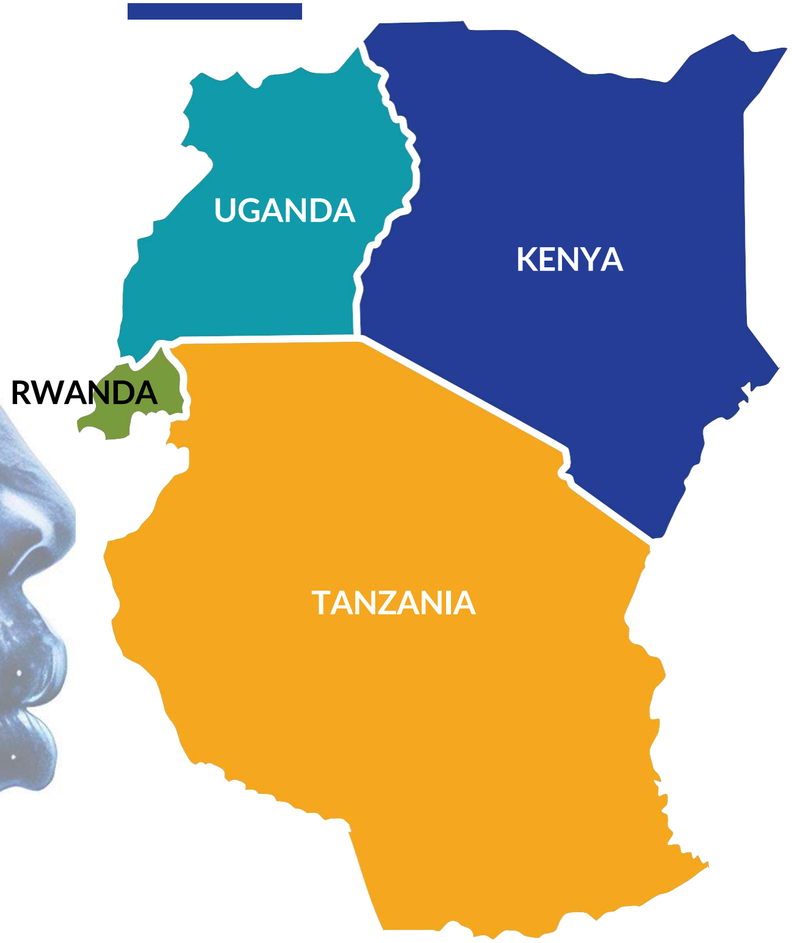
HY 2024
INVESTOR PRESENTATION

Classification: Confidential

Our Regional Footprint



KENYA

I&M Bank Ltd
- ✓393,000+ customers
- ✓51 Branches
- ✓58 ATMs
- ✓1,620 staff

RWANDA

I&M Bank (Rwanda) PLC
- ✓91,000+ customers
- ✓19 Branches
- ✓45 ATMs
- ✓465 staff

TANZANIA

I&M Bank (T) Ltd
- ✓21,000+ customers
- ✓8 Branches
- ✓11 ATMs
- ✓207 staff

MAURITIUS

Bank One Limited
- ✓49,000+ customers
- ✓7 Branches
- ✓10 ATMs
- ✓419 staff

UGANDA

I&M Bank (Uganda) Ltd
- ✓82,000+ Customers
- ✓12 Branches
- ✓14 ATMs
- ✓309 staff

MAURITIUS

97 Branches | **138 ATMs** | **Over 635k Customers** | **Over 3k Staff** | **Over 5k Shareholders**

Classification: Confidential

OUR NEW HORIZON
iMara 3.0

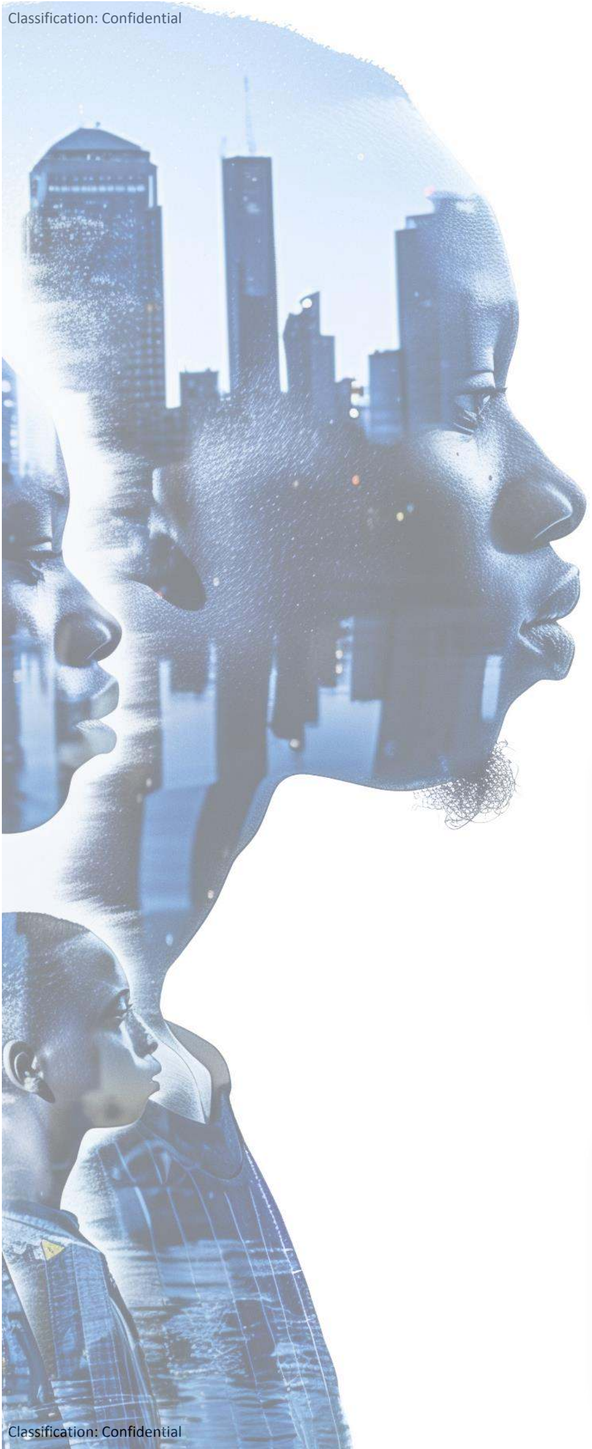
Classification: Confidential

Our New Horizon: iMara 3.0 Strategy (2024 – 2026)

Long Term Ambition	Eastern Africa's Leading Financial Partner for Growth		
3 Year Impact Objectives	+10 Mn Lives Impacted	Best Bank for Customer Experience (NPS>70%)	>90 % Digitally Active Customers
Our Participation Choices	1 Develop Leadership in our Core Segments (Corporate & Commercial)	2 Build Relevance in Emerging Customer Segments (Retail & SMEs)	3 Become a Leader in Ecosystems
Where we are Investing	Brand Relevance	Group Synergies	Business Resilience	Digitization	Cultural Transformation
Key Focus Area	Embedding sustainability across our business and value chain to positively impact our stakeholders and leverage I&M Foundation to further sustainability initiatives				

Classification: Confidential

Classification: Confidential



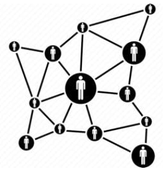
Our North Star

Develop Leadership in our Core Segments (Corporate & Commercial)

+

Build Relevance in Emerging Customer Segments (Retail & SMEs)

+



Become a leader in Ecosystems

→

2026 Aspiration

Return on Equity

+20%

Digitally Active Customers

+90%

Net Promoter Score

★★★

+70%

Grow to >1 Million Customers

Best Bank for Employee Experience

Impact >10 Million Lives

Classification: Confidential

Classification: Confidential

Our Key Successes

~4 Million
Lives Impacted

Customer Numbers

HY 2023
<460,000

HY 2024
>635,000

Net Promoter Score

HY 2023
71%

HY 2024
78%

Digitally Active Customers

HY 2023
78%

HY 2024
82%

Revenue from New Business

HY 2023
<10%

HY 2024
22%

Subsidiary PBT Contribution

HY 2023
22%

HY 2024
26%

Return on Equity

HY 2023
13%

HY 2024
14%

Classification: Confidential

Strategy Review: Developing Leadership in our Core Segment Corporate & Institutional

Building the Trade Finance Business

Trade Finance Value

+11%* ⬆

Cross Border Business Revenue

USD 2.3Mn

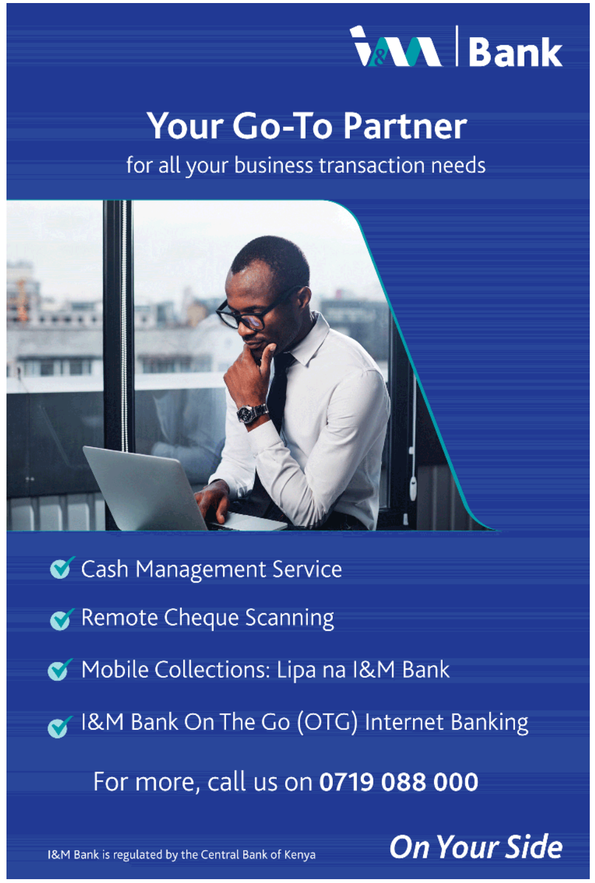
+44%* ⬆

Target Growth Areas

Oil & Gas Business
Public Sector
China Desk
Leasing

The Target Growth Areas Contribute

16% **of CIB's Operating Income**

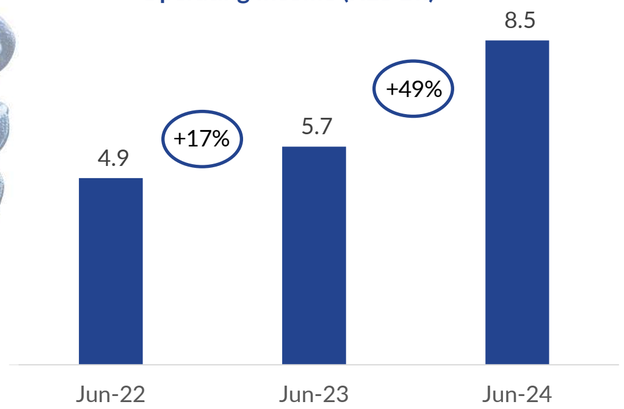


* Year on Year

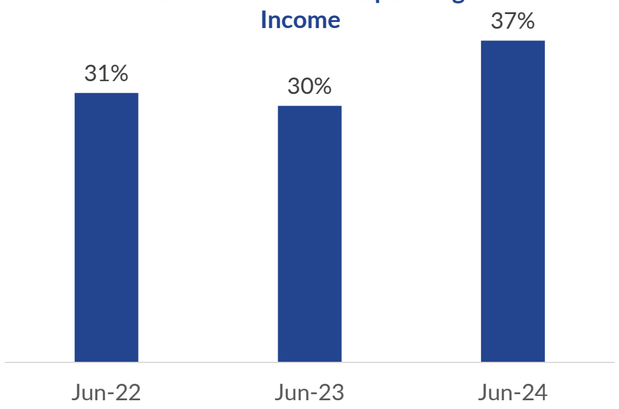
Classification: Confidential

Financial Contribution: Corporate & Institutional Banking

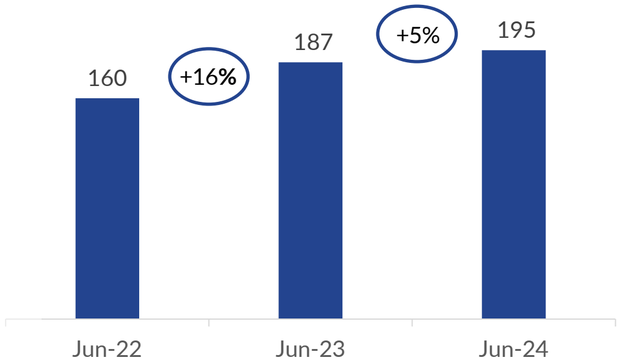
Operating Income (KES Bn)



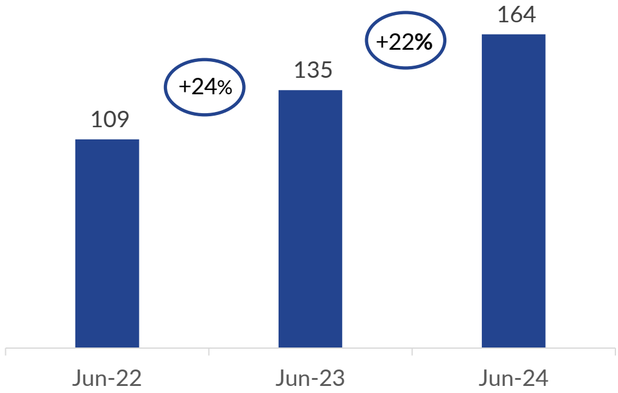
CIB Contribution to Operating Income



Net Loans & Advances (KES Bn)



Customer Deposits (KES Bn)



2026 Priorities

2.5X
Revenue Growth

3.5
Product Holding Per Customer

2X
New Corporate Customer Acquisition

3X
Cross-border Revenue Growth

Classification: Confidential

Strategy Review: Building Relevance in Emerging Customer Segment Personal & Business Banking

Accelerating Growth through Customer Centric Product Innovation

38%* ↑

Growth in Customer Numbers

Building Scale and Relevance in Emerging Customer Segment

87%* ↑

Revenue Growth in MSME

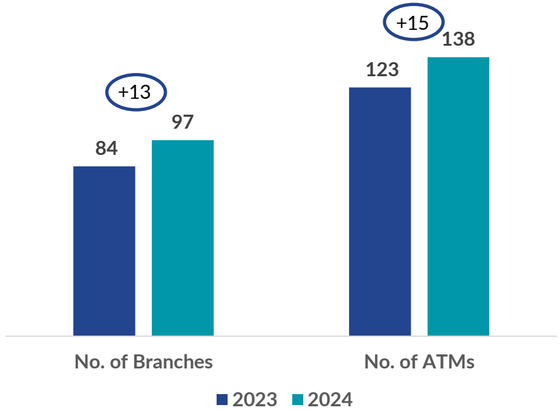
Engaging our Customers with Improved Digital Experiences

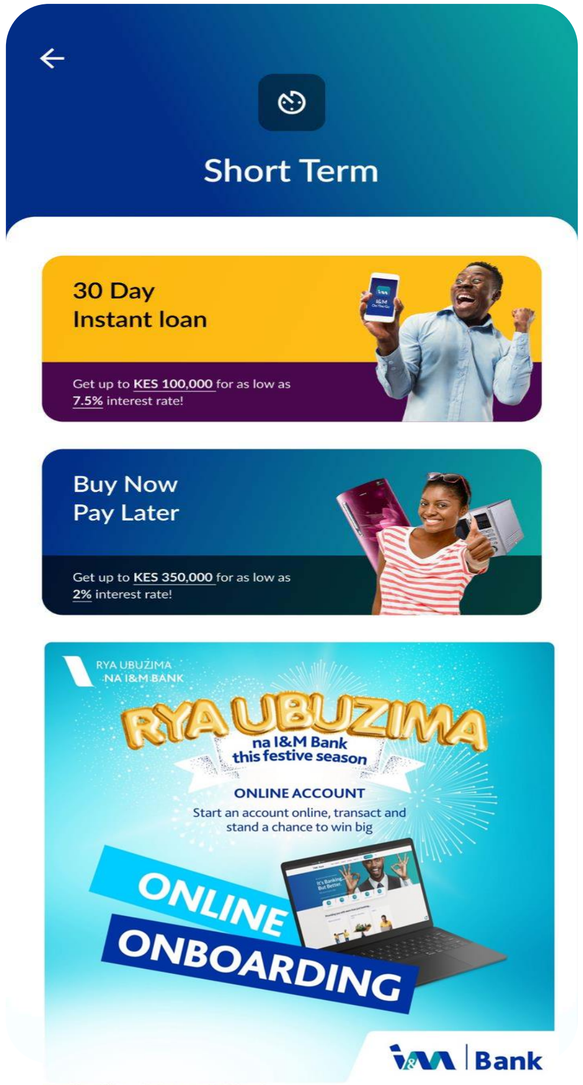
>90%

Transactions Happening on Digital Platforms

* Year on Year

Distribution Channels



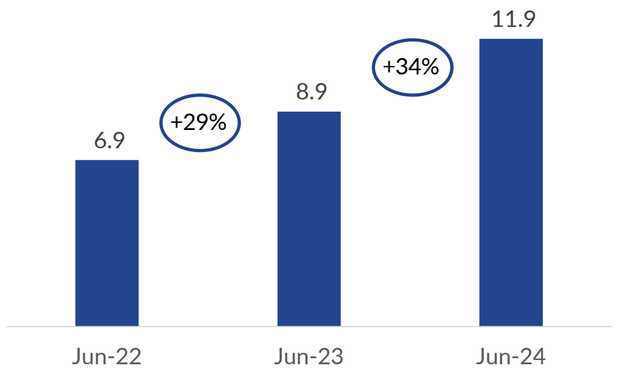


I&M Bank (Rwanda) Plc is regulated by the National Bank of Rwanda

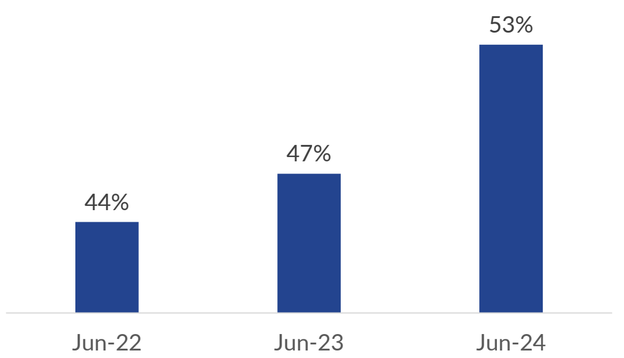
Classification: Confidential

Financial Contribution: Personal & Business Banking

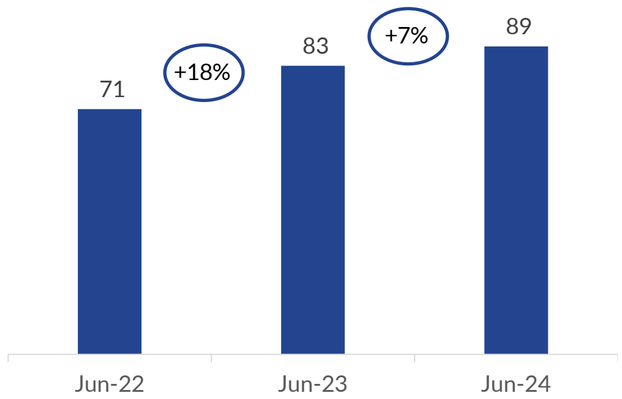
Operating Income (KES Bn)



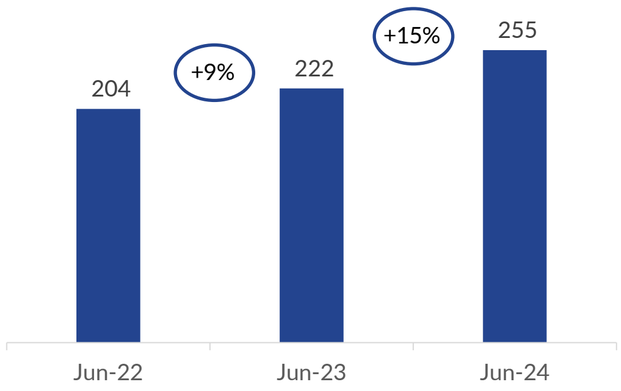
PBB Contribution to Operating Income



Net Loans & Advances (KES Bn)



Customer Deposits (KES Bn)



2026 Priorities

1M+
New Customers Acquisition

95%
Digitally Active Customers

3.5X
Growth in Operating Income

Classification: Confidential

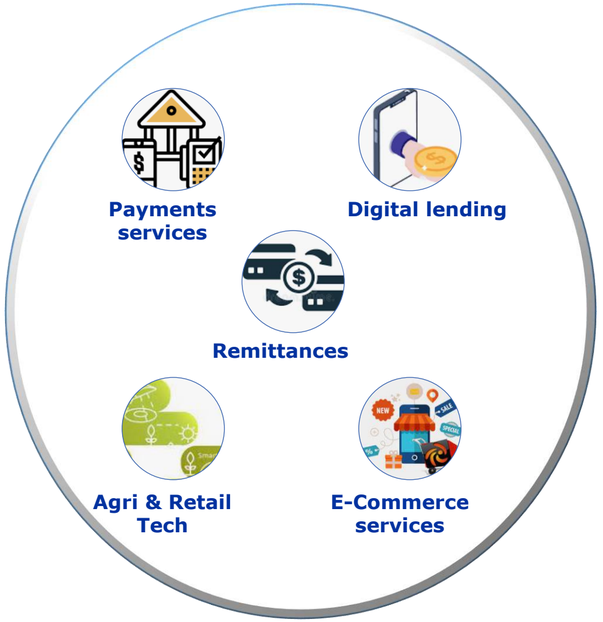
Classification: Confidential

Strategy Review: Becoming a Leader in Ecosystems

3.4Mn
Lives Impacted

5%
Contribution to Operating Income

>KES 1B
Average Monthly Retail Disbursements



2026 Priorities

10M
Number of Lives Impacted

5X
Ecosystem Revenue Growth

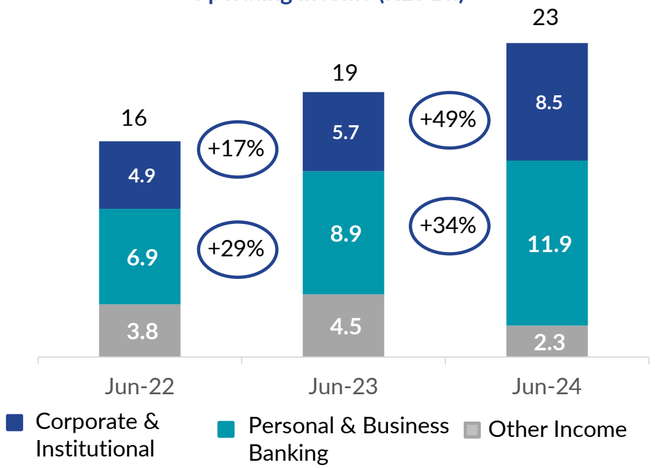
c. 15%
Contribution to Group Operating Income

Classification: Confidential

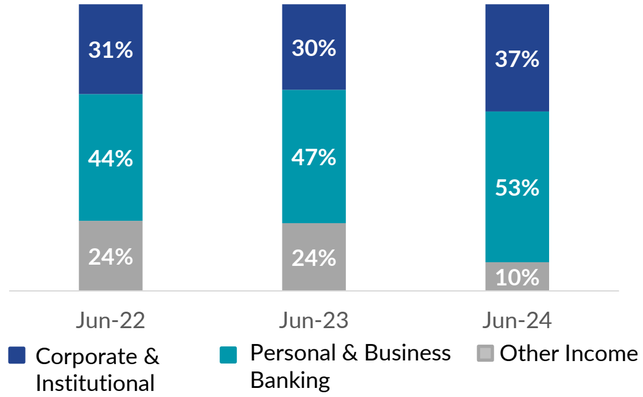
Classification: Confidential

Financial Contribution: All Segments

Operating Income (KES Bn)

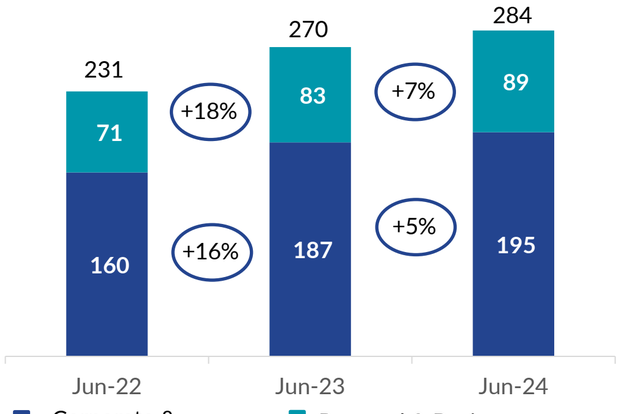


Contribution to Operating Income

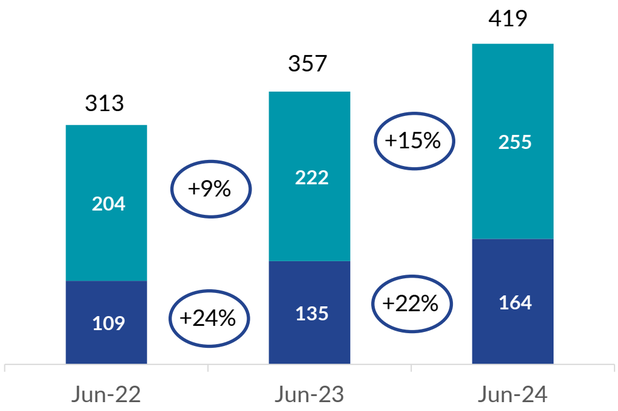


Other income includes treasury income, rental income, dividends and income from non-banking subsidiaries

Net Loans & Advances (KES Bn)



Customer Deposits (KES Bn)



Classification: Confidential

Classification: Confidential

Strategy Review: Investing for Growth

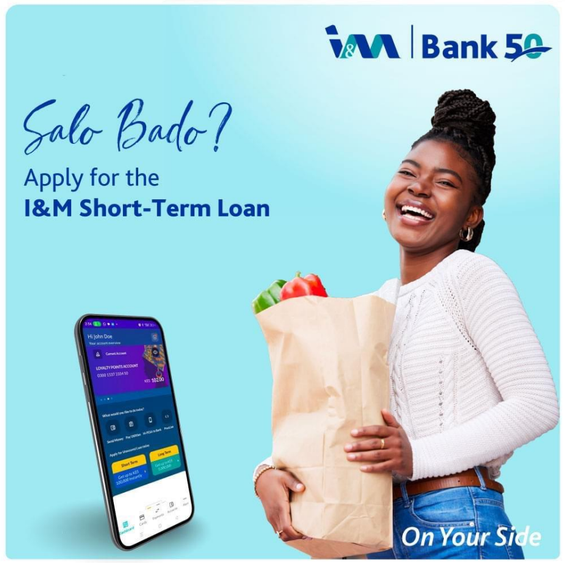
Digitization

Investment in Technology

28% of Total Capital Expenditure

Digitally Active Customers

82% ↑ +2%



People

Investment in People

39% of Total Operating Expenses

Employee Engagement Score

78% ↑ +4%

Pamoja

Together We Shine

Brand

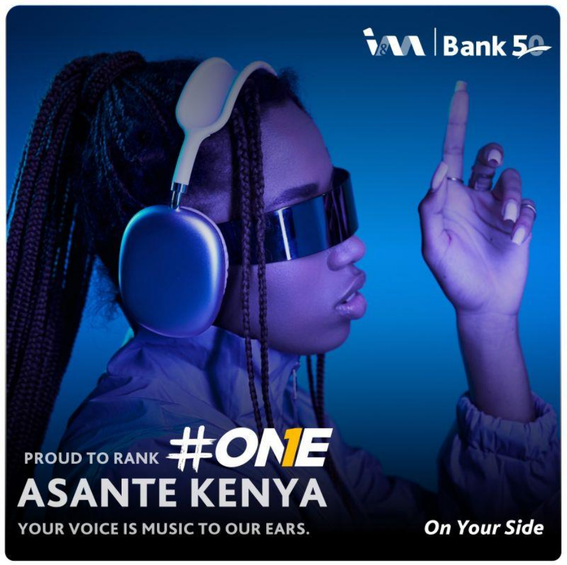
Investment in Brand

7% of Total Operating Expenses

Overall Public Net Sentiment Performance

72%*

Source: Data EQ



Classification: Confidential

Classification: Confidential

Strategy Review: Creating Impact

4+ Million **Lives Impacted**

Diversity & Inclusion

Staff

Male:Female - 52%:48%

Senior Management

Male:Female – 66%:34%

Resource Efficiency

30% reduction **commitment** in carbon emissions by 2030

19%* reduction in fuel usage

17%* reduction in energy usage

6%* reduction in water usage

* Year on Year

Enhancing the Quality of Life

KES 162Mn
Committed to rehabilitate Ngong road forest

Engaged over 800 community members in support of the project

270 Scholarships YTD

Classification: Confidential

I&M Group

Recognition: Living Our Brand Promise ‘On Your Side’ – 2024 Awards

2024 Think Business Banking Awards 2024 – **Winner**
Most Customer Centric Bank

2024 Think Business Banking Awards 2024 – **2nd Runner Up**
Best Bank Sustainable CSR

2024 Think Business Banking Awards 2024 – **2nd Runner Up**
Best Bank Corporate Banking

2024 Think Business Banking Awards 2024 – **2nd Runner Up**
Best Bank Trade Financing

2024 Think Business Banking Awards 2024 – **2nd Runner Up**
Best Bank Mobile Banking

2024 Think Business Banking Awards 2024 – **1st Runner Up**
Best Bank Internet Banking

2024 Think Business Banking Awards 2024
Class Acts of 20 Years

2024 Banking on Women Awards
Transparency and Accountability

2024 23rd Global Edition Finnovex East Africa 2024
Excellence in Payments

2024 Africa Bank 4.0 Summit
Best Bank Consumer Payments (East Africa)

2024 Best SME Bank Award 2024 – Global Finance

2024 Best Private Bank Award 2024 – Global Finance

2024 cfi.co 2024 – Best International Banking Services – Winner Indian Ocean

2024 cfi.co 2024 – Best International Banking Services – Winner Indian Ocean

2024 Digital CX Awards 2024 – Outstanding Use of Digital Channels for Improved CX – Payments – Bank One Limited – Winner
Digital CX Award 2024

GROUP FINANCIAL HIGHLIGHTS

Classification: Confidential

Operating Environment

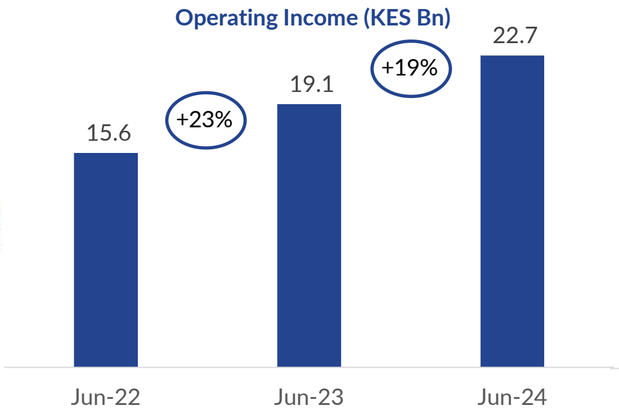
Country	Trend	Headwinds	Tailwinds	Impact on our Business
Kenya	▼	■ High interest rates/inflation environment ■ Sovereign Rating downgrade by Fitch(B-,Stable) and Moody's (CAA1) ■ Grey listing of the Country by FATF	■ Q1 2024 GDP growth of 5% year on year ■ Signaling of an accommodative monetary policy with the recent rate cut by 25bps ■ Stable Currency	■ Negative Impact on credit growth ■ Impact on net interest margins ■ Higher cost of risk and NPLs ■ Slowing our growth trajectory
Tanzania	▲	■ Depreciation of currency in 2024 ■ High interest rate environment	■ Positive credit to private sector- 16.4% y/y in Q2 2024 ■ Stable Inflation ■ Among the top 10 fastest growing economies in Africa*	■ Subsidiary continues to grow buoyed by the positive economic sentiment
Rwanda	▲	■ Higher interest rates / inflation (but on a declining trend) environment ■ Currency volatility ■ Trade deficit expanding due to a high import bill	■ Steady economic growth ■ Financial inclusion continuing to deepen, with private sector credit growing (25% Q1 2024) ■ Among the top 10 fastest growing economies in Africa* ■ Moody's maintained rating at B+ Stable	■ Continued growth momentum in all business segments ■ Strategic alignment with the national strategy continues to drive business growth and provide a competitive advantage.
Uganda	–	■ High interest rate environment ■ Inflation on a rising trend (lower than the region) ■ Slowdown in economic growth – 5.3% y/y ■ Depreciating currency ■ Sovereign Rating downgrade by Moody's to B3 from B2	■ Economy remains stable despite headwinds ■ Tighter monetary policy should aid to contain inflation	■ I&M Uganda performing positively despite macro challenges as it continues integrating into the Group;
Mauritius	▲	■ Impact of OCED's tax related measures in Mauritius remain uncertain	■ Economy expanded by 6.4% in Q1 2024; ■ Easing inflation trend ■ Stable currency and interest rate environment	■ Positive performance in key economic sectors should buoy Bank One's performance

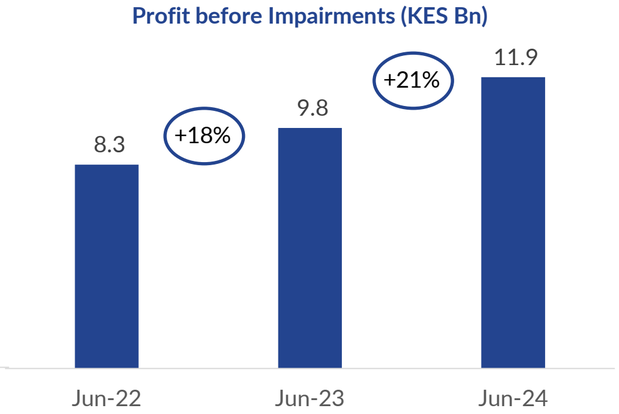
*Source: Various Central Banks Statistics, Fitch Ratings, Moody's, *AFDB*

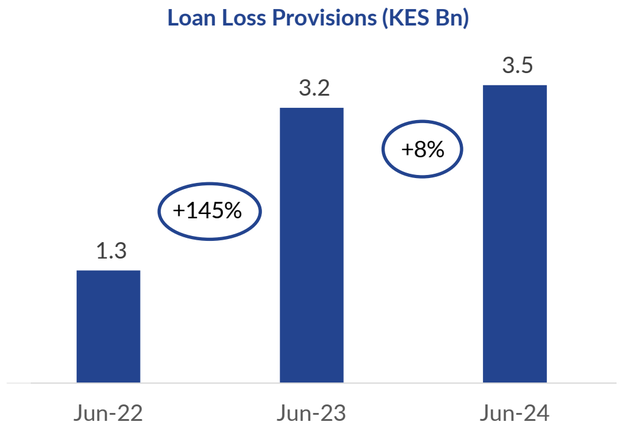
Classification: Confidential

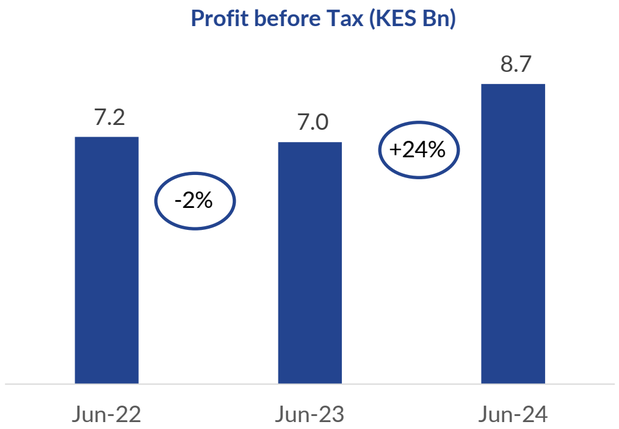
Classification: Confidential

Group Income Statement









Key Ratios	HY 2024	FY 2023	HY 2023	HY 2022
Cost to income ratio	48%	48%	49%	47%
Cost of Risk*	2.5%	2.5%	2.6%	1.2%
ROE*	14%	15%	13%	14%
ROA*	2.3%	2.6%	2.1%	2.4%

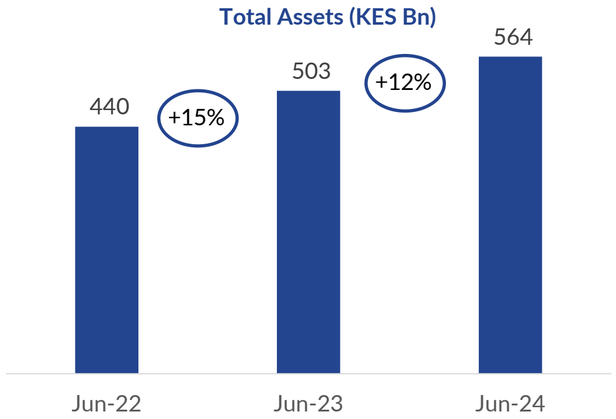
** Annualised figures*

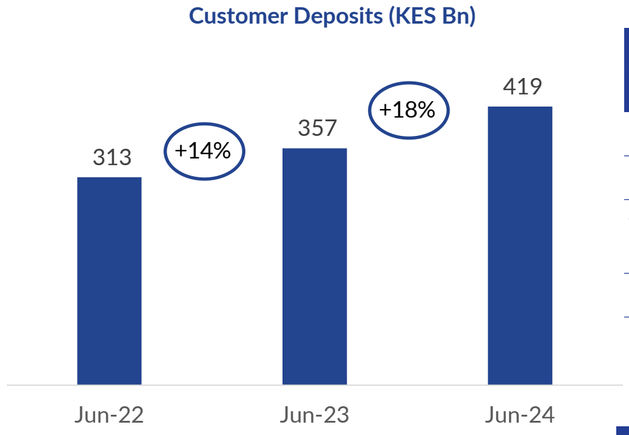
- Operating income boosted by growth in both Corporate and Personal & Retail segments during the period;
- Operating expenses grew by 26% year on year on the back of investments in platforms, our brand and staff complement to serve new segments efficiently across the subsidiaries;
- Profit before tax boosted by strong operating income growth and credit portfolio management;

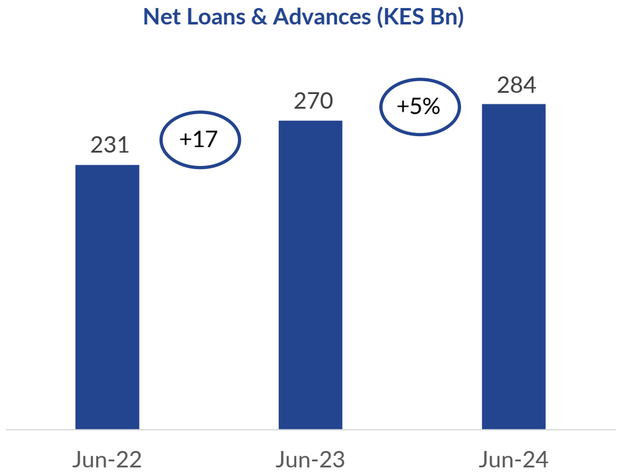
Classification: Confidential

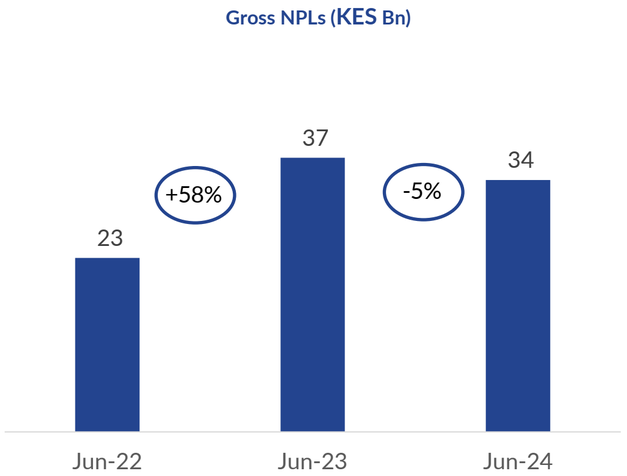
Classification: Confidential

Group Balance Sheet









Key Ratios	HY 2024	FY 2023	HY 2023	HY 2022
Loans to Deposits	68%	75%	76%	74%
Net NPA	5.2%	5.0%	6.8%	2.3%
Total Capital/Total Risk Weighted Assets	18%	19%	19%	20%
Liquidity Ratio	51%	45%	47%	49%

- Total Assets increased by 12% year on year driven by a 24% year on year growth in Government securities and placements;
- Net Loans & Advances growth was subdued during the 1H. Despite strong growth in some subsidiaries, slowdown in Kenya on economic uncertainty impacted overall growth.
- Deposits continued to increase as all subsidiaries maintained effort to mobilise deposits; Group CASA deposit ratio stood at 49% (2023: 43%)
- Group capital adequacy and liquidity ratios remain healthy levels;

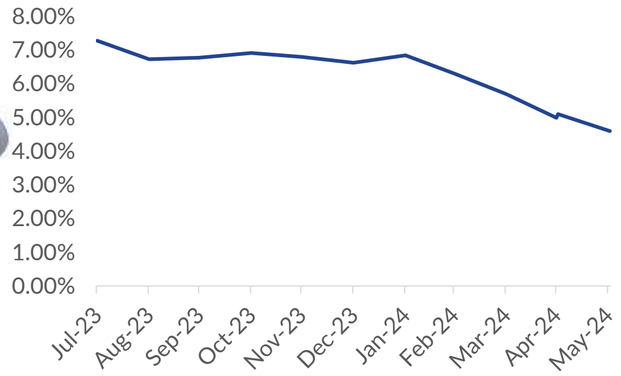
Classification: Confidential

SUBSIDIARY PERFORMANCE HIGHLIGHTS

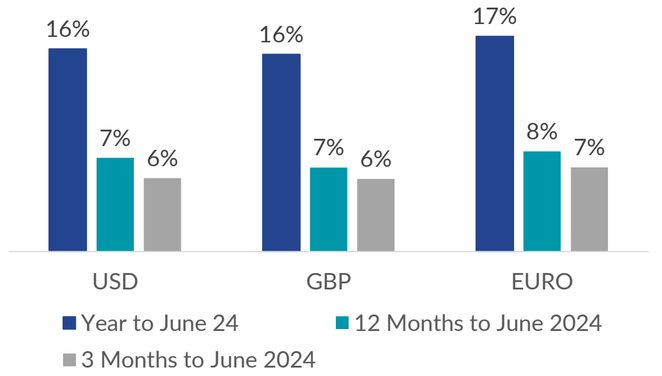
Classification: Confidential

Kenya Macro economic environment has been challenging...

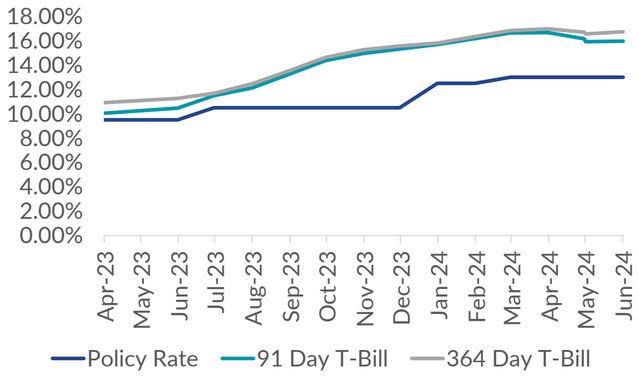
Overall Inflation Trend



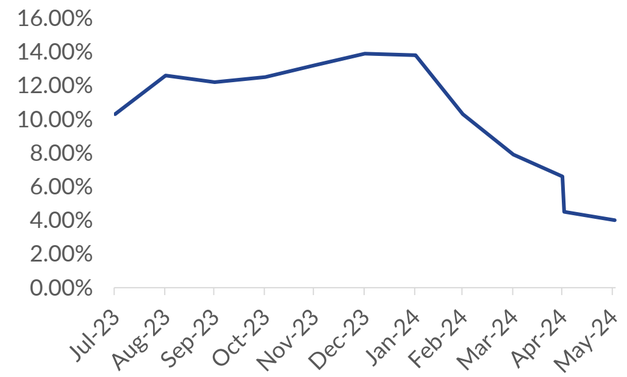
Exchange Rate Movement



Interest Rate Trend



Credit to Private Sector (Annual Growth Rate)



- Q1 2024 year on year GDP growth remained strong at 5%;
- Inflation has been on a downward trajectory following the tightening of the policy rate since 2023;
- The KES has appreciated against major currencies since March 2024.
- Yields on Government securities have been attractive over the last one year adding pressure on customer deposit rates
- Credit to Private Sector has been on a declining trend in the last one year;
- CBK reduced the policy rate to 12.75% in the August 2024 MPC;
- Asset quality has been declining, with Gross NPLs reaching 16.1% in June 2024 (2023:14.9%)
- Fitch recently downgraded the Sovereign rating to B- Stable from B Negative (and subsequently the 3 banks (including I&M) that it covers; Moody's downgraded Kenya to CAA1 (B3)

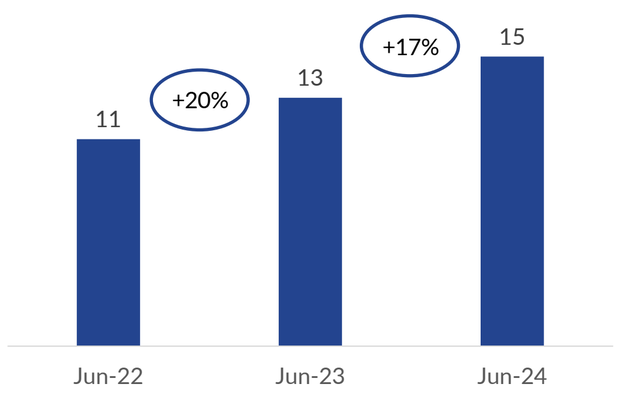
Source: Central Bank of Kenya, Fitch, Moodys

Classification: Confidential

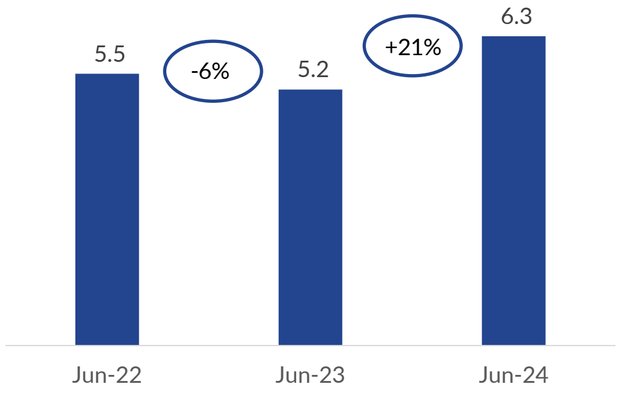
Classification: Confidential

Kenya: 74% (78%) contribution to Profit Before Tax; 73% (73%) to Total Assets

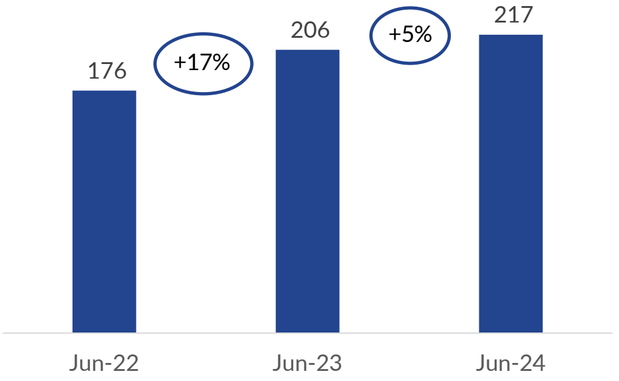
Operating Income (KES Bn)



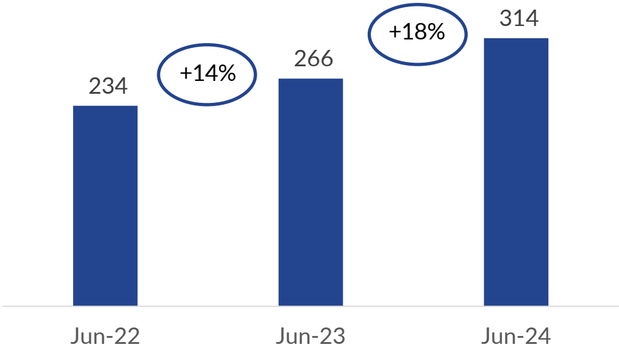
Profit before Tax (KES Bn)



Net Loans and Advances (KES Bn)



Customer Deposits (KES Bn)



Key Ratios	HY 2024	FY 2023	HY 2023	HY 2022
Cost to income ratio	42%	40%	40%	39%
Cost of Risk*	2.5%	2.6%	2.8%	1.5%
ROE*	16%	17%	15%	16%
Loan to Deposit Ratio	69%	76%	77%	75%
Net NPA	5.6%	5.1%	6.8%	2.2%
Total Capital/Total Risk Weighted Assets	17%	18%	18%	21%
Liquidity Ratio	46%	39%	38%	40%

** Annualised Figures*

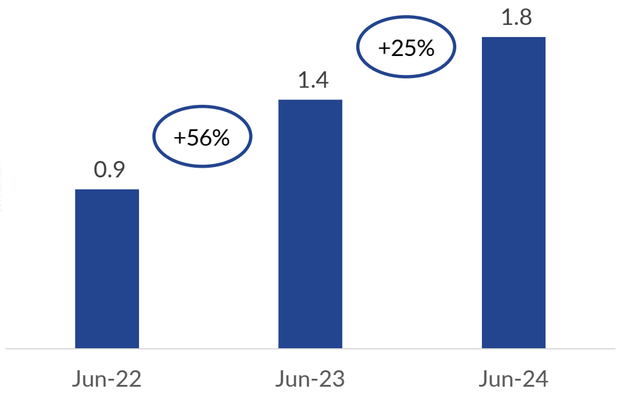
- Operating income growth driven by a 38% year on year increase in net interest income;
- Operating expenses grew by 23% year on year on the back of continued investments in platforms and brand;
- Net Loans & Advances grew conservatively in the 1H 2024 impacted by macro economic challenges;
- Gross NPL ratio stood at 12.7% (2023: 13.2%) as the Bank maintained prudence;
- Deposit mobilization remained robust driven by our digital proposition; CASA ratio improved to 42% (2023: 31%);
- Capital adequacy ratio and liquidity ratios remain healthy;

Classification: Confidential

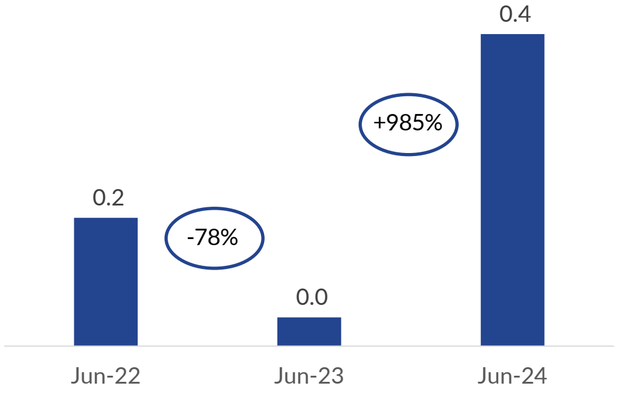
Classification: Confidential

Tanzania: 5% (1%) contribution to Profit Before Tax; 7% (8%) to Total Assets

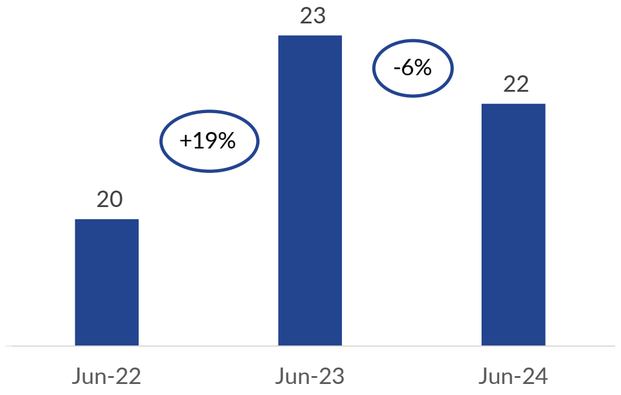
Operating Income (KES Bn)



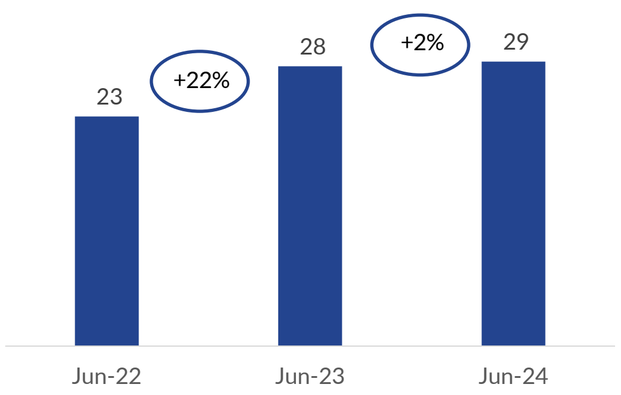
Profit before Tax (KES Bn)



Net Loans and Advances (KES Bn)



Customer Deposits (KES Bn)



Key Ratios	HY 2024	FY 2023	HY 2023	HY 2022
Cost to income ratio	59%	59%	64%	74%
Cost of Risk*	2.9%	5.4%	4.2%	2.9%
ROE*	10%	4.8%	1.0%	4.8%
Loan to Deposit Ratio	76%	79%	82%	84%
Net NPA	5.8%	11%	14%	5.3%
Total Capital/Total Risk Weighted Assets	18%	18%	24%	18%
Liquidity Ratio	29%	29%	26%	31%

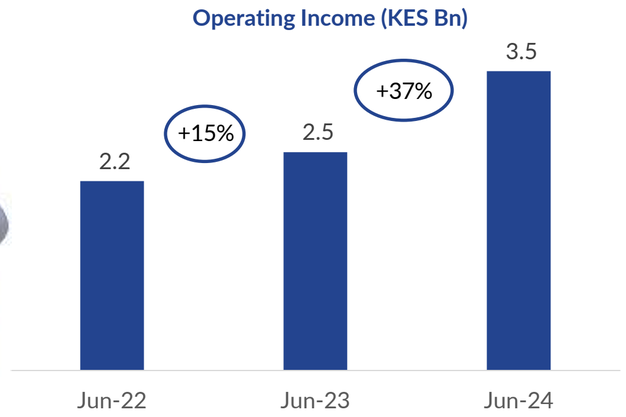
** Annualised Figures*

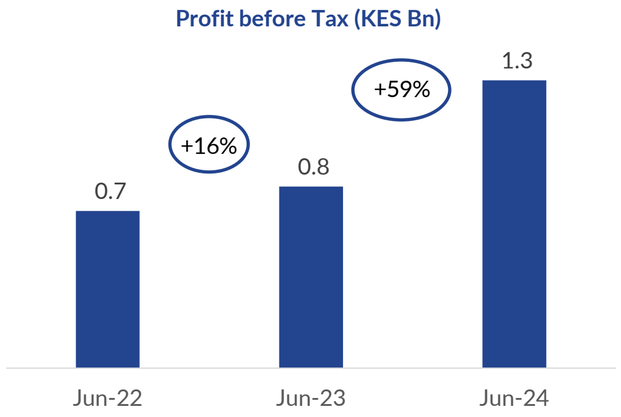
- Operating income growth was driven by a 33% year on year increase in net interest income;
- Operating expenses grew by 12% year on year on the investment in staff;
- Strong recoveries during the period boosted performance of Profit before tax.
- Net Loans & Advances declined in KES during the period (but grew by 12% year on year in local currency);
- Asset quality improved during the period, with Gross NPLs at 11% (2023: 21%);
- Deposits grew by 22% year on year in local currency; CASA ratio stood at 33% (2023:34%)

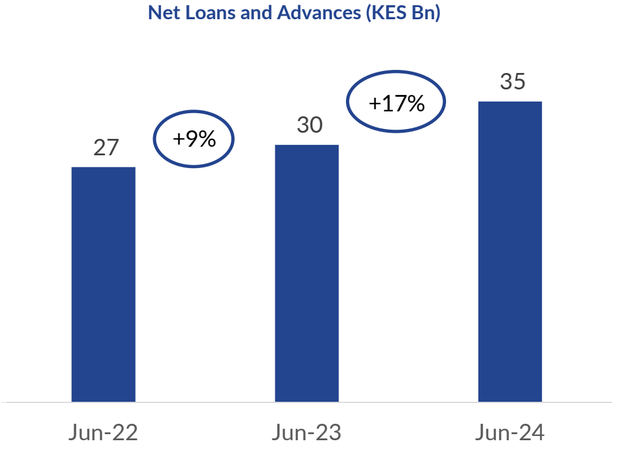
Classification: Confidential

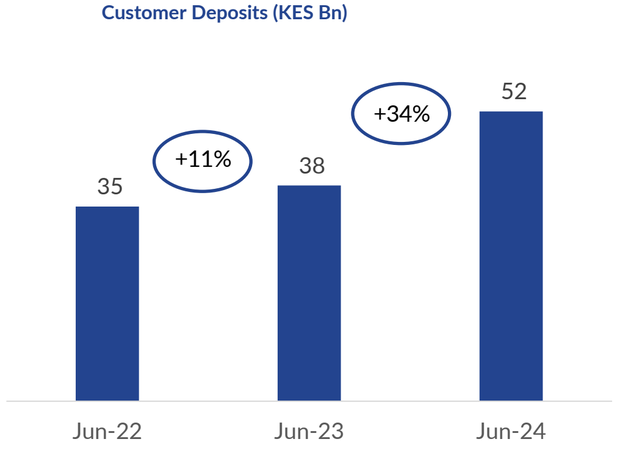
Classification: Confidential

Rwanda: 16% (13%) contribution to Profit Before Tax; 14% (13%) to Total Assets









Key Ratios	HY 2024	FY 2023	HY 2023	HY 2022
Cost to income ratio	48%	62%	67%	58%
Cost of Risk*	2.9%	1.4%	0.1%	1.4%
ROE*	21%	14%	13%	13%
Loan to Deposit Ratio	68%	83%	78%	79%
Net NPA	1.9%	2.0%	1.5%	-1.0%
Total Capital/Total Risk-Weighted Assets	17%	18%	19%	19%
Liquidity Ratio	52%	50%	45%	44%

** Annualised Figures*

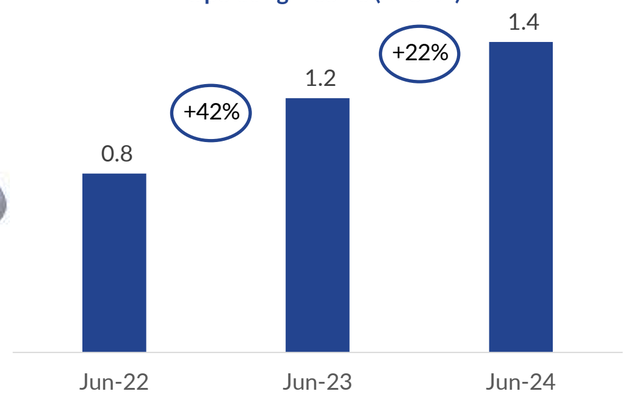
- Operating income growth was supported by a 47% and 32% year on year increase in non-interest income and net interest income respectively;
- Operating expenses increased marginally as the subsidiary leverages on previous investments to support growth;
- Net Loans & Advances grew across all segments; Gross NPL ratio stood at 4.6% (2023:3.6%);
- Deposits mobilization efforts in all segments led to a 34% increase in deposits year on year; CASA ratio improved to 90% (2023:84%);

Classification: Confidential

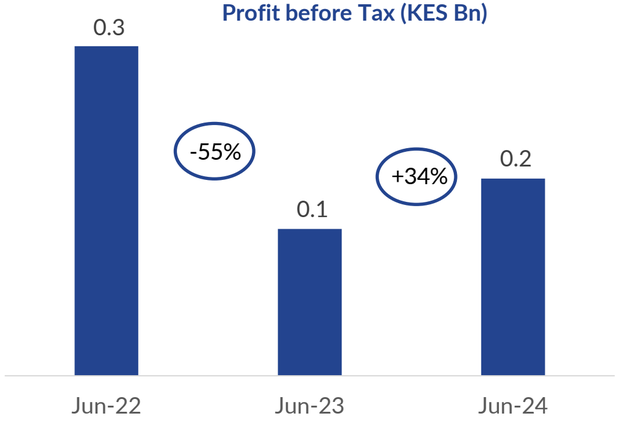
Classification: Confidential

Uganda: 2% (2%) contribution to Profit Before Tax; 6% (7%) to Total Assets

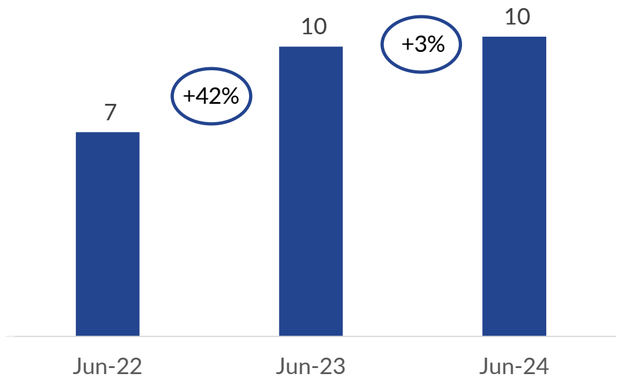
Operating Income (KES Bn)



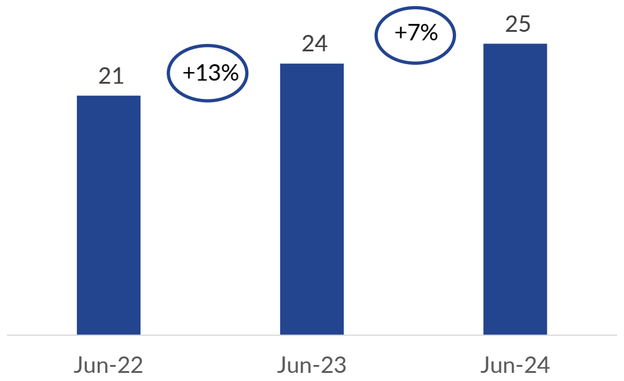
Profit before Tax (KES Bn)



Net Loans and Advances (KES Bn)



Customer Deposits (KES Bn)



Key Ratios	HY 2024	FY 2023	HY 2023	HY 2022
Cost to income ratio	84%	80%	88%	92%
Cost of Risk*	1.1%	0.8%	0.5%	-6.5%
ROE*	3.2%	6.8%	1.9%	1.4%
Loan to Deposit Ratio	41%	48%	42%	34%
Net NPA	3.9%	3.8%	7.6%	5.8%
Total Capital/Total Risk Weighted Assets	32%	29%	32%	16%
Liquidity Ratio	49%	52%	56%	56%

**Annualised Figures*

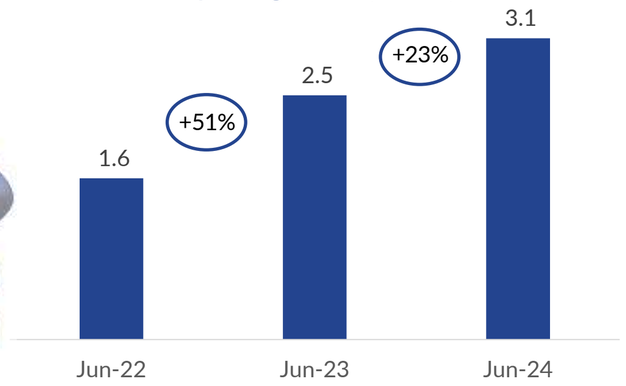
- Operating income growth was driven by a 41% and 37% year on year increase in net interest income and non-interest income respectively;
- Operating expenses grew by 18% year on year driven by investments in brand promotion, digital banking and card propositions;
- Net Loans & Advances grew by 14% year on year in local currency (4% in KES); Gross NPL ratio remained at 4.6% (2023: 4.6%)
- Deposits grew by 18% year on year in local currency driven by deposit mobilization and growth in the customer base; CASA ratio stood at 61% (2023:78%);

Classification: Confidential

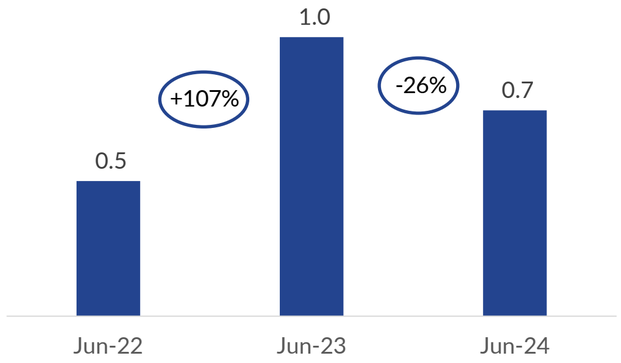
Classification: Confidential

Mauritius: 4% (7%) contribution to Profit Before Tax

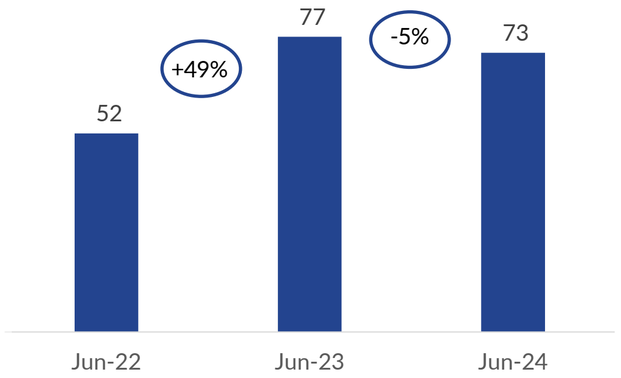
Operating Income (KES Bn)



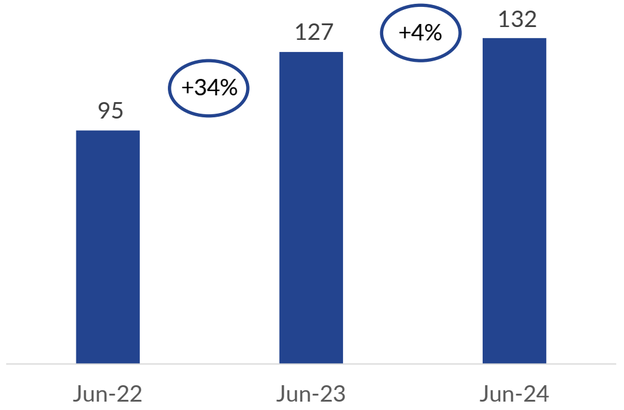
Profit before Tax (KES Bn)



Net Loans and Advances (KES Bn)



Customer Deposits (KES Bn)



Key Ratios	HY 2024	FY 2023	HY 2023	HY 2022
Cost to income ratio	59%	62%	66%	74%
Cost of Risk*	1.4%	-0.7%	-0.4%	-0.1%
ROE*	12%	20%	16%	8.5%
Loan to Deposit Ratio**	55%	62%	61%	55%
Net NPA	2.8%	2.3%	2.2%	0.5%
Total Capital/Total Risk Weighted Assets	17%	17%	17%	21%
Liquidity Ratio	48%	35%	37%	36%

**Annualised Figures*

***Loans to Deposit Ratio = Net Loans (Customers + FI) / Customer Deposits*

- Operating income growth has supported by a 37% and 29% year on year increase in non-interest income and net interest income respectively;
- Loan loss provisions increased during the period due to decline in asset quality impacting profit before tax growth.
- Net Loans and Advances increased by 7% in local currency year on year (-5% in KES); Gross NPL ratio increased to 5.5% (2023: 4.2%)
- Deposits grew by 17% year on year in local currency; CASA ratio stood at 54% (2023:64%);

Classification: Confidential

SUMMARY

Classification: Confidential

Group Summary Highlights

Profit Before Tax (Kshs)	Total Income (Kshs)	Cost of Risk
8.7bn	22.7bn	2.5%
+24% ↑	+19% ↑	Absolute - 0.1% ↓

Net Loans & Advances (Kshs)	Customer Deposits (Kshs)	Return on Equity
284bn	419bn	14%
+5% ↑	+18% ↑	Absolute 1% ↑

Classification: Confidential

DISCLAIMER

The contents herein have been presented in good faith. The information, statements and opinions set out in this presentation and subsequent discussion do not constitute a public offer for the purposes of any applicable law or an offer to sell or solicitation of any offer to purchase any securities or other financial instruments or any advice or recommendation in respect of such securities or other financial instruments.

The information contained in this presentation and subsequent discussion, which does not purport to be comprehensive nor render any form of financial or other advice, has been provided by the Group and has not been independently verified by any party. No responsibility, liability or obligation (whether in tort, contract or otherwise) is accepted by the Group or any member of the Group or any of its affiliates or any of its officers, employees, agents or advisers as to or in relation to this presentation and any subsequent discussions (including the accuracy, completeness or sufficiency thereof) or any other written or oral information made available or any errors contained therein or omissions therefrom, and any such liability is expressly disclaimed.

This presentation and subsequent discussion may contain projections, estimates, forecasts, targets, opinions, prospects, results, returns and future outlook with respect to the financial condition, results of operations, capital position and business of the Group. Any such future outlook may involve significant assumptions and subjective judgements which may or may not prove to be correct and there can be no assurance that any of the matters set out are attainable, will actually occur or will be realised or are complete or accurate. The assumptions may prove to be incorrect and involve known and unknown risks, uncertainties, contingencies and other important factors, many of which are outside the control of the Group. Any such future outlook is based on the beliefs, expectations and opinions of the Group at the date the statements are made, and the Group does not assume, and hereby disclaims, any obligation or duty to update, revise or supplement them if circumstances or management's beliefs, expectations or opinions should change.

The Financial results of the Group can be sourced from the link
https://www.imbank.com/about-us/i-and-m-holdings/investor-relations/financial-results

Thank You

Merci **Webale** Murakoze **Asante**

I&M GROUP PLC
1 PARK AVENUE
1ST PARKLANDS
P.O. BOX 30238 – 00100
TEL: +254 (0)20 3221000
Investor-Relations@imgroup-plc.com