

# Co-operative Bank of Kenya Ltd

## Group Financial Results | FY2021

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## Key Highlights

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We are Growing | We are Resilient | We are Agile

# *A Transformational* **Bank**

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

**9.0 Million** Direct Account Holders

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

**Growth, Resilience and Agility** in a pandemic environment

**Kshs.580 Billion** in Total Assets

**4505 Skilled, Motivated** Staff Members



# We are Growing: Creating Value



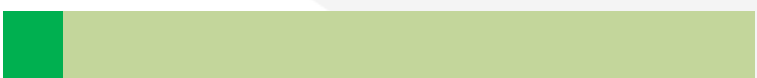
Continued focus on optimizing opportunities to grow; Asset, liability & Non funded income through an innovative array of financial solutions.



Total Assets 8.0%



Loan Book 8.0%



Customer Deposits 8.0%



Government securities 14%



Shareholders funds 10%



Net interest income 13%



Total Operating Income 12%



Non-Interest income 11%

## Investment in E-credit

- Strong penetration; disbursement of **Kshs. 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. 22.6 Billion**



Strong Capital Buffers



Proactive Enterprise Risk Management Framework.



Proactive provisioning for NPL: Kshs. 7.9B in FY2021 (-2.2% YoY). NPL Coverage now at 69% from 52% (FY2020)



Continuous support to our customers, staff and all our other stakeholders. Up to **Kshs.49 Billion** loan book was restructured by March 2021.



Low relative exposure in high-risk sectors like Tourism (1%) and Manufacturing (3%). Up to **50% of our loan Book** is in Consumer banking which is performing well.



**Optimal risk spread** with a 14% growth on T-bills and T-bonds.



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

**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).
- Project Connect & Build (CB) – focused on co-creating solutions with our customers to grow the loan book and increase product holding.

Operational efficiency with  
**94%**  
of our transactions in alternative  
channels. We have been able to offer  
uninterrupted services on these  
channels.

- 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
  - Cost management
  - Analytics
  - Process automation & Digitization

## Staff Productivity

- Supporting new ways of working – Digital Workforce
- **+33%** Pre-provision return per staff.

# Macroeconomic Highlights

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- Gross Domestic Product
- Short Term Interest Rates
- Exchange Rate
- Inflation Rate

# KENYA’S 2022 GDP GROWTH RATE FORECAST

Several institutions have published diverse GDP growth rate forecast for Kenya in 2022.

Institution	World Bank	Central Bank of Kenya	International Monetary Fund
Date of Publication	Jan-22	Jan-22	Nov-21
GDP Growth Rate	4.7%	5.9%	6.0%

This illustrates high level of uncertainty still lingering in the economy including the following;

- The health path of COVID-19 pandemic. It is yet to get to an endemic state.
- August 2022 general elections. Historically not all sectors of the economy have remained resilient to election cycles.
- Global markets uncertainty following the Russia-Ukraine conflict and the likely transmission channels for the impact.

CBK has provided sector level details of its GDP growth forecast(see next page)

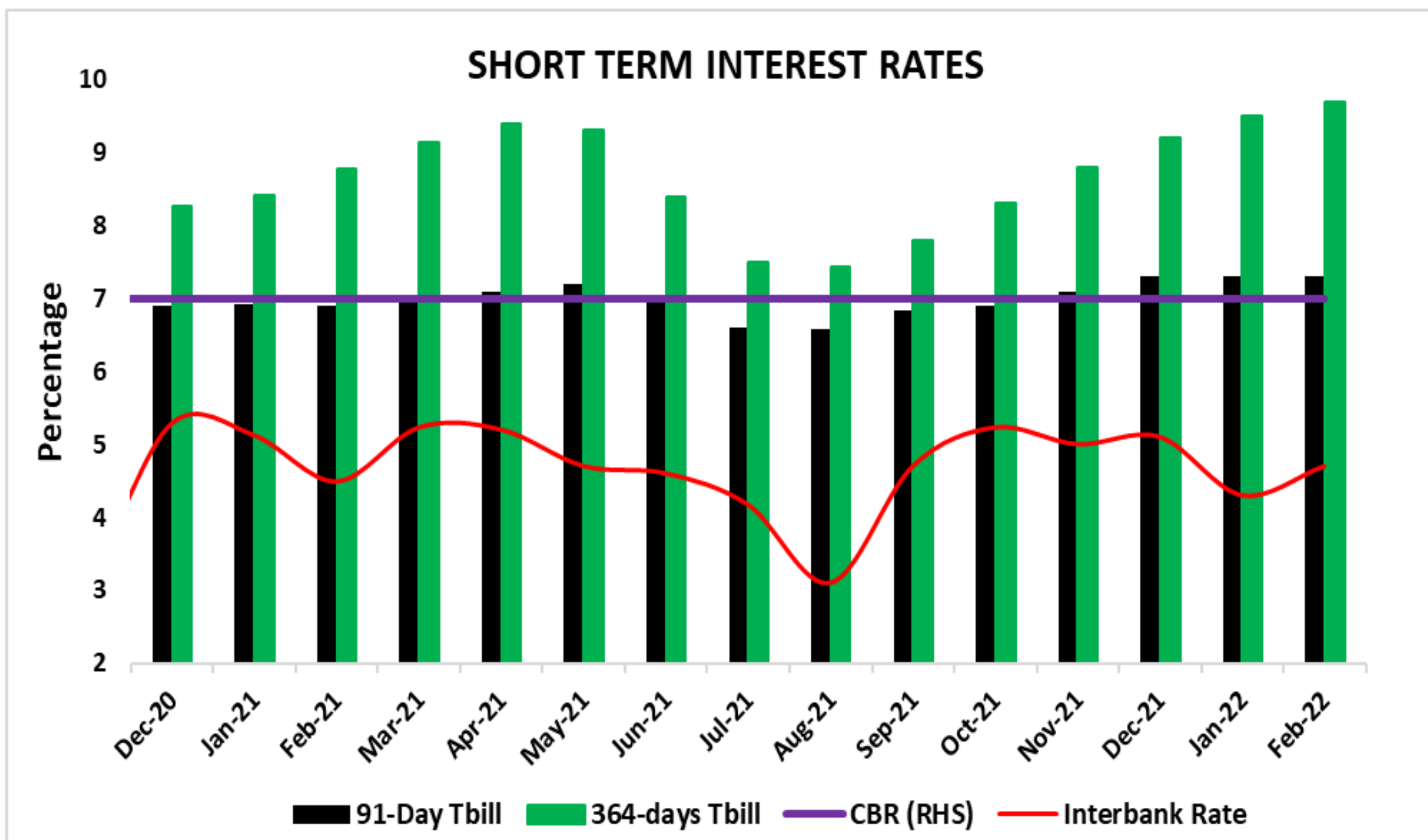


# CBK'S GDP GROWTH RATE (%)

## FORECAST FOR KENYA IN 2022

SECTOR	2021	2022
Agriculture	-0.9	6.3
Industry	6.5	5.0
Mining and Quarrying	16.9	6.3
Manufacturing	6.2	4.0
Electricity and Water Supply	4.2	5.7
Construction	6.2	6.0
Services	10.8	6.4
Wholesale and Retail Trade, Repairs	7.8	6.8
Accommodation and Restaurants	-7.6	17.0
Transport & storage	8.0	8.0
Information & Comm	15.0	5.8
Financial and Insurance	8.2	5.5
Public Administration	8.4	5.0
Professional, Admin & support services	6.1	5.8
Real Estate	5.0	5.6
Education	41.5	5.2
Health	9.1	5.1
Other Services	7.3	5.7
Real GDP Growth	8.0	5.9

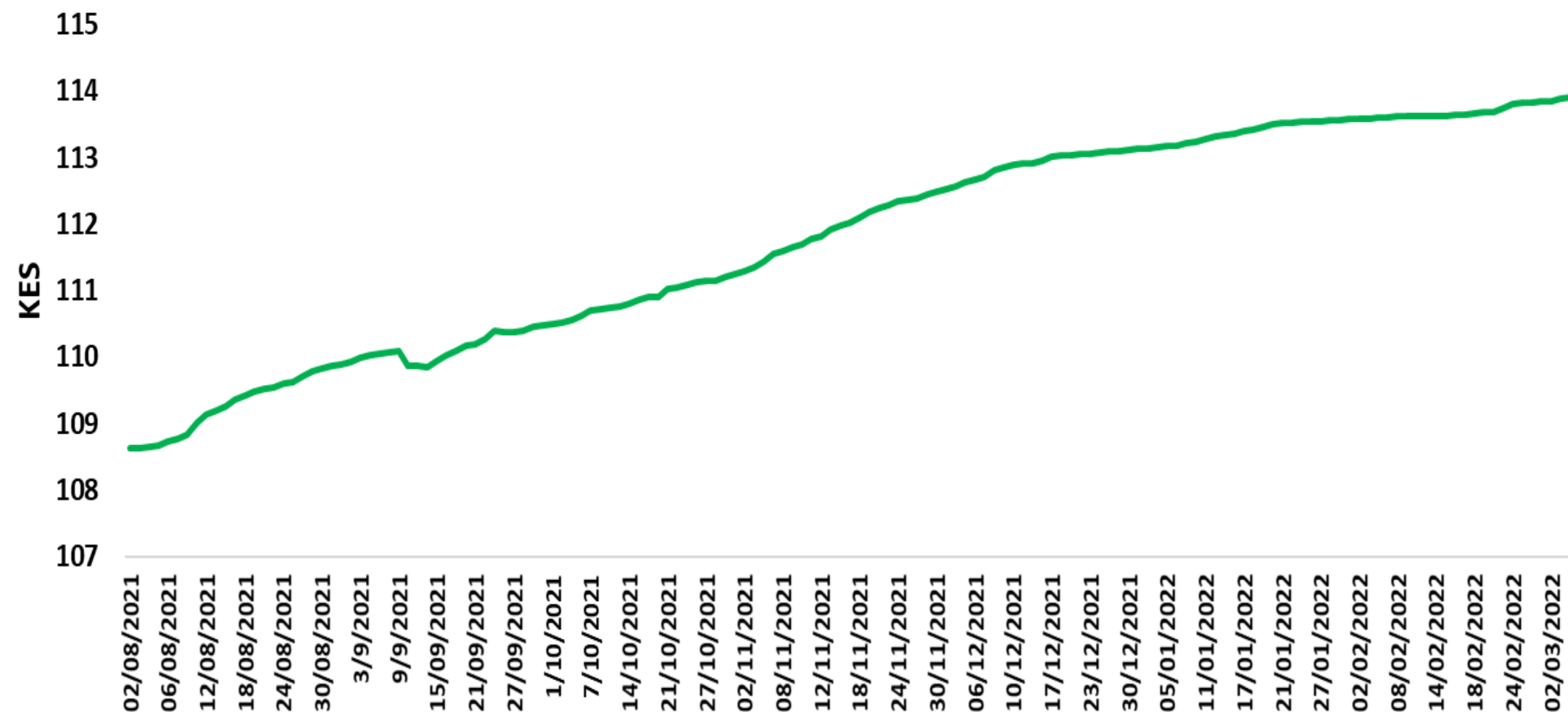
# INTEREST RATES MARKET



- The money market recorded marginal movements in the short-end between December 2020 and December 2021.
- The rates for 91-days, 182-days and 364-days paper were 7.3% , 8.1% and 9.8% at end of February 2022 from 6.9% , 7.4% and 8.3% in October 2021, respectively.
- Into March 2022, the Government has demonstrated continued high appetite for domestic borrowing thus, rates have gradually risen. Though the Government has front-loaded the FY 2021/22 domestic borrowing, the push to settle the huge level of pending bills (KES 468B as of Dec 2021) may lead to upward revision of the domestic borrowing target.
- The market rates in the 91-days and 182-days tenor will however remain in the single digit in Q1 2022, and probably only respond to movements in the repo market as CBK conducts open market operations.

# EXCHANGE RATE MARKET

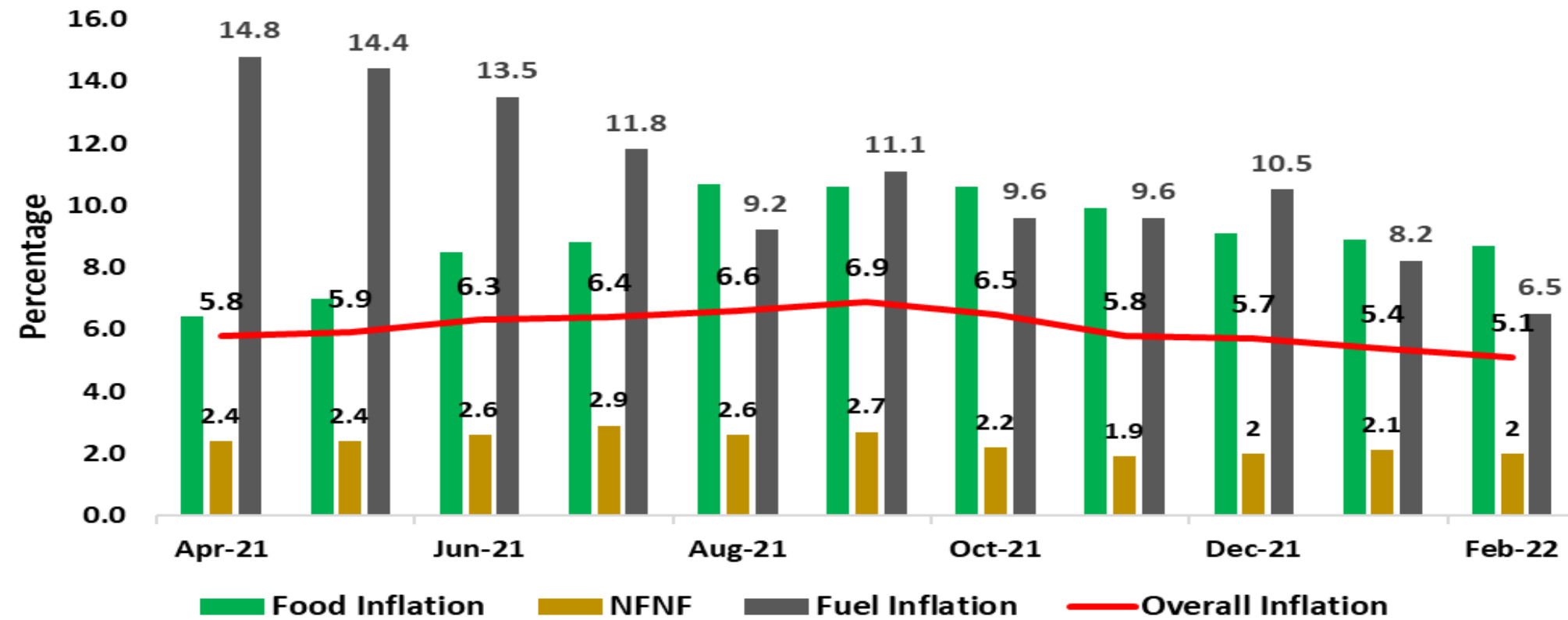
USD/KES Exchange Rate



- The KES continued to gradually weaken against the USD to trade at an official mean rate of 114 in early March.
- The market has recorded reduced inflows of US dollars as well as increased demand by importers following the steady rise in crude oil and other commodities.
- For example, oil import bill rose 58% yoy to December 2021. Similarly, industrial supplies import bill was up 30% over the same period.
- Into Q2 2022, we expect further weakening due to continued demand by importers and limited significant increase in exports.

# INFLATION RATE

**TREND IN INFLATION RATE**



**Global Oil Prices, \$/bbl**



- Domestic inflation rate has declined to 5.4% in January 2022 compared to 5.7% in January 2021 and December 2021.
- This follows a fall in electricity costs by 6% - 9% in January 2022 compared to a year earlier and by 15% compared to December 2021.
- Into Q2 2022, the risk of rising commodities prices persists. However, Government is likely to provide some cushion to households by continuing with the fuel subsidy.
- The March-April-May long-rains are forecast to be normal or above normal long-term average. However, current food stocks are low, given that the short rains were poor in both space and time.
- The urban population is hardest hit given that the rural population produces part of its food.



# Strategic Focus

## 2020-2024 Strategic Themes

1. Aggressive deepening of our dominance in the Kenya Market
2. Dominant provider of financial services to the Co-operative Movement in Kenya and the region.
3. Customer experience that is seamless across all our touch points.
4. Operating efficiency driven by digitization, innovative products & Processes, efficient business models, and staff productivity.
5. Optimal Enterprise Risk and Compliance in the dynamic environment
6. Positive impact on Economy, Society & Environment.

### Vision

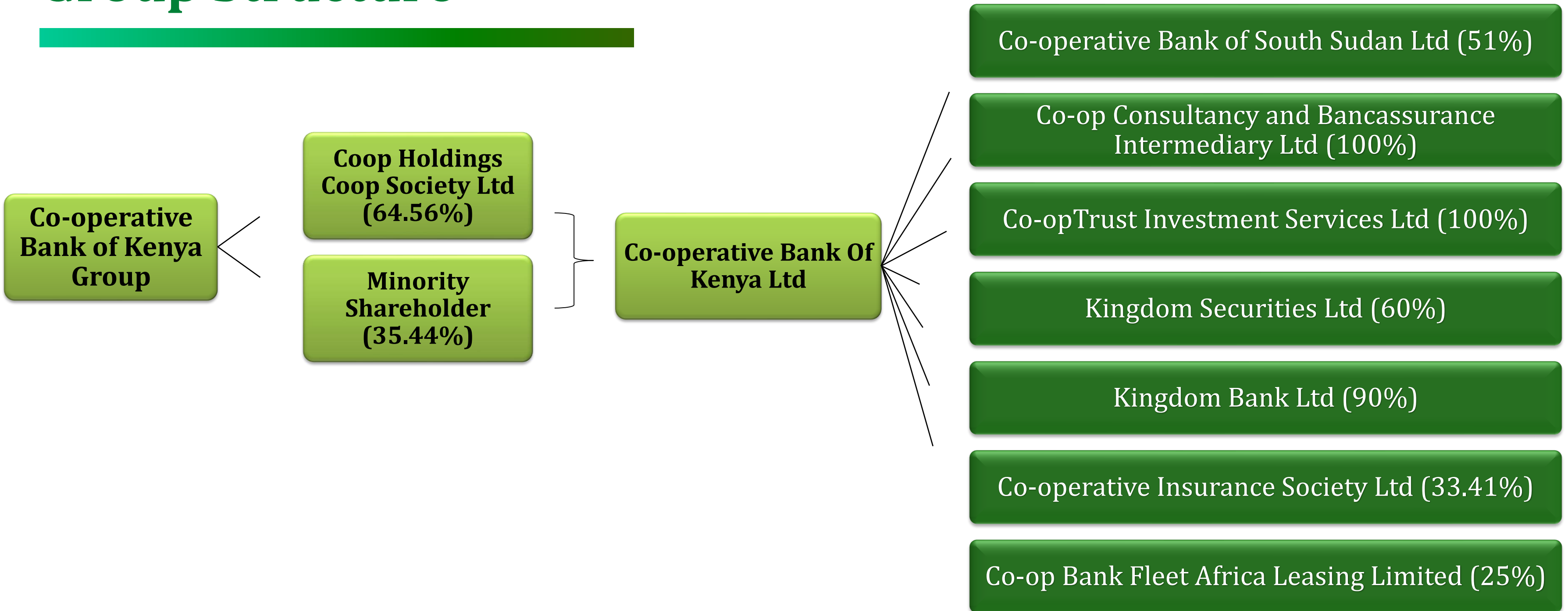
To be the dominant bank in Kenya and the region, riding on the unique Co-operative Model providing innovative financial solutions for distinctive customer experience.

### 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.



# Group Structure



# A Successful Universal Banking Model



## Our Presence



178  
Branches



9.0M Account  
holders



88K+ Internet  
banking  
Customers



19K Diaspora  
Banking Customers



5.3M Mcoopcash  
Customers



464 Sacco Front  
Offices Branch  
network



561  
ATMs



24hr Contact  
Centre



26K+ Co-op Kwa  
Jirani Terminals

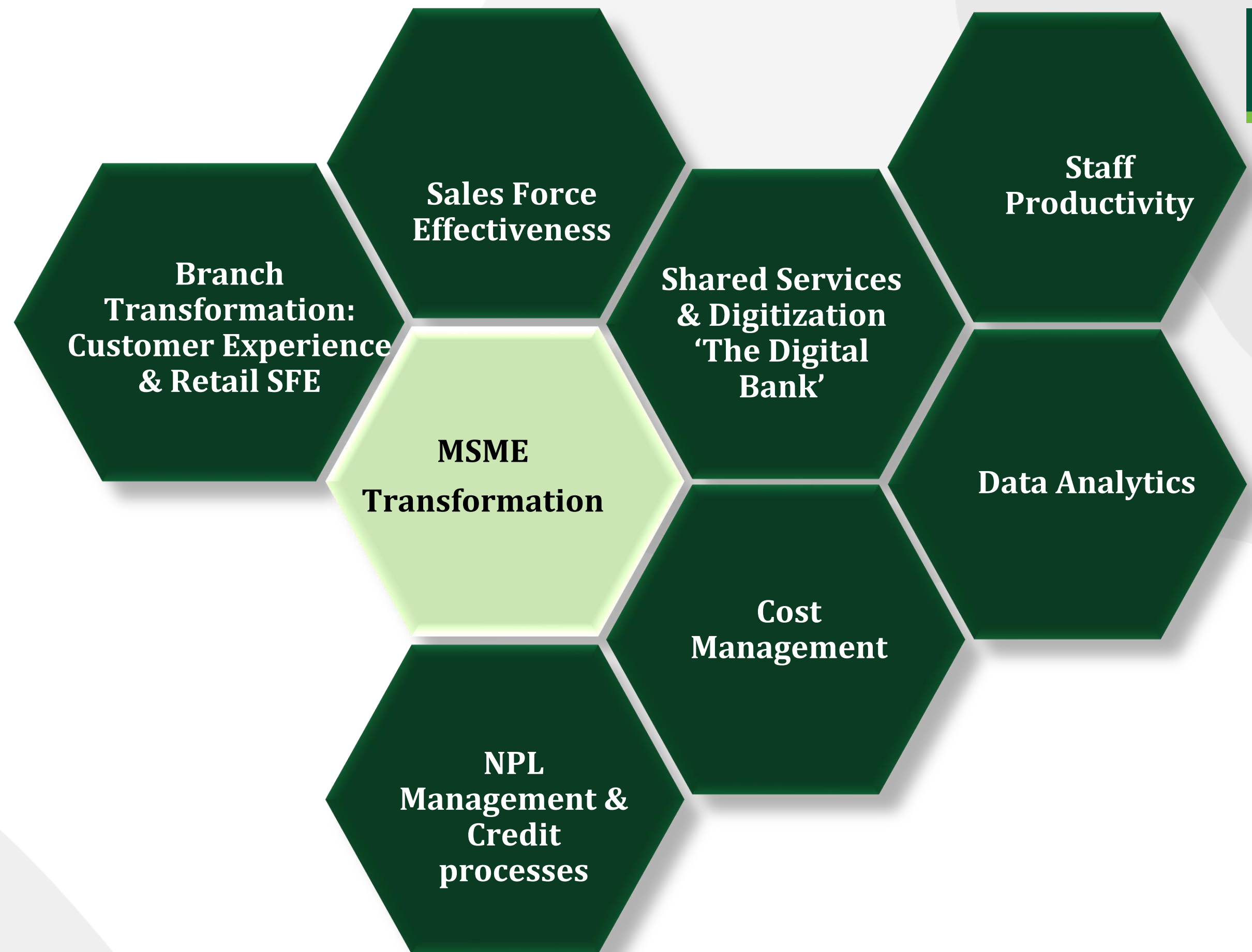


4505 Staff

## Key Pillars

# *“Soaring Eagle”* Transformation Initiatives

- Growth
- Efficiency





## E-Credit Focus: Kshs.192.7B Disbursed so far

- 1.Short term tenor of maximum 90 days .
- 2.Good yield of 8% flat.
- 3.Average disbursement of Ksh.6.0B per month.
- 4.Consumer Based that is on salary checkoff deductions at source.
- 5.Low credit risk

- ✓ *Average queue time of 8.6 Minutes.*
- ✓ *94% 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*”, *Project 3Cs (Connect, Collect, Cure)*, *Project Connect & Build*

## MSME Transformation:

- 1.19,963 trained customers.
- 2.144K+ 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):231 NFS clinics, 13 Networking forums, 3 international business trips.
5. Government of Kenya Credit Guarantee Scheme.
6. To date Kshs. 42.5 Billion lending to MSMEs though e-credit.



## *“Soaring Eagle” Transformation:* **Key achievements**

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### 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 ;
- ✓ 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** – Supporting Data-led sales, reporting and decision making
- ✓ **Staff productivity and enablement** – Pre-provision productivity grew by 33% YoY

# Credit Review Implementation Project

## *“Project Kilele”*

E2E assessment of credit risk management practices	<p>Comprehensive diagnostic review on each area of credit risk, including:</p> <ul style="list-style-type: none"> <li>✓ 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</li> <li>✓ Portfolio management, monitoring and reporting procedures</li> <li>✓ Non-performing loan management, collections, and recovery processes</li> </ul>
Strengthen portfolio assessment and risk frameworks	<ul style="list-style-type: none"> <li>✓ Stress-testing of existing work done on portfolio analysis</li> <li>✓ Assess client level (and sub-sector) strategies that have been developed and suggest improvements</li> <li>✓ Quantify impacts of work done - Improvements on work done and potential heuristics that can be applied to enhance PD, LGC, and ECL modeling incorporating sector expertise</li> </ul>
Enhance Collections	<ul style="list-style-type: none"> <li>✓ Diagnostic of collections area (including recoveries and restructuring)</li> <li>✓ Segment by segment re-design</li> <li>✓ Future roadmap for collections function</li> </ul>

# 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.
- ✓ 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 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.



# Driving Sustainable Business: ESG Integration



As a leading financial institution, our sustainability agenda is deeply embedded into our core business, allowing us to offer financial services in a responsible & sustainable manner. Our approach therefore aims to balance economic, social, environmental & governance pillars to harness sustainable opportunities and manage risk.

We have adopted the Kenya Bankers Association Sustainable Finance guiding principles and minimum standards in totality.



## ECONOMIC

" We create channels for sustainable economic opportunity by ensuring strong financial performance and financial inclusivity "



## SOCIAL

"The bank operates as a responsible corporate citizen by investing in staff welfare, co-operatives sector support & community engagement."



## ENVIRONMENTAL

" We run our business in a way that ensures that our growth is sustainable in the long term and leaves minimal adverse impact on natural resources and the environment for the future generations."



## GOVERNANCE

" Sustainability through Policy and Governance in Co-op Bank is deep rooted and is driven from the Board level  
Strategic theme no.6 : *To operate as a good corporate citizen* "





## Economic Value

- ✓ Local Economic Impact
  - Ksh.310.2 Billion Loans & Advances
  - Ksh.15-Million-member Co-operative Movement Banking.
  - Ksh.184 Billion Government Securities.
  - 1378 Local Suppliers
- ✓ Financial Inclusion -Universal Banking Model.
- ✓ KShs. 8.8 Billion Taxes (Corporate & PAYE)

## Governance

- ✓ Progressive governance framework
- ✓ Business Ethics
- ✓ Proactive Environmental & Social Policy
- ✓ Strategic Organizational Structure
- ✓ Compliant Reporting & Disclosure
- ✓ Board structure, policies & procedures

## Social Impact

- ✓ Co-op Consultancy & Bancassurance Intermediary Limited, 3057 Consultancies.
- ✓ Co-op foundation: 8368 Bright & Needy Students Supported.
- ✓ Partnership with IFC & Phillips: support smaller businesses in Africa's health sector ( USD 300 Million)
- ✓ Private sector-led Covid-19 Emergency Response Fund. Donated Kshs. 100 Million to support critical medical supplies and equipment such as ventilators.
- ✓ First Lady's Beyond Zero Campaign Kshs. 20M (2020)
- ✓ 74% Employees below 40yrs
- ✓ Robust HR policy framework to guide optimal human resource engagements and staff support.
- ✓ Attracting and retaining talent: 95% retention rate.
- ✓ Skills development & career progression through training, e-learning & coaching.

## Environment

- ✓ Ongoing implementation of the CBK Guidance on Climate- Related Risk Management and NSE ESG disclosure guidance.
- ✓ Screening of loans & advances for environmental risk as laid out in the Environmental & Social Policy (E&S). Corporate, Co-operatives ( Above USD 1M), MSME (Above USD 50K)
- ✓ Renewable Energy and Energy Efficiency investments -USD 3.4 Billion credit agreement.
- ✓ Continuous digitization of customer journeys and bank processes.
- ✓ Ongoing rehabilitation of 259.5Ha, Lusoi forest in Laikipia (5000 trees, plan to do 10,000 more)
- ✓ Signatory to the United for Wildlife's (UfW) Financial Taskforce



# Championing Social Economic Empowerment

*Co-op Foundation*  
**Total Students Sponsored on  
Scholarship Program**  
**8368**

## Additional Programs

### → **Empowerment of Youth in Transport Sector**

(Boda-Boda) GIZ grant funded program in Eastern, Central and Coastal Program.

### → **Education USA**

A University Scholarship Program funded by USAID.

### → **Jijali Program**

A Career /Work Readiness Program or Entrepreneurship targeting all our University Scholarship Beneficiaries.

→ **Community Service Program** for University Scholarship Beneficiaries.

## Co-op Consultancy & Bancassurance Intermediary Limited

**3057 Business advisory mandates.**

- ✓ 20 Dedicated Consultants
- ✓ 464 FOSA- Financial Inclusion Deepening

# Award Winning Brand

A bank continuously feted for its commitment to drive sustainable impact



## EMEA FINANCE AFRICAN BANKING AWARDS 2021

CEO of the year – Pan Africa

Best Bank – Kenya

Financial inclusion – Pan Africa

Best Asset manager, Co-optrust Investments Services - Kenya



## GLOBAL SME FINANCE AWARDS 2021

Honorary Mention - Product innovation of the year 2021



## VISA AWARDS 2021

Best SME acquirer solution roll out

Best contactless champion - issuing

Most financially inclusive bank



## KENYA BANKERS ASSOCIATION: SUSTAINABLE FINANCE CATALYST AWARDS 2019

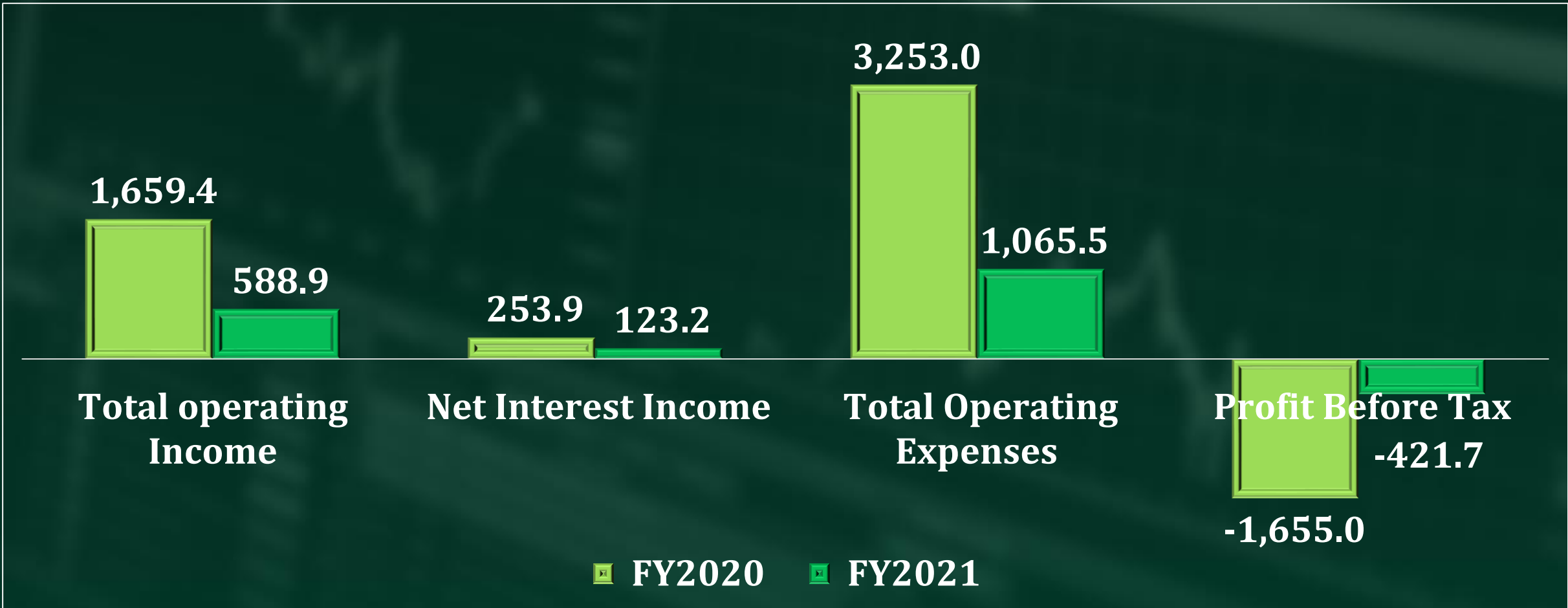
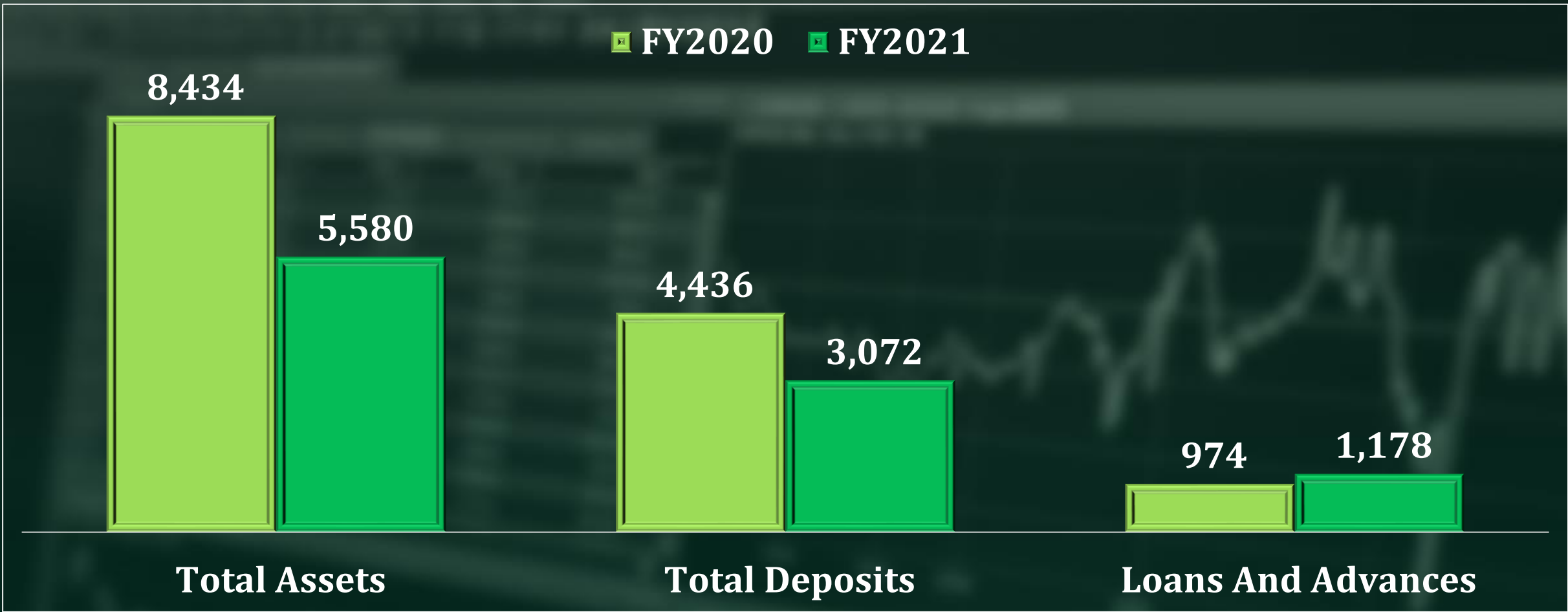
Overall, Winner

The Group GMD & CEO awarded a 2<sup>nd</sup> honorary doctorate from the Co-operative university of Kenya

# Regional Business (Kshs. Million)



4 branches in Juba  
5 Non-oil collection centers.  
Owns 31% of CIC Africa Ltd-  
South Sudan



# Channel Performance

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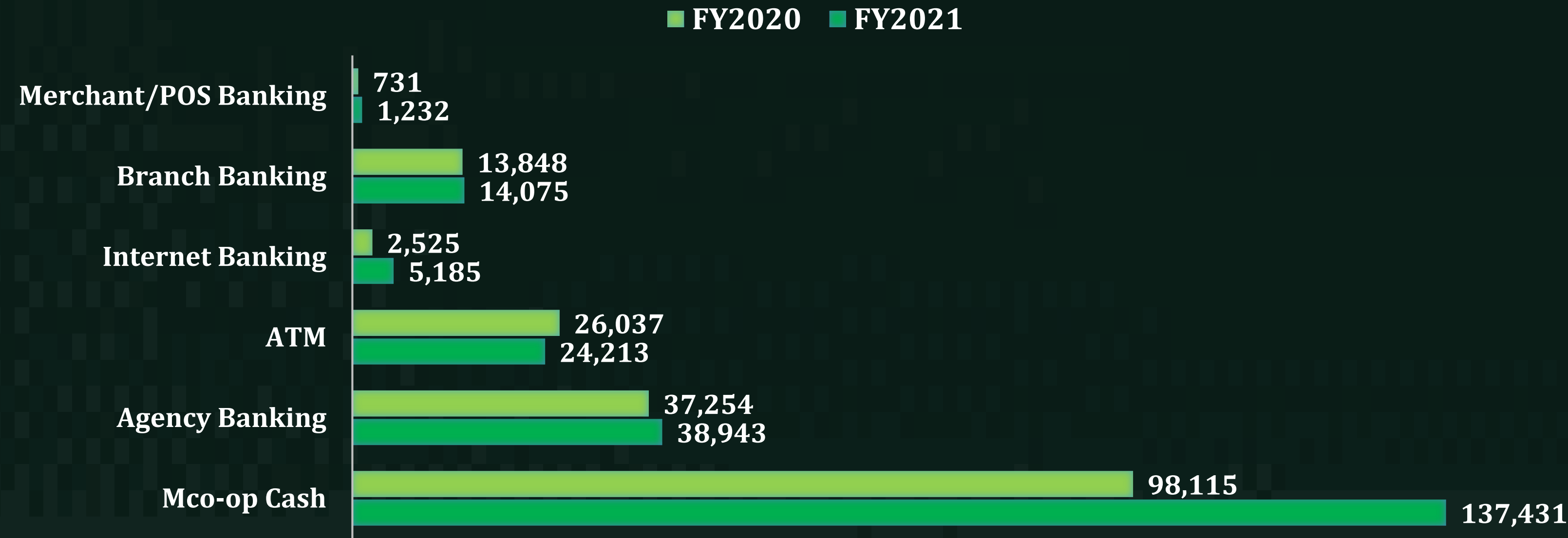
# Growing Digital Channels



94% of our Transactions are on alternative Channels providing opportunities for efficiency.

- Mobile
- Internet
- ATM
- Agency

40% 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 superior product for our customers that continues to scale and is a key revenue source**

- ✓ A key focus area, Kshs.192.7B disbursed to Date.
- ✓ Kshs.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

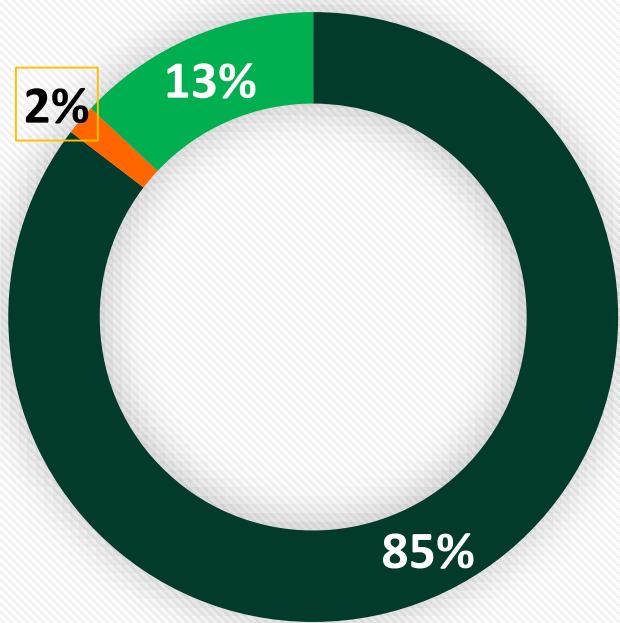


# E-Credit

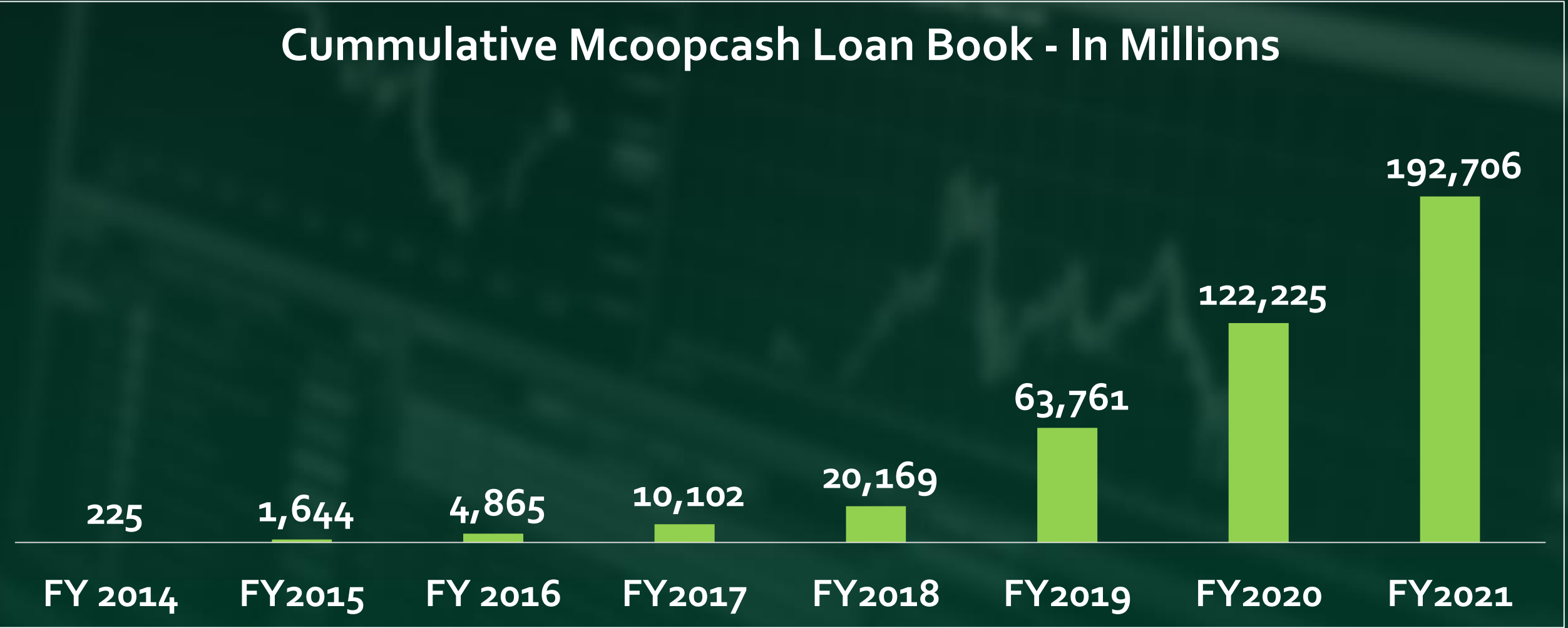
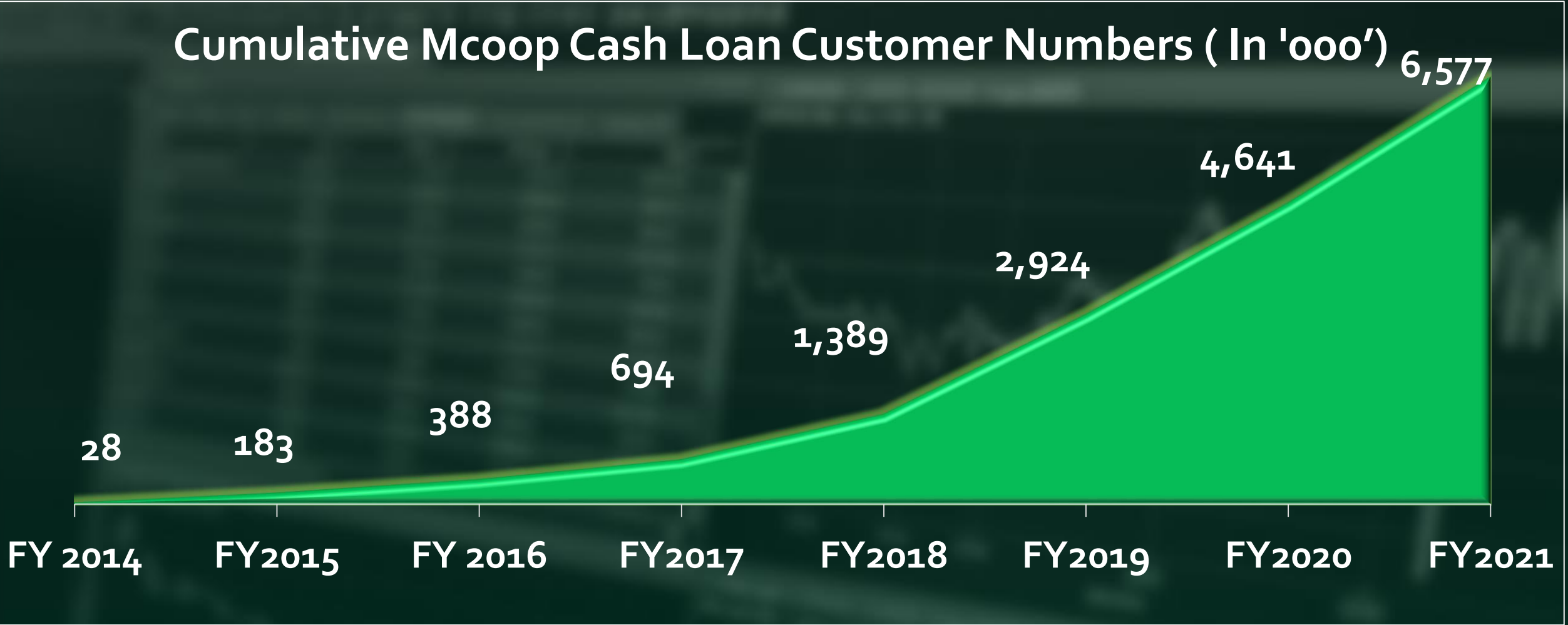
A superior product for our customers that continues to scale and is a key revenue source

Kshs.70.5B Disbursed in 2021

E-Credit – Key Growth Focus



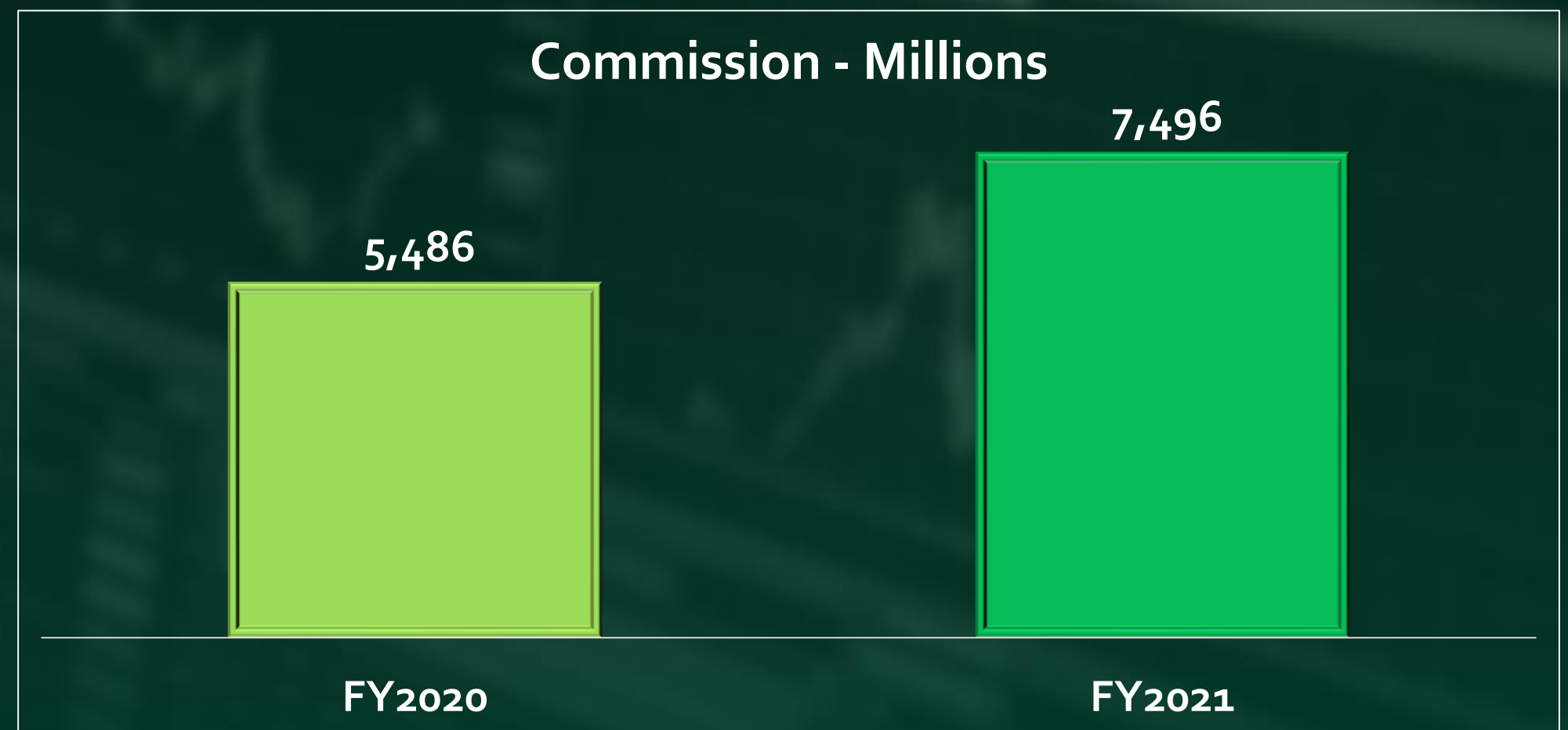
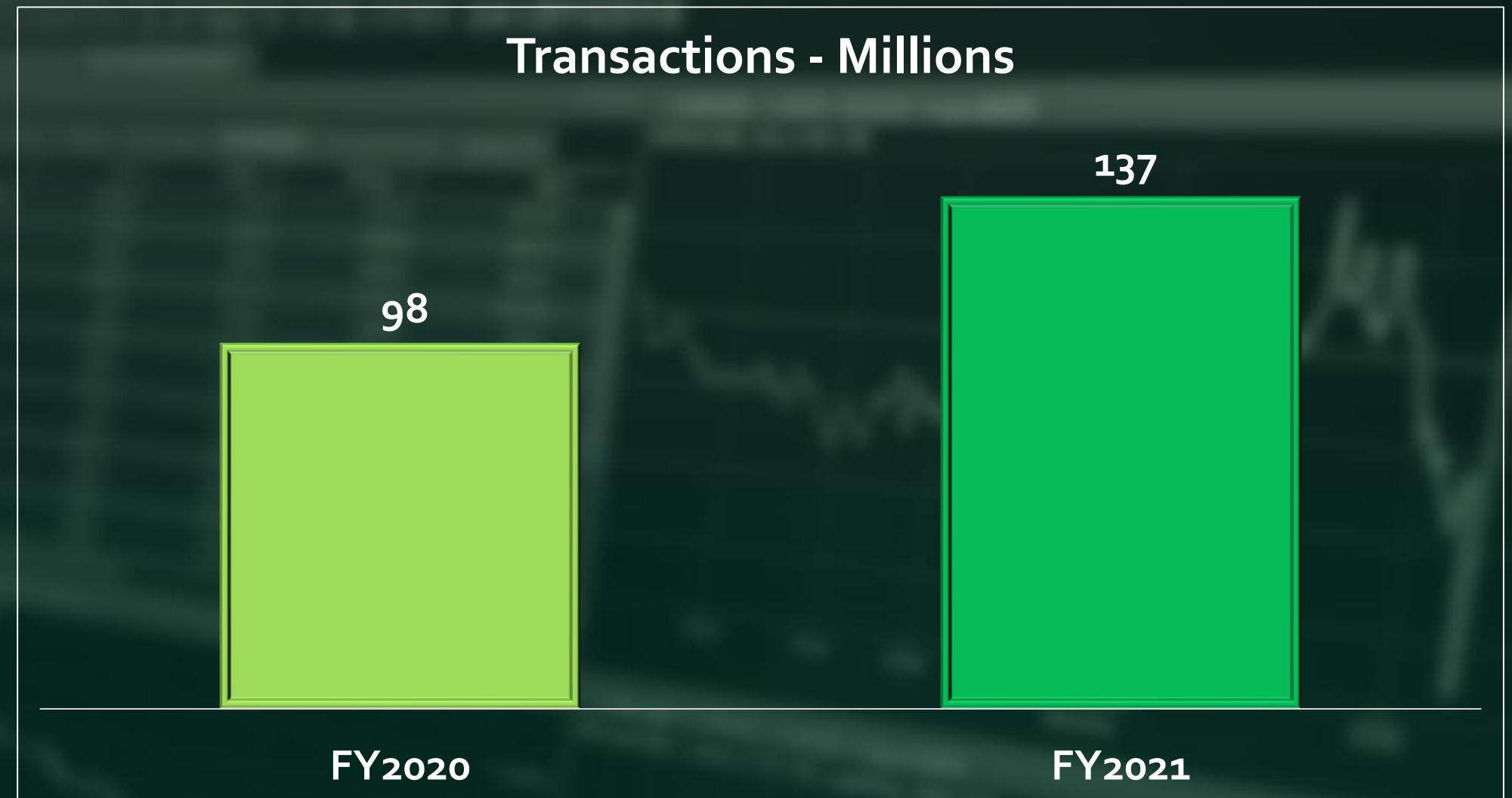
- E- Flexi
- Business
- Unsecured Business Plus



# Mobile Banking

Leveraging Mobile Banking to grow commissions

- 40% increase in Transactions.
- 37% growth in commissions
- Over **200 Billion** deposits through mobile

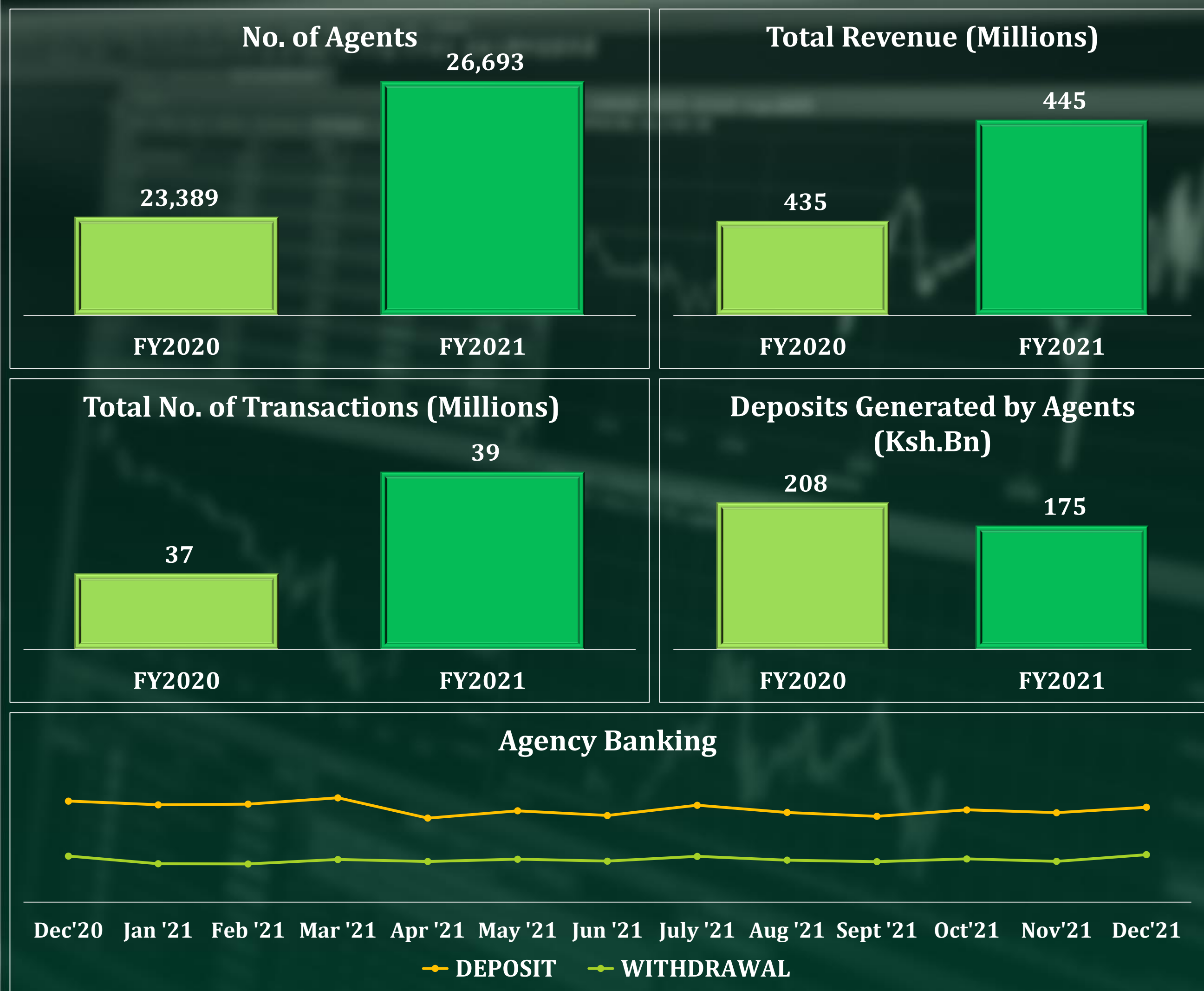




# Agency Banking

Growing Co-op Kwa Jirani Agency Banking

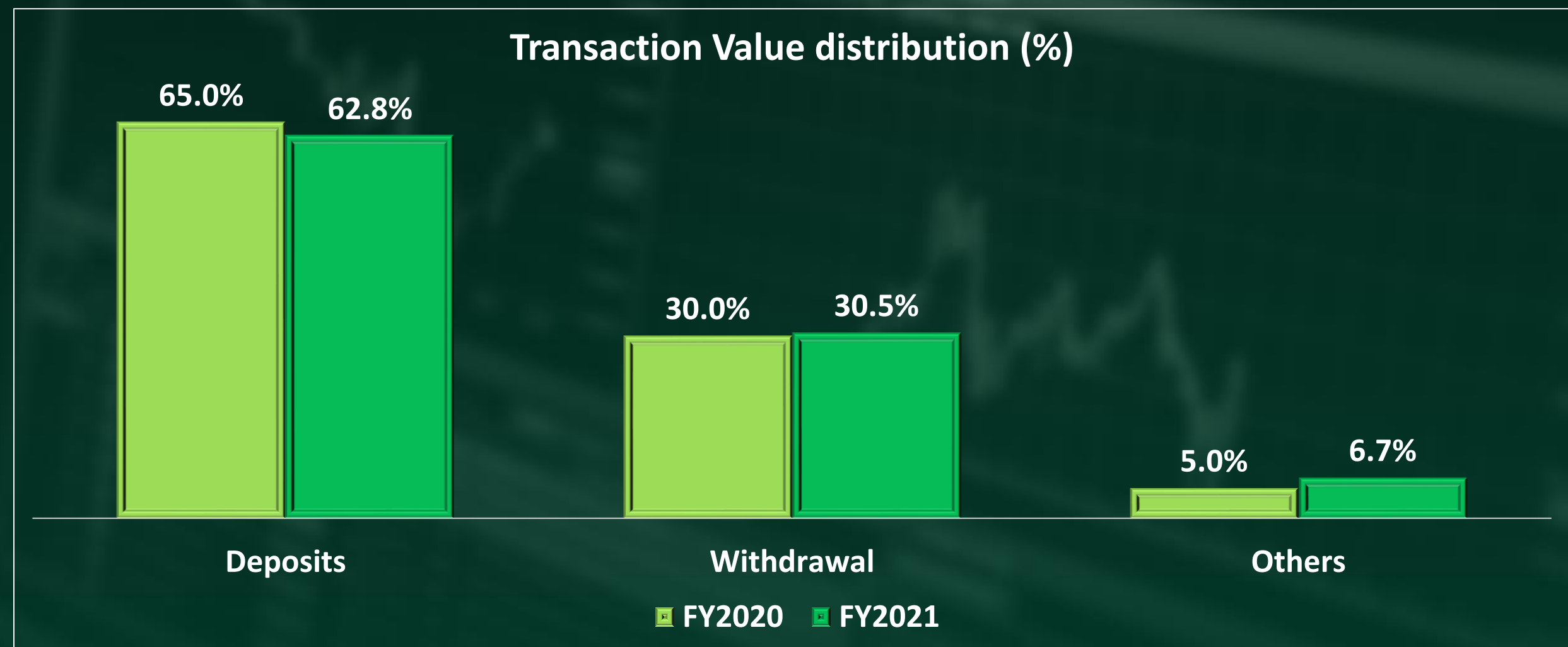
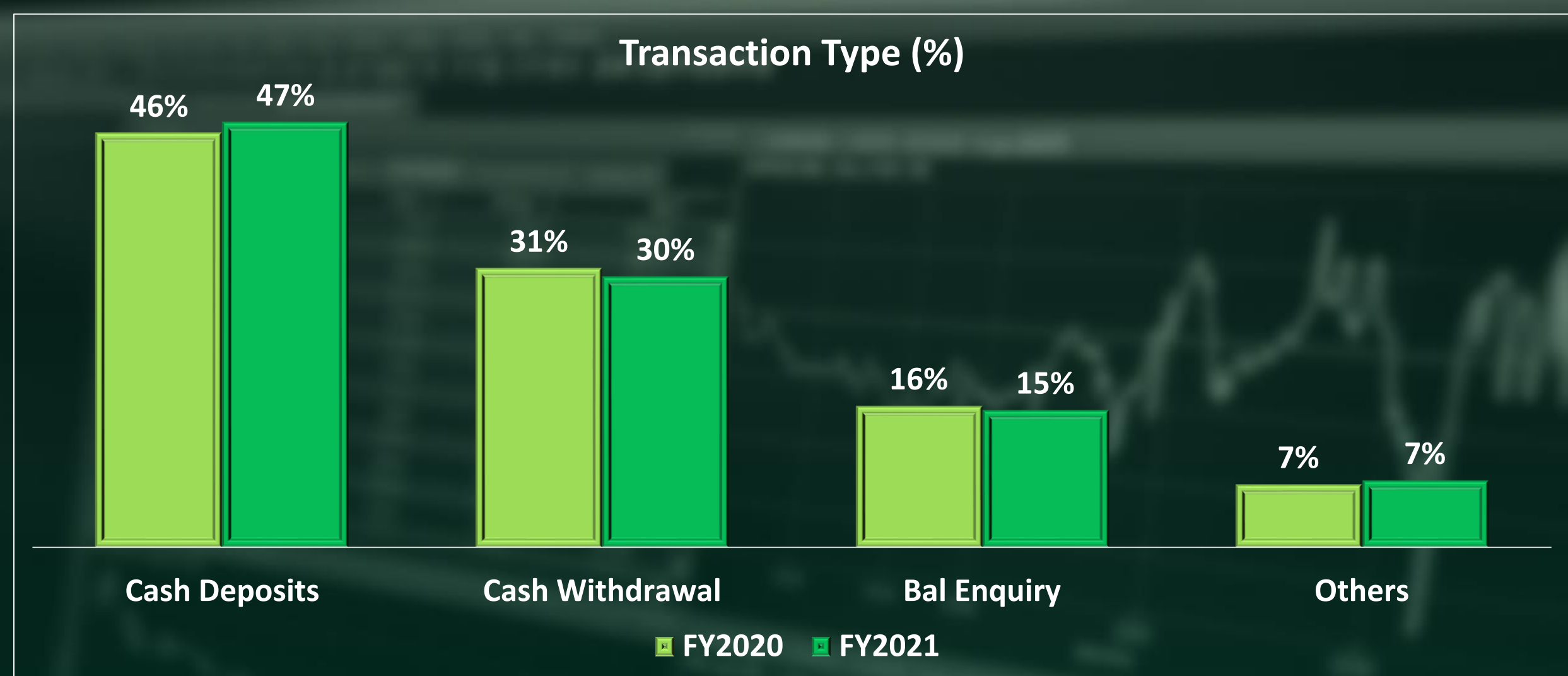
- Agents’ terminals up by 14%
- Transactions up by 5%
- Revenue up by 2%



# Agency Banking

Growing Co-op Kwa Jirani Agency Banking

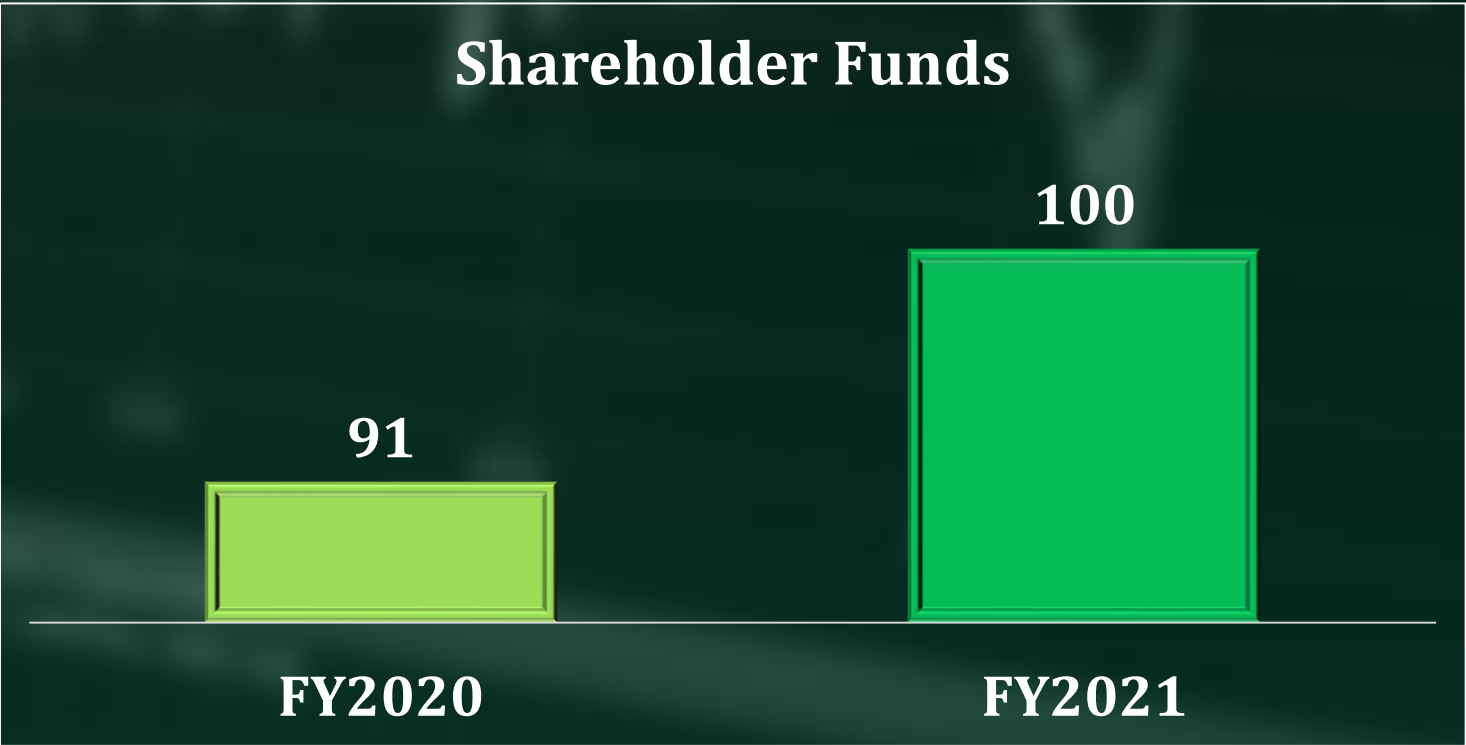
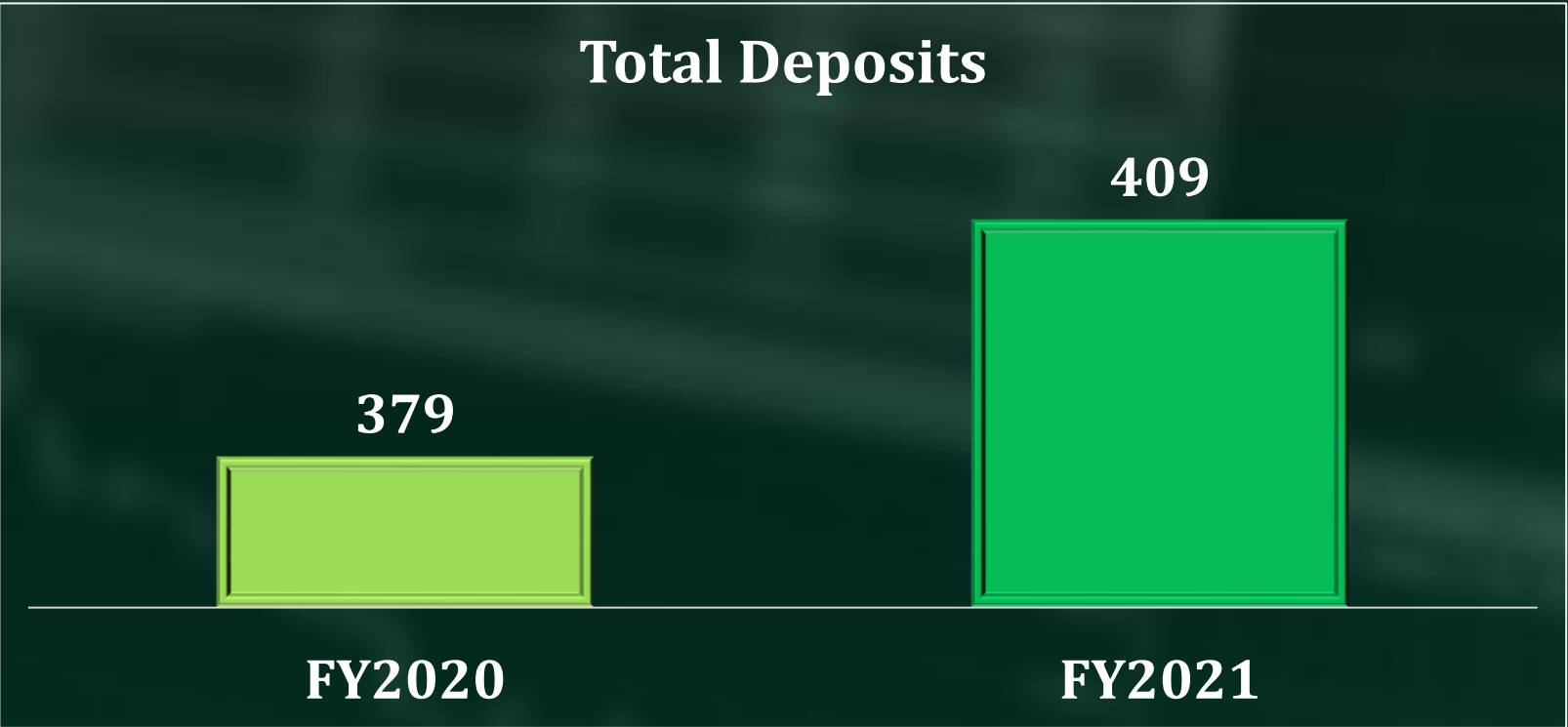
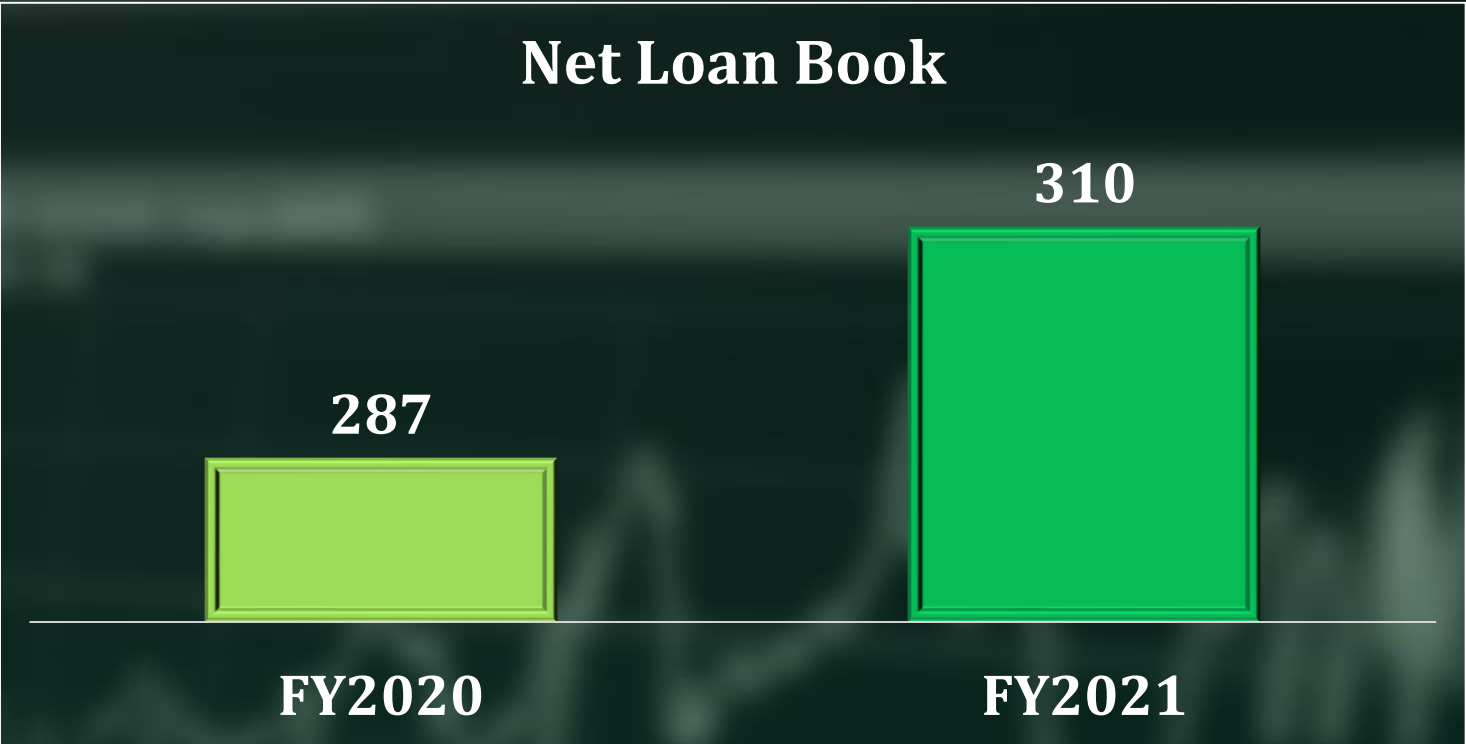
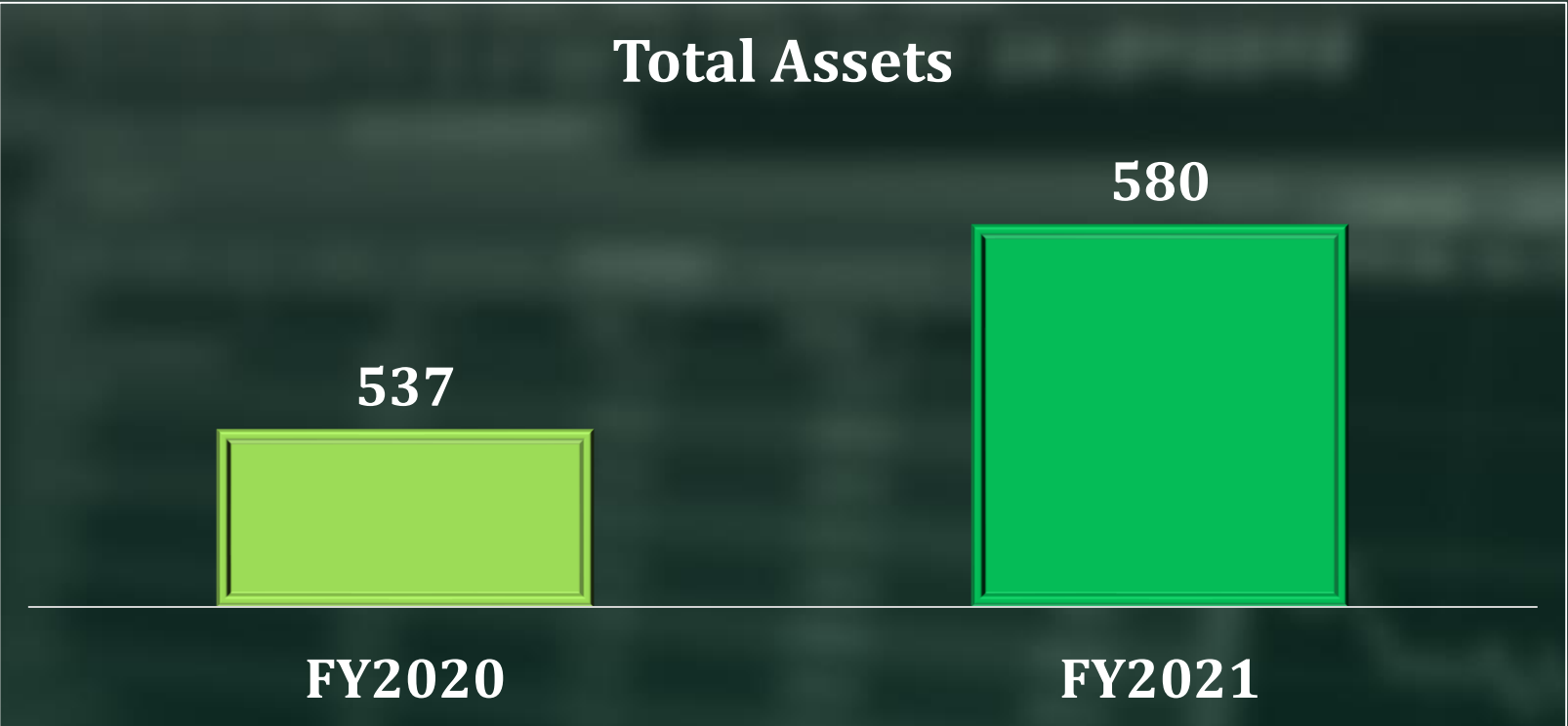
- Key deposit mobilization channel
- Higher deposit than withdrawal



# Financial Highlights

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# Strong Financial Position (Kshs. Billion)



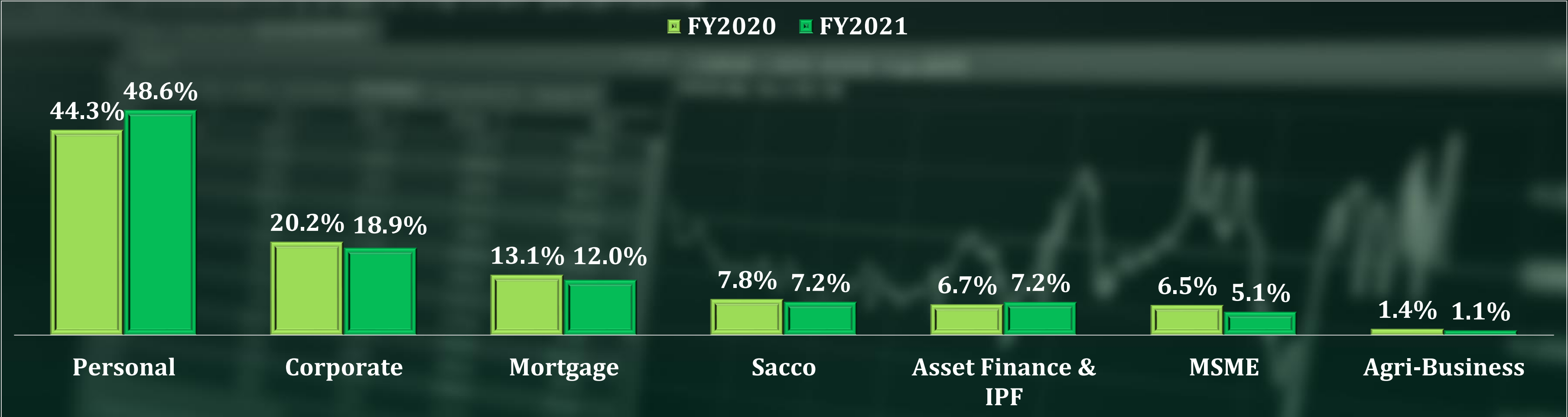


# Strong Financial Position (Kshs.Billion)

	FY2021	FY2020	YoY Change
Total Assets	579.8	536.9	8% ↑
Loan book (Net)	310.2	286.6	8% ↑
Government Securities	184.1	161.9	14% ↑
Total Deposits	408.5	378.9	8% ↑
Borrowed Funds	42.9	46.0	-7% ↓
Shareholders Funds	100.2	90.7	10% ↑

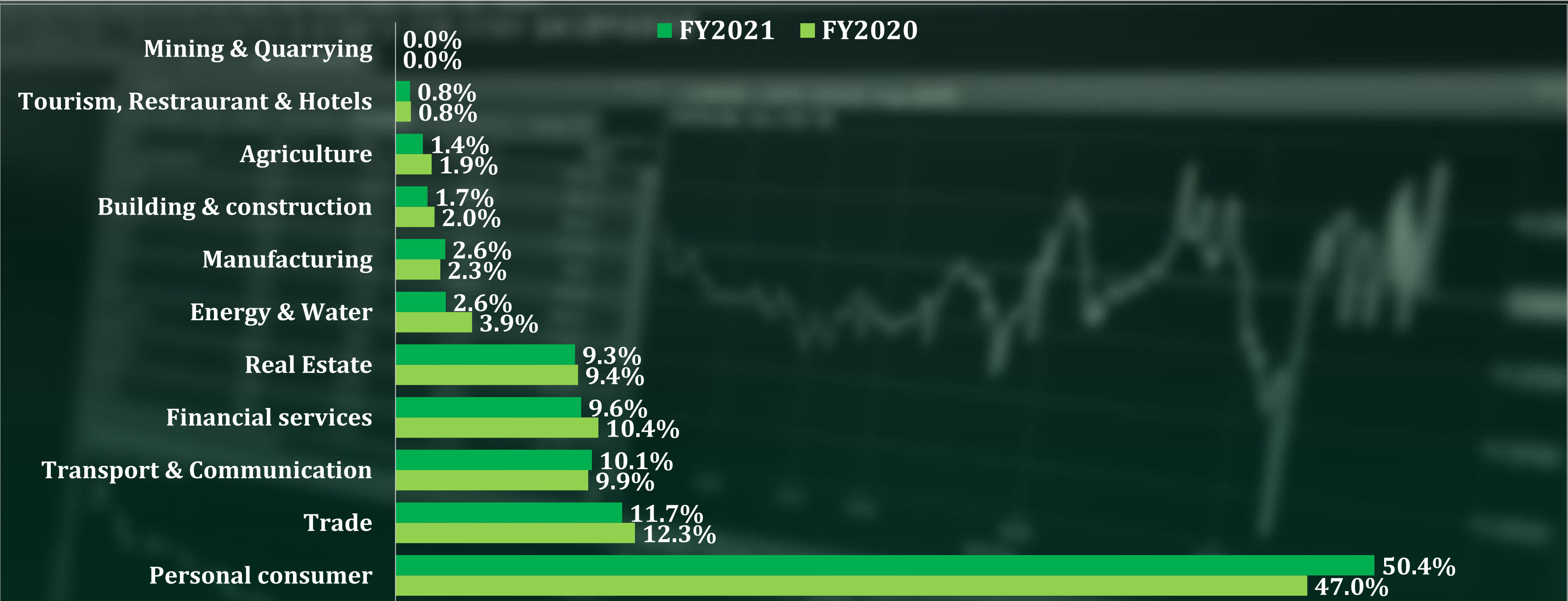
# Diversified loan book

- 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 across sectors

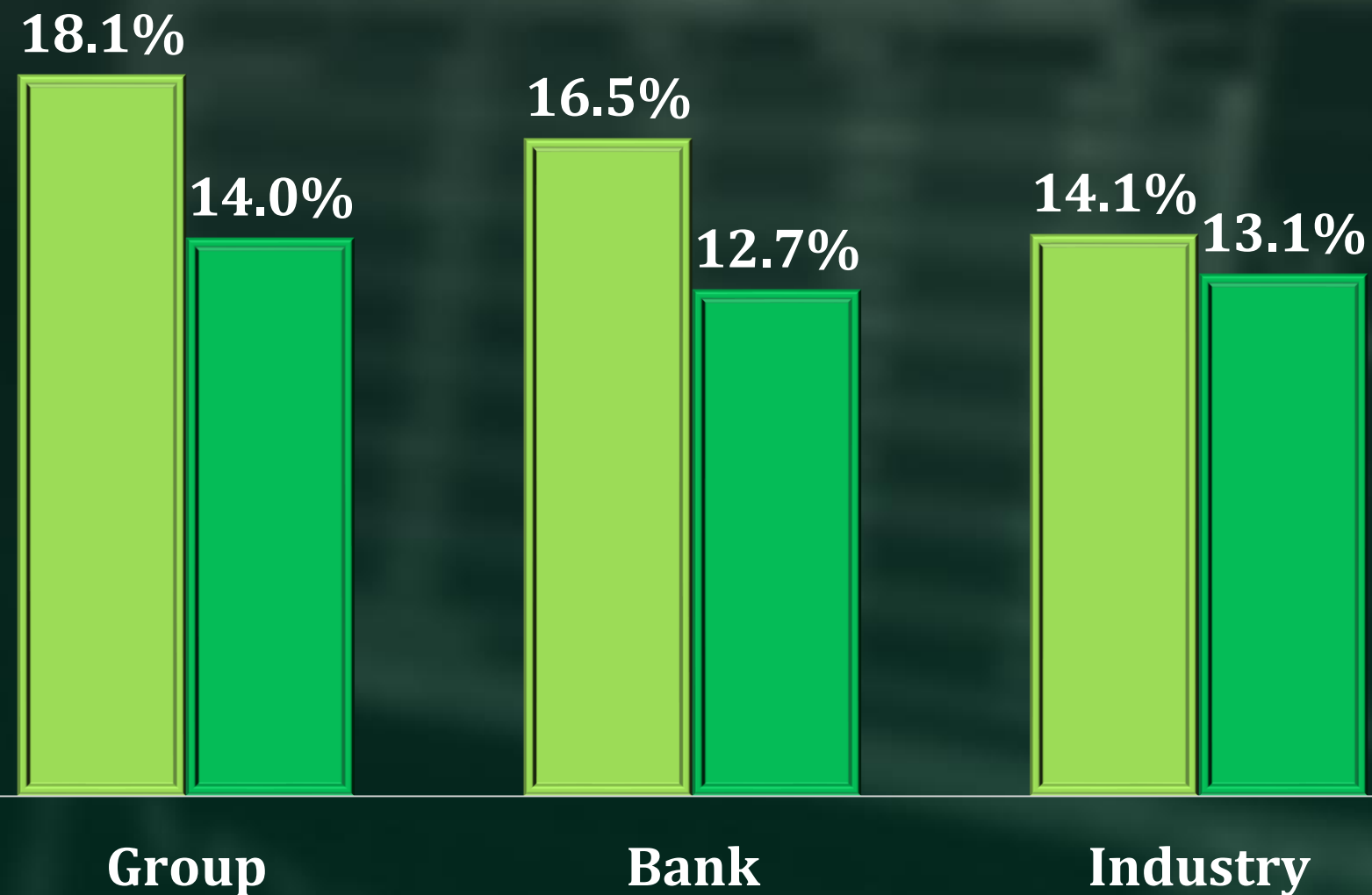
50% in Personal consumer which is well performing  
 Low relative exposure in high-risk sectors  
 Tourism and Hotels <1%  
 Manufacturing 2.6%.



# Improving Non-Performing Loan Book

The Bank's NPL has improved from a high of 16.5 in FY2020 to 12.7% in FY2021

■ FY2020 ■ FY2021



## Below Industry NPL Level

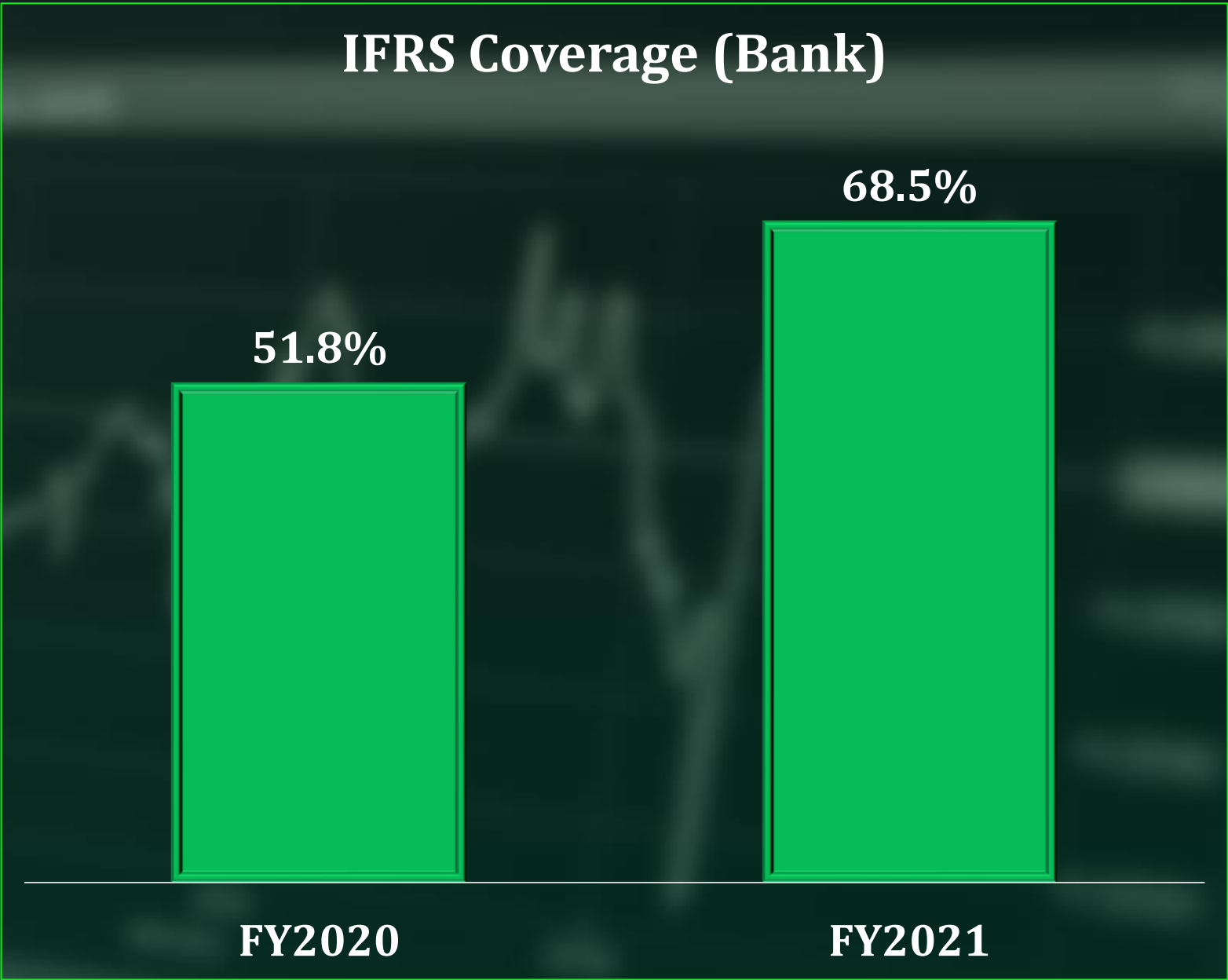
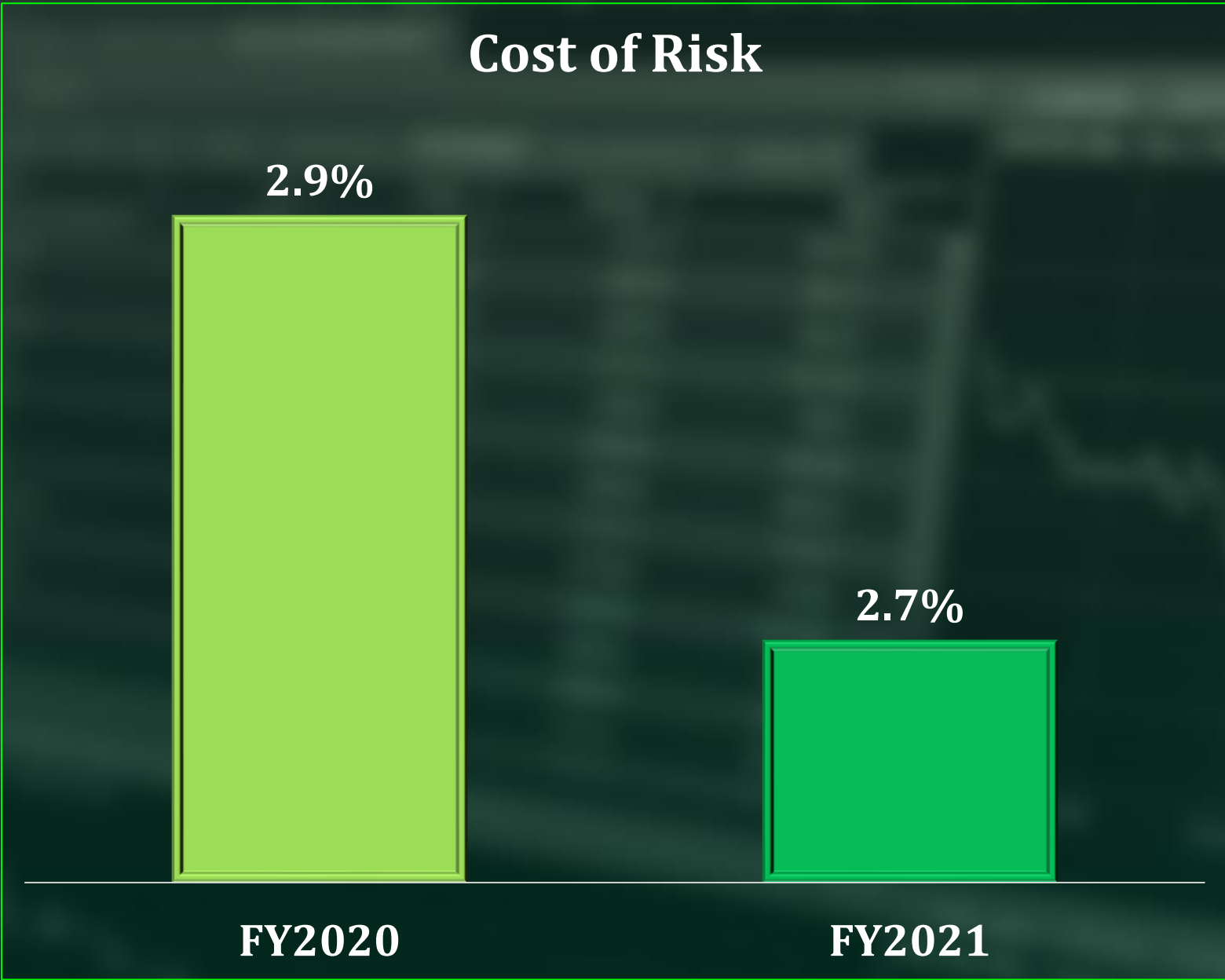
Supported by;

- ✓ Proactive Credit Management Strategies.
- ✓ Business Growth.
- ✓ Consumers and Businesses continued recovery from the impact of Covid 19 Pandemic.



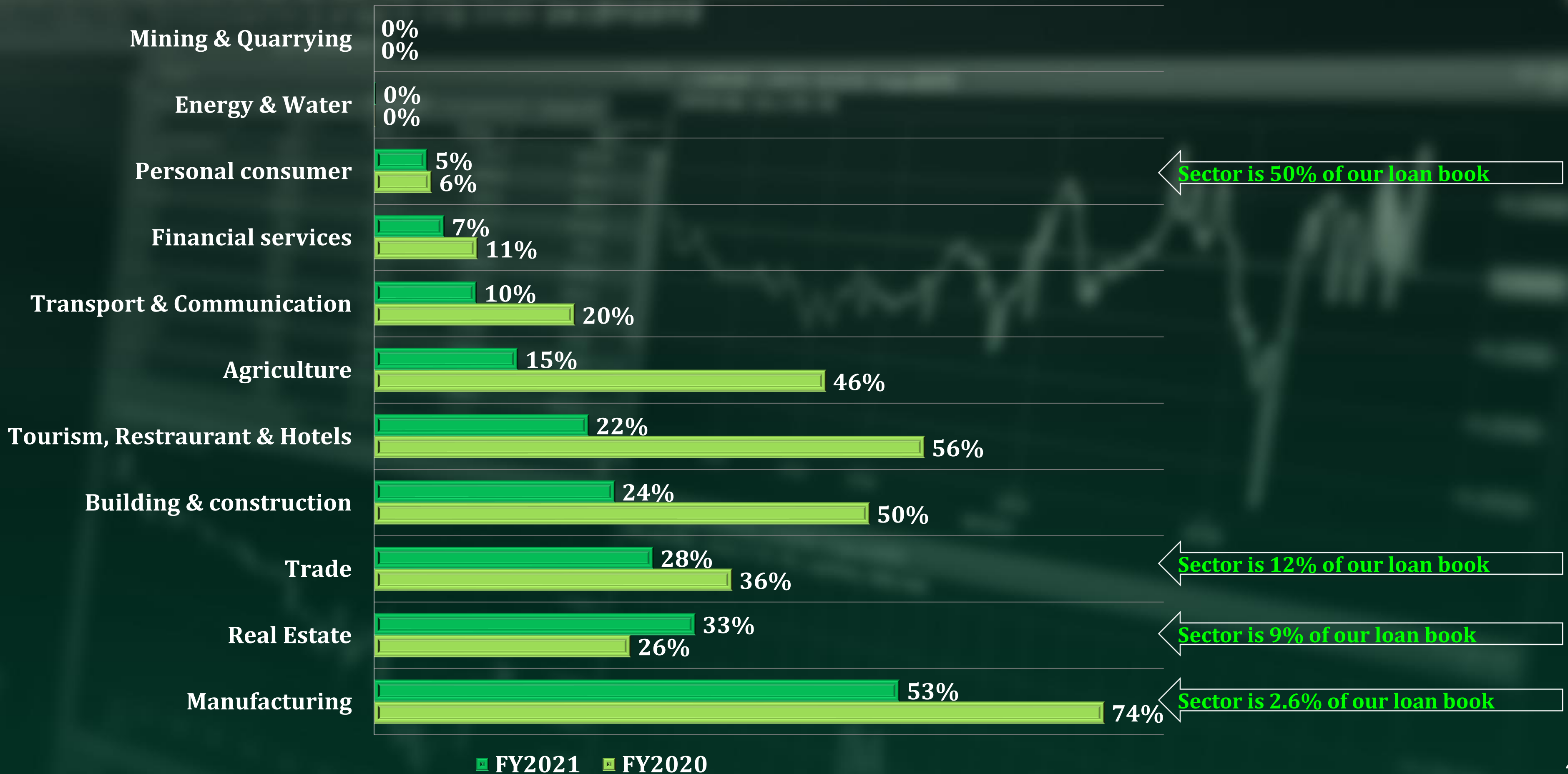
# Adequate Coverage

Kshs. 7.9 Billion loan loss provisions in FY2021 (Kshs. 8.1 Billion in FY2020), indicating improving quality of our asset book as businesses and households continue to recover from the impact of Covid-19 pandemic.

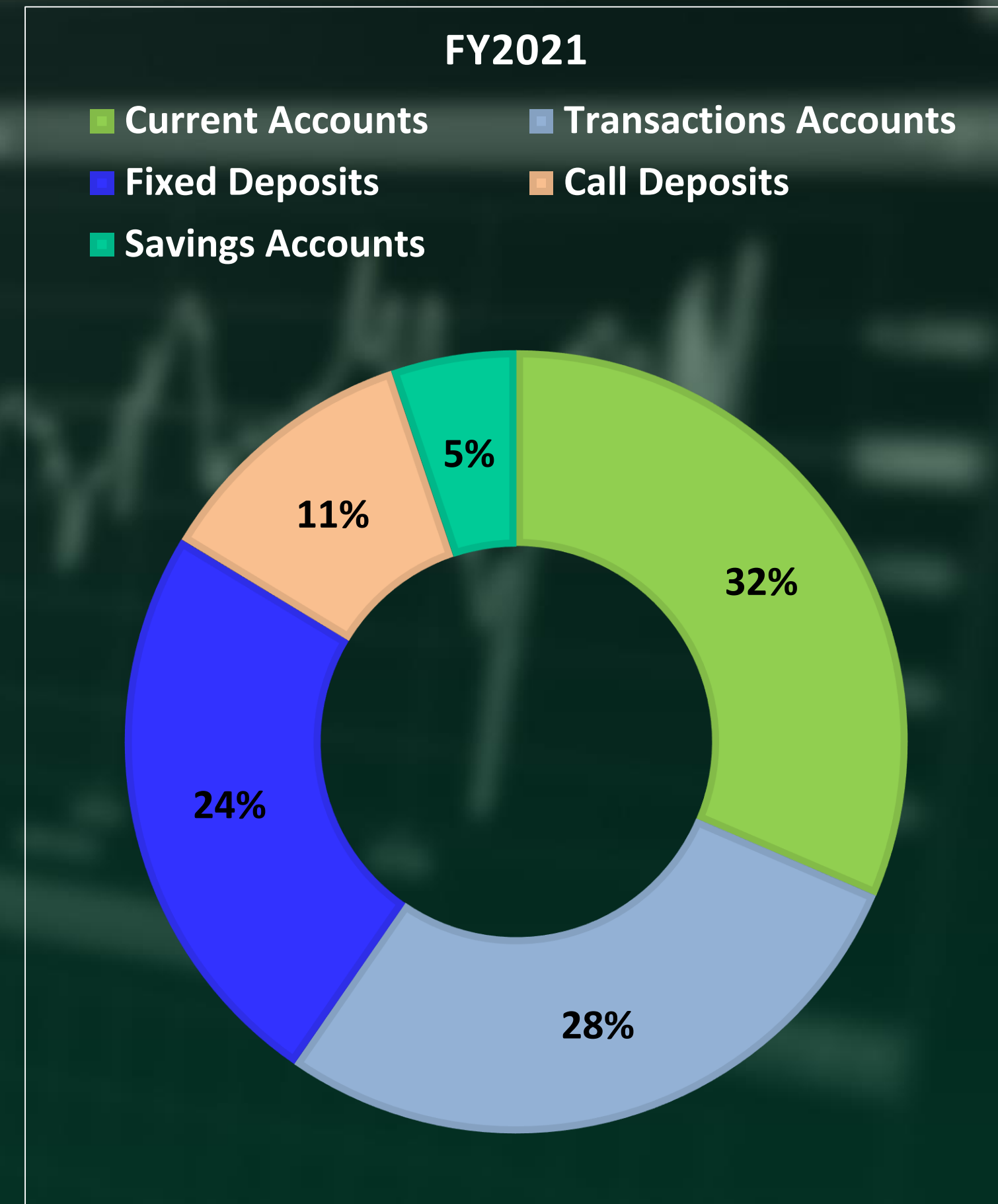
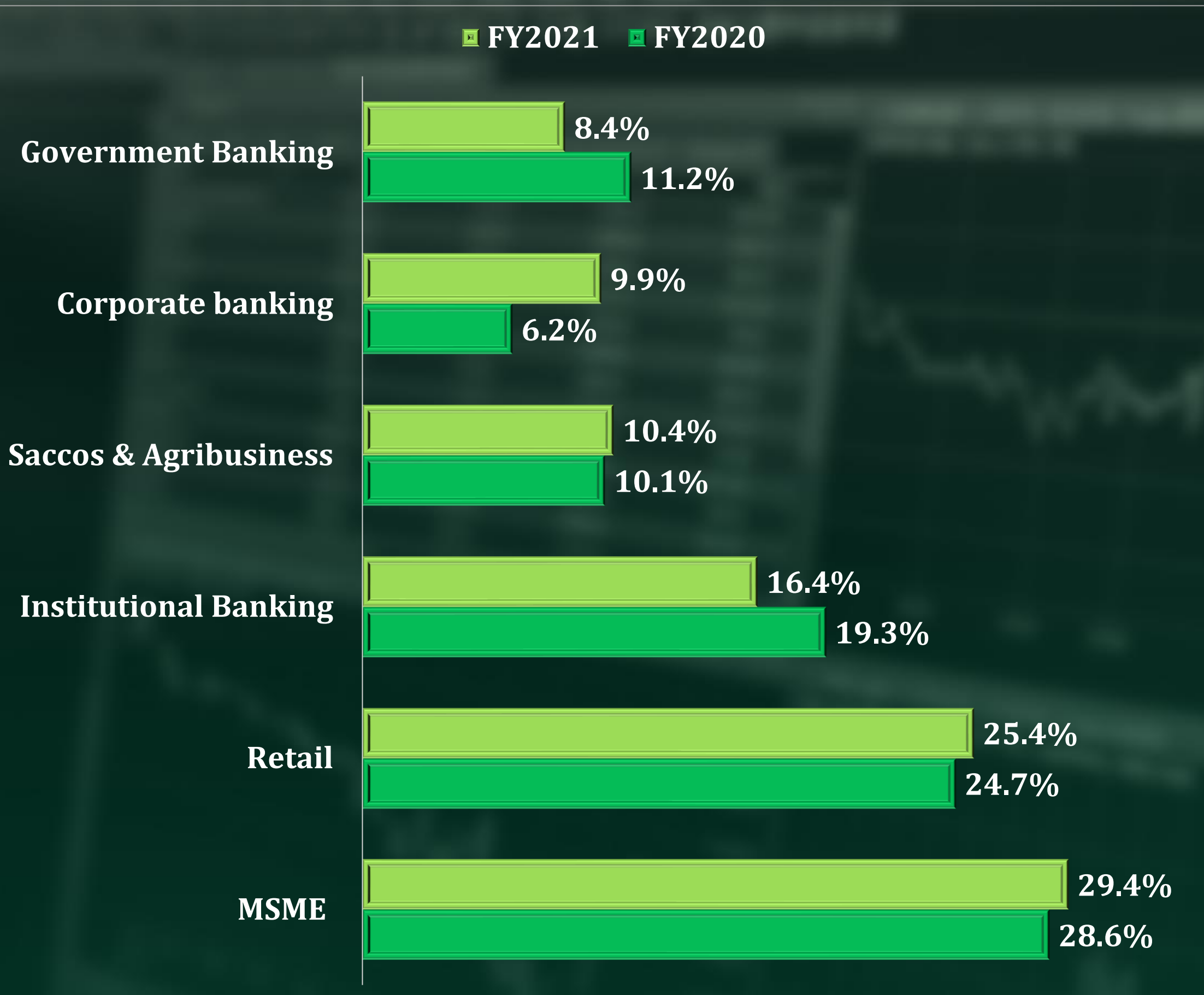


Inclusive of the Discounted Value of Securities, our coverage is at **99.2%**

# Portfolio Trends – Sector NPL



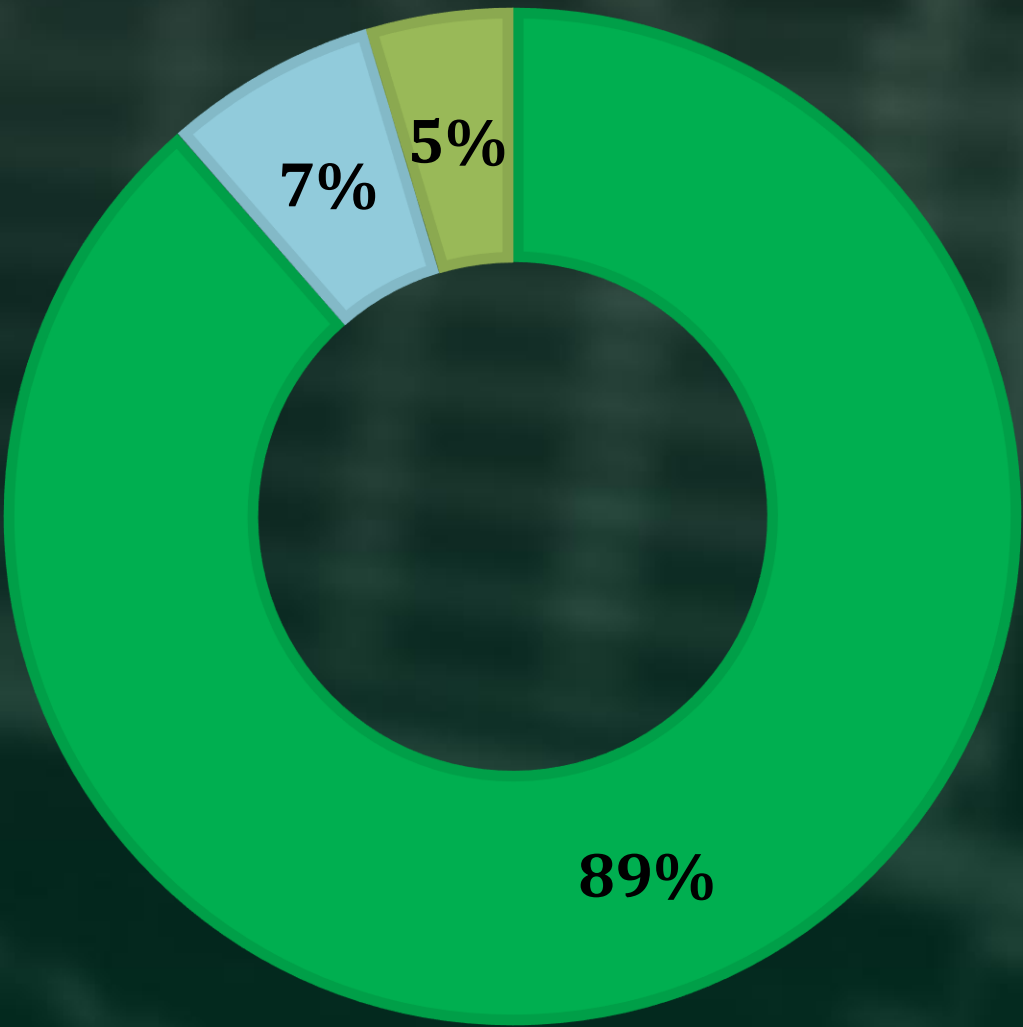
# Well-diversified Liability Portfolio



# An Optimally balanced Kenya Shilling asset & funding book

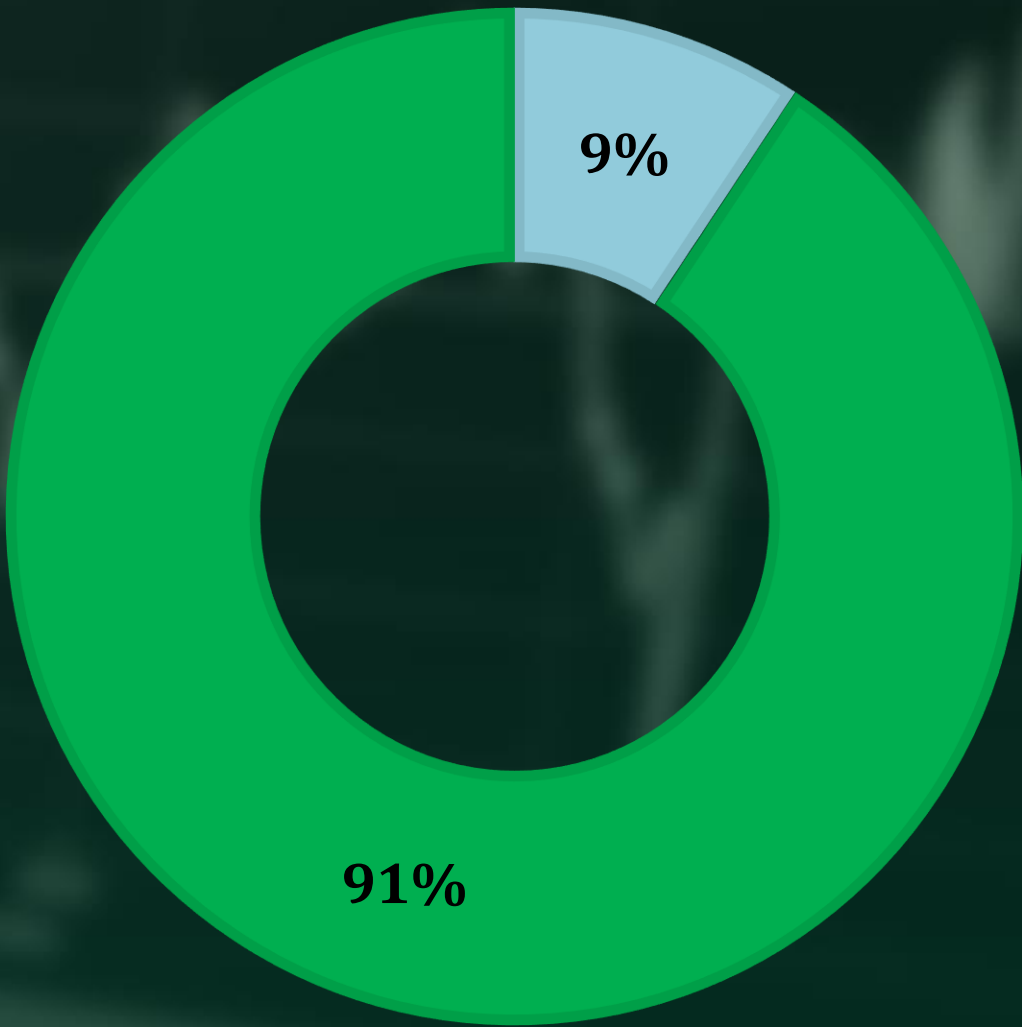
FUNDING: LOCAL VS. FOREIGN CURRENCY

■ LCY Funding ■ FCY Deposits ■ FCY Borrowed Funds



LOAN BOOK: LOCAL VS. FOREIGN CURRENCY

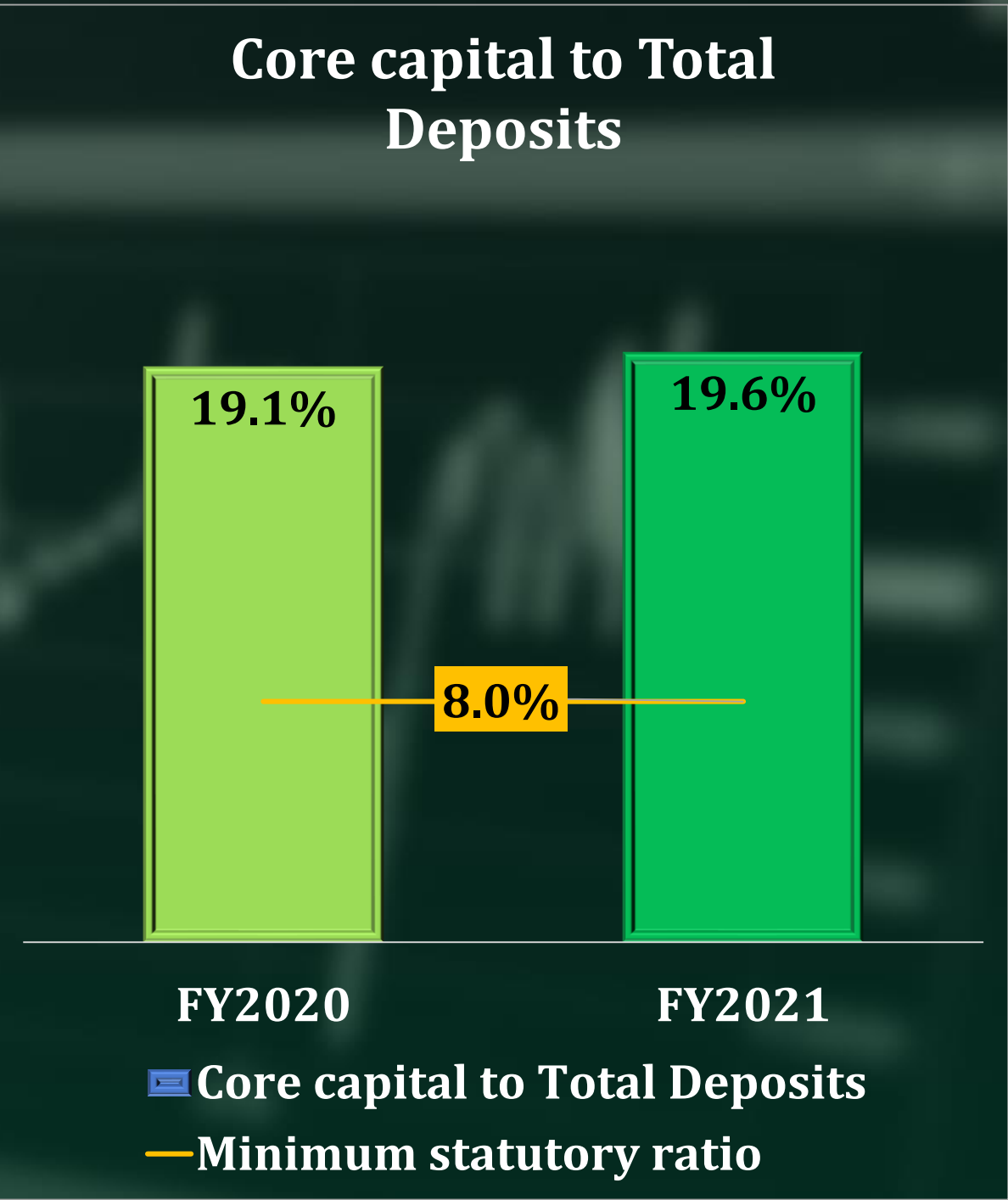
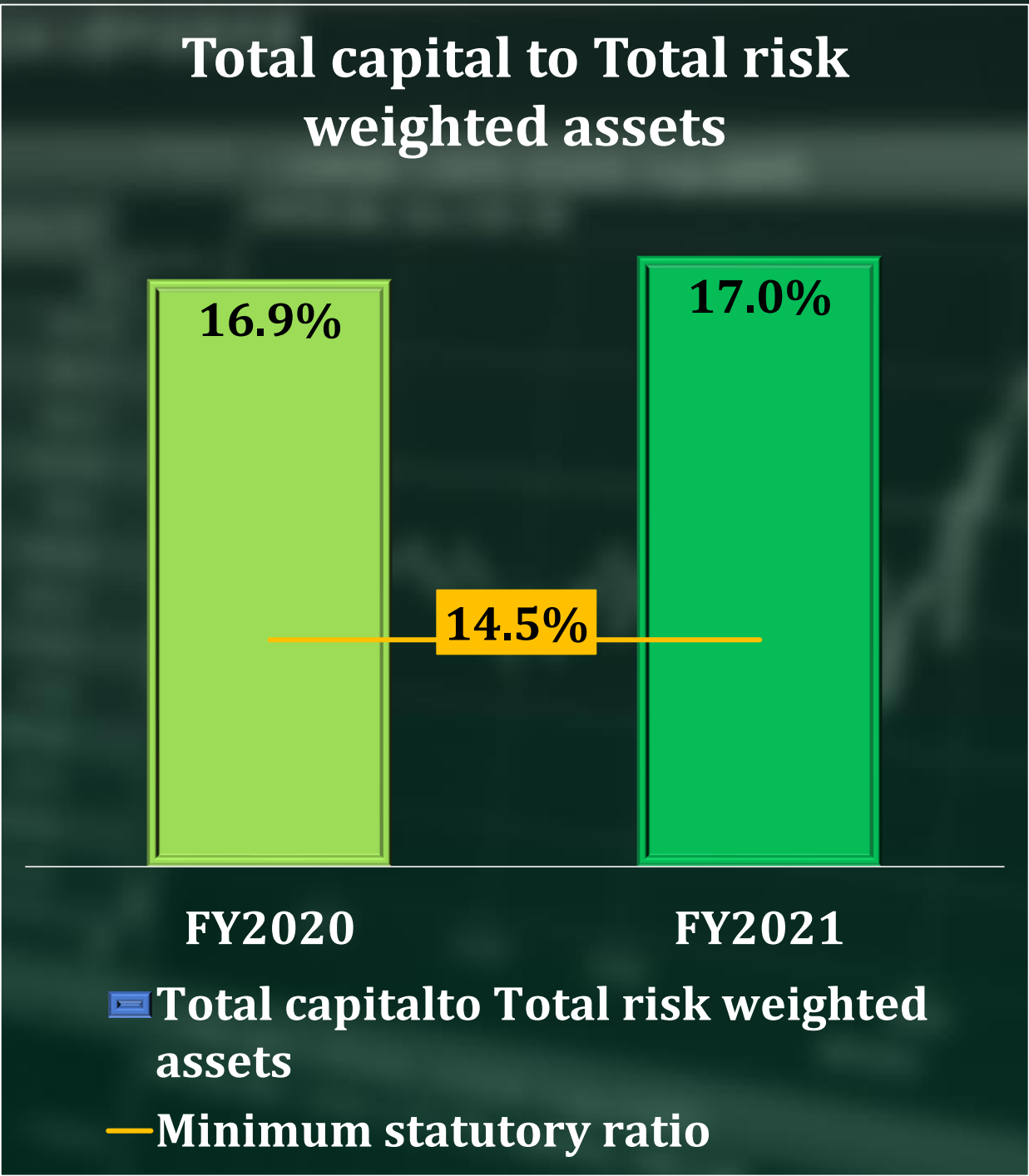
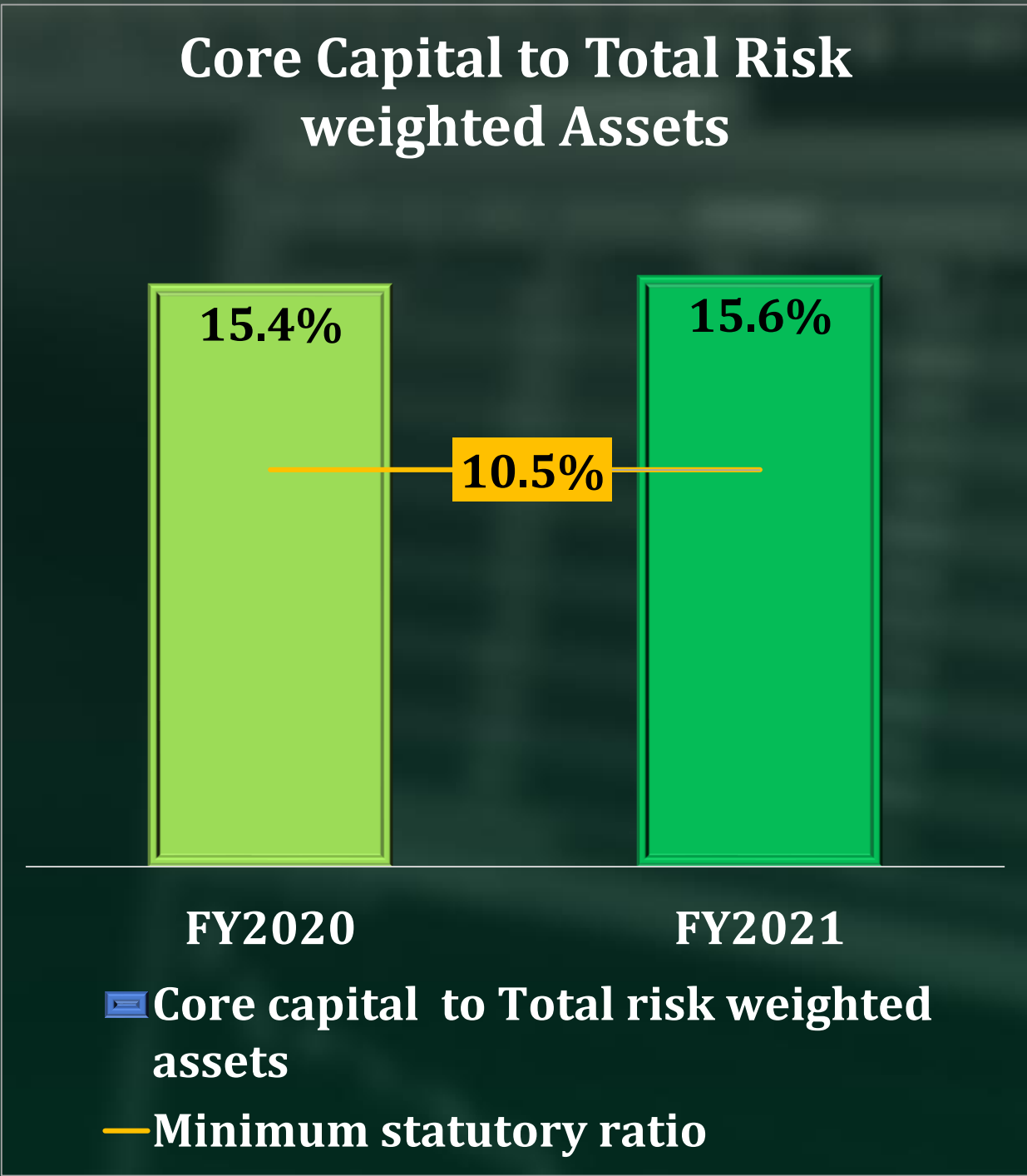
■ FCY ■ LCY





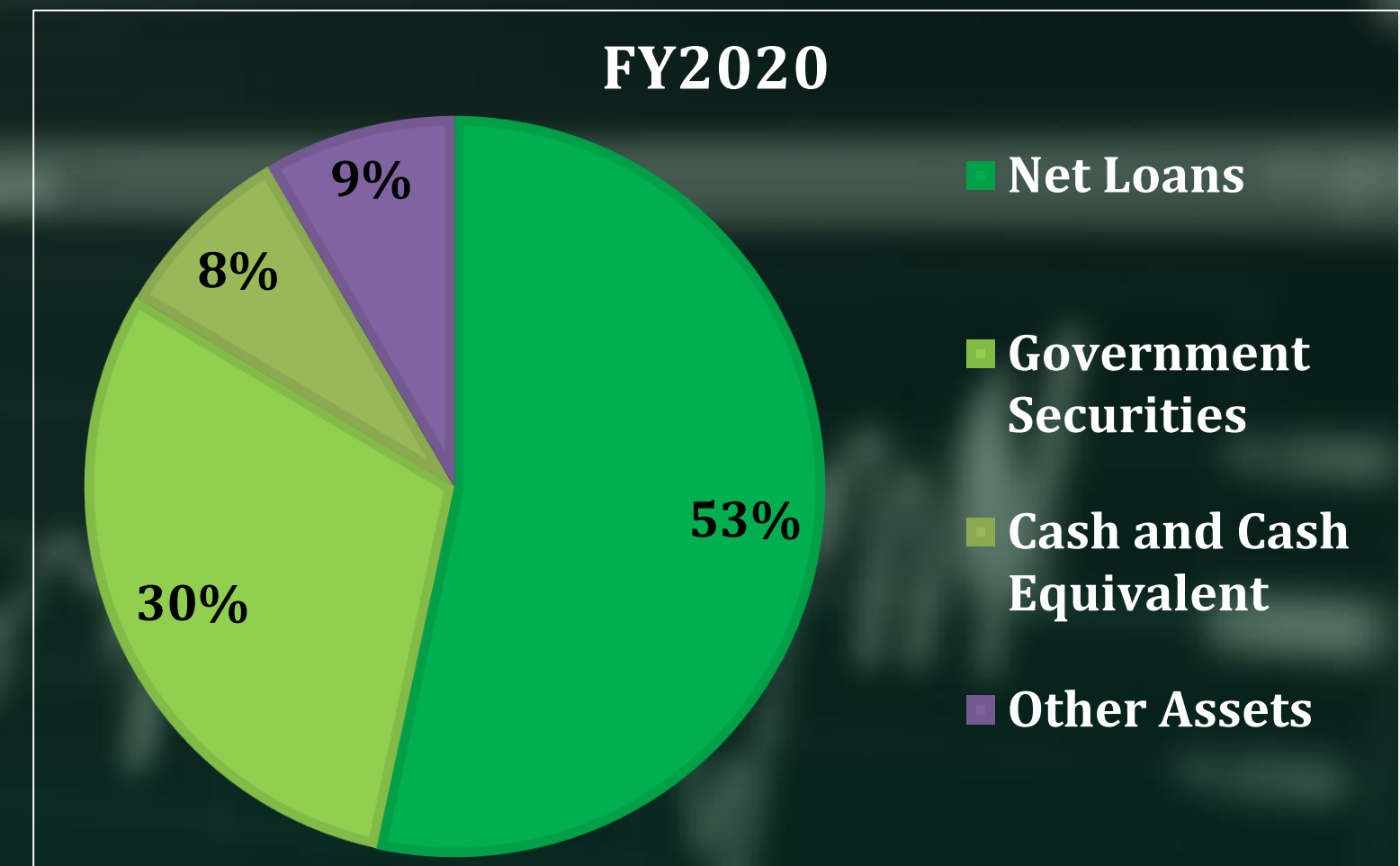
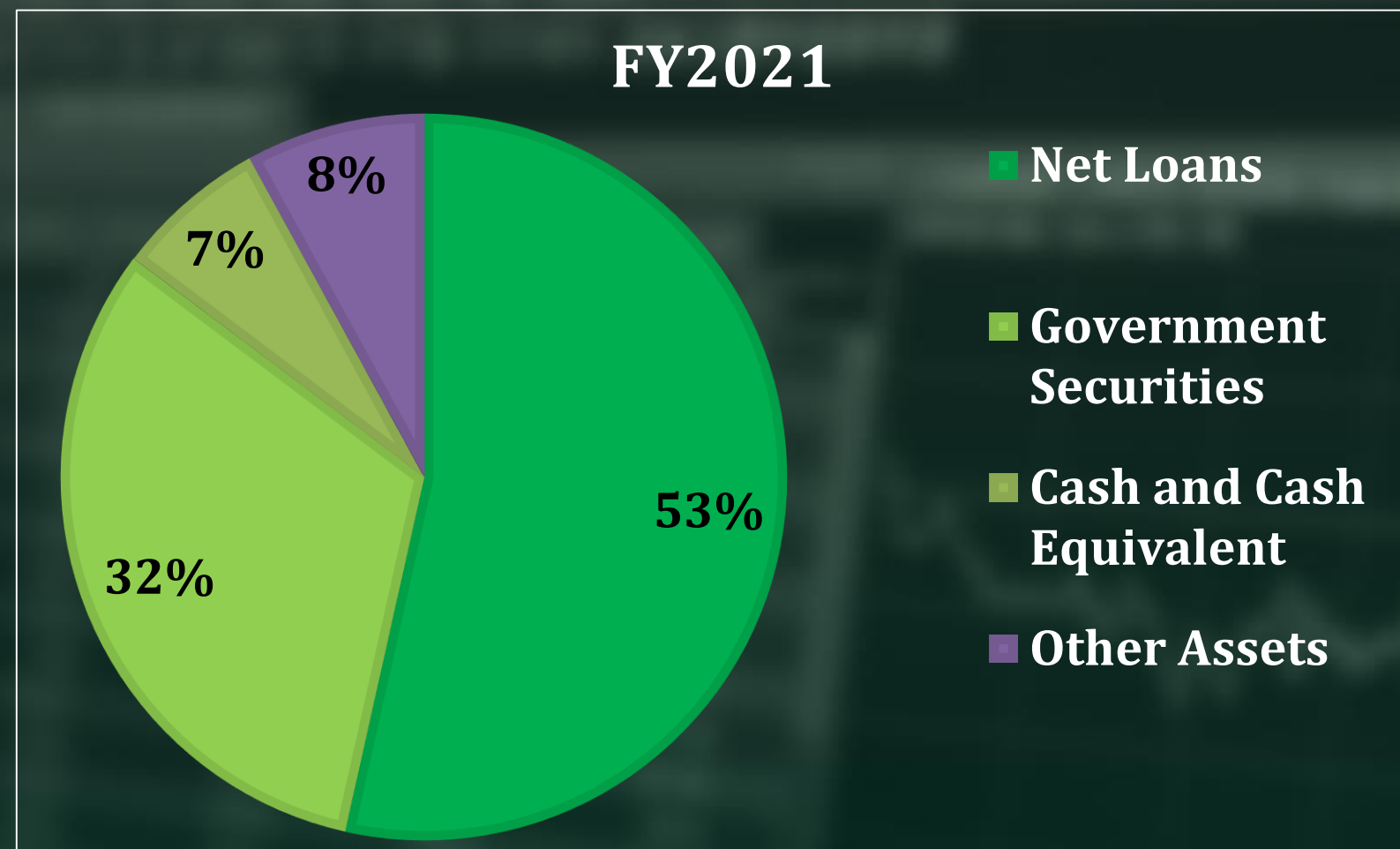
# Strong capital to support future growth

Capital buffers for sustainable growth

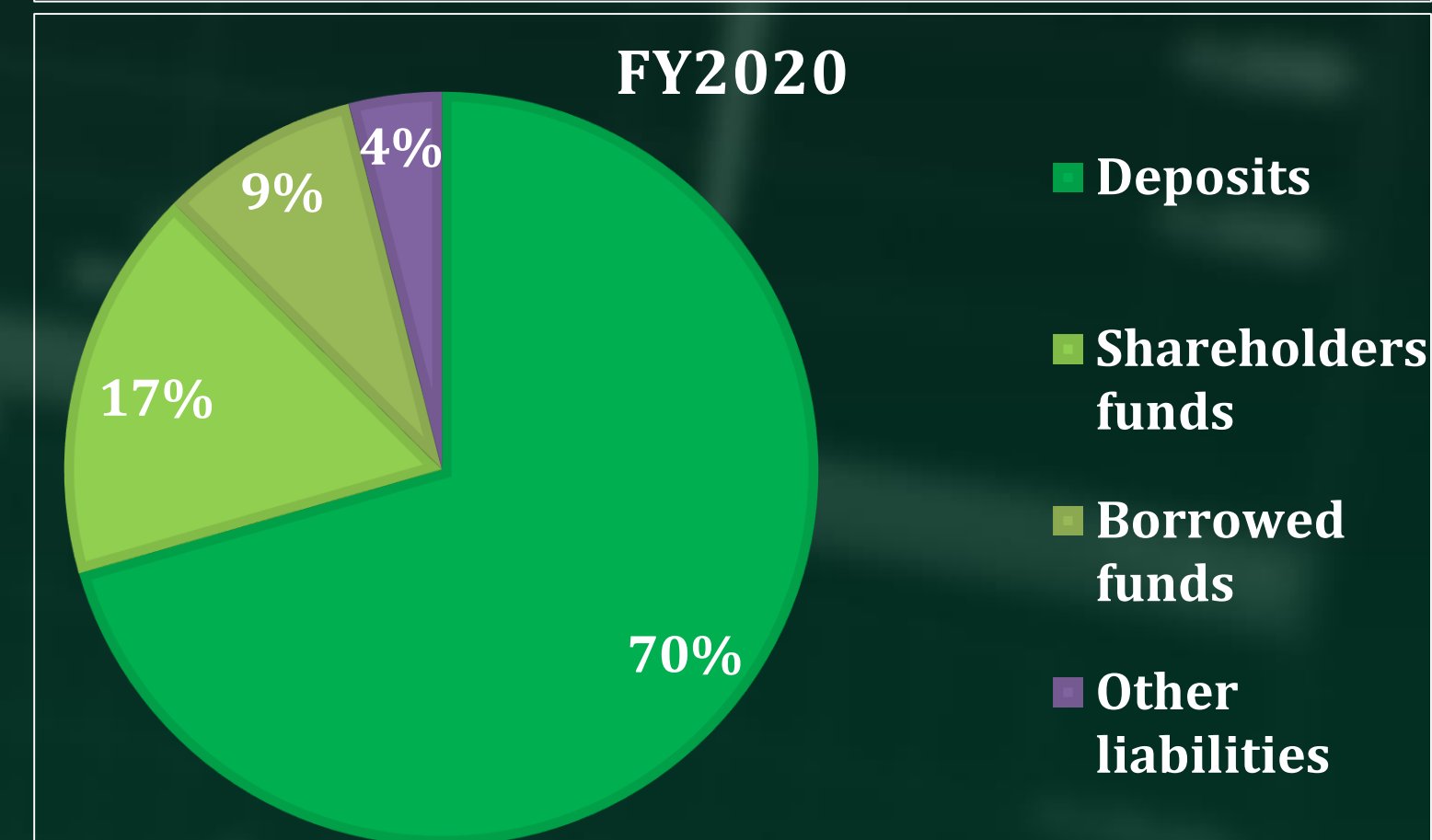
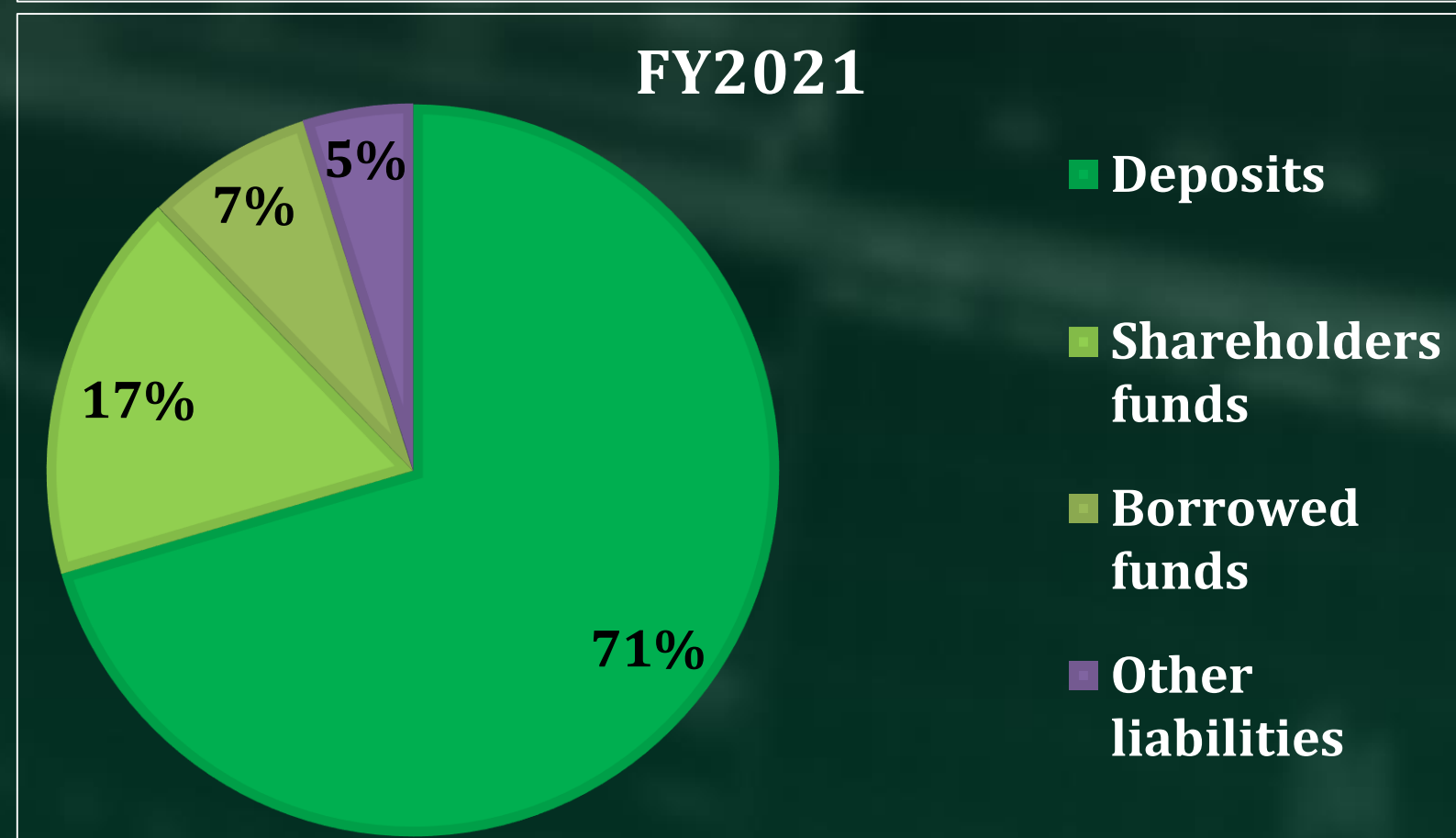


# Optimal Asset and Funding Mix

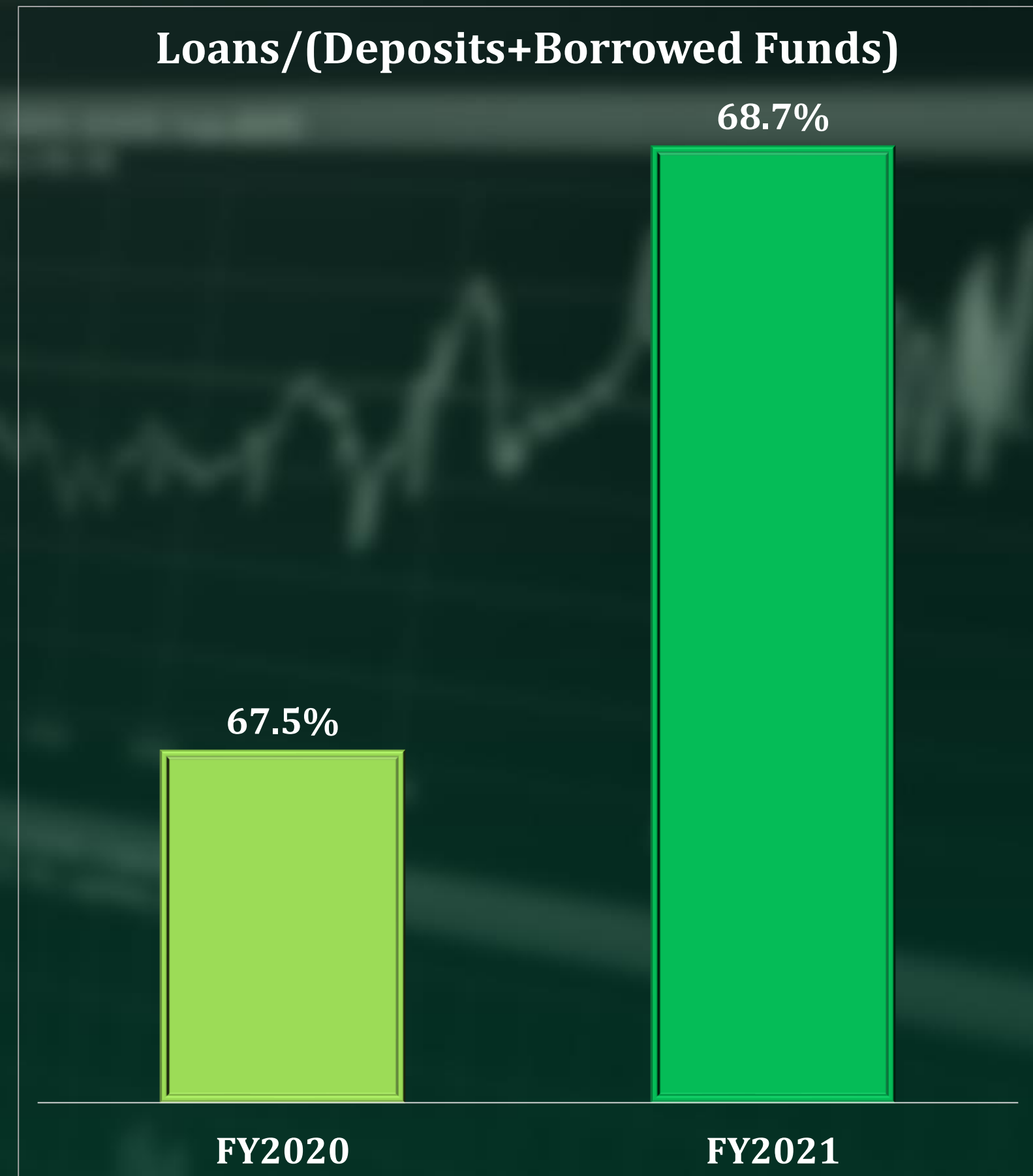
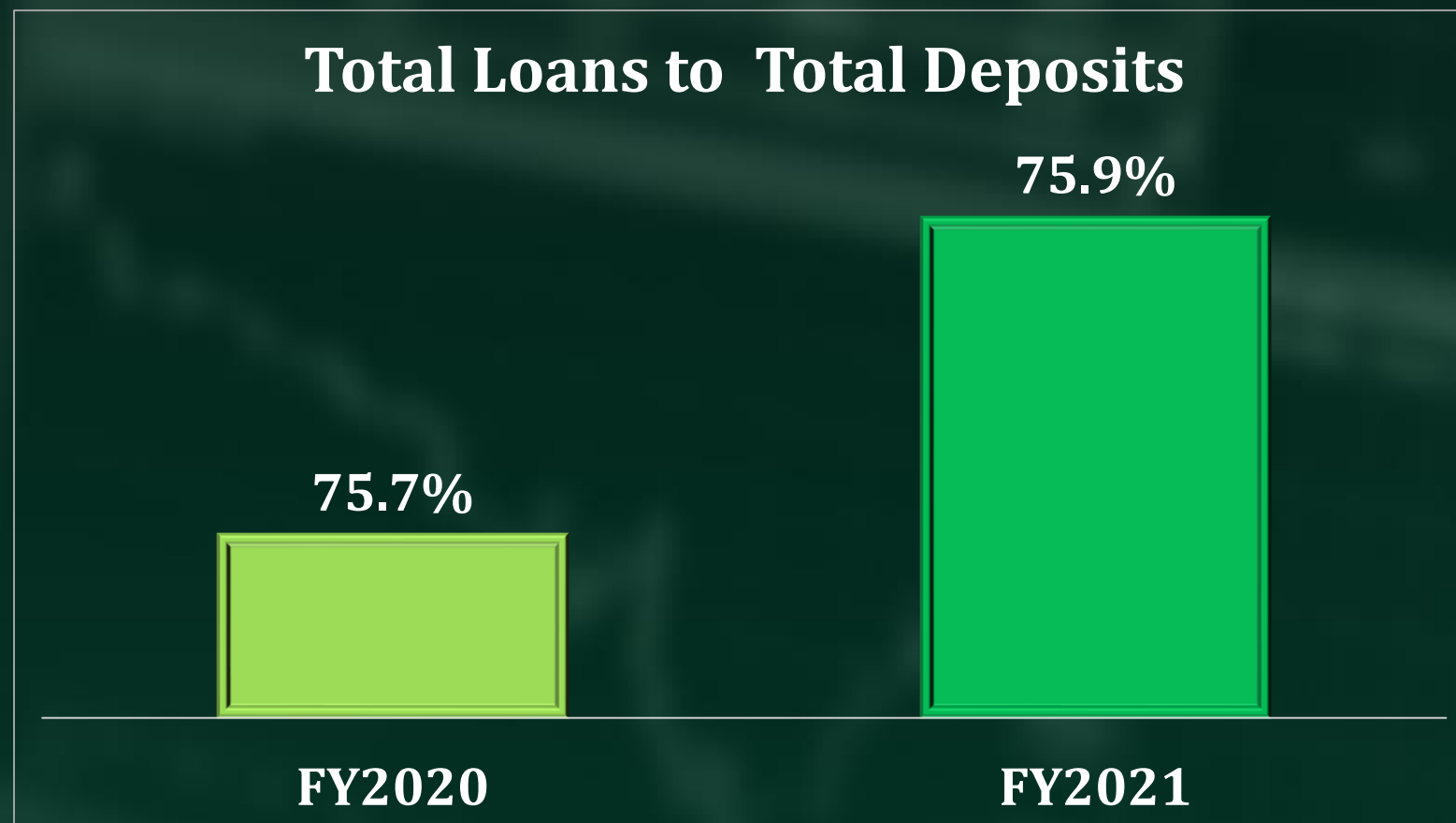
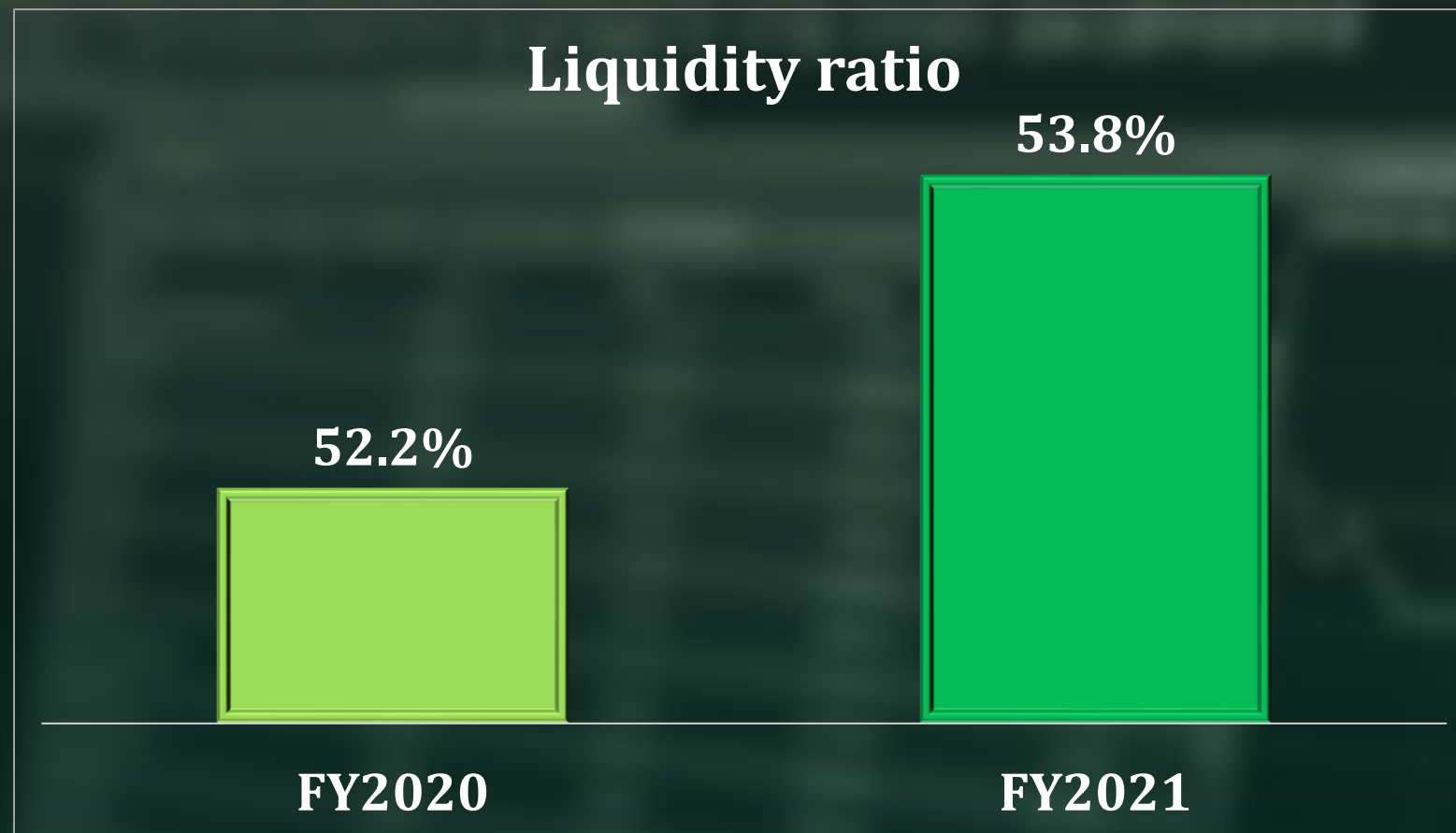
## Asset Categories



## Funding Categories



# Strong Liquidity to support investments



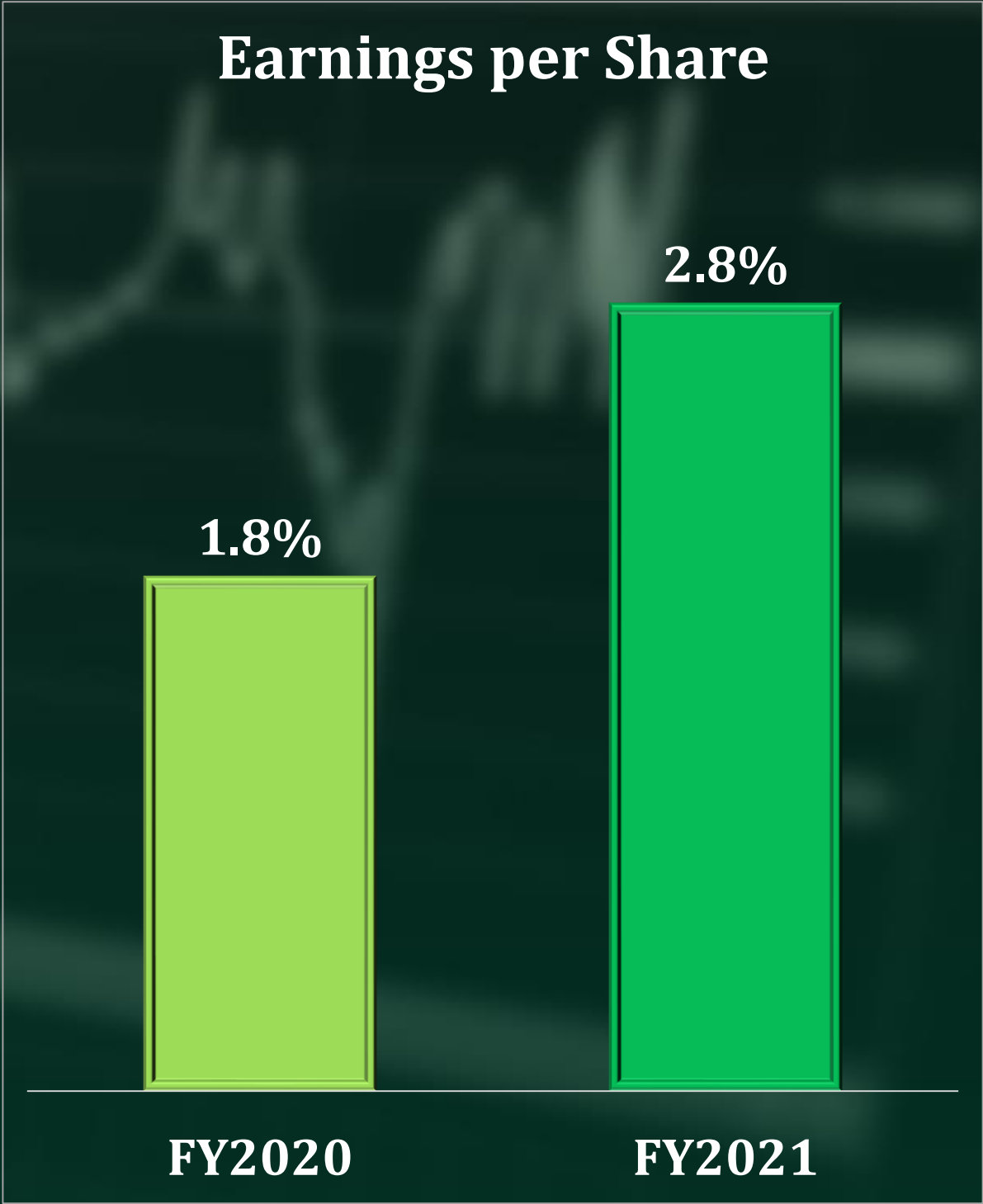
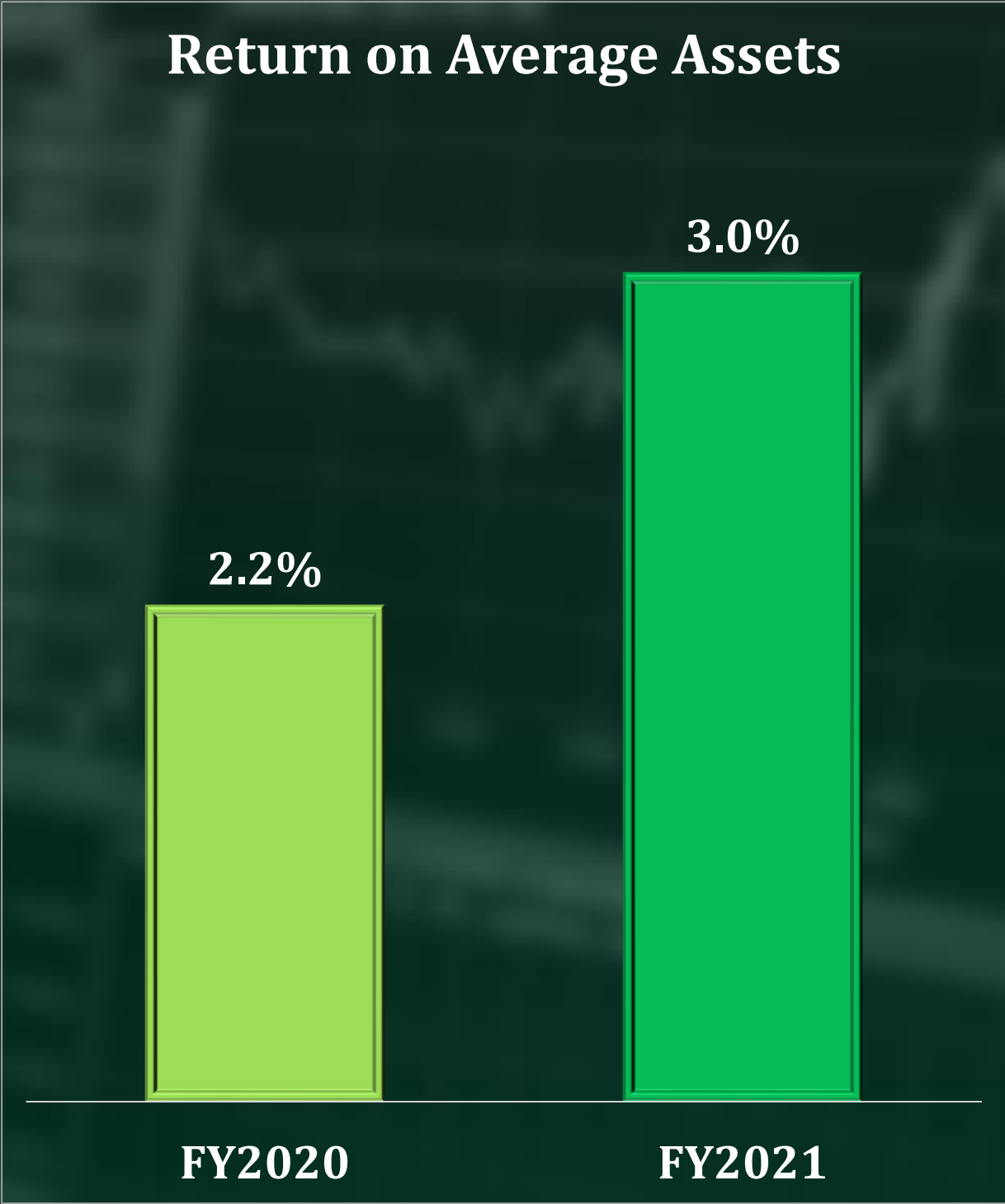
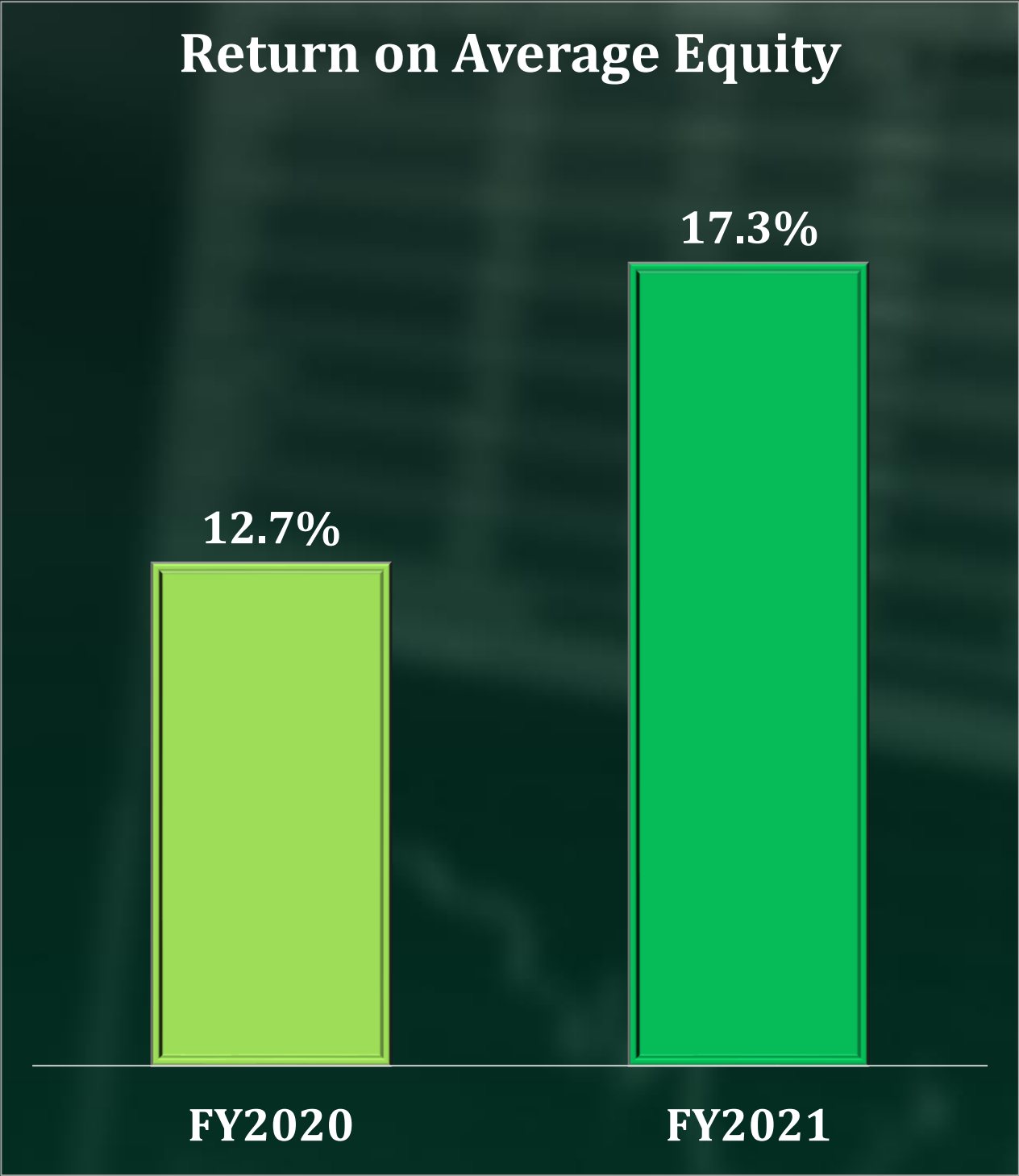
## Sustainable Profitability Growth

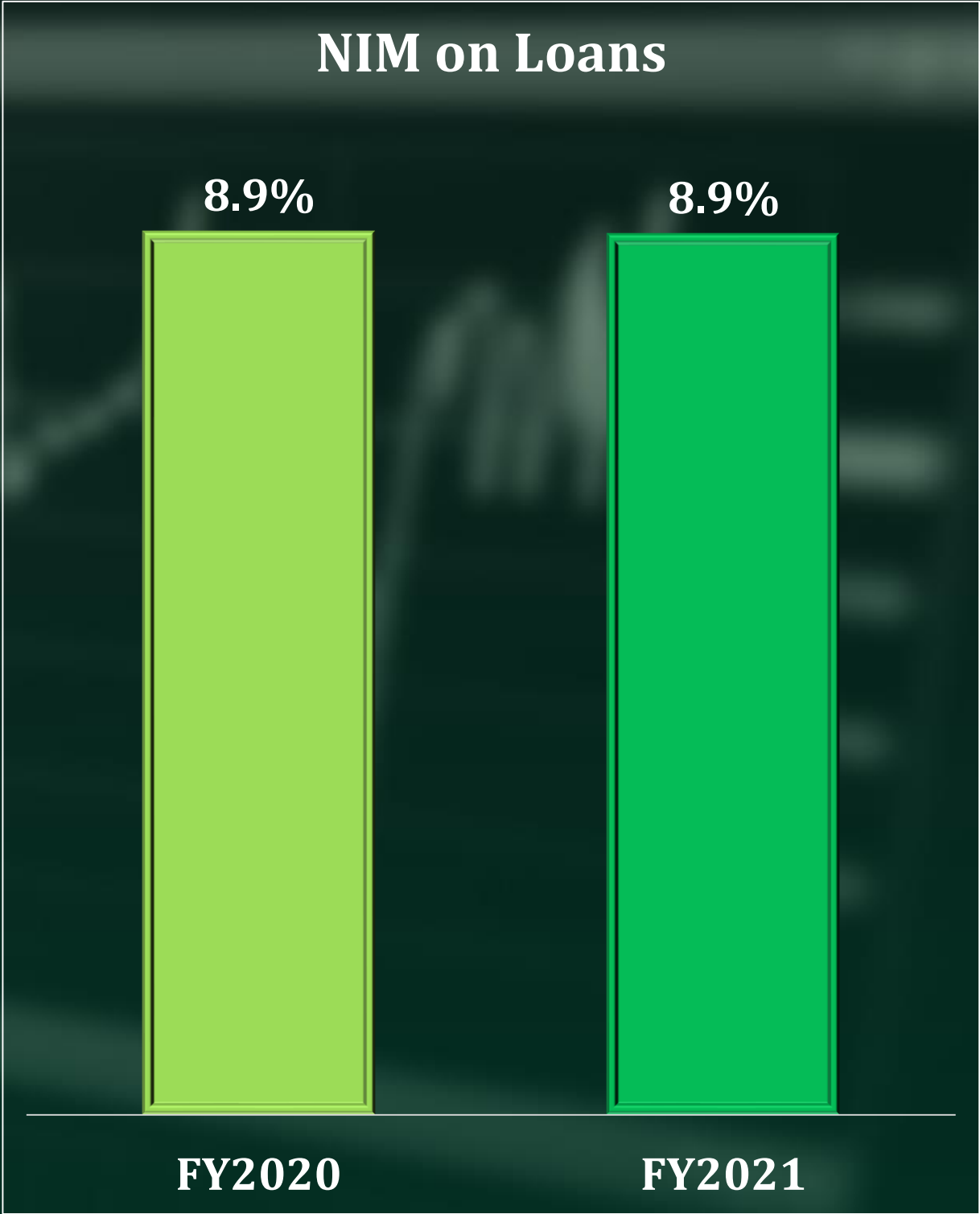
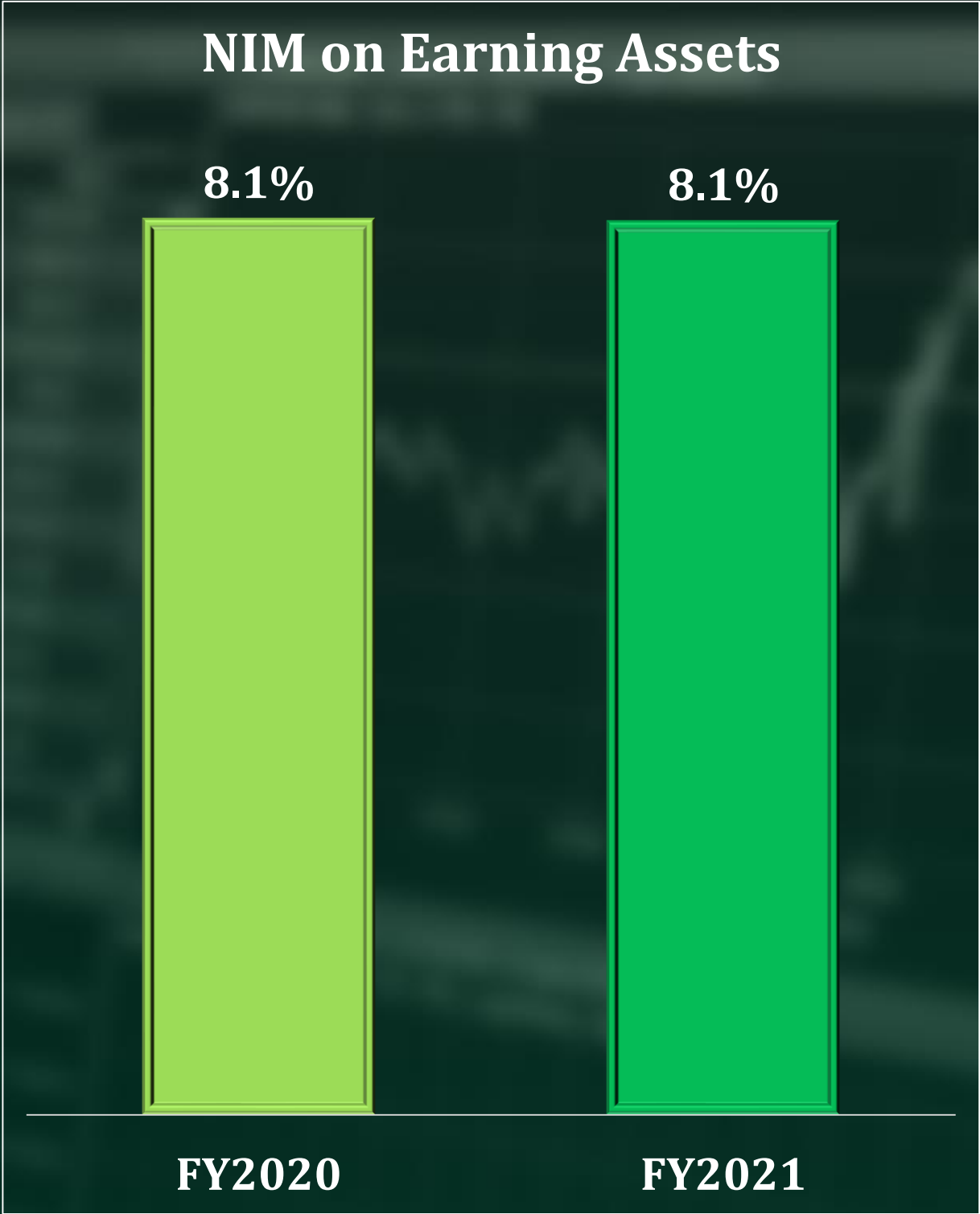
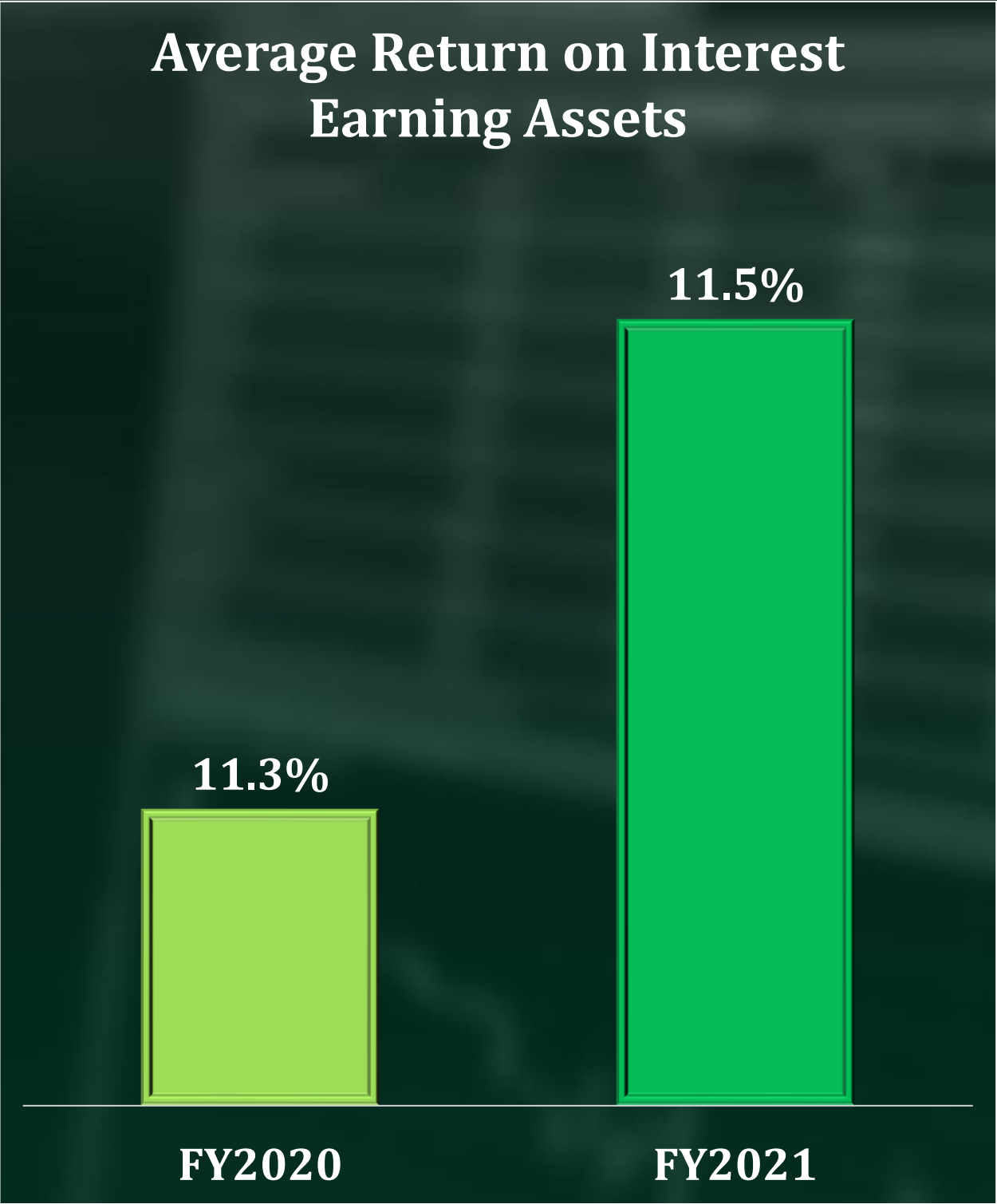
	FY2021	FY2020	YoY Change		
Total Interest Income	55.6	48.8	13.9%	↑	
Total Interest Expenses	14.6	12.5	17.0%	↑	
Net Interest Income	41.0	36.3	12.9%	↑	
Fees and commissions	15.2	12.9	18.1%	↑	
Forex Income	2.8	2.8	0.4%	↑	
Other income	1.3	1.7	-24.6%	↓	
Total Operating Income	60.4	53.8	12.3%	↑	
Loan loss provision	7.9	8.1	-2.3%	↓	
Staff costs	13.3	13.4	-0.7%	↓	
Other operating expenses	16.8	17.9	-5.7%	↓	
Total other operating expenses	38.1	39.4	-3.3%	↓	
Profit before tax and exceptional items	22.3	14.4	54.8%	↑	
Exceptional items-Share of profit of associate	0.3	-0.1	303.8%	↑	
Profit before tax	22.6	14.3	58.6%	↑	
Tax	6.1	3.5	76.0%	↑	
Profit after tax	16.5	10.8	53.0%	↑	
Earnings per share	2.8	1.8	53.0%	↑	48



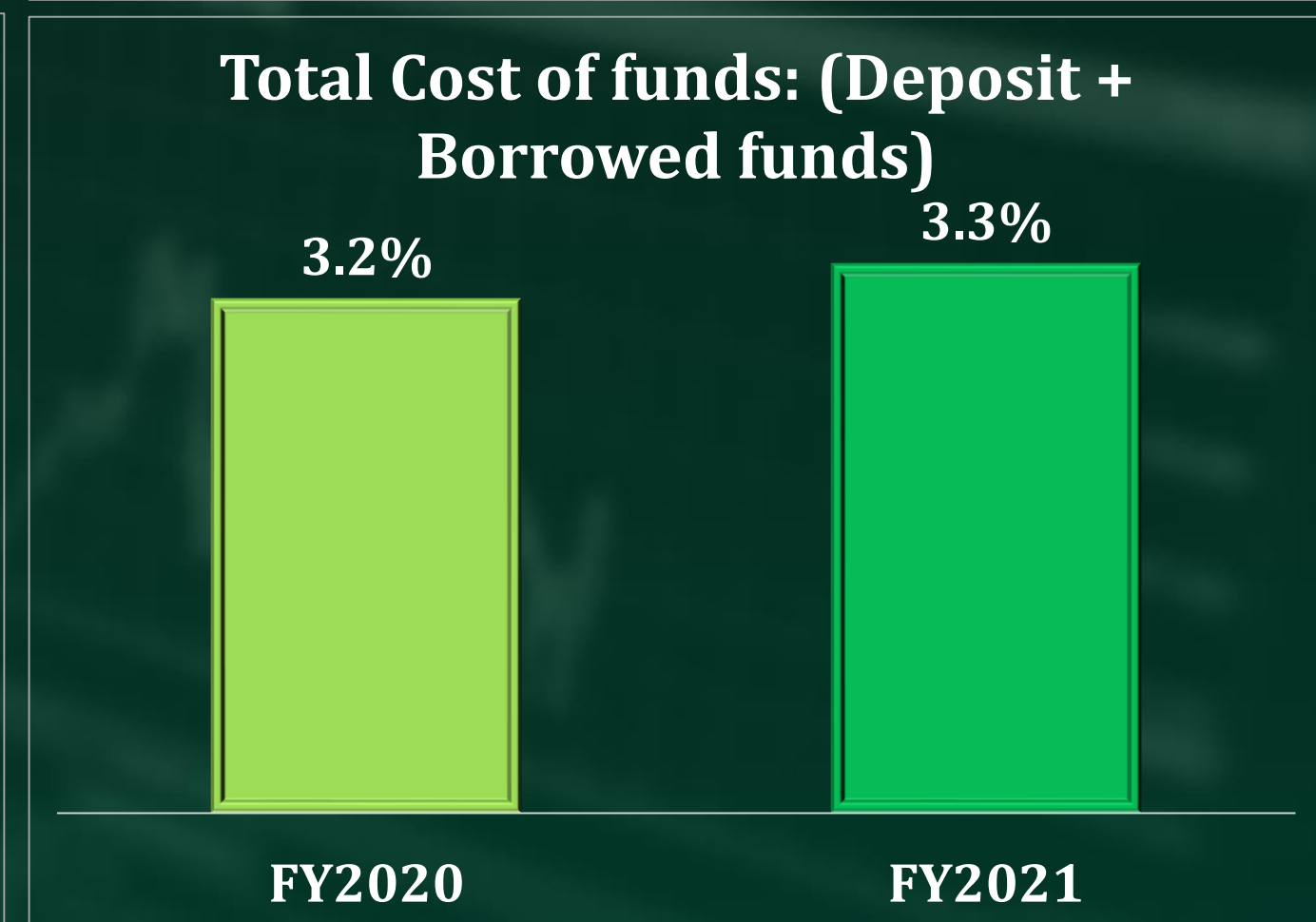
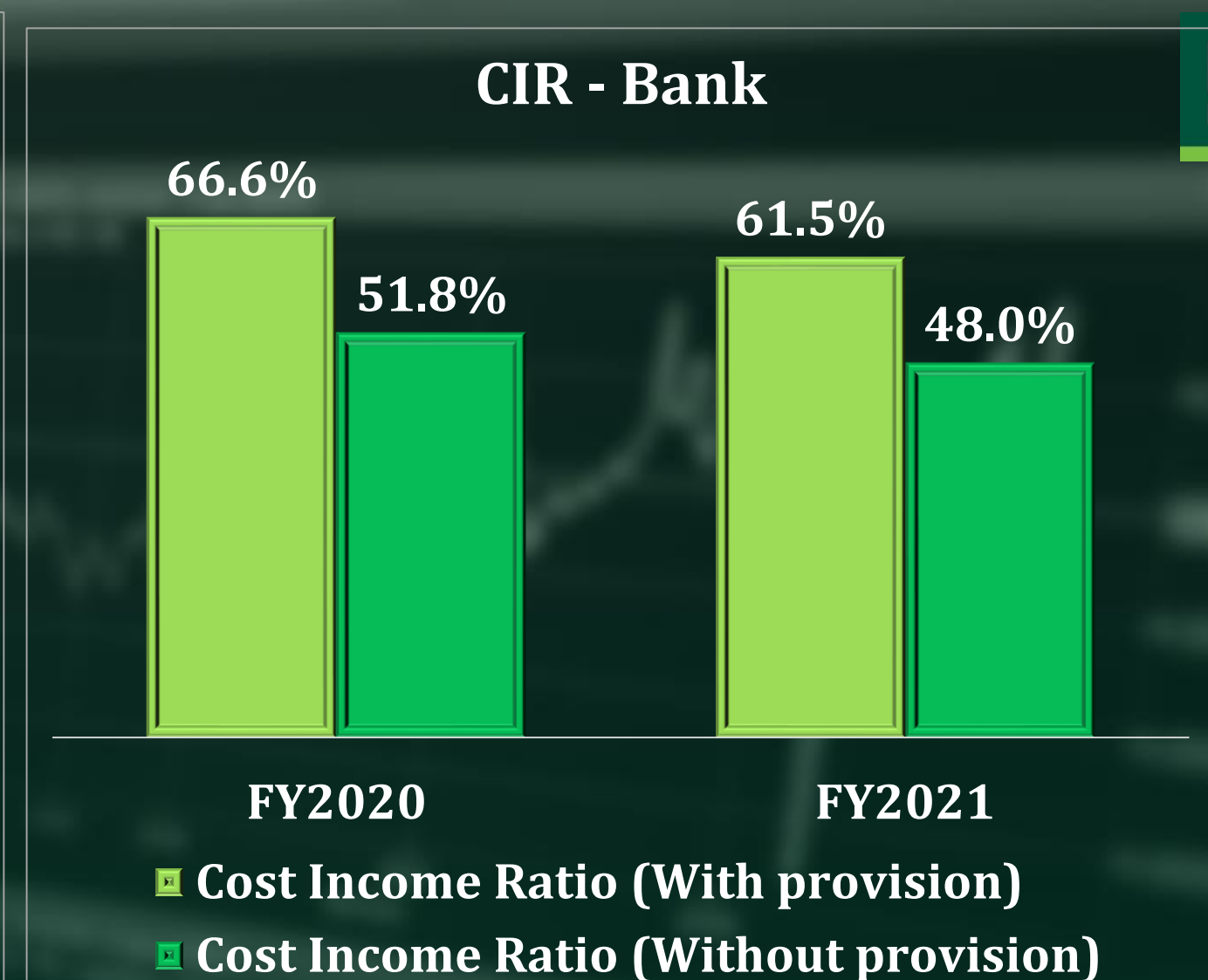
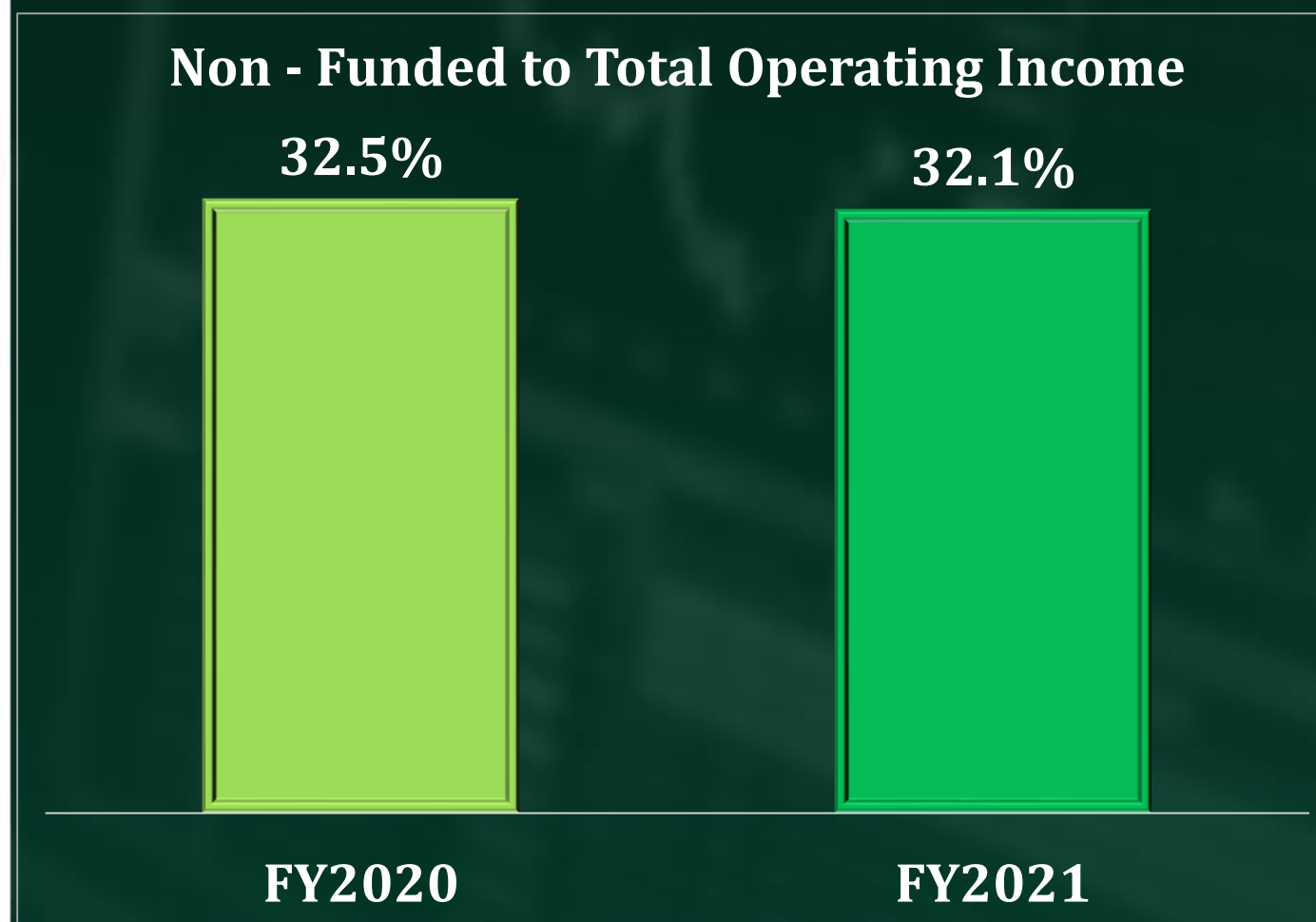
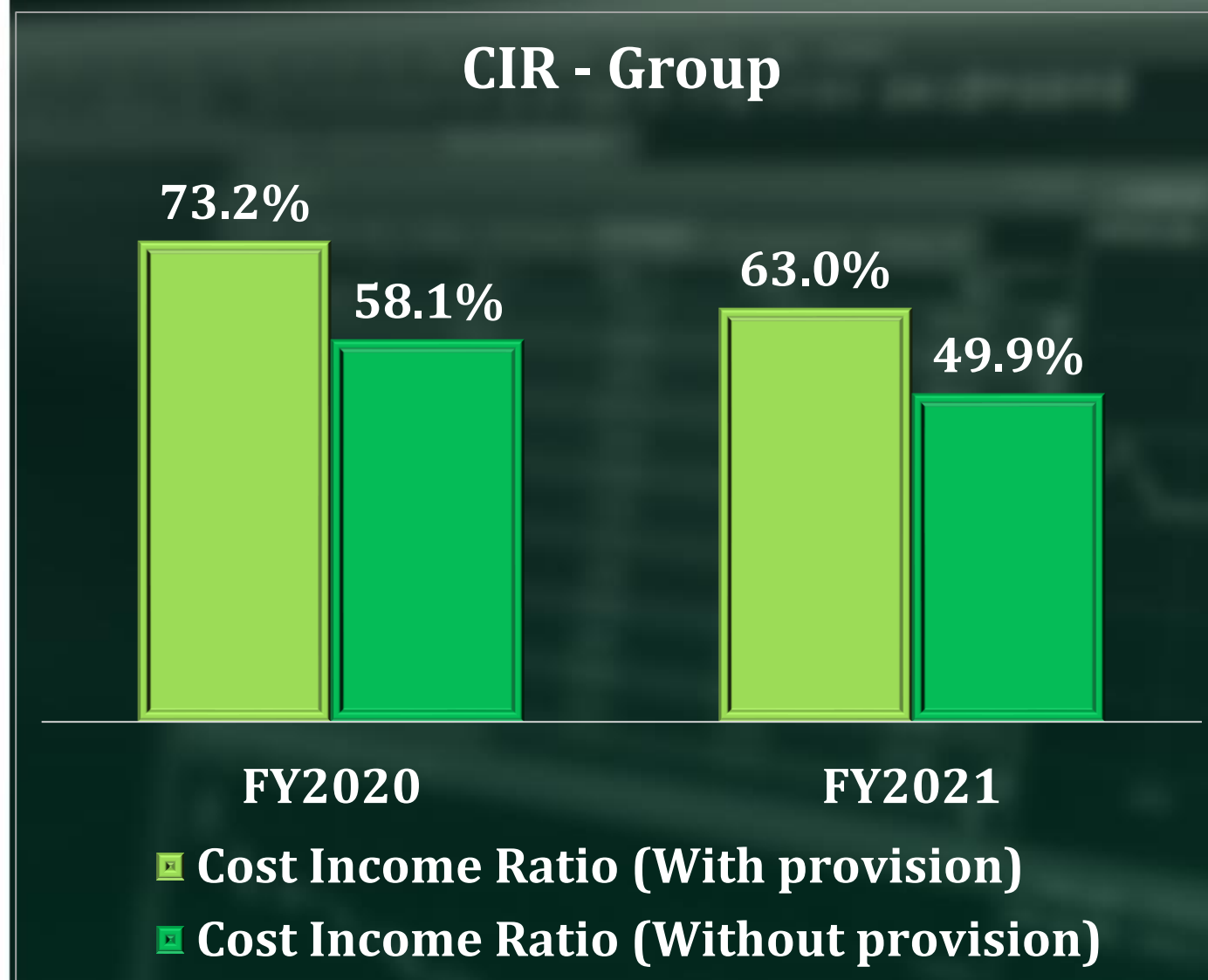
## Subsidiary Contribution

	FY2021	FY2020	Growth	Growth %
	Kshs. '000'	Kshs. '000'	Kshs. '000'	
Co-operative Bank of Kenya Ltd	21,325,327	16,960,630	4,364,697	26%
Co-operative Bank of South Sudan Ltd	(421,683)	(1,593,926)	1,172,243	74%
Co-opTrust Investment Services Ltd	140,362	69,958	70,404	101%
Co-op Consultancy & Bancassurance Intermediary Ltd	803,930	788,577	15,352	2%
Kingdom Securities Ltd	703	(17,114)	17,817	104%
Kingdom Bank Ltd	549,549	(76,326)	625,875	820%
Co-op Bank and Subsidiaries Total	22,398,187	16,131,799	6,266,388	39%
Associates share of profit	250,675	(149,939)	400,614	267%
<b>Group Profit before Tax</b>	<b>22,648,862</b>	<b>14,281,861</b>	<b>8,367,002</b>	<b>59%</b>
Income Tax Expense	6,104,960	3,468,985	2,635,975	76%
<b>Group Profit After Tax</b>	<b>16,543,902</b>	<b>10,812,876</b>	<b>5,731,027</b>	<b>53%</b>





## Key Ratios





The Co-operative Bank Group continues to execute a proactive growth strategy anchored on a strong enterprise risk management framework and deepening of our market dominance. We shall, riding on the unique synergies in the over 15-million-member co-operative movement that is the largest in Africa, continue to pursue strategic initiatives that focus on resilience and growth in the various sectors of the economy.

**The Board of Directors has recommended subject to shareholders approval at the next AGM on 27<sup>th</sup> May 2022, a dividend payment of KShs. 1/= per share (Kshs. 5.9 Billion payment).**

## ■ Dividend Payment



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# Thank You

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