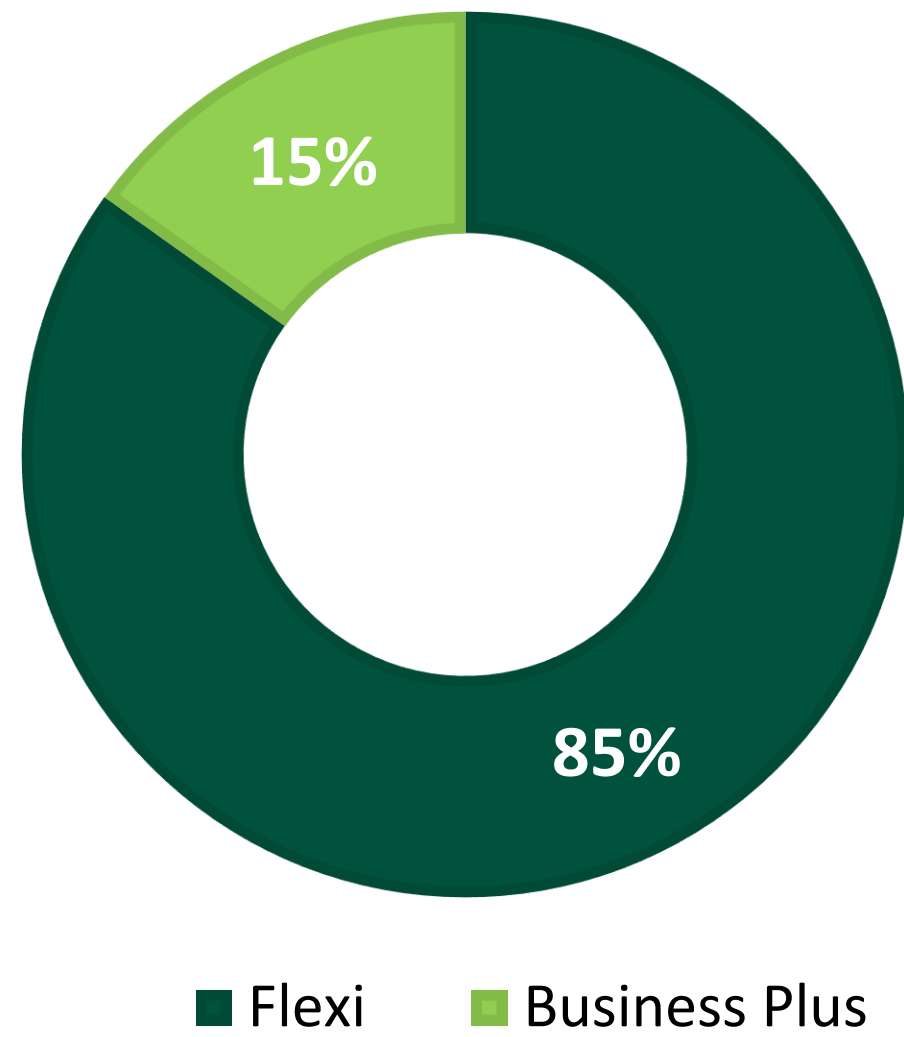


Increased Access to Finance with E-Credit

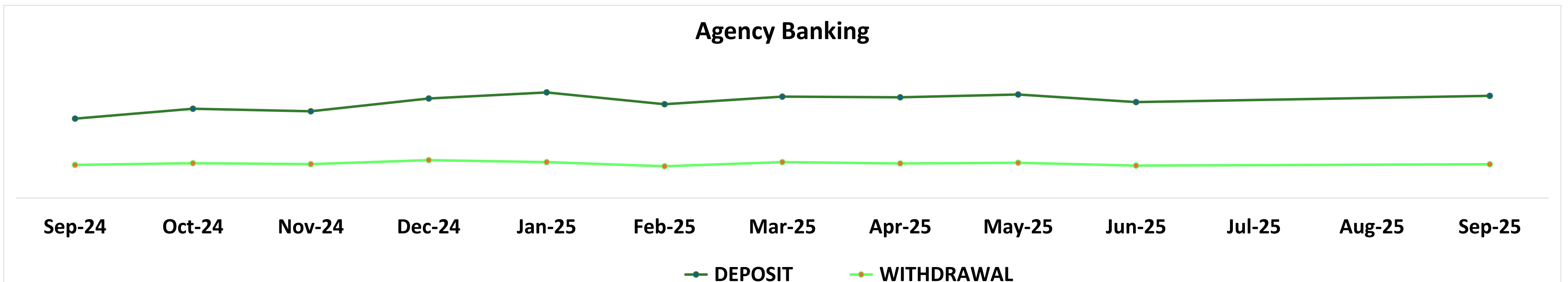
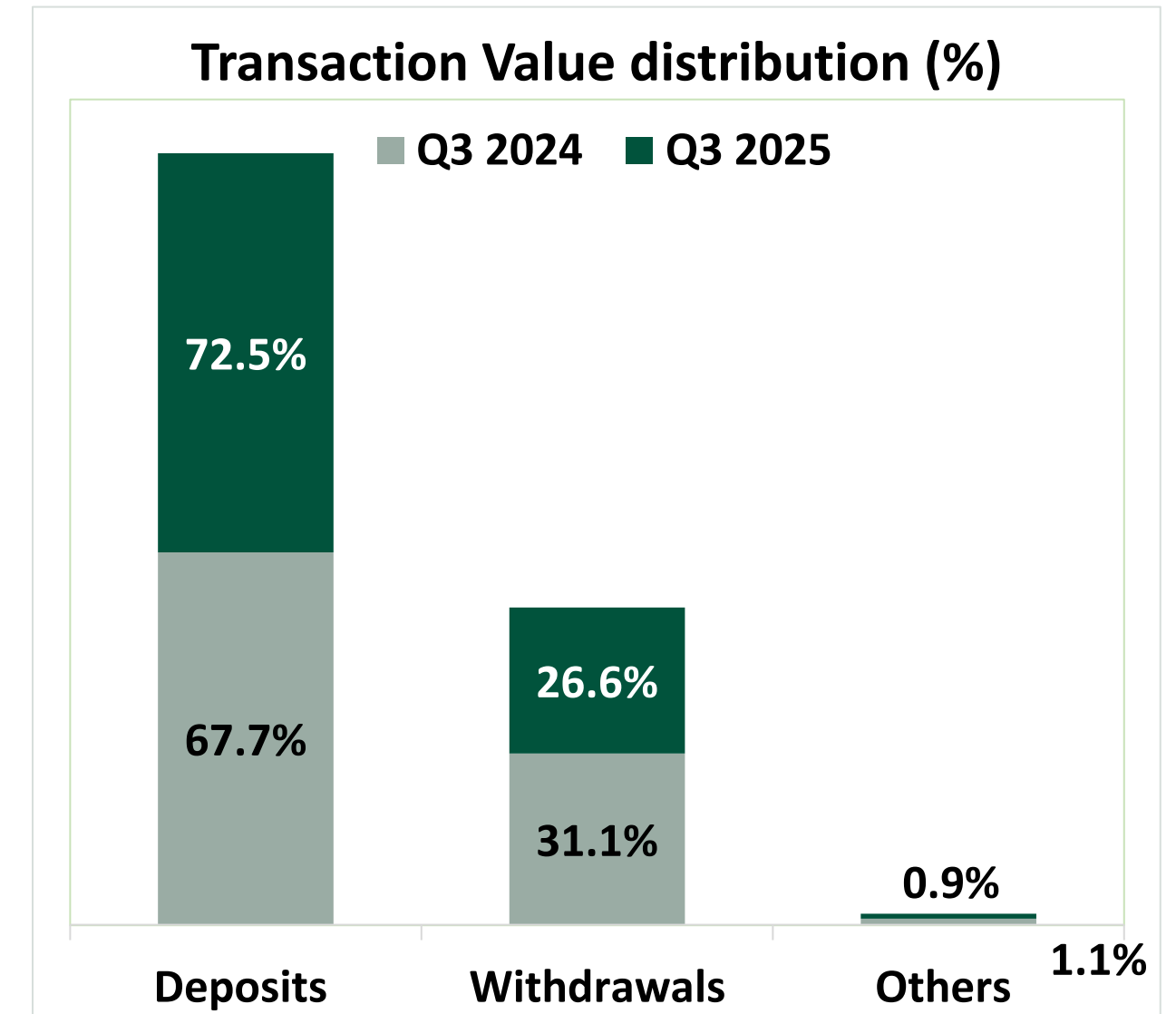
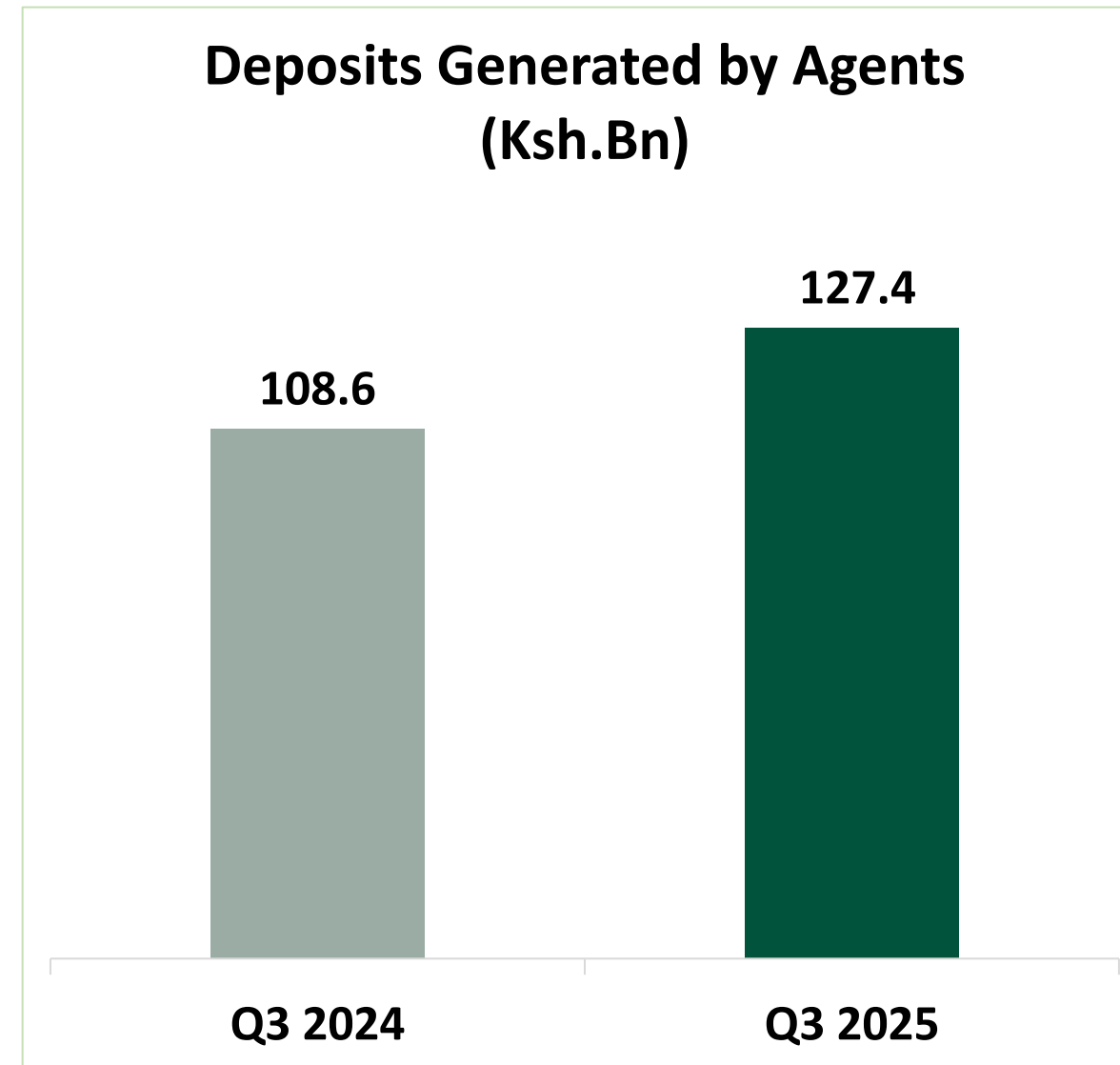
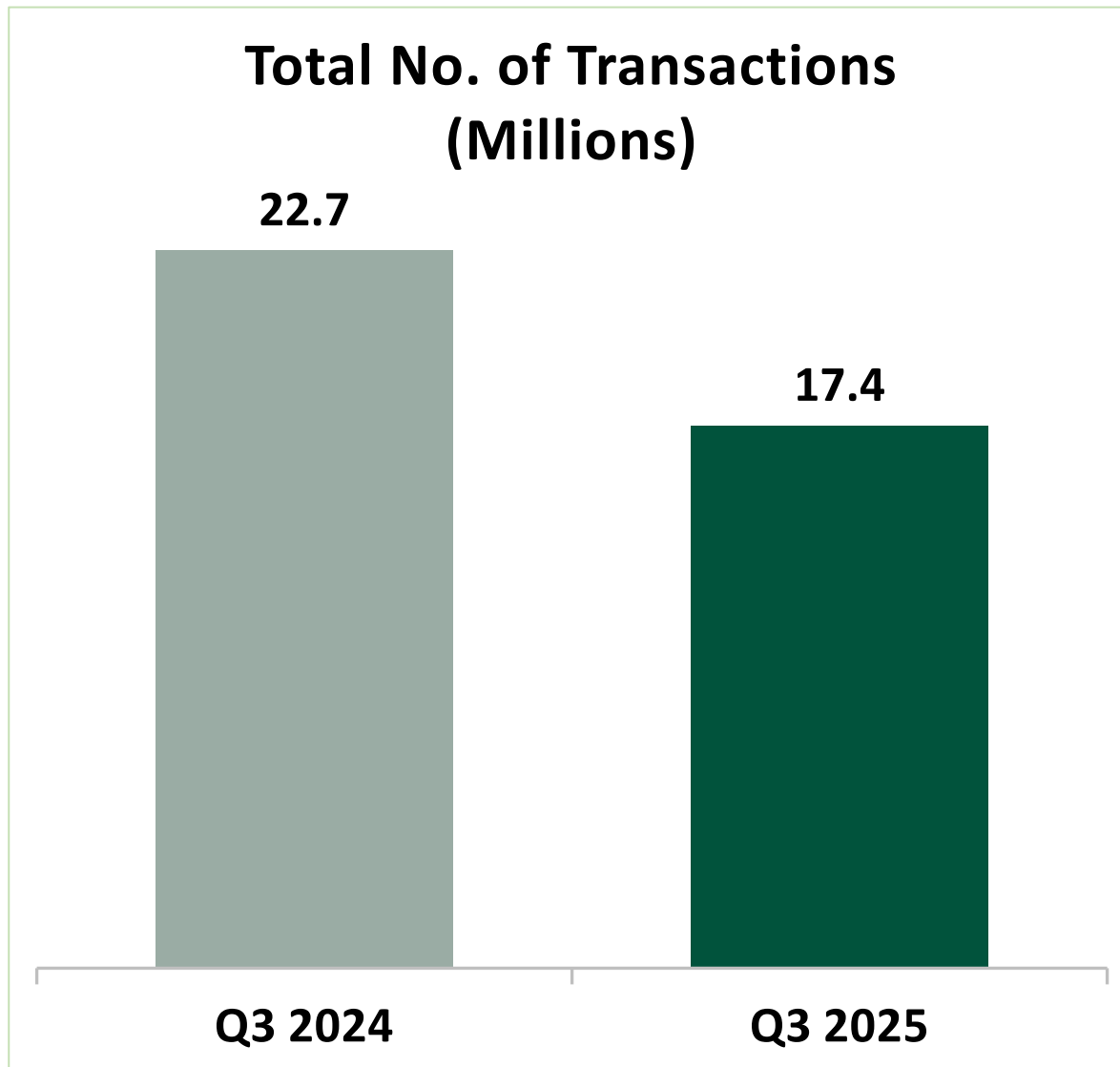
Kshs. 54.2 Bn Disbursed YTD

Kshs. 483 Bn Disbursed since inception.

% DISTRIBUTION - YTD DISBURSEMENTS



Growing Co-op Kwa Jirani Agency Banking



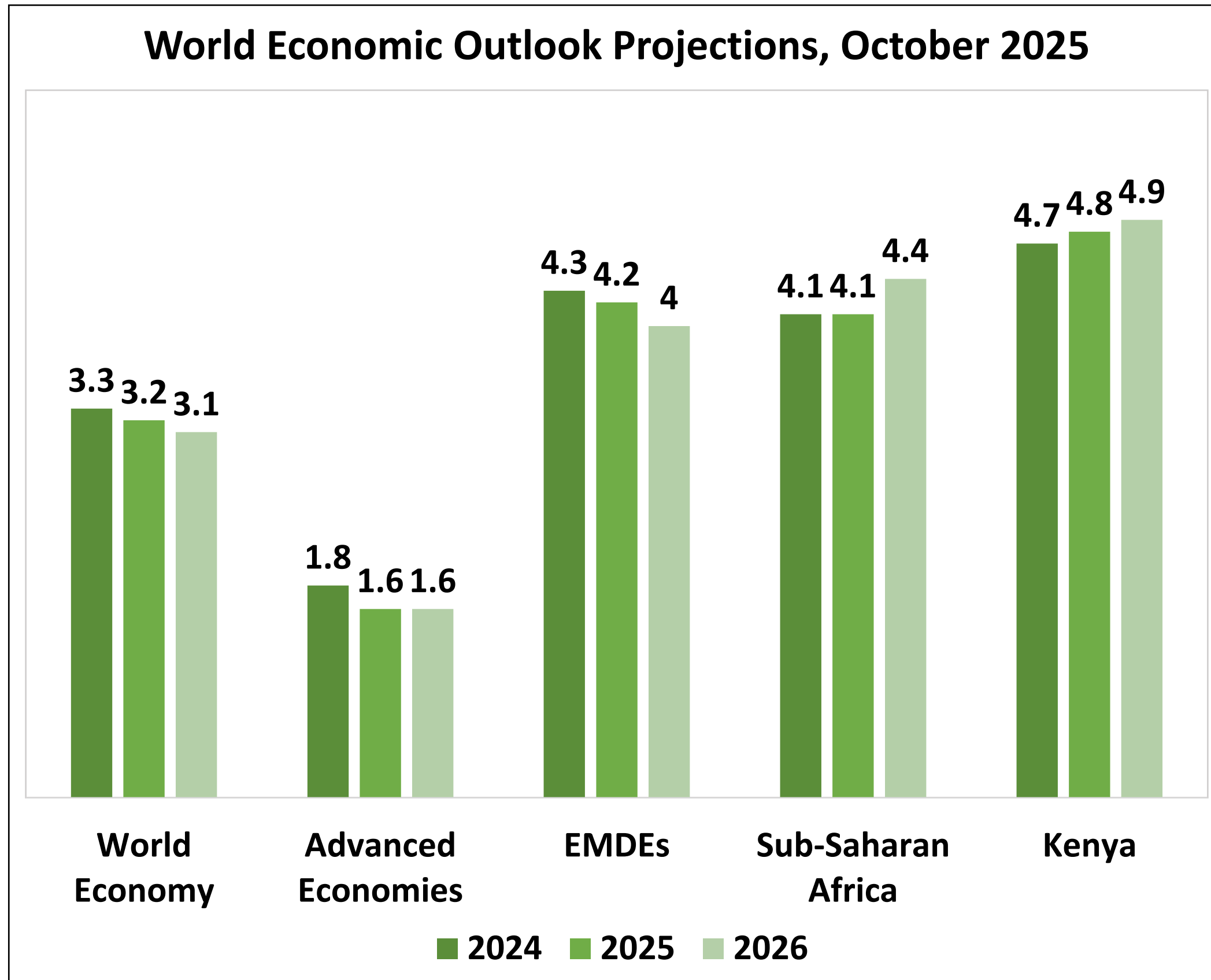


Economic Updates

MACROECONOMIC HIGHLIGHTS

- **Resilience In The Face Of Turbulence Within The Global Economy.**
- **Stability Within The Domestic Economy.**
- **Navigating A Dual Reality In South Sudan.**

GLOBAL ECONOMY- RESILIENCE IN THE FACE OF TURBULENCE



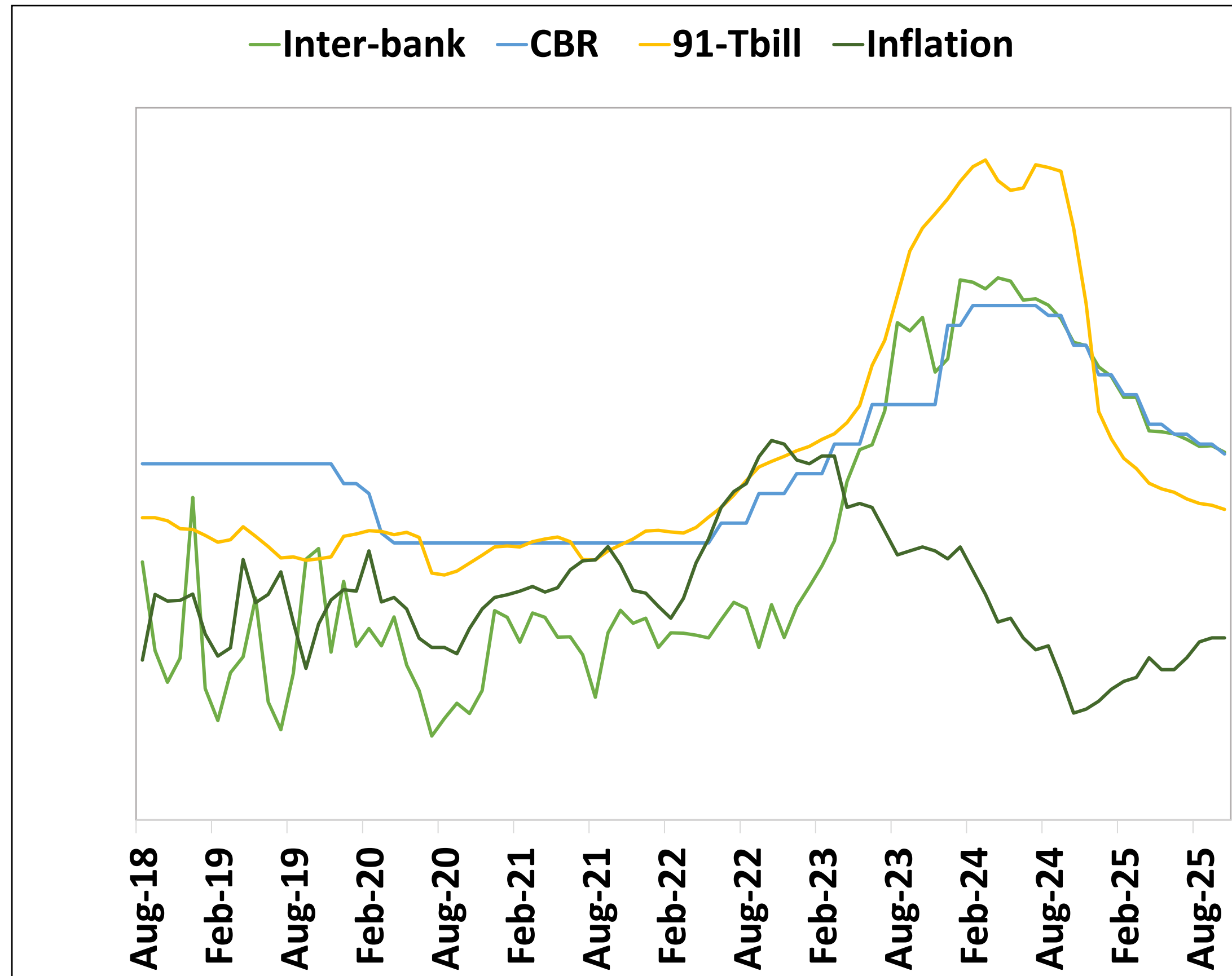
- In 2025, the global economy has shown resilience in an environment characterized by policy shifts, geopolitical tensions and fiscal vulnerabilities.
- Resultantly, global growth projections in the recent World Economic Outlook (WEO) by the International Monetary Fund (IMF) have been revised upwards relative to the April 2025 WEO but remain below the pre-policy shifts period.
- Global growth is now projected at 3.2% in 2025, this being a 0.4% upward revision from the 2.8% projection in April 2025.
- Emerging and Developing Asia continue to drive global growth in 2025 with China and India contributing a significant share of the growth.
- Closer home and within the Sub-Saharan Africa region, growth is projected at 4.1% in 2025, a 0.3% upward revision from April 2025, before rebounding to 4.4% in 2026.
- However, risks remain tilted to the downside, with prolonged policy uncertainty, heightened protectionism and fiscal vulnerabilities seen as key choke points for growth over the short to medium –term.

KENYA'S ECONOMIC GROWTH PATH

SECTOR	2022	2023	2024	2025		2026 Projection
				Q2	Annual Projection	
1. Agriculture	-1.5	6.6	4.6	4.4	5.1	4.9
2. Non-Agriculture	6.3	5.5	4.7	5.1	5.2	5.6
2.1 Industry	3.9	2.0	0.8	4.0	3.7	4.3
Mining & Quarrying	9.3	-6.5	-9.2	15.3	10.8	5.7
Manufacturing	2.6	2.2	2.8	1.0	2.3	3.3
Electricity & Water Supply	5.5	3.2	1.9	5.7	4.8	4.2
Construction	4.1	3.0	-0.7	5.7	4.3	5.5
2.2 Services	7.0	7.0	6.0	5.7	5.7	6.1
Wholesale & Retail Trade	3.5	3.3	3.8	4.0	4.9	5.4
Accommodation & Food Services	26.8	33.6	25.7	7.8	7.6	10.5
Transport & Storage	5.8	5.5	4.4	5.4	5.0	5.7
ICT	9.0	10.3	7.0	6.0	6.8	7.8
Financial Services	12.0	10.1	7.6	6.6	6.1	6.4
Public Admin	5.1	5.0	8.2	6.0	5.8	4.8
Professional Services	9.5	9.9	6.2	8.5	7.0	7.5
Real Estate	4.5	7.3	5.3	5.5	5.5	6.4
Education	5.2	2.9	3.9	3.2	3.8	5.4
Health	3.4	4.5	6.3	6.8	5.8	5.1
3. Real GDP Growth	4.9	5.7	4.7	5.0	5.2	5.5

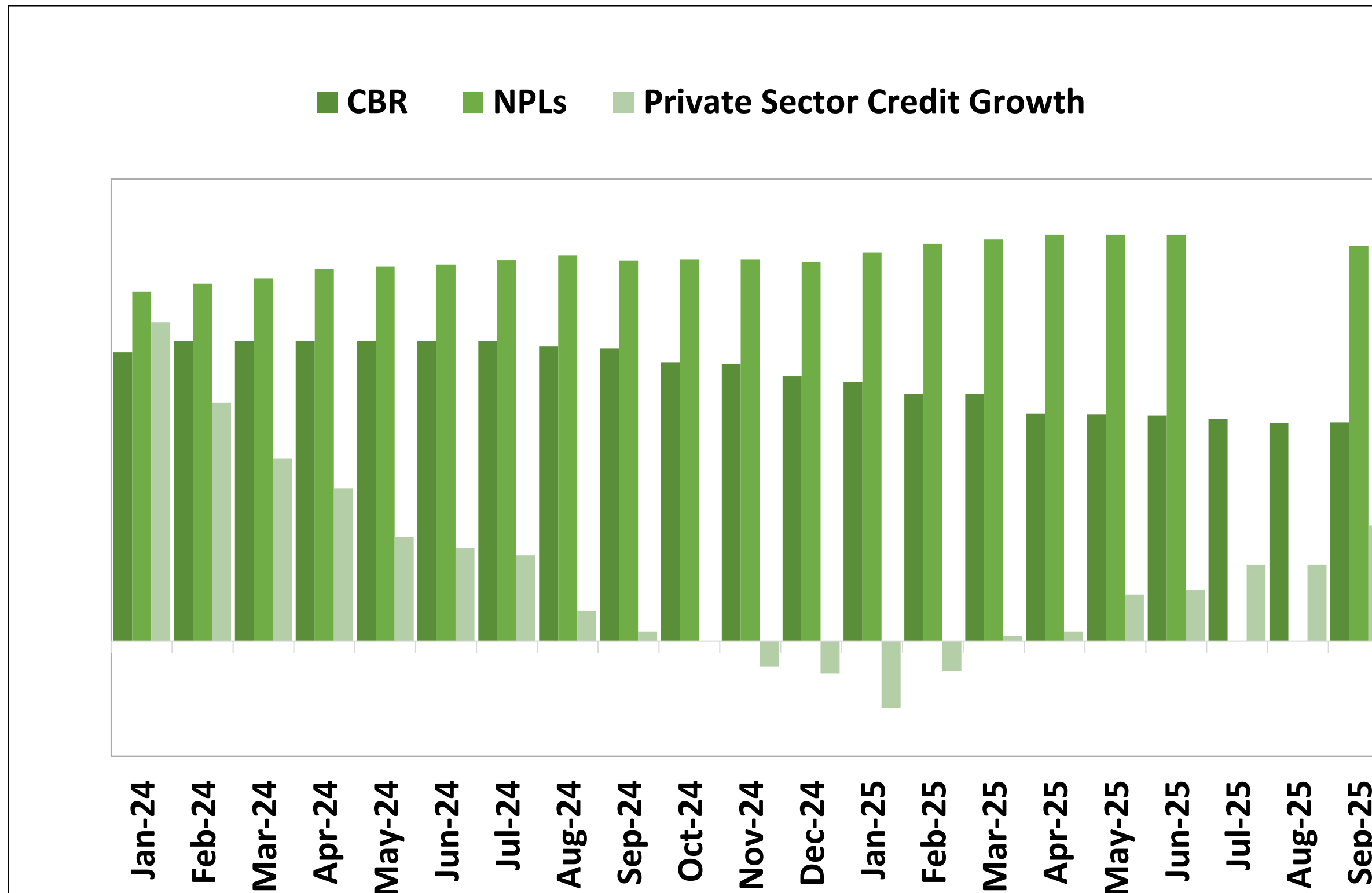
- The Kenyan Economy continues to reap the benefits of a stable macroeconomic environment in 2025. Inflation, interest and exchange rates are within tolerable thresholds supportive of activities within the real economy.
- Consequently, data from KNBS indicates that Kenya's economy is on a recovery path, growing by 5% in the second quarter of 2025 compared to a growth of 4.6% in a comparable period of 2024.
- Growth was anchored on strong performances within the agricultural sector and a recovery within the industrial sectors of the economy particularly the construction and mining sectors.
- Looking ahead and into 2026, the economy is projected to continue on a recovery path supported by a stable macro-economic environment, supportive government policy and easing financial conditions globally.
- Key Risks to the growth outlook includes the prolonged policy uncertainty, fiscal pressures, adverse weather conditions and geo-political risks which are hard to predict.

INFLATION & INTEREST RATES



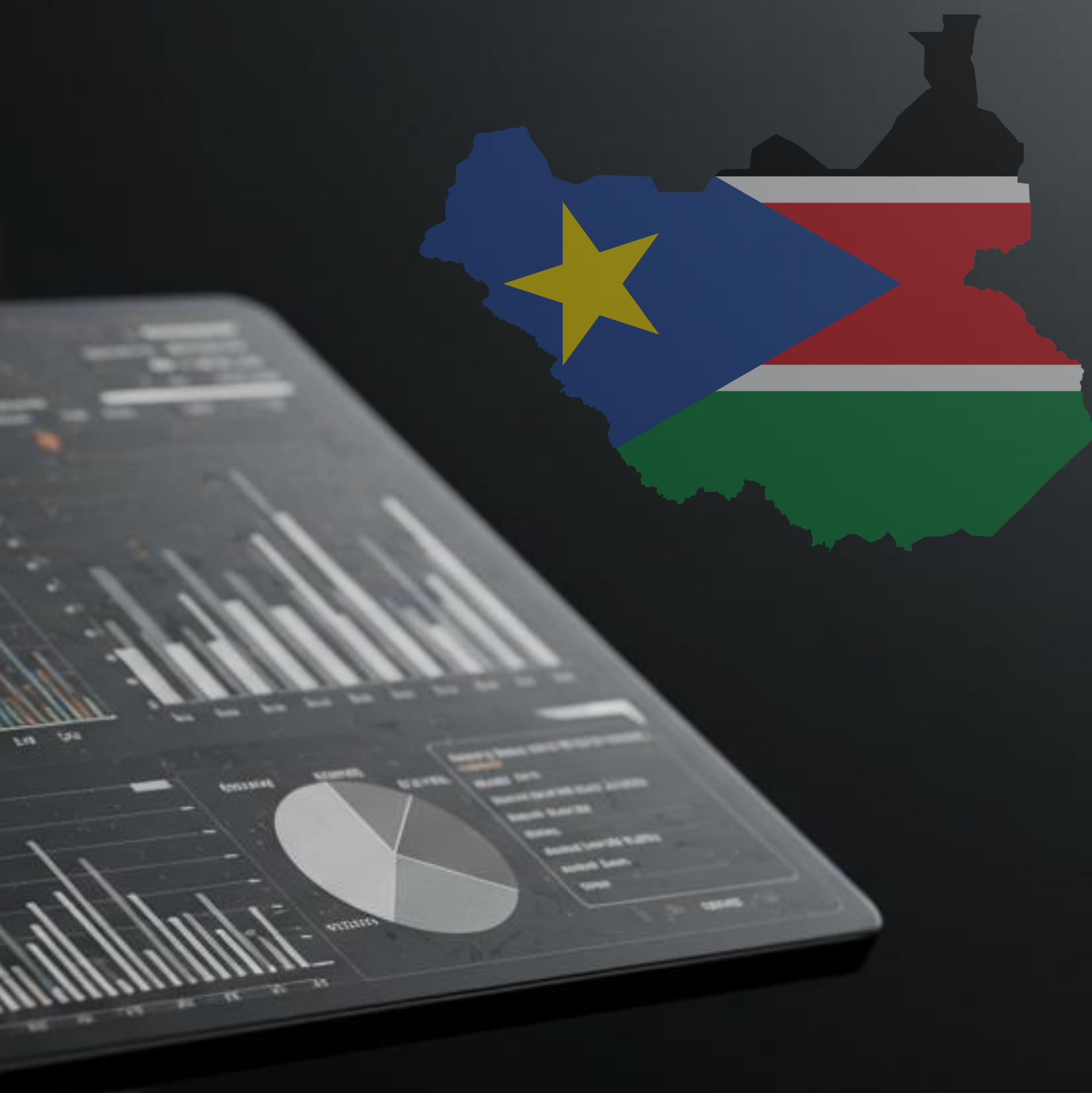
- Overall headline inflation has remained within target in 2025 supported by a favorable weather, government interventions within the agricultural sector and moderating oil prices globally.
- Over the near-term, inflation is expected to remain largely within target anchored on a favorable weather supporting agricultural productivity, government support to the agricultural sector and stability in global commodity prices.
- As a result of the stability in inflation and exchange rate, the Monetary Policy Committee of the Central Bank has lowered its benchmark rate from 13% in August 2024 to 9.25% in October 2025 aimed at stimulating activities in the domestic market.
- Looking at the horizon and into 2026, we expect to continue to see an accommodative monetary policy supported by stability in inflation, exchange rate even as key markets globally continue to lower their interest rates.

PRIVATE SECTOR CREDIT GROWTH & NPLs



- Supported by the fall in interest rates, credit to the private sector continues to recover from the contraction observed at the beginning of the year to record a growth of 5% as of September 2025 but still below the average of 12% in 2022-2023.
- Strong growth in private sector credit was observed within the building & construction, consumer durables, manufacturing and trade sectors of the economy.
- On the same trend, non-performing loans have improved in 2025 largely supported by the fall in interest rates which has broadened the base. However, legacy NPL cases remain a challenge within the industry.
- Over the coming quarters, we expect credit growth and NPLs to continue improving supported by falling interest rates, and government interventions especially in the road sector.

SOUTH SUDAN



- South Sudan stands at a significant inflection point, caught between renewed optimism from recovering oil flows and cash liquidity stress across the economy.
- The IMF projects a real GDP rebound of 24.3% in 2025 and 22.4% in 2026, following a 26.1% contraction in 2024.
- The projected recovery reflects favorable base effects, the resumption of oil production and exports and the stabilizing global conditions after trade disruptions in early 2025.
- This turnaround is expected to re-anchor fiscal revenues, stimulate government spending, and help stabilize the exchange rate while Inflation is expected to moderate marginally to 97.5% in 2025 from 99.8% in 2024.
- However, this recovery is being undermined by a cash liquidity crisis that is impacting overall economic activities in the economy given that South Sudan is a cash heavy economy.
- Further, the weak monetary policy transmission mechanism and a weak external position has made confidence in the market remain weak.

2025-2029 Corporate Strategic Plan

“Good to Great” Strategy





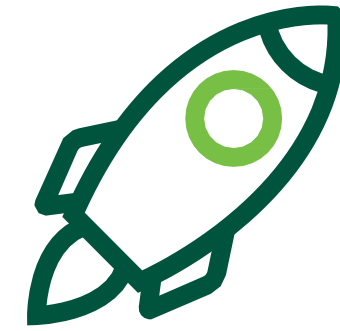
PURPOSE

A financial partner predominantly owned by the Co-operative movement,
Transforming lives



VISION

To be the dominant bank in Kenya and the region, riding on the unique Co-operative Model providing innovative financial solutions for distinctive customer experience.



MISSION

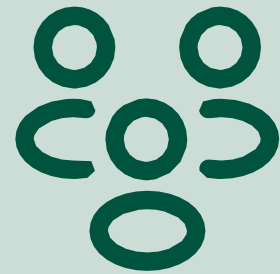
To offer a wide range of innovative financial solutions leveraging on our heavy investment in multi-channels, national and regional presence and with a focus on excellent customer experience by a highly motivated and talented team.

1



Aggressive deepening of our dominance in Kenya and Region.

2



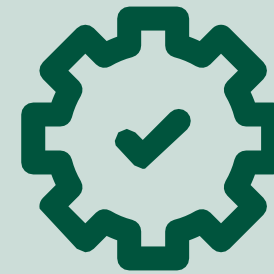
Primary provider of financial services to the Co-operative Movement in Kenya and the region.

3



Seamless and exceptional customer experience across our touchpoints.

4



Leverage digital transformation / innovation for operational efficiency supported by an engaged and highly productive workforce.

5



Optimal Enterprise Risk and Compliance in the dynamic environment.

6



Positive impact on the economy, society, and environment.

“Soaring Eagle” Transformation

Progressive gains for our efficiency and growth.

1. Branch Transformation

2. MSME Transformation

3. Sales Force Effectiveness

4. Shared Services & Digitization “The Digital Bank”

5. NPL Management & Credit Processes

6. Cost Management

7. Data Analytics

8. Staff Productivity





Branch Transformation

>**90%** of total transactions are on Alternative Channels.

E-Credit

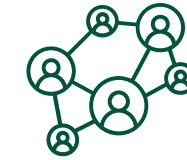
- A key focus area, **Kshs. 483 Bn** disbursed to Date.
- **Kshs. 6.0 Billion** disbursed per month on average.
- Short term tenure



Mobile Internet



ATM & Agency
CDM



MSME Transformation

70,010 Customers trained

254,707 customers onboarded MSME Gold, Silver & Bronze

NFS

- **154** Webinars
- **198** Clinics
- **90** networking forums
- **7** International Business trips



Sales Force Effectiveness

- Sector focus; Tailor-made go-to-market strategies for different sectors.
- Scale up of value chain business
- Leasing- Partnership with Coop fleet to offer assets on lease



Shared Services & Digitization “The Digital Bank”

- New Core Banking System live in Kenya (June 2023), South Sudan (March 2024) & Kingdom Bank (Ongoing).
- New Trade and Treasury System
- Revamped Co-op Bank Mobile Banking App
- Business Process Management System.





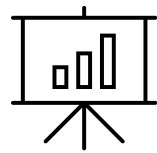
NPL Management & Credit Processes

Continuous Process improvement for enhanced End to End Turn Around Time on all loan applications.

Proactive early delinquency & NPL management through Connecting with our customers, collecting and offering customer-centric solutions.

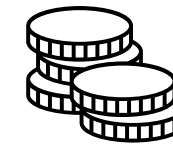
Key initiatives gained from credit management projects:

- Credit Review Implementation Project “Project Kilele”
- Decentralization of loan portfolio management enabling Project 3C (Connect, Collect and Cure).
- Project Connect & Build (CB) for co-creating solutions with our customers to grow the loan book and increase product holding.



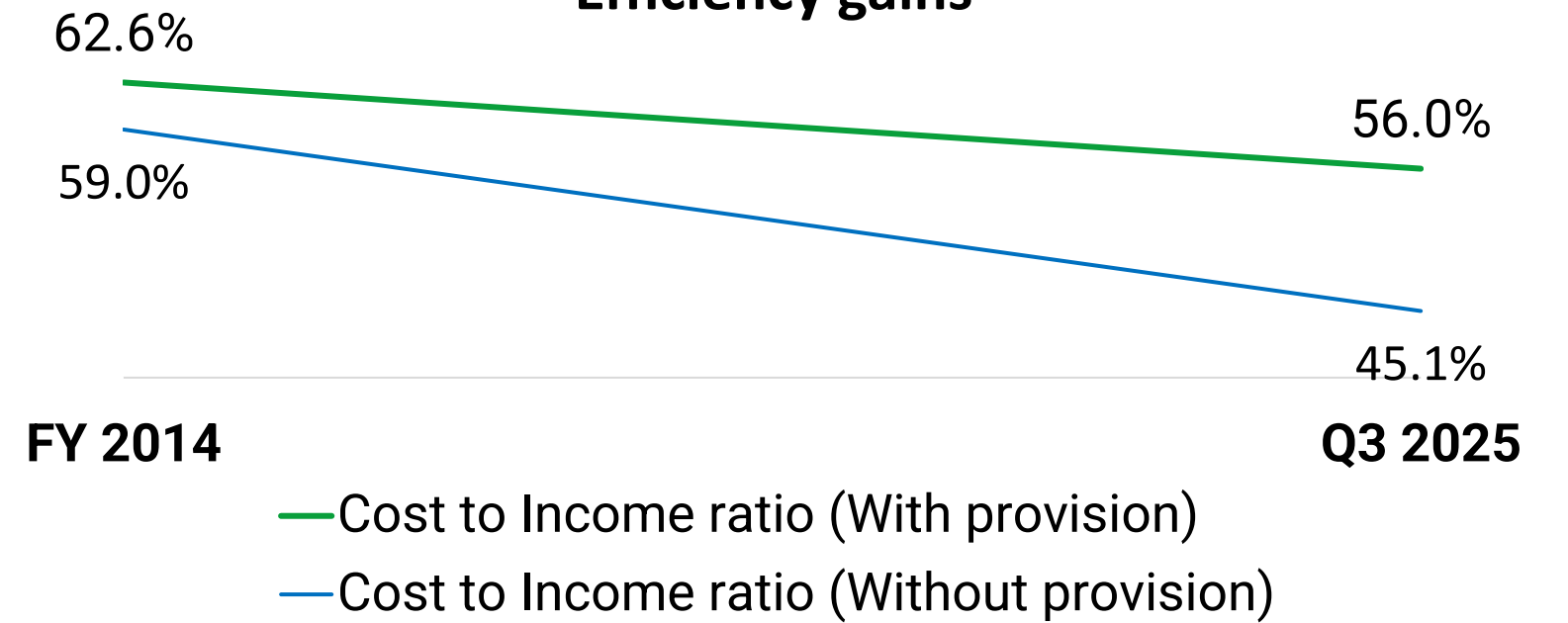
Data Analytics

- Advanced data analytics supporting data-led sales, reporting and decision making



Cost Management

Efficiency gains



Staff Productivity

- Performance Rigor & Rhythms
- High Performing Teams (HPT) Culture
- Performance-linked Rewards & Recognition
- Staff Productivity –get the best out of our people
- Talent Acquisition –deepening capabilities

Environmental Social and Governance (ESG)



Environmental Social and Governance (ESG) Policy Statement

The Co-operative Bank Group objectives under this policy are:

- To incorporate strong environmental, social, and corporate governance principles throughout all operations and business activities.
- To comply with relevant national laws, regulations and agreements on the environment, climate change, health, safety, and social issues to which the Group subscribes to and in the countries it operates in.
- To evaluate and manage environmental and social impacts when developing policies, products, or major change initiatives.
- To communicate this policy to internal and external stakeholders as part of regular reporting.

This policy shall be applied enterprise-wide and covers all material operations, including geographies, corporate functions, and business units of the Co-operative Bank (Co-op Bank) Group.

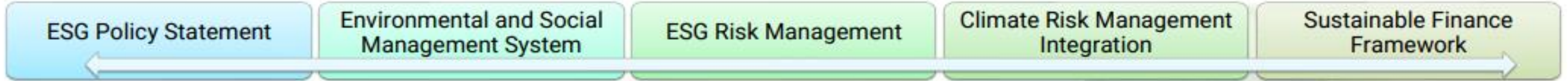
DR. GIDEON MURIUKI
CBS, MBS GROUP MANAGING DIRECTOR & CEO
NOVEMBER 2022



Handwritten signature of Dr. Gideon Muriuki, consisting of a stylized 'G' and 'M' followed by a horizontal line.



ESG Policy Framework









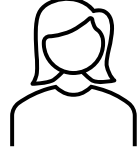





Our ESG Policy Framework is a cohesive structure guiding Co-operative Bank's strategic approach to Environmental, Social, and Governance (ESG) obligations. It orchestrates an interconnected network of policies, procedures, and guidelines, creating a robust ESG management system and provides a robust blueprint for managing and mitigating ESG-related risks, as well as for leveraging opportunities to enhance our positive impact on society and the environment



Impact driven by our dedicated ESG Focus



 MSME Financing	 Affordable Infrastructure	 Renewable Energy
 Green Buildings	 Food Security	 Access to Essential Services
 Employment Generation	 Youth Banking	 Women Banking
 Sustainable Water & Waste Management	 Sustainable Food & Agriculture	 Affordable Housing

- **ESG Policy:** Applied throughout all operations and business activities.
- **Environmental and Social Management System (ESMS):** We use an ESMS, aligned with IFC Performance Standards and national regulations
- **Loans screening for environmental and social risks.**
- **Integrated ESG Risk Management:**

- Kshs.100M Co-op Bank Capacity-building & Technical Fund
- Co-op Bank provides the Direct Settlement System for Coffee benefiting all market players, especially farmers.
- **Co-opbank Soko** - a digital marketplace that connects the agriculture value chain.

Co-op Foundation
11,826
Students Sponsored
on Scholarship Program

Co-op Consultancy
3,852
Consultancies to the Co-operative Movement.

Local Suppliers
90%
of our sourcing is local
18.5B
paid to Suppliers in FY2024

MSME Focus
254,707
onboarded to MSME Gold, Silver and Bronze.
70,010
Trained



Focused Execution In Integration of ESG Principles

The third quarter established the governance and data foundation to translate our ESG strategy into measurable financial and risk outcomes. We remain on track to meet key regulatory and commercial milestones while strengthening systems, managing risk, and capturing sustainable finance opportunities.

Embedding ESG Internally

- ✓ **Capacity Building:** Broad institutional engagement.
- ✓ **Targeted Training:** Specialized ESMS sessions
- ✓ **KBA SFI E-Learning:** 79% staff completion rate.
- ✓ **Advanced Skills** in renewable energy



Strengthening E&S Risk Management

- ✓ **ESMS Process Automation:** Web based, replacing manual forms.
- ✓ **System Enhancements:** Upgraded workflows and accountability in E&S Due Diligence.



Sustainable Finance & Partnerships

- ✓ **Strategic Partnerships:** Expanding collaborations to accelerate sustainable finance.
- ✓ **Green Portfolio pipelines**
- ✓ **E-Mobility Program**



Climate Action & Governance

- ✓ **Climate Risk Stress Test:** Completed next steps defined as per the climate consultancy project.
- ✓ **GHG Accounting:** Baseline report finalized and adopted.
- ✓ **Green Data Lab:** Enhancing data governance for regulatory readiness.





Sustainability Awards

Most Sustainable Bank in Kenya



Asanteni Saana!

OVERALL WINNER

Sustainable Finance Catalyst Awards



Most Innovative Bank



Best in financing Commercial Clients



Best in Financing MSMEs



1st Runners up – Best In promoting People with Disability (PWD)



2nd Runners Up – Best in Promoting Gender Inclusivity



Award-Winning Brand



15-17
SEPT
2025 | GLOBAL
SME FINANCE
FORUM

Official Side Event
 G20 SOUTH AFRICA 2025

JOHANNESBURG, SOUTH AFRICA

 **CO-OPERATIVE BANK**
We are you

2025 Global SME Finance Awards Winner

Product Innovation of the Year - Africa

globalsmefinanceforum.com

Award-Winning Brand



ENERGY MANAGEMENT AWARDS (EMA) 2025

Winner, Financial Institution Award

INFOSYS FINACLE INNOVATION AWARDS 2025

- Transformation excellence - platinum winner
- ESG-led innovation - platinum winner

GLOBAL FINANCE - WORLD'S BEST BANK AWARDS 2024

Best Bank in Kenya

ASIAN BANKER GLOBAL MEA AWARDS

Best SME Bank in Kenya - 2024

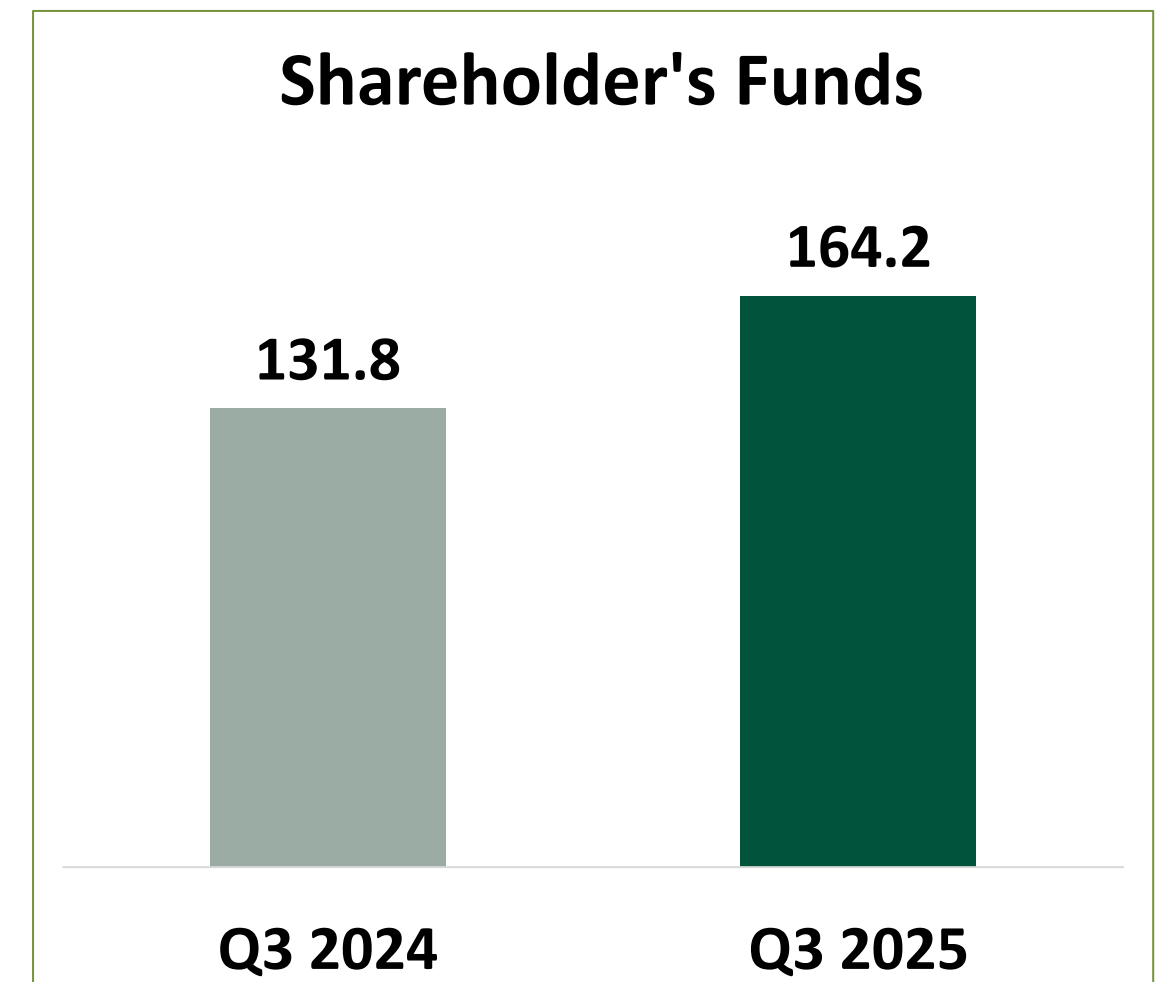
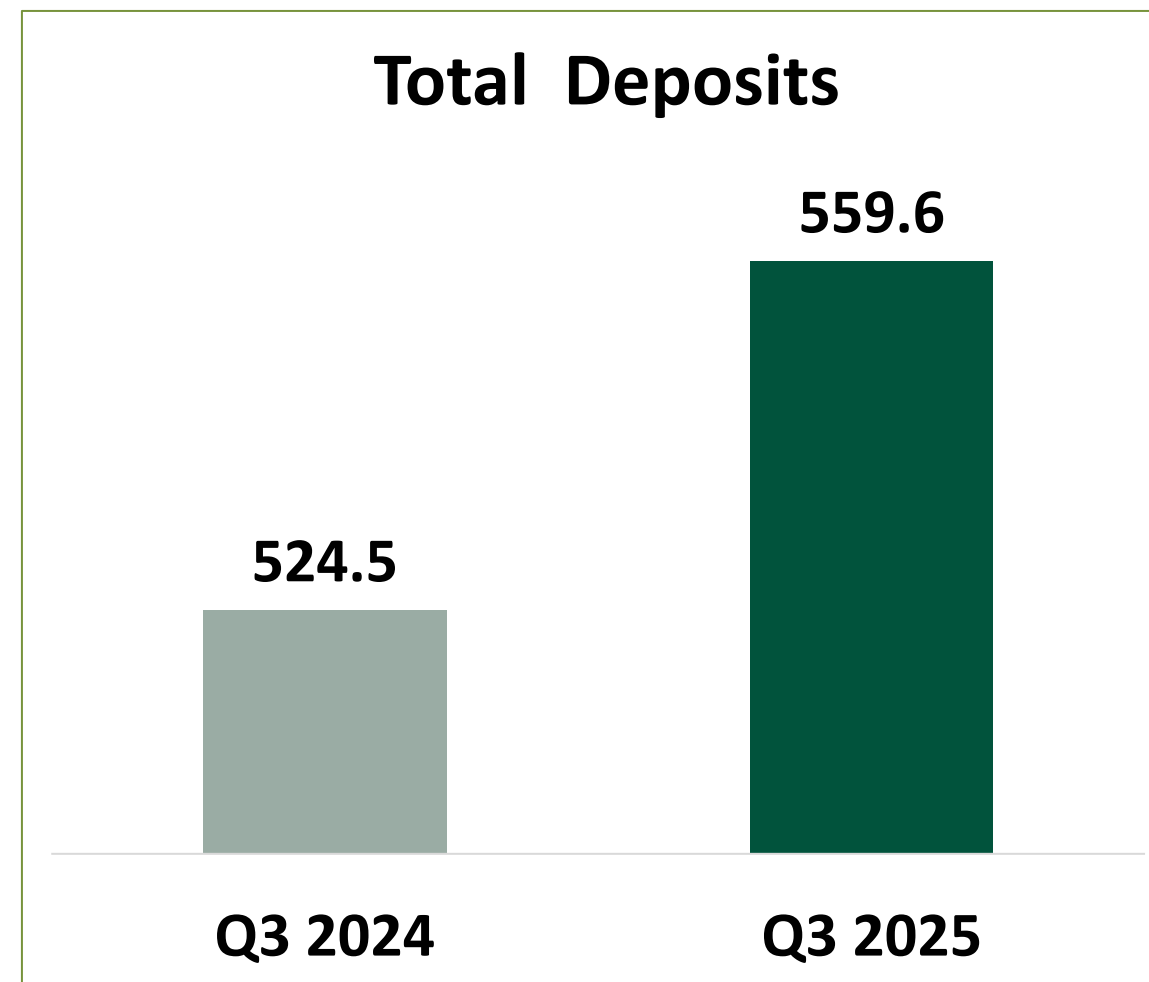
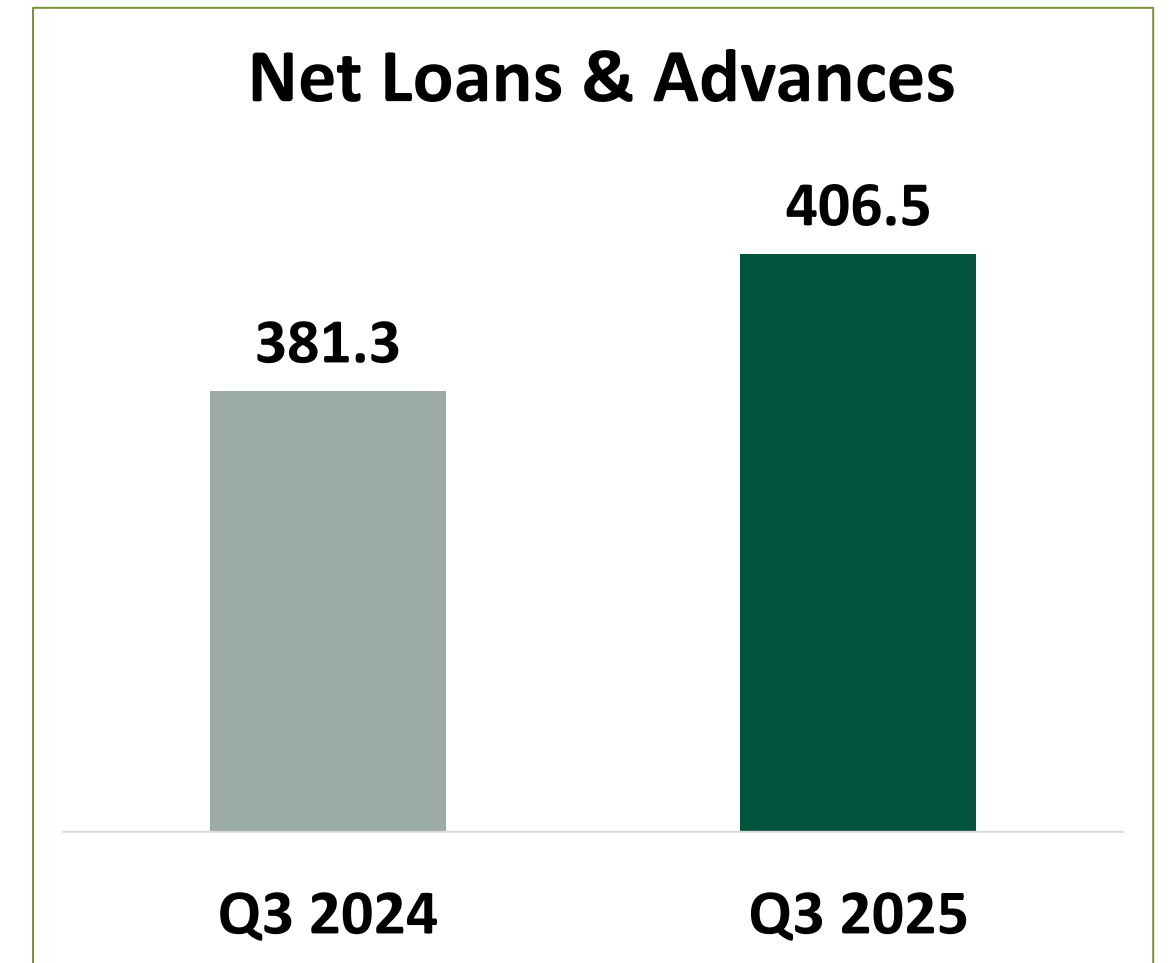
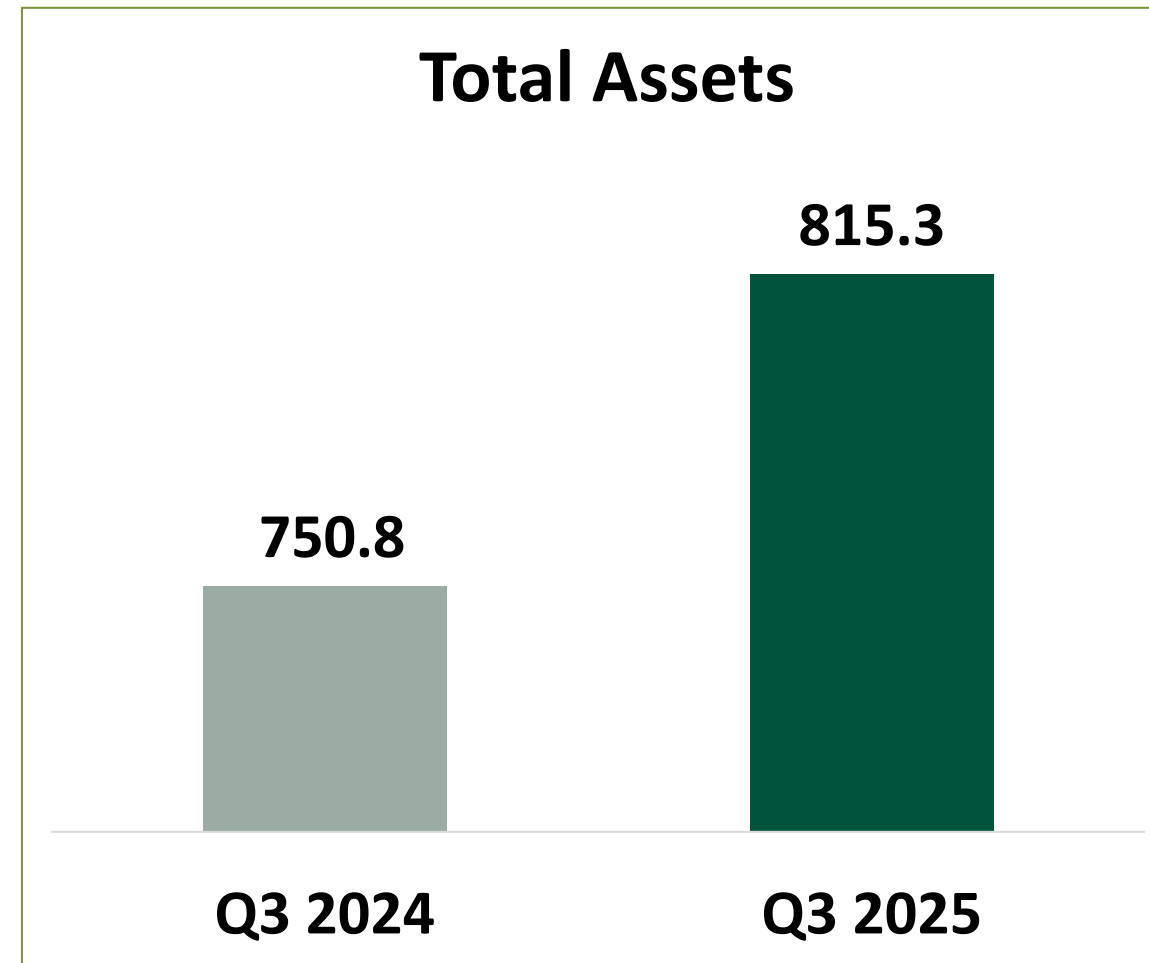
CIO 100 AWARDS 2024

Banking Category – Overall Winner



Group Financial Performance

Strong Financial Position (Kshs. Billions)

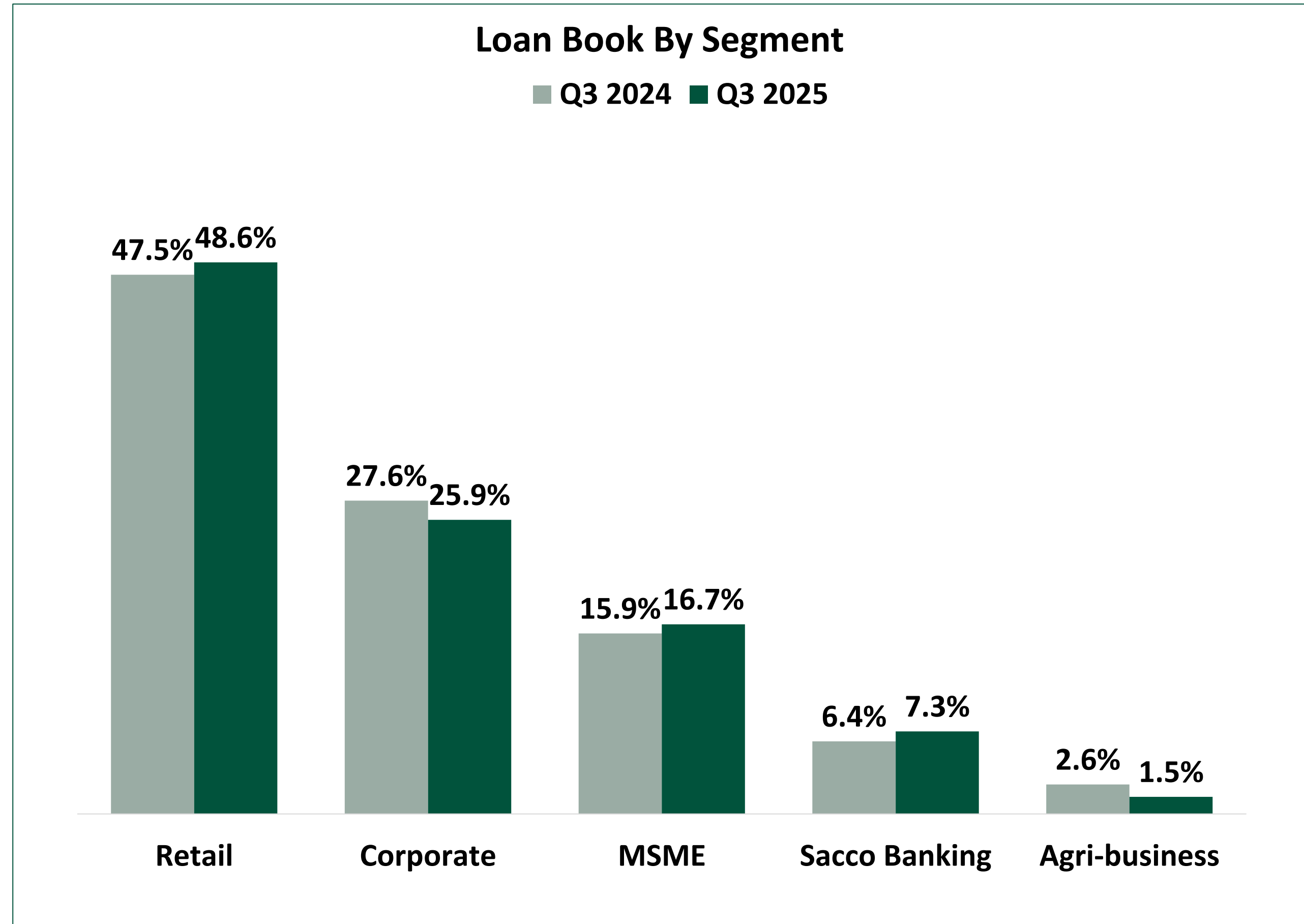


Strong Financial Position

<i>Kshs. Billions</i>	Q3 2025	Q3 2024	% Growth	
Total Assets	815.3	750.8	8.6%	
Net Loan book	406.5	381.3	6.6%	
Government Securities	255.4	211.6	20.7%	
Total Deposits	559.6	524.5	6.7%	
Borrowed Funds	66.5	58.0	14.6%	
Shareholder's Funds	164.2	131.8	24.5%	

Diversified loan book

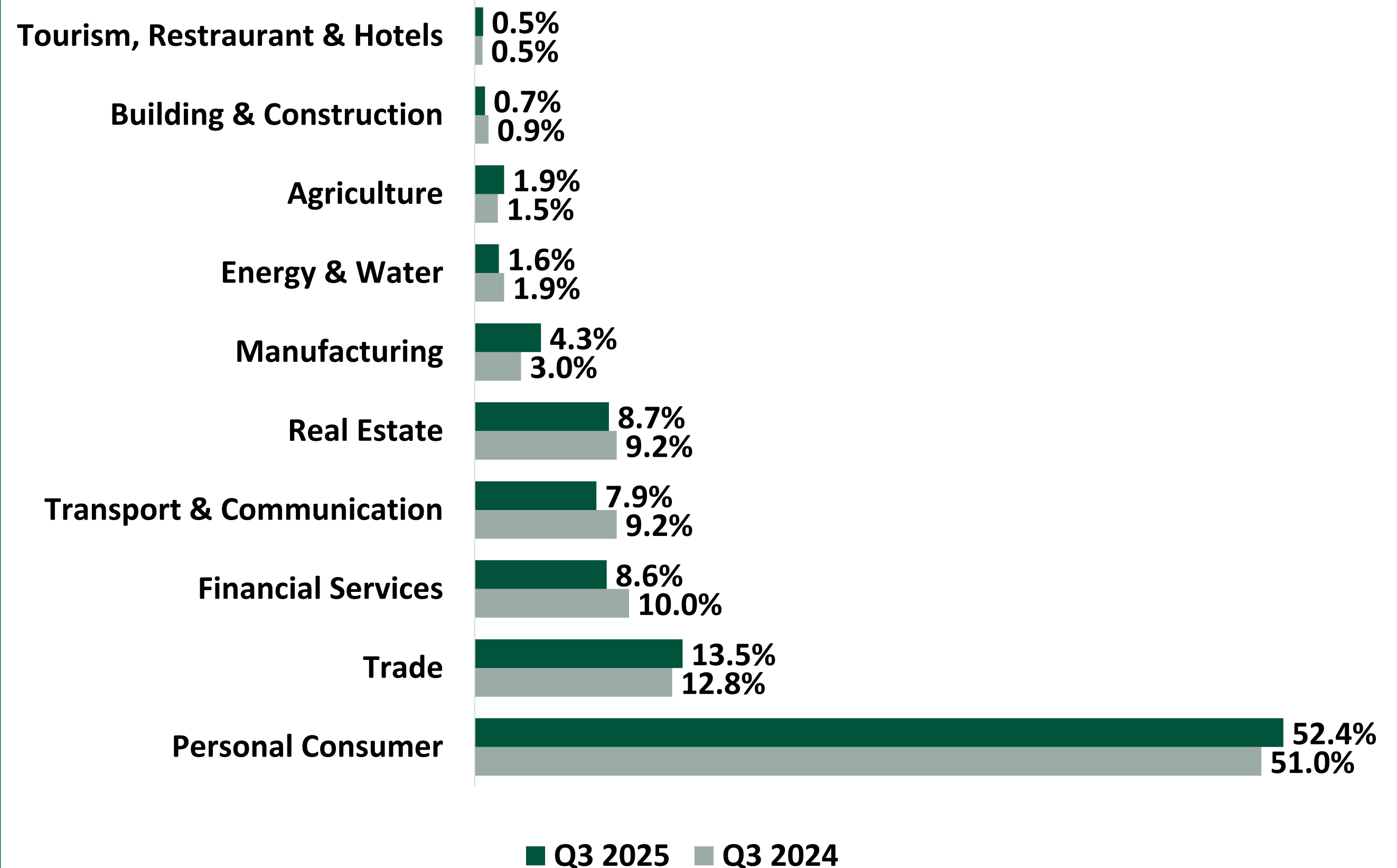
- Diversified across segments.
- Highest book is in Consumer Banking;
 - Check off; deductions are done at source.
 - Diversified across various Government/quasi-government employees.
 - Appraisal of both employer and employee for optimal risk-return.



Diversified loan book

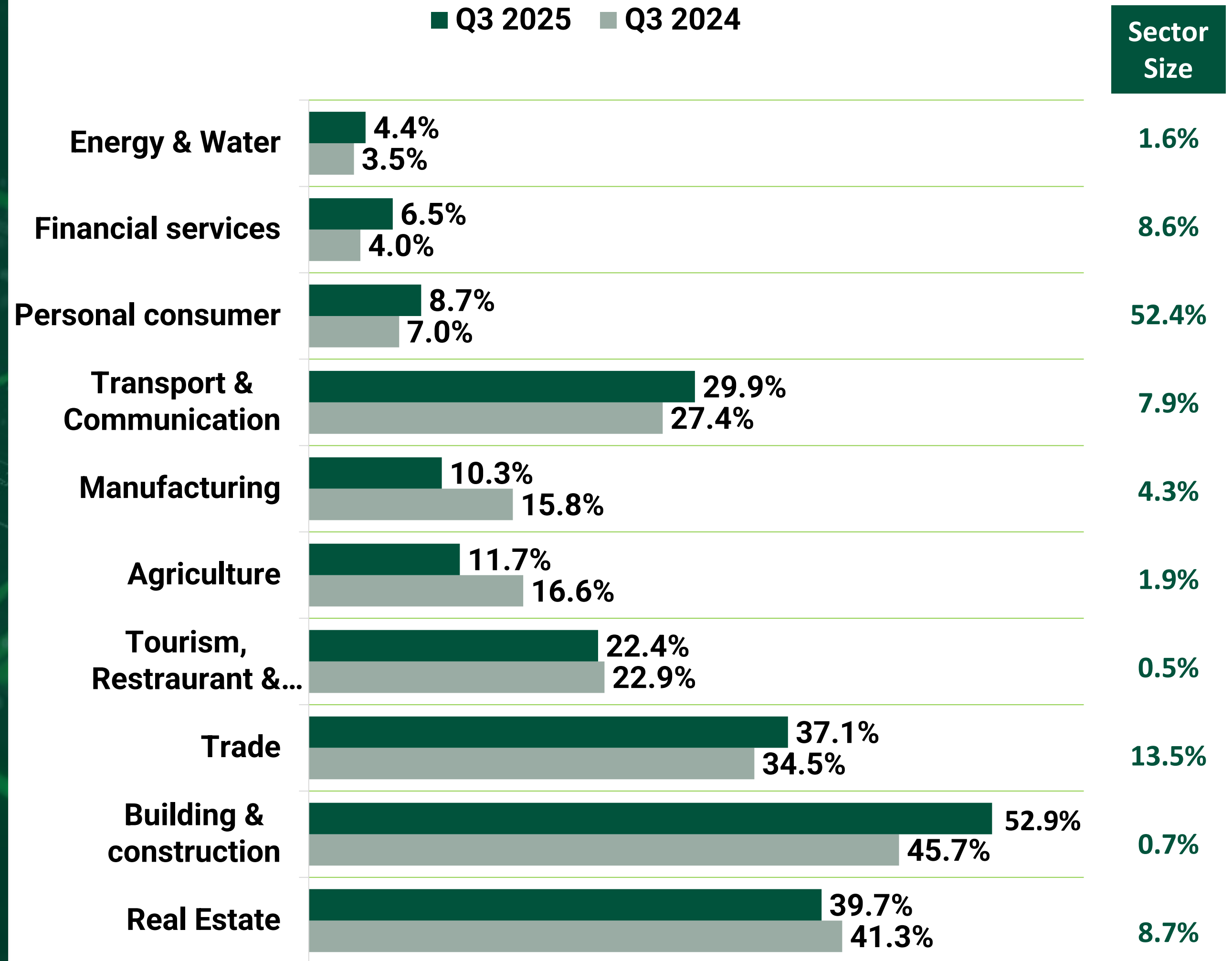
- Diversified across sectors
- 52.4% in Personal consumer which is performing well

Loan Book by Sector



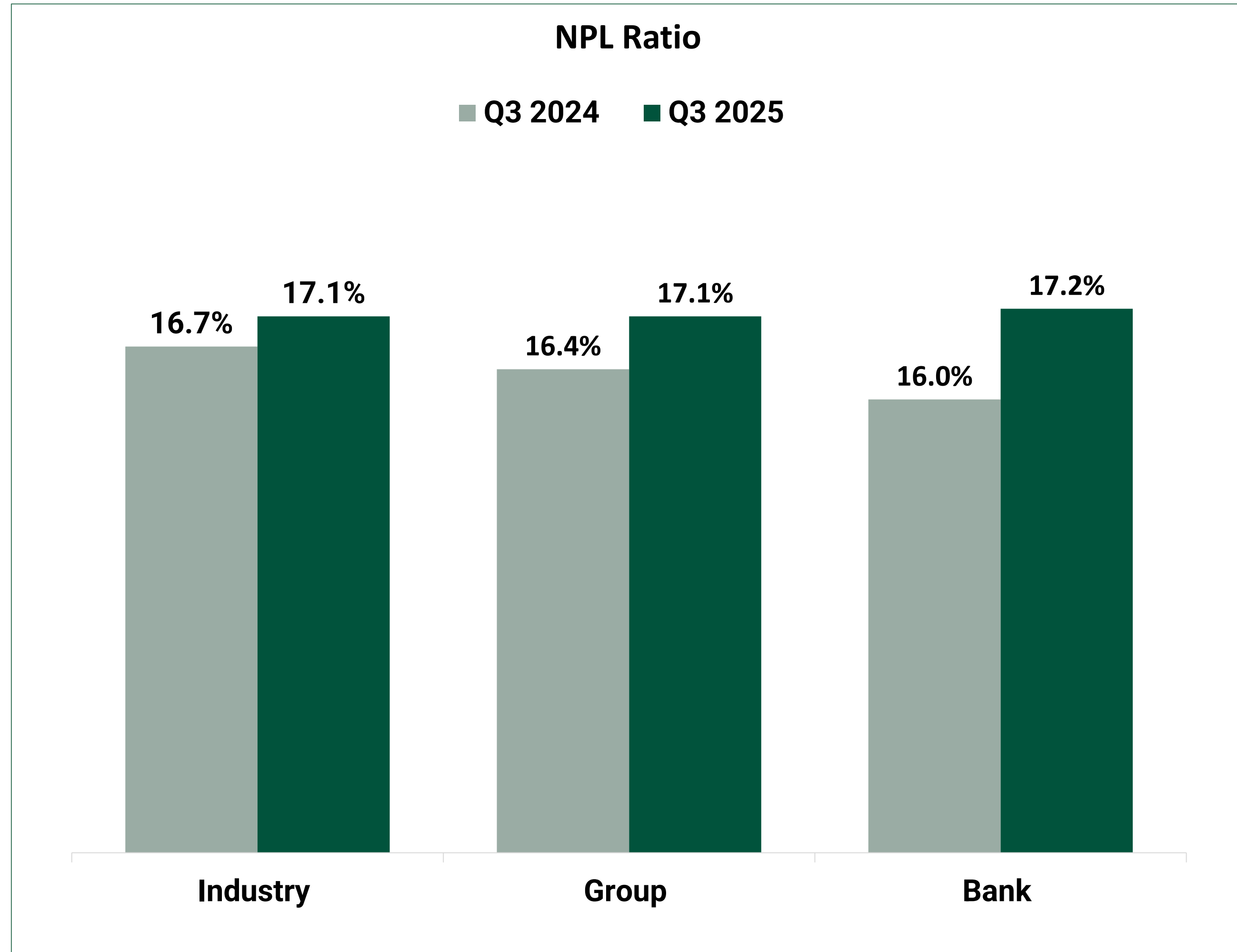
Portfolio Trends: Sector NPL

Low relative exposure in high-risk sectors

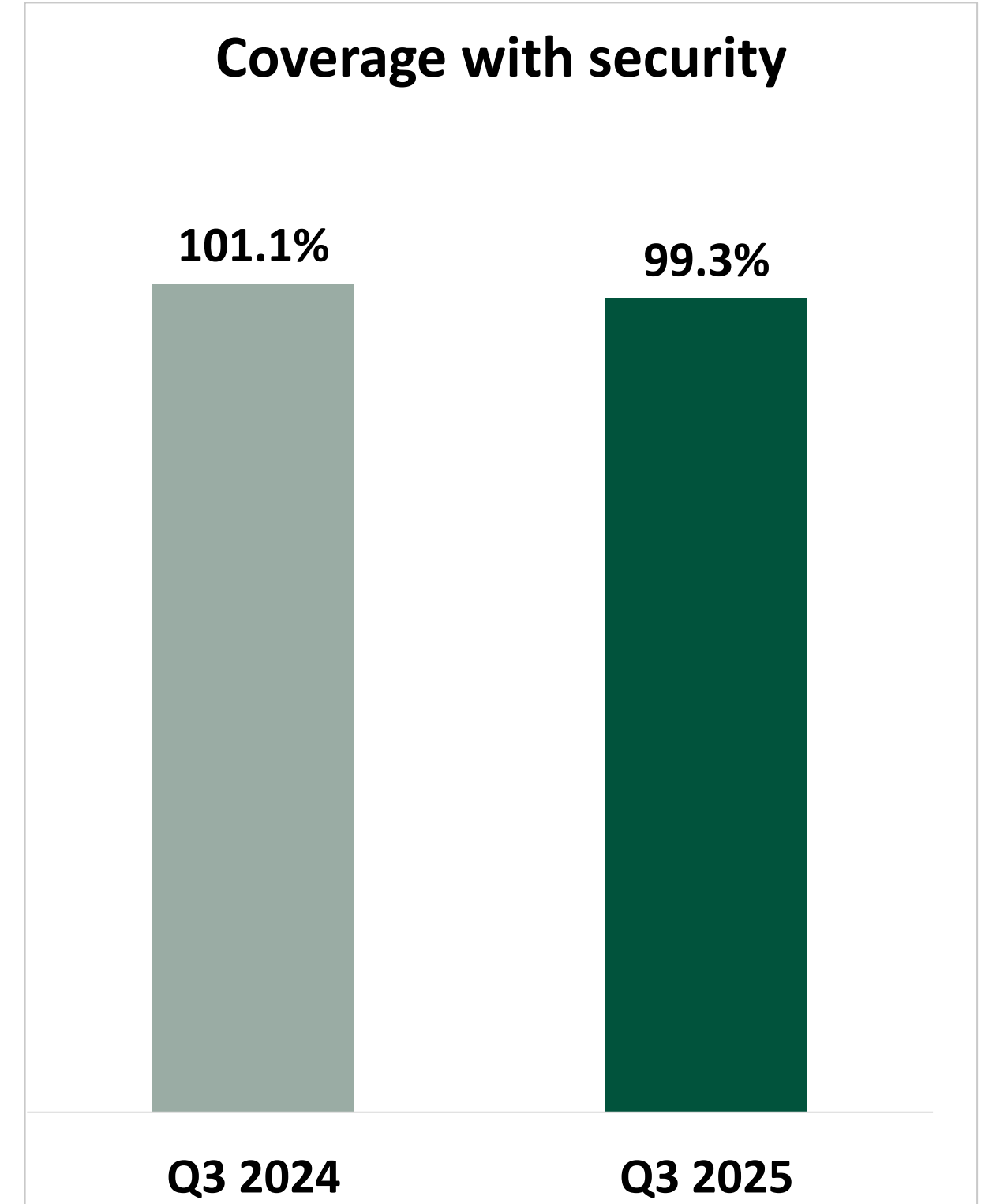
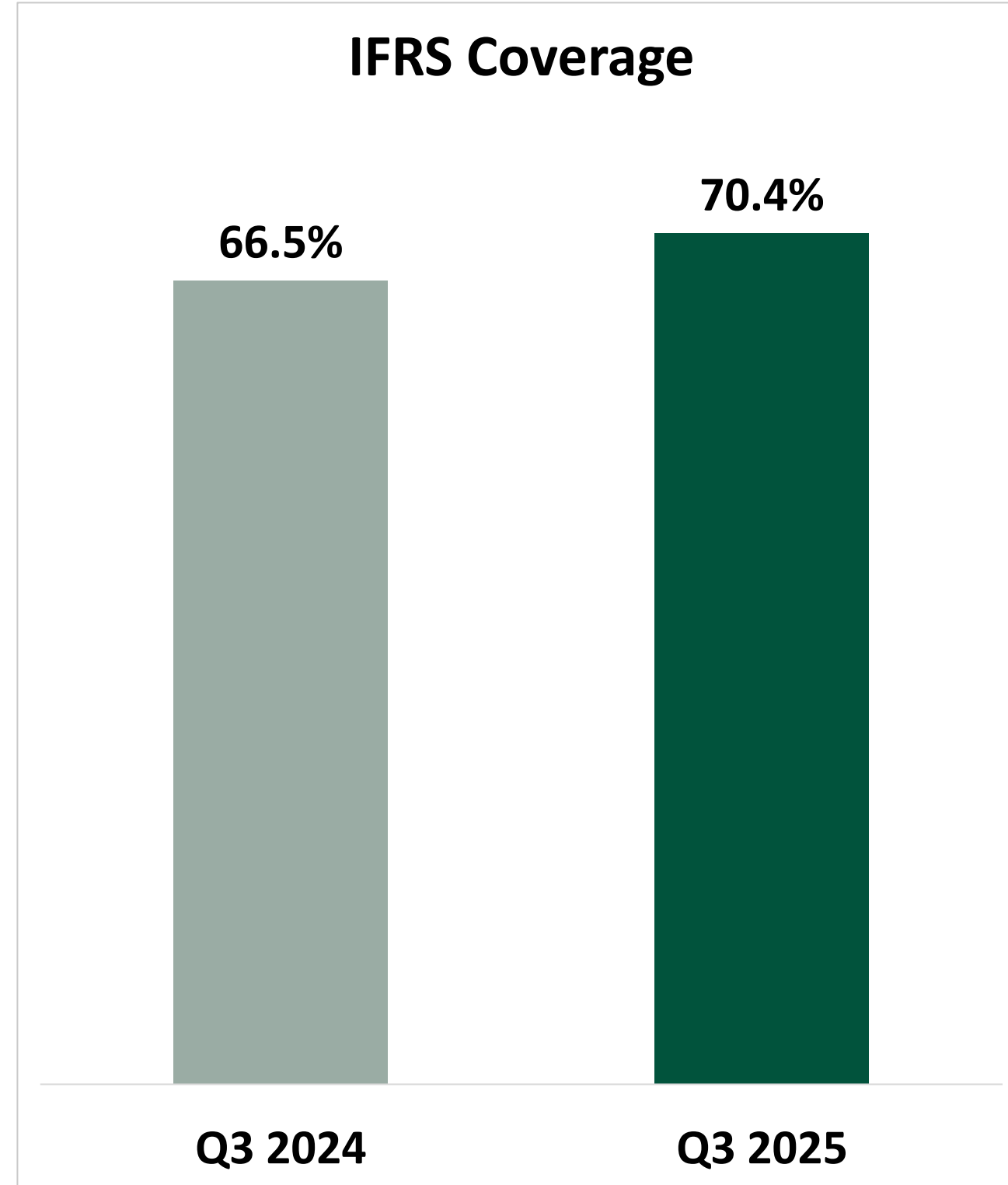
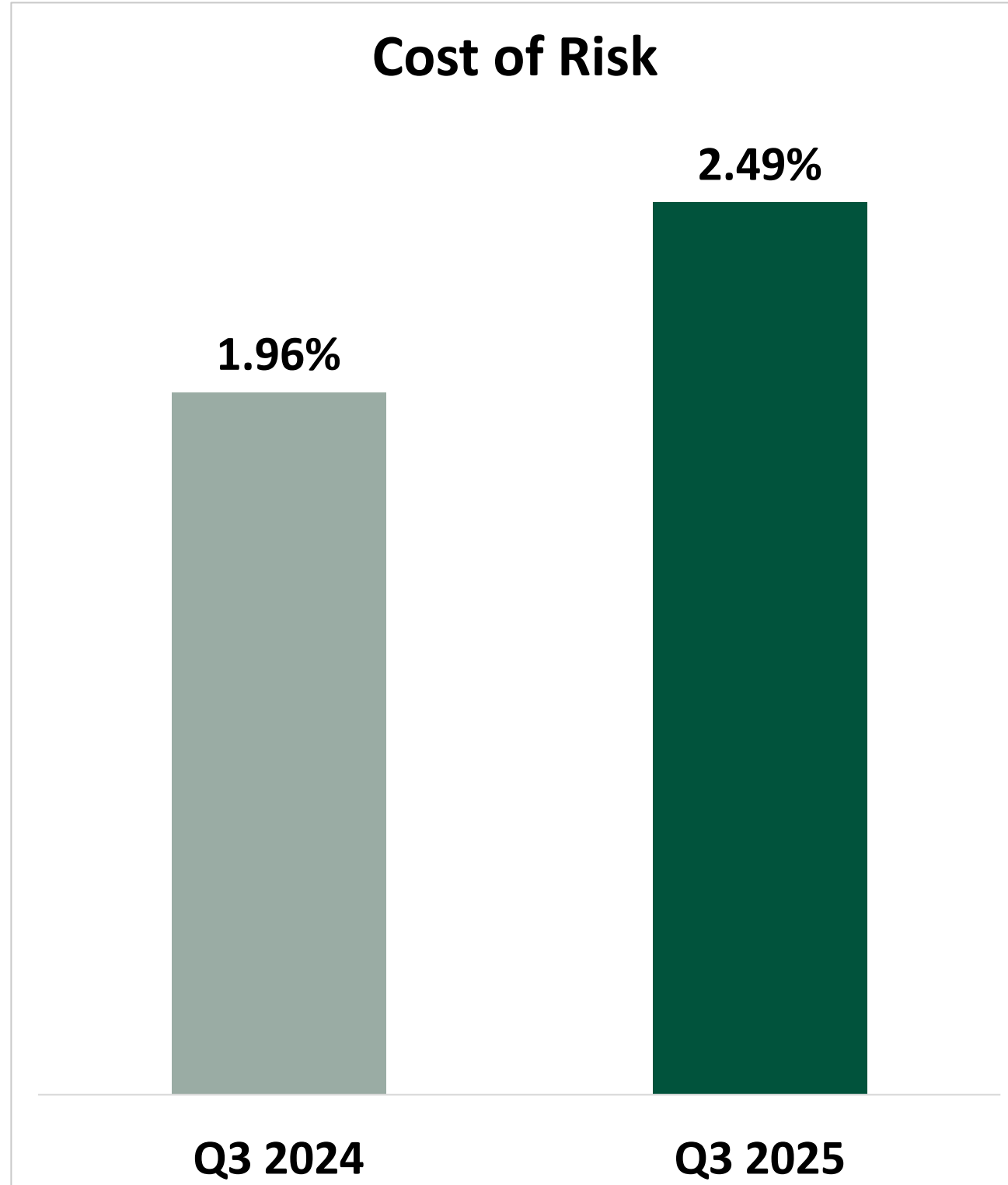


Supporting NPL Management;

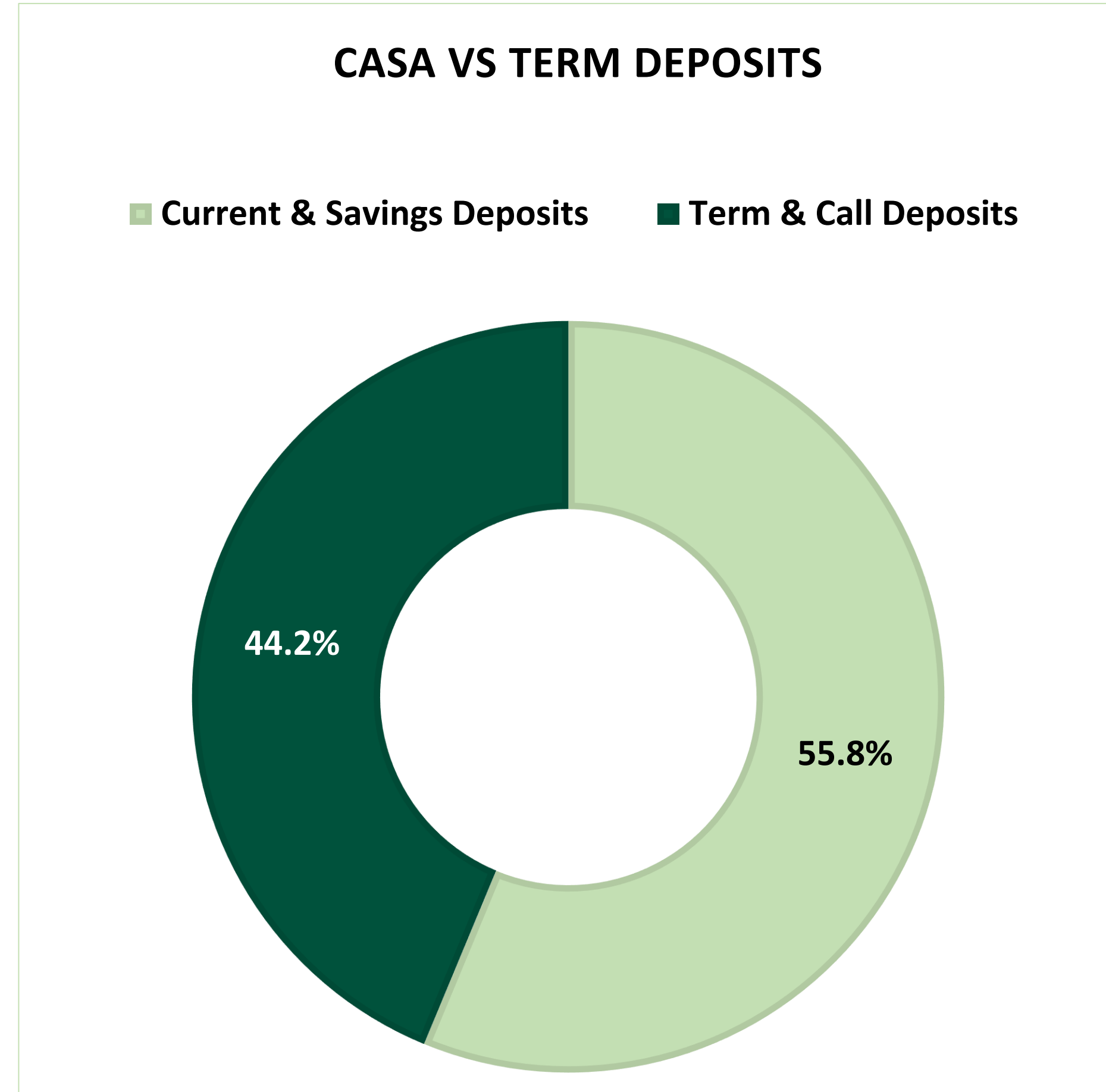
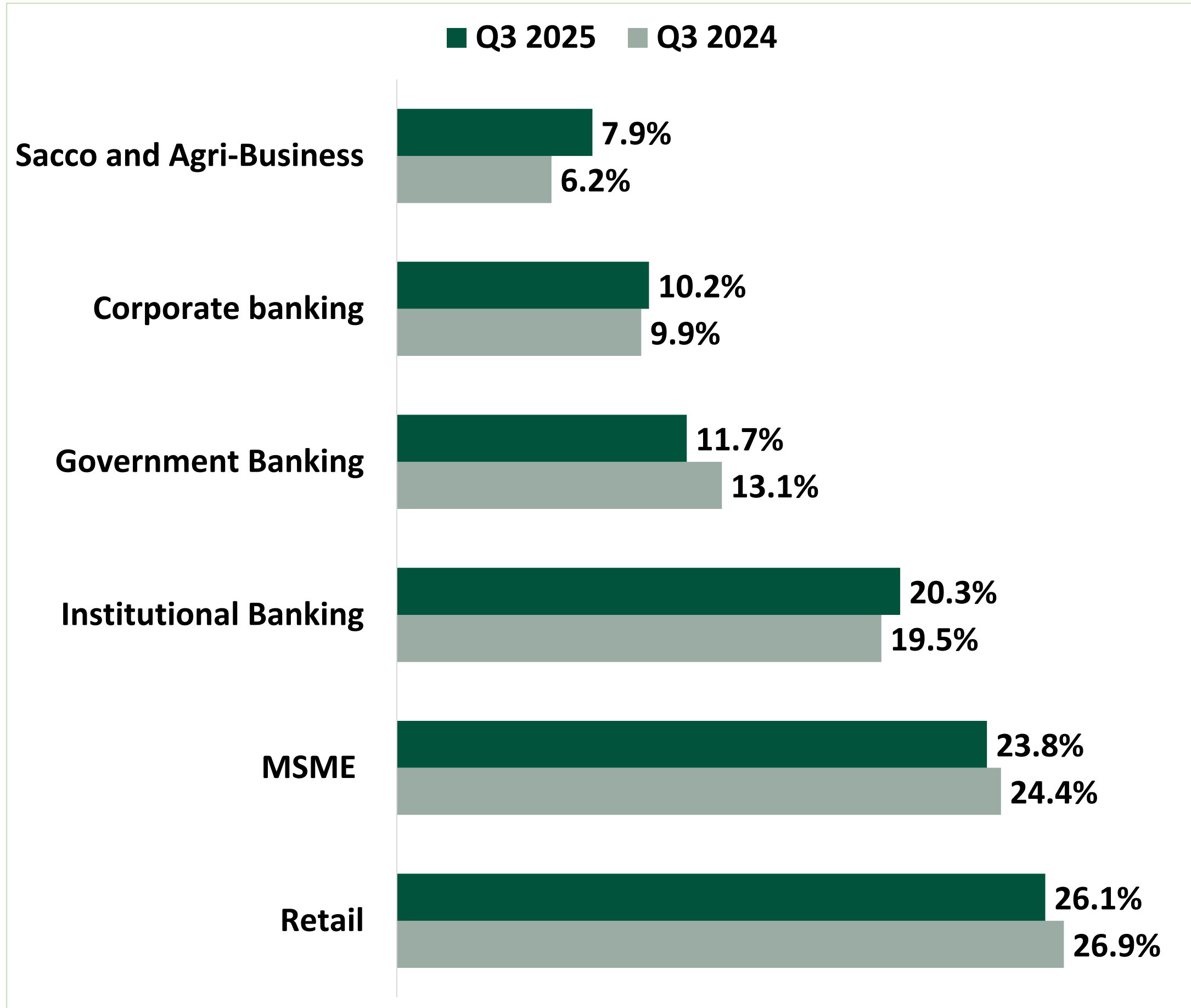
- Proactive Loan book Growth initiatives to increase the base.
- Proactive Credit Management Strategies.
 - Early warning systems
 - Connect, collect & Cure approach
 - Prudential provisioning
 - De-risking mechanisms through guarantees
- Consumers and Businesses resilience in a dynamic economic environment.



Cost of risk of 2.49% in Q3 2025.



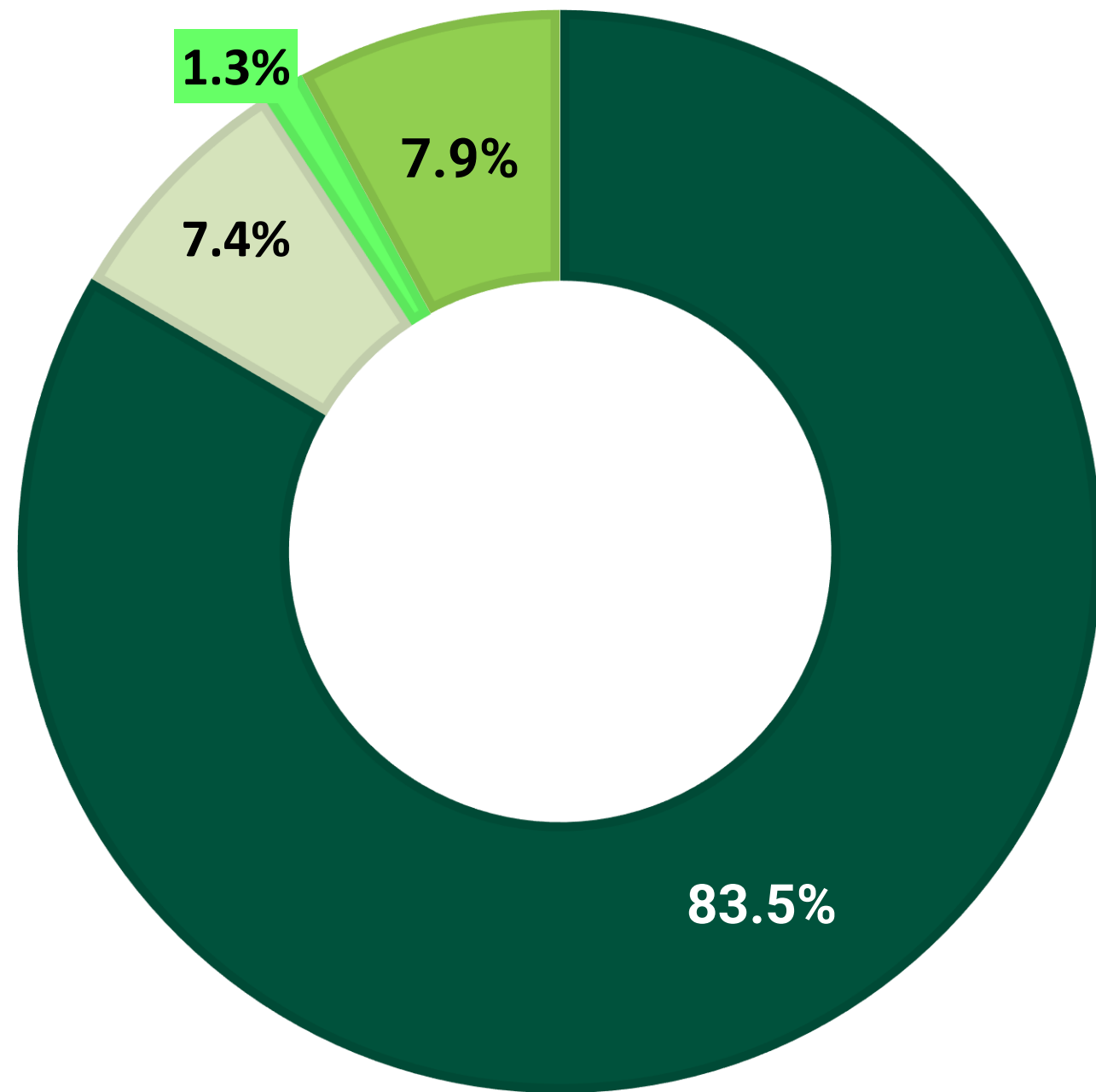
Well-diversified Liability Portfolio



Optimally balanced Kenya Shilling Asset & Funding Book

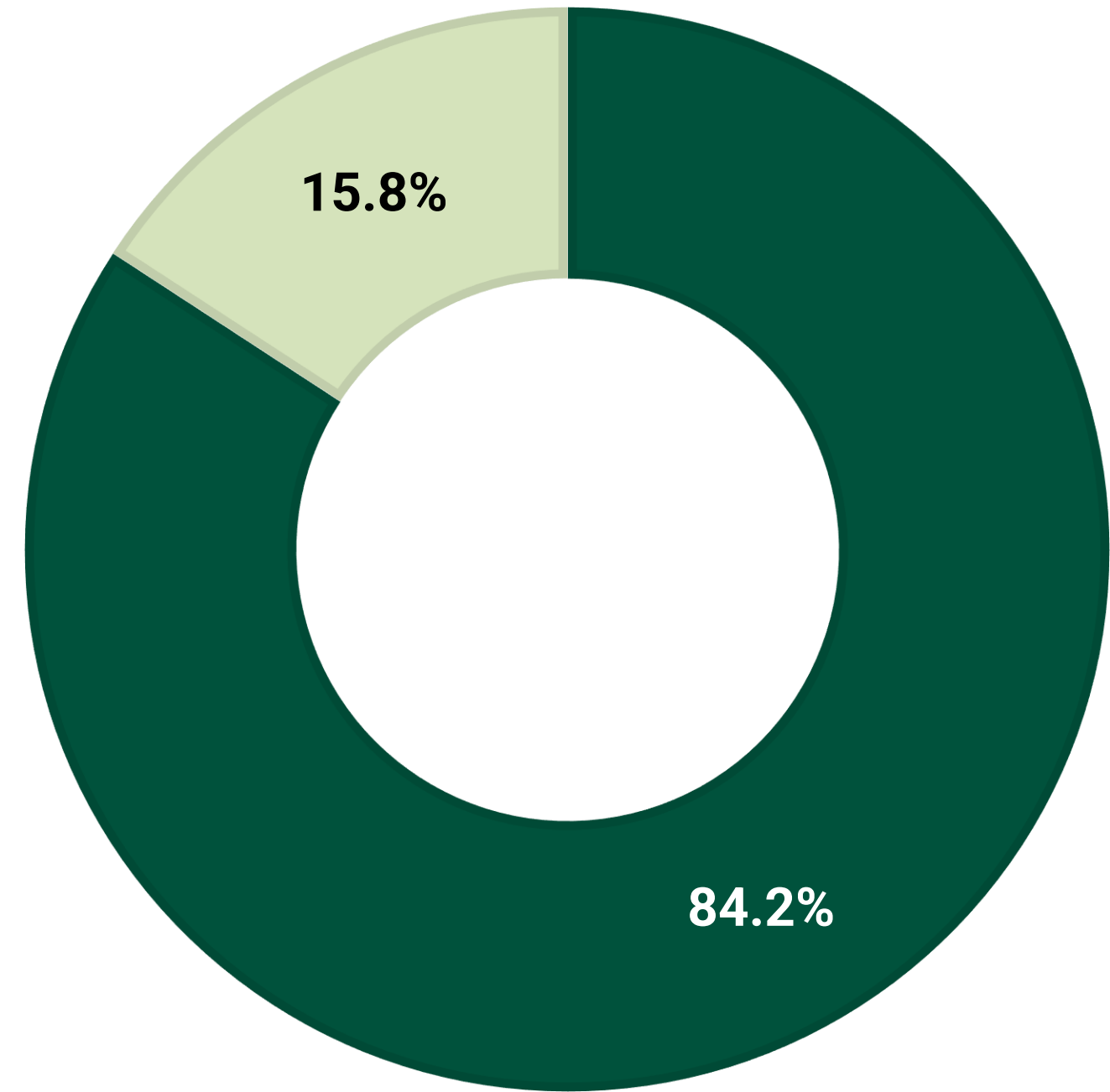
**FUNDING:
LOCAL VS. FOREIGN CURRENCY**

- LCY Deposits
- FCY Deposits
- LCY Borrowing
- FCY Borrowing



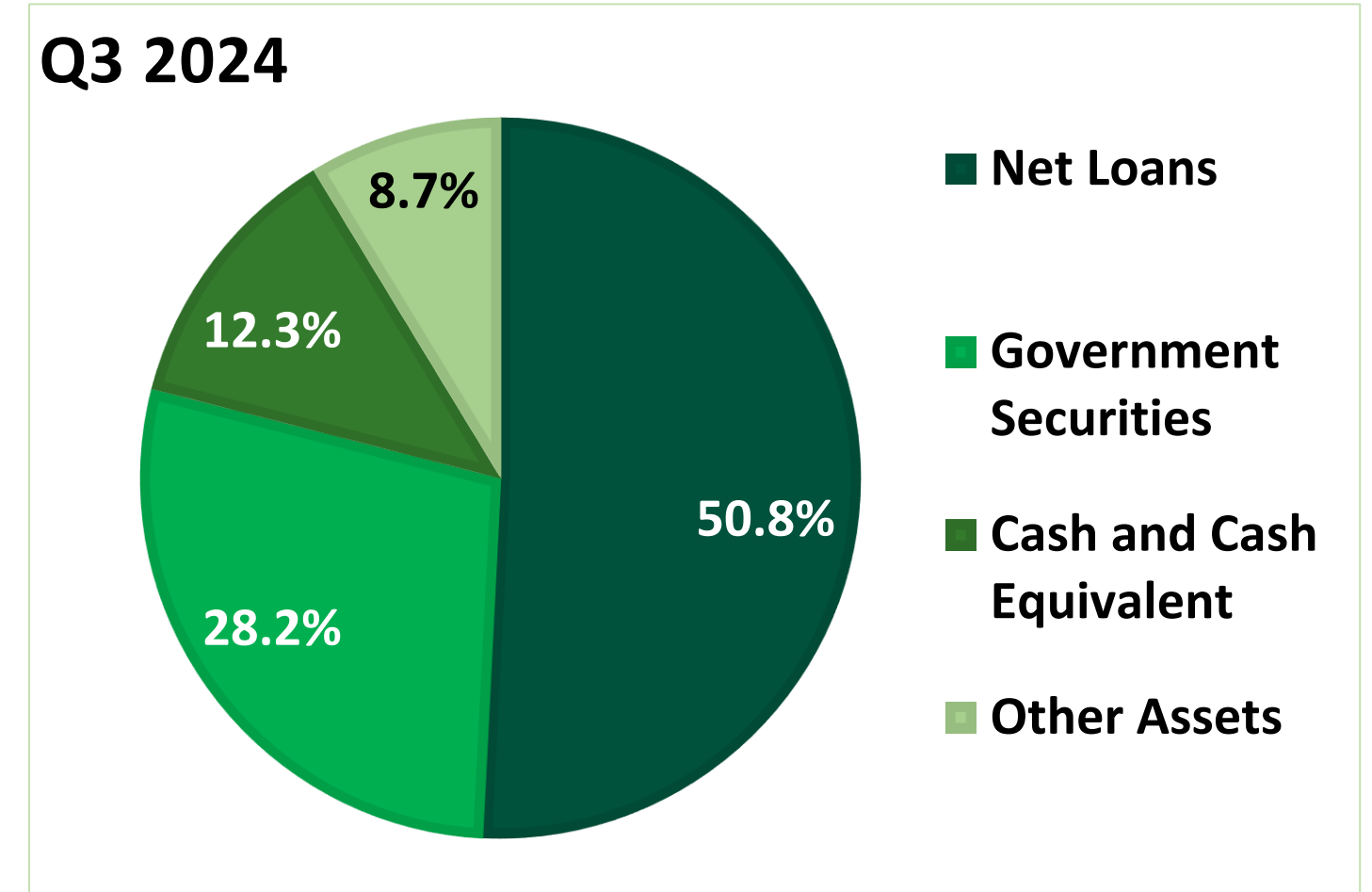
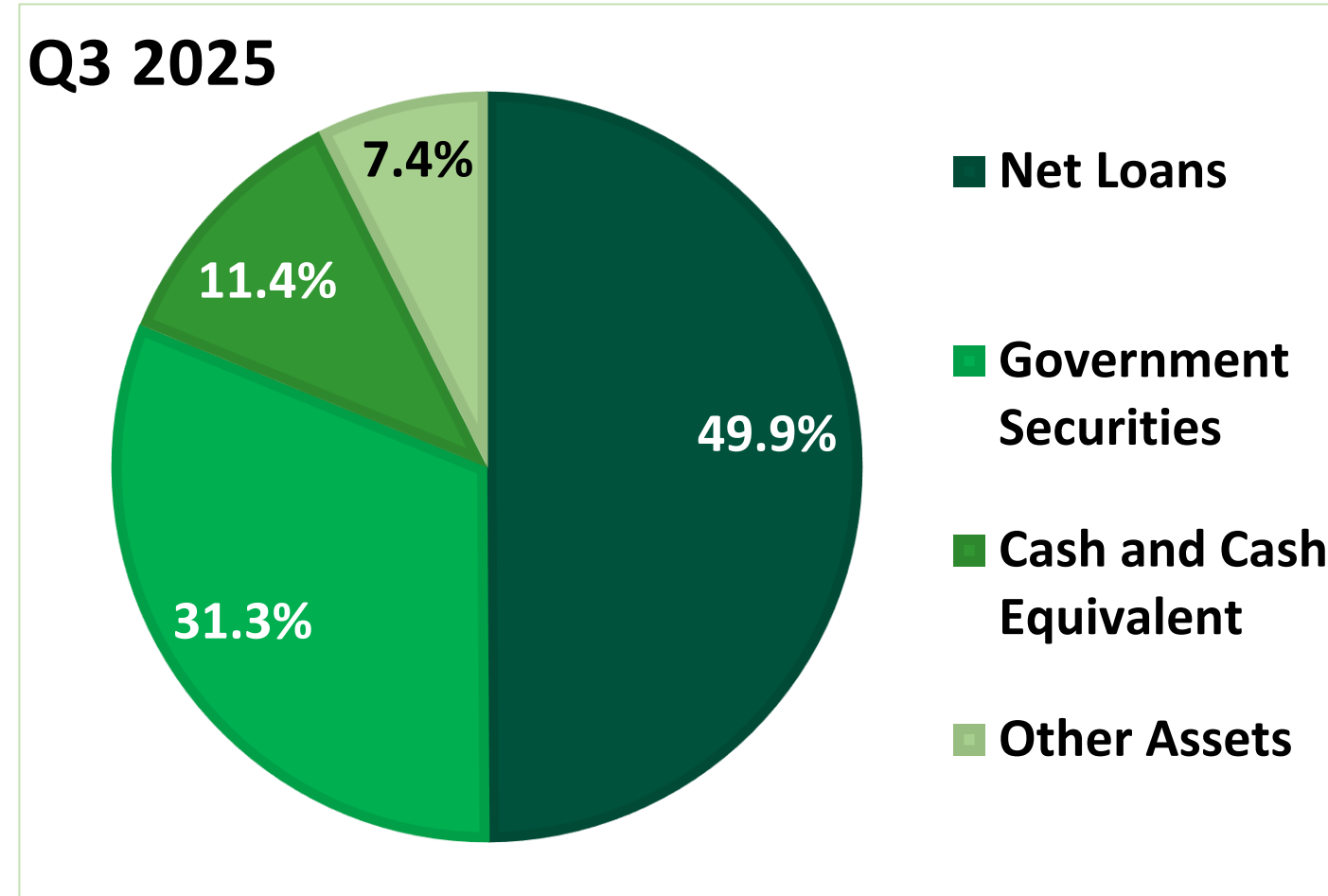
**ASSETS:
LOCAL VS. FOREIGN CURRENCY**

- Local Currency
- Foreign Currency

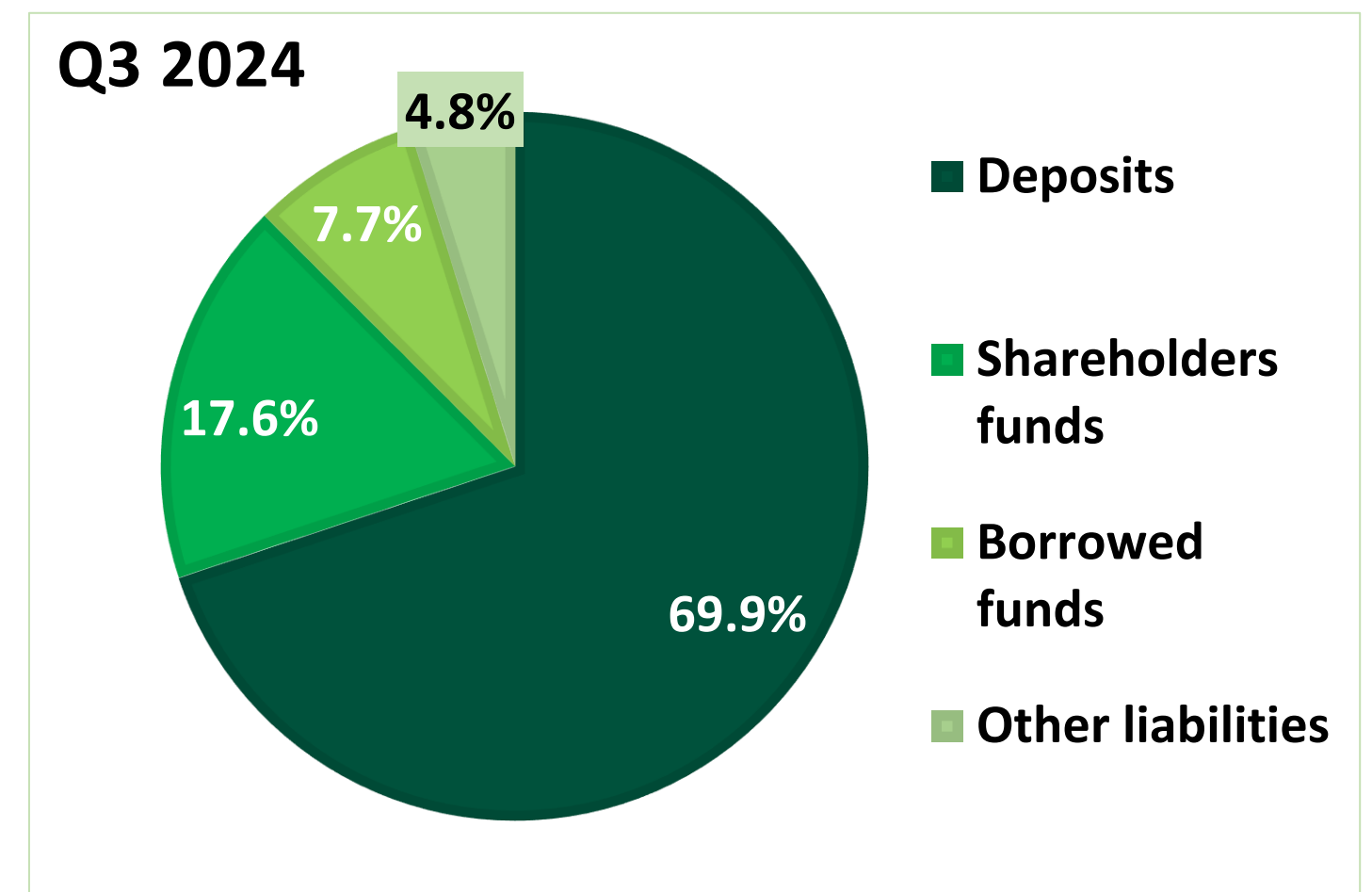
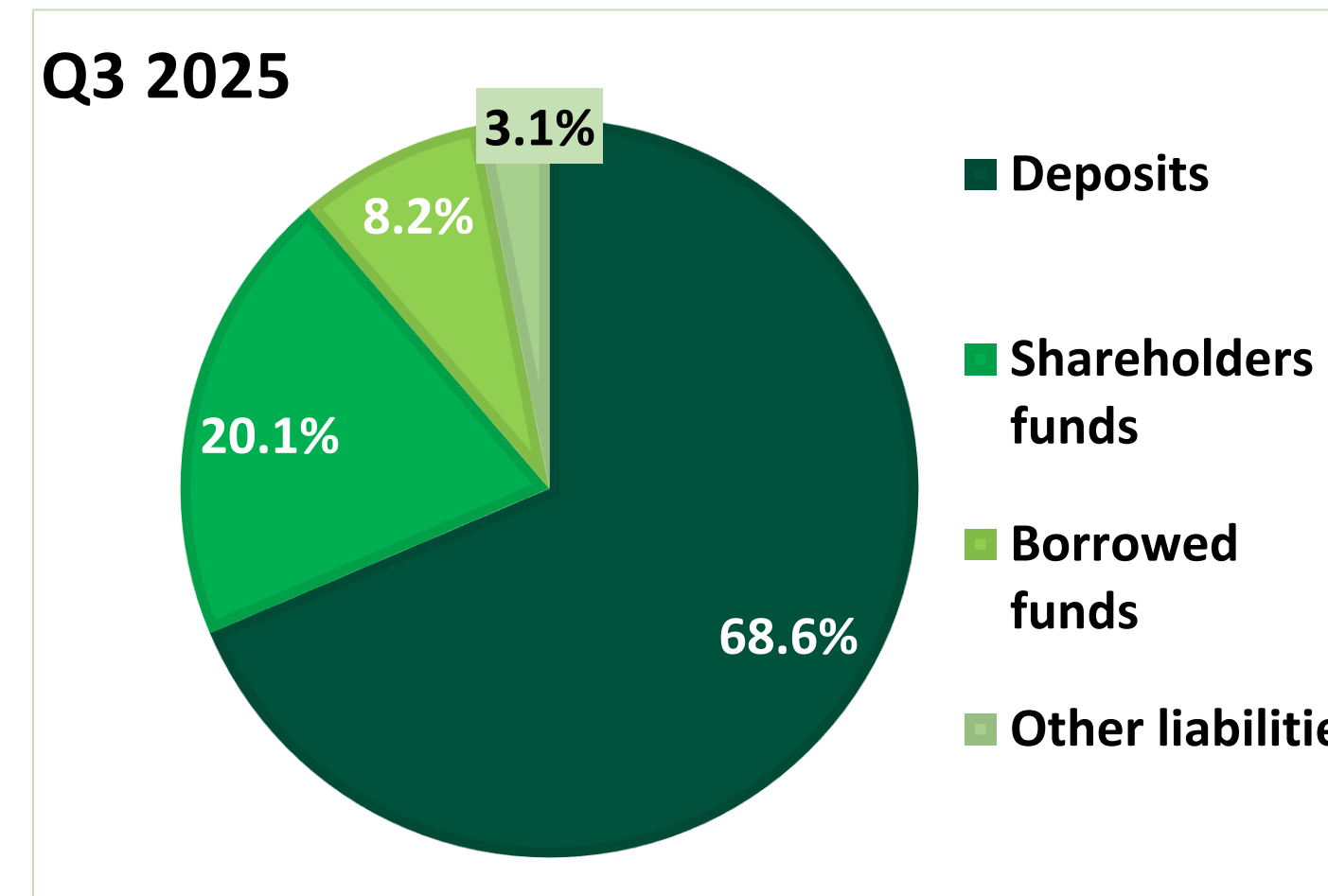


Asset and Funding Mix

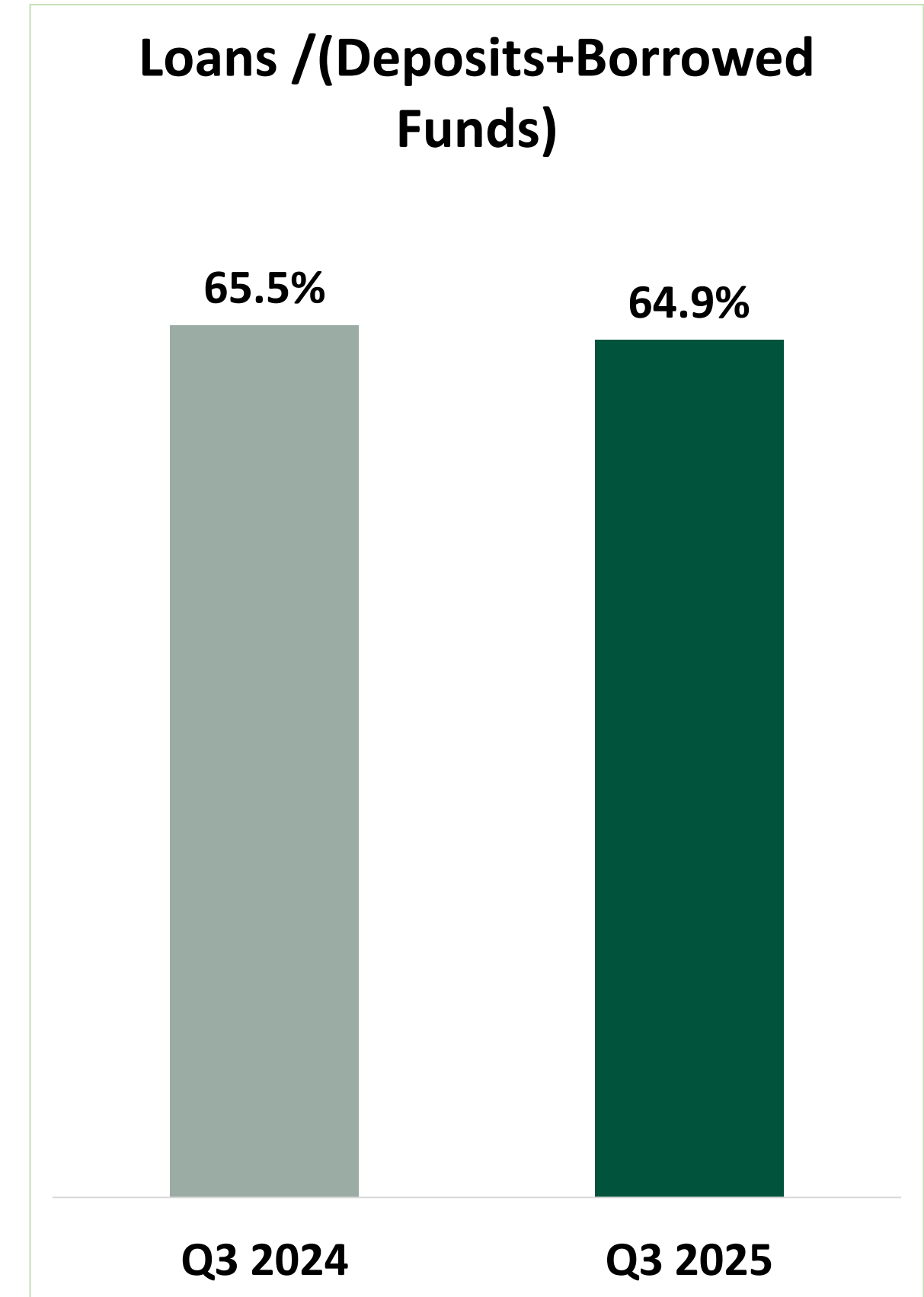
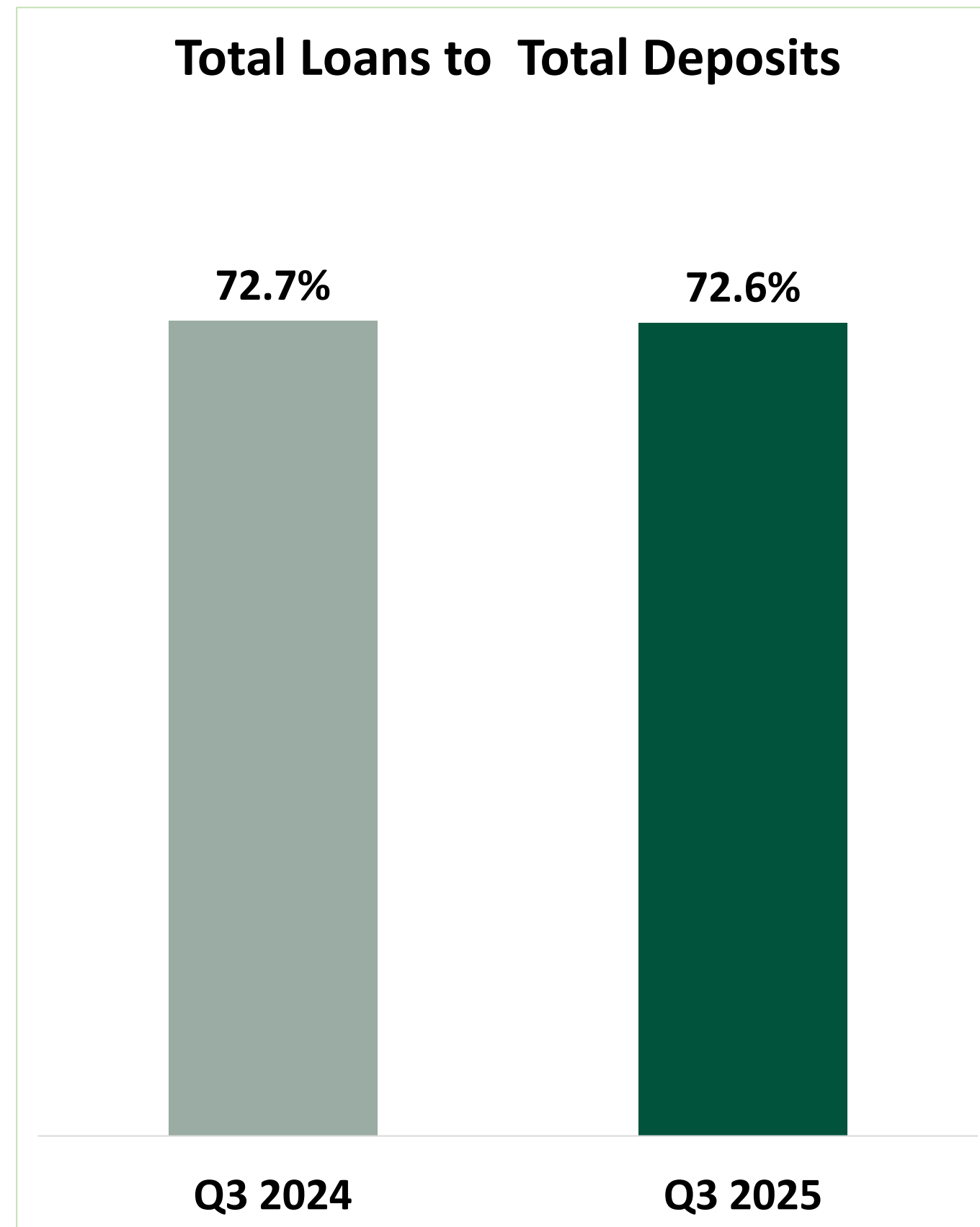
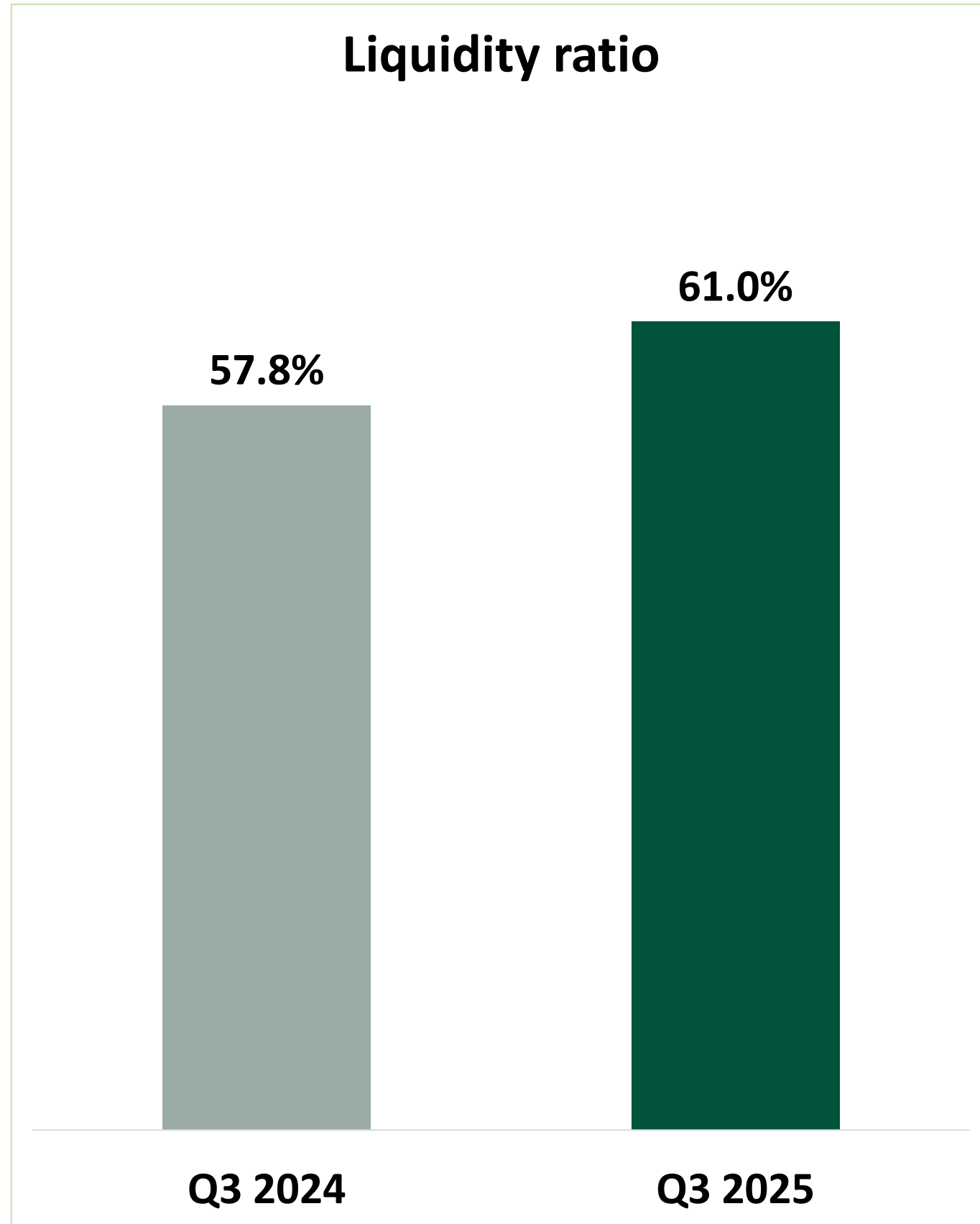
Asset Categories



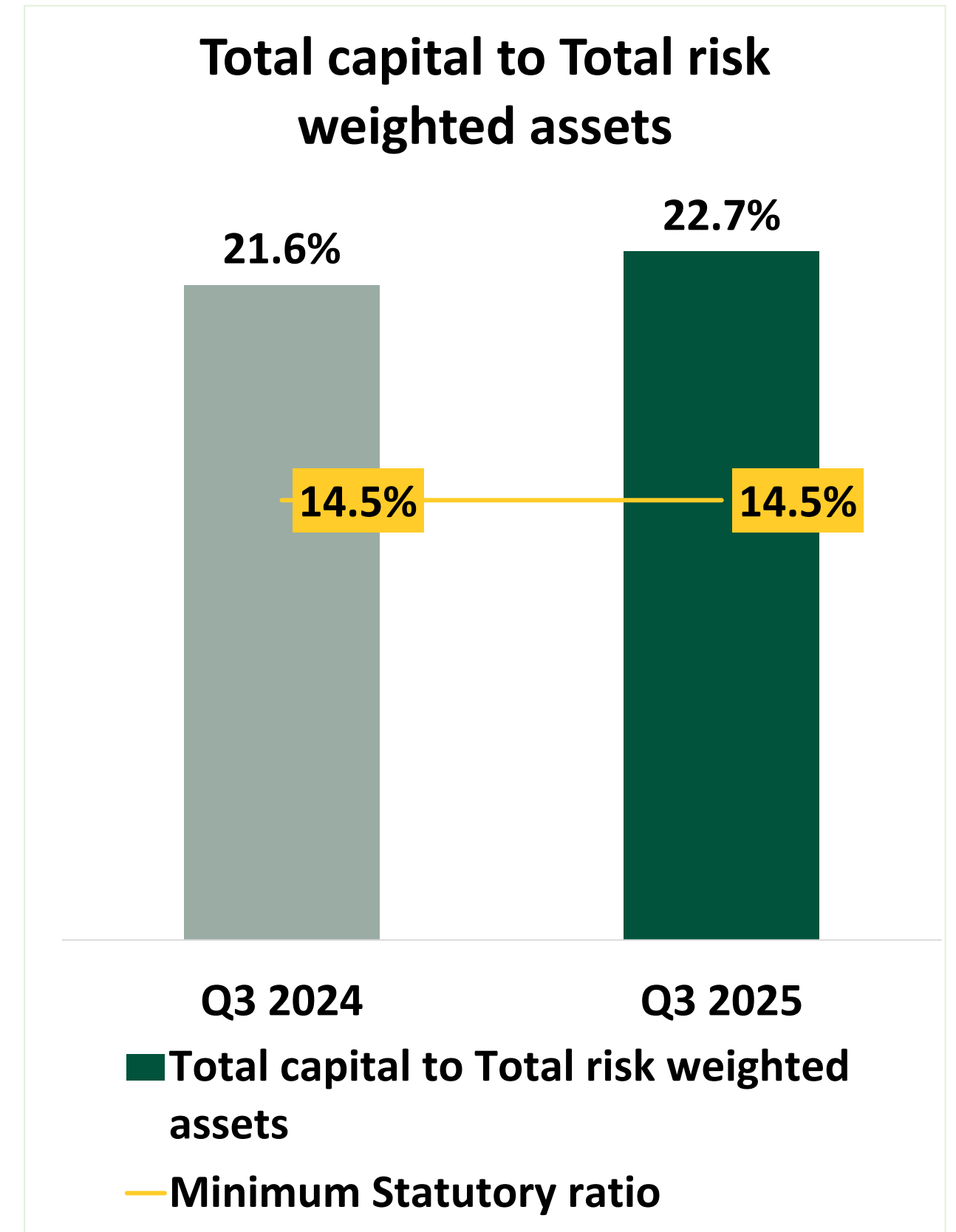
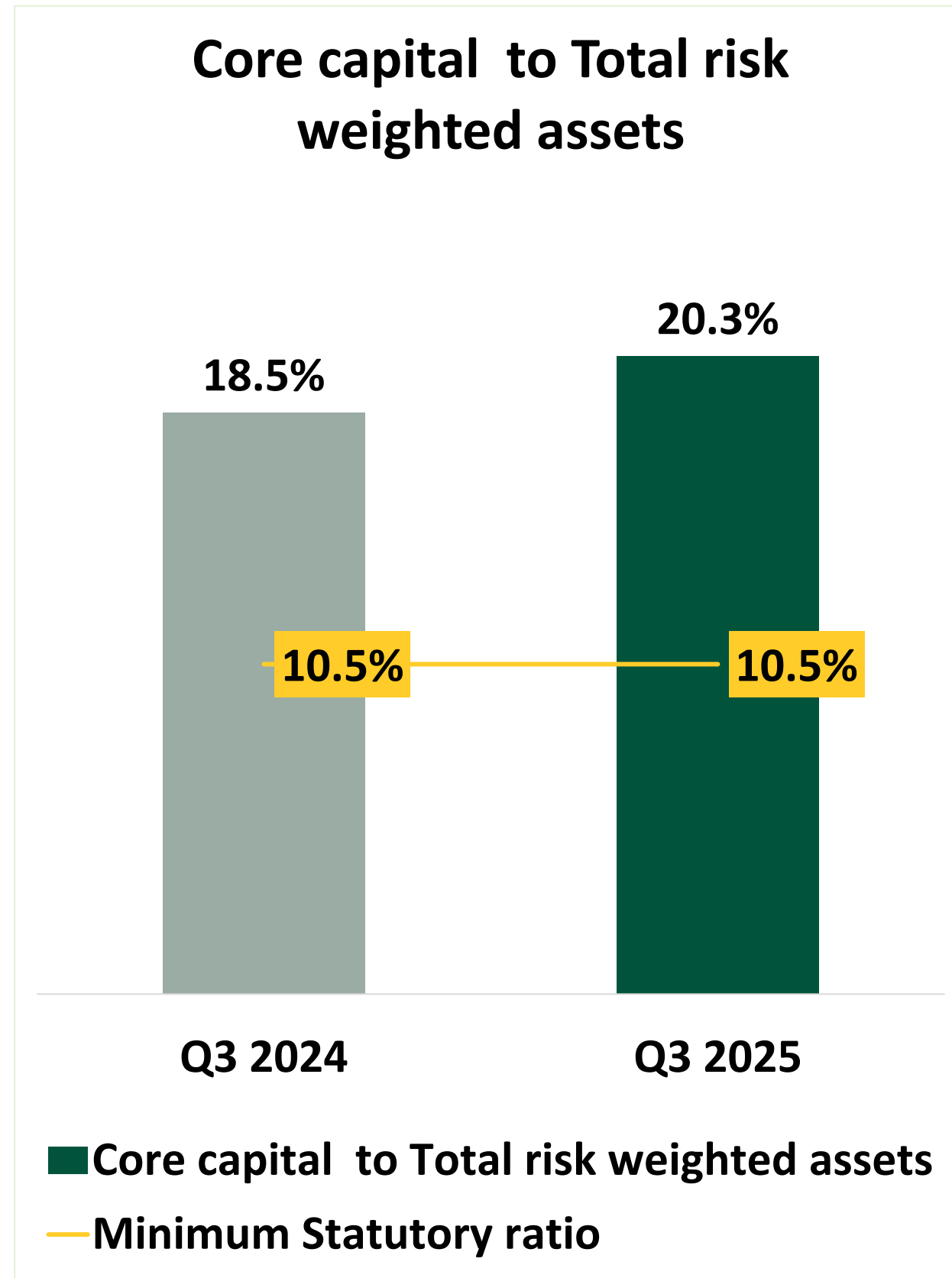
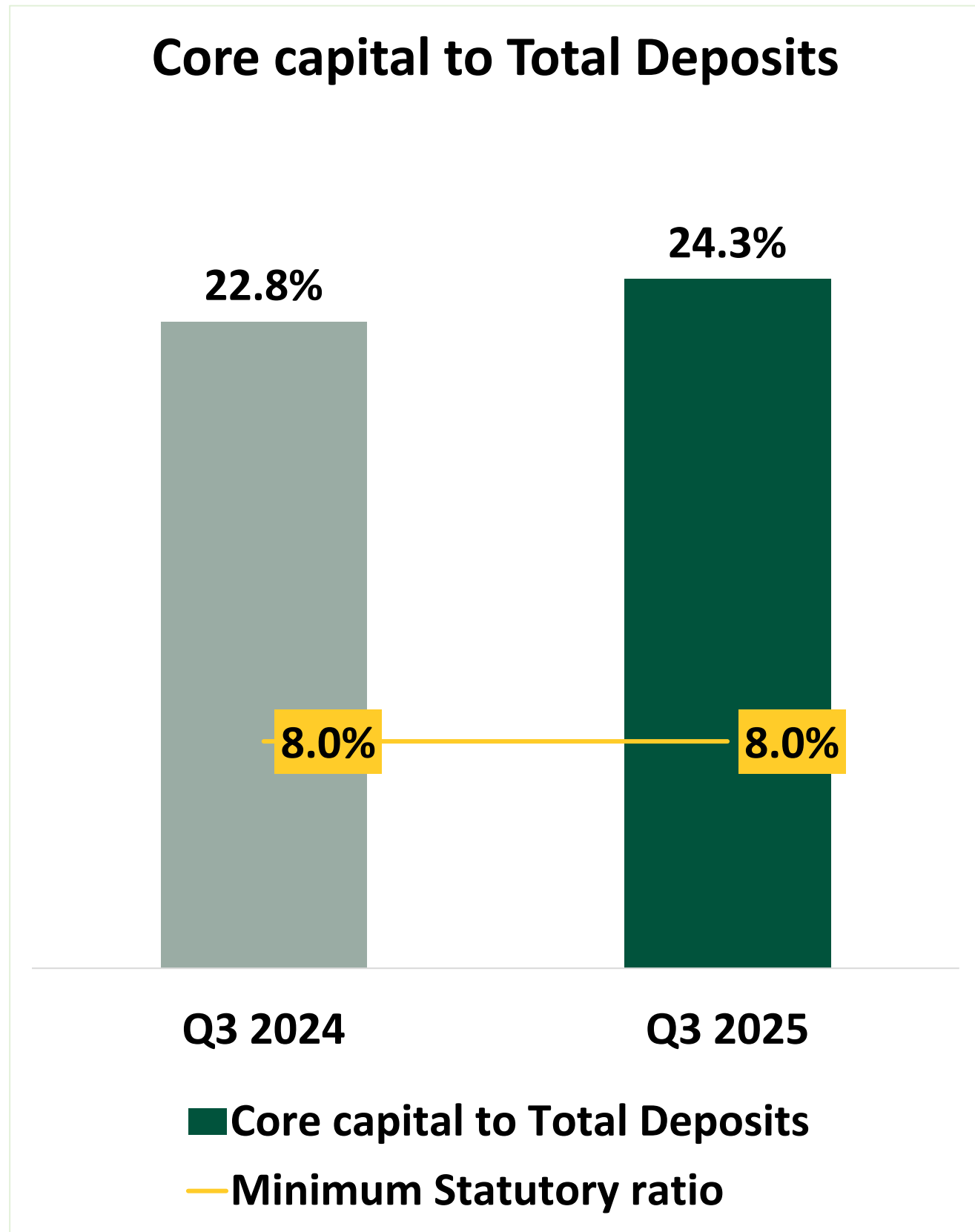
Funding Categories



Strong Liquidity to Support Investments



Capital buffers for sustainable growth



Sustainable Profitability

Kshs. Billions	Q3 2025	Q3 2024	YoY Change	
Total Interest Income	67.93	61.77	10.0%	↑
Total Interest Expenses	22.65	24.89	-9.0%	↓
Net Interest Income	45.28	36.87	22.8%	↑
Fees and commissions on loans and advances	8.56	9.08	-5.7%	↓
Other Fees and commissions	9.65	8.83	9.2%	↑
Foreign exchange trading income	2.92	3.73	-21.6%	↓
Other income	0.98	0.64	53.0%	↑
Total Operating Income	67.38	59.16	13.9%	↑
Loan loss provision	7.36	5.58	31.9%	↑
Staff costs	15.05	13.50	11.5%	↑
Other operating expenses	15.31	13.60	12.5%	↑
Total Operating expenses	37.72	32.68	15.4%	↑
Profit before tax and exceptional items	29.67	26.48	12.0%	↑
Exceptional items-Share of profit of associate	0.36	0.31	16.7%	↑
Profit Before Tax	30.03	26.78	12.1%	↑
Income tax	8.46	7.58	11.7%	↑
Profit After Tax	21.56	19.21	12.3%	↑

Subsidiary Contribution

	Q3 2025 KShs '000	Q3 2024 KShs '000	Growth KShs '000	Growth %
Co-operative Bank of Kenya Ltd	26,953,694	24,475,227	2,478,466	10.1%
Co-operative Bank of South Sudan Ltd	93,509	33,796	59,713	176.7%
Co-optrust Investment Services Ltd	624,735	254,898	369,836	145.1%
Co-op Bancassurance Intermediary Ltd	1,151,785	824,297	327,488	39.7%
Kingdom Securities Ltd	89,865	45,120	44,745	99.2%
Kingdom Bank Ltd	820,161	929,175	(109,014)	-11.7%
Co-op Bank and Subsidiaries Total	29,733,749	26,562,513	3,171,235	11.9%
Associates share of profit	292,083	221,996	70,088	31.6%
Group Profit Before Tax	30,025,832	26,784,509	3,241,323	12.1%
Income Tax Expense	8,461,110	7,576,944	884,166	11.7%
Group Profit After Tax	21,564,722	19,207,565	2,357,157	12.3%

Key Ratios

Ratio	Q3 2025	Q3 2024	
RoAA	3.67%	3.63%	^
RoAE	19.4%	21.3%	∨
EPS	4.90	4.36	^
Average Return on Interest Earning Assets	13.1%	13.4%	∨
NIM on Loans	9.3%	7.8%	^
NIM on Interest Earning Assets	8.1%	7.3%	^
CIR Group <i>(with provisions)</i>	56.0%	55.2%	^
CIR Group <i>(without provisions)</i>	45.1%	45.8%	∨
CIR Bank <i>(with provisions)</i>	55.5%	54.5%	^
CIR Bank <i>(without provisions)</i>	43.9%	44.4%	∨
Non-Funded to Total Operating Income	32.8%	37.7%	∨
Cost of Customer Deposits	4.8%	6.0%	∨
Cost of Funds	5.0%	6.0%	∨

Interim Dividend Payment

The Co-operative Bank Group is pleased to declare an interim dividend of KShs. 1.00 per share, totaling KShs. 5.87 billion, reflecting our resilient earnings momentum, solid balance sheet and financial performance.

This dividend underscores our commitment to delivering consistent shareholder value, supported by our robust growth strategy, market leadership, and the synergies across the 15-million-member Co-operative movement.



THANK YOU

 **CO-OPERATIVE BANK**
We are you