



# INVESTOR BRIEFING

FY 2025



# Our Presentation Roadmap



# 1. We Are Growing

CREATING VALUE

# A Transformational Bank



Largest  
Co-operative  
Bank in Africa -  
**15 Million**  
Members



Successful  
Universal  
Banking Model,  
**Increased**  
Dominance in  
Kenya



Growth,  
Resilience  
and **Agility**

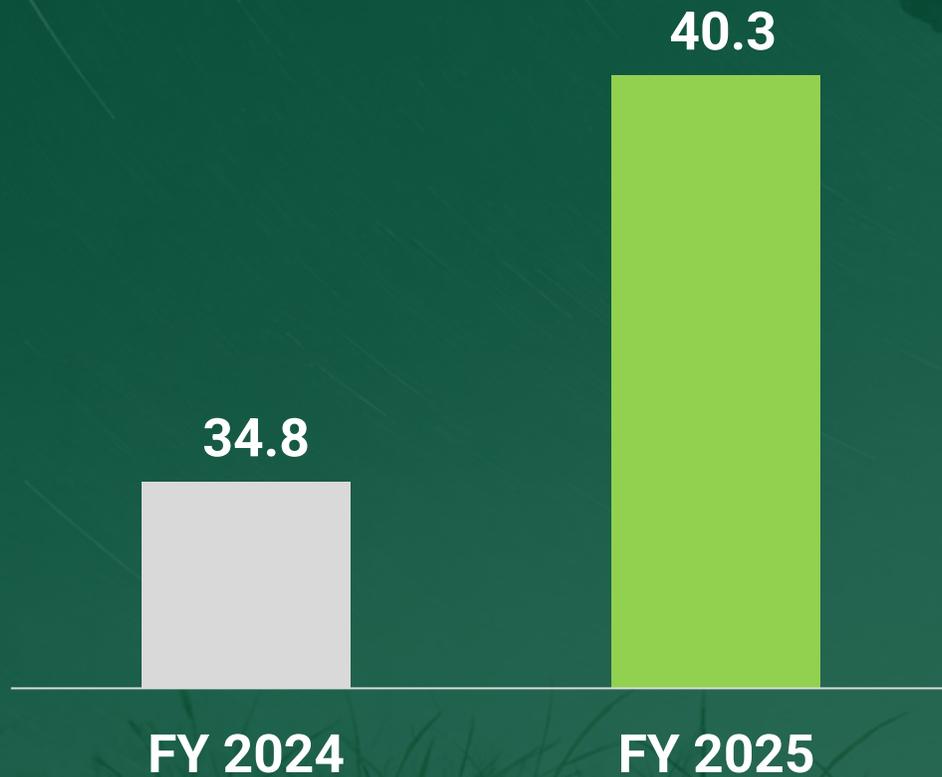


Ksh.  
**827.4B**  
in **Total Assets**

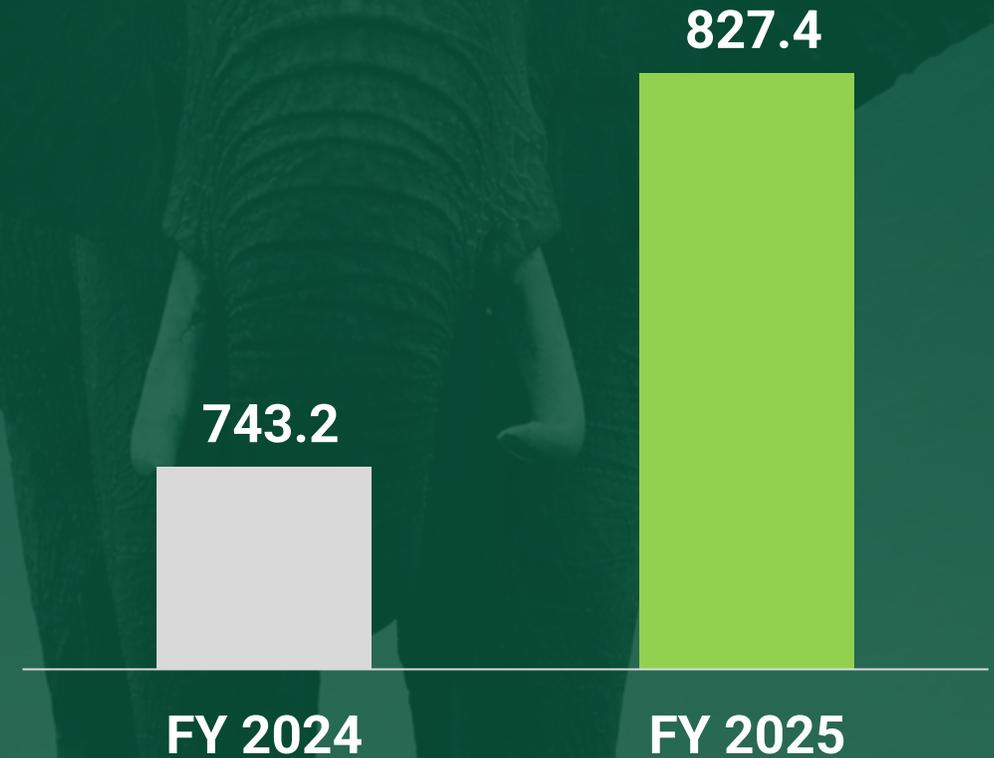


**6,235**  
skilled,  
motivated  
staff members

# Sustained Profitability and Balance Sheet Growth



**PROFIT BEFORE TAX (KSHS. B)**



**TOTAL ASSETS (KSHS. B)**

# 2. We Are Resilient

**PROTECTING VALUE**



# Purpose driven and Value Led



## PURPOSE

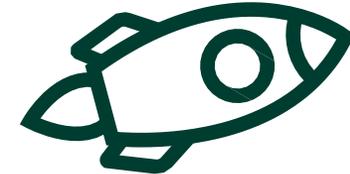
A financial partner predominantly owned by the Co-operative movement,

**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.



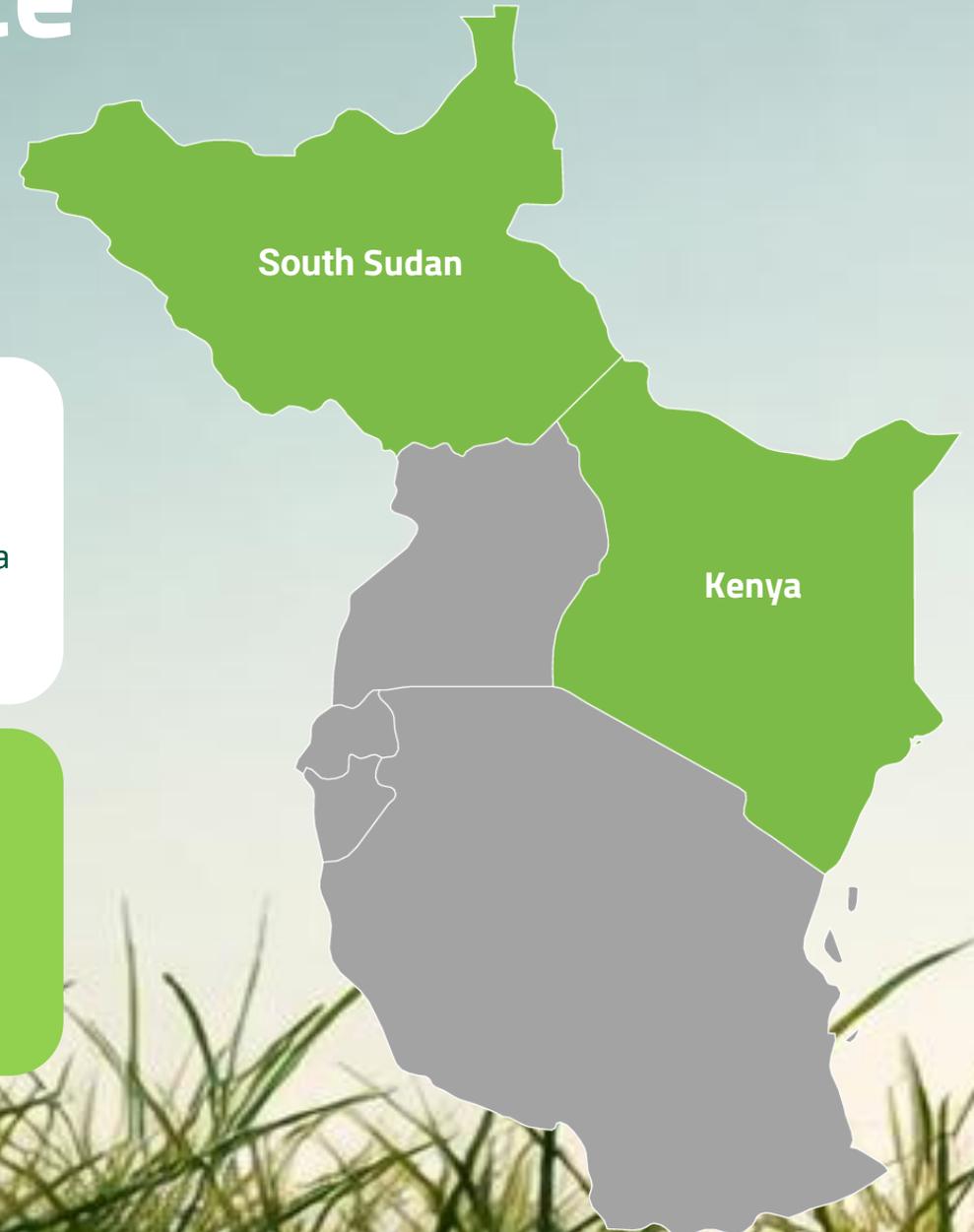
## MISSION

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.

## Our Values

- ✓ **Trustworthy**
- ✓ **Innovative and Agile**
- ✓ **Passion for Excellence**
- ✓ **Customers and People**
- ✓ **Share and Collaborate**
- ✓ **Bold and Courageous**

# Our Presence



**222 Branches**



**16,793**  
Co-op Kwa Jirani  
Agents



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



**+22K Diaspora  
Banking  
Customers**



**6,235 Staff**



**625 Sacco  
Front Offices  
Branch  
Network**

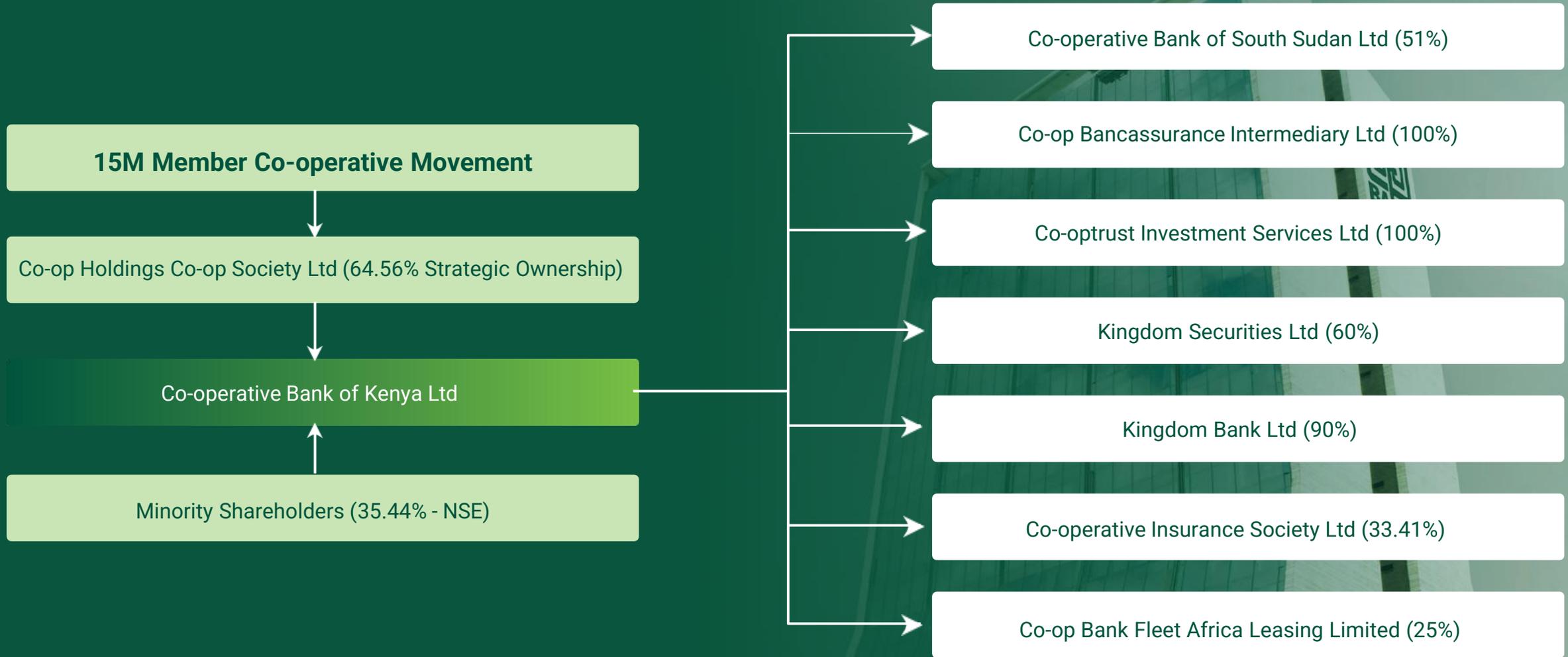


**Infosys<sup>®</sup>  
Finacle**  
**New Core  
Banking  
System**



**24hr Contact  
Centre**

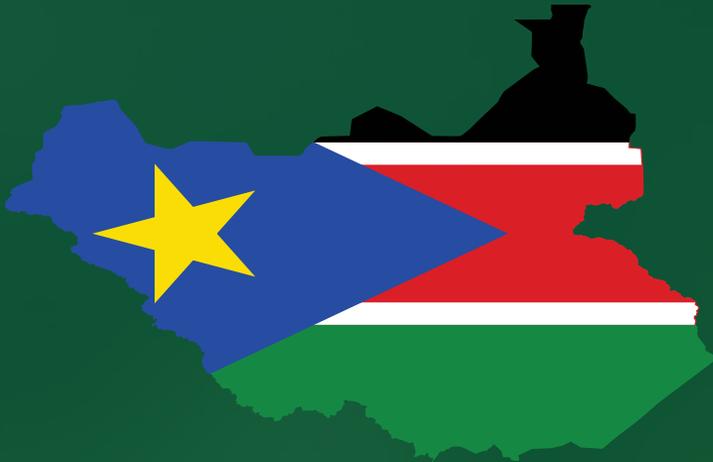
# Group Structure



# Universal Banking Model



# Resilient Operations in South Sudan

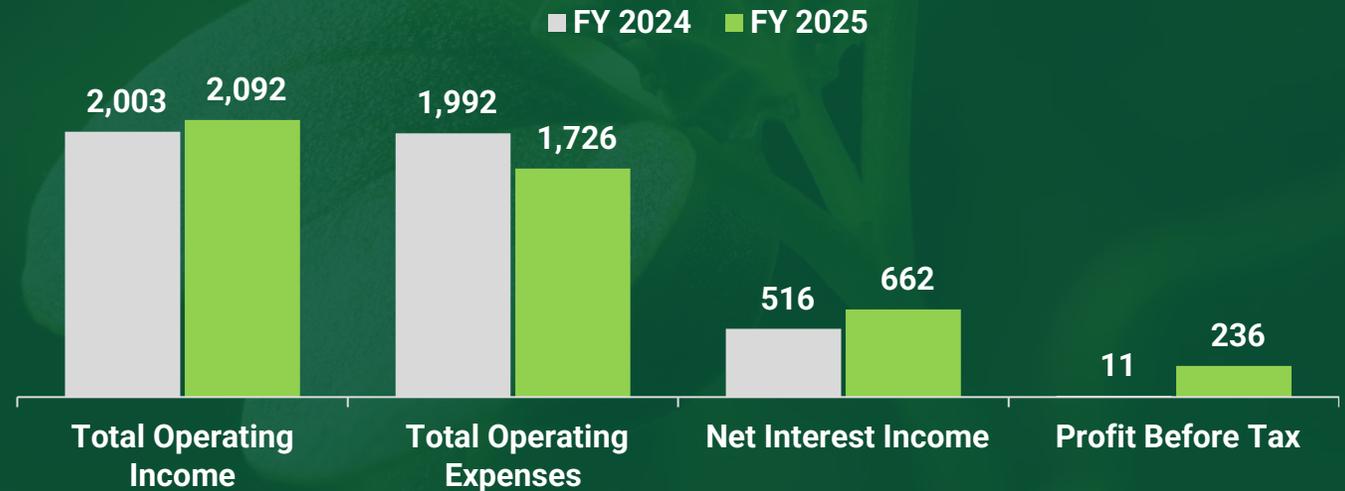
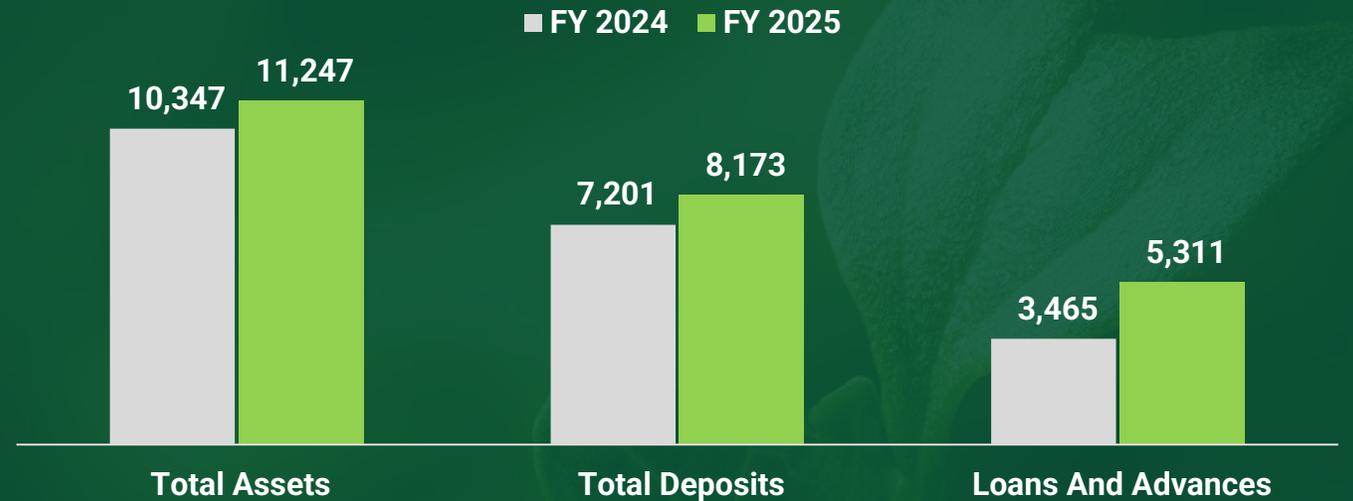


## Branches

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

5 Non-oil collection centers

Owns 31% of CIC Africa Ltd - South Sudan



# Economic Updates



## Operating Environment:

- 1 Stabilisation
- 2 Policy Easing
- 3 Credit Recovery

# Stabilisation and Growth

## Resilient Growth Amid Global Uncertainty

- Global growth at 3.3% supported by moderating inflation and technology related investments
- EMDEs outperforming advanced economies
- Policy-Driven Economic Stabilisation in Kenya
- Kenya GDP growth at 5% - supported by agriculture, service and industry recovery

## Inflation & Monetary Policy – Supportive of Economic Activities

- Inflation declined to 4.1%
- CBK eased policy; CBR reduced to 9%
- Lower borrowing costs supporting credit demand

## Exchange Rate – Currency Stability Strengthened Market Confidence

- Kenyan Shilling remained stable in 2025
- FX inflows supported by tourism, exports, remittances & debt creating inflows
- Improved investor confidence and trade financing conditions

## 2026 Outlook:

Resilient global growth (3.3%),  
Easing CBR (8.75%),  
Improving credit demand  
Risks from fiscal and geopolitical pressures remain.

## Fiscal Conditions & Liquidity

- Government borrowing influenced system liquidity
- Declining treasury yields supported reduction in funding costs
- Liquidity conditions gradually improving

## Banking Sector Developments

- Gradual recovery in private sector credit growth
- Moderation in Cost of funds
- Improvement in asset quality across the industry

## Operating Environment Shocks

- Geopolitical tensions and global trade uncertainty
- Climate variability affecting agriculture

Global &  
Domestic  
Resilience

Monetary  
Policy  
Easing

Currency  
Stability

Improved  
Liquidity

Banking  
Sector  
Outcomes

Shocks to the  
Operating  
Environment

2026  
Outlook

# 3. We Are Agile

**SOUND EXECUTION OF OUR 'GOOD TO GREAT'  
CORPORATE STRATEGIC PLAN**

# 'Good to Great' Strategy 2025-2029

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.

# Scaling efficiency & growth with our 'Soaring Eagle' Transformation Pillars



**Branch Transformation**



**NPL Management & Credit Processes**



**MSME Transformation**



**Cost Management**



**Sales Force Effectiveness**



**Data Analytics**



**Shared Services & Digitization-  
"The Digital Bank"**



**Staff Productivity**



# Maintaining Strong Stability Drivers



Proactive Enterprise Risk Management Framework.



Proactive Regulatory compliance



**Strong Capital Buffers:** Total Capital to Risk Weighted Assets (RWA) **22.6%** (Regulatory 14.5%)



## NPL Management

- Cumulative provisions Kshs. 48.9B from 2020; Group NPL ratio has come down to 15.4% in FY25.
- NPL Coverage ratio at 75%, with security 98.3%
- 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.
- Focused credit management projects through:
  - ✓ 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.



Up to **50.9% of our loan Book** is in Consumer banking which is low risk and performing well.



**Optimal risk spread** with across various assets.



**Cost Management** with a CIR of 56.6% with provisions and CIR of 46.3% without provisions

# Digital Transformation Gains



Mobile Internet



ATM & Agency CDM

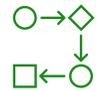
**>90%** of transactions on alternative channels enhancing operational efficiency.



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



**Optimization of Omnichannel** integrating accessibility and user experience.



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



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

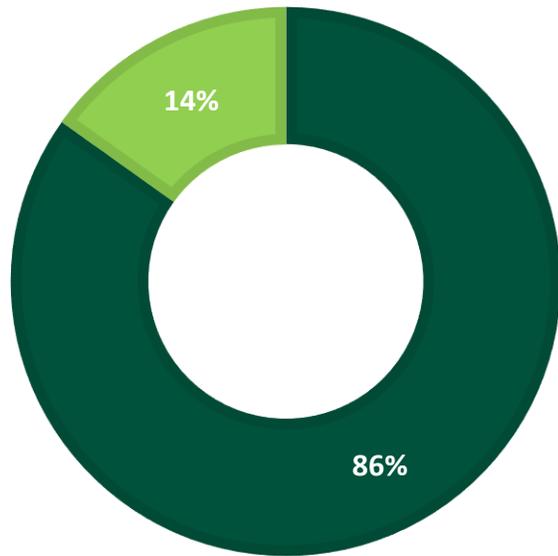


# Accessible and Convenient Finance with E-Credit

**Kshs. 501.75 Bn**  
Disbursed since inception.

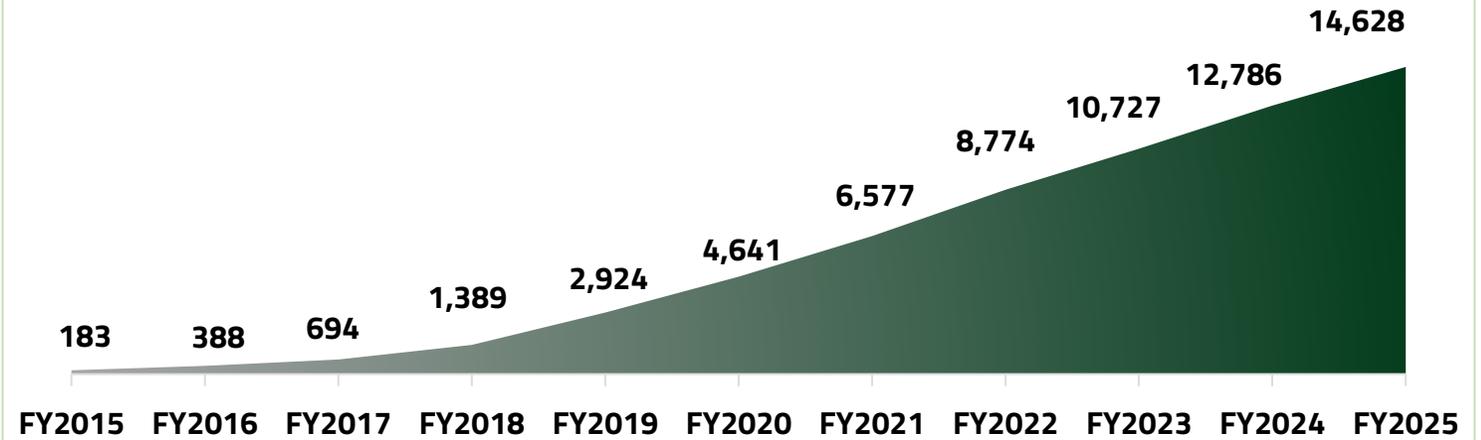
**Kshs. 72.95 Bn**  
Disbursed YTD

% CONTRIBUTION TO YTD DISBURSEMENTS

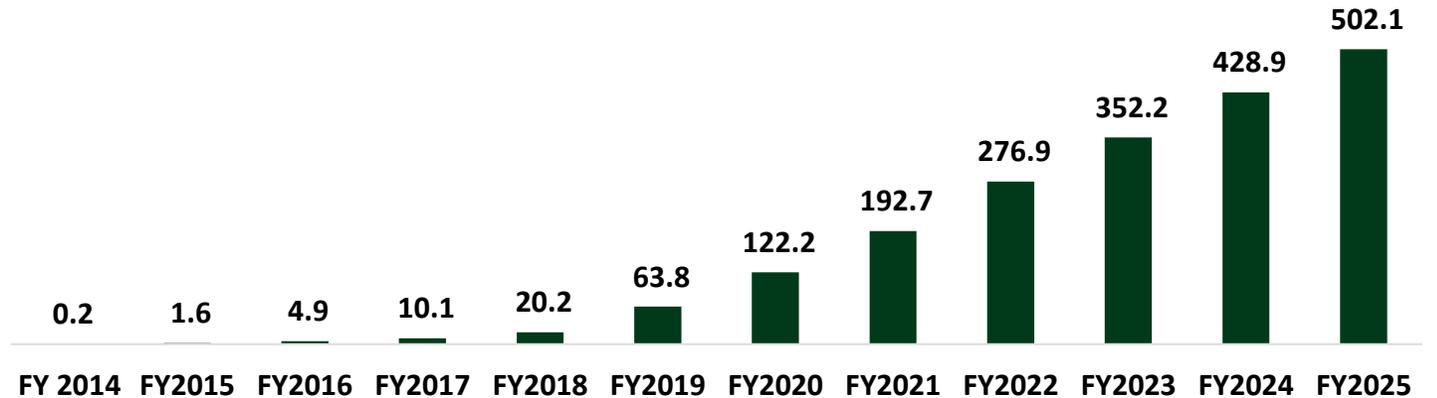


■ Flexi    ■ Business Plus

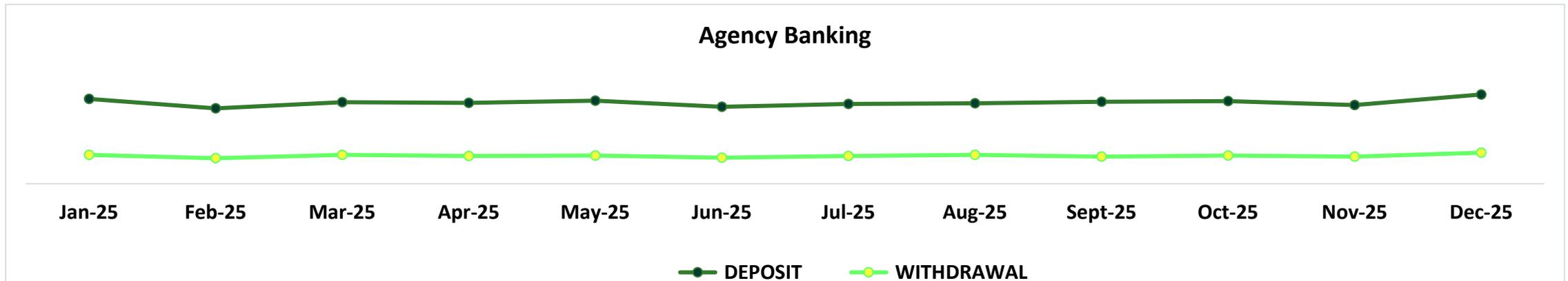
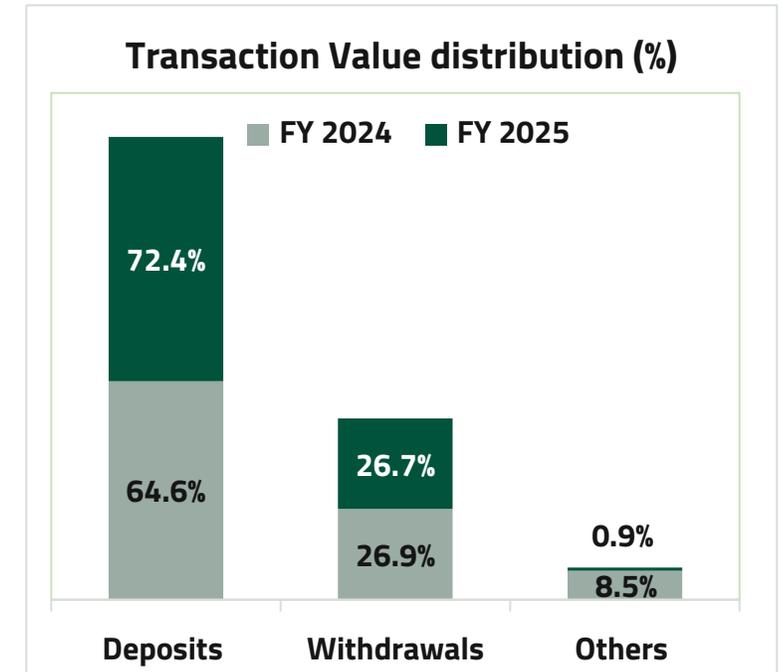
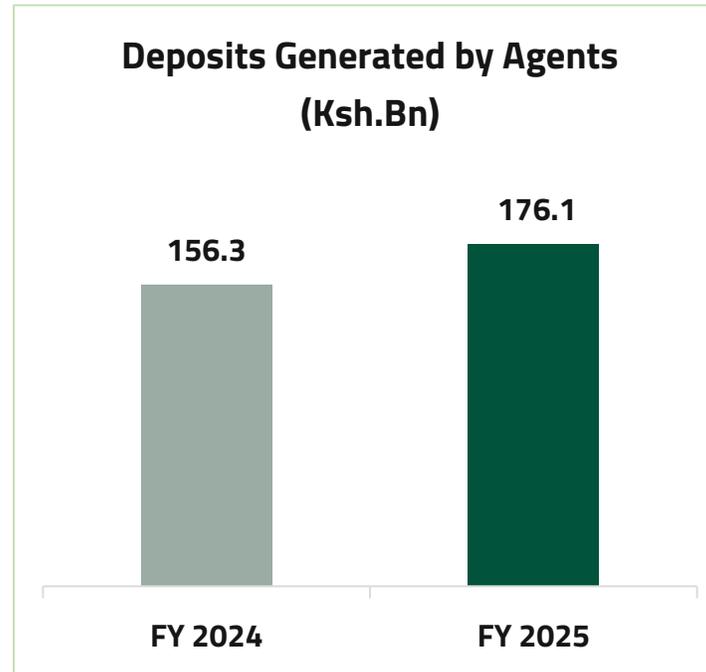
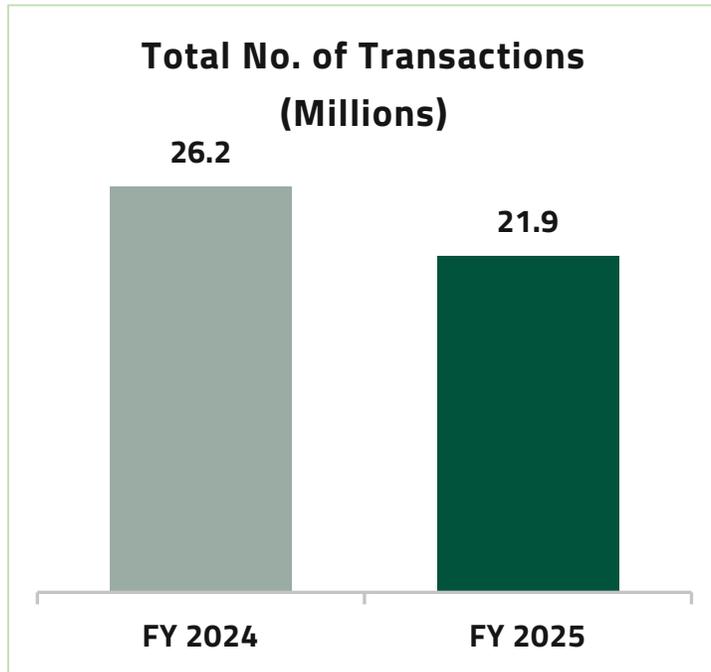
Cumulative Mcoop Cash Loan Customer Numbers ( In '000')



Cumulative Mcoopcash Loan Book (Kshs. B)



# Increasing Reach with Agency Banking



# Value for our Customers and People



## MSME Banking

**71,000** Customers trained

**259,163** customers onboarded on MSME Packages Gold, Silver & Bronze



## Non-Financial Services

- **155** Webinars
- **200** Clinics
- **95** networking forums
- **7** International Business trips



## Youth and Women Banking

Tailored propositions to support Youth and Women



## Staff Productivity

- Supporting new ways of working – Agile & Digital Workforce
- Sales Force effectiveness (SFE)
- High Performing Teams (HPT) Culture
- Talent management deepening our capabilities
- Training & Leadership Development
- Performance Management Rhythms, Rewards & Recognition
- Robust Staff Wellness Programs



# Sustainability



# Dedicated Sustainability Focus



**1. ESG Policy:** Co-operative Bank Group is committed to sustainable development and integrating environmental, social, and governance (ESG) principles throughout all operations and business activities.

**2. Dedicated Sustainability Unit** with ESG Champions in all Strategic Business Units, governed by the ESG Committee.

**3. Environmental and Social Management System (ESMS):** We use an ESMS, aligned with IFC Performance Standards and national regulations which includes risk categorization, due diligence, action plans, and monitoring

**4. Loans are screened for environmental and social risks.**

**5. ESG Risk Management:** We integrate ESG risk, that include environmental risks, into our existing risk management processes.

- 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.

### Impact drivers

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

Co-op Foundation  
**11,834**  
Students Sponsored on Scholarship Program

Co-op Consultancy  
**3,879**  
Consultancies to the Co-operative Movement.

Local Suppliers  
**95.8%** of our sourcing is local  
**19.8B** paid to Suppliers in FY2025

MSME Focus  
**259,163** onboarded to MSME Gold, Silver and Bronze.  
**71,000** Trained

# Integration of Sustainable Principles



**We have established the governance and data foundation necessary to translate our ESG strategy into measurable financial and risk outcomes. We are on track to meet critical regulatory and commercial milestones. We continue to build robust systems, manage risk, and capture new opportunities in the sustainable finance landscape.**

## Embedding ESG Internally

- ✓ Targeted Training: Specialized ESMS capacity building to key Bank departments and Sacco partners.
- ✓ KBA SFI E-Learning: Driving bank wide uptake on the Kenya Bankers Association E-learning platform.
- ✓ Staff enrolment into the GetInvest - Renewables Academy (RENAC) program to build technical expertise in originating, assessing, and managing Renewable Energy opportunities.

## Strengthening E&S Risk Management

- ✓ We have fundamentally upgraded our E&S due diligence framework to enhance efficiency and robustness.
- ✓ System Enhancements: We are actively implementing system improvements to enhance accountability and workflow management in our Environmental & Social Management System (ESMS).

## Sustainable Finance & Partnerships

- ✓ We are actively structuring and capturing new opportunities in the sustainable finance market.
- ✓ Strategic Partnerships: We continue to advance high-value partnerships with various organizations to spur progress in our sustainable finance strategy.
- ✓ Renewable Energy Pipeline: We are actively developing our green financing portfolio, focusing on Solar, Clean Cooking, and Hydropower opportunities.

## Climate Action & Governance

Our climate strategy advanced significantly, moving from assessment to implementation.

- ✓ Climate Risk Assessment: Climate Risk Stress Testing and GHG Baseline Report completed
- ✓ Regulatory Readiness: Established a Climate & Taxonomy Data Working Group, known as the Green Data Lab. To enhance our green data governance and technical readiness to meet regulatory reporting requirements.
- ✓ Policy & Product: E-Mobility product program launched, a key step in our sustainable product offering.

# Environmental Social and Governance (ESG) Policy Statement

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

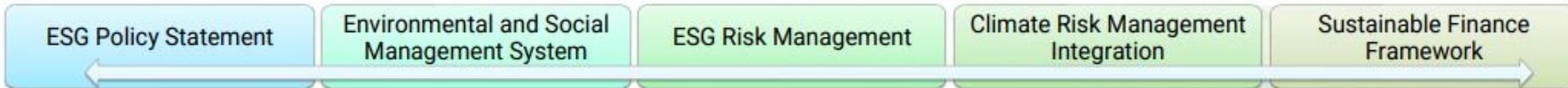
- To incorporate strong environmental, social, and corporate governance principles throughout all operations and business activities.
- To comply with relevant national laws, regulations and agreements on the environment, climate change, health, safety, and social issues to which the Group subscribes 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



# 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



# Sustainability Awards

## Most Sustainable Bank in Kenya

- 1 Most Innovative Bank
- 2 Best in financing Commercial Clients
- 3 Best in Financing MSMEs
- 4 1st Runners up – Best In promoting People with Disability (PWD)
- 5 2nd Runners Up – Best in Promoting Gender Inclusivity



**Asanteni  
Saana!**

**OVERALL  
WINNER**

Sustainable Finance Catalyst Awards

Sfi  
CATALYST  
AWARDS 2021  
Best Overall Award  
1st Place  
Co-operative Bank of Kenya

# Award-Winning Brand



15-17  
SEPT  
2025 | GLOBAL  
SME FINANCE  
FORUM

Official Side Event



JOHANNESBURG, SOUTH AFRICA

 **CO-OPERATIVE BANK**  
We are you

## 2025 Global SME Finance Awards Winner

Product Innovation of the Year - Africa

[globalsmefinanceforum.com](http://globalsmefinanceforum.com)

Hosted by  SME FINANCE  
FORUM

MANAGED BY  IFC | International  
Finance Corporation  
WORLD BANK GROUP

Organised by  GFTN  
GLOBAL FINANCE & TECHNOLOGY NETWORK

# Award-Winning Brand



## **FiRe AWARDS 2025**

ESG Reporting (GRI Category)

## **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

## **PESALINK BANK AWARDS 2025**

Ecosystem Collaboration Champion

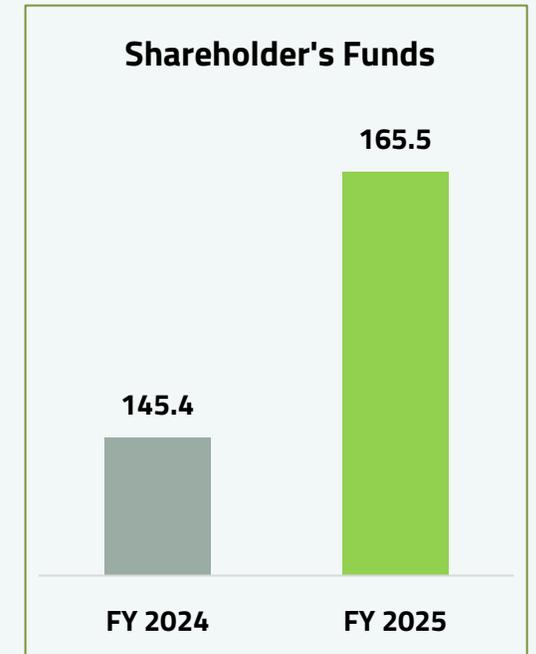
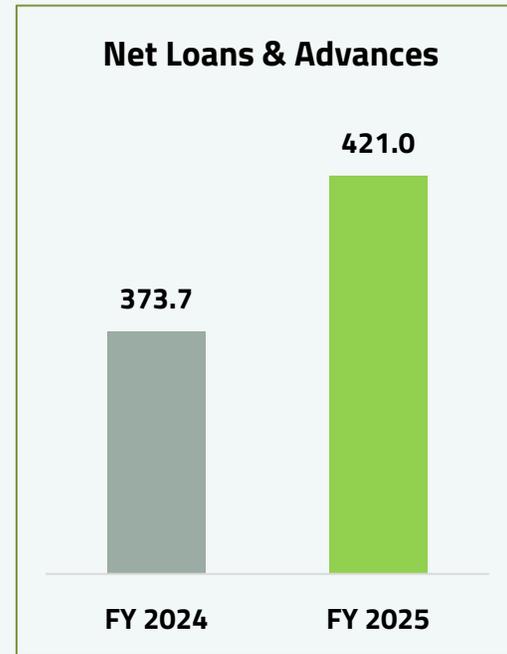
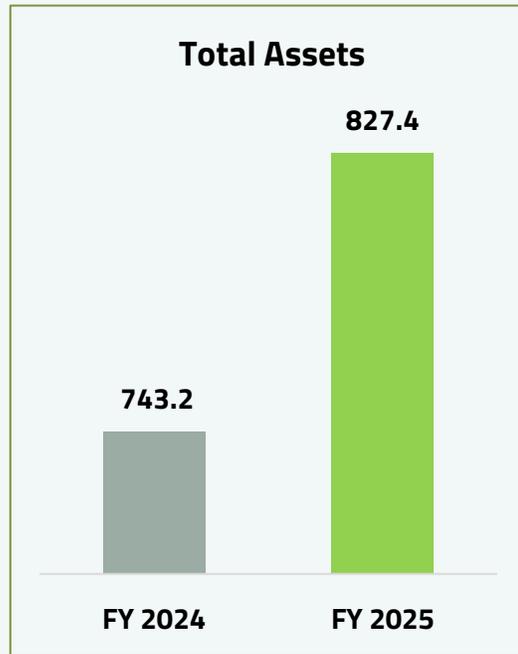
## **VISA CLIENT & PARTNER AWARDS 2025**

Best Bank in MSME Enablement

# Group Financial Performance



# Strong Financial Position (Kshs. Billions)

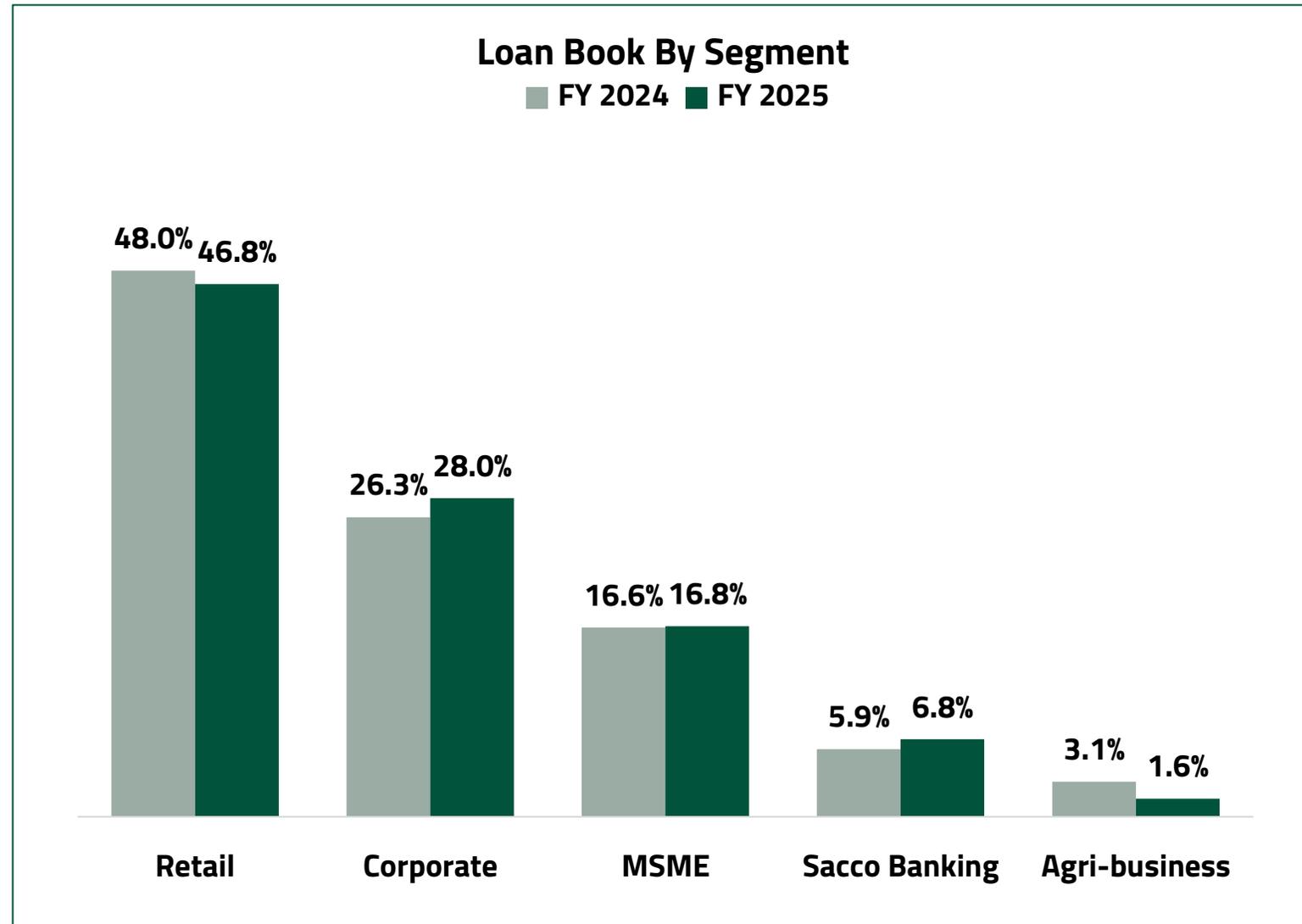


# Strong Financial Position

<i>Kshs. Billions</i>	FY 2025	FY 2024	% Growth	
Total Assets	827.4	743.2	11.3%	↑
Net Loan book	421.0	373.7	12.7%	↑
Government Securities	244.9	217.6	12.6%	↑
Total Deposits	576.5	508.9	13.3%	↑
Borrowed Funds	61.7	55.4	11.4%	↑
Shareholder's Funds	165.5	145.4	13.8%	↑

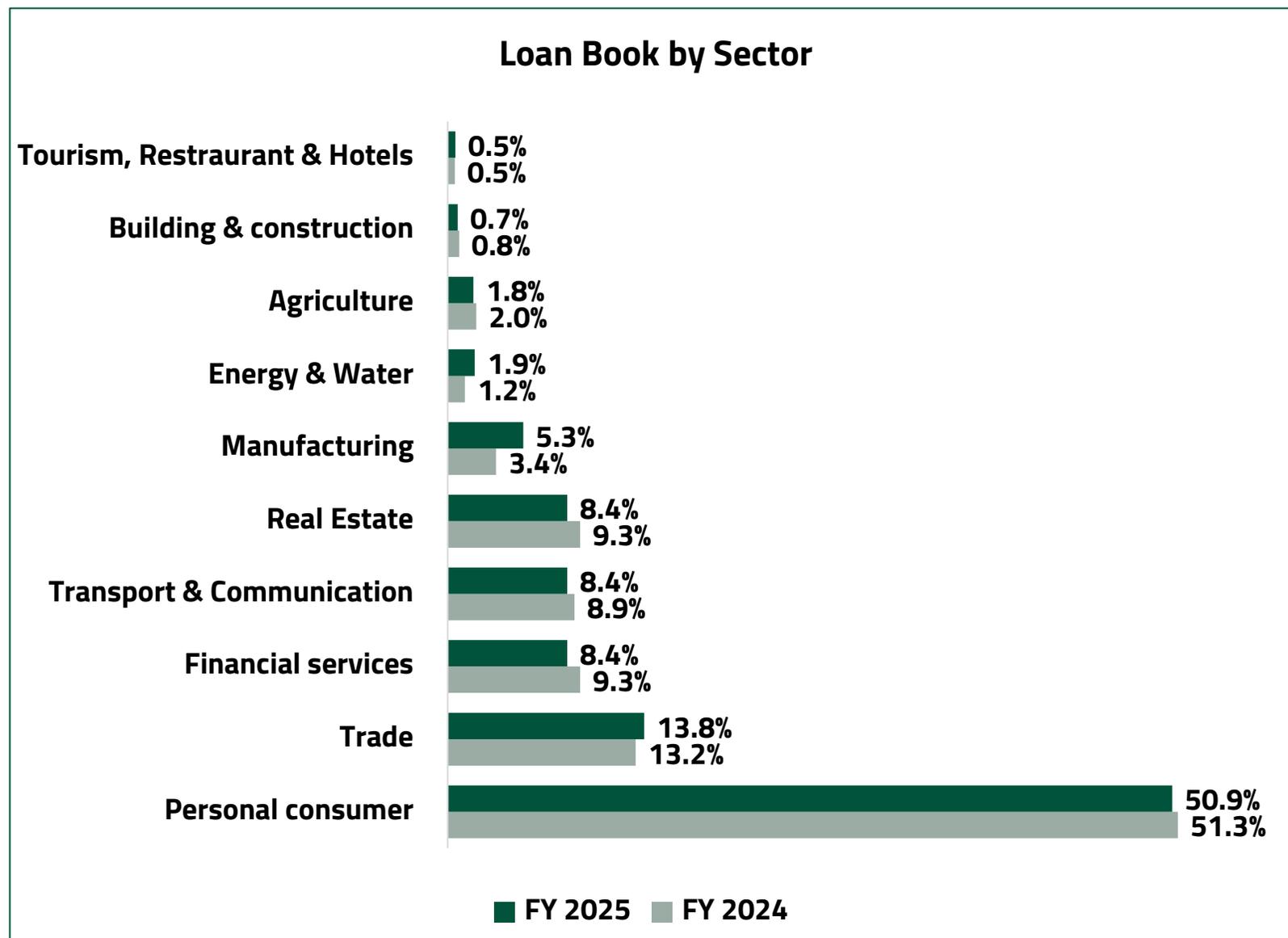
# Diversified loan book

- Diversified across segments.
- Highest book is in Personal 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.



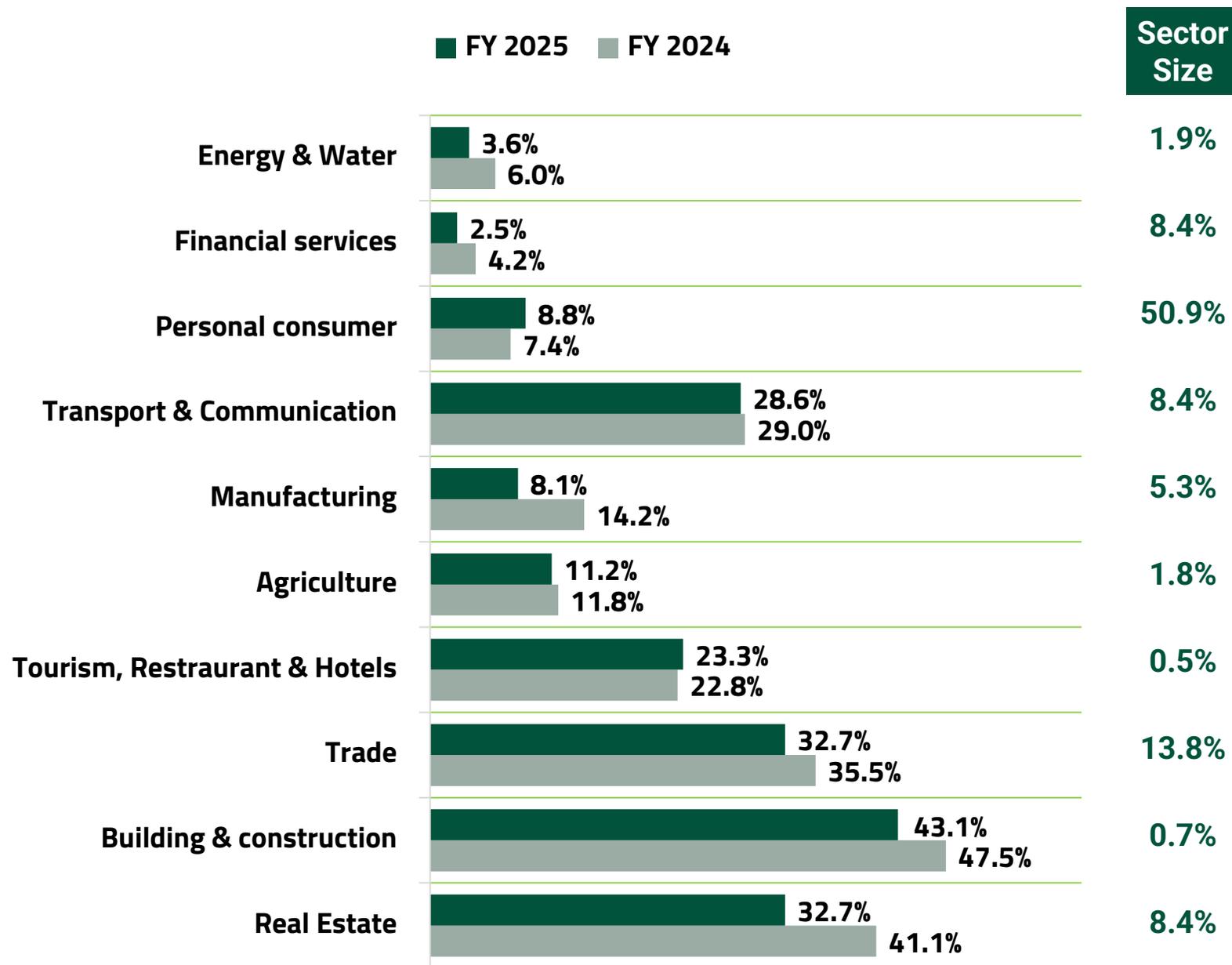
# Diversified loan book

- Diversified across sectors
- 50.9% in Personal consumer which is performing well



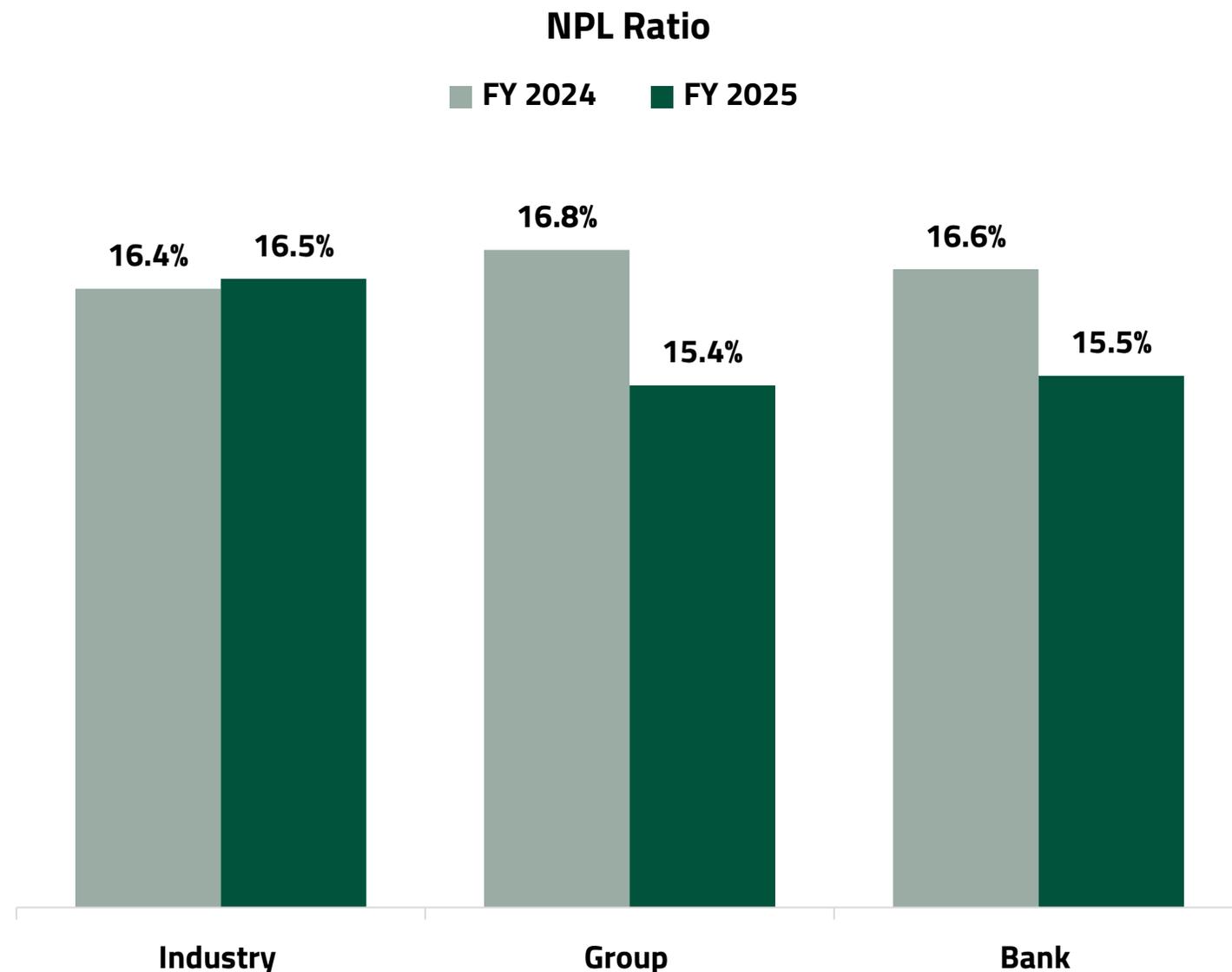
# Portfolio Trends: Sector NPL

Low relative  
exposure  
in high-risk sectors

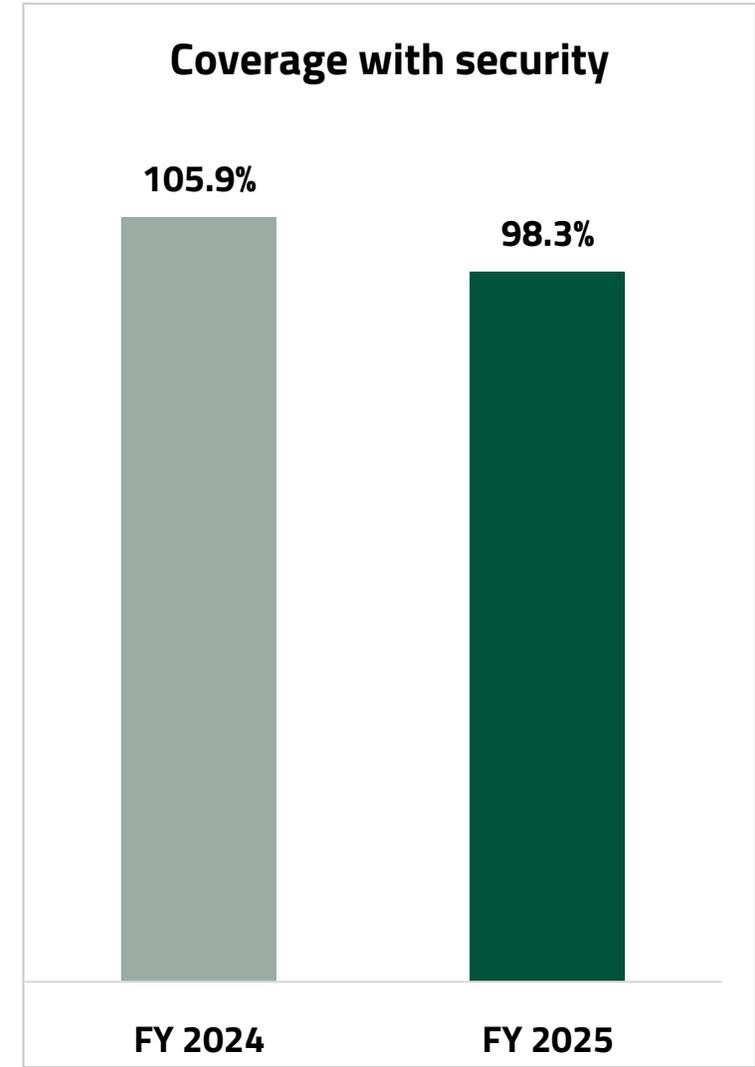
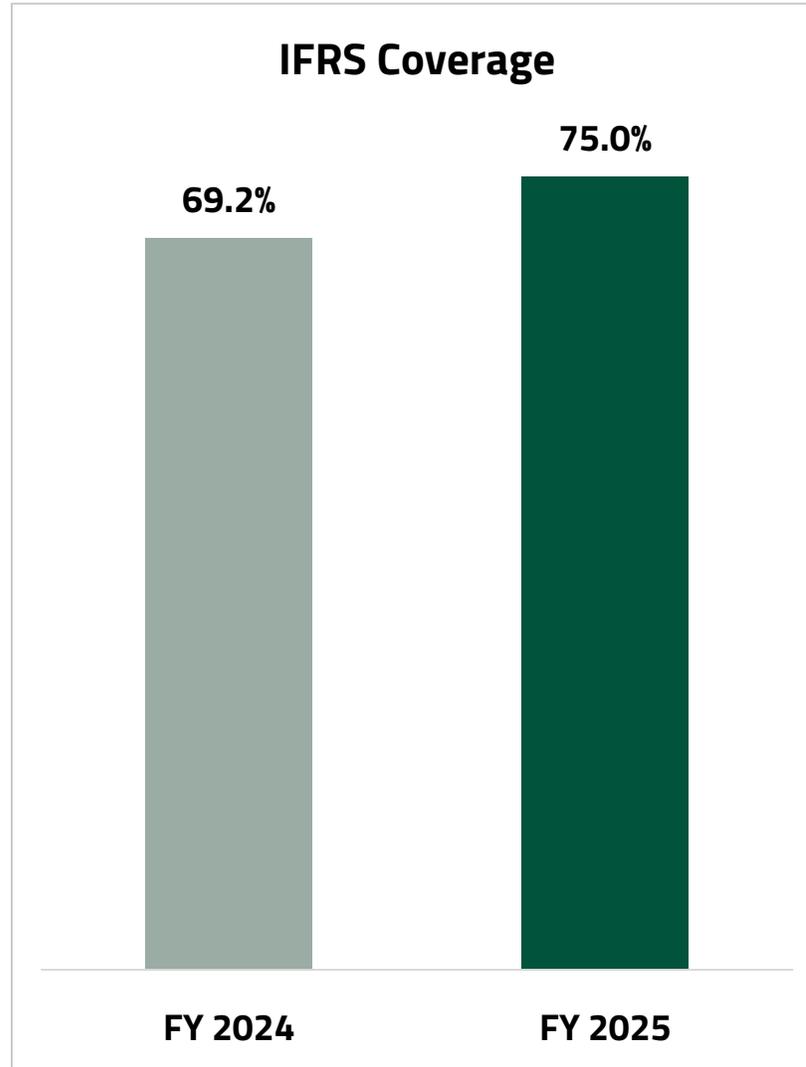
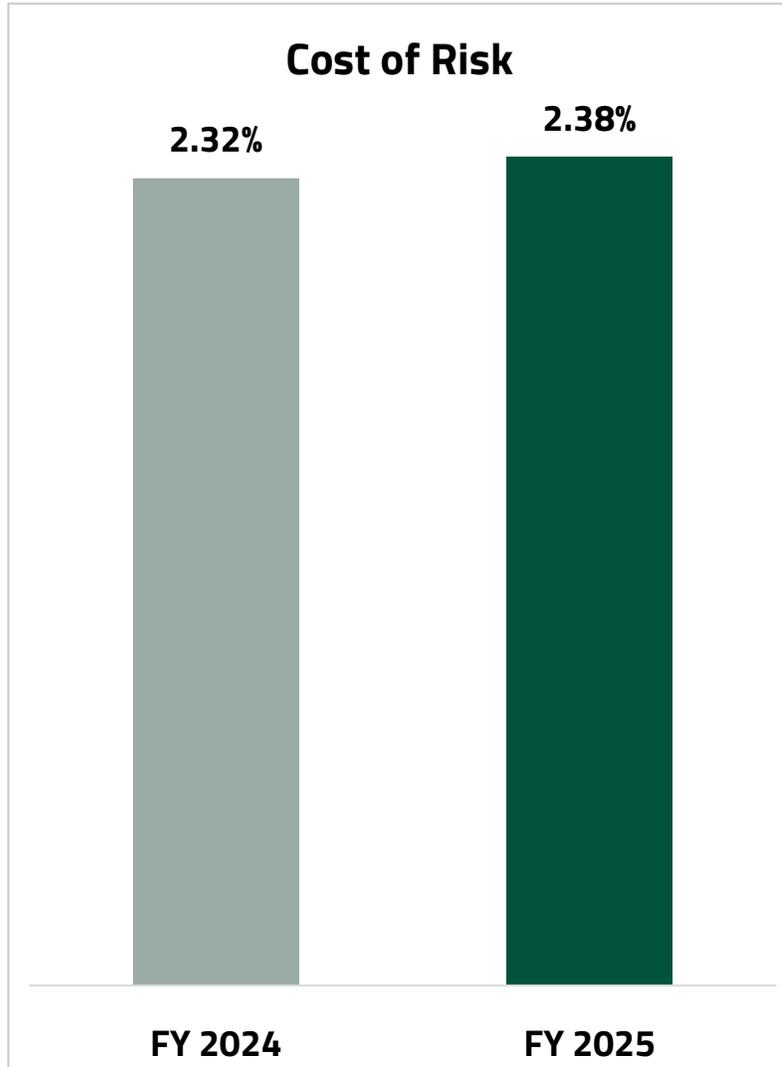


## Supporting NPL Management;

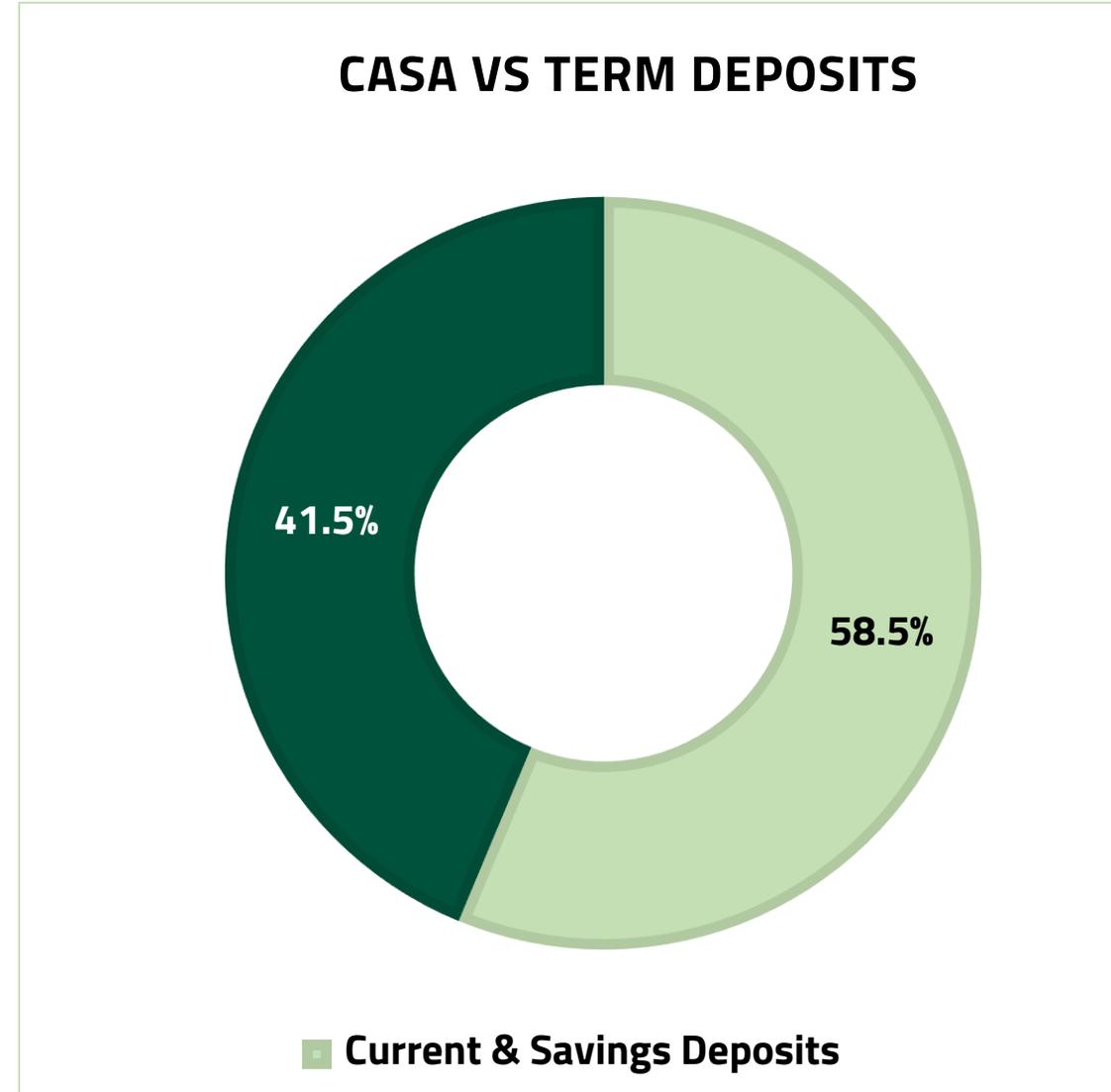
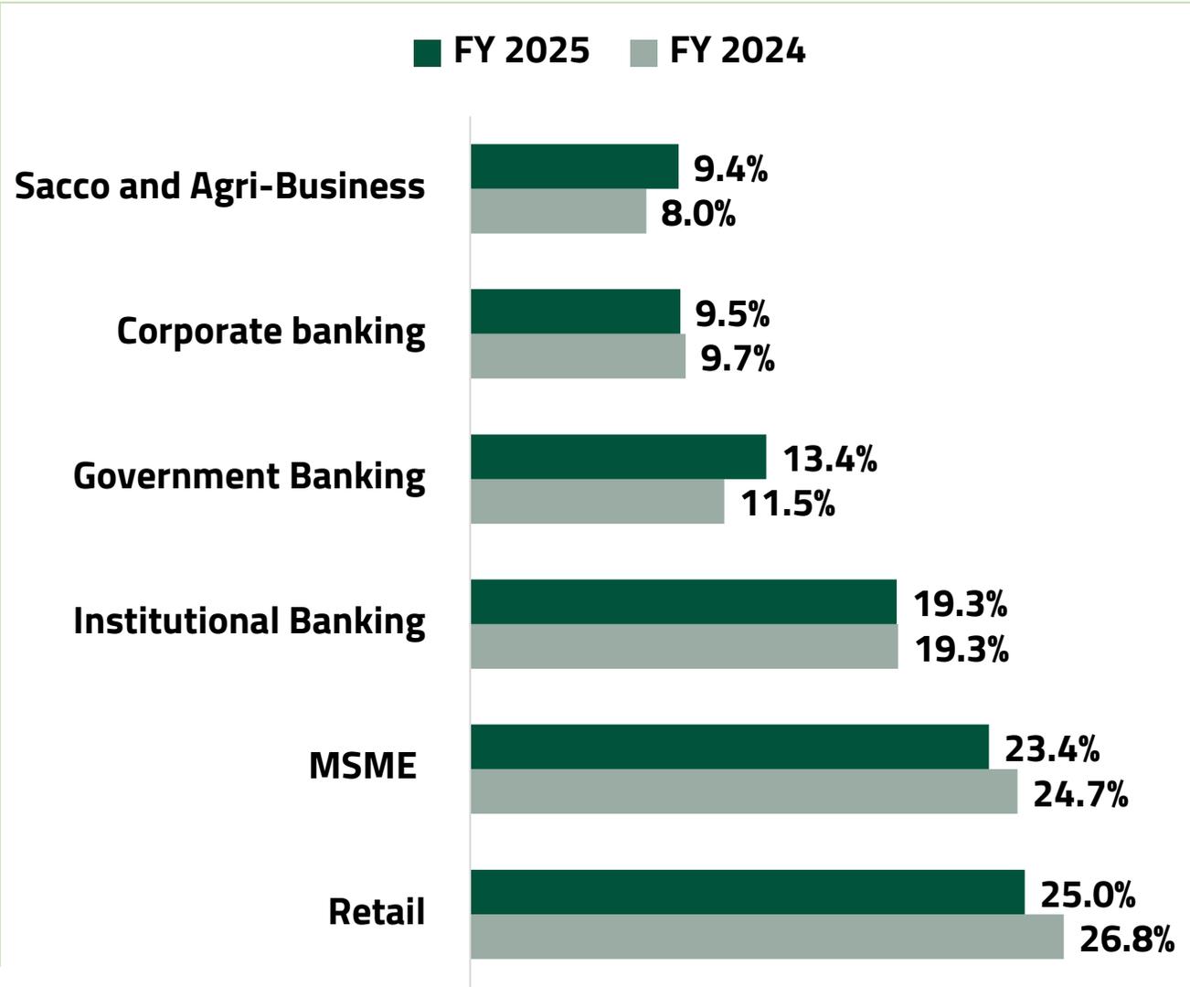
- Proactive Credit Management Strategies.
- Business Growth.
- Consumers and Businesses resilience amid tight economic environment.



# IFRS Coverage up to 75% in FY2025.

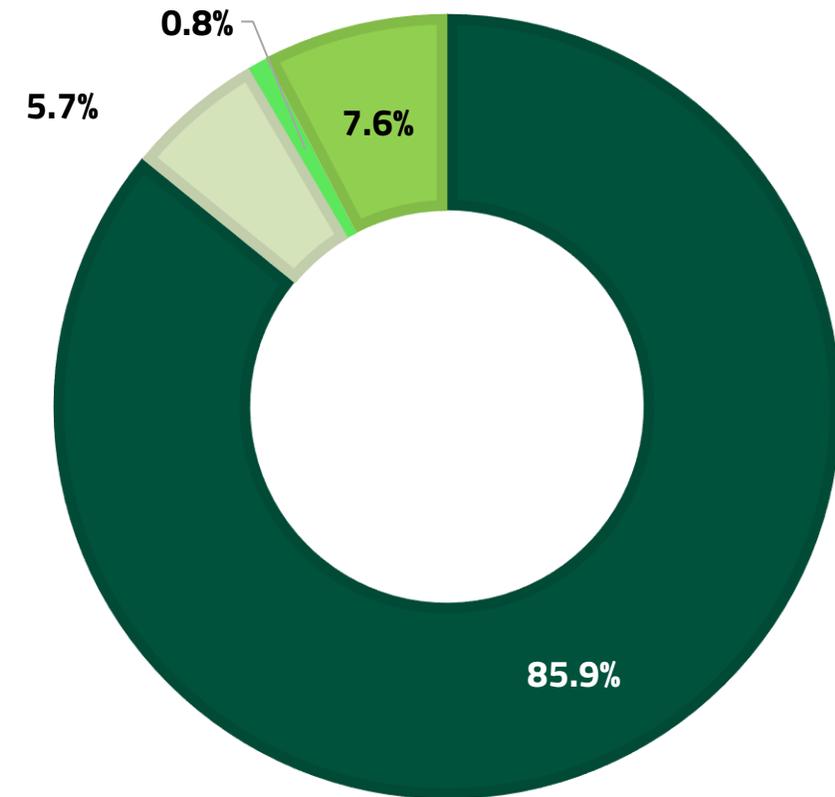


# Well-diversified Liability Portfolio



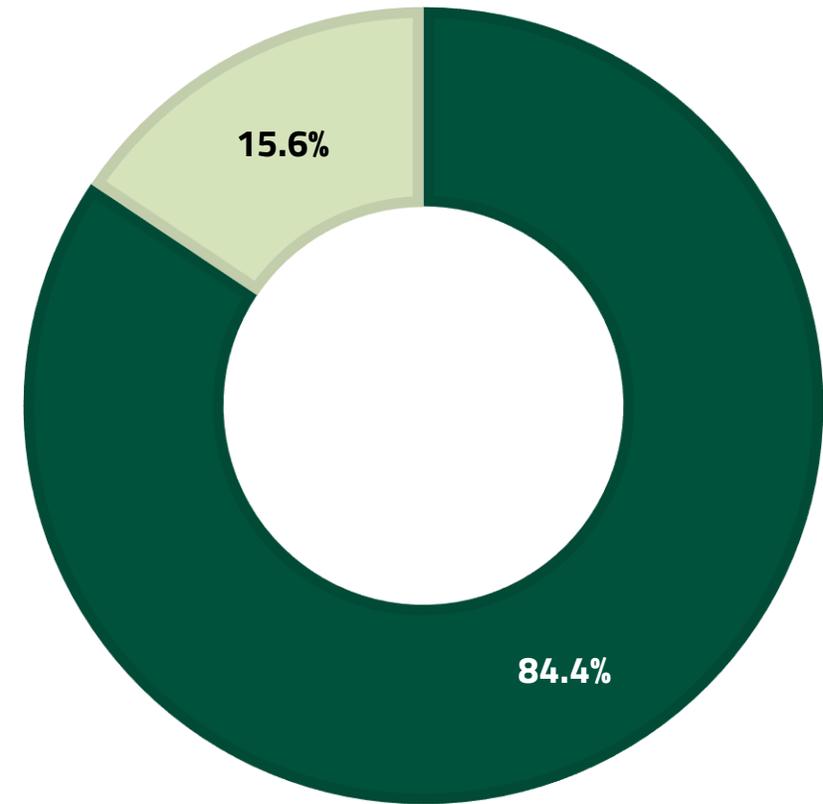
# Optimally balanced Kenya Shilling Asset & Funding Book

**FUNDING:  
LOCAL VS. FOREIGN CURRENCY**



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

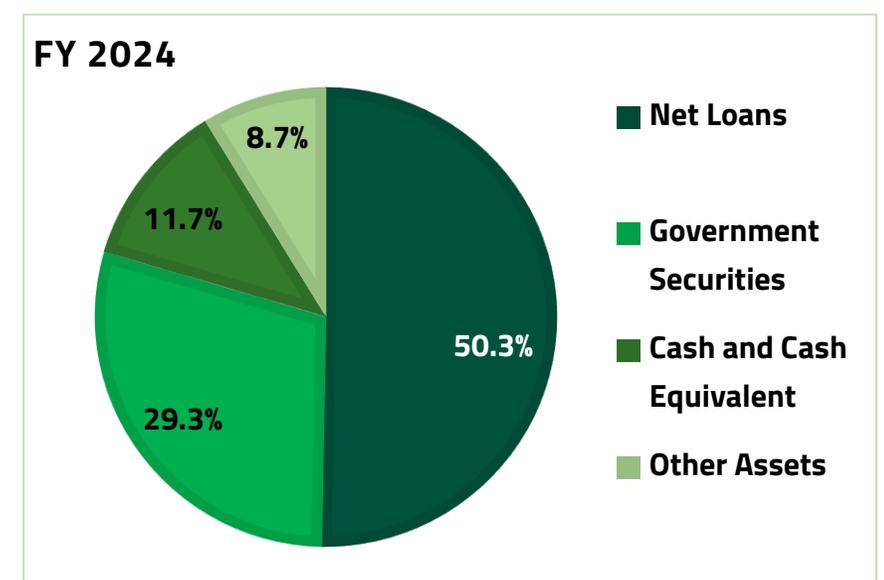
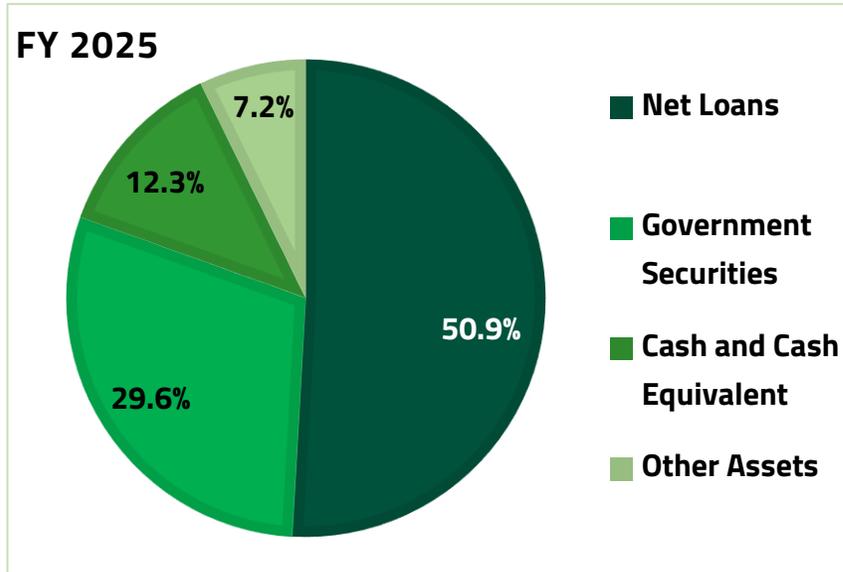
**ASSETS:  
LOCAL VS. FOREIGN CURRENCY**



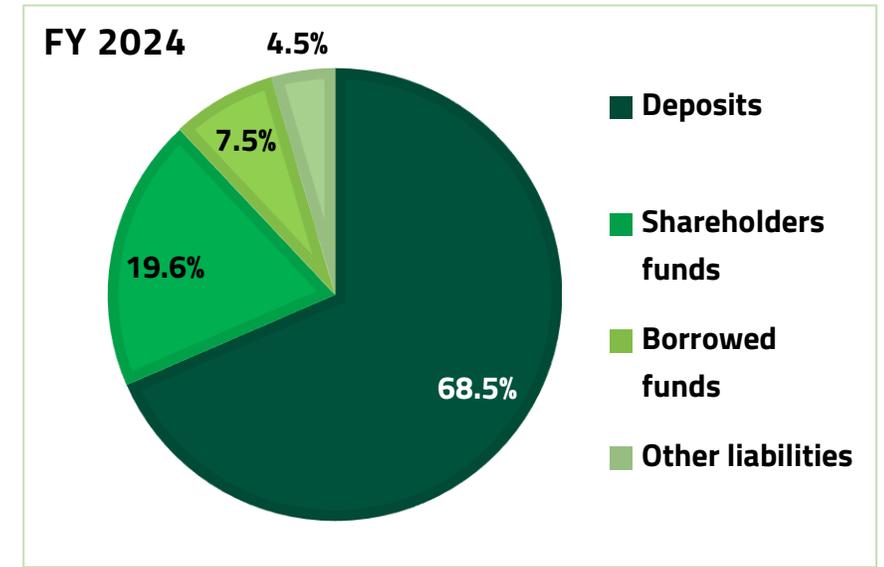
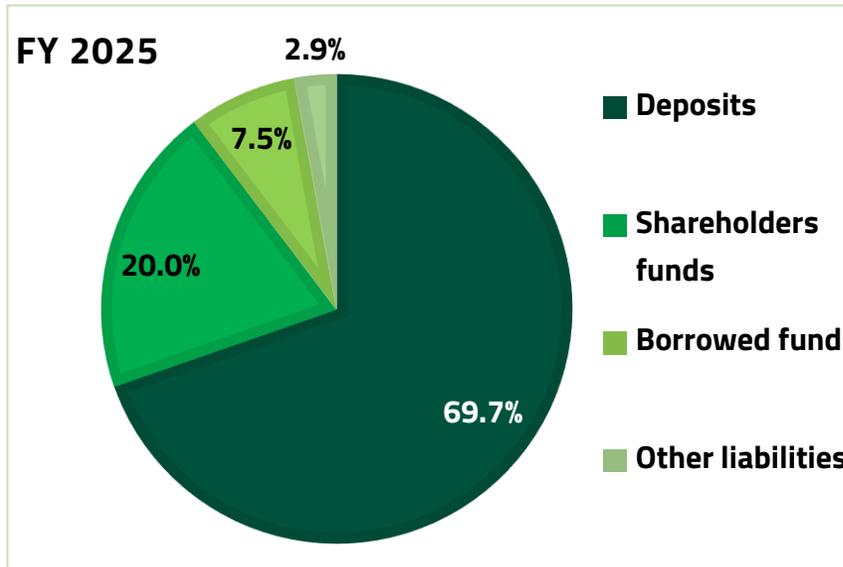
- Local Currency
- Foreign Currency

# Asset and Funding Mix

## Asset Categories



## Funding Categories



# Strong Liquidity to Support Investments

**Liquidity ratio**

59.9%

60.0%

FY 2024

FY 2025

**Total Loans to Total Deposits**

73.4%

73.0%

FY 2024

FY 2025

**Loans / (Deposits+Borrowed Funds)**

66.2%

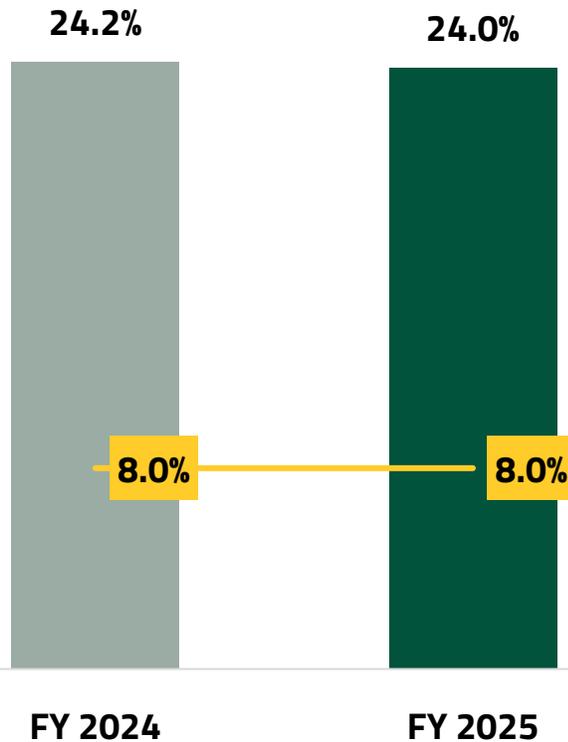
66.0%

FY 2024

FY 2025

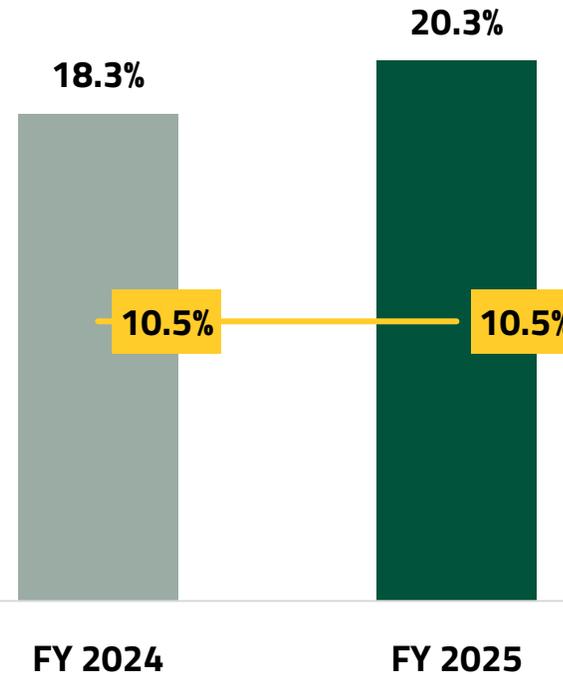
# Capital buffers for sustainable growth

## Core capital to Total Deposits



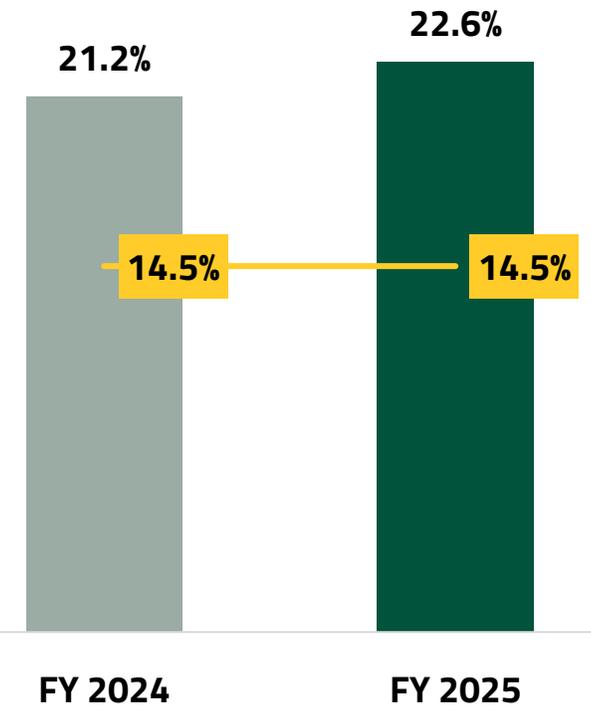
■ Core capital to Total Deposits  
— Minimum Statutory ratio

## Core capital to Total risk weighted assets



■ Core capital to Total risk weighted assets  
— Minimum Statutory ratio

## Total capital to Total risk weighted assets



■ Total capital to Total risk weighted assets  
— Minimum Statutory ratio

# Sustainable Profitability

Kshs. Billions	FY 2025	FY 2024	YoY Change	
Total Interest Income	93.14	86.25	8.0%	↑
Total Interest Expenses	30.29	34.73	-12.8%	↓
<b>Net Interest Income</b>	<b>62.85</b>	<b>51.52</b>	<b>22.0%</b>	↑
Fees and commissions on loans and advances	10.48	11.03	-5.1%	↓
Other Fees and commissions	12.90	12.07	6.9%	↑
Foreign exchange trading income	3.66	4.97	-26.5%	↓
Other income	2.00	1.05	90.8%	↑
<b>Total Operating Income</b>	<b>91.89</b>	<b>80.65</b>	<b>13.9%</b>	↑
Loan loss provision	9.46	8.66	9.2%	↑
Staff costs	20.82	18.32	13.6%	↑
Other operating expenses	21.71	19.70	10.2%	↑
<b>Total Operating expenses</b>	<b>51.99</b>	<b>46.69</b>	<b>11.4%</b>	↑
Profit before tax and exceptional items	39.90	33.96	17.5%	↑
Exceptional items-Share of profit of associate	0.39	0.82	-52.3%	↓
<b>Profit Before Tax</b>	<b>40.29</b>	<b>34.78</b>	<b>15.8%</b>	↑
Income tax	10.53	9.32	13.0%	↑
<b>Profit After Tax</b>	<b>29.75</b>	<b>25.46</b>	<b>16.9%</b>	↑

# Subsidiary Contribution

	FY 2025	FY 2024	Growth	Growth %
Co-operative Bank of Kenya Ltd	36,051,257,135	31,303,207,094	4,748,050,041	15.17%
Co-operative Bank of South Sudan Ltd	236,319,385	11,065,126	225,254,259	2035.71%
Co-opTrust Investment Services Ltd	936,178,811	386,444,651	549,734,160	142.25%
Co-op Bancassurance Intermediary Ltd	1,486,422,255	1,201,659,841	284,762,414	23.70%
Kingdom Securities Ltd	129,692,012	74,208,668	55,483,344	74.77%
Kingdom Bank Ltd	1,125,317,665	1,068,426,883	56,890,783	5.32%
<b>Co-op Bank and Subsidiaries Total</b>	<b>39,965,187,263</b>	<b>34,045,012,262</b>	<b>5,920,175,001</b>	<b>17.39%</b>
Associates share of profit	322,247,161	735,307,031	(413,059,869)	-56.18%
<b>Group Profit Before Tax</b>	<b>40,287,434,425</b>	<b>34,780,319,293</b>	<b>5,507,115,132</b>	<b>15.83%</b>
Income Tax Expense	10,532,905,678	9,323,974,105	1,208,931,573	12.97%
<b>Group Profit After Tax</b>	<b>29,754,528,747</b>	<b>25,456,345,188</b>	<b>4,298,183,559</b>	<b>16.88%</b>

# Key Ratios

Ratio	FY 2025	FY 2024	
RoAA	3.8%	3.6%	^
RoAE	19.1%	19.7%	✓
EPS	5.07	4.34	^
Ave Return of Interest Earning Assets	0.14	0.14	—
NIM on Loans	10.1%	8.5%	^
NIM on Interest Earning Assets	8.5%	7.6%	^
CIR Group <i>(with provisions)</i>	56.6%	57.9%	✓
CIR Group <i>(without provisions)</i>	46.3%	47.2%	✓
CIR Bank <i>(with provisions)</i>	56.4%	57.4%	✓
CIR Bank <i>(without provisions)</i>	45.4%	46.0%	✓
Non-Funded to Total Operating Income	31.6%	36.1%	✓
Cost of Customer Deposits	4.6%	6.1%	✓
Cost of Funds	5.0%	6.4%	✓

# Dividend Declaration

The Co-operative Bank Group is pleased to announce a recommended final dividend of **KSh 1.50 per share**, amounting to **KSh 8.8 billion**, reflecting the Group's continued strong financial performance and strategic execution.

This follows an earlier interim dividend of **KSh 1.00 per share**, bringing the **total dividend payout for FY2025 to KSh 14.67 billion**.

This represents a **67% increase** compared to the **KSh 8.8 billion** paid in FY2024, underscoring the Bank's sustained earnings growth and capital strength.

The proposed dividend will be submitted for approval by shareholders at the Annual General Meeting scheduled for **15 May 2026**.

This payout reflects the Group's commitment to delivering consistent shareholder value, anchored on a robust growth strategy, market leadership, and the strength of the **15-million-member Co-operative movement**.

# Thank You



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