Co-operative Bank of Kenya Ltd Group financial results | Q22021

19th August 2021



We are You

Key Highlights

We are Growing | We are Resilient | We are Agile



A *Transformational* Bank

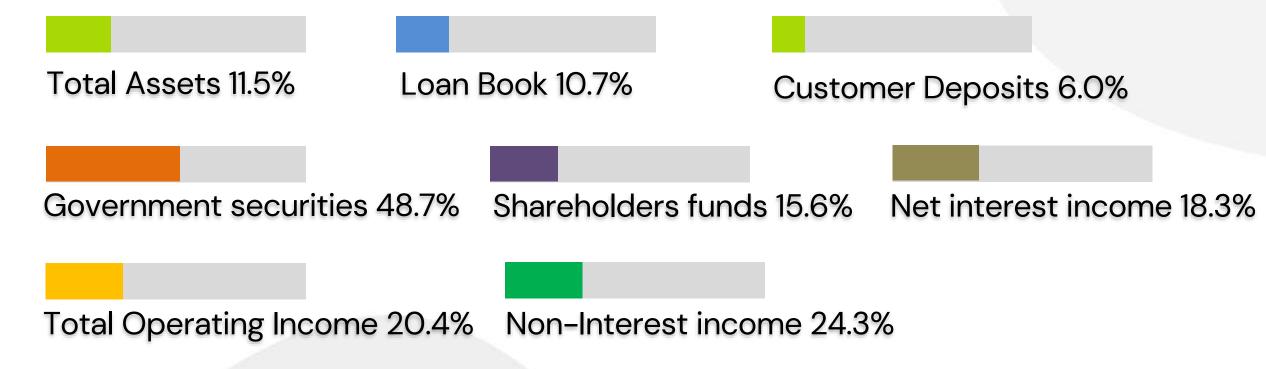
Largest Co-operative Bank in Africa 15 Million Members
Successful Universal Banking Model Increased Dominance in Kenya
Growth, Resilience and Agility in a pandemic environment
Over Kshs.573 Billion in Total Assets
4569 Skilled, Motivated Staff Members
8.8 Million Direct Account Holders





We are Growing: Creating Value

Continued focus on optimizing opportunities to grow; Asset, liability & non funded income through an innovative array of financial solutions.



Proactive Regulatory compliance including measures put in place to mitigate the adverse economic impact due to the ongoing pandemic



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Investment in E-credit

- Strong penetration;
 disbursement of Kshs.5.6 Billion
 per month
- Good yield of 8% flat.
- Short term tenor of maximum 90 days.
- Consumer based that is on salary checkoff deductions at source.
- Low credit risk

We are Resilient: Protecting Value

Profitable Bank Kshs. 10.5 Billion

- Strong Capital Buffers 17% (Regulator 14.5%)
 - Proactive Enterprise Risk Management Framework.



Proactive provisioning for NPL: Kshs. 4.2B in Q22021 (+123% YoY growth)



Continuous support to our customers, staff and all our other stakeholders. Up to **Kshs.49 Billion** loan book was restructured.



Low relative exposure in high-risk sectors like Tourism (1%) and Manufacturing (2%). Up to **50% of our loan Book** is in Consumer banking which is performing well.



Optimal risk spread with a 49% growth on T-bills and T-bonds.



Continued gains from our institutionalized Transformation seeking efficiency and growth.

Key ongoing transformation initiatives aimed at a quality loan book are;

- Credit Review Implementation Project "Project Kilele" with McKinsey &Co.
- Decentralization of loan portfolio management enabling Project 3C (Connect, Collect and Cure).

Fast | Adaptable

Operational efficiency with 93%

of our transactions in alternative channels. We have been able to offer uninterrupted services on these channels.

- - Cost management
 - Analytics

Staff Productivity

- · Supporting new ways of working.
- +25% Pre-provision return per staff.

Proactive Regulatory compliance including measures put in place to mitigate the adverse economic impact due to the ongoing pandemic



• Enhanced digitization of internal bank processes and engagement platforms, to ensure contactless capabilities for both customers and staff.

• New Core Banking Platform implementation on track. Expected Key benefits include enhanced; • Business agility & Innovation • Customer experience

Process automation & Digitization

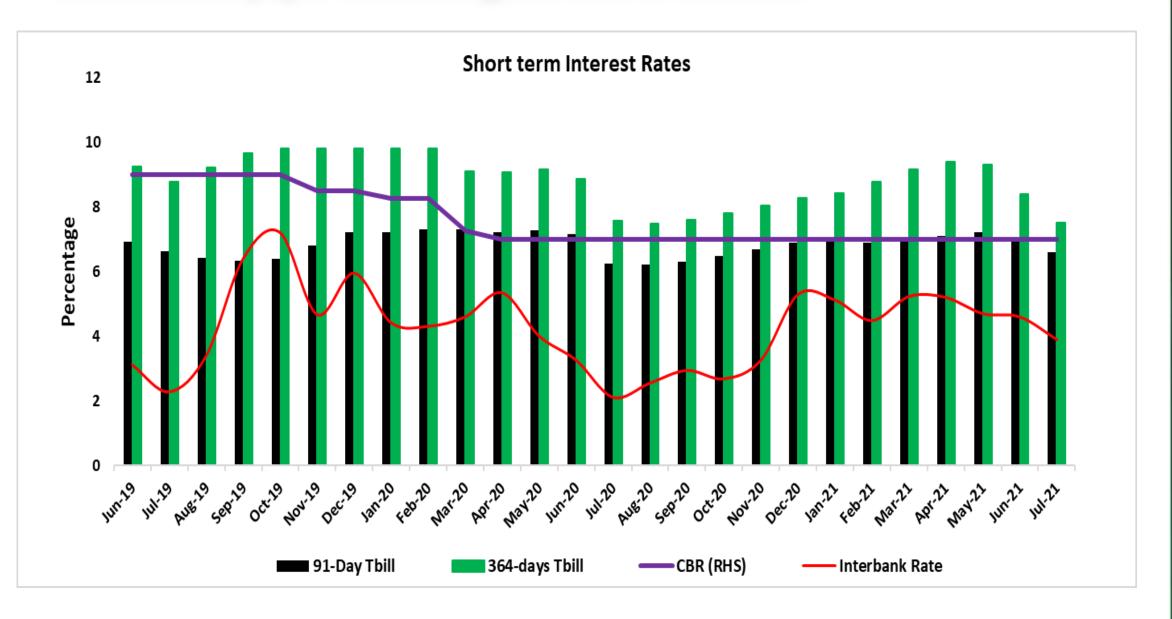
Macroeconomic Highlights

- Short Term Interest Rates
- Exchange Rate
- Inflation Rate
- Private Sector Credit Growth
- South Sudan Macro Environment



Short Term Interest Rates

The money market remained fairly-stable in 1H 2021. Government paper recorded good level of demand.

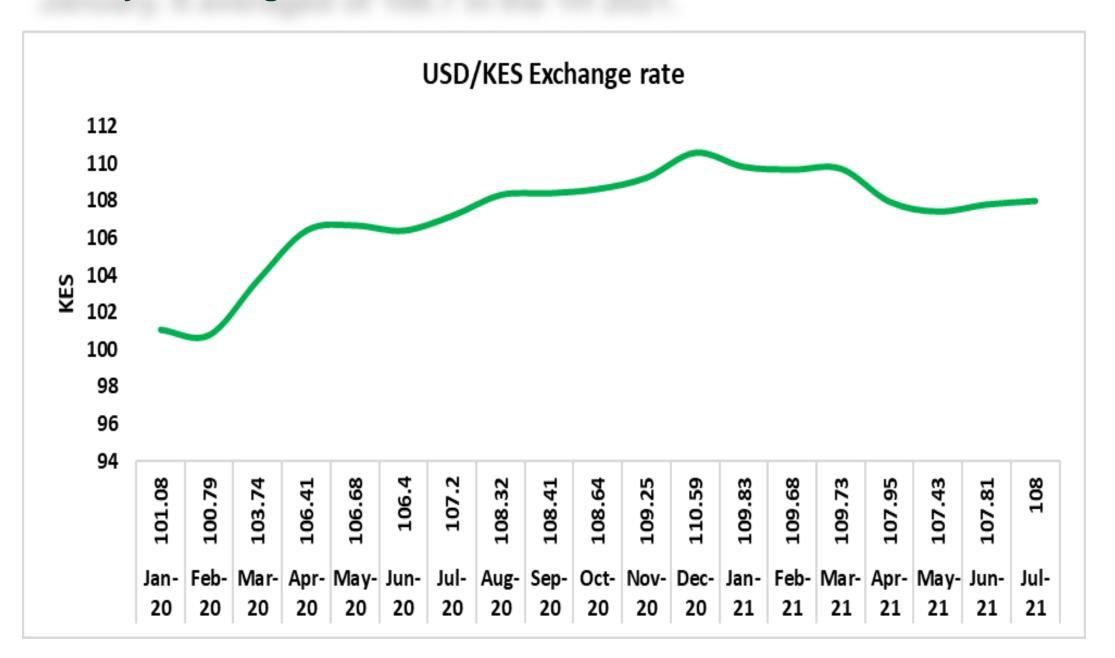




- The 91-days paper has fallen marginally (7.2% to 7.0%), 182-days (8.2% to 7.7%) and 364-days paper (9.3% to 8.9%) in 1H2021 compared to 1H2020.
- On average, interest rates on short term Government paper were slightly lower in 1H 2021 compared to 1H 2020, resulting from the Government's preference for longtenor debt paper in 2021.

Exchange Rate

The KES exchange rate has been stable against the USD since January. It averaged of 108.7 in the 1H 2021.

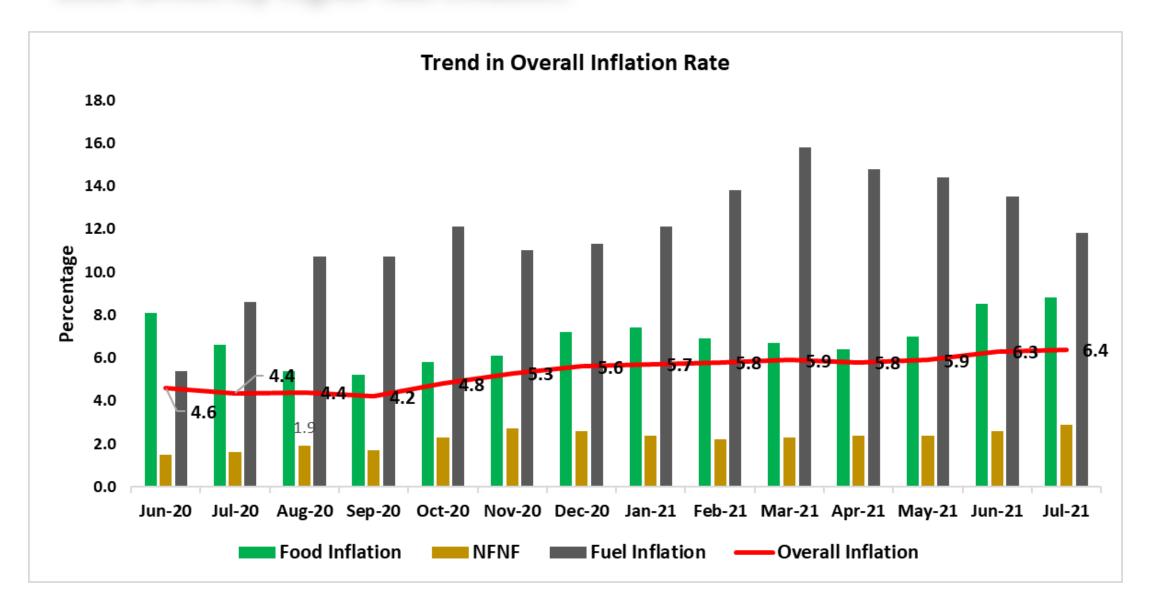




- We forecast marginal movement on the exchange rate in 2H 2021 given low demand for imports, single digit credit growth, stable exports flow and increased forex reserves resulting from positive debt external flows.
- However, a sudden significant rise in value of oil imports would depreciate the local currency.

Inflation Rate

Overall inflation remained stable within the medium-term target band. It averaged 5.9% in the 1H 2021 slightly up from 5.6% in 1H 2020 driven by higher fuel inflation.

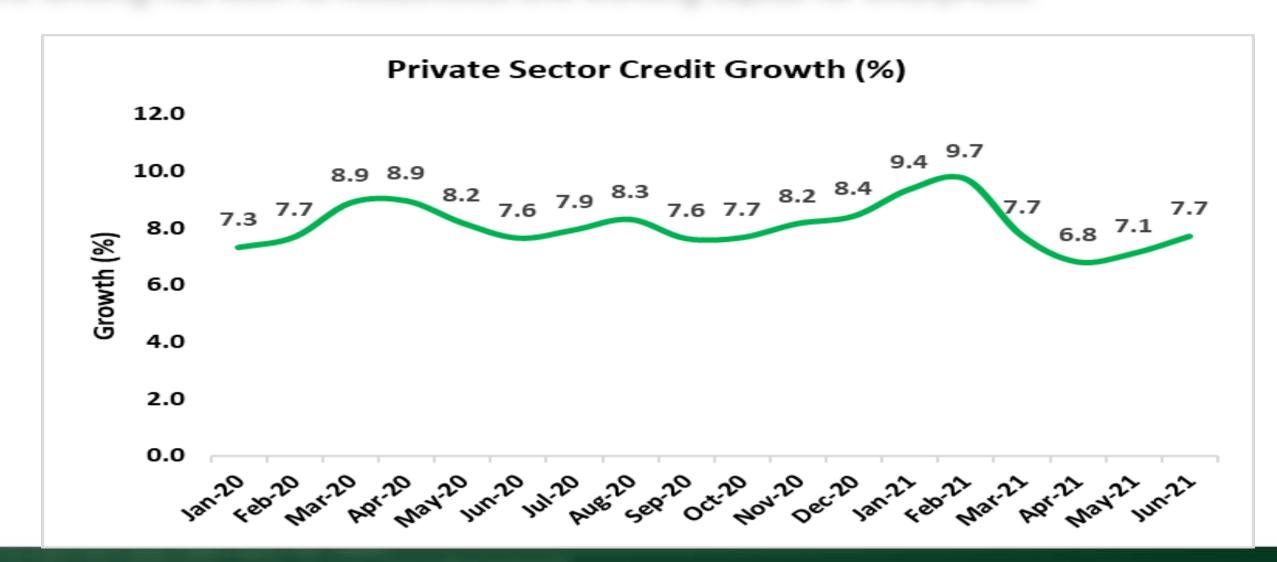




 The long rains (March-April-May) were below average across some parts of Kenya resulting in below-average crop and pasture production. However, with borders open, imports are expected to fill this gap.

Credit Growth

- Growth in private sector credit in 1H 2021 remained moderate, at an average rate of 8.1% compared to 8.1% in 1H 2020.
- Most of the lending has been to households and working capital for enterprises.



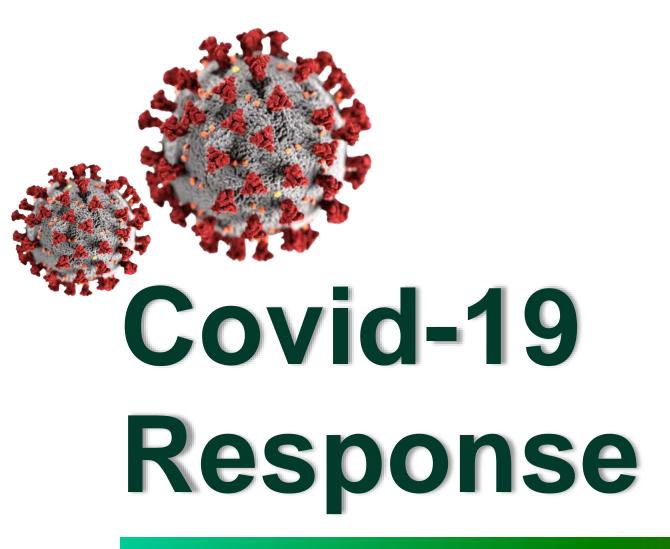
• We project overall credit growth to remain on average around the current level for the rest of 2021.





- Oil prices have recovered to pre-pandemic levels, providing an improved outlook in the near term. South Sudan's fiscal position is \checkmark expected to improve in 2H 2021 given the increasing oil revenues.
- ✓ Sudan received its first consignment of 132,000 AstraZeneca COVID-19 vaccines in March 2021. However, as June 2021, less than 100,000 vaccine doses had been administered against Juba city's target to eventually vaccinate 2.5 million people.
- In support of the urgent fiscal needs and to anchor the reform process, the IMF has approved a Staff Monitored Program (SMP) up to \checkmark December 2021. This will support reform process in; restoring fiscal discipline, monetary and exchange rate reform, debt management and strengthening governance.
- ✓ The IMF also disbursed a second Rapid Credit Facility (RCF) worth US\$ 174.2 million in Q2 2021 to help finance South Sudan's urgent balance of payments needs and budgetary support.
- While South Sudan's economy had shown strong signs of improvement before the COVID-19 pandemic with the GDP growth rate \checkmark reaching 9.5% in FY2019/20, a contraction of 4.1% is projected for FY2020/21 with growth negatively affected by the impact of the pandemic, floods, and increased conflict intensity in parts of the country.
- The Bank of South Sudan (BOSS) has a new exchange rate policy to gradually move towards exchange rate unification. It has \checkmark revamped the foreign exchange auction system through weekly auctions of the IMF's RCF to commercial banks and forex bureaus.
- \checkmark Exchange rate unification is meant to reduce the spread





- 1. Co-ordination within the bank- Covid19 governance
- 2. Regulatory interaction: legal perspective
- 3. Policies, procedures and related controls
- 4. Risk assessment
- 5. Stakeholder Support



Covid-19 Response Key Pillars



Co-ordination within the bank: Covid19 Governance

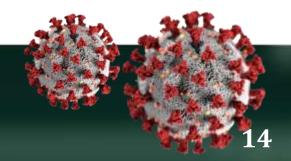
- ✓ Business Crisis Management Team
- ✓ Multidepartment emergency response team
- ✓ Pandemic preparedness strategy –reviewed and communicated constantly

Regulatory interaction: legal perspective

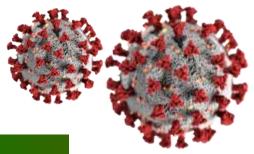
We are compliant with the laws, regulations and guidelines;

- ✓ Ministry of Health guidelines
- ✓ Government of Kenya directives
- ✓ Occupational Safety & Health Policy in line with the OSH Act. (OSHA)
- ✓ Central Bank of Kenya guidelines
- ✓ The Kenya Centre for Disease Control and Prevention (the "CDC") guidelines ✓ World Health Organization guidelines





Covid-19 Response Key Pillars



Specific support to each stakeholder



- We are providing specific support to our stakeholders. For our customers we have universal support,
- but we also have targeted support for customers whose operations /revenues have been halted or materially impacted by the pandemic.
- A portfolio of Kshs.49 Billion was re-aligned to offer our customers the much-needed support. The portfolio is largely performing as realigned

Policies, procedures and related controls

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- These are promoting the use of technology, impact monitoring, response, reporting, communication, education, training and guidance.
- The Bank has put in place adequate business resilience arrangements for disaster recovery and business continuity.

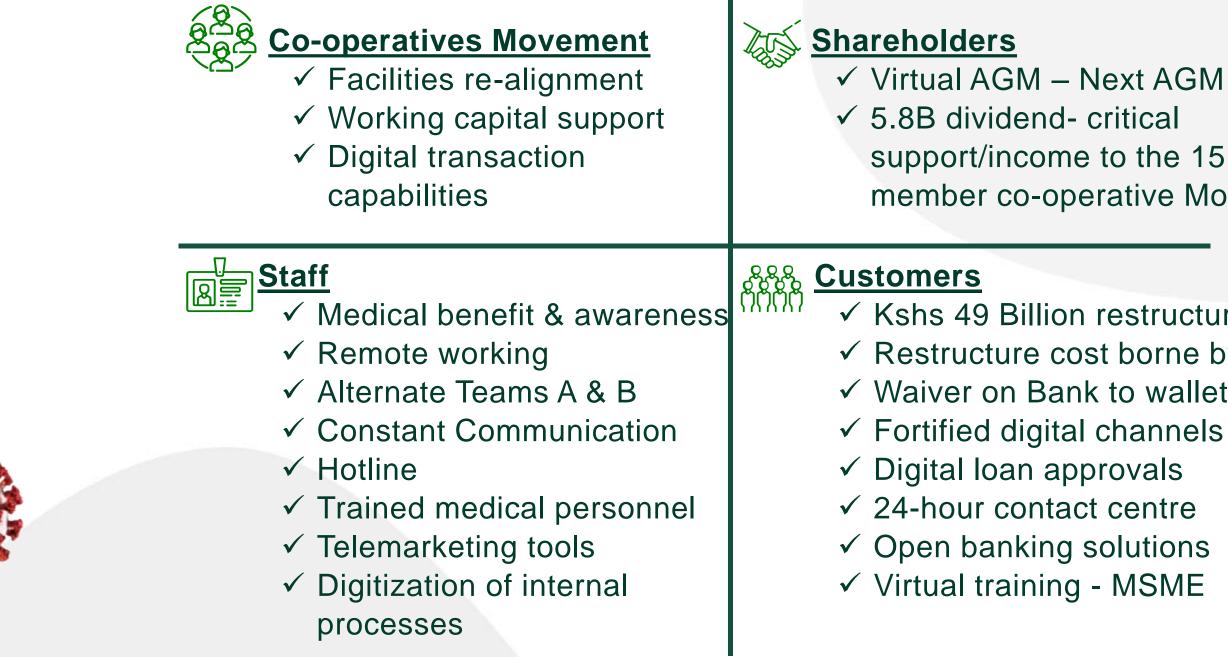


Risk assessment

Proactively monitoring trends of the disease and impact on the Bank's strategic objectives, business operations and work plans. We have robust monitoring and reporting tools capable of collecting, analyzing and reporting case-based information



Covid-19 Response Stakeholder Support



For all our stakeholders

Sanitizers | Thermal guns | Social Distancing | Virtual meeting tools | Enhanced cybersecurity



✓ Virtual AGM – Next AGM on 20th Aug support/income to the 15-millionmember co-operative Movement

✓ Kshs 49 Billion restructured to 31st Mar 2021 ✓ Restructure cost borne by the Bank ✓ Waiver on Bank to wallet fees



Covid-19 Response Stakeholder Support



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Strategic Partners

✓ Continued contractual agreements with our strategic partners throughout the pandemic to support MSMEs, climate smart agriculture and medical health



Regulators

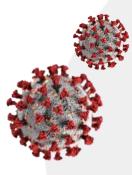
- ✓ Implemented relief measures granted under the emergency by CBK ✓ Documented & reported all the extended and restructured facilities under
- the emergency measures.
- ✓ Deployed monitoring tools to keep track of the covid-19 restructures

Suppliers

- Continued transparent procurement and tendering practices Observing contractual agreements with our contractors and suppliers

Community

- ✓ Donated Kes.100 Million to the covid-19 task force. Continued our operations as a responsible corporate citizen to support the society and
- the economy



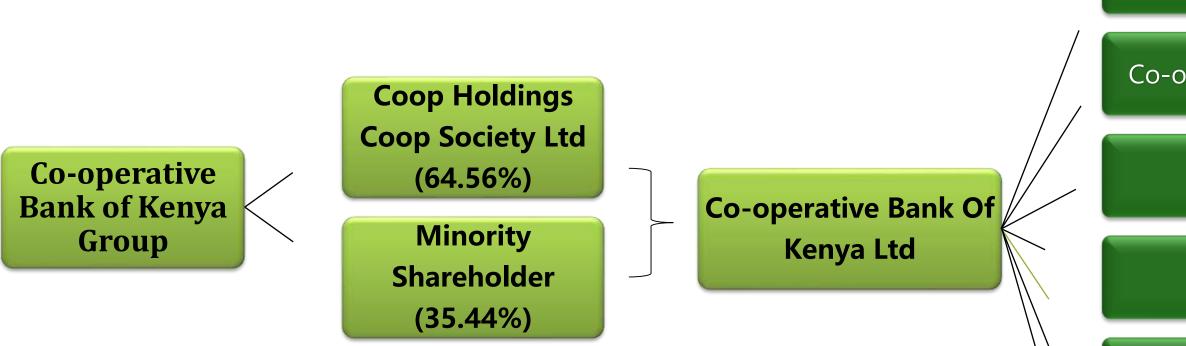


Strategic Focus 2020-2024 Strategic Themes

- Aggressive deepening of our dominance in the Kenya Market
- Dominant provider of financial services to the Co-operative Movement in Kenya and the region.
- Customer experience that is seamless across all our touch points.
- Operating efficiency driven by digitization, innovative products & Processes, efficient business models, and staff productivity.
- Optimal Enterprise Risk and Compliance in the dynamic environment
- Operate as a responsible corporate citizen



Group Structure





Co-operative Bank of South Sudan Ltd (51%)

Co-op Consultancy and Insurance Agency Ltd (100%)

Co-opTrust Investment Services Ltd (100%)

Kingdom Securities Ltd (60%)

Kingdom Bank Ltd (90%)

Co-operative Insurance Society Ltd (33.41%)

Co-op Bank Fleet Africa Leasing Limited (25%)

A Successful

Universal Banking Model



Corporate Government & Institutional Banking (Kshs. 102Billion Loan Book)



Leasing: Coop Bank Fleet Africa Ltd

Insurance Brokerage 18% (YoY) growth in Insurance Commission

Our Presence

177 Branches

8.8M Account holders



115k Internet banking Customers



18.3K Diaspora Banking Customers



5.2M Mcoopcash Customers



479 Sacco Front **Offices Branch** network





576 ATMs

24hr Contact Centre

25K+ Co-op Kwa Jirani Terminals



Key Pillars

"Soaring Eagle" Transformation Initiatives

- Growth
- Efficiency

Branch Transformation: Customer Experience & Retai SFE

MSME Transformation

> NPL Management & Credit processes

Sales Force Effectiveness



Staff Productivity

Shared Services & Digitization 'The Digital Bank'

Data Analytics

Cost Management

"Soaring Eagle" Transformation: Key achievements

E-Credit Focus: Kshs.155.7B Disbursed so far

1.Short term tenor of maximum 90 days.

2.Good yield of 8% flat.

3. Average disbursement of Ksh. 5.6B per month.

4.Consumer Based that is on salary checkoff deductions at source.

5.Low credit risk

✓ Average queue time of 8.4 Minutes.

✓ 93% transactions on alternative channels.

Proactive credit management through;

- ✓ 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.
- ✓ Credit Review Implementation Project "Project Kilele"

MSME Transformation:

1.13,015 trained customers

2.127K+ on boarded on the new packages (Gold, Silver, Bronze)

3. Supply chain financing: 91 Anchors and 512 counter parties to date.

4. Non-Financial Services (NFS):181 NFS clinics, 13 Networking forums, 3 international business trips.

5. Government of Kenya Credit Guarantee Scheme

6.Kshs. 8.25 Billion MSME financing from IFC



"Soaring Eagle" Transformation: Key achievements

Sales Force Effectiveness for CIBD and Cooperatives;

- ✓ Sector focus; Tailor-made go to market strategies for different sectors.
- ✓ Scale up value chain business.
- ✓ Leasing- Partnership with coop fleet to offer assets on lease ;Total Portfolio of 804M.
- ✓ Akili Kali partnership; Fintech engagement challenge for digital co-operatives

 Digitization: Core Banking System (ongoing), Omnichannel, Business Process Management System, Master Card.

✓ Advanced data analytics – credit score redevelopment

✓ Staff productivity and enablement of Work From Home (WFM) – MS Teams, VPN, soft phone.



tfolio of 804M. ratives

The Retirement Benefits (Mortgage Loans) Amendment

The 2020 amendment was reviewed to allow pension scheme members to utilize 40% of their accrued benefits (capped at Kshs. 7 million) in the scheme to purchase a residential house from an institution. The scheme will support the Universal Housing Initiative under the Big4 Agenda.

Early access enables pension member to:



Afford to buy homes using a portion of their accrued pension benefits, or



Raise the **down payment** required for purchase of a residential house on mortgage.

Potential market is 3 million members of pension schemes.



Co-op in partnership with Enwealth Financial Services Launched the 1st pension-backed mortgage in Kenya in July 2021.

Benefits to be realised include:

- Higher pool of clients for mortgage financing; Enwealth has 60,000 members.
- Pensioners gain access to Coop's Property Hub.
- **Retail Mortgage** market share growth.



Credit Review Implementation Project "Project Kilele"

E2E assessment of credit risk management practices

Strengthen portfolio assessment and risk frameworks

Enhance Collections

Comprehensive diagnostic review on each area of credit risk, including: \checkmark Credit risk management framework with a key focus on risk governance, credit risk appetite, origination and underwriting process, credit approval process, credit scoring/rating models, and pricing ✓ Portfolio management, monitoring and reporting procedures ✓ Non-performing loan management, collections, and recovery processes

- ✓ Stress-testing of existing work done on portfolio analysis
- suggest improvements
- heuristics that can be applied to enhance PD, LGC, and ECL modeling incorporating sector expertise
- \checkmark Diagnostic of collections area (including recoveries and restructuring)
- ✓ Segment by segment re-design
- ✓ Future roadmap for collections function



✓ Assess client level (and sub-sector) strategies that have been developed and

✓ Quantify impacts of work done - Improvements on work done and potential

Credit Review Implementation Project

"Project Kilele"

Key Achievements;

- ✓ Underwriting process optimization
- Reclassification of sectors and sub-sectors
- ✓ NPV (Net Present Value) **Restructuring Model**
- ✓ Early Warning System
- ✓ Enhanced Strategic Collections
- ✓ Client level action Plans

- ✓ Roll out of new Application For Facility forms.
- ✓ Improving Turn Around Time for facilities.
- \checkmark Auto disbursements.
- ✓ Business Process Management System optimization ✓ Training for Frontline staff and service teams done to enable onboarding new customers with the new sectors and subsectors.
- ✓ Early Alert meetings at a segment level with the new guidelines.
- ✓ NPV (Net Present Value) Restructuring Model deployed
- Entire corporate and Co-operative book has been \checkmark reclassified into the new Sector classification to enhance quarterly stress testing of customers by sector and subsector.
- ✓ Enhanced Client level action Plans to ensure regular and comprehensive update and actioning.
- ✓ Escrow buildup by our customers.



Championing **Social Economic Empowerment**



Co-op Consultancy & Insurance Agency Ltd

- 2973 Consultancies
- 19 Dedicated Consultants
- 479 FOSA- Financial Inclusion Deepening

Co-op Foundation

- 8340 students supported to date
- 1.34 Billion since inception
- a target of 30 for each year
- Transport Sector in partnership with our partners.
- their business and road safety.

Other Programs with;

- Ford Foundation
- Embassy of Finland
- **Energy De Portugal**
- GIZ









• 18 University Students have completed Community Service in 2021 from

Digital transformation and Business Management for Youth in the Partnership to support 3000 riders in business skills, digital tools to run





Championing **Social Economic Empowerment**



- ✓ Financing the SME and MCU sector
- ✓ Sustainable financing towards;
 - 1. Big 4 Agenda
 - 2. Vision 2030 and MDGs
- ✓ Staff CSR Involvement
- (Kshs.20 Million)
- ✓ Signatory to the United for Wildlife's (UfW) Financial Taskforce
- agriculture
- ✓ USD 75M-IFC MSME and green lending.
- ✓ IFC/Philips- Africa medical equipment.



✓ Kshs. 49B loans restructured as support to customers affected by Covid-19.

✓ Corporate Social Responsibility: First Lady's Beyond Zero Campaign 2020

✓ Private sector-led Covid-19 Emergency Response Fund. Donated Kshs. 100 Million to support critical medical supplies and equipment such as ventilators. ✓ USD 10M in partnership with Eco.business Fund to finance sustainable

Award Winning Brand







ERGY ANAGEMENT **EMEA FINANCE AFRICAN BANKING AWARDS 2020** Best Bank - Kenya

KENYA BANKERS ASSOCIATION: CATALYST AWARDS 2019

Overall Winner Winner: Client case study- Financing SME 2nd - Best in sustainable finance 3rd - Client Case study-Financing Commercial Clients 2nd - Bank case study-Bank Operations 2nd - Bank case study- Financing and supporting clients in the informal sector 3rd - Most Innovative Bank

GLOBAL SME FINANCE AWARDS 2019

Product innovation of the year

FINANCIAL REPORTING AWARDS 2019

Winner: Environmental Sustainability Reporting



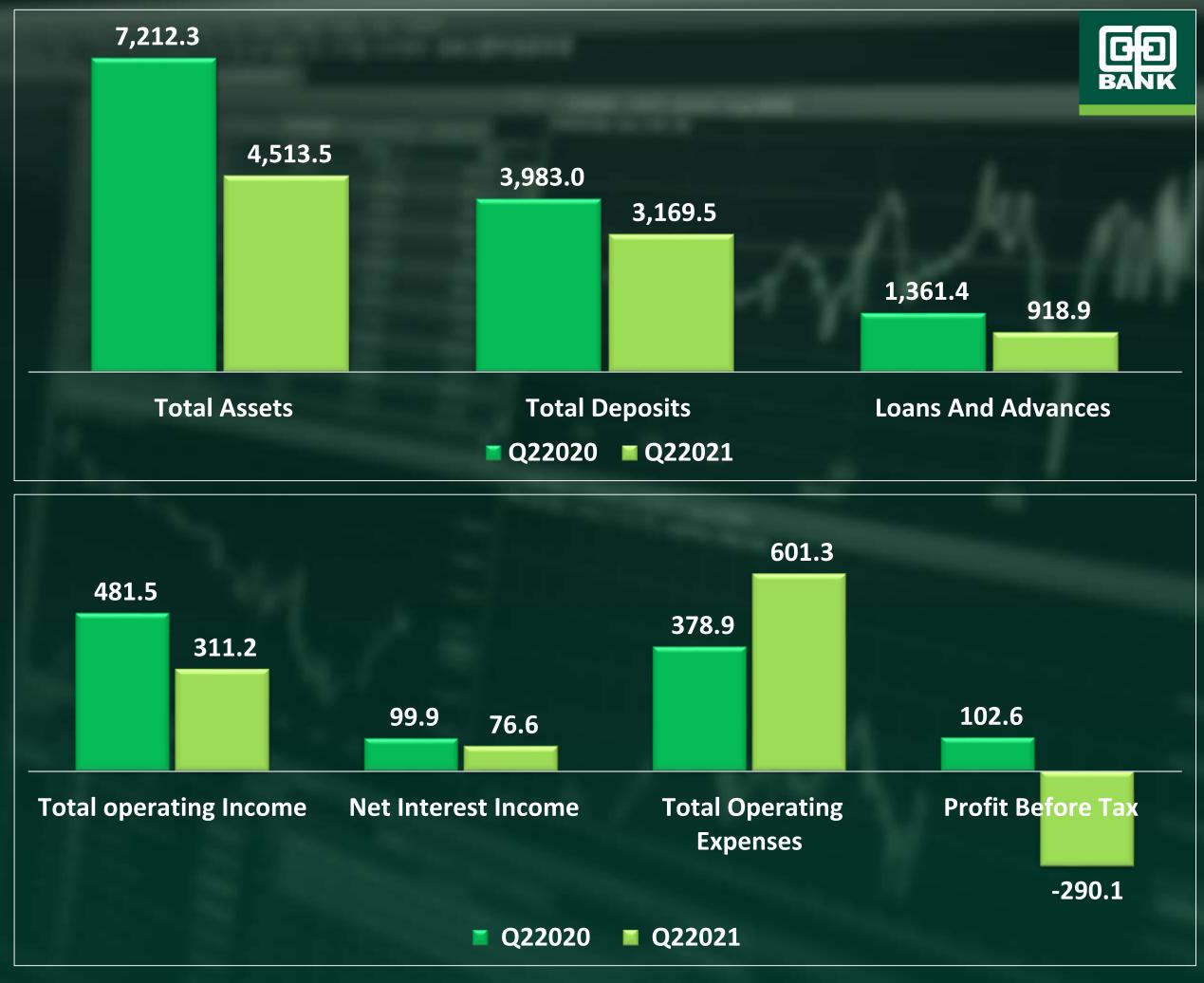
Regional Business (Kshs.Million)



4 branches in Juba

5 Non-oil collection centers.

Owns 31% of CIC Africa Ltd-South Sudan





Channel Performance



Growing Digital Channels

A superior product for our customers that continues to scale and is a key revenue source

93% of our Transactions are on alternative Channels providing opportunities for efficiency.

- Mobile
- Internet
- ATM
- Agency

68% growth in Mobile Transactions year on year.







Mco-op Cash Mobile Wallet A unique Offering



MCo-op Cash is an all-telco, all products mobile banking service that enables customers to enjoy access to a variety of banking services, money transfer and payment services. It's a virtual account with a simple menu where the customers mobile number acts as the account number and can be opened and operated end-to-end from the phone without having to visit the branch. Mco-op cash has continued to reach many customers who would have remained unbanked and underbanked.

Mco-opcash main features includes;

- ✓ Full access to other wallets in the market
- ✓ Affordable pricing compared to Brick & Mortar
- ✓ Payment of goods and services directly to Telco Paybill/Till number
- ✓ Cardless withdrawal at the bank's agent and ATM network
- ✓ External and Internal funds transfer
- ✓ E-Credit Access to the mobile based loans offered by the bank.



Digital lending focus E-credit

- ✓ A key focus area, Kshs.155.7B disbursed to Date.
- ✓ Kshs.5.6 Billion disbursed per month on average.
- ✓ Yield of 8% flat
- ✓ Consumer based salary checkoff hence lower credit risk.
- ✓ Short term tenure of maximum 90 days.





Get an instant relief from cash worries by applying for a Flexi Cash Salary Advance Loan



A superior product for our customers that continues to scale and is a key revenue source

E-CREDIT – KEY GROWTH

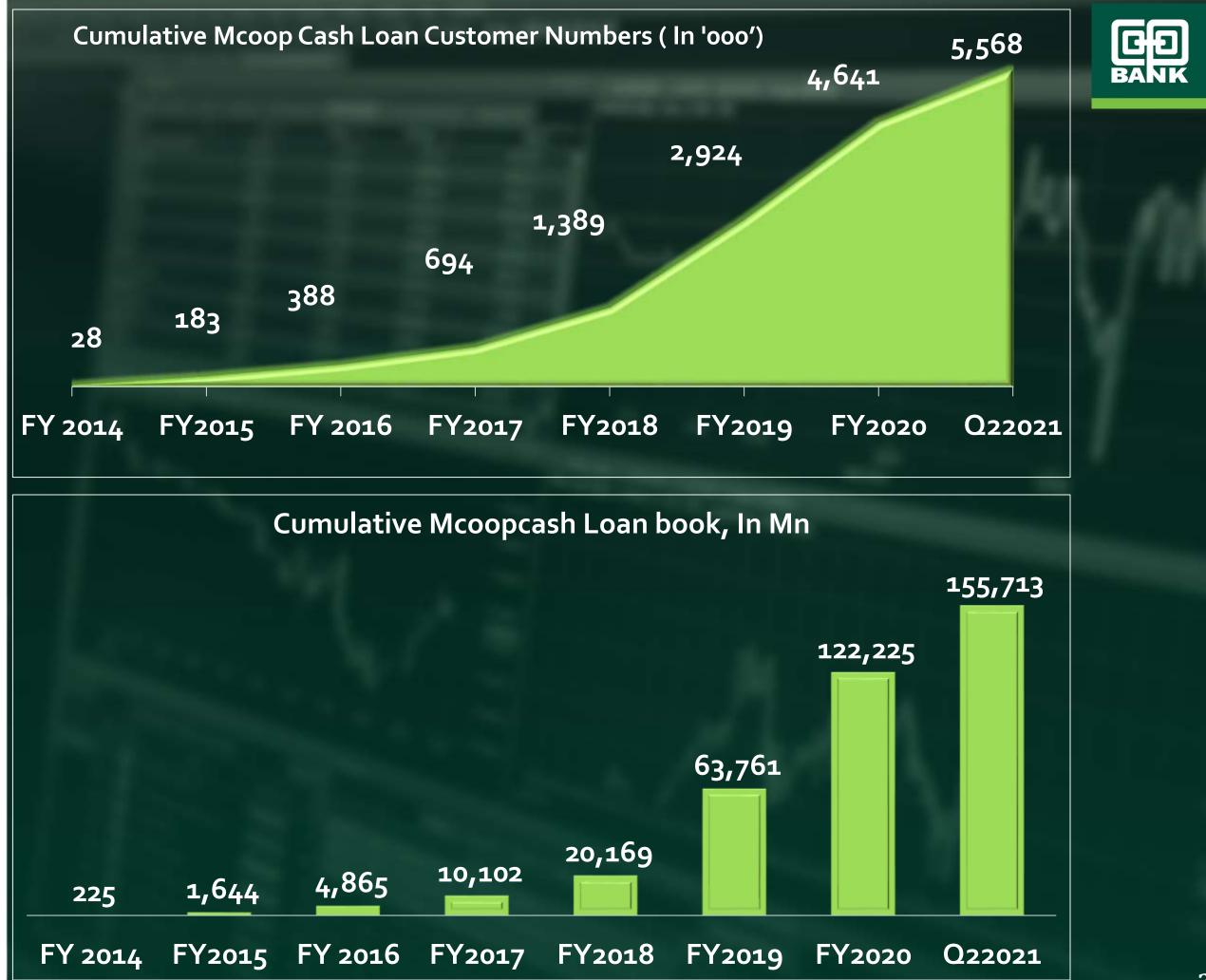
FOCUS

11%

3%

E- Flexi **B**usiness **U**nsecured Business Plus

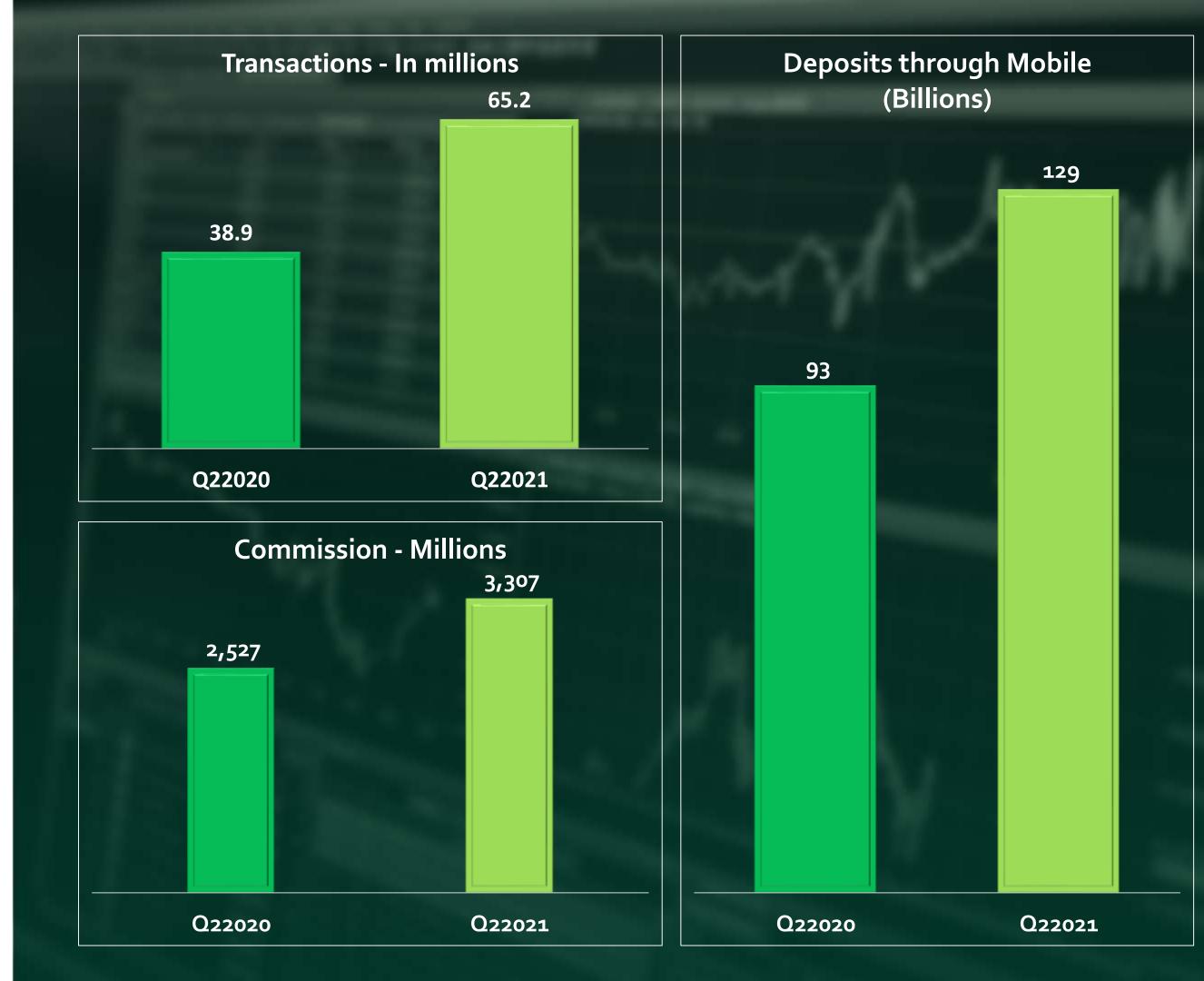
86%



Mobile Banking

Leveraging Mobile Banking to grow commissions

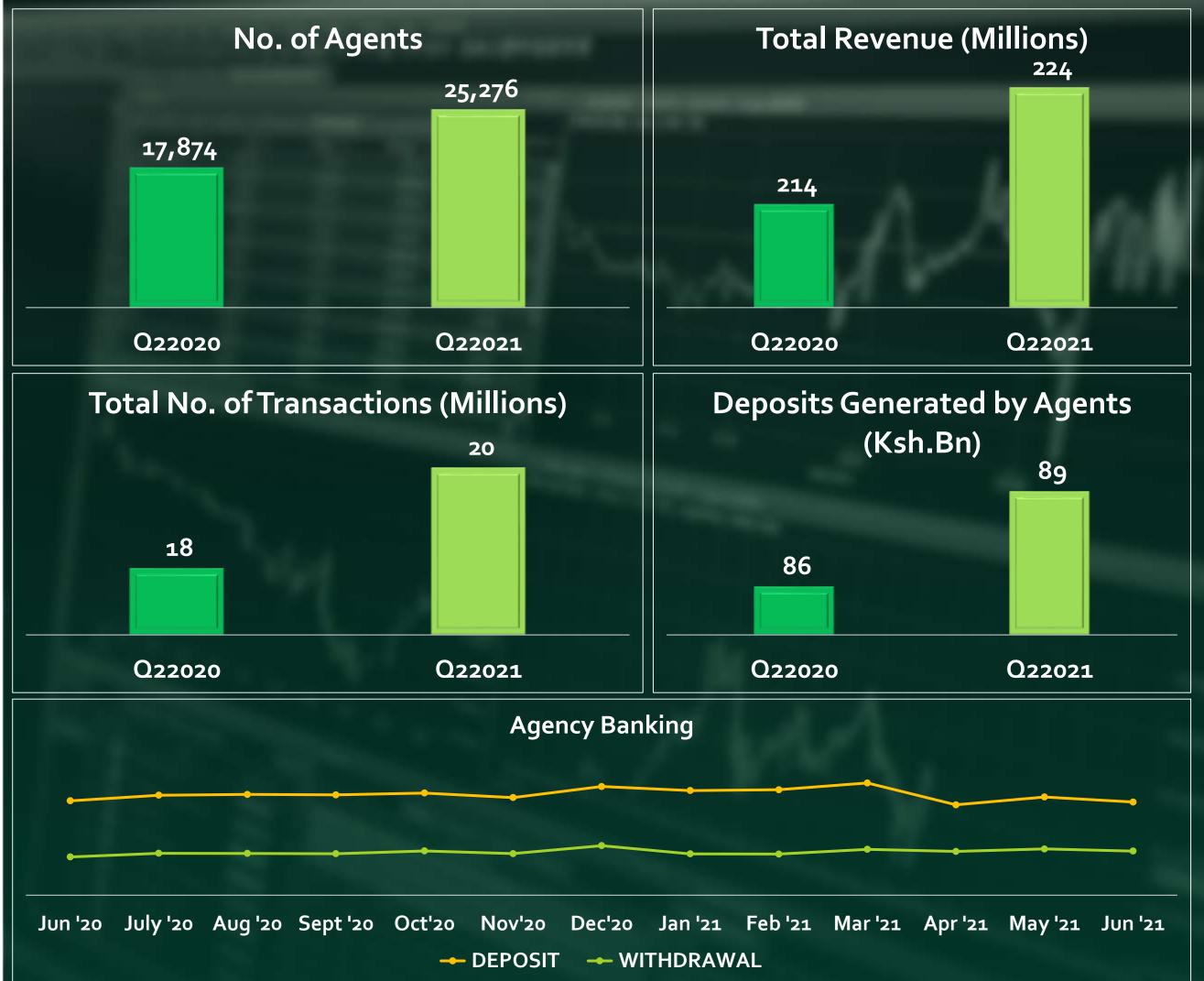
- 68% increase in Transactions.
- 39% growth in deposits through mobile.



Agency Banking

Growing Co-op Kwa Jirani Agency Banking

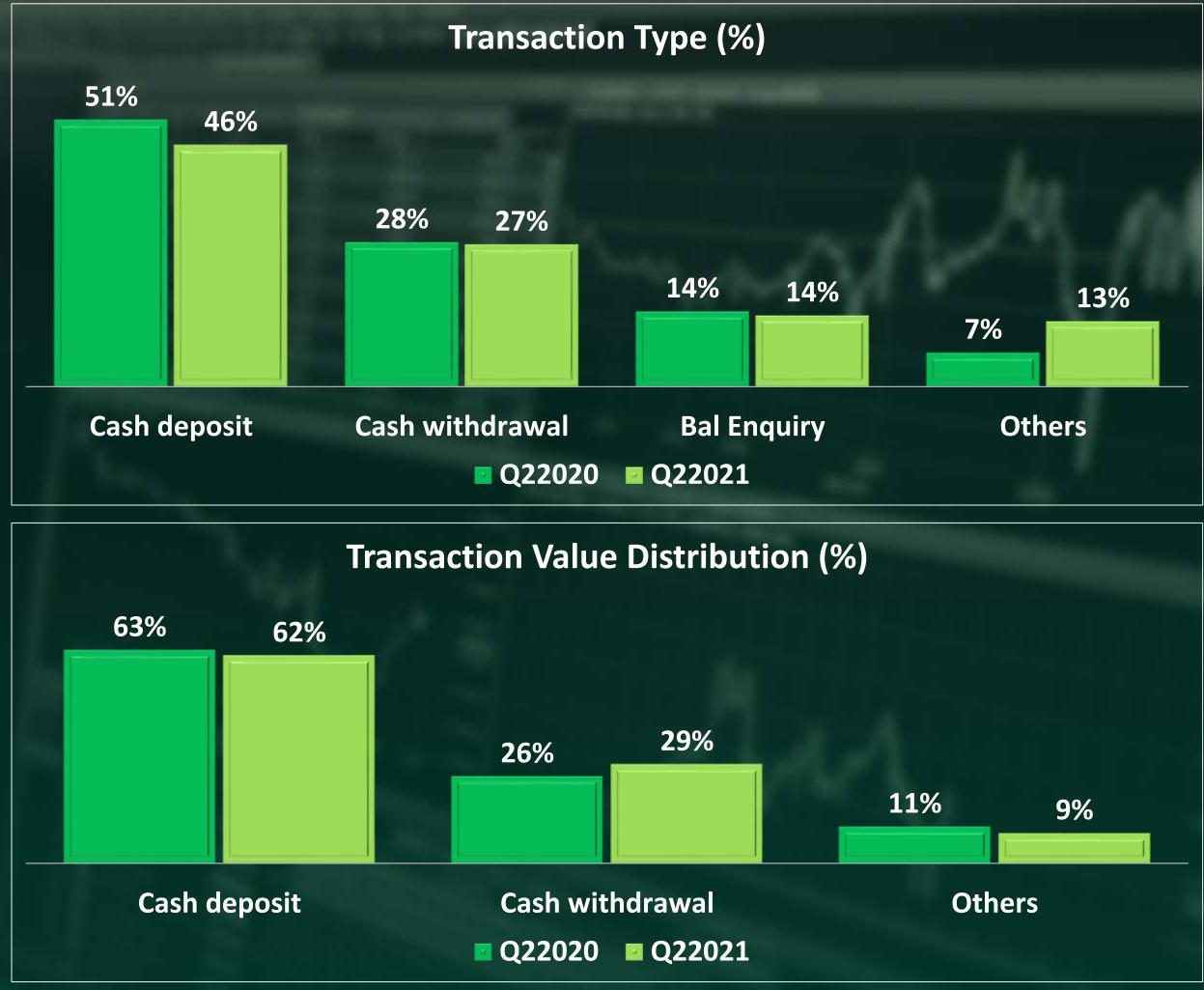
- Agents' terminals up by 41%
- Deposits generated up by 3%
- Revenue up by 5%



Agency Banking

Growing Co-op Kwa Jirani Agency Banking

- Key deposit mobilization channel
- Higher deposit than withdrawal



Financial Highlights



Strong Financial Position (Kshs. Billion)





Strong Financial Position (Kshs. Billion)

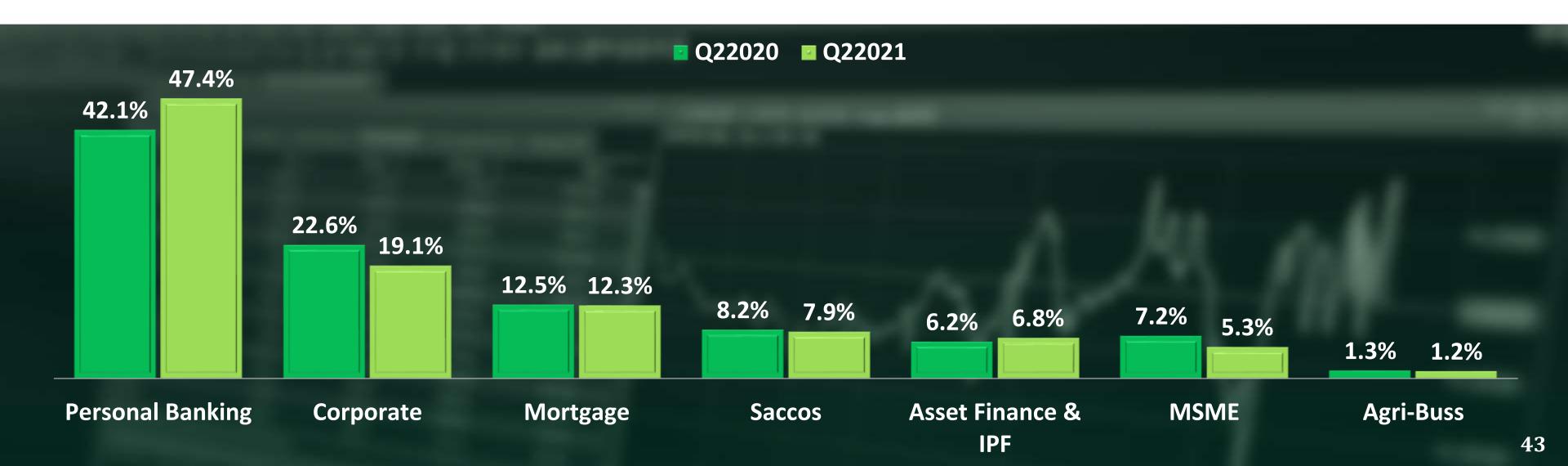
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	Q22021	Q22020	YoY Change		FY2020	
Total Assets	573.0	513.9	11.5%		536.9	
Loan book (Net)	301.2	272.2	10.7%		286.6	
Government Securities	182.0	122.4	48.7%		161.9	
Total Deposits	411.9	389.8	5.7%	-	378.9	
Borrowed Funds	44.4	25.6	73.3%		46.0	
Shareholder's Funds	92.6	80.1	15.6%	1	90.7	42



Diversified loan book

•Diversified across segments. •Highest book is in Personal /Consumer Banking;

Check off; deductions are done at source.

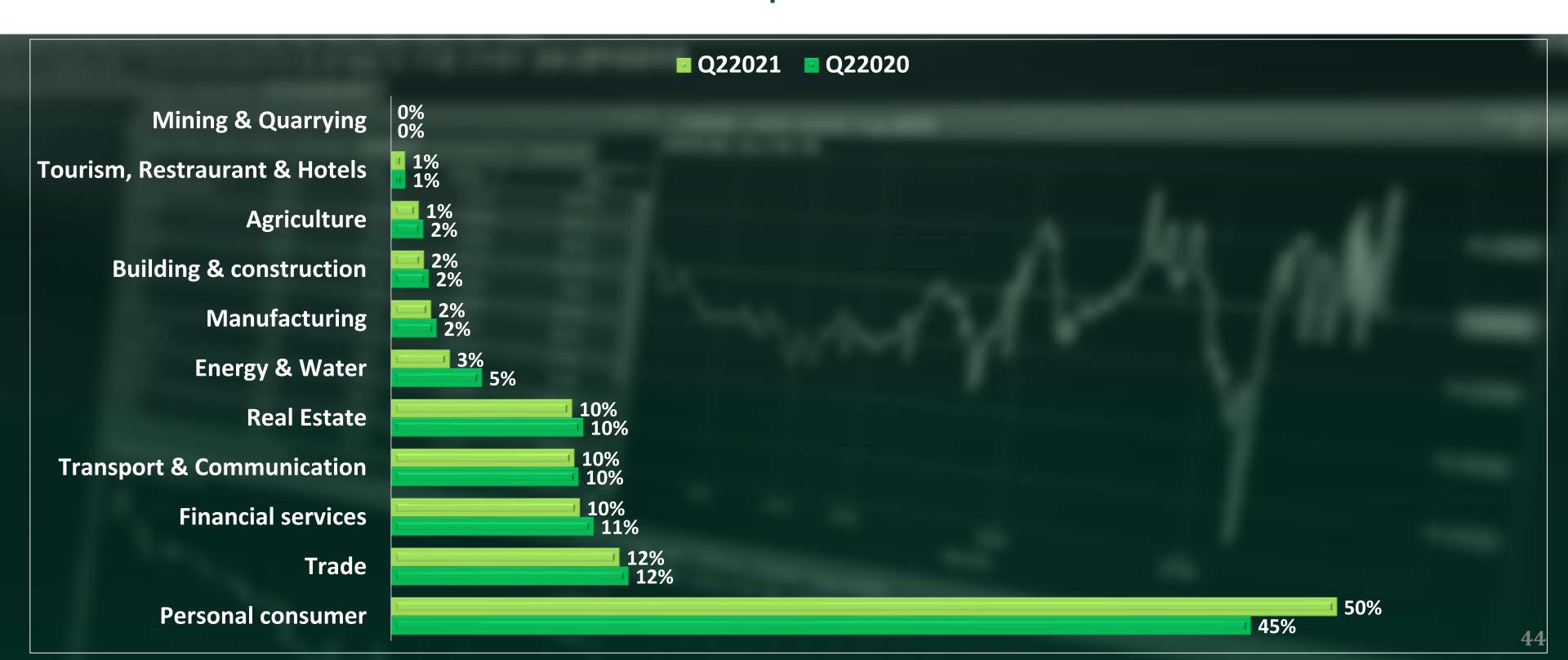




- Diversified across various Government/quasi-government employees.
- Appraisal of both employer and employee for optimal risk-return.

Diversified loan book across sectors

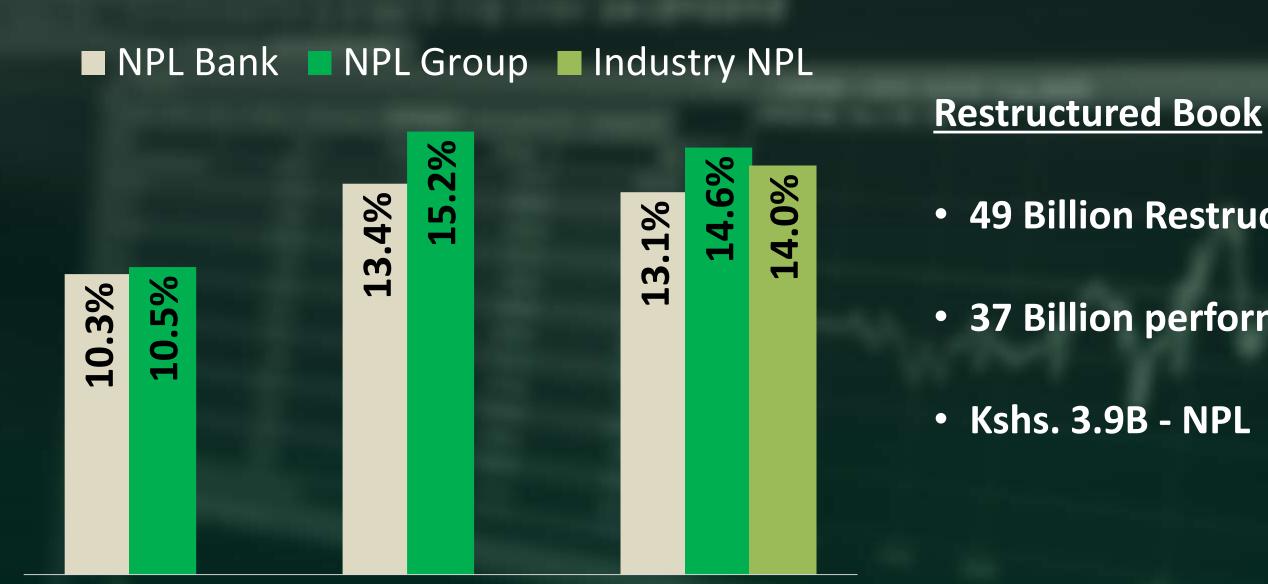
Tourism and Hotels 1% Manufacturing 2%.





50% in Personal consumer which is well performing Low relative exposure in high-risk sectors

Improving Non Performing Loan Book



Q22020

Q12021

Q22021

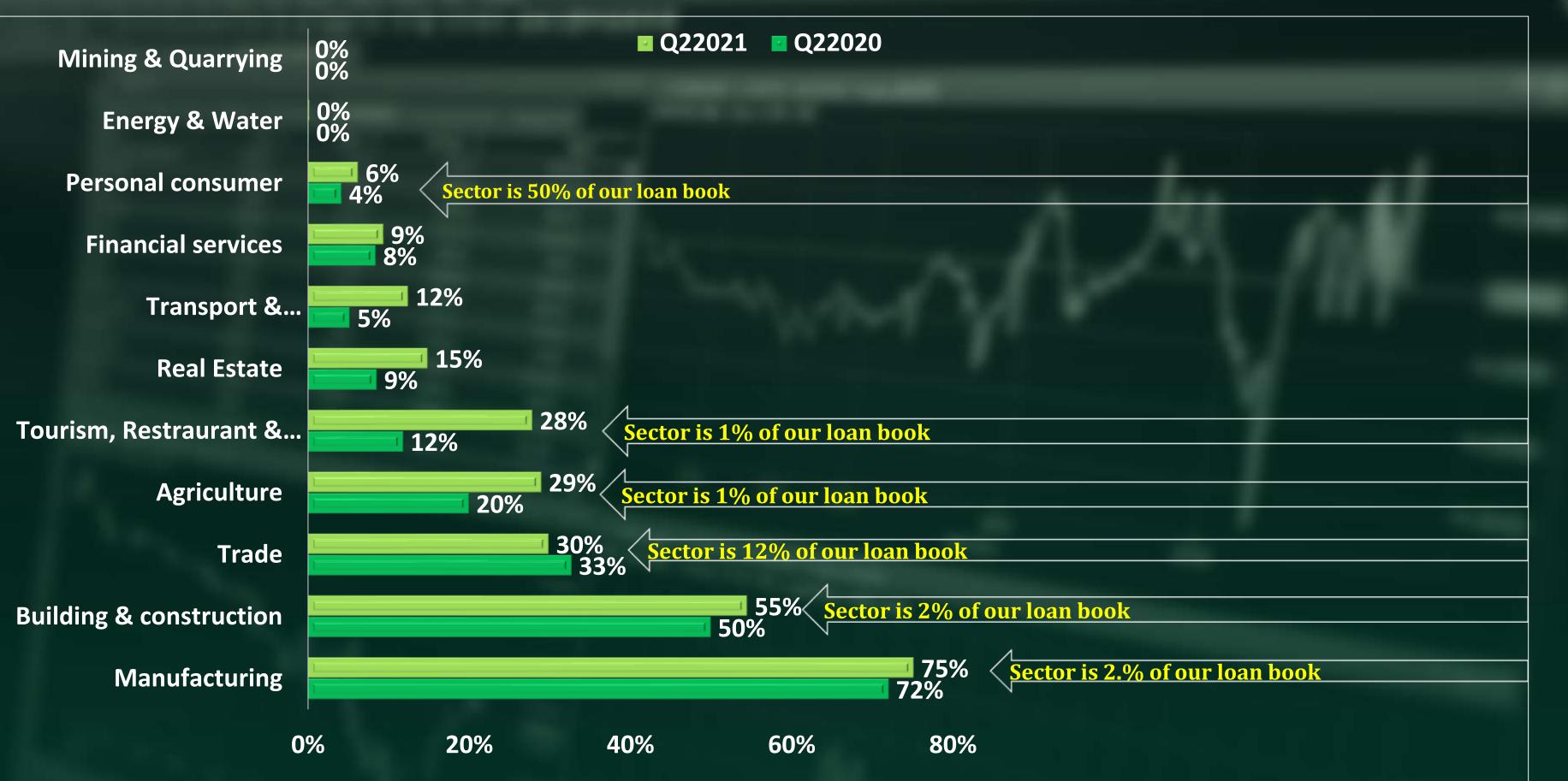




• 49 Billion Restructured up to 31st March 2021

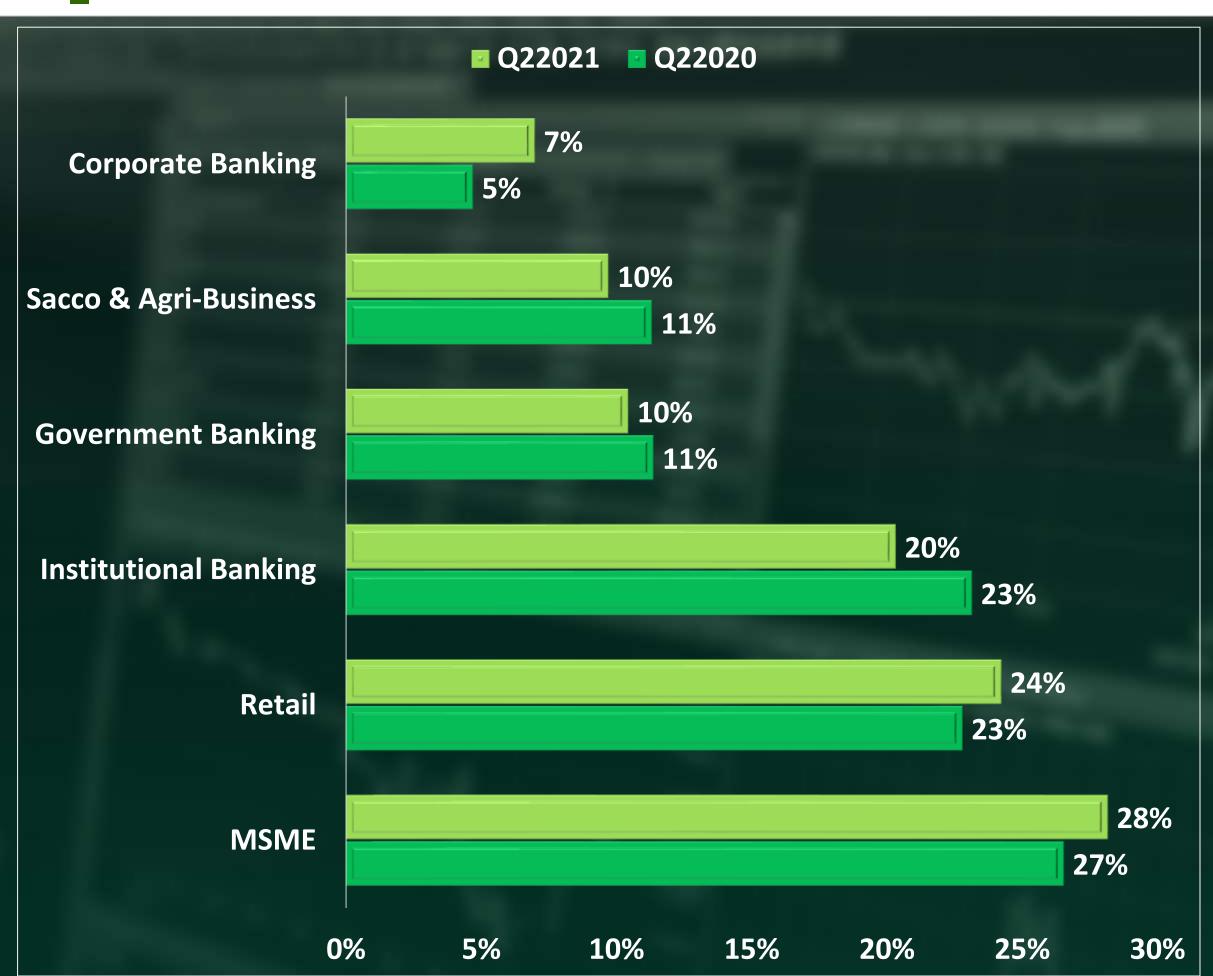
• 37 Billion performing as realigned

Portfolio Trends – Sector NPL





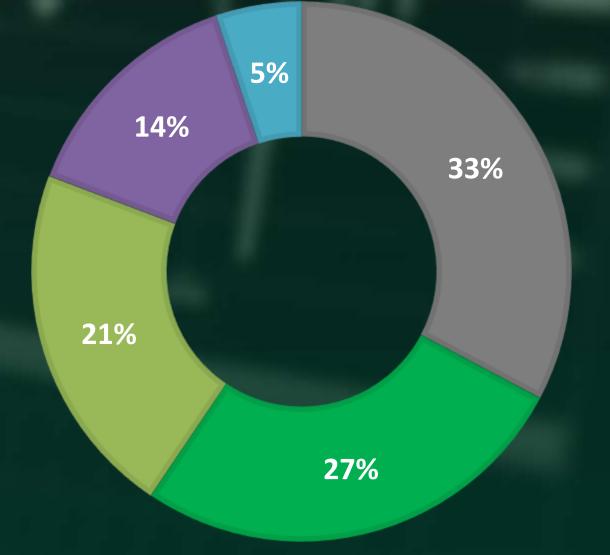
Well-diversified Liability Portfolio



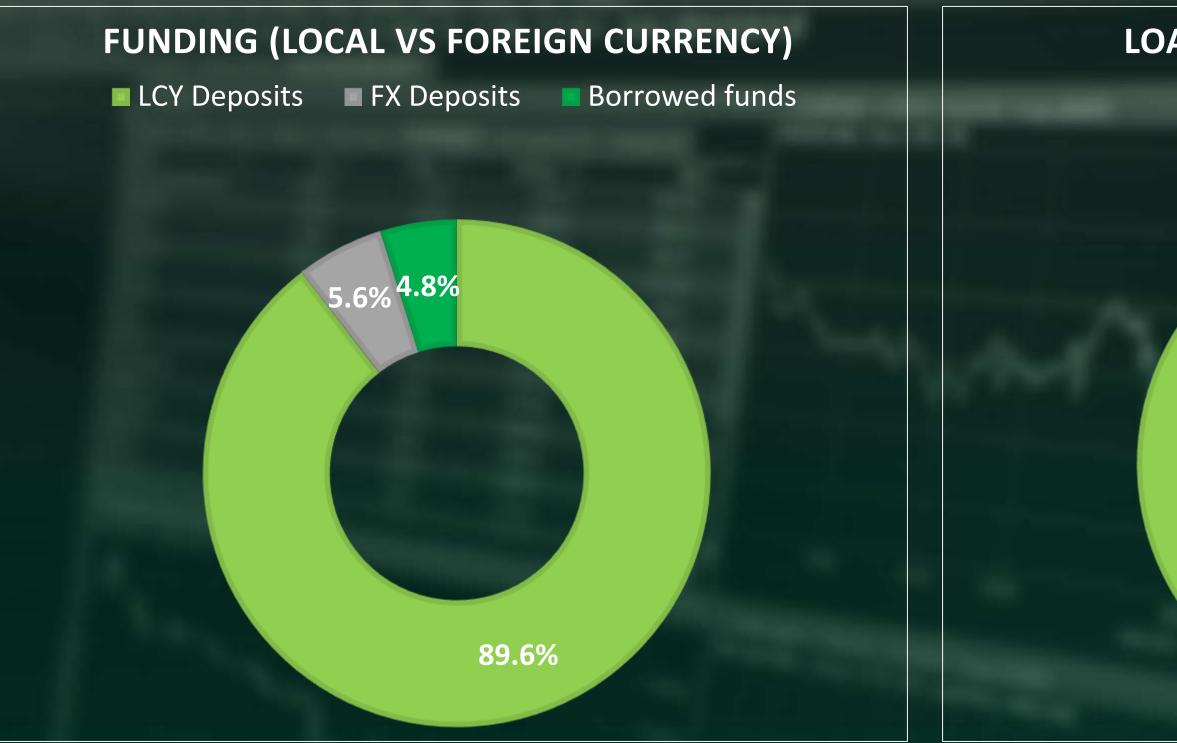


Q22021

- Current Accounts
- Transaction Accounts
- Fixed Deposit
- Call Deposits
- Savings Accounts



An Optimally balanced Kenya Shilling asset & funding book





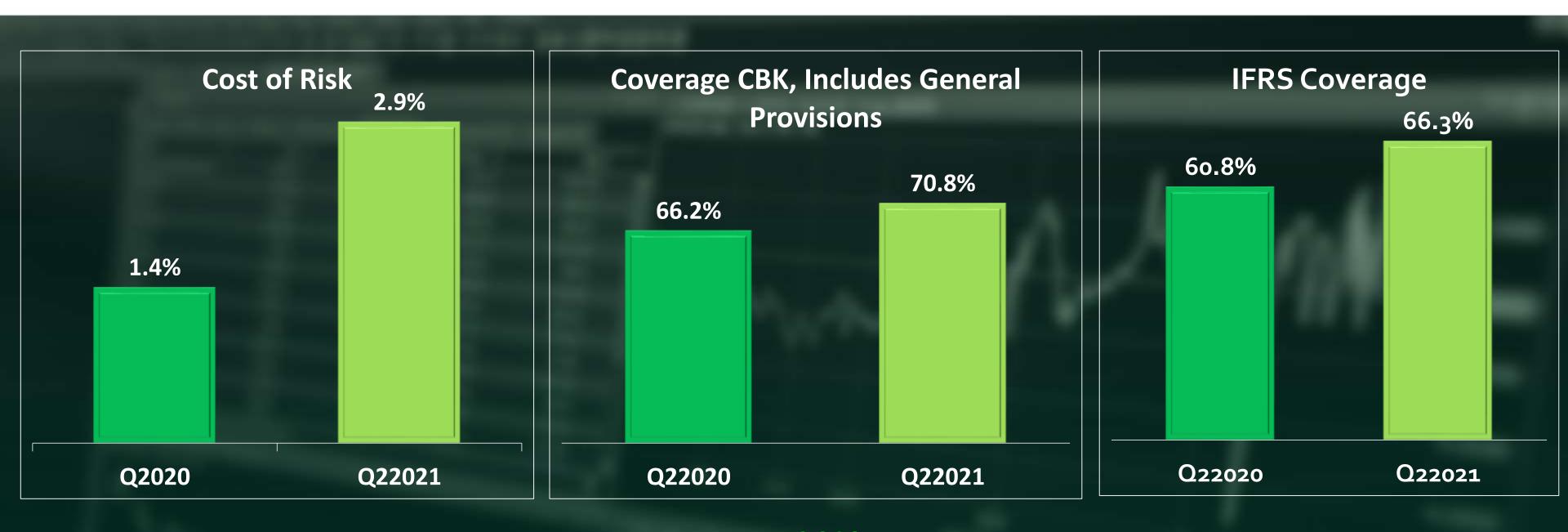
LOAN BOOK (LOCAL VS FOREIGN CURRENCY) FCY LCY

8.8%



Adequate Coverage

123% increase in loan loss provision from Kshs. 1.9 Billion in Q22020 to Kshs. 4.2 Billion in Q22021, in appreciation of the challenges that businesses and households are grappling with from the disruption occasioned by the ongoing pandemic.



Inclusive of the Discounted Value of Securities, our coverage is at 98%



Strong capital to support future growth

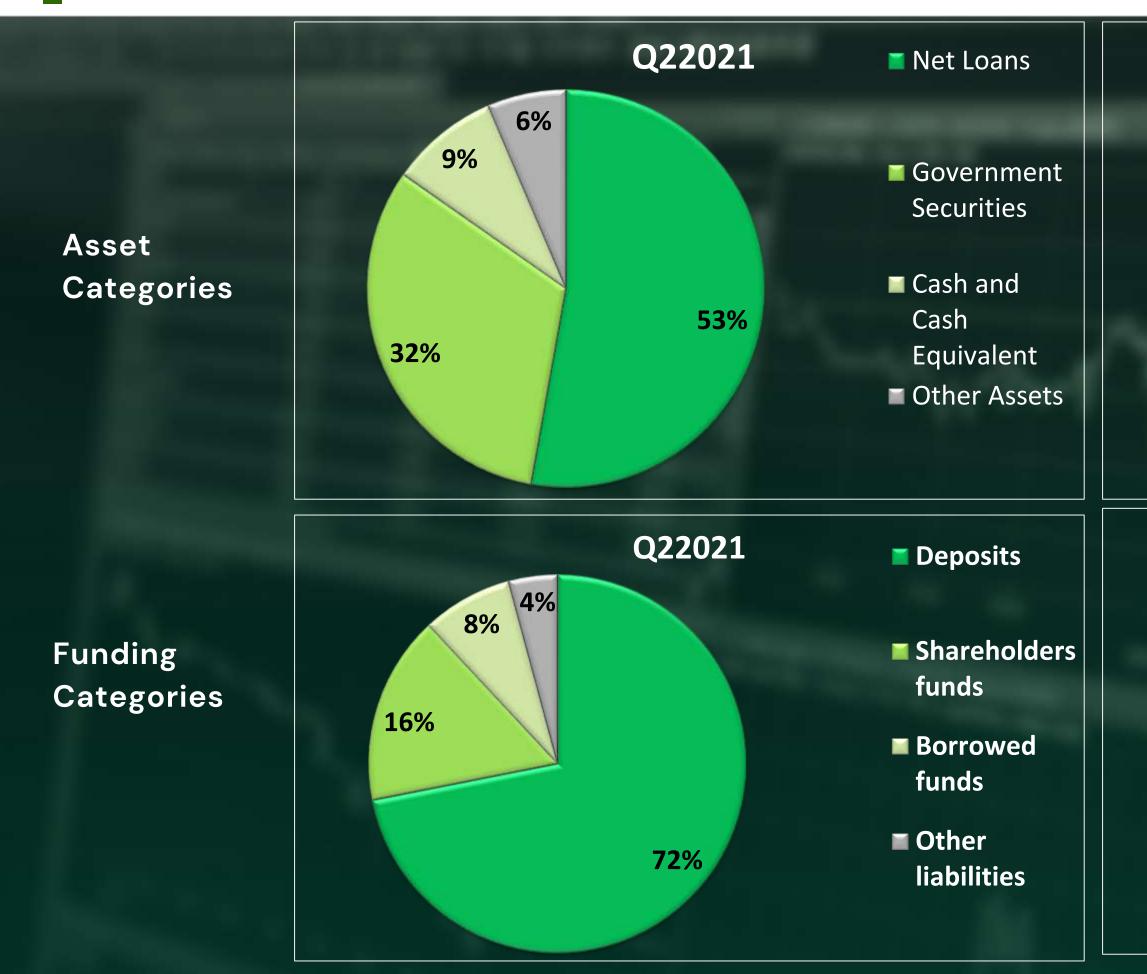
Capital buffers for sustainable growth



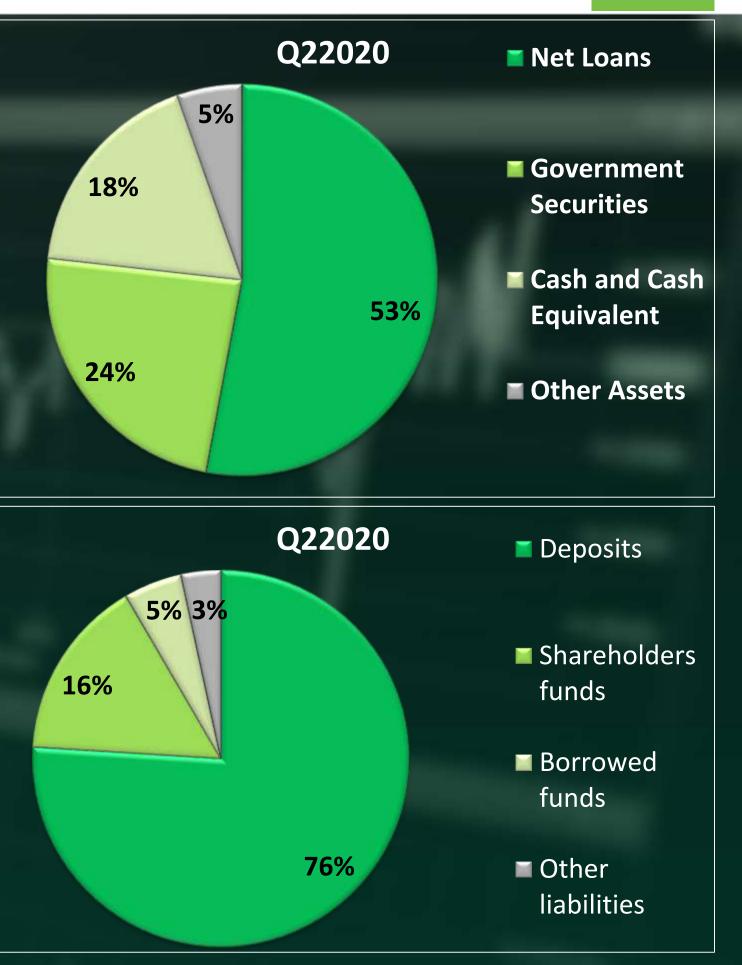




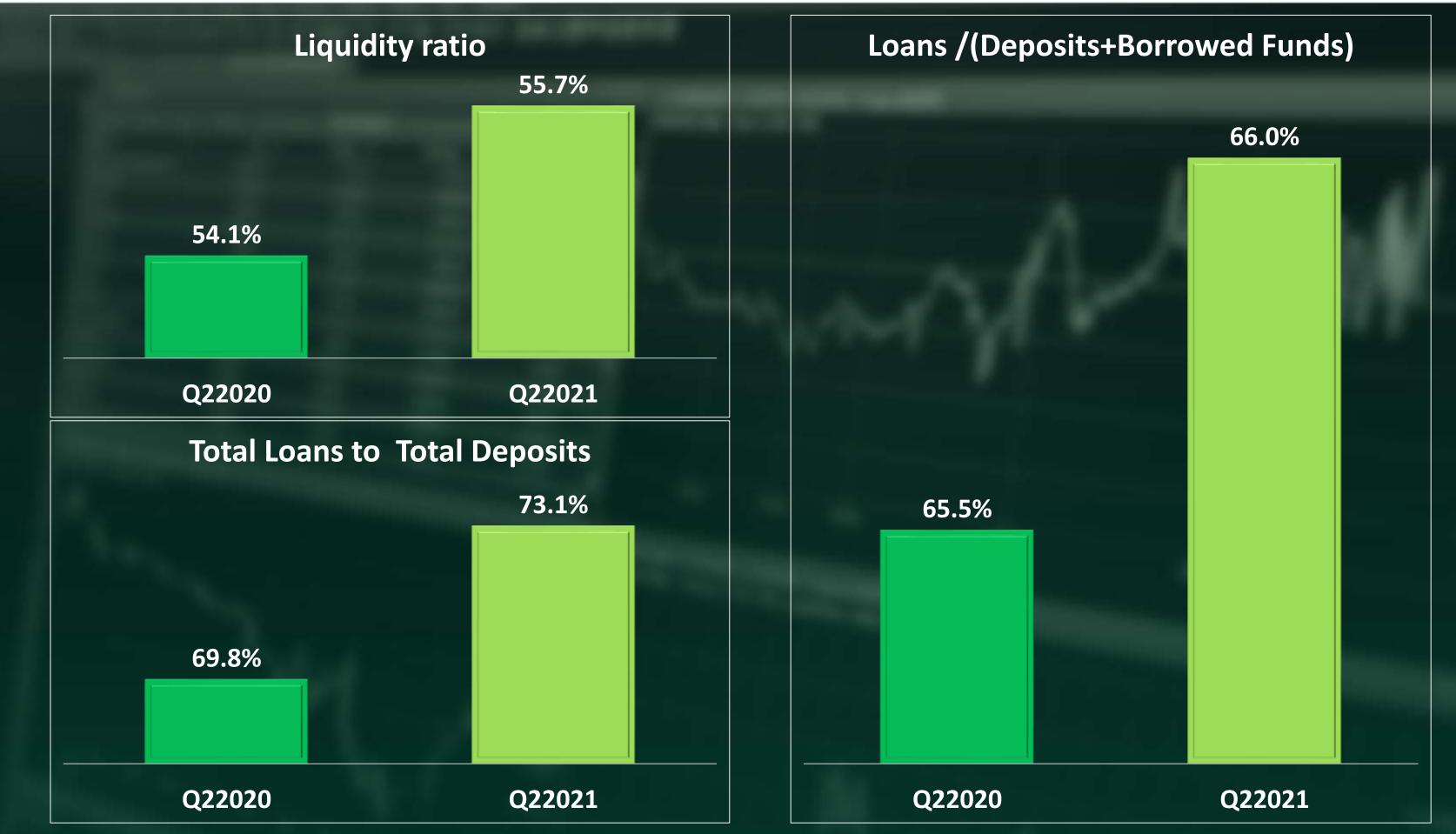
Optimal Asset and Funding Mix







Strong Liquidity to support investments





Sustainable Profitability Growth

Total Interest Income	
Total Interest Expenses	
NET INTEREST INCOME	
Fees and commissions on loans and advances	
Forex trading income	
Other income	
TOTAL OPERATING INCOME	
Loan loss provision	
Staff costs	
Other Operating expenses	
Profit before tax and exceptional items	
Exceptional items-Share of profit of associate	
Profit before tax	
Income tax	
Profit after tax and exceptional items	
Basic Earnings per share	

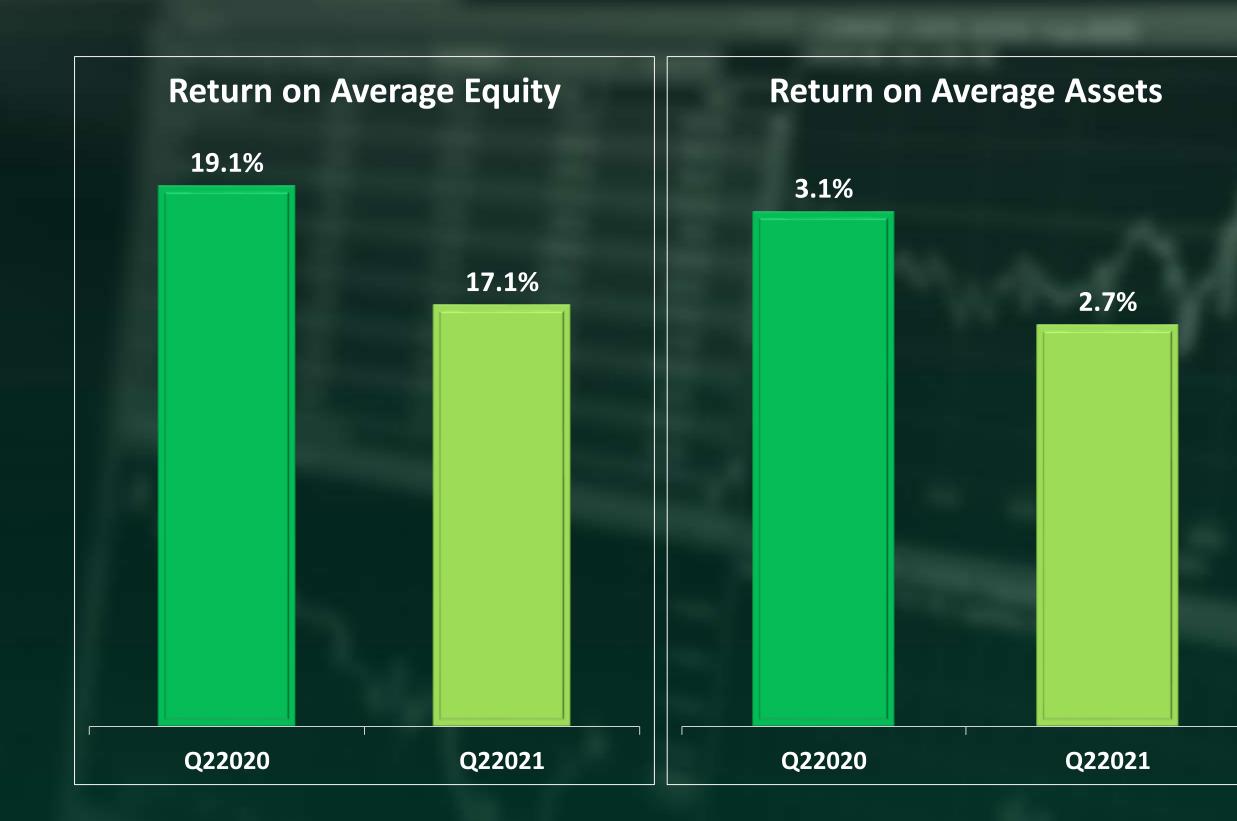
Q22021	Q22020	YoY % Change	
26.0	21.8	19.0%	
7.1	5.9	20.9%	
18.8	15.9	18.3%	
8.0	6.8	17.8%	
1.32	1.31	1.4%	
1.0	0.2	336.8%	
29.2	24.2	20.4%	
4.2	1.9	123.0%	
6.5	6.6	-1.3%	
8.0	6.1	31.4%	
10.5	9.7	8.4%	
0.06	-0.05	220.5%	
10.5	9.6	9.6%	
3.2	2.4	31.5%	
7.4	7.2	2.3%	
2.51	2.45	2.3%	

Subsidiary Contribution

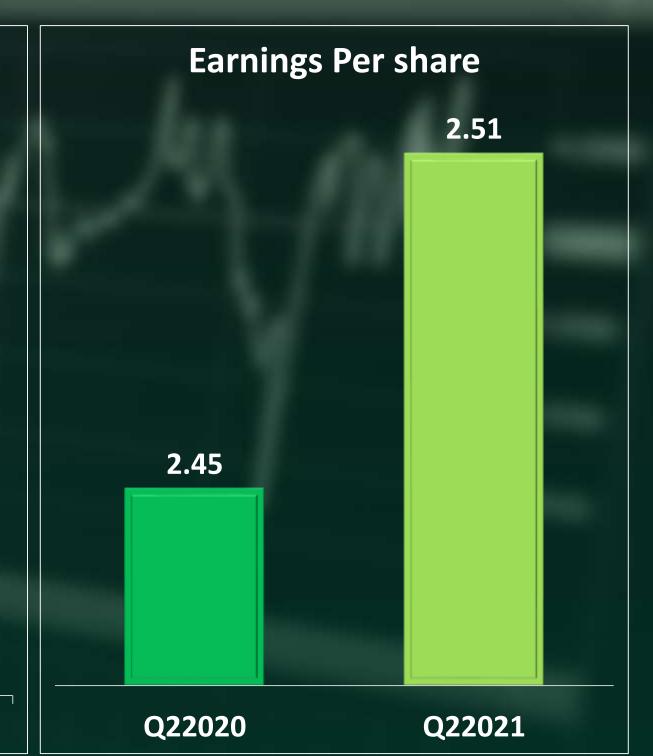
	Q22
	KShs. '
Co-operative Bank of Kenya Ltd	9,972
Co-operative Bank of South Sudan	(290,
Co-optrust Investment Services Ltd	47
Co-op Consult. & Insurance Agency Ltd	433
Kingdom Securities Ltd	(
Kingdom Bank Ltd	296
Co-op Bank and Subsidiaries Total	10,459
Associates share of profit	64
Group Profit Before Tax	10,524
Income Tax Expense	3,158
Group Profit after tax	7,365

2021	Q22020	Variance	
'000'	KShs. '000'	KShs. '000'	Growth (%)
2,061	9,129,916	842,145	9.2%
		_~~~ #N	
),081)	102,575	(392,656)	-382.8%
, ,			
7,908	47,064	844	1.8%
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	17,001		
3,782	387,775	46,007	11.9%
(968)	(14,158)	13,190	93.2%
6,690	-	296,690	
9,393	9,653,173	806,220	8.4%
4,903	(53,876)	118,779	220%
4,505	(33,870)	110,773	22070
1.000			
4,296	9,599,297	924,999	9.6%
8,716	2,401,379	757,337	31.5%
5,580	7,197,918	167,662	2.3%

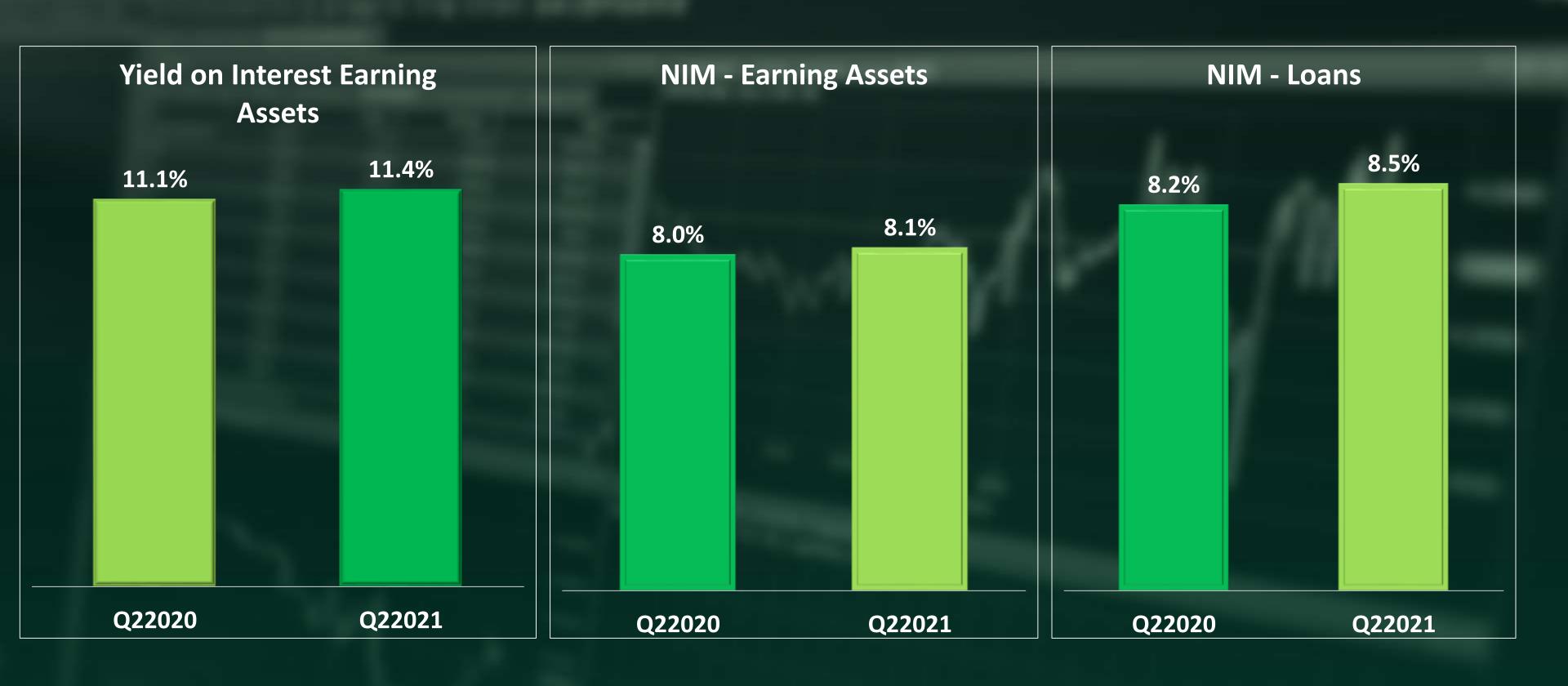






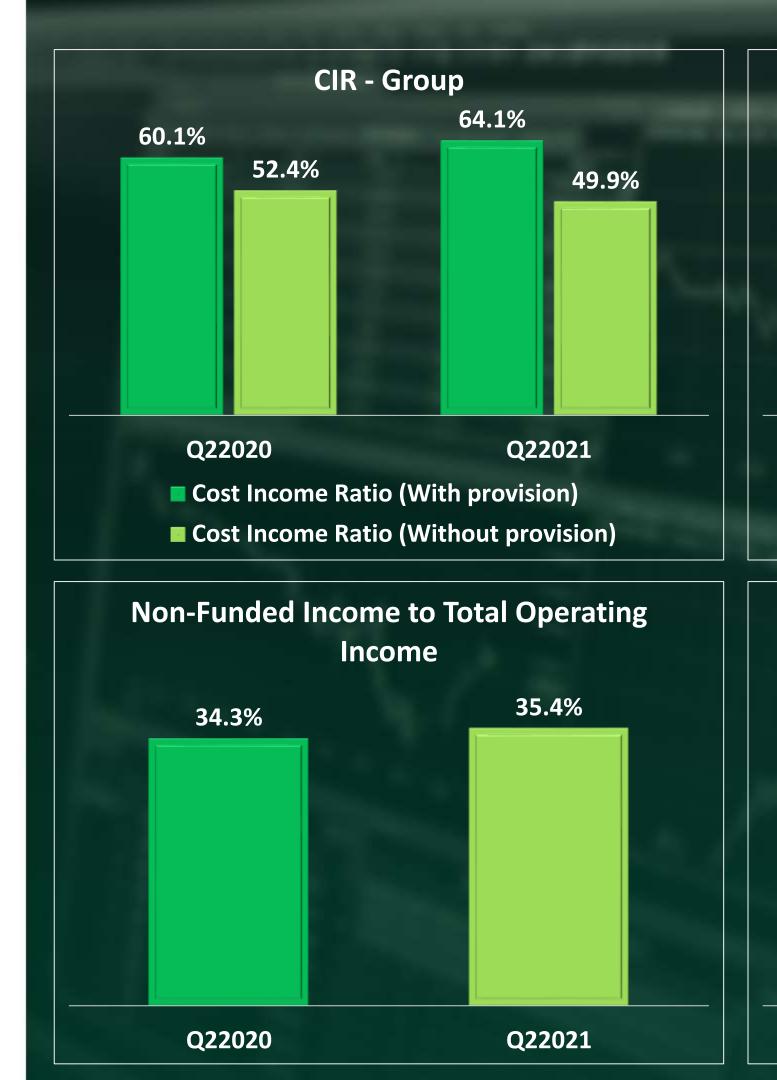


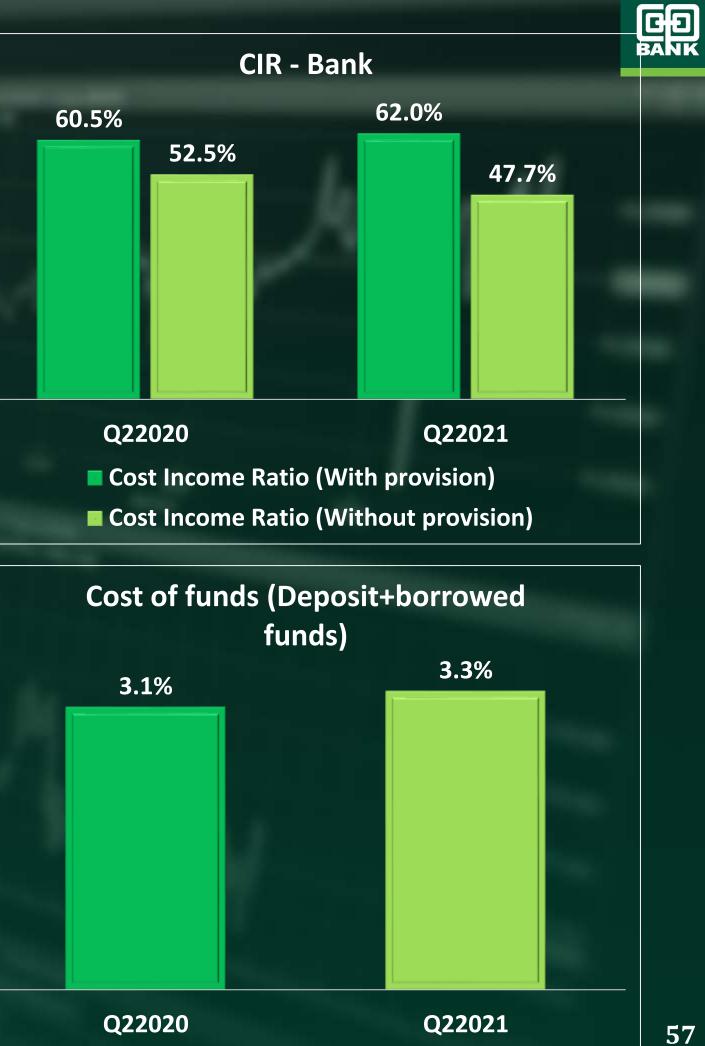






Key Ratios







Thank You

investorelations@co-opbank.co.ke

