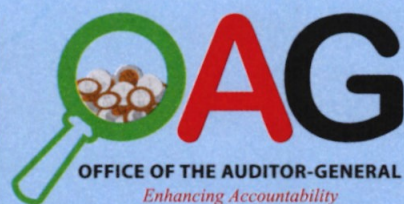


REPUBLIC OF KENYA

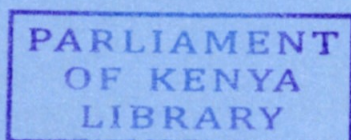


REPUBLIC OF KENYA



OFFICE OF THE AUDITOR-GENERAL
Enhancing Accountability

REPORT



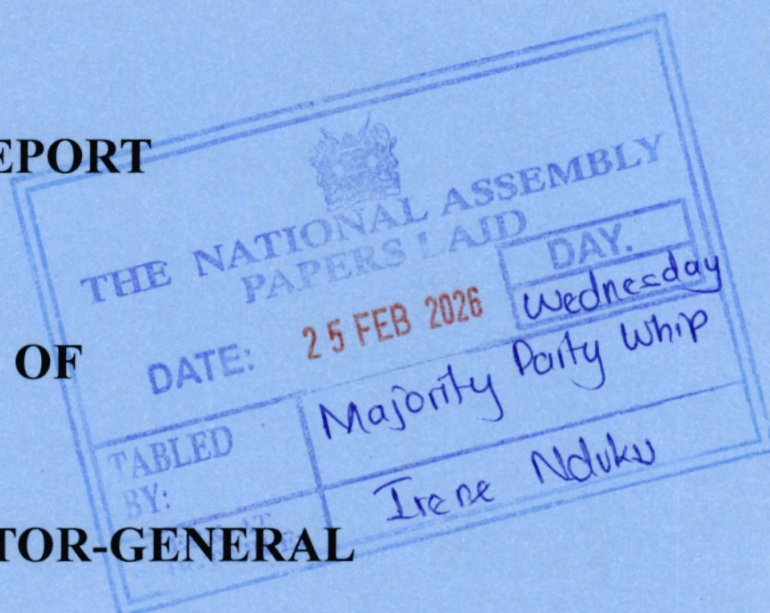
OF

THE AUDITOR-GENERAL

ON

KENYA TOURISM BOARD

FOR THE YEAR ENDED
30 JUNE, 2025





KENYA TOURISM BOARD

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED
JUNE 30, 2025

Prepared in accordance with the Accrual Basis of Accounting Method under the International
Public Sector Accounting Standards (IPSAS)

KENYA TOURISM BOARD
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1. ACRONYMS, ABBREVIATIONS AND DEFINITION OF KEY TERMS

A: Acronyms

AGM	Annual General Meeting
AI	Artificial Intelligence
A-I-A	Appropriations in Aid
AIRBNB	Air Bed and Breakfast
AJEA	Annual Journalist Excellence Awards
APAC	Asian and Pacific Countries
APTA	Association for the Promotion of Tourism to Africa
ATL	Above the line
ATM	Arabian Travel Market
AUC	Africa Union Commission
B2B	Business to Business
B2C	Business to Consumer
BOD	Board of Directors
BTL	Below the line
CAETE	China Africa Economic Trade Exhibition
CAGR	Compound annual growth rate
CBK	Central Bank of Kenya
CEO	Chief Executive Officer
CGTN	China Global Television Network
CITAM	Christ is the Answer Ministry
CMG	China Media Group
COG	County of Governors Secretariat
CO's	County Chief Officers
CRM	Customer Relationship Management
CS	Cabinet Secretary
CSR	Corporate Social Responsibility
DMC	Destination Management Company
DRC	Democratic Republic of Congo
EAC	East Africa Community
EK	Ecotourism Kenya
ETA	Electronic Travel Authorization
FAM trip	Familiarization Trip
FESTAC	Festival of Arts and Culture for Africa
FY	Financial Year
GCC	Gulf Cooperation Council
GTA	Ghana Tourism Authority
HR	Human Resource
IADI	International Association of Deposit Insurers
ICPAK	Institute of Certified Public Accountants of Kenya
ILTM	International Luxury Travel Market
IMSC	International Military Sports Council
IPSAS	International Public Sector Accounting Standards
ITB	International Tourism Bourse
JFK	John F. Kennedy International Airport
JKIA	Jomo Kenyatta International Airport
KAA	Kenya Airports Authority
KAHC	Kenya Association of Hotel Keepers and Caterers

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KATA	Kenya Association of Travel Agents
KATO	Kenya Association of Tour Operators
KCTA	Kenya Coast Tourism Association
KGMA	Kenya Golf Marketing Alliance
KICC	Kenyatta International Convention Centre
KNBS	Kenya National Bureau of Statistics
KPA	Kenya Ports Authority
KQ	Kenya Airways
KRA	Kenya Revenue Authority
KRA _s	Key Result Areas
KTB	Kenya Tourism Board
KTF	Kenya Tourism Federation
KUC	Kenya Utalii College
KWS	Kenya Wildlife Service
LTA	Laikipia Tourism Association
LVTA	Lake Victoria Tourism Association
MCK	Media Council of Kenya
MIAM	Moi International Airport
MICE	Meeting, Incentive, Conferences & Exhibitions
MKO	Magical Kenya Open
MKSE	Magical Kenya Signature Experiences
MKTE	Magical Kenya Tourism Expo
MKTS	Magical Kenya Travel Specialist
MTC	Mombasa Tourism Council
NACADA	National Authority for the Campaign against Alcohol and Drug Abuse
NACC	National Aids Control Council
NCWPD	National Council for Persons with Disabilities
NGEC	National Gender & Equality Commission
NT	National Treasury
OAG	Office of the Auditor General
OCOB	Office of the Controller of Budget
OSHA	Occupational Safety and Health Act of 2007
OTA	Online Travel Agency
OTM	Outbound Travel Market
OTOAI	Outbound Tour Operators of India
OTT	Over-the-top
PFM	Public Finance Management
POATE	Pearl of Africa Tourism Expo
PPADR	Public Procurement & Asset Disposals Regulation
PPDA	Public Procurement & Disposals Act
PPE	Property Plant & Equipment
PS	Permanent Secretary
PSASB	Public Sector Accounting Standards Board
ROE	Rest of Europe
SAGAs	Semi-Autonomous Government Agencies
SC	State Corporations
SDFA	State Department of Foreign Affairs
SEO	search engine optimization
TF	Tourism Fund
TOSK	Tour Operator Society of Kenya

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TPF	Tourism Promotion Fund
TPS	Tourism Police Service
UAE	United Arabs Emirates
UGC	User-Generated Content
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
US	United States of America
USTOA	United States Tour Operators Association
VFR	Visiting Family and Friends
VIS	Visual Identity System
VR	Virtual Reality
WRC	World Rally Championship
WTM	World Travel Market
WTTC	World Travel & Tourism Council
ZATEX	Zambia Travel Expo

B: Definition of Key Terms

Fiduciary Management- Members of Management directly entrusted with the responsibility of financial resources of the organisation

Comparative Year- Means the prior period.

2. KTB'S INFORMATION AND MANAGEMENT

I. BACKGROUND INFORMATION

KTB is a state corporation established under the Tourism Act No.28 of 2011. Prior to enactment of the Tourism Act, KTB (then known as Kenya Tourist Board) operated under Legal Notice No.14 of 1997. At Cabinet level, KTB is represented by the Cabinet Secretary for Ministry of Tourism, Wildlife & Heritage, who is responsible for the general policy and strategic direction of KTB. The Entity is domiciled in Nairobi Kenya and has a satellite office in Mombasa.

II. PRINCIPAL ACTIVITIES

The Kenya Tourism Board mandate under the Tourism Act No. 28 of 2011 is to: -

- a) Develop, implement and co-ordinate a national tourism marketing strategy;
- b) Market Kenya at local, national, regional and international levels as a premier tourist destination;
- c) Identify tourism market needs and trends and advise tourism stakeholders accordingly; and
- d) Perform any other functions that are ancillary to the object and purpose for which the Tourism Board is established.

Vision

To be the most visited tourism destination in Africa.

Mission

To market Kenya as the home of human origin and as an all-year-round diverse, sustainable and authentic tourism destination.

Core Values

To fulfil its mandate and accomplish its vision and mission, the Board will be guided by its core values of:

1. Sustain
2. Excellence
3. Innovation & Creativity
4. Collaboration

OUR CUSTOMERS

Local

- Employees
- Government
- The General Public
- The Tourism Private Sector
- Suppliers
- Local & International media correspondents in Kenya
- Domestic Tourists

International

- Kenya Missions Abroad
- Market Development Representatives (MDRs)
- The Travel Trade in various source markets
- The International Media
- International Suppliers
- International Tourists
- Kenyans in the Diaspora

OUR SERVICES

We strive to provide our customers with:

- Destination Marketing Services
- Tourism Marketing Information Services
- Media liaison and Tourism Sector Crisis Management Services
- Collateral Materials/Promotional Materials Services
- Exhibitions, Road shows and Stand Design Services
- Destination Training Services for Source Market Travel Trade
- Product Packaging
- Product Value Added Advisory Services
- Tourism Trade Partnership Support
- General Industry Marketing Services

OUR STRATEGIC PARTNERS

Our key strategic partners include the following:

- Kenya Airways (KQ)
- Kenya Wildlife Services (KWS)
- Kenya Railways Corporation (KRC)
- Kenya Tourism Federation (KTF)
- Kenya Association of Tour Operators (KATO)
- Kenya Association of Hotelkeepers & Caterers (KAHC)
- Eco Tourism Kenya (EK)
- Kenya Association of Travel Agents (KATA)
- Kenya Airports Authority (KAA)
- Kenya Coast Tourism Association (KCTA)
- Kenya Civil Aviation Authority (KCAA)
- Pubs, Entertainment & Restaurants Association of Kenya (PERAK)

III. KEY MANAGEMENT

The KTB's day-to-day management is under the following key organs

- Chief Executive Officer
- Executive management

No.	Designation	Name
1.	Accounting officer	June Chepkemei
2.	Director, Market Development	Betty Ichan
3.	Director, Marketing Support Services	Lorna Nyagah
4.	Director, Corporate Services	Mary Maina
5.	Director, Legal Services and Corporation Secretary	Allan Njoroge
6.	Deputy Director, Internal Audit	Onesmus Karanja
7.	Deputy Director, HR and Administration	Gladys Lusweti
8.	Deputy Director, Supply Chain Management	Gerald Omondi
9.	Deputy Director Strategy, Risk, Compliance & Research	Doreen Odhiambo
10.	Deputy Director, ICT	Paul Kathambana

IV. FIDUCIARY MANAGEMENT

The key management personnel who held office during the year ended 30th June 2025 and show had direct fiduciary responsibility were:

No.	Designation	Name
1.	CEO	June Chepkemei
2.	Director, Market Development	Betty Ichan
3.	Director, Marketing Support Services	Lorna Nyagah
4.	Director, Corporate Services	Mrs. Mary Maina
5.	Director, Legal Services and Corporation Secretary	Mr. Allan Njoroge
6.	Deputy Director, Supply Chain Management	Mr. Gerald Omondi
7.	Deputy Director, HR and Administration	Gladys Lusweti
8.	Deputy Director, Internal Audit	Onesmus Karanja
9.	Deputy Director Strategy, Risk, Compliance & Research	Doreen Odhiambo
11	Deputy Director, ICT	Paul Kathambana

V. FIDUCIARY OVERSIGHT ARRANGEMENTS

KTB's key fiduciary oversight arrangements are as below:

i) Board Audit & Risk Committee Activities

The Committee provides oversight of financial reporting, risk management, internal control, compliance and governance processes.

ii) Board Finance & Establishment Committee Activities

The committee's responsibilities including ensuring overall sound financial reporting, internal system of controls, review of business plans and budgets, human resources and staff affairs.

iii) Ad hoc BOD committee Activities

The BOD appoints ad hoc committees to carry out specific exercises. The ad hoc committees report to the Full Board.

iv) Departmental Committee on Tourism & Wildlife

The committee is mandated to monitor and report on implementation of budget and report on the expenditures and non-financial performance of the board.

VI. BOARD HEADQUARTERS

Kenya Re Towers, 7th Floor,
Ragati Road, Upper Hill,
P.O Box 30630 – 00100
Nairobi, Kenya.

VII. KTB'S CONTACTS

Telephone: (254) 202711262

E-mail: info@ktb.go.ke

Social Media

Corporate Website: www.ktb.go.ke/

Destination website: www.magicalkenya.com/



@MagicalKenya



MagicalKenya



MagicalKenya

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SERVICE DELIVERY CENTRE- MOMBASA

Mombasa International Airport

MOMBASA

020 2047370

MARKET DEVELOPMENT REPRESENTATIVES

<u>USA:</u> Luke Jones Director Advocate Travel Marketing 1230 Rosecrans Ave. Suite 140 Manhattan Beach. CA 90266. USA Phone: +1 (310) 977 4751 Email: lukejones@advocatetravel.com Website: www.advocatetravel.com	<u>INDIA:</u> Ms. Akshata Nair Account Director BRANDit Marketing and Promotions Pvt Ltd. 1407/08, Aston Building, Andheri West, Mumbai 400 053 Email: akshatan@branditindia.com Mobile: +91 98202 29474 Website: https://branditindia.com
<u>CHINA</u> Mr. Xiaokang JIANG Director Travel link Digital Co. Limited Room 1118, Bund Center, No.222 East Yan'an Road, Huangpu District, Shanghai, 200001 Email: jiangxiaokang@tlmchina.com Mobile: +86 13918547226 Website: www.tlmchina.com/cn 100084 <u>REST OF EUROPE</u> Guido Bürger Bürger International - Tourism Marketing & Consulting Chief Executive Officer Warsbergerstr. 7 54457 Wincheringen Guido@buerger-international.de Tel. +40 179 5335347 Germany	<u>UNITED KINGDOM</u> Kate Bifield-Haraldsson SLC Representations Head of Destination Marketing 1 Giltspur Street, London, EC1A 9DD kate@slcrepresentation.com M + 44 (0) 7955 893292 United Kingdom Telephone: +442077680001 Email: pc@pc.agency

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VIII. **KTB'S BANKERS**

Kenya Commercial Bank Ltd.
Moi Avenue Branch
P.O Box 484 – 00100
Nairobi, Kenya

IX. **INDEPENDENT AUDITORS**

Auditor-General
Office of the Auditor General
Anniversary Towers, University Way
P.O. Box 30084
GOP 00100
Nairobi, Kenya.

X. **PRINCIPAL LEGAL ADVISER**

The Attorney General
State Law Office and Department of Justice
Harambee Avenue
P.O. Box 40112
City Square 00200
Nairobi, Kenya

3. THE BOARD OF DIRECTORS

	Mr. Francis Gichaba, born in 1964, is the Chairman of the KTB Board of Directors has led an impressive career both as a marketing professional and entrepreneur. Before founding Motion Pictures a marketing agency, his last employment was at the National Carrier where he spearheaded an aggressive global expansion of the airline into the Far East, Middle East, North America's including other high potential untapped markets within Africa. He is adept at creating strategic alliances with other corporate & government leaders to effectively support key business initiatives. As an entrepreneur, he's been deeply involved in building some of the most reputable brands in the market today cutting across different segments – FMCG's, Telco's, Banking, NGO's, Government agencies etc just to name a few. He has a good understanding of how various levels of consumers relate with brands across different categories & markets. Francis is part of the global OnePulse team that is spread in over 60 countries across the continents. He heads the OnePulse team in Sub-Saharan Africa. He is also the Vice Chairman of an International NGO, and has served on the boards of various industry bodies in and out of the country. He holds a BA degree from the University of Nairobi, and a post-graduate diploma in Business Management.
	Ms. Alphina Bwaley, born in 1961, Vice-Chairperson of the KTB Board of Directors, is a career banker with 30+ years of accumulated experience in all aspects of banking operations at Senior Management levels at both KCB Group and Transnational Bank. Alphina has previously served as the Group Head of Credit Support at KCB Group and as the Head of Credit at Transnational Bank, before switching to a career in Counselling Psychology. Alphina currently runs a private Counselling Psychology consultancy within Nairobi. She holds a Bachelor of Commerce in Business Administration from the University of Nairobi, an Executive MBA, awarded jointly by the Eastern and Southern African Management Institute and Maastricht Business School in the Netherlands. She also holds a Master of Arts Degree in Counselling Psychology from Daystar University and a Diploma in Counselling Psychology from Amani Counselling Centre and Training Institute. Alphina is a Certified Professional Mediator and a KCPA senior accredited Counsellor Supervisor.

 David M. Tanki Bcom(Accounts Option), MBA, PG (MC&MIS)	Mr. David Tanki, born in 1972, is the founder and Chief Executive Officer of Lan-x Africa Limited, a company that provides support to SMEs and corporate organizations to succeed through strategy formulation, business restructuring, human capital development, financial management and process improvement. He is also the founder and Executive Director of The HPH Group. He has served on a number of boards including The Regent Group where he served as Chairman. He is also the host of Business & Money TV on KTN and Occupy Today on Hope TV/FM. He is also Chairman of the CITAM Business Forum. He is a holder of a B.Com degree (Accounts Option) and a Post Graduate in Managerial Control and Management Information Systems from Maastricht School of Management, Netherlands and Masters in Business Administration.
 Victor. M Shitakha BSC (Hospitality and Tourism Management), Dip (Hotel Management)	Mr. Victor M. Shitakha, born in 1964, is the Managing Director & Lead Consultant of Shitakha & Shitakha Consultancy, a company he founded in late 2021 after having had a 30-year exciting and successful working experience in the hospitality Industry including working in the Eastern and Southern African countries with a small stint in Europe. Victor has been an active Skal member since 2000 and is a Past President of Skal Kenya Coast, leading it for 3 successful terms. He serves as Chairman of the Kenya Coast Tourism Association KCTA (former MCTA), the voice of tourism in the six counties of the coast and was also appointed to the Board of Mama Ngina Water Front to enhance sustainable experiences at the Kenyan beachfront. He has also served as the Chairman of the Mombasa County Liquor Board. He is a holder of BSC in Hospitality and Tourism Management from Moi University. He also holds a Diploma in Hotel Management from Kenya Utalii College.

 Jacklyne Cherop Tai BBA (Marketing option)	Ms. Jacklyne Tai, born in 1989, is the Business Development Officer at Clifton Gas Limited tasked with overseeing business growth in the organization both locally and internationally. She has a keen interest in the areas of marketing, business development, management, and administration as well as customer care services. She is a holder of a Business Administration (BBA) degree (marketing option) from Baraton University. She has previously worked with the National Construction Authority (NCA) as a senior data analyst as well as the Kenya Wine Agencies Limited (KWAL).
 Jane-Anne Munyao BCom (Marketing)	Ms. Jane-Anne Munyao, born in 1963, is a highly experienced professional in the fields of project management, business development & marketing with over fifteen years of experience in managing projects, leading cross-functional teams and implementing marketing strategies to increase brand awareness and drive revenue growth. She is also passionate about social enterprise and community development. Jane-Anne has held various leadership positions including Director/Projects Manager at Carakana, Office of the First Lady Kenya, Managing Director at Pacpro International, and Manager at Robertson Taylor (NA) New York. She is a holder of a Bachelor's Degree in Commerce (Marketing).
 John Ololtuaa B.Ed(Arts), Masters (Education Administration) Principal Secretary	Hon. John Lekakeny Ololtuaa serves as Kenya's Principal Secretary in the State Department of Tourism within the Ministry of Tourism, Wildlife and Heritage. He is in charge of Tourism Promotion, Policy formulation, and Development of the Tourism industry in Kenya. He is an educationist who started his education-based career in 1993. He attained his Bachelor of Education (Arts) Degree and a Master's Degree in Education Administration both from Kenyatta University. He has served as County Director of Education for Bomet and Kajiado Counties and also served as a Regional Director of Education. He has previously served in the Transition Authority overseeing Kenya's transition to the Devolved System of Governance. He specifically served as the County Transition coordinator in charge of Narok County. Hon. John Ololtuaa is a mentor of the youth where he supports several youth development initiatives across the country. In 2020 he participated

	in Global Schools Partnership Program being implemented through the British Council. The program is aimed at developing learning Partnerships between schools in Africa, Asia, Latin America and the Caribbean. He is a transformative leader who believes in the ideals of strategic management and high standards of professionalism, transparency, integrity, and accountability.
 Dr. Chris K. Kiptoo, CBS PhD (Finance), Msc(Ag. Economics) and Bsc (Ag. Economics)	Dr. Chris Kiptoo is the Principal Secretary, National Treasury. He was appointed Principal Secretary on 1st December 2022. Dr. Kiptoo is the immediate former Principal Secretary, Ministry of Environment and Forestry. Before that, he also served as a Principal Secretary at the State Department of Trade, Ministry of Industry, Trade & Cooperatives. In his working career, Dr. Kiptoo has acquired a rich wealth of experience in economic policy analysis, mainly gained at the Central Bank of Kenya, Capital Market Authority and the International Monetary Fund, where he has served in various capacities. His expertise especially relates to the design and implementation of monetary policy; balance of payments and exchange rates; fiscal operations and policy; financial sector matters including capital markets; national accounts/real sector and macroeconomic accounting, and modelling and forecasting. Additionally, Dr. Kiptoo has proven experience in environment and climate change policies, trade policy and regional integration, private sector development and advocacy, infrastructure development, institutional development of Government institutions and organisational management, all mainly gained at the Ministry of Environment and Forestry, State Department of Trade as well as Trade Mark East Africa. Noteworthy, he also has four years of experience in economic policy coordination gained while working at the then Office of the Prime Minister. Dr. Chris Kiptoo holds a Doctor of Philosophy Degree (PhD) in Finance (International Macroeconomics Finance specialization) from The Nairobi University, as well as a Master of Science (Ag. Economics) and Bachelor of Science (Ag. Economics) degree from Egerton University. He is also an Accredited Fellow in Macroeconomic Management Macroeconomic & Financial Management Institute of Eastern & Southern Africa (MEFMI).

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 Mr. David Mwangi (MBA), BBM.	Mr. David Mwangi, born in 1981, holds a Master of Business and Administration (MBA) and Bachelor of Business Management He is the Ag. Chief Executive Officer of the Tourism Fund and sits on the KTB Board as an ex-officio member by virtue of S.32 (1)(d) of the Tourism Act.
 Mr John Olela MA in Economics, BA (Economics) PGD-Mass Communication	Mr John Olela, born in 1972 is the alternate to the Principal Secretary, National Treasury, Mr. Olela is the Director of Planning and Head of Central Planning and Project Monitoring Department of the National Treasury. He is a Career Civil Servant with over 27 years of experience having risen through the ranks from the position of Economist to the current position. He holds a Bachelor of Arts degree in Economics and Masters of Arts in Economics both from the University of Nairobi, a certificate in International Trade policy and negotiation from Adelaide University, Australia and a Post-graduate diploma in Mass Communication from Kenya Institute of Mass Communication. He has also attended numerous short training courses both locally and abroad. Mr. Olela has previously been the Director in charge of Sustainable Development Goals (SDGs) coordination at the State Department for Economic Planning and also headed Economic Planning function in various Ministries including the Ministry of Environment, Climate Change and Forestry. Mr. Olela has a wide experience in tourism planning and monitoring having worked as an economist in the Ministry of Tourism and Wildlife for 14 years.
 Mr. David Kinyangi Executive Masters (Tourism & Hospitality Management), Bcom	Mr. David Kinyangi, born in 1968, is the Alternate to the PS, State Department for Tourism. He is a Director of Tourism in the State Department. He holds an Executive Masters Degree in Tourism and Hospitality Management from the Moi University, School of Tourism, Hospitality and Events Management as well as a Bachelor of Commerce from the University of Nairobi.

	Ms. June Chepkemei, born in 1986, is the Chief Executive Officer of Kenya Tourism Board. She is experienced in Marketing, Brand, Communication and Project management in telecommunication, investment and other industries. June is a dynamic leader committed to driving innovation, fostering collaboration, and showcasing Kenya's potential on the global stage. She spearheads strategic initiatives to position Kenya as a premier tourist destination. She holds a Master's Degree in Communications Studies from Moi University, a bachelor's Degree in PR & Communications, and a Postgraduate Diploma in Professional Marketing from The Chartered Institute Of Marketing UK. Additionally, she has completed an Executive training program on Innovation from Stanford Centre for Professional Development. Currently, she is pursuing a Ph.D. in Information Science. June is also a member of the Public Relations Society of Kenya.
June Chepkemei Masters (Communication Studies), Bachelors in PR & Communication, PDG in Marketing	
	Mr. Allan Njoroge, born in 1976, is the Corporation Secretary to the KTB Board of Directors. He holds a Bachelor of Laws (LLB) from the University of Nairobi and a postgraduate diploma in Law from the Kenya School of Law. He is a Certified Public Secretary, CPS (K) as well as an Advocate of the High Court of Kenya. He is a member of the Institute of Certified Secretaries Kenya and the Law Society of Kenya (LSK). With extensive experience in governance and legal practice, Mr. Njoroge provides strategic counsel and corporate governance support to the KTB Board of Directors. He is charged with establishing, implementing and monitoring the Board's corporate governance framework, ensuring compliance with applicable laws, regulations and best practices. In this role, he facilitates effective decision-making, promotes accountability and transparency and safeguards the integrity of the Board's operations.
Company Secretary Mr. Allan Njoroge	

BOARD COMMITTEES

During the period under review, the following Committees were in place.

Board Marketing Committee

The Board Marketing Committee is chaired by a non-executive director (Ms. Alphina Bwaley) and meets on quarterly basis. Other Members are David M. Tanki, Principal Secretary - Ministry of Tourism & Wildlife (State Department of Tourism) and the KTB Chief Executive Officer. The committee's responsibilities are to provide marketing strategies to the board and approve

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marketing plans, activities and budgets. The committee also constitutes the technical team on behalf of the Board in the event of extraordinary circumstances such as crisis.

Board Finance and Establishment Committee

The Board Finance and Establishment committee is chaired by non-executive director (Mr. Victor Shitakha) and meets on a quarterly basis. The other members are the Chief Executive Officer - Tourism Fund, Principal Secretary - National Treasury and the KTB Chief Executive Officer. The committee's responsibilities including ensuring overall sound financial reporting, internal system of controls, review of business plans and budgets, establishment and staff affairs.

Board Audit & Risk Committee

The Board Audit Committee is chaired by a non-executive director (Mrs Janeanne Munyao) and meets on quarterly basis. Other members who are non-executive directors David M. Tanki, Jacklyne Cherop Tai, Principal Secretary - National Treasury and an independent Deputy Director, Internal Audit (Mr. Onesmus Karanja). The Committee provides oversight of financial reporting, risk management, internal control, compliance and governance processes.

Ad Hoc Committees

The Board of Directors may appoint ad hoc committees to carry out specific assignments as and when needed. The ad hoc committees report to the Full Board. In 2024/25, the Board constituted an Ad Hoc Committee with a mandate to shortlist and conduct recruitment for the five (5) advertised positions in Grade 3 and thereafter submit its recommendations to the Full Board.

4. MANAGEMENT TEAM

The key management personnel who held office during the financial year ended 30th June 2025 and who had direct fiduciary responsibility were:

NAME	PROFILE
 Ms. June Chepkemei Chief Executive Officer	Born in 1986, June holds a Master's Degree in Communications Studies from Moi University, a bachelor's Degree in PR & Communications, and a Postgraduate Diploma in Professional Marketing from The Chartered Institute Of Marketing UK. Additionally, she has completed an Executive training program on Innovation from Stanford Centre for Professional Development and is currently pursuing a Ph.D. in Information Science. June is also a member of the Public Relations Society of Kenya. She is experienced in Marketing, Brand, Communication and

NAME	PROFILE
	Project management in telecommunication, investment and other industries. June is a dynamic leader committed to driving innovation, fostering collaboration, and showcasing Kenya's potential on the global stage. She spearheads strategic initiatives to position Kenya as a premier tourist destination. As the CEO of the Board, she is responsible for operational running of the Board to ensure that its mission and objectives and agreed performance targets are achieved. The CEO is accountable for the Board's actions, security of resources as well as ensuring execution of the Board strategy. In addition to representing the management position on the Board, the CEO chairs and supervises the Executive Committee (Exco).
 Ms. Betty Ichan Director – Marketing Development	Born in 1977, Betty holds a Master's Degree in International Business from Edith Cowan University - Australia, a Professional Postgraduate Diploma in Marketing from the Chartered Institute of Marketing – United Kingdom and an undergraduate degree in Tourism Management from the United States International University - Africa. She is a Full Member of the Chartered Institute of Marketing – United Kingdom. In addition to her academic qualifications, she is a Certified Digital Marketing Professional (CDMP) from the Digital Marketing Institute – Ireland. Betty Ichan is a seasoned marketing professional with over 15 years of experience in destination marketing. As the Director of Market Development, she oversees the development and execution of strategic marketing initiatives to increase international tourist arrivals, revenue and domestic bed-nights. Betty is dedicated to delivering measurable results that drive tourism growth, expand market share and elevate Kenya's global brand as a premier travel destination. Her leadership is marked by a commitment to creating meaningful impact and long-term value for the industry. Beyond her professional role, Betty is passionate about nurturing the next generation of marketers. She actively mentors

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NAME	PROFILE
	aspiring destination marketers through partnerships with local universities in Kenya. Additionally, she also serves on the Board of Trustees for the Kenya Tourism Board Pension Scheme.
 Ms. Lorna Nyagah Director – Marketing Support Services	Born in 1984, Lorna holds a Masters' in Business Administration (MBA) from the University Of Sunderland in the United Kingdom, a Professional Postgraduate Diploma in Marketing from the Chartered Institute of Marketing in the United Kingdom (full member), and a Bachelor of Commerce degree (Marketing) from the Catholic University of East Africa (CUEA). Additionally, she holds certification as a Digital Marketing Professional, further augmenting her qualifications in the field. Lorna is a professional marketer with a robust background spanning over 19 years. She has built extensive expertise in brand development, strategic planning, and executing impactful marketing initiatives. She oversees the Directorate of Marketing Support Services where she leads and co-ordinates Kenya's communication strategy to position the country as a consistent, authentic, diverse, and sustainable destination throughout the year.
 Mr. Allan Njoroge Director, Legal Services and Corporation Secretary	Mr. Allan Njoroge, born in 1976, is the Corporation Secretary to the KTB Board of Directors. He holds a Bachelor of Laws (LLB) from the University of Nairobi and a postgraduate diploma in Law from the Kenya School of Law. He is a Certified Public Secretary, CPS (K) as well as an Advocate of the High Court of Kenya. He is a member of the Institute of Certified Secretaries Kenya and the Law Society of Kenya (LSK). With extensive experience in governance and legal practice, Mr. Njoroge provides strategic counsel and corporate governance support to the KTB Board of Directors. He is charged with establishing, implementing and monitoring the Board's corporate governance framework, ensuring compliance with applicable laws, regulations and best practices. In this role, he facilitates effective decision-making, promotes accountability and transparency and safeguards the integrity of the Board's operations.

NAME	PROFILE
 Mary G. Maina (Mrs) Director Corporate Services	Mary Maina, born in 1975, holds an Executive MBA from Kenyatta University, Bachelor of Commerce (Accounting major) 1st class degree from the Catholic University of Eastern Africa. She is a certified public Accountant (CPA), a certified Information Systems auditor (CISA) and a certified Internal Auditor (CIA). Mary has over 27 years of experience, 6 in external audit and 10 in internal audit and 9 years in financial and accounting experience. She provides strategic leadership and oversight of the Finance, ICT, Human Resource, and Administration functions to ensure operational efficiency and institutional effectiveness. She is responsible for driving financial sustainability, fostering a high-performance workforce, and leveraging technology to enhance service delivery. By aligning corporate services with KTB's strategic goals, she ensures compliance with regulatory requirements, promotes organizational excellence, and supports the Board's mandate of positioning Kenya as a leading global tourism destination.
 Ms. Gladys Lusweti Deputy Director, HR and Administration	Gladys Lusweti, born in the year 1973, holds a Master's of Science Degree in Human Resource Management from Jomo Kenyatta University of Agriculture and Technology, member of Institute of Human Resource management. Gladys has over 15 years of work experience in management of Human capital. She is responsible for spearheading the development of Human Capital and enhancing administration of services by developing appropriate policies, strategies and systems in line with the Board's strategic plan and overall mandate.

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NAME	PROFILE
 Mr Onesmus Karanja Deputy Director, Internal Audit	Onesmus Karanja, born in 1980 leads the Internal Audit Function at KTB. He holds a Master of Commerce (Forensic Accounting) from Strathmore University, a Bachelor of Commerce (Accounting) from the University of Nairobi, and is a Certified Public Accountant (CPA), Certified Information Systems Auditor (CISA), and Certified Fraud Examiner (CFE). With over 20 years of experience encompassing audit, risk management, governance, internal controls, and investigations, Mr. Karanja is responsible for the performance and management of the internal audit function, ensuring compliance with Global Internal Audit Standards. He provides independent and objective assurance, oversight, insight, and foresight to the Board Audit & Risk Committee and the Chief Executive Officer regarding the overall adequacy and effectiveness of KTB's governance, risk management, and internal control systems and their influence on business operations.
 Doreen Odhiambo Deputy Director Strategy, Risk, Compliance & Research	Doreen Odhiambo, born in 1982, holds an MBA degree from the University of Nairobi, Bachelors of Education from Kenyatta University and a Post Graduate in Diploma Project Management. With over 13 years of experience, Doreen coordinates the development, monitoring, evaluation and reporting on the corporate strategic plan, the destination marketing and the change management strategy in the organization.
 Gerald Omondi Deputy Director, Supply Chain Management	Gerald Omondi, born in December 1975, holds a Master's Degree in Supply chain Management from JKUAT and a professional Diploma in Purchasing and Supplies from the Chartered Institute of Purchasing Supplies UK (CIPS). He is a member of the Kenya Institute of Supplies Management (KISM) and a licensed procurement practitioner in Kenya. Gerald has over 22 years of experience in Supply chain Management. He is responsible for supply chain management at the board.

NAME	PROFILE
 Paul Kathambana Deputy Director, ICT	Paul Kathambana, born in 1974, holds a Master's degree in Management of Information Systems from Moscow State University of Culture. He is a Certified Information Systems Security Professional (CISSP), Certified Information Security Manager (CISM), Certified Information Systems Auditor (CISA), and Certified in Risk and Information Systems Control (CRISC). With over 20 years of experience, Paul's primary mandate revolves around harmonizing technological endeavors with KTB's strategic objectives. He is entrusted with the task ensuring the efficiency of KTB's technological ecosystem and also fortifying its security and resilience in a dynamic digital landscape.

5. **CHAIRMAN'S STATEMENT**



It is my privilege to present the Kenya Tourism Board's Annual Report and Financial Statements for the year ended 30th June 2025.

The past financial year has been marked by strong growth and resilience in Kenya's tourism sector, reinforcing its role as a cornerstone of our economy and a vital driver of inclusive development. The performance we have recorded reflects not only the strength of our products and brand but also the adaptability of our strategies in a rapidly evolving global tourism landscape.

Overview

The tourism sector delivered a commendable performance during the financial year 2024/25. International tourist arrivals closed at 2,424,380, representing a growth of 6.5% over the previous year. Tourism earnings rose to Ksh. 458.2 billion, a substantial increase that reflects both higher visitor numbers and increased spending per visitor. Domestic tourism also demonstrated impressive vitality, with total bed-nights reaching 5.01 million.

These results underscore the growing balance between international and domestic markets in sustaining the sector. Notably, business tourism recorded 618,599 arrivals, accounting for about a quarter of total international visitors, a strong indicator of Kenya's positioning as a regional hub for Meetings, Incentives, Conferences, and Exhibitions (MICE). This diversification reduces dependence on traditional safari and beach offerings, making the sector more resilient to external shocks.

The momentum achieved this year is a product of deliberate policy interventions, sustained marketing campaigns under the Magical Kenya brand, improved connectivity and favorable global tourism trends. It also reflects the increasing alignment of our sector with evolving traveler preferences for authentic, sustainable and experience-driven tourism.

Operating Environment

The financial year 2024/25 unfolded against a generally favorable global backdrop. Worldwide, the tourism sector continued its robust recovery, with international arrivals in the first quarter of 2025 surpassing pre-pandemic levels by 3%. More than 300 million people traveled internationally in those first three months, with Africa posting an impressive 9% growth compared to the same period in 2024, well above global averages.

For the first time, Africa's international arrivals exceeded 2019 levels by 16%. This continental outperformance provided Kenya with a competitive advantage in global tourism narratives and positioned our country to leverage this positive shift towards tourism to African destinations.

At the same time, the global environment remained complex and occasionally volatile. Inflationary pressures and persistent geopolitical tensions created uncertainty. The strengthening of the US dollar provided a mixed impact; while enhancing Kenya's affordability for American travellers, it reduced the real value of receipts once converted to Kenyan Shillings. These dynamics reinforced the importance of diversifying our source markets and introducing flexible pricing strategies.

Domestically, Kenya recorded positive economic growth, with GDP projected to expand by 5.3% in 2025. Inflation moderated significantly, falling from 20.8% in 2024 to 15% by February 2025. This easing of inflationary pressures improved consumer purchasing power, supporting stronger domestic travel. Indeed, domestic bed-nights rose across all quarters, driven by school holidays, public festivities and favorable accommodation rates. The domestic market now provides a stable foundation for the industry, cushioning it against external shocks.

Strategy

The Kenya Tourism Board remained committed to a multi-faceted strategy designed to build on recovery momentum, diversify offerings and strengthen resilience. Under the Magical Kenya brand, our marketing campaigns sought to reposition Kenya as a dynamic, year-round destination with experiences that extend beyond the traditional safari and beach product.

Internationally, we executed co-branded campaigns with leading airlines such as Qatar Airways and the national carrier Kenya Airways, ensuring strong presence in key markets like the US, UK, Europe and Africa. Additionally, the Magical Kenya Trail Series continued to promote adventure tourism across several counties, while activations in cruise tourism placed Kenya firmly on the global cruise map.

Domestic campaigns, including the "#TembeaKenya Take a Break Campaign" and "Tembea Kenya Christmas Campaign," encouraged Kenyans to explore their own country, contributing to the rise in domestic bed-nights.

On the regional front, digital campaigns like "My Kenyan Bucketlist" and activations during the World Rally Championship effectively targeted African markets. KTB maintained strong representation at global tourism exhibitions such as ITB Berlin and World Travel Market, enhancing visibility and cementing relationships with global trade partners.

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Capacity building was another key focus for KTB. Four eLearning modules were developed for county tourism officers, covering destination strategy, branding, marketing, and product development. These resources are designed to enhance county-level capacity and ensure that tourism benefits are spread inclusively across the country. Strategic partnerships with associations such as the Tour Operators' Society of Kenya further anchored our collaborative approach.

Risk Management

Despite the successes, the sector faced significant challenges that highlighted the importance of robust risk management. In the financial year, GenZ demonstrations disrupted business activity and underscored the deep link between national stability and tourism performance.

Climate change presented another formidable challenge. Extreme weather events—including heavy rains, floods, and droughts—disrupted travel patterns, threatened infrastructure and placed pressure on Kenya's iconic wildlife. Sensitive ecosystems remain under threat. These risks call for urgent adaptation measures and the promotion of sustainable tourism practices, aligning with growing consumer demand for eco-conscious travel.

The Board recognizes that many of these risks extend beyond KTB's direct mandate. However, we remain committed to strong advocacy and collaboration with the relevant government agencies, the private sector and international partners to ensure that tourism continues to thrive despite these challenges.

Future Outlook

The outlook for the tourism sector in FY2025/26 is highly encouraging. Tourism earnings are projected to rise significantly in calendar year 2025. This growth will support an even greater number of jobs, cementing tourism's role as a major employer and economic pillar.

Looking further ahead, our strategic vision will see tourism contribute Ksh. 1 trillion annually to Kenya's economy by the year 2027 and regain its position as the premier forex earner for Kenya. To achieve this trajectory, our strategic focus will remain anchored on diversification, digital transformation, sustainability and inclusivity.

Priority will be given to expanding high-potential segments such as MICE tourism, adventure tourism, cruise tourism, eco-tourism and wellness travel. Investments in digital marketing and AI-driven tools will ensure Kenya remains visible and appealing in the evolving digital landscape. The domestic market will remain a strategic priority, not only as a stabilizer but also as a driver of resilience in times of global uncertainty.

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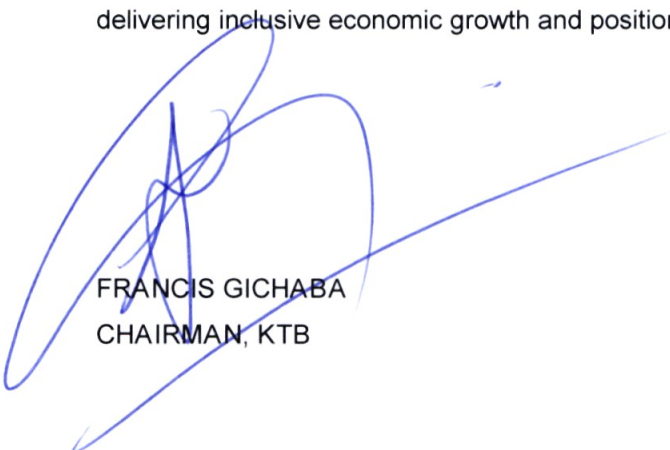
Sustainability will be central to our agenda, with deliberate promotion of community-based tourism, conservation and green initiatives. These align with global consumer trends and will help Kenya differentiate itself as a responsible and forward-looking destination.

Acknowledgement

On behalf of the Board, I wish to extend my deep gratitude to the Government of Kenya, the Ministry of Tourism and Wildlife under the leadership of the Cabinet Secretary as well as the Principal Secretary in the State Department for Tourism, county governments, the National Treasury, the Tourism Promotion Fund, the Tourism Fund and our many public and private sector stakeholders and partners. Your support and collaboration have been instrumental in the achievements recorded this year.

I also thank my fellow Board members for their tireless dedication and commitment, as well as the management and staff of KTB, whose professionalism and innovation continue to drive the sector forward.

Together, we remain committed to ensuring that Kenya's tourism sector continues to thrive, delivering inclusive economic growth and positioning our country as a premier global destination.



FRANCIS GICHABA
CHAIRMAN, KTB



6. REPORT OF THE CHIEF EXECUTIVE OFFICER



Sustained Growth Momentum as Tourism Sector Consolidates Recovery

The financial year 2024/25 marked a pivotal chapter in our tourism recovery journey, demonstrating that the strategic foundations we laid in previous years have translated into tangible, sustained growth. The global travel landscape remained positive, Kenya's tourism sector showed remarkable resilience and adaptability in navigating both opportunities and challenges.

Our commitment to strategic market positioning and diversified promotional activities has yielded encouraging results. The sector's performance during this period reinforces our belief that consistent, targeted interventions coupled with stakeholder collaboration and partnerships remain the cornerstone of our growth trajectory.

Performance Highlights

- **Robust Growth in International Arrivals**

Under the review period, international arrivals reached a significant milestone of 2.424 million visitors, surpassing our ambitious target of 2.4 million. This 6.54% increase from the previous year's 2.28 million arrivals, confirms that Kenya's appeal as a premier destination continues to strengthen particularly in our core North American, European and intra-African source markets.

- **Revenue Performance Exceeds Expectations**

Tourism receipts demonstrated robust growth reaching Kshs. 458.2 billion- a 6.07% increase against a target of Kshs. 432 billion that translated to Kshs. 26.2 billion above projections. Compared to the previous financial year, this represents an impressive 8.94% increase.

Particularly encouraging was the improvement in average tourist spending which rose from Kshs. 180,000 to Kshs. 189,000 per visitor. This indicates that our value proposition resonates well with travellers seeking quality experiences despite global economic uncertainties.

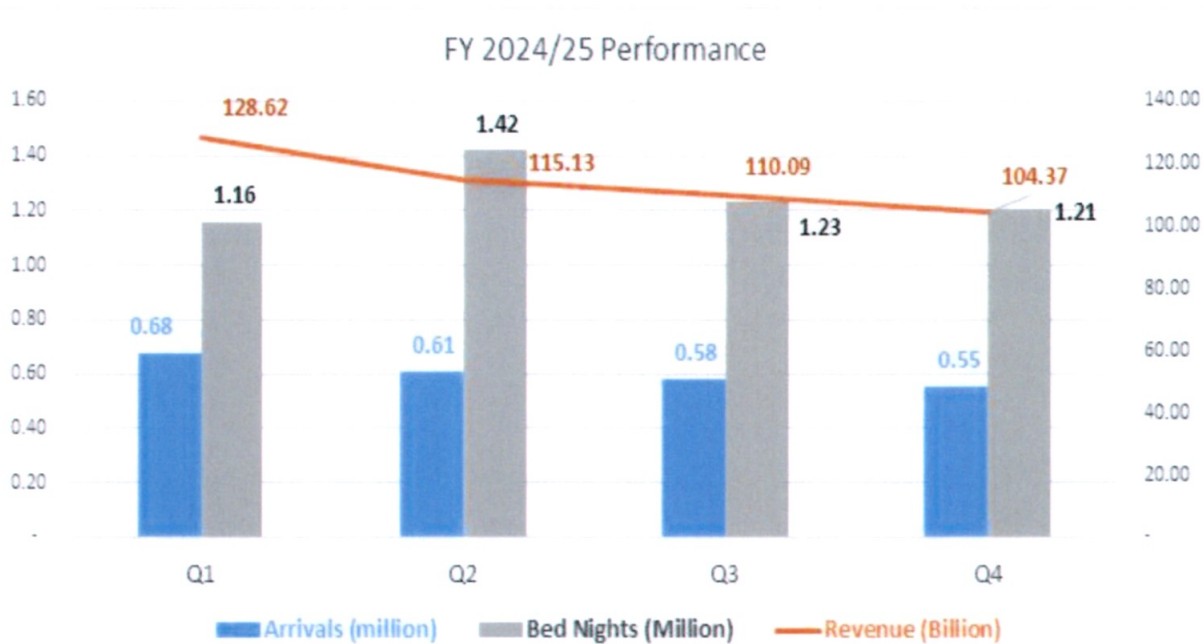
- **Domestic Tourism Maintains Strong Foundation**

Our domestic market continued its steady growth trajectory, recording 5.015 million bed nights – exceeding our target of 5.0 million and representing a 4.18% increase from the previous year.



The growth underscores the importance of nurturing local tourism as both a revenue driver and a buffer against external market volatilities.

The sustained performance in domestic tourism reflects Kenyans' growing appreciation for local destinations and experiences, supported by our targeted domestic marketing campaigns and stakeholder partnerships.



• Brand Awareness and Market Perception

In 2024/25, our brand awareness index held steady at 80%, just shy of the targeted 81%. Given the external challenges such as negative destination profiling, this steady level highlights solid brand equity built over time.

We launched multiple strategic marketing initiatives including campaigns, joint initiatives and incentive programs to sustain brand visibility and engagement. The upcoming brand awareness study in Q1 2025/26 will be critical to measure the impact of these efforts as we aim to achieve and exceed the 81% threshold.

Adapting to Evolving Travel Trends

The year presented fascinating shifts in traveller behaviour that we successfully adapted to. The rise in solo travel, with tourists seeking slower-paced, leisure-focused trips emphasizing self-discovery, aligned well with Kenya's diverse offering of experiences. We witnessed increased demand for eco-conscious and purpose-driven travel, with travellers prioritizing eco-friendly accommodations, rural retreats, and cultural immersion experiences.

Community-oriented projects, particularly agri-tourism, gained significant traction, while health and wellness tourism flourished with nature-based healing experiences such as forest bathing and yoga retreats. The growth of digital nomadism and remote work travel also presented new opportunities though this remains an area where we see potential for deeper engagement.

Navigating Complex Market Dynamics

The year was not without its challenges. The rollout of the Electronic Travel Authorization (ETA) system, while strategically important for long-term regional integration, initially created friction points that temporarily affected visitor flows. Additionally, periodic negative destination profiling, particularly during periods of social unrest, required proactive reputation management.

Economic headwinds, including inflation pressures and currency fluctuations, initially dampened tourist spending patterns, with average expenditure dropping to as low as Kshs. 99,000 in October. However, the sector demonstrated resilience as economic conditions stabilized, with inflation declining from 9.6% to 3.8% and the shilling strengthening from Sh159.7/USD to Sh129.3/USD by May 2025.

Political instability in some of our targeted emerging markets, particularly DRC and South Sudan, created headwinds for our expansion efforts, while reduced USAID funding generated broader economic uncertainty that impacted disposable incomes and travel demand.

The Outlook - Strategic Positioning for 2025/26

Looking ahead, we have set ambitious yet achievable targets for the coming financial year in line with our focus of achieving 5.5 Million International arrivals by 2027/28. At the core of our strategy is our commitment to achieve 2.8 million international arrivals with the potential to generate KShs. 529.2 billion in tourism receipts. We also target to reach 5.7 million domestic bed nights and raise our brand awareness to 82%. These targets reflect our confidence in Kenya's tourism fundamentals and our commitment to continuous growth.

The global outlook remains optimistic, with UNWTO projecting 3-5% growth in international arrivals for 2025. Africa's air travel demand, growing at 9.1%—significantly above the global average of 6%—positions Kenya favourably for capturing increased regional and international traffic.

Collaborative Success Framework

Our achievements this year are a testament to the power of partnership. The steadfast support from our Board of Directors and the Ministry of Tourism and Wildlife has provided the strategic direction necessary for navigating a complex operating environment.

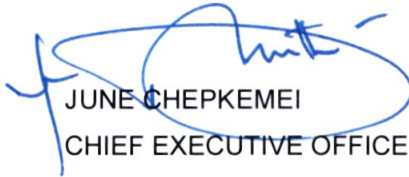
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I extend my appreciation to the entire KTB team whose dedication and innovative approaches have kept Kenya's tourism brand visible and competitive. Their efforts in curating compelling destination narratives and executing targeted marketing campaigns have been instrumental in our success.

To our industry stakeholders – hotels, tour operators, airlines, and service providers – your commitment to excellence continues to elevate Kenya's reputation as a world-class destination. The collaborative spirit within our tourism ecosystem remains our greatest competitive advantage.

As we embark on the 2025/26 financial year, let us remain focused on delivering innovative, inclusive and sustainable tourism that enriches lives and strengthens our economy for years to come.

Thank you and God bless you



JUNE CHEPKEMEI
CHIEF EXECUTIVE OFFICER

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7. STATEMENT OF PERFORMANCE AGAINST PREDETERMINED OBJECTIVES FOR FY 2024/25

Section 81 Subsection 2 (f) of the Public Finance Management Act, 2012 requires the accounting officer to include in the financial statement, a statement of the national government entity's performance against predetermined objectives.

In the financial year 2024/25, the Kenya Tourism Board (KTB) continued implementing the 2023-2027 strategic plan. The goal is to boost the tourism sector's contribution to Kenya's economy to Kshs. 1 Trillion annually by 2027/28 by attracting 5.5 million international visitors and securing 7.5 million domestic bed nights. Over the next five years, KTB will follow this guiding identity:

Vision: To be the most visited tourism destination in Africa.

Mission: To market Kenya as the home of human origin and as an all-year-round diverse, sustainable and authentic tourism destination.

The Kenya Tourism Board has four strategic objectives that guide the implementation of the 2023-2027 strategic plan. Specifically, KTB seeks to:

1. To grow brand visibility
2. To increase Kenya's market share of international arrivals to Africa
3. To coordinate destination marketing efforts
4. To achieve organizational excellence

In line with the strategic objectives, KTB contracted the following results under the core mandate for the FY 2024/25

Performance Indicator	Unit of Measure	Approved Target
Increase in International Arrivals	Number of Arrivals in Millions	2.4
Increase in Tourism Receipts	Kshs. in Billions	432
Increase in the domestic bed nights	Number in Millions	5.0
Brand Awareness	%	81

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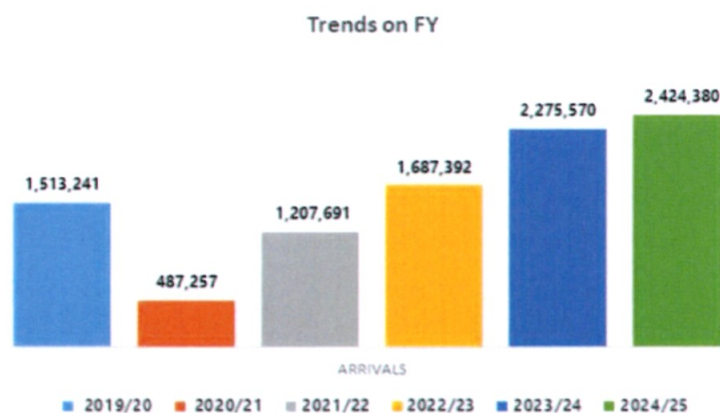
The targets were distributed among the different markets to guide the development of the Annual Work plans in line with the strategic objectives outlined above. The 2024/25 Annual work plans were developed based on these strategic objectives and presented to the Board of Directors for approval. Progress reports on the implementation of the work plans were presented to the board quarterly; and a full-year report was presented at the end of the financial year.

1. The Kenya Tourism Sector Performance

1.1 International Arrivals

In line with the performance contract, the destination performed impressively, exceeding the set targets for the financial year 2024/25, the destination realised 2,424,380 international arrivals against a target of 2.4 million. This was 1% above the set target for the period.

Figure 1: Trends in International Arrivals



The key drivers of the growth over the period included:

- i. **Enhanced Marketing Campaigns:** KTB and tourism stakeholders collaborated on various marketing initiatives, including campaigns both domestic and International.
- ii. **Improved Aviation Connectivity:** The Re-introduction of direct flights and the arrival of new airlines have facilitated smoother and more budget-friendly travel options, significantly enhancing accessibility to the country.
- iii. **Hosting Major Events:** The country successfully hosted prominent conferences and meetings, including the 41st IASP World Conference 2024, Youth Enterprise Week, and Kenya Innovation Week, which attracted international delegates and showcased the country as a viable destination for business tourism.

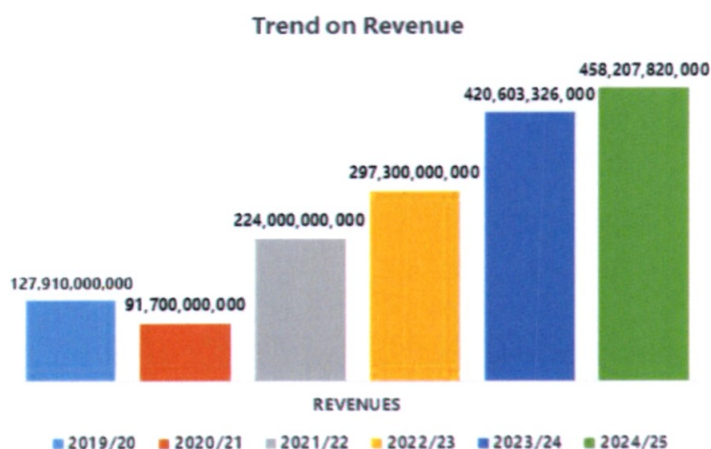
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- iv. **Niche Tourism Development:** During the year there was much emphasis on developing niche tourism products such as health and wellness ,adventure and sports. KTB unveiled the "Magical Kenya Adventure Brand" at the ITB Berlin travel trade show, one of the world's largest. The Board also launched a new adventure tourism campaign aimed at positioning Kenya as a top destination for adventure seekers, showcasing activities like water sports, cycling, and exploring hidden trails.

1.2 Tourism Revenues

Kenya's tourism receipts saw a significant boost due to a notable rise in international arrivals. Total tourism income hit Kshs. 458 billion, exceeding the target of 432 billion by 6.07%, and marking an 8.94% increase over FY 2023/24. This growth is primarily driven by an increase in average tourist expenditure, which rose from Ksh 180,000 to Ksh 189,000 per person.

Trends in Tourism Revenue

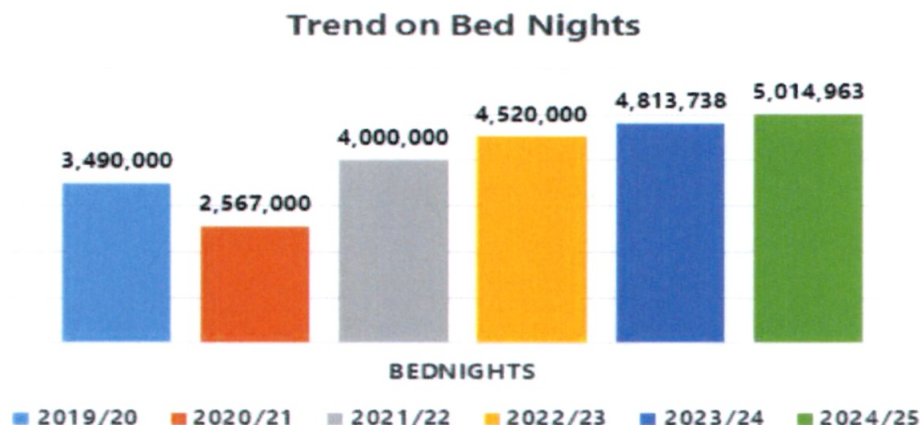


1.3 Domestic Bed Nights

The annual domestic bed nights reached 5.015 million, surpassing the target of 5.00 million, which is 100.3% of the goal and represents a 4.18% increase from the 2023/24 financial year. The growth in bed nights is attributed to several factors, including increased domestic and international arrivals, effective marketing campaigns, and new investments in the hospitality sector.

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Trends on Domestic Bed Nights



1.4 Brand Index

The Brand Awareness Index is a key tool for quantifying the level of familiarity and recognition that customers have with a brand. According to the Brand study conducted in 2024, Magical Kenya's Aided Brand Awareness Index score was 80%, KTB targeted to grow the index by 1% over the FY 2024/25. KTB launched various marketing efforts in 2024/25, including campaigns, joint initiatives, and incentive programs to boost brand visibility. The next visibility study is planned for Q1 2025/26. For this period, it is projected that activities will support at least a 1% growth, aligning with their target and resulting in an expected index of 81%.

S/N	PERFORMANCE CRITERIA	Unit of Measure	Annual Target	Annual Achievement 2024/25	Variance	% Achievement of the Annual target
C	Core Mandate Indicators					
C1	Increased Tourism Arrivals	No. in Millions	2.4	2.424	0.024	101
C2	Increased Tourism Earnings	Kshs. (B)	432	458.2	26.2	106
C3	Increased Domestic Tourism Bed-nights	No. in Millions	5.0	5.014	0.014	100
C4	Increase Brand Awareness	No.	81%	81%	0	100%

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KTB met the target for all core indicators for the FY 2024/25. This represents good progress, especially since KTB did not meet the targets for domestic bed nights and brand awareness in the 2023/24 financial year. The performance against the strategic objectives can be summarised as follows

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Strategic Pillar/Theme/Issue	Objective	Key Performance Indicators	Activities	Achievements
To increase Kenya's market share of international arrivals to Africa	Increase in International Arrivals	No. of international Arrivals to the Country	- Digital Marketing Campaigns - Market Development and Penetration Campaigns - Business and Tourism Events	2,424,380 Arrivals
	Increase the Domestic Bed-nights	No. of Domestic Bed nights	- Tembea Kenya Campaign - Cultural events - Local meetings and conferences - Business and Tourism Events	5,014,963 Domestic Bed nights
To coordinate destination marketing efforts	Increase the Tourism revenues	Kshs. In Billions of revenue generated from Tourism activities	- Trade Engagements - Product packaging and promotion	Kshs. 458.2 Billion
Grow the Brand Visibility	Grow the destination Brand Index	% of the destination Brand Awareness	Brand Visibility Campaigns Strategic partnerships Stakeholder Management	81%

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2. KTB Performance on the Corporate Strategy

The year 2024/25 marked the second year of executing the 2023-2027 strategic plan. Kenya Tourism Board (KTB) scheduled 81 activities across four objectives. Of these, 60 activities were successfully implemented, resulting in a 74 % completion rate.

The activities and key milestones from the strategic plan implementation are presented in the table below:

Strategic Objective	Activities	Outcome / Milestone
1. To grow brand visibility	- Conducted the “ My Kenya Bucket list Campaign in the source markets - Engaged Non-Tourism Brands to enhance the destination brand visibility. This included partnerships with MasterCard, Standard Chartered Bank, VISA and Google - Activated Ambient Advertising, which included an outdoor billboard set up, was done during MKTE and Bus branding was done for the WRC - KTB leveraged international events, including 41st IASP World Conference 2024, the Youth Enterprise week, the Kenya Innovation Week, amongst others - Leveraged market-specific Mega Celebrities including Nicole Murphy from US Market and Influencer Altar from South America - Participated in local/international events, exhibitions/roadshows - Engaged sports Icons as destination influencers including Faith Kipyegon	The Brand visibility was estimated to have grown from 80 to 81%

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Strategic Objective	Activities	Outcome / Milestone
2. To increase Kenya's market share of international arrivals to Africa	• Joint Airline campaigns were conducted in rest of Europe, Czech and Poland and US • Adopted the utilization of digital marketing tools to enhance digital marketing • Entered new markets including DRC, Ghana, Australia, Brazil and Mexico • Enrolled 120 Trade for MKATs training programme to enhance knowledge and marketing of the destination experiences • Subscribed to Secondary data sources; UN Tourism, Mabrian, Global Data, VISA, and Euro Monitor to enhance access to data to support marketing • 63 partners received certificates and incentives for the loyalty program	The international arrivals increased from 2,275,570 to 2,424,380 hence the market share of international arrivals increased from 2.4% in 2023/24 to 3.2 % in 2024/25
3. To coordinate destination marketing efforts	• Organize stakeholder forums with Key Tourism associations, including KATA , KTF, KATO,TOSK, KCTA, and KAHC • Strengthen Interministerial coordination • Facilitate MoTW to Participate in Identified Destination Marketing Activities • Co-branded with over 27 partners during MKTE • Optimizing the CRM system to enhance the Stakeholders Database	• Improved engagement and collaboration in destination marketing

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Strategic Objective	Activities	Outcome / Milestone
	• Participate in consumer-driven events in the country • Engaged the medical and wellness stakeholders and developed an Information pack for Medical Tourism to enhance the marketing of Medical and wellness experiences	
4. To achieve organizational excellence	• Developed and implemented the HR planning and succession management strategy • Foster a workplace where diversity, inclusivity, and equality are integral to our culture and practices • Implementation of the training and development Policy • Reviewed and implemented performance management framework (PMF) • Developed a framework for resource mobilization • Analyzed organization processes for improvement • Trained board members on corporate governance	Improved staff satisfaction from 55 to 68%

8. CORPORATE GOVERNANCE STATEMENT

Introduction

The Kenya Tourism Board's Board of Directors carries the overarching responsibility for the governance of the Corporation. It recognizes that strong corporate governance is not only the foundation for achieving KTB's strategic objectives but also an indispensable framework for measuring performance, guiding operations, and ensuring accountability at every level. By embedding governance into all aspects of its mandate, the Board ensures that KTB remains effectively directed, transparently managed, and consistently held answerable to its stakeholders.

Throughout the year under review, the Board sustained its unwavering commitment to the highest standards of corporate governance. It continued to apply robust governance principles and frameworks, carefully ensuring that the Corporation's long-term strategic direction remained closely aligned with the Government's national development priorities as well as the diverse expectations of stakeholders across the tourism sector.

During this period, the Board successfully navigated a dynamic operating environment, responding to challenges while also seizing new opportunities for growth. In doing so, it maintained a consistent focus on accountability, ethical leadership, and transparency as guiding principles. This Corporate Governance Statement presents a detailed account of the measures, decisions, and initiatives undertaken by the Board to provide effective stewardship of the Corporation for the financial year ended 30th June 2025.

The Board of Directors

The Board of Directors operates under a clearly defined schedule of matters reserved exclusively for its decision-making. This framework ensures that the Board provides effective oversight of strategic, financial, operational, compliance, and governance matters. Directors are supported in this role by the timely provision of accurate and relevant information, enabling them to discharge their duties with diligence and foresight.

In line with best practice standards, the Board is entrusted with defining KTB's overarching strategic objectives, core values, and key policy frameworks. It is also responsible for establishing and maintaining robust internal control systems covering financial management, operational processes, and compliance functions. Through this, the Board safeguards the Corporation's integrity and ensures accountability across all levels of the organization.

Although the Chief Executive Officer is charged with the day-to-day management of KTB, ultimate responsibility for the Corporation's financial performance, legal compliance, and

operational stewardship rests with the Board. Guided by the strategic direction approved by the Board, the Chief Executive Officer implements daily activities, executes business plans and budgets, and provides informed recommendations on strategy and policy. The Board in turn evaluates these proposals, makes the final determinations, and continuously monitors their implementation to ensure alignment with the Corporation's mandate.

During the financial year and in line with its statutory function under the Tourism Act to "develop, implement and coordinate a national tourism marketing strategy," the Board commenced the process of formulating a National Tourism Marketing Strategy. This exercise, facilitated by Deloitte & Touche LLP, was highly participatory, drawing in tourism stakeholders from both the public and private sectors. The strategy, once completed, will provide a shared vision and structured roadmap for promoting Kenya as a premier destination, ensuring alignment across all players in the tourism ecosystem.

In line with its mandate to set and oversee the organization's policies, during the year, the Board approved two pivotal human resource policies: the KTB Performance, Rewards, Recognition and Sanctions Policy, and the HR Planning and Succession Management Policy. Together, these policies established a structured framework for incentivizing high performance, ensuring accountability, and fostering an environment where talent is nurtured and succession is deliberately managed. The adoption of these policies demonstrated the Board's continued commitment to building a professional, motivated, and forward-looking workforce.

Further to this and building upon the senior leadership recruitment exercise concluded in FY2023/24, the Board oversaw additional recruitment in FY2024/25 targeting technical positions within both marketing and support functions. These roles had remained vacant for an extended period and their filling represented a significant strengthening of KTB's operational capacity.

At the same time, the Board finalized the transition of all staff to the revised human resource instruments, including the shift of senior management from permanent and pensionable terms to contract terms. This change aligned KTB's employment framework with GoK guidelines and modern human capital management practices, ensuring flexibility, accountability and performance orientation.

During the year, the Board held a retreat from 24th to 26th September 2024 in Kisumu to reflect on the progress achieved and to deliberate on the future direction of the Corporation. The retreat was enriched by presentations from leading tourism industry figures and thought leaders in corporate governance. These engagements provided the Board with fresh insights into global

tourism trends, governance best practices and innovative approaches to destination marketing, thereby informing the Board's strategic guidance to management.

In addition, the Board finalized the evaluation of the FY2023/24 KTB Performance Contract, attaining a score of 2.9047, placing KTB firmly in the "Very Good" performance category. This represented a commendable improvement from the previous year's score of 2.9103. The result underscored the Board's focus on effective implementation of strategies and programs, as well as the dedication of management and staff to delivering tangible outcomes aligned with national tourism priorities.

Board Size, Composition and Appointment

The Board comprises of the Board Chairman and five (5) independent non-executive directors as well as three (3) other ex-officio members drawn from the central government and a sister parastatal in addition to the KTB Chief Executive Officer.

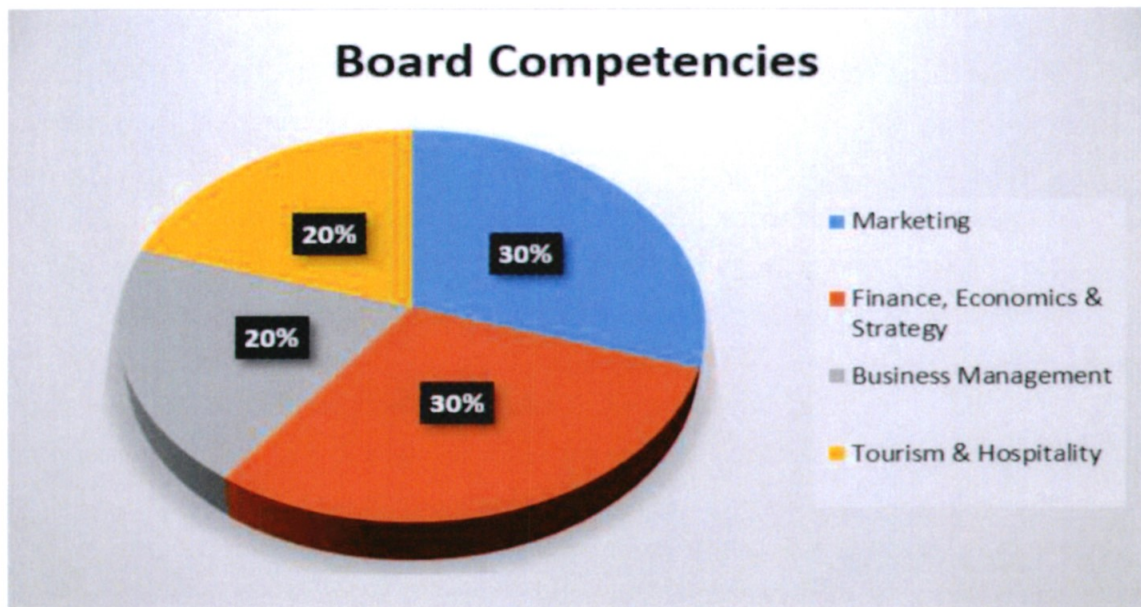
The Board Chairman is appointed by the President. The independent directors are appointed by the Cabinet Secretary in the Ministry of Tourism and Wildlife. These comprise of five members, not being public servants, appointed by the Cabinet Secretary taking into account regional balance and gender parity.

The public sector representatives are the principal secretaries or their designated alternates from the National Treasury and also the parent ministry. The Chief Executive Officer of the Tourism Fund is also a member of the Board by virtue of the fact that KTB is partly funded by the tourism levy collected by the Tourism Fund.

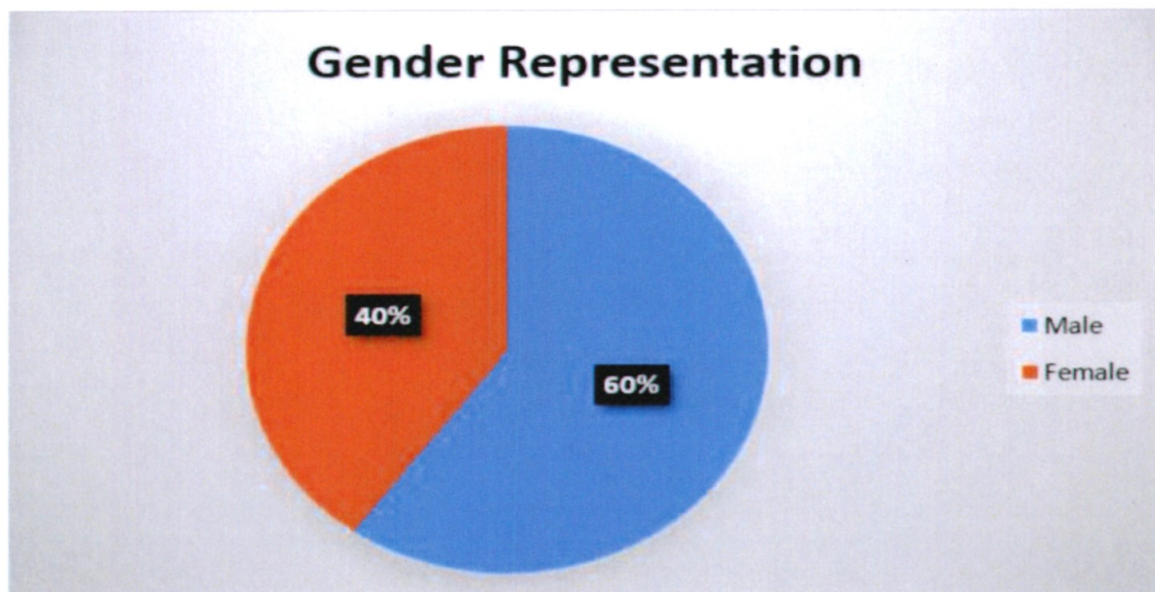
The Board's composition, as shown in Pie Chart 1, reflected a deliberate balance of skills, professional expertise, and diverse experience, enabling it to provide comprehensive governance and informed strategic oversight. This blend of backgrounds and competencies ensured that deliberations were enriched by multiple perspectives, thereby strengthening decision-making and reinforcing the Board's capacity to guide the Corporation effectively.

The representation of the respective genders on the Board is shown in Pie Chart 2.

Pie Chart 1: Board Competencies



Pie Chart 2: Board gender representation



The Chief Executive Officer, who is appointed by the Cabinet Secretary responsible for tourism upon the recommendation of the KTB Board, is an ex-officio member of the Board but has no voting right at any meeting of the Board.

The directors' abridged biographies appear on pages XII to XVII of this Annual Report.

The Board membership is shown on page XVII-XVIII.

Independence, Separation of Roles and Responsibilities

With the exception of the Chief Executive Officer, all members of the Board serve in a non-executive capacity and are fully independent of management. These non-executive directors provide the framework for delegated authority and play a pivotal role in ensuring that succession planning is in place for both the Chief Executive Officer and senior management. Their responsibilities include offering constructive advice, challenging management where appropriate, and monitoring the delivery of the corporate strategy, all within the risk parameters and governance framework defined by the Board.

The roles of the Chairman, the Chief Executive Officer, and the non-executive directors are deliberately distinct and clearly documented, ensuring that decision-making authority is well balanced and that no single officeholder wields unchecked influence. Upon appointment, directors are required to act independently and free from conflicts of interest, thereby safeguarding the integrity of Board decisions.

The Chairman carries the overall responsibility of providing leadership to the Board. This includes fostering an effective and cohesive Board, setting the agenda in consultation with the Chief Executive Officer, and ensuring that communication with stakeholders is transparent and consistent. While leadership rests with the Chairman, decisions of the Board are taken collectively, reinforcing the principle of shared responsibility.

The Chief Executive Officer, who reports directly to the Board, is charged with managing the Corporation on a day-to-day basis. This encompasses overseeing operational efficiency, executing strategies and business plans endorsed by the Board, and ensuring that accurate and timely information flows between management, the Board, and its committees. Through this structure, the Board is assured of effective oversight while management remains empowered to deliver on KTB's mandate.

Oversight Role of the Board

The Board provides the strategic direction for the Corporation, ensuring that business performance is consistent and sustainable within a framework rooted in accountability and transparency. In fulfilling this role, the Board also assumes responsibility for maintaining effective corporate governance practices across the organization, thereby safeguarding the integrity of KTB's operations.

The Board's mandate is anchored in the Tourism Act No. 28 of 2011, the Mwongozo Code of Governance, and the Board Charter. Guided by these instruments, the Board defines the

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Corporation's purpose, sets its strategic goals and values, and ensures that sound procedures and practices are in place to protect KTB's resources and uphold its reputation.

While executive management is tasked with the day-to-day delivery of programs, the Board retains comprehensive oversight, supervising the implementation of its strategic decisions and ensuring that management remains accountable for outcomes. The Board also upholds high standards of ethical conduct and strict compliance with laws, regulations, audit requirements, and corporate policies. In doing so, it seeks not only to meet statutory obligations but also to align KTB's governance with international best practices.

The Directors' Code of Conduct and Ethics provides the framework within which the Board operates. In adherence to the principles of sound governance, each director commits to act in the best interests of the Corporation, exercising their powers with integrity, prudence, and due care. On appointment, all directors sign this Code, reinforcing their accountability to the Corporation and its stakeholders.

Board Meetings

The Board of Directors typically convenes at least once per quarter, with meetings chaired by a non-executive Chairman. Throughout the year, the Board, along with its Committees, conducts regular scheduled meetings, and special meetings are organized as needed. If a director cannot attend a meeting due to other obligations, they are required to notify the Board or Committee chair, via the Corporation Secretary, before the meeting date. A summary of the attendance for Full Board meetings by the Directors is set out below:

Full Board Meeting Attendance from 1st July 2024 to 30th June 2025

Board Member	Position	14 th Aug	25 th Sept	14 th Nov	30 th Jan	10 th April	30 th April	24 th June
Francis Gichaba	Chairman	✓	✓	✓	✓	✓	✓	✓
June Chepkemei	Chief Executive Officer	✓	✓	✓	✓	✓	✓	✓
Alphina Bwaley	Vice-Chairman	✓	✓	✓	✓	✓	✓	✓

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Board Member	Position	14 th Aug	25 th Sept	14 th Nov	30 th Jan	10 th April	30 th April	24 th June
David Tanki	Independent Director	✓	✓	✓	✓	✓	✓	✓
Victor Shitakha	Independent Director	✓	✓	✓	✓	✓	✓	✓
Janeanne Munyao	Independent Director	✓	✓	✓	✓	✓	✓	-
Jacklyne Tai	Independent Director	✓	✓	✓	✓	✓	✓	✓
PS, Tourism	Ex Officio Alternate is David Kinyangi	✓	-	✓	✓	✓	✓	✓
PS, National Treasury	Ex Officio Alternate is John Olela	✓	✓	-	✓	-	✓	-
CEO, Tourism Fund	Ex Officio	✓	-	-	-	-	✓	-
Inspectorate of State Corporations		-	-	-	-	-	-	-

Board Committees and Responsibilities

The Board delegates certain functions to specialized committees while retaining ultimate responsibility for the overall governance of the Corporation. This committee framework is designed to strengthen the execution of the Board's duties, powers, and oversight responsibilities, ensuring that critical matters receive focused attention.

Each committee is composed of directors selected for their relevant skills, expertise, and experience, thereby ensuring informed deliberations and effective oversight within their

respective mandates. Operating under formally approved Charters or Terms of Reference, the committees are tasked with carrying out responsibilities delegated by the Board in a structured and accountable manner.

Transparency and accountability remain central to the work of these committees. They are required to conduct their business openly, provide comprehensive reports of their deliberations, and strictly follow the procedures and rules established by the Board. The outcomes and recommendations from committee meetings are formally presented to the full Board by the respective committee chairpersons during subsequent Board sessions, enabling collective decision-making and continuity of oversight.

Additionally, the Board may form Ad Hoc Committees as needed, with specific mandates and limited time span. For example, during the year, the Board constituted an Ad Hoc Committee on Recruitment, tasked with undertaking the recruitment in respect of vacant positions in Grade 3. The Committee executed its mandate diligently, ensuring transparency and adherence to established procedures. Its successful conclusion of the recruitment process reinforced the Board's commitment to merit-based staffing and to closing long-standing capacity gaps within the Corporation.

In line with the Head of the Public Service's circular of March 2020 concerning the management of State Corporations, the number of members on any board committee is restricted to no more than one-third of the full Board, and any individual Board member may serve on no more than two committees.

Further, In compliance with the Head of Public Service Circular of 11th March 2020 on the Management of State Corporations, the Board undertook a rotation of its committee memberships on 30th April 2025. This exercise was not merely procedural but was intended to broaden the perspectives of individual directors by exposing them to the full spectrum of KTB's functions. By engaging directors across different areas of oversight, the rotation enhanced collective accountability, enriched the quality of deliberations, and strengthened the Board's ability to discharge its governance mandate effectively.

Board Marketing Committee

The Board of Directors has delegated to the Board Marketing Committee the authority to undertake the following functions:

1. Provide input from the private sector to KTB's marketing strategies and plans

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2. Undertake proactive crisis management on behalf of the Board and constitute the technical team in the event of a crisis.
3. Provide strategic direction for KTB's marketing policies
4. Deliberate on cross-cutting issues that impact on tourism development and growth in co-operation with Government and other institutions.
5. Provide input in the selection and recruitment of senior staff within the marketing department by reviewing job specifications
6. Engage with strategic partners such as KWS, KQ, KTF among others
7. Any other matters assigned to the Committee by the Full Board.

A summary of Board Marketing Committee meetings attendance by the committee members is shown below.

Board Marketing Committee Meeting Attendance from 1st July 2024 to 30th June 2025

Committee Member	Position	18 th July	16 th Oct	22 nd Jan	14 th April	12 th June
David Tanki*	Chairman (retired 30 th April 2025)	✓	✓	✓	✓	✓
Alphina Bwaley*	Chairman (appointed 30 th April 2025)	-	-	✓ (By Invitation)	-	✓
June Chepkemei	Chief Executive Officer	✓	✓	✓	✓	✓
Jeanne Munyao*	Director (retired 30 th April 2025)	✓	✓	✓	✓	-
PS, Tourism	Alternate is David Kinyangi	✓	✓	✓	✓	✓
Inspectorate of State Corporations		✓	-	✓	-	-

Board Finance & Establishment Committee

The Board of Directors has delegated to the Board Finance & Establishment Committee the authority to undertake the following functions:

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1. To deliberate on all financial matters presented by management and make recommendations to the Full Board, including reviewing of the KTB budgets and annual financial statements, among others
2. To deliberate on all matters relating to human resources including staff emoluments and benefits, organizational structure, recruitment, appraisals and termination, among others
3. To deliberate on legal matters affecting the organisation and to receive updates on legal issues that the organisation may be party to.
4. To deliberate on procurement matters including receiving of procurement reports
5. To deliberate on Performance Contracting matters including reviewing of the draft annual performance contract and receiving quarterly PC reports.
6. To deliberate on the Corporate Strategic Plan including receiving of quarterly strategic plan implementation reports
7. To deliberate on any other matters that may be delegated to the Committee by the Full Board

A summary of Board Finance & Establishment Committee meetings attendance by the committee members is shown below.

Board Finance & Establishment Committee Meeting Attendance from 1st July 2024 to 30th June 2025

Committee Member	Position	19 th July	17 th Sept	17 th Oct	23 rd Jan	17 th Apr	13 th June
Alphina Bwaley*	Chairman (retired 30 th April 2024)	✓	✓	✓	✓	✓	✓ (By Invitation)
Victor Shitakha*	Chairperson (appointed 30 th April 2024)	-	-	-	-	-	✓
June Chepkemei	Chief Executive Officer	✓	✓	✓	✓	✓	✓
CEO, Tourism Fund		✓	✓	✓	-	✓	✓
PS National Treasury	Alternate is John Olela	✓	✓	✓	✓	-	✓

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Committee Member	Position	19 th July	17 th Sept	17 th Oct	23 rd Jan	17 th Apr	13 th June
Inspectorate of State Corporations		-	✓	✓	-	-	-

Board Audit & Risk Committee

The Board of Directors has delegated to the Board Audit & Risk Committee the authority to undertake the following functions:

1. Assist the Chief Executive Officer in enhancing internal controls in order to improve efficiency, transparency and accountability
2. Review audit issues raised by both internal and external auditors
3. Resolve unsettled and unimplemented relevant Parliamentary Committees recommendations.
4. Enhance communication between management, internal and external auditors and foster an effective internal audit function
5. Establish and maintain an effective Board risk management process.

A summary of Board Audit & Risk Committee meetings attendance by the committee members is shown below.

Board Audit & Risk Committee Meeting Attendance from 1st July 2024 to 30th June 2025

Committee Member	Position	16 th July	8 th Oct	20 th Jan	15 th April
Victor Shitakha *	Chairman (Retired 30 th April 2025)	✓	✓	✓	✓
Janeanne Munyao*	Chairperson (Appointed 30 th April 2025)	✓	✓	✓	✓
Jacklyne Cherop	Director	✓	✓	✓	✓
David Tanki*	Director (Appointed 30 th April 2025)				

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Committee Member	Position	16 th July	8 th Oct	20 th Jan	15 th April
PS, National Treasury	Alternate is John Olela		✓		✓
Inspectorate of State Corporations	Representative is Stephen Mbatia	✓		✓	

Board Ad Hoc Committee on Recruitment

During the 129th Regular Full Board meeting held on 30th January 2025, the Board constituted an Ad Hoc Committee with a mandate to shortlist and conduct recruitment for the five (5) advertised positions in Grade 3 and thereafter submit its recommendations to the Full Board.

Board Ad Hoc Committee on Recruitment Meetings Attendance from 1st July 2024 to 30th June 2025

Board Member	Position	11 th March	24 th March	25 th March	26 th March	27 th March	28 th March	9 th April
Alphina Bwaley	Committee Chairperson	✓	✓	✓	✓	✓	✓	✓
David Tanki	Independent Director	✓	✓	✓	✓	✓	✓	✓
Victor Shitakha	Independent Director	✓	✓	✓	✓	✓	✓	✓
June Chepkemei	Chief Executive Officer	✓	✓	✓	✓	✓	✓	✓
PS, Tourism	Ex Officio Alternate is David Kinyangi	✓	-	-	-	-	-	✓

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Board Member	Position	11 th March	24 th March	25 th March	26 th March	27 th March	28 th March	9 th April
Stephen Mbatia	Rep. Insp. of State Corporations	✓	-	✓	✓	✓	✓	-

Remuneration of the Board

Non-executive directors receive a taxable sitting allowance, as sanctioned by the State Corporations Advisory Committee. Additionally, the Board Chairman receives a monthly honorarium at a rate set by the Government, in addition to a monthly allowance for airtime and internet.

Directors are reimbursed for transportation costs related to Board business according to current AA rates. Independent directors are also provided with outpatient and inpatient medical coverage, personal accident insurance, and a monthly internet allowance, all as approved by the Government, to support their use of the electronic board meeting platform.

Directors Induction and Training

Structured induction programs are conducted to acquaint newly appointed directors with the operations of the Board and the broader mandate of the Corporation. In addition, corporate governance trainings are periodically organized to strengthen the Board's capacity to respond effectively to evolving risks, shifting legal frameworks, and the dynamic business and political environment within which KTB operates.

The Board places high value on continuous professional development, recognizing it as essential to maintaining robust governance standards. Throughout the financial year, directors participated in targeted training sessions designed to enhance their expertise in governance practices, risk oversight, and developments within the tourism industry. These initiatives ensured that the Board remained well-equipped to provide effective leadership and adapt to the changing demands of the sector.

To enhance the governance capacity of its members, the Board prioritized continuous professional development during the year as set out below:

The Board Marketing Committee attended "Strategic Marketing for Directors" training from 9th to 11th December 2024 at Sopa Lodge, Naivasha, facilitated by the Institute of Directors, equipping members with advanced marketing oversight skills.

The Board Finance Committee participated in “Financial Insights for Non-Finance Directors” training from 6th to 8th November 2024 at Mombasa Continental Hotel, also facilitated by the Institute of Directors, strengthening directors’ understanding of financial oversight.

The Board Chairman undertook a “Leading the Board” training on 15th and 16th April 2025 at Strathmore Business School, focused on enhancing leadership and governance effectiveness at the helm of the Board.

These trainings ensured that the Board remained well-equipped to navigate the evolving governance and tourism landscape.

Board Effectiveness and Evaluation

The effectiveness of the Board of Directors is critical to the success of KTB. During the financial year, the Board undertook a comprehensive Board Evaluation Exercise facilitated by the State Corporations Advisory Committee (SCAC) for the FY2023/24 which produced a score of 93.48%, a significant improvement over the previous year’s 88%.

This marked progress reflected the Board’s stronger focus on strategic oversight, improved committee functioning and greater cohesion in governance practices. The findings reaffirmed the Board’s effectiveness in fulfilling its fiduciary responsibilities while also identifying areas for continuous enhancement.

This evaluation covered various aspects of the Board’s performance, including its strategic oversight, governance practices and the effectiveness of its committees. The Board is committed to continuous improvement and has identified areas for enhancement based on the evaluation’s findings. The Board continues to explore strategies to further improve its performance in the coming years, ensuring that it remains effective in guiding KTB towards its strategic goals.

During the year, meetings of the Board continued to be managed effectively and efficiently through the use of a 100% paperless electronic board management solution.

Code of Conduct and Ethics

KTB is guided by a comprehensive Code of Conduct and Ethics that sets out the principles and standards expected of its directors, management, and staff. This framework provides the foundation for ethical decision-making and professional behaviour, ensuring that all activities of the Corporation are conducted with integrity, transparency and accountability.

During the year under review, the Board renewed its commitment to upholding the provisions of this Code, reinforcing adherence across all levels of the organization. The Code underscores the centrality of ethical behaviour in interactions both within KTB and with external stakeholders, thereby safeguarding the Corporation's reputation.

The Board also maintained effective mechanisms for reporting, investigating, and addressing potential breaches, thereby fostering a culture where ethical conduct is not only expected but actively reinforced.

Accountability & Audit

The Board is required to present an objective and understandable assessment of the organizations' operational position and prospects. To this end, the Board ensured that accounts were presented in accordance with the International Public Sector Accounting Standards (IPSAS).

During the year, KTB was recognized for outstanding financial reporting practices at the 23rd Annual Financial Reporting (FiRe) Awards held in Nairobi. KTB won the top award in the State Corporations and Semi-Autonomous Government Agencies (SAGAs) category for its compliance with International Public Sector Accounting Standards (IPSAS) accrual basis reporting.

The FiRe Awards, established in 2002 through a collaboration between key financial sector players, promote transparency and integrity in financial reporting across the public and private sectors in Kenya. The awards recognize entities that demonstrate exemplary disclosure practices and compliance with applicable reporting standards.

(i) External Auditors

Kenya Tourism Board accounts are audited by the Office of the Auditor-General. The Office of the Auditor-General is an independent office whose role and responsibilities are defined under the Constitution of Kenya.

(ii) Internal Auditors

The Board in furtherance of its duties to ensure that the process, structure and internal controls are maintained and adhered to has recruited qualified and experienced in-house internal audit staff to carry out such functions and present reports on compliance.

Internal Controls and Risk Management

The Board carries the responsibility of identifying internal risks and formulating strategies to mitigate them. In doing so, it ensures that the Corporation is supported by strong internal control

systems designed to provide a clear understanding of potential risks and to guide the implementation of effective risk management practices across all operations.

To strengthen this approach, the Board has put in place a comprehensive Risk Management Framework that sets out measures for the identification, assessment, and management of risks. Recognizing the vital role of information technology in safeguarding continuity, the Board has also ensured the existence of a Business Continuity Plan, a Disaster Preparedness Plan, and other ICT policies that underpin resilience in the event of disruptions.

The Board Audit and Risk Committee remained central to this process during the year, undertaking regular reviews of the adequacy and effectiveness of internal controls and risk management systems. It provided the Board with informed recommendations for improvement, ensuring that controls remain responsive to the Corporation's evolving risk landscape.

While the Board retains oversight, day-to-day responsibility for risk management is delegated to Management, which implements these measures through established systems and operational processes. The Board remains committed to continuous enhancement of this framework to safeguard the Corporation's assets and reputation.

Relationship with Stakeholders

The Board of the Kenya Tourism Board attaches great importance to cultivating and sustaining strong relationships with its stakeholders. During the year under review, the Board adopted a proactive and deliberate approach to stakeholder engagement, ensuring that the perspectives, expectations, and concerns of both internal and external actors were meaningfully considered in the Corporation's decision-making processes.

Through structured interactions and consultative engagements, the Board reinforced KTB's position as a responsive and collaborative institution. These engagements not only enhanced transparency and trust but also ensured that the Board's strategic direction remained grounded in the realities and aspirations of the broader tourism ecosystem.

As part of its ongoing engagement with key stakeholders, the Board held a meeting with the newly appointed Cabinet Secretary for Tourism on 15th September 2025. This session provided an opportunity to align KTB's priorities with those of the parent ministry, ensuring policy coherence and mutual understanding. The meeting was also critical in reaffirming the Board's commitment to supporting government objectives while safeguarding the Corporation's strategic direction.

While in Kisumu for the Board Retreat, the Board also participated in the World Tourism Day celebrations on 27th September 2024, engaging with various national and county stakeholders while at the same time underscoring Kenya's position as a leading tourism hub. While there, the Board launched the "One Tourist, One Tree" initiative on 23rd September 2024 and took part in a tree-planting exercise at Kajulu Hills, Kisumu as part of KTB's Sustainable Travel programme.

This initiative reflected KTB's deep commitment to environmental sustainability and reinforced the Board's role in supporting conservation as an integral part of the tourism value chain.

Further, in support of the Government's focus on youth empowerment and job creation, the Board approved and facilitated the rollout of the Tembea Kenya Photography Competition. The initiative attracted participation from photographers across the country, providing a platform for young creatives to showcase their talent while capturing Kenya's diverse tourism attractions. The competition culminated in a gala award ceremony on 18th February 2025, which celebrated excellence and underscored KTB's role in fostering youth engagement in tourism promotion.

Recognizing that KTB staff are a primary stakeholder for the organization, on 11th December 2024, the Board organized a bonding session at Kereita Forest involving both directors and staff. This event created an opportunity for open interaction, teamwork, and vision alignment across the organization. Beyond reinforcing cohesion, the session fostered a shared sense of purpose and underscored the collective commitment of directors and staff to advancing KTB's mandate. The Board has remained committed to promoting electronic communication as a key channel for engaging stakeholders. Throughout the financial year, it ensured that relevant and timely information was published on both the corporate website, www.ktb.go.ke, and the destination website, www.magicalkenya.com. Efforts were made to maintain these platforms as highly interactive, user-friendly, and comprehensive sources of information to meet the varied needs of stakeholders.

In addition to these websites, the Corporation continued to circulate a regular e-newsletter, further enhancing direct communication with stakeholders and providing updates on activities, initiatives, and developments within the tourism sector.

Conclusion

The financial year ending 30th June 2025 marked a period of notable progress for the Kenya Tourism Board, driven by the Board of Directors' commitment to sound governance and strategic oversight. Throughout the year, the Board's steadfast focus on transparency, accountability, and ethical leadership provided the foundation for advancing the Corporation's mandate and steering it towards the realization of its strategic objectives.

Looking ahead, the Board remains firmly resolved to uphold the highest standards of corporate governance. It will continue to ensure that KTB plays a central role in strengthening and expanding Kenya’s tourism sector. Through sustained stakeholder engagement, ongoing refinement of governance practices, and a forward-looking approach to strategy, the Board is determined to guide the Corporation toward the successful achievement of its long-term goals.

9. MANAGEMENT DISCUSSION AND ANALYSIS

SECTION A- KTB’S OPERATIONAL AND FINANCIAL PERFORMANCE

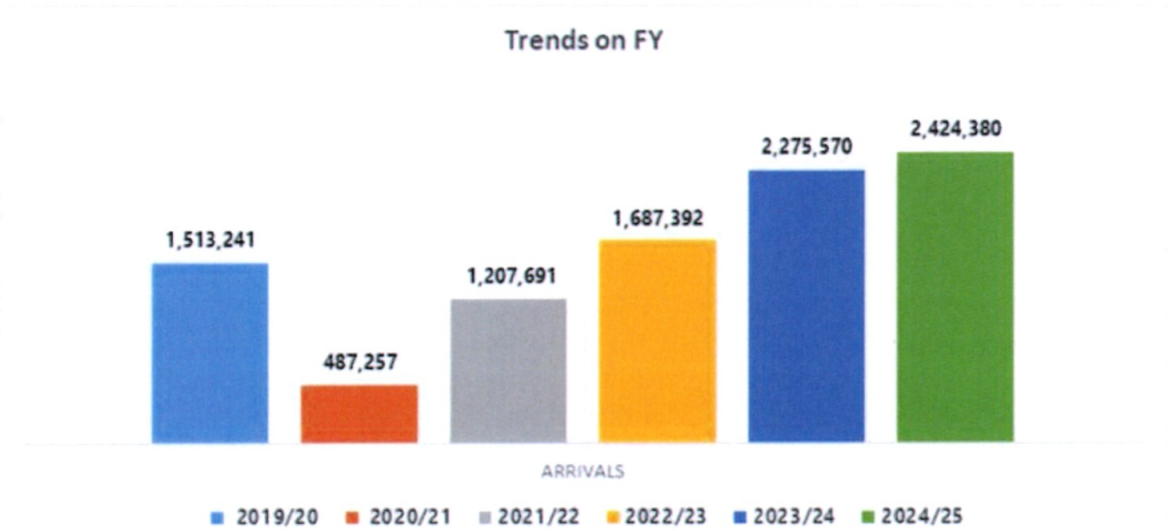
Overview

a) International Arrivals 2024/25

According to UN Tourism 2024, it marked a major milestone in the global recovery of tourism from the COVID-19 crisis, four years after the outbreak. The United Nations reported that 1.4 billion people traveled worldwide, representing an 11.0% increase compared to 2023. International tourism experienced a robust start in the first half of 2025; with both international and domestic travel booming. This growth was fuelled by pent-up demand, trends in sustainable tourism, and the rise of luxury travel (UN Tourism). In 2025, tourism is projected to exceed 1.5 billion visitors for the first time since the pandemic began, marking an estimated 15-20% increase from 2024.

Kenya has experienced consistent growth in international arrivals over the past four years, averaging 16-17% annually. The country has fully recovered and even surpassed its pre-COVID levels (2019/20). In FY 2024/25; international arrivals totalled 2,424,380, exceeding the target of 2,400,000 by 1.02%.

Trends in International Arrivals 2019/20-2024/25

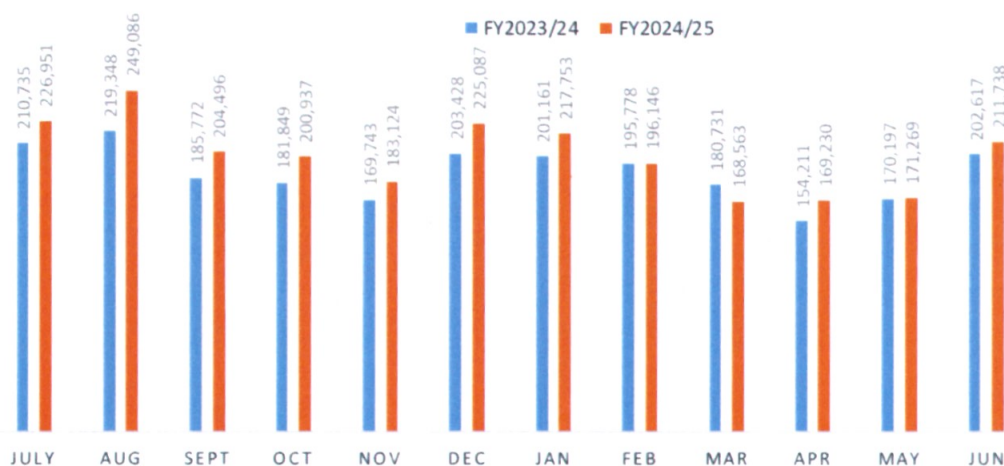


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FY 2023/24 vs 2024/25 International Arrivals Performance

In 2024/25, Kenya welcomed 2,424,380 international visitors, representing a 6.54% increase from the 2,275,570 recorded in 2023/24. The most significant growth occurred in August with a 13.6% rise, followed by December at 10.6%, and July at 10.1%. In March, there was a 6.7% decline, primarily due to issues stemming from the ETA system upgrade, which caused difficulties with travel visas.

International Arrivals 2023/24 vs 2024/25



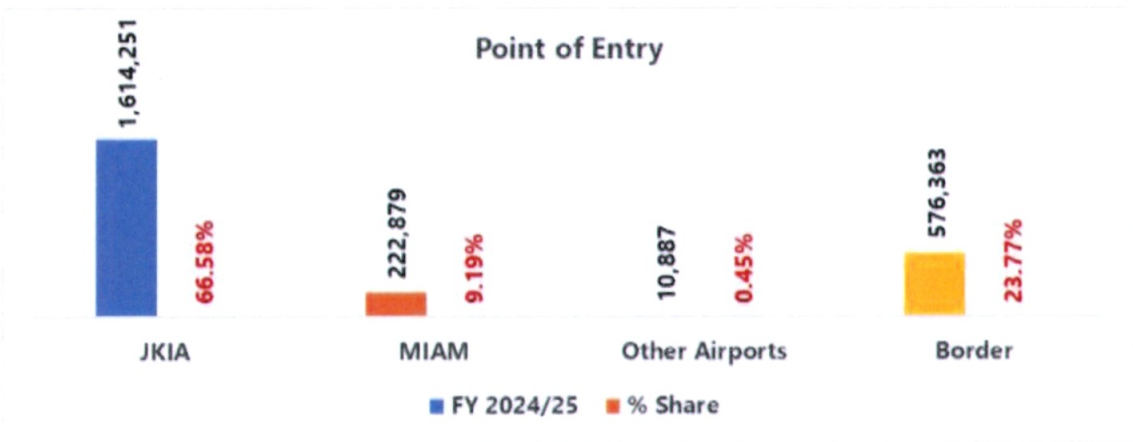
Monthly Growth in International Arrivals

COMPARISON 2023/24 VS 2024/25													
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY2023/24	210,735	219,348	185,772	181,849	169,743	203,428	201,161	195,778	180,731	154,211	170,197	202,617	2,275,570
FY2024/25	226,951	249,086	204,496	200,937	183,124	225,087	217,753	196,146	168,563	169,230	171,269	211,738	2,424,380
% change	7.7%	13.6%	10.1%	10.5%	7.9%	10.6%	8.2%	0.2%	-6.7%	9.7%	0.6%	4.5%	6.5%

Point of Entry Analysis

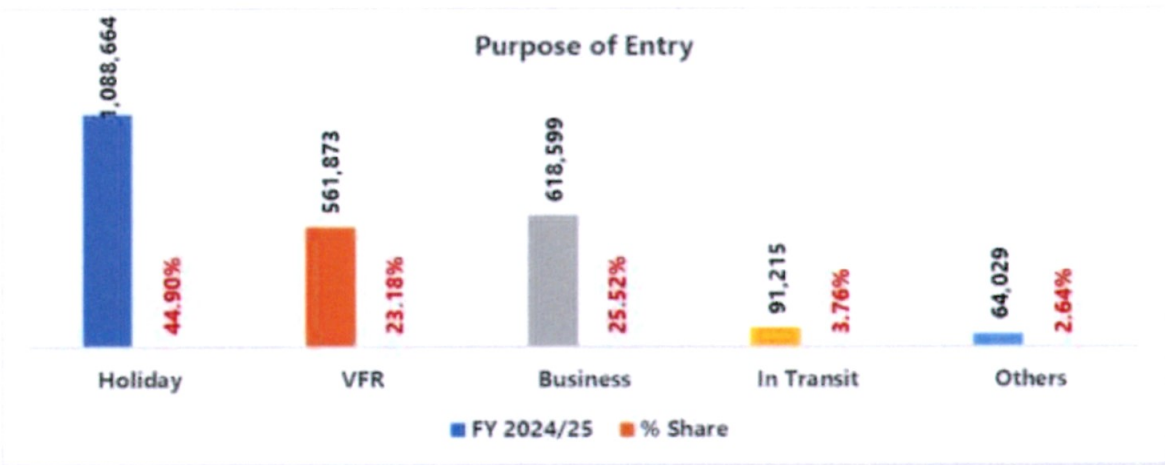
Significant growth was observed at all points of entry into the country. Jomo Kenyatta International Airport (JKIA) remains the leading entry point for FY 2024/25, with 1,614,251 arrivals, representing 66.58% of all international arrivals. The cross-border entry was notable for regional travelers, totaling 576,363, which accounted for 23.77% of the total arrivals for FY 2024/25. MIAM followed this at 9.19%.

Analysis of Point of Entry

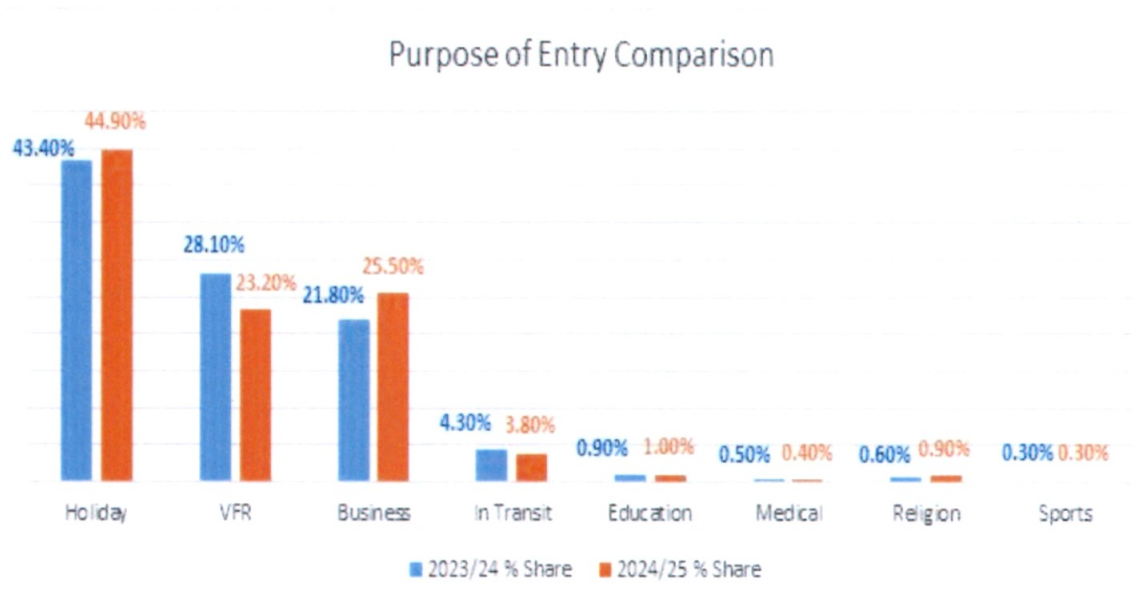


Purpose of Entry

Holidays were the primary reason for entry, accounting for a 44.9% share of all international arrivals, welcoming 1,088,664 tourists in FY 2024/25. Visiting Family and Friends (VFR) accounted for a 23.18% share of total arrivals. In FY 2024/25, Business travel, including Meetings, Incentives, Conferences, and Exhibitions (MICE), played a significant role, accounting for a 25.52% share of total arrivals in FY 2024/25. In transit, passengers accounted for a 3.76% share of the total arrivals, closing at 91,215. Other purposes of entry (sports, religion, education and medical) constituted 2.64% of the total arrivals, with 64,029 in FY 2024/25.



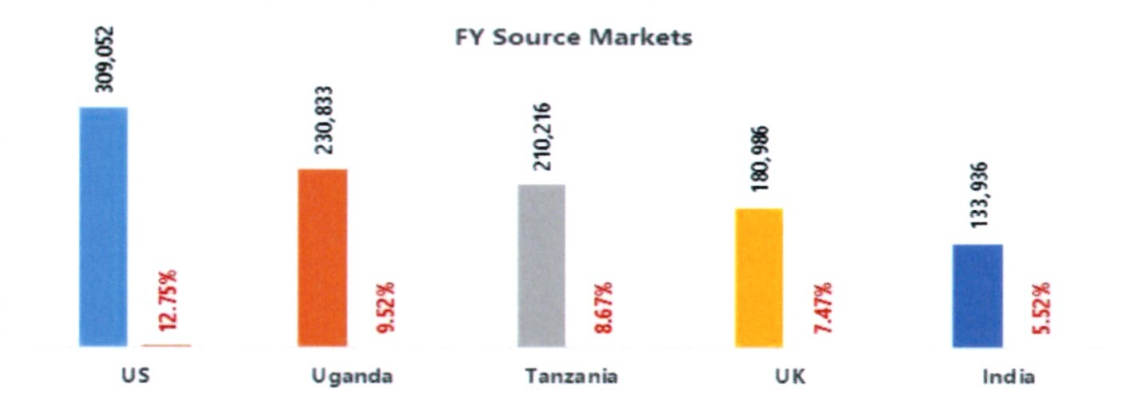
Comparison of Purpose of Visit 2023/24 vs 2024/25



The comparison of the purpose of visit showed an increase in international arrivals for business, rising to 25.5% from 21.8%. There was also a slight increase in visits for religion and education. Conversely, visits to family and friends decreased from 28.1% to 23.2%, while activity related to sports remained steady.

Market Share

The US remains the leading source market, accounting for 12.75% of total international arrivals, with approximately 309,052 visitors in FY 2024/25. This marks a 4.59% increase compared to the same period of the previous fiscal year. Intra-African travel also held a significant share, with Uganda contributing 9.52% and Tanzania 8.67%, highlighting strong East African Community (EAC) travel. Uganda and Tanzania experienced substantial growth, with 10,753 and 26,863 additional arrivals, representing increases of 4.89% and 14.65%, respectively, compared to the same period last year—indicating growing regional integration.



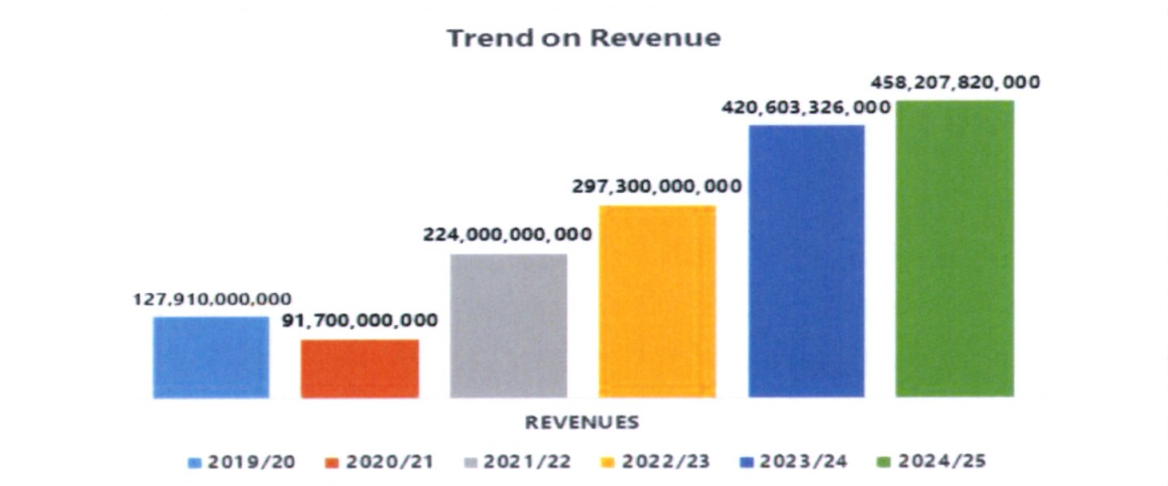
Source: Tourism Research Institute (TRI)

b) International Tourist Receipts Performance Analysis Report FY 2024/25

In FY 24/25, tourism receipts continued to show strong growth, significantly boosting Kenya's economy. They reached Kshs 458 billion, exceeding the FY target of Kshs 432 billion by 6.07%. This represents an 8.94% increase compared to the previous financial year. This revenue is the highest since the onset of the pandemic. The growth is primarily due to higher average tourist spending, which increased from Ksh 180,000 to Ksh 189,000, along with strategic marketing efforts.

The international tourist receipts forecast for FY 2024/25 indicates a positive future for Kenya's tourism industry. However, it remains essential to stay vigilant and actively monitor visitor trends, adjusting strategies as needed to sustain growth in the next financial year. Focused efforts on attracting high-value tourists, diversifying offerings, and utilizing data insights can help the KTB establish Kenya as a leading global tourist destination and achieve its revenue objectives.

Trends in Tourism Revenue

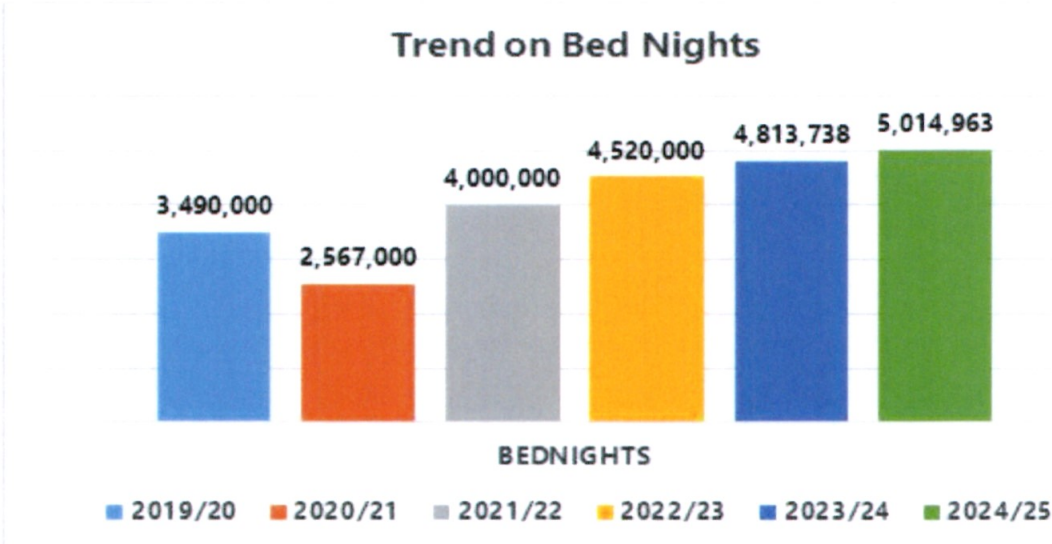


Source: Tourism Research Institute (TRI)

b) Domestic Bed Night Performance Analysis Report FY 2024/2025

The annual domestic bed nights reached 5.015 million, surpassing the target of 5.00 million, which is 100.3% of the goal and represents a 4.18% increase from the 2023/24 financial year. The growth in bed nights is attributed to several factors, including increased domestic and international arrivals, effective marketing campaigns, and new investments in the hospitality sector.

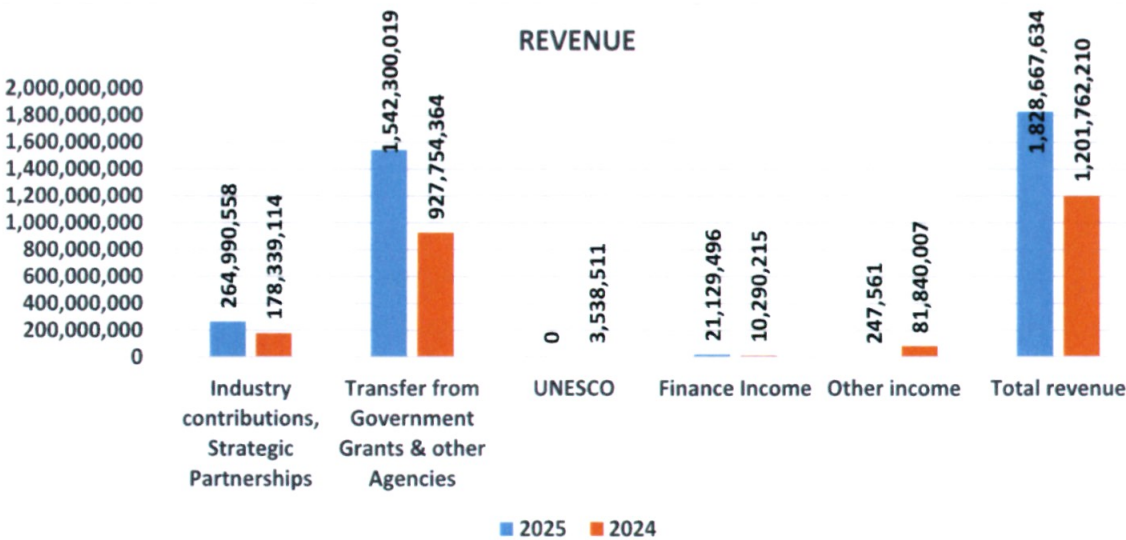
Trends on Domestic Bed Nights



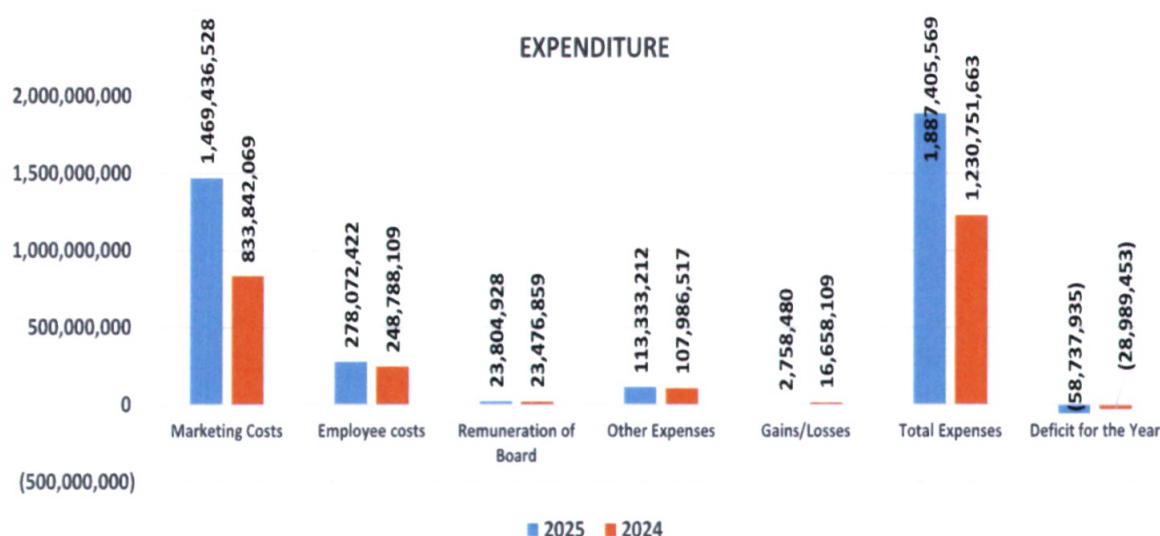
Source: Kenya National Bureau of Statistics (KNBS)

d) Financial performance

KTB received Kshs 105Million from GoK grants; Kshs 446illion from Tourism Fund (TF), Ksh.590M from Tourism Promotion Fund (TPF) and earned Kshs 287Million from Appropriation in Aid in FY 2024/25. The Board accrued recurrent grant KShs 9.5M, TF grants of KShs 9M and TPG grants of KShs 160M respectively. These amounts relate to the approved and confirmed grants that had not been received at year end. An amount of KShs 232M from TF that had not been received by year end was not accrued given that the Fund had not confirmed if and when the grants would be disbursed. As at 30th June 2025, KShs 91M being funds for ongoing specific project funded by TPF was deferred to FY 2025/26.



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SECTION B- REVIEW OF THE ECONOMY, TOURISM SECTOR & FUTURE DEVELOPMENTS

1. REVIEW OF THE ECONOMY

The 2025 Economic Survey reports that Kenya's real GDP increased by 4.7% in 2024, a slowdown from the 5.7% growth recorded in 2023. Published by the Kenya National Bureau of Statistics, the survey attributes this slower growth mainly to weaker performance in certain sectors such as construction, mining, and quarrying activities. Notable growth was seen in sectors such as Financial & Insurance Activities (7.6%), Transportation and Storage (4.4%), and Real Estate (5.3%)¹. Nonetheless, early signs indicate the economy is picking up in 2025.

Earlier in the year, Kenya faced inflationary pressures due to commodity price volatility and tightening global financing conditions, which exerted significant pressure on the exchange rate and foreign exchange reserves. Nonetheless, notable progress was made throughout the year as inflation decreased. The Kenyan shilling appreciated from Sh159.7/USD in January 2024 to Sh129.3/USD by May 2025². Amid these developments, there is increasing demand for public spending, a narrowing debt margin, and the necessity to boost domestic revenues without hindering economic growth.

According to the 2025 Economic Survey Outlook, Kenya's economy is projected to remain resilient and stable in 2025. The projected growth is expected to be driven by a strong services sector, enhanced agricultural productivity supported by favorable weather and distribution of subsidized fertilizer and seeds by the Government. A stable macroeconomic environment and

¹ chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.knbs.or.ke/wp-content/uploads/2025/05/2025-Economic-Survey.pdf

² <https://www.mygov.go.ke/kenyas-economic-growth-rebounds>

steady international oil prices also underpin the outlook. Inflation is projected to stay within the Government's target range of 2.5 per cent to 7.5 per cent, supported by low non-food-non-fuel inflation, lower food and energy prices, and a stable exchange rate. The decline in interest rates is expected to continue to support growth in private sector credit, boost economic activity and accelerate growth.

2. REVIEW OF THE TOURISM SECTOR

The UN tourism report, released in January 2025, indicates that international tourism nearly fully recovered to 99% of pre-pandemic levels in 2024, with many destinations surpassing their 2019 figures. In 2024, there were approximately 1.4 billion international tourists (overnight visitors) worldwide, representing an 11% increase over 2023. This growth was driven by strong post-pandemic demand, stable performance from major source markets globally, and the ongoing recovery of destinations in Asia and the Pacific. The Middle East remained the top-performing region relative to 2019, with international arrivals in 2024 rising 32% above pre-pandemic levels, despite being just 1% higher than 2023. International tourist numbers are projected to increase by 3% to 5% in 2025 compared to 2024.

Over the same period, Africa experienced a 12.0 percent increase in visitors, totaling 74.0 million. In Kenya, tourism arrivals rose by 14.7 percent to reach 2,394.4 thousand in 2024. The tourism industry showed improved performance in 2024, mainly due to strategic efforts such as promotional campaigns, diversified tourism products, and the adoption of digital tools like smart booking platforms and targeted online advertising. Additionally, the return and entry of long-haul carriers further contributed to the sector's growth.

According to UNWTO, international tourist arrivals (overnight visitors) rose by 5% in the first quarter of 2025 compared to the same period in 2024, and are now 3% higher than pre-pandemic levels in 2019. Despite increasing geopolitical and trade tensions, early 2025 experienced strong and steady travel demand, with results varying across regions and subregions. Africa (+9%) demonstrated the strongest growth in Q1 2025 relative to Q1 2024, while the Americas and Europe each grew by 2%, and the Middle East increased by 1%. Asia and the Pacific (+13%) continued a notable rebound, although arrivals still slightly lag behind pre-pandemic levels.

Research from the World Travel & Tourism Council (WTTC), published in June 2025, revealed that in 2024, Kenya's Travel & Tourism sector contributed KShs. 1.2 trillion to the national

economy, representing a 10% increase from the previous year³. This growth mainly stems from the economic activity generated by sectors such as hotels, travel agencies, airlines, and other passenger transportation services (excluding commuter services). It also encompasses activities in the restaurant and leisure industries that tourists directly support. In 2024, the tourism sector supported 1.7 million jobs nationwide, accounting for over 8% of total employment and playing a crucial role in the country's future, with nearly one in every 12 jobs related to tourism.

3. TOURISM FUTURE DEVELOPMENT AND OUTLOOK

Despite increased global uncertainty, travel demand is expected to stay strong. UN Tourism's January 2025 forecast of 3% to 5% growth in international arrivals for 2025 remains steady. IMF's latest World Economic Outlook (April 2025) indicates weaker economic and trade prospects, partly due to US import tariffs and policy uncertainties. Although global inflation is falling, services inflation remains high by historical standards. On the bright side, oil prices are expected to drop by 15% in 2025 and 7% in 2026, partly due to lower demand, which could reduce transportation and business costs. The depreciation of several currencies against the US dollar, such as the Japanese yen, Turkish lira, Egyptian pound, or Argentine peso (due to a devaluation in late 2023), could continue to make those and other destinations more attractive in terms of price.

According to the 2025 Economic Survey Report, the global economy is projected to remain stable and post an improved performance of 3.3% in 2025. The projected growth is supported by easing global inflation and supply chain constraints, stronger performance in the United States and some large emerging market economies. Improved labour market conditions further reinforce the growth, as nominal wage growth continues to show signs of moderation. However, projected global growth is expected to be uneven, masking significant differences across regions and countries.

The tourism sector in Kenya has demonstrated resilience and potential for future growth. Forecasts suggest 2.8 million tourists in 2025 and earnings reaching Kshs 529 billion, indicating a positive outlook for future growth. Some of the key drivers for this projected growth will include-

- Continued focus on marketing, infrastructure development,
- Adoption of sustainable tourism practices.
- Adoption of digital innovations and technology to enhance visitor experience.
- Targeting African markets to enhance intra-continental travel.

³ <https://wtcc.org/news/kenyas-travel-tourism-sector-inject-a-record-ksh1-point-2-tn-2025#:~:text=London%2C%20UK:%20Research%20from%20the,wildlife%20experiences%2C%20and%20improving%20infrastructure.>

4. STRATEGY 2024/25

2024/25 marked the second year of implementing the 2023-2027 strategic plan. KTB made significant progress, achieving a 74% completion rate of planned activities, up from 65% the previous year. 81 activities were scheduled for the year; by the end of the 2024/25 financial year, 60 activities had been completed, representing a 74% completion of that year's planned tasks. Twenty-one activities remained incomplete, constituting 26% of the planned activities. Of these, 11 were affected by insufficient funding, and 7 were still ongoing at the end of the year. The performance analysis is summarized in the graph below.

Figure 1: Analysis of Completion of 2024/25 Strategic Plan Activities



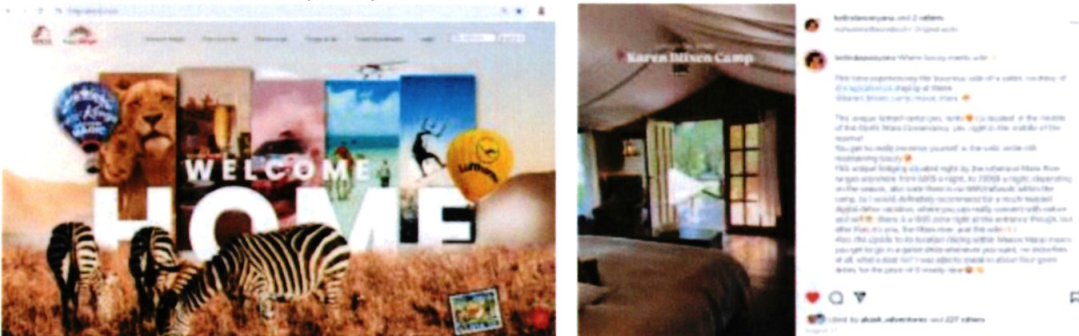
SECTION C- KTB'S COMPLIANCE WITH STATUTORY REQUIREMENTS

KTB is committed to comply with all statutory requirements. During the year, there were no major non-compliance that may expose KTB to any liabilities. There were no ongoing or potential court cases as at 30th June 2025.

SECTION D - KEY PROJECTS AND INVESTMENT THAT WERE IMPLEMENTED IN FY 2024/25

1. DIGITAL ACTIVATION ON SOCIAL MEDIA AND WEBSITE

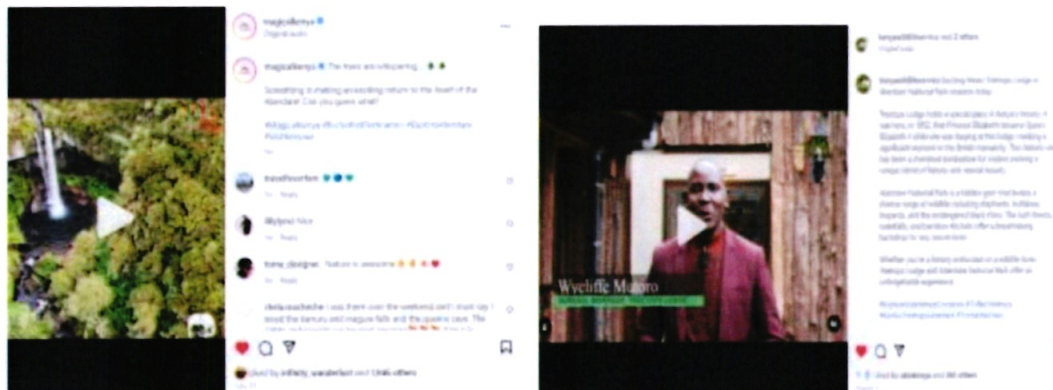
In Q1, KTB continued with always-on digital marketing on social media and the website www.magicalkenya.com. The objectives were two-fold – create awareness and deliver on conversion. Content sources included KTB-curated content, influencer partnerships and User-Generated Content (UGC).



2. TREETOPS LODGE REOPENING

KTB and KWS collaborated during the Treetops lodge reopening on 3rd August 2024, having remained closed for the past 5 years since 2019. The lodge is famed for witnessing Queen Elizabeth's ascension to the throne 72 years ago hence having a deep connection with the United Kingdom. This reopening provided an opportunity to highlight the greater Aberdare region's unique travel experiences.

As part of Treetops lodge reopening publicity, KTB in conjunction with KWS and the lodge undertook a media familiarization trip on 1st and 2nd August 2024 to generate content and showcase Aberdare National Park attractions. The same media covered the launch event on 3rd August 2024.



3. STAKEHOLDER CAPACITY BUILDING SESSION



KTB conducted a capacity-building workshop for select front facing persons in the Lake Victoria region including hoteliers, travel agents and travel operators on 24th August 2024 ahead of FESTAC Festival in conjunction with Lake Victoria Tourism Association (LVTA) and Tour Operators Society of Kenya (TOSK) Western Chapter. The exercise aimed to equip the officials with essential skills and knowledge to enhance service delivery ensuring compliance with industry standards. Sister parastatals Kenya Wildlife Service (KWS) and Kenya Utalii College (KUC) facilitated the session, which was hinged on customer care. The session was attended 112 travel trade.

4. STAKEHOLDER OUTREACH

KTB actively engages in face-to-face meetings and discussions with stakeholders to strengthen relationships and reinforce its commitment to fostering long-term, mutually beneficial business partnerships. In collaboration with the Tour Operators Society of Kenya (TOSK) Western Chapter, management conducted courtesy visits in Kisumu County on August 22nd and 23rd, 2024. Additionally, on August 20th, 2024, management hosted a dinner for the Holiness Ministries International delegates at the Carnivore Hotel, where delegates from key source markets experienced Kenya's exceptional cuisine and hospitality.

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5. KCTA AGM



KTB attended KCTA AGM on 29th August 2024. The AGM provided an avenue for management to engage with the industry members, understand their challenges and identify areas of collaboration.

6. MAGICAL KENYA TRAVEL EXPO (MKTE) PARTNERS BREAKFAST LAUNCH



Website: Citizen Digital

Date: July 4, 2024

Summary

Investors in Kenya's tourism sector have been encouraged to seize the opportunities presented by the Magical Kenya Travel Expo (MKTE) to network and explore partnerships with global buyers. In a quest to improve tourism business in the country. [Link](#)

With the aim of garnering support for MKTE 2024, KTB organized a partner's breakfast to inform potential partners about the event and encourage their involvement. The event took place on 4th July 2024 at the Radisson Blu Hotel in Upperhill.



7. KENYA HOUSE ACTIVATION DURING PARIS OLYMPICS

KTB took the lead in the activation of the Paris Olympics 2024 that took place between July 26th and August 11th, 2024. The games presented an opportunity for Kenya, through the world of sports, to highlight its athletic prowess, compete in the most prestigious sporting event, and celebrate its wins alongside the rest of the world. As part of initiatives to increase conversation about Kenya's participation in the Olympics and rally patriotism among Kenyans to

celebrate our athletes, KTB undertook content curation targeted at athletes and talking heads. The event also provided a significant opportunity for Kenya to connect with a wide audience through an immersive, experiential, interactive and educational showcase aimed at celebrating and marketing the best of Kenya to the world. This initiative facilitated meaningful interactions between Kenyan culture and the international public, including the diaspora, promoting awareness of Kenya as a dynamic destination for commerce, tourism and cultural exchange.



8. 2024 PARIS OLYMPICS AWARD DINNERS

KTB sponsored the gala dinner that was held at the Safari Park Hotel on 23rd August and graced by CS Sports Kipchumba Murkomen among other dignitaries. KTB awarded holidays to the podium finishers. As part of initiatives to increase conversation about destination Kenya through the marathoners, KTB sponsored nine (9) marathon podium finishers to the destination of their choice within the country.



9. KAPSABET HALF MARATHON WINNERS AWARD

The inaugural Kapsabet Half Marathon in Nandi County was unveiled on March 31, 2024, attracting close to 1,000 athletes for the races: 5K, 10K, and 21K. On August 25, KTB, participated in the awards ceremony for the winners of the debut marathon, which took place at CITAM, Kapsabet. The objective was to recognize the winners and convert them into Magical Kenya brand ambassadors.

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10. MAASAI MARA LIVE STREAM - CHINA GLOBAL TELEVISION NETWORK (CGTN)



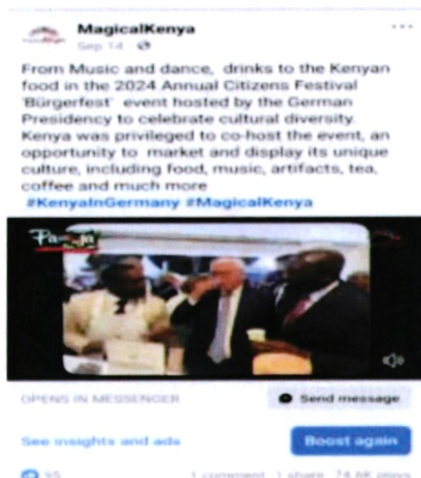
On August 17, 2024, KTB, represented by the CEO and the Tourism and Wildlife CS, participated in a live stream interview in Maasai Mara with the China Global Television Network (CGTN), one of the leading media platforms in China. The CGTN live broadcast provided an opportunity for Kenya to promote other tourism destinations that are less

well-known to Chinese travellers. The live broadcast targeted an audience of 50 million viewers. The goal was to amplify the wildebeest migration to the Chinese market and encourage them to visit other destinations in the country for a safari experience.

11. GERMAN CITIZENS ANNUAL CULTURAL FESTIVAL BÜRGERFEST

KTB participated in the Citizens Cultural Festival, Bürgerfest, in Berlin, which took place on September 13th and 14th, 2024. Kenya was the first non-European country to be featured at this prestigious event, presenting a remarkable opportunity to showcase Kenya's extraordinary tourism assets and investment opportunities to a wider audience. KTB managed destination communication to amplify the destination through digital platforms and mainstream media.

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Website: Citizen Digital

Date: September 7, 2024

Summary

Kenya will seek to reinforce cultural ties and boost tourism as well as trade and investment opportunities during the event scheduled for September 13 to 14 in Berlin.

[Link](#)

12. TEMBEA KENYA CAMPAIGN

During quarter, KTB launched the Tembea Kenya campaign whose main objectives are to encourage Kenyans to travel within the country, to strengthen the Tembea Kenya brand by associating it with positive travel experiences and boosting local economies through job creation. The campaign is being executed jointly with 6 media houses namely Radio Africa, Standard Group, Nation Media, Pulse Live, Royal Media Services and Mediamax Digital. The campaign run from 18th July to 20th October 2024 and entails influencer marketing, radio activations, digital marketing on social media and trade engagements.

Screenshot -



13. MARKET EXPLORATION VISIT TO THE DEMOCRATIC REPUBLIC OF CONGO – JULY 2024



KTB undertook a market exploration mission to the Democratic Republic of Congo (DRC) with the primary objective of exploring the opportunities available in the market with the aim of stimulating tourism growth. The DRC, a growing market with significant potential, has emerged as a key focus for KTB due to its recent accession to the East African Community (EAC).

Key engagements during the mission

included high-level meetings with the Kenyan Embassy in DRC to explore avenues for collaborative marketing efforts. Additionally, KTB held productive discussions with 20 leading tour operators in the DRC to gain insights into market dynamics and identify opportunities for partnership.

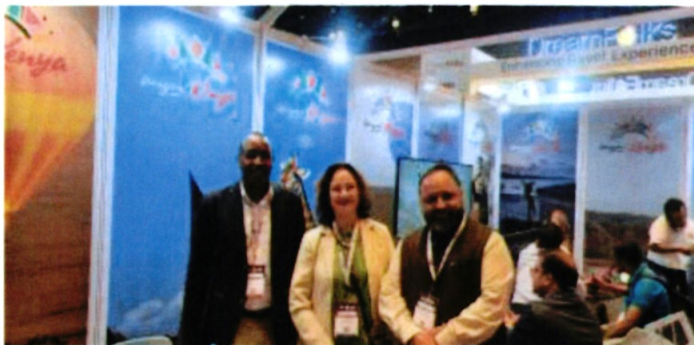
14. HELL'S GATE BIKING FESTIVAL – AUGUST 2024



The Biking Festival is an annual event and the only cycling festival hosted within a national park in East and Central Africa. Held at the Hell's Gate National Park, the two-day festival combined a variety of activities, catering to a diverse audience that included local communities, corporate teams, and families. KTB had an opportunity to meet with over 200 consumers who visited the magical Kenya

stand during the two-day event. Over 1000 consumers participated at the event.

15. ITB INDIA MUMBAI – SEPTEMBER 2024



ITB India took place from 11 – 13 September 2024 at Jio World Convention Centre in Mumbai. It is an annual 3-day business-to-business trade show and convention organized by Messe Berlin Asia Pacific. It is curated to connect exhibitors with MICE, Corporate, and Leisure

buyers through a smart matchmaking system. The buyers are from 1st, 2nd, and 3rd tier cities in India and other South Asian countries. KTB participated in partnership with Safari Seekers and African Quest Safaris.



16. TOURISM TRADE MARKETING ENGAGEMENTS IN UNITED ARAB EMIRATES

Management conducted tourism marketing engagements in the United Arab Emirates seeking to leverage the excellent flight connectivity between Nairobi and Mombasa from the UAE to increase tourist arrivals. The forum provided a platform to reconnect with important and influential UAE

stakeholders who develop, distribute, and promote Kenya's tourism packages. These engagements were anchored on airline brands flying into Kenya from UAE, and these included Kenya Airways, FlyDubai, Emirates, Air Arabia, and Etihad Airways.

17. DRC TRAVEL MEET EXPO – AUGUST 2024



The inaugural DRC Travel Meet Expo was held from 29th – 30th August 2024 and provided a valuable platform for KTB to position Kenya as a premier travel destination. The event brought together key stakeholders and professionals from the travel and tourism industry across the region,

offering buyers and sellers opportunities to unlock market potential through exhibitions, conferences and networking sessions. KTB's participation included both exhibiting and participating in panel discussions on Destination Management and Tourism Marketing. In addition, KTB conducted meetings with key stakeholders such as government tourism departments, the travel trade, airlines, the diaspora, and the Kenya Embassy.

18. AKWAABA AFRICAN TRAVEL MARKET – SEPTEMBER 2024



The Akwaaba African Travel Market 2024 was held in September 2024 in Lagos, Nigeria. The event brought together key players in Africa's travel, tourism and hospitality sectors. Kenya was among the participants marking its presence at the premier trade fair which provides a platform for networking, showcasing and exploring new

business opportunities. KTB exhibited with 5 co-exhibitors; Kenya's stand emerged the best stand at the fair.

19. ASSOCIATION FOR THE PROMOTION OF TOURISM TO AFRICA (APTA) GLOBAL FORUM



The Association for the Promotion of Tourism to Africa (APTA) is an association for North American travel agents who specialize in selling Africa or have interest in growing their Africa business. Each year, the APTA National Executive Board hosts the National Forum for all APTA active and corporate members from various

locations in the U.S. This Forum brings together 150 - 200 APTA members for two-days of networking and educational sessions on the latest products, services and tourism trends in Africa. KTB participated at the conference in September 2024 in Orange County, California to enhance top of mind destination awareness amongst APTA members.

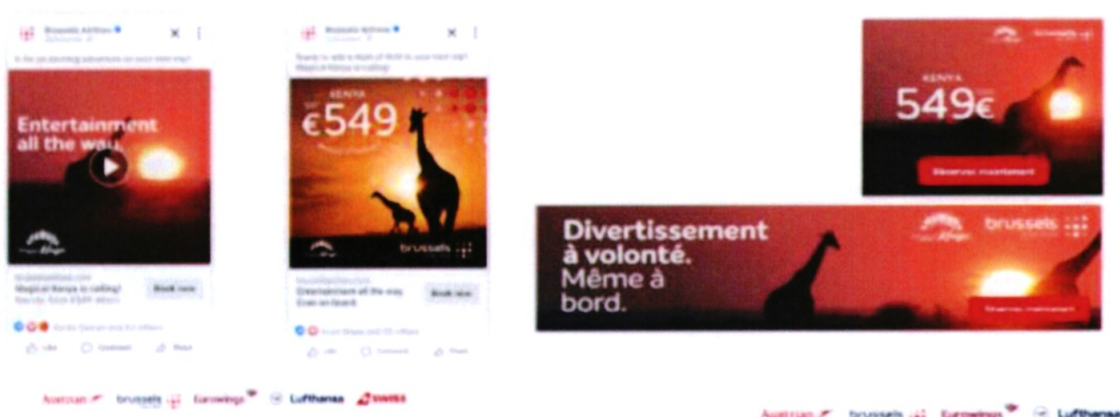
20. ZIARA KENYA CAMPAIGN LAUNCH IN THE UNITED ARAB EMIRATES – SEPTEMBER 2024



The Ziara Kenya, One Diaspora, One Tourist Campaign was launched on 26th September 2024 at Hiltons by Hamptons Dubai. Forty four (44) Kenyan diaspora participated and committed to sign up on the platform and reach out to their networks to purchase Kenya holiday packages.

21. JOINT MARKETING CAMPAIGN WITH AIRLINE – SN BRUSSELS

KTB collaborated with Brussels Airlines in the execution of a joint marketing campaign to promote destination Kenya and the launch of the airlines direct flight to Nairobi. The initial Wave 1 campaign conducted by the airline, aimed to raise awareness of the new route and featured a comprehensive range of marketing activities. Building on the success of Wave 1, the partnership focused on implementing Wave 2 of the campaign from October 15 to December 14, 2024. The second phase featured native advertising, which targeted a readership of 1.9 million, with an engagement rate of 40,000 page views. It also included a four-week digital advertising initiative that sort to generate an estimated 8 million impressions.



22. JOINT MARKETING CAMPAIGN WITH CHARTER AIRLINE – ITAKA

KTB is currently executing a joint marketing campaign in collaboration with Charter Airline Itaka, focusing on the implementation of integrated marketing programs across multiple channels to maximize reach. The campaign includes advertising on 130 LED screens strategically placed at metro subway stations in Warsaw, complemented by an online advertising initiative. The digital campaign features Google Ads, display ads on the Criteo platform, social media advertisements on Facebook and Instagram, and banner ads on the Onet.pl daily news portal.



23. 5TH GERMAN - AFRICA BUSINESS SUMMIT - GABS

KTB collaborated with the Sub Sahara-Afrika Initiative der Deutschen Wirtschaft (SAFRI), the Delegation of German Industry and Commerce for Eastern Africa (AHK Eastern Africa), and the Government of the Federal Republic of Germany to host the 5th German-African Business Summit (GABS). The summit provided a platform for government agencies to engage and network with over 500 businesses and institutions from Germany and Sub-Saharan Africa. As part of this partnership, KTB contributed by showcasing African cuisine during the welcome cocktail at the Radisson Blu Hotel.



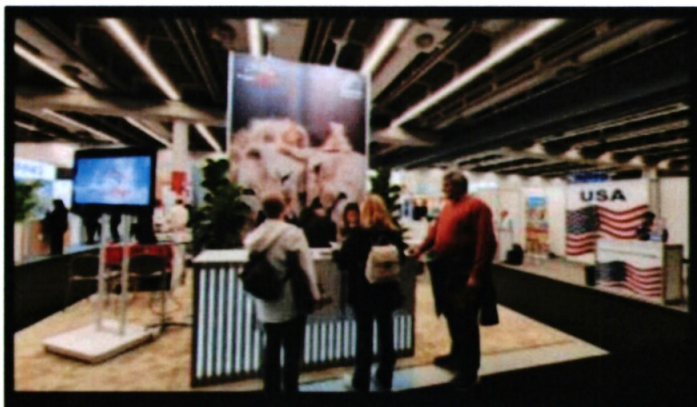
24. WORLD TRAVEL MARKET (WTM) 2024



Ministry of Tourism and Wildlife and the Kenya Tourism Federation (KTF) participated at the World Travel Market (WTM) exhibition in London from 5th – 7th November 2024. Twenty-six (26) private sector companies from the tourism industry represented the Kenya Tourism Federation. The event witnessed an

11% increase in pre-qualified buyers, with 5,049 professionals attending, compared to 4,560 in 2023. It continues to serve as a key platform for networking and business opportunities. Kenya's participation featured one-on-one business meetings with prominent trade partners, as well as high-level media interviews focused on profiling Destination Kenya.

25. INTERNATIONAL TOURISM AND TRAVEL SHOW (ITTS) 1ST - 3RD NOVEMBER 2024



Kenya Tourism Board (KTB) in partnership with Kenyan embassy in Ottawa, Kenya Airways and (3) Kenyan travel trade partners participated at the International Tourism and Travel Show (ITTS) 2024. The three (3) days event had over 30,000 visitors from the Quebec

market, with the majority being travel consumers, along with several hundred travel advisors from Montreal and the local Quebec region. Consumer traffic at the Kenya booth was strong throughout the event, and KTB distributed collateral on Kenya's diverse tourism offering.

26. BLACK TRAVEL SUMMIT (BTS) 21ST - 24TH NOVEMBER 2024

The summit is an event designed to strategically engage brands, black travel entrepreneurs, influencers and professionals in a celebration of African diaspora culture in travel. KTB participated for the first time to evaluate the show and pitch for the destination to the black traveler. The event attracted an estimated 500 attendees from the black travel media, content creators and influencers, destination marketing agencies, travel value chain (agents, hotels and TOs) as well as tourism boards. The format of the event was an information desk for creating relationships and building awareness of travel to the destination.



Kenya showcase on Expo Day



27. UNITED STATES TOUR OPERATORS ASSOCIATION (USTOA) 9TH - 13TH DECEMBER 2024



The United States Tour Operators Association (USTOA) Annual Conference is renowned for being the only travel industry event in the United States that brings together the leading North American travel companies, tourism suppliers and destinations from around the globe in an exclusive setting. The Conference provides a forum for USTOA Associate members (the destinations) to meet with top executives of USTOA's Active members (the Tour Operators) on one-to-one basis. KTB sponsored the World Baazar event to show case the destination and executed over 37 appointments within the 4 days with key travel trade.

28. MAGICAL KENYA TRAVEL EXPO (MKTE) 2024

KTB hosted the 14th edition of MKTE from 2nd to 4th October 2024 at Uhuru Gardens. The 3 day B2B show was preceded by 5 days of familiarization trips attended by 167 buyers and 20 international media. The show program was enriched with 3 industry focused seminars and 4 academic seminars. MKTE 2024 recorded total of 4,176 participants a growth of 31%

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from 2023, which had 3,200 participants. 7,545 B2B meetings were confirmed against a target of 4,800 and Kes 69.4 million earned in terms of media value.



29. MEETINGS, INCENTIVES, CONFERENCES AND EVENTS IN KENYA

The Global Youth Entrepreneurship Summit: KTB partnered with the Global Youth Entrepreneurship Summit (GYES) 2024, an event organized by Youth Business International (YBI). Scheduled from October 8-10, 2024, at the Kenya School of Monetary Studies.



Kenya Innovation Week: KTB partnered with Kenya Innovation agency for the Kenya Innovation Week held from 25th to 29th November 2024 at the Edge Convention Centre. While GYES had 3045 delegates participating, KIW numbers are to be confirmed. KTB collaborated with the trade to sell 37 packages at GYES and 86 at KIW, a total of 123. Further the consolidated impressions from the social media activation was 8,471 impressions and 1,667 engagements.



30. INTERNATIONAL GOLF TRAVEL MARKET (IGTM)

KTB participated at IGTM 2024 in Lisbon Portugal. IGTM is a niche tradeshow for golf travel professionals and is primarily focused on B2B meetings. The results were 100 B2B engagements and 60 qualified leads for follow-up. To reach out to the event database, KTB had a digital partnership with the organizers Reeds exhibitions during the event where 600 attendees actively engaged with the app. notably, 23% of users clicked on Kenya's central icon, while 42% interacted with their bottom banner. In total, attendees generated 65,279 page views, further amplifying brand awareness for the Kenya Tourism Board.



31. B-LEISURE SUMMIT IN NAIVASHA

KTB together with over 30 private sector representatives and SAGAs that work closely with the tourism department held a 2 day retreat on 14th and 15th November to develop the B-leisure strategy and an implementation plan for the same. The output of this activity is the draft B-Leisure strategy and Cabinet Memo.



32. MAGICAL KENYA LOYALTY REWARDS 2023/2024 IN NAIROBI



KTB rewarded 63 partners during MKTE 2024 under its Magical Kenya Loyalty Reward (MKLR) Program on 2nd October 2024.

The primary aim of MKLR program is to recognize and appreciate stakeholders who support and participate in KTB led initiatives every financial year.

33. FORUM WITH THE MINISTRY OF FOREIGN AFFAIRS IN NAIROBI



As part of stakeholder management, Kenya Tourism Board (KTB) held a session with the Regional Heads at State Department of Foreign Affairs (SDFA) on 7th October 2024 to deliberate on collaboration areas with the 66 foreign missions abroad to deliver our mandate. Overall, the session sought to align Kenya's tourism strategy

with its diplomatic and foreign relations goals, leveraging Kenya's international presence to boost tourism.

34. ENGAGEMENT SESSION WITH AMERICA'S FOREIGN MISSIONS BASED IN KENYA

In a move geared towards diversifying tourism markets and tapping into the specific interests of global travelers, KTB has intensified its collaboration with Kenya's foreign missions to enhance its marketing initiatives. A consultative meeting was held on 14th November 2024. It brought together ambassadors and high commissioners from Brazil, Argentina, Barbados, Venezuela, Peru, Mexico, the USA, and Colombia.



35. STANDARD CHARTERED MARATHON IN NAIROBI

KTB participated at the Standard Chartered marathon held in Nairobi on 27th October 2024. KTB signed a 3-year Partnership Agreement with Standard Chartered Bank to formalize their collaboration on the marathon which is currently the largest single-day sporting event in Kenya. This partnership reflects a shared commitment to advancing sports tourism and leveraging the marathon's potential to promote Kenya as a global destination. The marathon attracted 25,000 local and international participants.



36. DESTINATION BRAND AMBASSADORS – FAITH KIPYEGON

KTB hosted Faith Kipyegon for her holiday as KTB's engagement with Paris Olympics Podium finishers on 30th October to 3rd November in Amboseli and Diani. This is aligned with KTB's efforts of rewarding Kenya's champion podium finishers with complimentary holidays across magical local destinations, as part of broader initiatives to tap into our sports men and women as destination brand ambassadors thus enhancing sports tourism in the country.



37. TOUR OPERATORS SOCIETY OF KENYA (TOSK) ANNUAL GENERAL MEETING IN NAIROBI

KTB attended TOSK AGM on 29th November 2024. Established in 2015, TOSK originated from a group of young tour operators who aspired to be part of a tourism association but faced challenges joining existing associations due to numerous restrictions. It has a membership of 102 and actively recruiting more. The AGM provided an avenue for



management to engage with the industry members, understand their challenges and identify areas of collaboration.

38. KENYA ASSOCIATION OF TOUR OPERATORS (KATO) ANNUAL GENERAL MEETING IN NAKURU



KTB attended KATO AGM on 24th and 25th October 2024. KATO (formed in 1978), is one of Kenya's leading tourism trade associations representing the interests of over 300 of the most experienced tour operators in Kenya. Membership of KATO is open to all licensed tour operators who meet our basic requirements as provided in the association's constitution. The AGM provided an avenue for management

to engage with the industry members, understand their challenges and identify areas of collaboration.

39. DIPLOMACY AT 60 CELEBRATION: GOLF TOURNAMENT (27TH NOVEMBER) AND EXHIBITION (2ND – 4TH DECEMBER)

The Ministry of Foreign and Diaspora Affairs (MF&DA) celebrated its 60th anniversary of Kenya's diplomatic journey from 27th November to 7th December 2024. This significant anniversary marked six decades of Kenya's active engagement in international diplomacy and offered valuable opportunity to reflect on its collaborative achievements; in particular, the vital role played by Ministries, Departments and Agencies (MDAs) in advancing Kenya's development agenda nationally and globally.

KTB participated in the Golf tournament at Royal Golf Club, Nairobi and activated at the exhibition, which took place at KICC, Nairobi.



40. TEMBEA KENYA PHOTOGRAPHY CONTEST (5TH NOVEMBER – 11TH DECEMBER)

In the spirit of promoting domestic travel, Kenyans showcased the beauty of various travel destinations across the country through the camera lens through the digital-anchored Tembea Kenya Photography Contest (<https://tembeakenya.ke/photographycontest/>) . The

contest highlighted 8 categories namely; Hidden Gems of Kenya, Kenyan Wildlife Wonder, Rich Cultural Heritage & Traditions, Breath-taking Landscapes, 50 Million Smiles Kenyan - People and Faces, Adventure in Kenya, Urban Vibes: Kenya's Vibrant Cities and Sustainable Travel - Community & Conservation Efforts.

From 3,867 photos shared, winners in the top 10 across the 8 categories stood a chance to win a top cash prize of Kes 150,000, Kes 70,000 for second place and Kes 30,000 for third place. The prizes will be awarded across all 8 categories on 24th January 2025.



41. PUBLIC RELATIONS SOCIETY OF KENYA (PRSK) ANNUAL SUMMIT



KTB participated at the PRSK summit at the Tom Mboya University in Homa Bay County from 2nd to 6th December. The summit brought together over 1,000 public relations and communications practitioners from Kenya, East Africa and the globe.



42. DESTINATION MARKETING SERIES – BUSIA COUNTY

County Governments are vital stakeholders in the tourism ecosystem. In light of this, KTB in collaboration with the Council of Governors, conducted a Destination Marketing Forum on 9th to 10th December. In attendance were

county officials from eight (8) counties in the Western Circuit (Busia, Kakamega, Vihiga, Bungoma, Siaya, Kisumu, Homabay and Migori) on tourism product development, packaging and promotion. A total of 23 County Officials attended the forum.

43. SPORTS TOURISM CAPACITY BUILDING STAKEHOLDER SESSION



KTB held a capacity building with tourism stakeholders 10th December. The aim was to equip them with knowledge and tools to tap into sports tourism enabling them to create competitive and attractive tour

packages that target sports enthusiasts, both fans and participants.

44. Kenya Editors Guild Conference

KTB collaborated with the Kenya Editors Guild, to host the 7th Annual Editors' Convention, in Nakuru County on 1st to 6th December.



45. CHICAGO ABBOTT MARATHON IN THE UNITED STATES (12TH OCTOBER)



KTB is tapping into the vast US running community, estimated at 50 million enthusiasts, to drive tourism by promoting Kenya as an ideal destination for running vacations and races.

46. QUARTERLY TOURISM CECMs SESSIONS

County governments are a key stakeholder in tourism as they play a vital role in tourism product development, regulation and promotion at the County level. Collaboration with Counties is therefore critical in KTB's agenda of product diversification and strategic partnerships to deliver on the set targets.

The Council of Governors Secretariat (COG) organized the quarterly meeting with all the 47 County Executive Members (CECs) in charge of Trade, Investment & Tourism. The session was held from the 20th – 22nd November 2024. During the meeting, KTB had an opportunity to network with the CECs and present on destination marketing opportunities in the different tourism circuits across the country.



47. THE MAGICAL KENYA MOUNTAIN & TRAIL SERIES: HERITAGE TRAILS AND TINDERET BARNGETUNY MOUNTAIN RUN



The Magical Kenya Mountain and Trail Series is an innovative product launched by KTB in partnership with Athletics Kenya. The Trail Series has six (6) editions spread across the year covering diverse locations. The Series combines sports, adventure, cultural heritage and sustainable tourism ensuring tangible impact in the communities within the locations where the Trails are conducted. The 1st edition, the Heritage Trails and

Tinderet Barngetuny Mountain Run, was undertaken from 13th – 18th January 2025

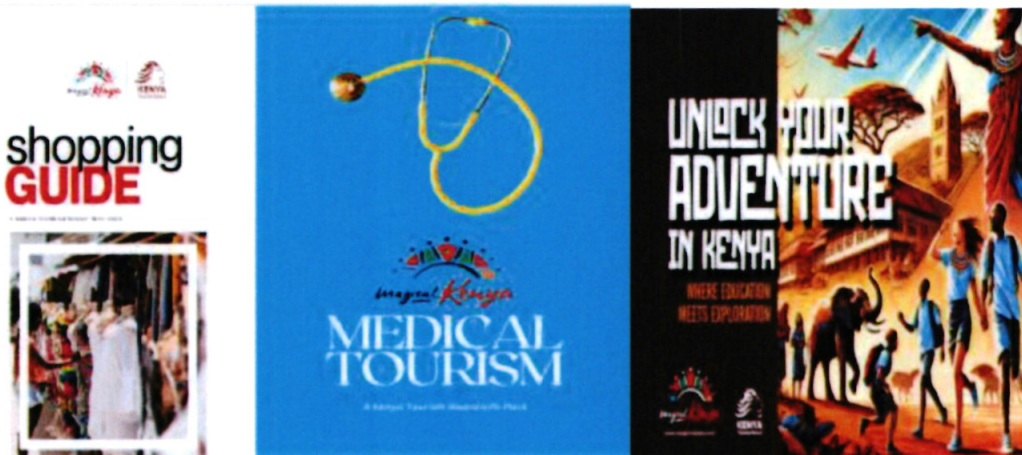
48. MEDICAL TOURISM FORUM IN NAIROBI

KTB held the Medical Tourism Forum on 26th March 2025 at the Nairobi Hospital Convention Centre where over 100 medical experts and professionals from the health care and tourism sectors converged to discuss the current state of affairs and the future of medical tourism in Kenya. The challenges, the opportunities and priority actions were explored. Key points raised included the need for standards, curation of end-to-end medical tourism services, capacity building, government incentives and policy support and closer collaboration in the promotion of medical tourism.



49. PRODUCT THEMED INFORMATION PACKS FOR MEDICAL TOURISM, EDUCATION TOURISM AND SHOPPING

As part of supporting the promotion of niche tourism products such as medical tourism, education tourism and shopping, management developed the respective tourism product information packs which will be validated by the various stakeholders in the respective sub-sectors. KTB also developed a draft strategy for medical/ health and wellness tourism which was presented at the Medical Tourism Forum.



50. THE ITB BERLIN EXHIBITION IN GERMANY

The Kenya Tourism Board (KTB) successfully led a delegation of 45 private sector companies at ITB Berlin 2025, the world's leading travel trade show, which attracted 100,000 attendees, 87% of whom were international. The event facilitated over 80,000 business contacts through its new Meet & Match platform, showcasing 5,800 companies from 170 countries. KTB's participation provided a crucial platform to highlight Kenya's diverse tourism offerings to a global audience, aligning with the event's focus on megatrends like sustainability and digital transformation, particularly the integration of Artificial Intelligence.



51. CONVERSION CAMPAIGN WITH EXPEDIA AND KENYA AIRWAYS IN THE UNITED STATES



The Kenya Tourism Board (KTB) in partnership with Kenya Airways and Expedia (an Online Travel Agency) is implementing a conversion campaign targeting travellers in the United States and Canada. Kenya Airways is offering a special rate of 15% discount on airfare for tickets booked from the United States, Canada and Mexico. The campaign is hosted on a landing page with the offers being promoted through the airline and Expedia's database, social media platforms and search engine marketing. The first month of the campaign saw Kenya Airways bookings increase by 15% compared to same period in 2024. The campaign will run for a period of four months.

52. MAGICAL KENYA DESTINATION WORKSHOPS IN THE UNITED KINGDOM

KTB conducted a series of sales calls and destination workshops across key outbound travel cities in the United Kingdom (UK), including Edinburgh, Birmingham, and London. KTB successfully met one-on-one with six trade partners, conducted an in-house product team training session, and trained 95 front-line travel agents across six cities. Additionally



53. CHINESE INFLUENCER FAMILIARIZATION TRIP

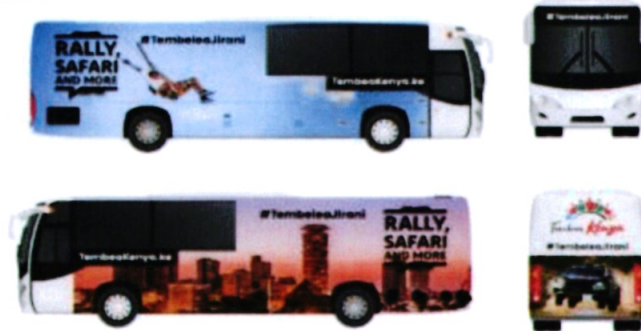


KTB hosted three Chinese influencers to a FAM trip in Kenya from 15th – 24th March 2025. The influencers were accompanied by three Chinese professional photographers for the content generation. The objective of the FAM trip was to generate destination content which will be used in a marketing campaign to inspire Chinese travelers to visit

Kenya. The influencers visited various tourist attractions in Nairobi, Nanyuki, Samburu, Maasai Mara and Diani. The campaign will run on social media platforms namely Weibo, Red Book and Douyin for a period of three months.

54. WORLD RALLY CHAMPIONSHIPS IN NAIVASHA

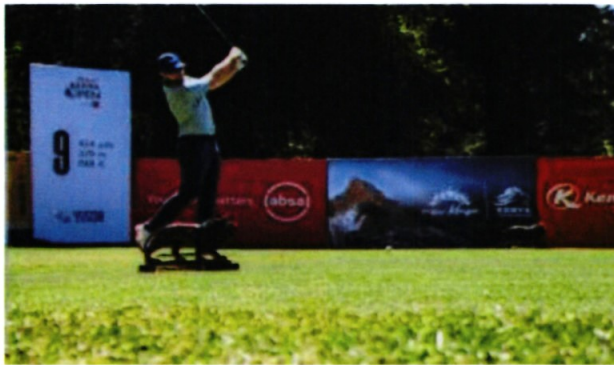
TANZANIA



The World Rally Championships was held in Nakuru County from 20th – 23rd March 2025. To leverage the Safari Rally, the Kenya Tourism Board launched a consumer activation campaign across three East African countries namely Uganda, Tanzania, and Rwanda. The campaign featured digital promotions, radio activations,

out-of-home advertising and bus branding in each market. Kenya Tourism Board (KTB) also partnered with Kenya Airways to support the campaign.

55. THE MAGICAL KENYA OPEN GOLF CHAMPIONSHIP IN NAIROBI



The Magical Kenya Open Golf Championship 2025 was held from the 19th to the 23rd February at the Muthaiga Golf Club. KTB rolled out a comprehensive marketing and activation strategy in line with its 2023 – 2027 strategic framework, aimed at leveraging high-impact international events such as Magical Kenya Open (MKO) and the WRC Safari Rally. The core objective was to elevate Kenya's

global tourism profile, strengthen emotional connection with the destination among international audiences, and position Magical Kenya as a premier, world-class travel destination.

56. INDIA ROADSHOW WITH THE PRIVATE SECTOR



Kenya Tourism Board (KTB), in partnership with eleven (11) Kenyan travel trade partners, successfully conducted a three-city roadshow in India. The events were held in Ahmedabad, Bengaluru, and Kolkata from 22nd to 28th January 2025. The primary goal of the roadshow was to showcase Kenya's unique, diverse and

authentic products and experiences to Indian travel agents and tour operators, thereby enhancing Kenya's visibility as a premier travel destination for the Indian market. A total of

280 Indian travel trade and five media houses participated in the roadshow and had the opportunity to engage the Kenyan travel trade.

57. ENGAGEMENT SESSION WITH AFRICA'S FOREIGN MISSIONS BASED IN KENYA IN NAIROBI



As part of stakeholder management, Kenya Tourism Board (KTB) held a session with Africa's foreign missions in Kenya in conjunction with State Department of Foreign Affairs (SDFA) on 25th February 2025 to deliberate on joint efforts to promote Kenya as a premier tourist destination, aligning with KTB's mandate to drive tourism growth.

Overall, the session sought to align Kenya's tourism strategy with its diplomatic and foreign relations goals, leveraging Kenya's international presence to boost tourism.

58. SAMBURU AND ISIOLO COUNTY COURTESY VISITS



In collaboration with Isiolo tourism department and Samburu county and Samburu national reserve, KTB conducted courtesy visits from 10th to 14th February 2025.

The objective is to build and strengthen connections with key stakeholders by fostering strong relationships with regional trade partners, identifying areas where support is needed, and gathering valuable feedback on industry challenges. These insights will inform and refine marketing strategies while uncovering new opportunities for collaboration and targeted support.

59. KILIFI, MAKUENI AND BARINGO COUNTY ENGAGEMENT REPORT

In light of this, KTB in collaboration with the Council of Governors conducted one-day Destination forums in on 27th January 2025 with Kilifi, Makueni, Baringo counties playing hosts. A total of 32 counties were engaged for the sessions. The Destination Marketing Series was intentionally designed for key county officials that comprised of Executives, County Tourism Directors, County Tourism Chief Officers and County technical persons.



60. QUARTERLY TOURISM COUNTY CHIEF OFFICERS SESSIONS

The Council of Governors Secretariat (COG) organized the quarterly meeting with all the 47 County Chief Officers (COs) in charge of Trade, Investment & Tourism. The session was held from the 20th – 21st March 2025. During the meeting, KTB had an opportunity to network with the CECs and present on destination marketing opportunities in the different tourism circuits across the country.



61. MV VIKING SKY CRUISE SHIP



Kenya Ports Authority General Manager, Operations, Sudh Mwasinaga, hands a certificate of call to Fredrik Nilsson (left), Captain of MV Viking Sky cruise ship, which docked at the Mombasa port with more than 1,000 tourists yesterday. With them is Tourism Cabinet Secretary Rebecca Mwasoko.

Kenya's cruise tourism industry continues to thrive, evidenced by the increasing number of cruise ships docking at the Port of Mombasa. This growth was highlighted on March 19th 2025 as the MV Viking Sky cruise ship docked at the Mombasa Port. Aboard the vessel were 845 cruise visitors from 14 nationalities and 469

crewmembers from 40 different countries. The tourists explored various attractions in the Coastal region including Mombasa's historic Old Town & Fort Jesus, Haller Park, Tsavo National Park, Wasini Island and Kisite Mpunguti Marine Park & Reserve.

62. CRISIS MANAGEMENT, SECURITY AND SAFETY FOR COAST REGION TOURISM STAKEHOLDERS

Kenya Tourism Board (KTB), in strategic collaboration with key partners, including the Kenya Coast Tourism Association (KCTA), Tourism Police Service (TPS), Media Council of Kenya (MCK), and Kenya Wildlife Service (KWS), conducted a capacity-building session focused on crisis management for select tourism stakeholders at the coast.

This initiative is part of broader efforts to enhance destination competitiveness by promoting a coordinated response to crises, addressing emerging issues, and reinforcing visitor confidence. The objective was to strengthen crisis preparedness, improve information dissemination, build stakeholder trust, and safeguard the reputation of Kenya's coastal destinations.



63. FRANCE AND UK MEDIA ROUND TABLE ENGAGEMENT



KTB's objective was to strengthen Magical Kenya's brand in Europe by promoting diverse and emerging experiences, highlighting sustainability, and engaging key media to boost destination visibility. The strategy also targets high-value travelers with premium offerings, while reinforcing Kenya's position as a top, responsible tourism destination.

64. THE INTERNATIONAL LUXURY TRAVEL MARKET (ILTM) IN BRAZIL AND SALES CALLS IN MEXICO



Kenya Tourism Board participated at the International Luxury Travel Market (ILTM) in Brazil from 5th – 8th May 2025. The trade show is the largest tourism trade event targeting the luxury market in South America. In 2025, ILTM received 470 exhibitors from over 60 countries and 470 buyers from over 64 cities across 13 countries. Management conducted 54

prescheduled appointments with South American buyers and rallied for Magical Kenya Travel Expo registration. In addition, management carried out sales calls in Mexico targeting the top seven (7) travel advisors selling Africa and Kenya.

65. MAGICAL KENYA MOUNTAIN & TRAIL SERIES – MAGHARIBI TRAILS



As part of the Magical Kenya Mountain and Trail Series, Management implemented the Magharibi Trails in partnership with the Kenya Wildlife Service. The Magharibi Trails took place from the 28th – 31st May 2025 and was the second edition of the Magical Kenya Trail Series. It covered Kakamega and Homabay counties and included sports, adventure, cultural heritage and sustainable tourism initiatives. Seventy (70) hikers and cyclists alongside fifteen (15) local media participated in the series. The Trail edition culminated into a cultural themed dinner at Lake Victoria Sands Hotel in Homabay.

66. CONVERSION CAMPAIGN WITH EXPEDIA AND KENYA AIRWAYS IN THE UNITED STATES



Kenya Tourism Board implemented a conversion campaign with Kenya Airways and an online travel agency (Expedia) in the United States. Kenya Airways offered special rate of 15% discount on airfare with United States, Canada and Mexico as the outbound cities. The campaign is hosted on a landing page on Expedia.com with the offers being promoted through the airline and OTA databases, social media platforms and search engine marketing. The campaign recorded a 15% increase in bookings compared to same period in 2024.

67. INFLUENCER MARKETING CAMPAIGN IN THE UNITED KINGDOM



Management launched a targeted influencer campaign across the UK and Ireland aimed at promoting Kenya as a diverse and accessible travel destination. Under the theme "Wild. Wonderful. Kenya." the campaign features three prominent UK social media influencers who visited Kenya from 10th to 17th May 2025 to capture engaging and authentic content.

68. MAGICAL KENYA WEST COAST ROADSHOW IN THE UNITED STATES



Kenya Tourism Board in partnership with twenty-two (22) Kenyan private sector suppliers participated at the West coast roadshow from 27th to 29th May 2025 in Los Angeles, San Diego and San Francisco respectively. The cities with a combined population of 30 Million have the highest concentration of travel agents and are key outbound cities for tourism to Africa. Over a period of three days, the Kenyan private sector conducted business with over hundred and fifty

(150) travel advisors across the three cities.

69. INFLUENCER MARKETING CAMPAIGN IN EUROPE

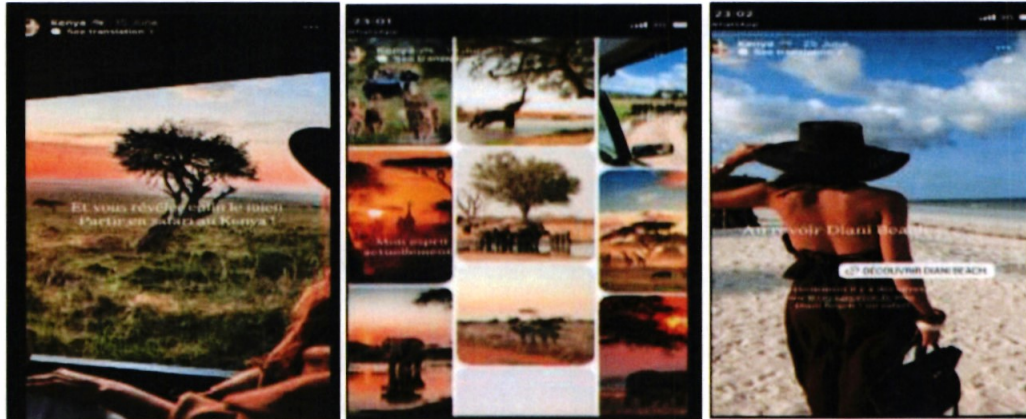


Management implemented a sales and content-driven influencer campaign aimed at boosting Kenya's visibility in key European markets; Germany, France, and Italy. The campaign was implemented in June 2025 in partnership with Der Touristik Group, a leading German tour operator with a strong presence across the markets. The campaign promotes curated travel content via digital platforms and Der Touristik's owned channels. The initiative seeks to position Kenya as a

top destination for summer and winter holidays in 2025.

70. JOINT MARKETING CAMPAIGN WITH VOYAGE PRIVE IN EUROPE

Management collaborated with Voyage Privé, a leading French online travel agency, on a co-funded digital marketing campaign to boost Kenya's brand visibility and showcase its diverse tourism offerings in key European markets. The campaign ran from August 2024 to April 2025. The multi-channel campaign targeted travelers in France, the United Kingdom, Germany, Italy, and Spain through third-party media, digital communications, and social media. It aimed to attract a wide audience and sought to position Kenya as a versatile and accessible destination.



71. ONE DIASPORA, ONE TOURIST ENGAGEMENT IN THE UNITED STATES



The Gotabgaa International prides itself as one of the largest associations of Kenyans in the Diaspora in the United States. The association has membership of over 4,000 Kenyans living in United States including strong membership across the globe. KTB partnered with Gotabgaa International during their annual convention in June 2025.

72. GOLF TOURISM STAKEHOLDERS FORUM IN NAIROBI



Management hosted a Golf Tourism Stakeholder Forum in Nairobi on 20th June 2025 to engage the private sector on joint marketing strategies to position Kenya as a premier golf tourism destination. A key outcome was the proposed revival of the Kenya Golf Marketing Alliance (KGMA) to strengthen public-private collaboration and drive regional and international visibility.

73. MAGICAL KENYA TRAVEL EXPO (MKTE) MEDIA BREAKFAST EVENT IN NAIROBI

As part of the marketing and publicity efforts for MKTE 2025, Kenya Tourism Board organized a media breakfast event on 19th May 2025 at Radisson Blu Hotel in Upperhill. A total of 158 private sector participants attended the event which was chaired by the Principal Secretary – State Department for Tourism. 30 stories were published across key media platforms, comprising 6 on TV, 1 in print, 7 on radio, and 16 online, garnering a positive sentiment across all coverage.



74. INTERNATIONAL ASSOCIATION OF DEPOSIT INSURERS (IADI) 2025 CONFERENCE IN MOMBASA



showcase Kenya's rich diversity and the delegates were able to book holiday packages to Tsavo and Shimba Hills.

Kenya Tourism Board exhibited at the International Association of Deposit Insurers (IADI) 2025 conference in Mombasa that brought together global experts in finance, regulation, and insurance. The conference attracted over one hundred (100) delegates from Africa representing top Central Banks and Insurance officials. The conference provided an opportunity to

75. PEARL OF AFRICA TOURISM EXPO (POATE) IN KAMPALA, UGANDA



and re-establish existing network to enable them consistently position Kenya as a destination of choice.

The Pearl of Africa Tourism Expo (POATE) 2025 took place from 23rd to 25th May 2025 at Speke Munyonyo Resort Convention Centre, Uganda. The Expo theme was, 'Responsible Tourism' and attracted participation from stakeholders in the travel and tourism industry from Uganda and the rest of the world. The expo provided an opportunity for the Kenyan trade to meet new buyers

76. WORLD TRAVEL MARKET (WTM) IN CAPE TOWN, SOUTH AFRICA



Kenya Tourism Board in partnership with fourteen (14) private sector suppliers participated at the WTM Africa trade show 2025 in Cape Town from 9th to 11th April 2025. The expo hosted over 700 exhibitors and 5,752 industry professionals from 99 countries. The expo provided an opportunity to strengthen collaboration

within the tourism industry, enhance marketing efforts, and attract more visitors to Kenya. KTB showcased the diverse offerings of the destination highlighting the country's unique attractions such as beach, vibrant culture, adventure, MICE and warm hospitality.

77. SEATRADE CRUISE GLOBAL IN THE UNITED STATES



Kenya as a cruise tourism destination.

Kenya Tourism Board in partnership with Kenya ports Authority participated in the annual Seatrade Cruise Global in Miami, Florida in April 2025. KTB attended the keynote sessions as well as other panel sessions to network and gain insights into the global cruise market and trends. During the quarter, KTB and KPA met to discuss the communication strategy to promote

78. KATO CAPACITY BUILDING SESSION IN NAIROBI

KTB held a capacity building session for KATO members on 3rd April 2025, which sought to enhance their understanding of how to maximize the benefits of participating in trade shows and exhibitions — with particular emphasis on first-time participants, who were 37 out of 40 in the room. The session successfully provided an opportunity to profile MKTE, generate interest in participation, and secure sponsorship commitments for various elements of the familiarization trips.



79. KQ AND SAFARILINK AVIATION CODE SHARE PARTNERSHIP SIGNING



single ticket.

KQ and Safarilink announced a strategic code sharing partnership promoting international seamless travel into Kenya to nine (9) key airstrips where Safarilink operates (Maasai Mara, Amboseli, Nanyuki, and Samburu - iconic safari destinations). This signing event was held at Mara Serena in Maasai Mara on 25th April 2025. International passengers flying with KQ will now book their entire journey – e.g. from JFK (New York) to Kenya's top wildlife destinations – on a

80. LONDON ABBOTT MARATHON IN THE UK



Through the Run with Kenyans activation, KTB, from 27th April, activated the London Marathon through a 3-day expo and on ground media activation with the objective of driving sign ups to local marathons such as Standard Chartered Marathon 2025 edition.

81. ANNUAL JOURNALISM EXCELLENCE AWARDS



KTB collaborated with the Media Council of Kenya (MCK) to relaunch the Tourism Category at the AJEA awards on May 3rd, 2025, to recognize journalists actively contributing to KTB's shared vision of being the most visited destination in Africa.

82. KIP KEINO CLASSIC TOURS FAM TRIP



Kenya Tourism Board (KTB) supported the Kip Keino Classic Tour on 31st May 2025 with a visit to Nairobi National Park targeting select athletes for destination endorsement and content creation.

83. ENGAGEMENT SESSIONS WITH MIDDLE EAST, ASIA AND EUROPEAN FOREIGN MISSIONS BASED IN KENYA



On 18th June 2025, KTB hosted meetings with representatives from European foreign missions based in Kenya. During this session, KTB shared its strategic direction and discussed opportunities for further collaboration and partnership to achieve its ambitious international tourism arrival targets.

84. COUNTY E-LEARNING TRAINING MODULES RECORDINGS



To align all counties with our national tourism objectives, KTB created eLearning training modules focused on destination marketing. From 19th to 20th June 2025, KTB recorded four modules (overall strategy, destination marketing, brand and product development & packaging) to provide county teams with a permanent and accessible resource, empowering them to effectively execute our shared strategic vision at a local level.

85. CHINESE MEDIA GROUP PARTNERSHIP ON DESTINATION CONTENT



KTB collaborated with the China Media Group (CMG) from 24th to 27th June 2025 on a content collection initiative with a particular focus on live-streaming from three key destinations: Samburu, Baringo, and the Coast. This initiative will showcase the diversity of Kenya's tourism offerings beyond the iconic wildebeest migration. Under the "Beyond the Wildebeest Migration" wildlife live broadcast project, scheduled for 25th – 27th July 2025,

CMG will stream live content to over 926 million domestic Chinese viewers and more than 400 million global followers across its platforms.

86. INTERNATIONAL MILITARY SPORTS COUNCIL (CISM) WORLD CHAMPIONSHIP 2025



KTB participated in the event, which took place from 22nd to 29th June 2025 at the Diamond Leisure and Golf Resort, Kwale. The championship brought together military golfers from over 15 countries, showcasing Kenya as a sports tourism destination.

87. KENYA ASSOCIATION OF TRAVEL AGENTS (KATA) AND KENYA ASSOCIATION OF HOTEL KEEPERS & CATERERS (KAHC) ANNUAL GENERAL MEETINGS IN MOMBASA

KTB participated in both AGMs, from 26th to 28th June 2025, which provided a platform to network with industry partners and their leadership.



UPCOMING MARKETING ACTIVITIES IN FY 2025/26

1. Music and Tourism Festival in collaboration with UN Tourism in the Democratic Republic of Congo
2. Stakeholder Mapping and the Establishment of a MICE Club
3. Cruise Tourism Webinars with Cruise Planners
4. Events and Festivals Promotion in Africa
5. Promotion of Wellness and Medical Tourism
6. Conversion Campaign with Airlines and Tour Operators in the United States
7. Travel Trade Engagements and Education Campaign in China
8. User Generated Content Campaign on Social Media in China
9. Experience the Magic Sales Campaign in India
10. Travel Trade Engagements in 3 tier two Cities in source markets
11. Influencer Endorsement Campaigns in source markets
12. Travel Trade Familiarization Trips in Europe
13. Market Research and Competitor Benchmarking in Europe and UK
14. Travel Agent Incentive Campaign with Tour Operators and Airlines in the United Kingdom and ROE
15. Digital marketing activities and campaigns
16. Stakeholder engagements
17. Collateral production
18. Magical Kenya Loyalty Rewards
19. Brand awareness research
20. Production of the global destination campaign
21. Airport branding
22. Photography competition
23. Brand awareness research
24. Tembea Kenya domestic content
25. Creators and UGC campaign
26. Foreign Mission Representatives Familiarization trips
27. Strategic forums with key domestic and regional travel associations
28. Stakeholders engagements
29. Media engagement programs in support of various marketing activities
30. Experience the magic campaigns in North America, China, India, the UK, ROE, and Australia.
31. Fam trips for Mexico and Brazil town operators

32. Joint promotion initiatives with the MICE private sector
33. Magical Kenya Travel Expo (MKTE)
34. Co-host Africa Tourism Investment Forum
35. Tembea Kenya Festival
36. Trade engagements and education in source markets in collaboration with airlines
37. Influence engagements
38. Tembea Kenya campaign
39. Pan African campaign
40. Product audits
41. MKSE unveiling of phase IV collections
42. Re-audit of existing experiences
43. Survey and update of MKSE programs
44. Implement the Cruise development and marketing plan
45. Magical Kenya Trails Series
46. Kenya Adventure Tourism Summit
47. Hiking and Cycling Trail mapping and digitalization
48. Participate in third party trade outreach roadshows
49. Cross-promotional campaigns with influential brands
50. Conduct a competitor benchmarking study
51. Collaborative marketing campaigns with travel agencies, tour operators, OTAs, and booking platforms in the UK and Europe
52. Develop an agent initiative program

These programs will be funded from grants from the Government, Tourism Fund, Tourism Promotion Fund and A-I-A (industry contribution, strategic partnerships and marketing joint campaigns).

KTB continues to play its part towards promoting and implementing best practice in conservation and sustainable tourism through different initiatives.

Investment decisions

Where KTB finds itself with funds in its Bank Accounts not required for immediate operating needs, the surplus funds shall be placed invested in line with National Treasury Circular No. 4/ 2017. During the year, KTB maintained a call deposit of KShs 200M from 11th July 2024. Interest income was earned on the call deposit and current account balances at the rates negotiated with the bank at 11%, this was later revised to 9% effective 10th April 2025.

SECTION F- MAJOR RISKS FACING KTB

KTB has the responsibility of identifying internal risk exposures and developing measures to mitigate against the identified risks. KTB reviews and monitors the development and implementation of systems of internal controls. KTB ensures that it has gained an understanding of these risks and mitigates them by implementing sound internal controls and risk management practices.

Consequently, KTB developed a Risk Management Framework, which identifies the risks and prescribes measures for the management of the identified risks. KTB recognizes that information technology forms an integral part of the risk management process and has developed a business continuity plan and disaster preparedness plan among other ICT policies.

During the year, the Board reviewed the internal controls, policies and procedures and was satisfied that appropriate controls and procedures were in place. The Board has delegated the day to day management of risks to management through systems and processes carried out on a day to day basis.

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Risk Description	Likelihood	Impact	Mitigation Strategy (Summary)
Negative Perception of Kenya as a Tourism Destination	High	High	Reinforce destination appeal through communication and endorsements
Funding Constraints	High	High	Enhance resource mobilization
Brand Reputation Challenges	Medium	High	Conduct due diligence before forming associations
Unstable Political Environment	High	High	Apply crisis management and timely communication
Insufficient Brand Assets	High	High	Audit and develop relevant brand materials
Security Concerns	High	High	Issue reassurance messaging and guidance
Market Share Erosion	High	High	Sustain and adapt marketing strategies
Shifting Consumer Trends	Medium	Medium	Conduct consumer research regularly
Market Intelligence Gaps	High	High	Strengthen research capacity
Inadequate Stakeholder Relations	Medium	High	Improve education, involvement, and engagement.
Human Capital Limitations	High	High	Implement HR development plans and succession strategy
Weak Organizational Culture	Medium	High	Adopt culture improvement recommendations
Legal Exposure	Low	Medium	Ensure compliance with applicable regulations
Insecure Information Assets	Medium	High	Upgrade and monitor ICT systems
Inadequate Technology Adoption	Medium	Medium	Support staff capacity building and enforce tech uptake
Reputational Risk	High	High	Enhance communication and CSR engagement

SECTION G- MATERIAL ARREARS IN STATUTORY/ FINANCIAL OBLIGATIONS

There were no material arrears in statutory/ financial obligations as at 30th June 2025. Payroll and tax liabilities outstanding as at 30th June 2025 were remitted in July 2025.

SECTION H- KTB'S FINANCIAL PROBITY & SERIOUS GOVERNANCE ISSUES

Strong and effective corporate governance is integral to the KTB's long-term success and is essential in delivering KTB's overall strategy. The various board committees continue to serve a vital tool for the discharge of the Board's functions.

KTB Board and management ensure financial probity and there have been no serious governance issue among the Board or member of the Board and top management including conflict of interest during the year.

10. ENVIRONMENTAL AND SUSTAINABILITY REPORTING

Kenya's tourism is highly dependent on the cultural and natural environment as its base resource that needs to be protected to ensure that communities, businesses and tourists will continue to benefit now and in the future.

KTB through its sustainability committee has developed a policy that endeavours to identify areas of interest for the organization as well as modalities and mechanisms through which it selects, implement and evaluate KTB's involvement in sustainability initiatives. Key areas of concern for KTB are in sustainable tourism, environmental protection and community involvement.

In conclusion, KTB sustainability committee exists to transform lives with a purpose of being a driving force behind everything we do. Below is an outline of the organisation's policies and activities that promote sustainability.

1. Sustainability strategy and profile

Sustainability in tourism simply means ethical practice in tourism hence attracting global attention. Overall, sustainable tourism focuses on minimizing the negative impacts of tourism while maximizing its positive contributions. It involves a comprehensive approach that considers the long-term well-being of all stakeholders involved in the tourism experience.

With projected growth of tourism, the Sustainable Development Goals (SDGs), shrinking land, population growth and insecurity; sustainable tourism must enter a new phase. It is in this sense that there is need to address our sustainable futures by developing new ways to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Crisis reveal the underbelly of any sector/economy hence causing devastating impact(s) in the tourism sector worldwide. This has exposed the weaknesses in business models, competitive positioning, product development and its dependence on other sectors of the economy. Sustainability has brought to the fore all conversations at local and global levels with regards to restart and gradual recovery of the sector.

Nature (inclusive of wildlife, landscapes and seascapes) and Culture are Kenya's base resources for tourism and their preservation is key in ensuring sustainability of the sector. Currently over 70% tourism in Kenya and in sub-Saharan Africa is dependent on wildlife. For this reason, Sustainability is a key consideration in tourism destination development, management and marketing. Sustainability strives to ensure a delicate balance between people, planet and profits. To facilitate this, KTB's Sustainability Committee acts as an interface with product owners and partners to drive the sustainability agenda at both organizational and destination levels.

As an organization, KTB is an active member of Ecotourism Kenya, an association that champions responsible/best practices in the tourism sector through an eco-rating scheme, annual eco-warrior awards, annual ecotourism forums and projects focused on capacity building, and certification of destinations and tour operations among others. In its marketing efforts, sustainability is a key theme to address the consumer trends and demand for sustainable products/experiences/destinations.

KTB has become the chief campaigner in driving sustainability agenda by working closely with strategic partners in executing the planned/identified activities and leverage on opportunities for corporate and destination marketing by being actively involved in conservation initiatives. Some of these initiatives include participating in National Tree-planting Day, World Desertification Day, World Environmental Day and/or participation in activities that is aligned towards contributing to the National Tree Planting Initiative (December, 2022) of planting 15 Billion Trees. This aligns with the organization strategic direction towards addressing the Sustainable development goals 8, 11 and 12.

Adoption of market and product diversification strategies have also helped in sustaining the sector especially during the low season focusing on domestic and regional markets. On the product front, diversifying the offering beyond the traditional beach and safari; moving beyond the popular circuits to new and less known circuits hence ensuring tourism benefits are spread across the country and throughout the year. This meets the basic requirement of sustainability, which is to meet the needs of current and future generations but also benefit everyone across the country.

The Magical Kenya Signature Experiences program (in its 4th Phase) has incorporated sustainability criteria thereby ensuring a Signature Collection of unique and diverse Kenyan travel experiences that are responsible with environment and communities.

2. Environmental Performance

Environmental Sustainability is no longer a distant phenomenon but a reality that destinations must face. Issues such as Climate Change, increased Populations, Diminishing Resources and Seasonality of demand as well as Changing Consumer Trends dictate that destinations must adopt to sustainability practises across the tourism value chain.

Kenyan Government has come up with a raft of measures geared towards environmental conservation which include Reforestation and Tree Planting (15billion trees by 2032), Wetlands and Watershed Protection, Enhancement of Legal and Regulatory Framework (EMCA), Wildlife Corridors and Habitat Restoration, River and Urban Ecosystem Rehabilitation, Forest Restoration and Sustainable Forestry, Renewable Energy and Carbon Management, among others.

Kenya Tourism Board as the government body mandated to market Kenya diverse tourism product offerings has been part of the Single Use Plastic Ban campaign and implementation of the Cop26 declarations through ban of plastic cups in the office and being in the forefront on tree planting initiatives and promotion of tourism that feature enriching experiences in pristine environments. As an organization, we are cognisant to the fact that Kenya's tourism is highly dependent on the cultural and natural environment as its base resource that needs to be protected to ensure that communities, businesses and tourists will continue to benefit now and in the future.

Our Sustainability model is that we operate on the principle of carefully evaluating sustainability initiatives that aligns to the doctrine of responsible tourism, environmental protection and community involvement.

To achieve this, we continuously evaluate our impact in various initiatives as we investigate current sustainable tourism for development trends at the global level vis-à-vis Kenya's response. We use our previous report as a baseline for improving sustainable tourism development in Kenya at all levels. Our impact assessment model is more than a scorecard that includes opportunities for a sustainable restart of tourism in Kenya.

In conclusion; Conservation and sustainable Tourism has become a key word in Kenya's Tourism space as we also strive to conform to the modern travellers who are keen to be

associated with destinations whose principle is to conserve and sustain tourism business for posterity.

Our Mantra to Tourism players is that we have a collective responsibility to collaborate for a sustainable future, a win-win for all.

3. Employee welfare

The HR Policy and procedure manual and the Gender Mainstreaming Policy guides on the hiring process and affirms on matters pertaining to gender ratio. Staff and other stakeholders' inputs/engagements (NGEC, NACADA, NCPWD and NACC) and the Board of Directors are involved in improving the Policies when reviewed from time to time. The Gender Based Violence (GBV) in the workplace policy whose overall goal is to attain elimination of GBV and sexual harassment at the workplace, and is aligned with the provisions and principles of the National Policy on Gender and Development, 2019.

KTB staff skills and competencies are continuously improved through training, coaching and mentoring. Reward and Sanctions policy in place to guide on the reward system. KTB also has road safety and compliance policy. KTB complies with policy on Occupational and Safety and Health Act of 2007.

4. Market place practices

a) Responsible competition practice.

KTB adheres to the requirements of the PPADA 2015 and the PPADR 2020, which stipulates transparency and fairness in all procurement activities. All participants involved in the procurement processes are treated equally in terms of information submission and responses to queries.

KTB ensures transparency through the publishing and advertisement its tenders in the Public Procurement information portal as well as in the organization's website. This ensures fair competition among potential suppliers.

b) Responsible Supply chain and supplier relations

Kenya Tourism Board undertakes its procurement processes in line with the requirements of the PPADA 2015 and PPADR 2020. Award of tenders is based on fairness, transparency and objectivity as per the requirements of the Act. KTB maintains open communication line with all its suppliers via email, telephone, website publications and supplier sensitizations. KTB also has set credit terms that is disclosed to all bidders before award of contracts and the same is duly maintained. KTB honours contracts and

ensures that payments are made within the agreed timelines subject to satisfactory delivery of goods and services.

c) Responsible marketing and advertisement-efforts to maintain ethical marketing practices

KTB ensures ethical marketing practices by seeking to promote honesty, fairness, and responsibility in all advertising. This is ensured through the following:

- i. Truthful and Accurate Information: KTB ensures that all our marketing and advertising materials are truthful and accurate. We avoid making misleading or exaggerated claims and provide visitors with clear and transparent information about the destination.
- ii. Consent Forms: KTB obtains explicit consent from individuals featured in our marketing or advertising campaigns. Consent forms clearly outline the purpose of the campaign, how their images or information will be used, and the potential benefits and risks involved. KTB ensures that individuals understand the implications of their consent and have the option to withdraw it at any time.
- iii. Cultural Sensitivity: KTB is mindful of cultural differences and avoid any marketing practices that could be offensive or disrespectful to different cultures. We strive to create inclusive and welcoming campaigns that appeal to a diverse audience.
- iv. Sustainable Tourism: KTB promotes sustainable tourism practices that minimize our environmental impact and support local communities. KTB encourages our partners to adopt eco-friendly initiatives and prioritize responsible tourism.

d) Product stewardship- efforts to safeguard consumer rights and interests

The consumer is at the center of KTB's initiatives ensuring that the needs and interests of consumers are considered when designing destination products and experiences. This is achieved through:

- i. Quality Assurance: Through our Magical Kenya Signature Experiences (MKSE) programme, we work closely with our tourism industry partners to ensure that they adhere to the highest standards of quality and safety. We conduct regular inspections and audits to verify compliance with industry regulations and best practices.
- ii. Emergency Preparedness: We are part of the national tourism crisis committee that is the custodian of crafting and implemented emergency preparedness plans to respond to any unforeseen circumstances. Our team is trained to handle various emergencies and coordinate with local authorities/partners to ensure the safety of visitors.
- iii. Feedback and Complaints: We actively encourage visitor feedback and complaints. We use this information to identify and address any issues with as pertains to tourism to improve their overall experience of the destination.

5. Community Engagement

Sustainability in tourism commonly refers to ethical practice in tourism most publicized aspects that includes green/ efficient technology, environmental protection and community engagement that plays a bigger part in the circular economy. With projected growth of tourism, the Sustainable Development Goals (SDGs), shrinking land, population growth and insecurity; sustainable tourism must enter a new phase.

It is in this sense; KTB engages and supports host communities in various aspects such as community enterprise development initiatives by purchase of handicrafts and seedlings from Community based groups popularly known as Community based organizations.

Sustainable tourism is specifically mentioned in three of the goals numbers 8, 12 and 14.

According to The United Nations (UN), sustainability is defined as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” This will ensure that organizations consider their environmental, social-economic and governance pillars, as well as enabling host communities to address the related risks and opportunities they face.



Caption: KTB sustainability committee during the Eco Awarrior Awards Ceremony

KTB has partnered with Eco Tourism Kenya who are responsible in promoting institutions/individuals who are active in responsible tourism practices through their renowned award ceremony dubbed Eco Warrior Awards which has achieved huge success; conservancies that are part of Kenya Wildlife Conservancy Association such as Ol Pejeta Conservancy, Il Ingwessi conservancy, Lewa Conservancy, and Naboisho Conservancy who has benefitted Communities. Partnerships with institutions such Kenya Community Based Tourism network (KECOBAT) and the Federation of Community Based Tourism Organization (FECTO) who promote community-based tourism.

Kenya Tourism Board is committed to champion the sustainability narrative as a tool that will promote economic growth, Social inclusion as well as environmental conservation that aligns with the Bottom Up Economic Transformation Agenda (BETA).



Caption: Treeplanting Activity during Magical Kenya Trail Series

The Board participated in the World Tourism Day celebrations on 27th September 2024, engaging with various national and county stakeholders while at the same time underscoring Kenya's position as a leading tourism hub. While there, the Board launched the "One Tourist, One Tree" initiative on 23rd September 2024 and took part in a tree-planting exercise at Kajulu Hills, Kisumu as part of KTB's Sustainable Travel programme. The campaign is designed to not only promote sustainability but also to enhance environmental conservation that encourages sustainable travel thus contribute to the government's goal of achieving 30% forest cover.

11. REPORT OF THE DIRECTORS

The Board of the Directors submits their report together with the audited financial statements for the year ended June 30, 2025 which show the state of the KTB's affairs.

i. Principal activities

The principal activity of the Tourism Board continues to be marketing Kenya as a tourist destination.

Quality Policy

Kenya Tourism Board is committed to supporting and serving the tourist industry through marketing Kenya's unique physical and non-physical attractions with diligence, dedication and professionalism for the benefit of all stakeholders. In pursuit of this commitment, quality objectives that have been established and communicated to all employees are being implemented and monitored.

KTB Employees

KTB employees exhibit the highest levels of integrity and professionalism. In meeting the service needs of our customers, our employees "get it right the first time, every time".

Customer Focus

We are a customer driven organization that views every customer contact as an opportunity to add value and enhance our relationship. We listen to our customers, learn and understand their needs thereby enabling us to anticipate and pro-actively offer attractive solutions.

We continuously strive to offer the best services for our customers.

Communication

We offer open, honest and constructive communication throughout the organization by supporting healthy debate and personal participation on issues affecting our business. We communicate with our customers in a fresh and informative way.

Service

We optimize the use of relevant technology to deliver attractive customer solutions, increase efficiency and minimize cost base.

We offer reliable service delivery channels that provide a comfortable, secure and user-friendly environment for both customers and employees alike. We constantly seek ways to improve the delivery of service to our customers.

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ii. Results

The results of the Kenya Tourism Board for the year ended June 30, 2025 are set out on page 1-45.

iii. Directors

The members of the Board of Directors who served during the year are shown on page XII to XVII.

iv. Auditors

The Auditor General is responsible for the statutory audit of the Kenya Tourism Board in accordance with Article 229 of the Constitution of Kenya and the Public Audit Act, 2015.

By Order of the Board



Allan Njoroge
COMPANY SECRETARY

Date: 29.08.2025

12. STATEMENT OF DIRECTORS' RESPONSIBILITIES

Section 81 of the Public Finance Management Act, 2012 and section 14 of the State Corporations Act and The Tourism Act No.28 of 2011 Section 32(4) require the Directors to prepare financial statements in respect of KTB, which give a true and fair view of the state of affairs of KTB at the end of the financial year and the operating results of KTB as at 30th June 2025. The Directors are also required to ensure that KTB keeps proper accounting records, which disclose with reasonable accuracy the financial position of KTB. The Directors are also responsible for safeguarding the assets of KTB.

The Directors are responsible for the preparation and presentation of KTB's financial statements, which give a true and fair view of the state of affairs of KTB for and as at the end of the financial year ended on June 30, 2025. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period; (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of KTB; (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud; (iv) safeguarding the assets of KTB; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

The Directors accept responsibility for KTB's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act, 2012 and (the State Corporations Act). The Directors are of the opinion that KTB's financial statements give a true and fair view of the state of KTB's transactions during the financial year ended June 30, 2025, and of KTB's financial position as at that date.

The Directors further confirm the completeness of the accounting records maintained for KTB, which have been relied upon in the preparation of KTB's financial statements as well as the adequacy of the systems of internal financial control.

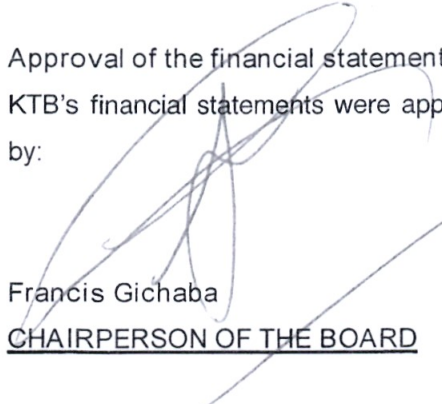
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STATEMENT OF DIRECTORS' RESPONSIBILITIES - Continued

Nothing has come to the attention of the Directors to indicate that KTB will not remain a going concern for at least the next twelve months from the date of this statement.

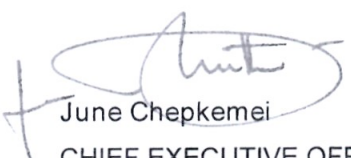
Approval of the financial statements

KTB's financial statements were approved by the Board on 29.08.2025 and signed on its behalf by:



Francis Gichaba

CHAIRPERSON OF THE BOARD



June Chepkemei

CHIEF EXECUTIVE OFFICER

REPUBLIC OF KENYA

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NAIROBI

REPORT OF THE AUDITOR-GENERAL ON KENYA TOURISM BOARD FOR THE YEAR ENDED 30 JUNE, 2025

PREAMBLE

I draw your attention to the contents of my report which is in three parts:

- A. Report on Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements;
- B. Report on Lawfulness and Effectiveness in the Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure the Government achieves value for money and that such funds are applied for the intended purpose; and,
- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, risk management environment and internal controls, developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An Unmodified Opinion is issued when the Auditor-General concludes that the financial statements are fairly presented in accordance with the applicable financial reporting framework. The Report on Financial Statements should be read together with the Report on Lawfulness and Effectiveness in the Use of Public Resources, and the Report on Effectiveness of Internal Controls, Risk Management, and Governance.

The three parts of the report aim to address the Auditor-General's statutory roles and responsibilities as provided by Article 229 of the Constitution, the Public Finance Management Act, 2012, and the Public Audit Act, 2015. The three parts of the report when read together constitute the report of the Auditor-General.

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of Kenya Tourism Board set out on pages 1 to 48, which comprise of the statement of financial position as at 30 June, 2025, and the statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget and actual amounts for the year then ended and a summary of significant accounting policies and

other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Kenya Tourism Board as at 30 June, 2025, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis) and comply with the Tourism Act, 2011 and the Public Finance Management Act, 2012.

Basis for Opinion

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Kenya Tourism Board's Management in accordance with ISSAI 130 on the Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

1. Budgetary Control and Performance

The statement of comparison of budget and actual amounts reflects final budgeted receipts and actual receipts of Kshs.2,012,407,718 and Kshs.1,333,229,613 respectively resulting to underfunding of Kshs.679,178,105 or 34% of the budget. Similarly, the statement reflects actual expenditure of Kshs.1,597,634,364 against actual receipts of Kshs.1,333,229,613 resulting to over utilization of Kshs.264,404,751 or 20% of the actual receipts.

The underfunding may have affected the planned activities and impacted negatively on service delivery to the public.

2. Negative Working Capital

The statement of financial position reflects current liabilities of Kshs.529,930,434 against current assets of Kshs.515,819,006 thus resulting in a negative working capital of Kshs.14,111,428. The Board therefore may not be able to meet its short-term obligations as and when they arise.

In the circumstances, Board's continued existence as a going concern is mainly dependent on financial support from the Government and its creditors.

My opinion is not modified in respect of these matters.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, are of most significance in the audit of the financial statements. There were no key audit matters to report in the year under review.

Other Information

The Management is responsible for the Other Information set out on page iv to cxi which comprise of Key Entity Information and Management, The Board of Directors, Management Team, Chairman's Statement, Report of the Chief Executive Officer, Statement of Performance Against Predetermined Objectives, Corporate Governance Statement, Management Discussion and Analysis, Environment and Sustainability Reporting, Report of the Directors and Statement of Directors Responsibilities. The Other Information does not include the financial statements and my audit report thereon.

In connection with my audit on the Kenya Tourism Board's financial statements, my responsibility is to read the Other Information and in doing so, consider whether the Other Information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work I have performed, I conclude that there is a material misstatement of this Other Information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the Other Information and accordingly, I do not express an audit opinion or any form of assurance thereon.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN THE USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, except for the effects of the matter described in the Basis for Conclusion on Lawfulness and Effectiveness in the Use of Public Resources section of my report, I confirm that, nothing else has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

Basis for Conclusion

Long Outstanding Payables

The statement of financial position and as disclosed in Note 30(a) to the financial statements reflects trade and other payables from exchange transaction balance of Kshs.362,845,532. However, included in the balance are payables of Kshs.12,276,261 which have been outstanding for over 2 years. This was contrary to Section 53(8) of the Public Procurement and Asset Disposal Act, 2015 which states that "an Accounting Officer shall not commence any procurement proceedings until satisfied that sufficient funds to meet the obligations of the resulting contract(s) are reflected in the approved budget estimates".

In the circumstances, Management was in breach of the law and there is a risk of loss of public funds through litigations, interests and penalties.

The audit was conducted in accordance with ISSAI 3000 and ISSAI 4000. The standards require that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements comply in all material respects, with the authorities that govern them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON THE EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015 and based on the audit procedures performed, except for the effects of the matter described in the Basis for Conclusion on the Effectiveness of Internal Controls, Risk Management and Governance section of my report, I confirm that, nothing else has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

Basis for Conclusion

Lack of Succession Plan

It was noted that the Board had not come up with a succession plan document as per paragraph 1.14 of Mwongozo code of governance for State Corporations. Further, perusal of the Board members personal files revealed that the Board tenure was not staggered to ensure continuity as most of the members are retiring at same time from 03 September, 2026 and this may affect the policy decisions which require board approvals as Board awaits fresh appointments.

In the circumstances, oversight function of the Board may be affected due to mass retirement.

The audit was conducted in accordance with ISSAI 2315 and ISSAI 2330. The standards require that I plan and perform the audit to obtain assurance about whether effective processes and systems of internal controls, risk management and overall governance were operating effectively in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of the Management and those Charged with Governance

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Accrual Basis) and for maintaining effective internal controls as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal controls, risk management and governance.

In preparing the financial statements, Management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management is aware of the intention to cease operations.

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

In addition to the responsibility for the preparation and presentation of the financial statements described above, Management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements

comply with the authorities which govern them and that public resources are applied in an effective way.

The Board of Directors is responsible for overseeing the Board's financial reporting process, reviewing the effectiveness of how Management monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit

My responsibility is to conduct an audit of the financial statements in accordance with Article 229(4) of the Constitution, Section 35 of the Public Audit Act, 2015 and the International Standards of Supreme Audit Institutions (ISSAIs). The standards require that, in conducting the audit, I obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error and to issue an auditor's report that includes my opinion in accordance with Section 48 of the Public Audit Act, 2015. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In conducting the audit, Article 229(6) of the Constitution also requires that I express a conclusion on whether or not in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way. In addition, I consider the entity's control environment in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7 (1) (a) of the Public Audit Act, 2015.

Further, I am required to submit the audit report in accordance with Article 229(7) of the Constitution.

Detailed description of my responsibilities for the audit is located at the Office of the Auditor-General's website at: <https://www.oagkenya.go.ke/auditor-generals-responsibilities-for-audit/>. This description forms part of my auditor's report.


FCPA Nancy Gathungu, CBS
AUDITOR-GENERAL

Nairobi

20 November, 2025

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14. STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2025 KShs	2024 KShs
Revenue from non-exchange transactions			
Industry contributions, Strategic Partnerships	11	264,990,558	178,339,114
Transfer from Government Grants & other Agencies	12	1,543,065,848	927,754,364
		<u>1,808,056,406</u>	<u>1,106,093,478</u>
Revenue from exchange transactions			
Public Contributions & Donations	13 (a)	-	3,538,511
Finance income	13(b)	21,129,496	10,290,215
Other income	13(c)	709,561	81,840,007
		<u>21,839,057</u>	<u>95,668,732</u>
Total revenue		<u>1,829,895,464</u>	<u>1,201,762,210</u>
Expenses			
Marketing Costs	14	1,469,898,528	833,842,069
Employee costs	15	277,431,208	248,788,109
Remuneration of Board	16	23,804,928	23,476,859
Depreciation and amortization expense	17	10,712,890	7,511,143
Repairs and maintenance	18	3,662,403	4,337,709
General expenses	19	97,570,865	95,157,476
Finance costs	20	1,387,054	980,189
Total expenses		<u>1,884,467,875</u>	<u>1,214,093,555</u>
Other gains/(losses)			
Net Gain on sale of assets	21	(312,944)	-
Loss on foreign exchange transactions	22	(2,445,536)	(2,163,382)
Deficit for the Year		<u>(57,330,891)</u>	<u>(14,494,727)</u>

The notes set out on pages 8 to 46 form an integral part of these Financial Statements.

The Financial Statements set out on pages 1 to 7 were signed on behalf of the Board of Directors by:

Accounting Officer

Name: June Chepkemei

Date: 29th August 2025

Director Corporate Services

Name: Mary Maina

ICPAK M/No: 4589

Date: 29th August 2025

Chairman of the Board

Name: Francis Gichaba

Date: 29th August 2025

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15. STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

		2025	2024
	Note	KShs	KShs
Assets			
Current assets			
Cash and Cash equivalents	23/24	219,946,443	477,988,407
Prepayments	25	14,323,883	10,005,444
Receivables from exchange transactions	26(a)	70,710,950	31,425,089
Receivables from non-exchange transactions	26(b)	204,375,714	52,166,129
Inventories	27	6,462,016	7,734,635
Total Current Assets		515,819,006	579,319,704
Non-current assets			
Property, plant and equipment	28	24,975,896	33,630,659
Intangible assets	29	5,735,810	9,541,010
Total Non- Current Assets		30,711,706	43,171,669
Total Assets		546,530,714	622,491,375
Liabilities			
Current liabilities			
Trade and other payables from exchange transactions	30(a)	362,845,532	213,652,481
Payments received in advance	30(b)	65,658,212	5,634,963
Provisions	31	10,257,323	7,851,180
Deferred income	32	91,169,367	319,987,450
Total Current Liabilities		529,930,434	547,126,075
Total liabilities		529,930,434	547,126,075
Net Assets			
Accumulated surplus	34	(19,202,499)	27,415,502
Capital Fund	35	2,085,148	7,990,804
Sinking Fund	36	22,000,000	22,000,000
Revaluation Reserve	41	11,717,630	17,958,992
Total Net Assets		16,600,280	75,365,298
Total Net Assets and Liabilities		546,530,714	622,491,375

The Financial Statements set out on pages 1 to 7 were signed on behalf of the Board of Directors by:

Accounting Officer

Name: June Chepkemei

Date: 29th August 2025

Director Corporate Services

Name: Mary Maina

ICPAK M/No: 4589

Date: 29th August 2025

Chairman of the Board

Name: Francis Gichaba

Date: 29th August 2025

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16. STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30 JUNE 2025

	Notes	Sinking Reserves Kshs	Accumulated Reserves Kshs	Capital Fund KShs	Revaluation Reserves Kshs	Total Kshs
As at 1st July 2023		22,000,000	34,399,086	6,997,450	24,224,166	87,620,702
Deficit for the period		-	(14,494,727)	-	-	(14,494,727)
Capital/Development grants received during the year	35	-	-	8,504,497	-	8,504,497
Transfer of depreciation/amortisation from capital fund to retained earnings	17	-	7,511,143	(7,511,143)	-	-
Transfer of ammortization on revaluation		-	-	-	(6,265,174)	(6,265,174)
Balance as at 30 June 2024		22,000,000	27,415,502	7,990,804	17,958,992	75,365,298
As at 1st July 2024		22,000,000	27,415,502	7,990,804	17,958,992	75,365,298
Deficit for the period		-	(57,330,891)	-	-	(57,330,891)
Capital/Development grants received during the year	35	-	-	4,807,234	-	4,807,234
Transfer of depreciation/amortisation from capital fund to retained earnings	17	-	10,712,890	(10,712,890)	-	-
Transfer of ammortization on revaluation		-	-	-	(6,241,362)	(6,241,362)
Balance as at 30 June 2025		22,000,000	(19,202,499)	2,085,148	11,717,630	16,600,280

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17. STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2025

		2024-2025 Kshs	2023-2024 Kshs
	Notes		
Cash flows from operating activities			
Receipts			
Exchequer Releases: Government grants and subsidies	33 a(i)	104,550,416	346,482,500
Transfer from other government entities- Tourism Promotion Fund	33 a(ii)	619,276,485	485,561,515
Transfer from other government entities- Tourism Fund	33 a (iii)	441,192,766	391,495,503
Sale of goods- Industry Contribution & Strategic Partnerships	33 a. (iv)	144,600,066	105,618,737
Other income	33 a. (v)	18,802,646	77,178,724
Total receipts		1,328,422,380	1,406,336,979
Payments			
Marketing Costs	33 (b)	1,216,342,535	609,136,037
Other Payments	33 (c)	64,293,346	187,212,033
Employee costs	15	277,431,208	248,788,109
Board Expenses	16	23,804,928	23,476,859
Repairs and maintenance	18	3,662,403	4,337,709
Finance costs	20	1,387,054	980,189
Total payments		1,586,921,474	1,073,930,937
Net cash flows from/(used in) operating activities		(258,499,094)	332,406,043
Cash flows from investing activities			
Purchase of PPE and Intangible assets	28	(4,350,104)	(14,677,897)
Purchase of investments		(200,000,000)	(50,000,000)
Net cash flows from/(used in) investing activities		(204,350,104)	(64,677,897)
Cash flows from financing activities			
Increase in deposits	23	200,000,000	50,000,000
Capital Grants	35	4,807,234	8,504,497
Net cash flows from financing Activities		204,807,234	58,504,497
Net increase/(decrease) in cash & Cash equivalents		(258,041,964)	326,232,643
Cash and cash equivalents at 1 July	23	477,988,407	151,755,764
Cash and cash equivalents at 30 June	23	219,946,443	477,988,407

Kenya Tourism Board presents its cash flow statement using the direct method as recommended in IPSAS 2.

For the purposes of these financial statements, cash and cash equivalents includes interest accrued on bank balances and staff advances (imprests and per diem).

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18. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30TH JUNE 2025

Details	Original budget (KShs)	Adjustments (KShs)	Final budget (KShs)	Actual on comparable basis(KShs)	Performance difference (KShs)	% of utilization	Explanation of Material Variances
	A	b	C=(a+b)	d (as per cashflow)	e=(c-d)	f=f/e	
Budget carryovers from the previous year				477,988,407	(477,988,407)		
Receipts							
Transfers from other governments entities							
Internally Generated Revenue	178,290,000	51,771,167	230,061,167	163,402,712	66,658,455	71%	The total A-I-A earned was shs 286.368M out of which Shs 150.89M was non cash contribution
GoK Recurrent Grants	114,055,000	0	114,055,000	104,550,416	9,504,584	92%	Grant disbursed on monthly basis, the grant for June had not been received by 30th June 2025 and has been accrued.
Tourism Promotion Fund	400,000,000	540,838,000	940,838,000	619,276,485	321,561,515	66%	Disbursement of KShs 590M for various approved projects in FY 2024/25. Also received KShs 29,276,485 relating to Destination PR and Digital communication Phase 1 of FY 2023/2024. Disbursement for 3 projects amounting to KShs 160M had not been received by 30th June 2025 and was accrued as at 30th June 2025. KShs 190.838M for 2 projects was rolled over from 2023/24 and formed part of budget implementation in 2024/25.
Tourism Fund	500,000,000	227,453,551	727,453,551	446,000,000	281,453,551	61%	Approval for additional fund of shs 232M was not approved with adjusted position of Shs 470M. Shs 40M received in June 2024 is reported in 2023/24
Total receipts	1,192,345,000	820,062,718	2,012,407,718	1,333,229,613	679,178,105	66%	

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STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30TH JUNE 2025- Continued

Details	Original budget (KShs)	Adjustments (KShs)	Final budget (KShs)	Actual on comparable basis(KShs)	Performance difference (KShs)	% of utilization	Explanation of Material Variances
	A	b	C=(a+b)	d (as per cashflow)	e=(c-d)	f=f/e	
Payments							
Use of goods and services	766,320,549	782,304,426	1,548,624,975	1,216,342,535	332,282,440	79%	Most of the planned campaigns were completed. Tembea funds of KShs 91M was deferred for production of 2 projects. Expenses of KShs 93.9M were transferred to FY 2025/26 due to TF adjusted budget position.
Employee costs	251,772,776	14,635,693	266,408,469	277,431,208	(11,022,739)	104%	Spend is within expectations, some of the vacant positions were filled in the second half of the year. During the year, gratuity provision was transferred to management fund for administration.
Remuneration of directors	25,960,000	0	25,960,000	23,804,928	2,155,072	92%	Expenses of KShs 2M was transferred to FY 2025/26 as TF supplementary grants were not disbursed.
Repairs and maintenance	3,500,000	500,000	4,000,000	3,662,403	337,597	92%	Spend within expectations. Major maintenace costs on the landcruisers were expensed under the related marketing activities..
Depreciation and amortization expense	9,865,865	0	9,865,865	10,712,890	(847,025)	109%	Depreciation in line with the policy. The expense is higher due to the amortization of the website.
Other payments	131,925,810	15,622,599	147,548,409	65,680,400	81,868,009	45%	There was slow down on some activities following Tourism Fund adjusted budget position. Expenses of KShs 11.6M were transferred to FY 2025/26 as TF supplementary grants were not disbursed.
Total Payment	1,189,345,000	813,062,718	2,002,407,718	1,597,634,364	404,773,354	80%	
Capital Expenditure	3,000,000	7,000,000	10,000,000	4,350,104	5,649,896	44%	Boardroom interactive screen, laptops, ipads, office seats and office equipments were procured. The audit software had not been procured as at 30th June 2025. The spend was also slowed down in line with the TF budget adjusted position.
Surplus/ deficit	0	0	0	209,233,552	(209,233,552)		

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STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED
30TH JUNE 2025- Continued

Budget notes

i. Budget Variances (Performance difference)

The material variances (below 90% underutilization) and over-utilization are explained above alongside each budget line category.

ii. Changes between original and final budgets

Explanation of changes between original and final budgets are explained above alongside each budget line category.

iii. Explanations where actuals do not tie to the statement of financial performance due to differences in accounting basis, the reconciliation is as provided below:

Budget Reconciliation	KShs
Surplus as budget	209,233,552
Add: Depreciation	<u>10,712,890</u>
Closing cash and cash equivalent as per the statement of cashflows	<u>219,946,442</u>

19. NOTES TO THE FINANCIAL STATEMENTS

1. GENERAL INFORMATION

Kenya Tourism Board is established by and derives its authority and accountability from Tourism Act No.28 of 2011, sections 29-39. The entity is wholly owned by the Government of Kenya and is domiciled in Kenya. The entity's principal activity is to effectively market Kenya's tourism products.

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

The financial statements have been prepared on a historical cost basis except for the measurement at re-valued amounts of certain items of property, plant and equipment, financial instruments at fair value and impaired assets at their estimated recoverable amounts. The preparation of financial statements in conformity with International Public Sector Accounting Standards (IPSAS) allows the use of estimates and assumptions. It also requires management to exercise judgement in the process of applying the KTB's accounting policies. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed in Note 10 of these financial statements.

The financial statements have been prepared and presented in Kenya Shillings, which is the functional and reporting currency of KTB. The financial statements have been prepared in accordance with the PFM Act, the State Corporations Act and International Public Sector Accounting Standards (IPSAS). The accounting policies adopted have been consistently applied to all the years presented.

3. ADOPTION OF NEW AND REVISED STANDARDS

- i. There were no new and amended standards issued in the financial year.
- ii. New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2025.

Standard	Effective date and impact:
IPSAS 43: Leases	Applicable 1 st January 2025 The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of an Entity. The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities. Not applicable

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Standard	Effective date and impact:
IPSAS 44: Non- Current Assets Held for Sale and Discontinued Operations	Applicable 1st January 2025 The Standard requires, Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and: Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance. Not applicable
IPSAS 45: Property Plant and Equipment	Applicable 1st January 2025 The standard supersedes IPSAS 17 on Property, Plant and Equipment. IPSAS 45 has additional guidance/ new guidance for heritage assets, infrastructure assets and measurement. Heritage assets were previously excluded from the scope of IPSAS 17 in IPSAS 45, heritage assets that satisfy the definition of PPE shall be recognised as assets if they meet the criteria in the standard. IPSAS 45 has an additional application guidance for infrastructure assets, implementation guidance and illustrative examples. The standard has clarified existing principles e.g. valuation of land over or under the infrastructure assets, under- maintenance of assets and distinguishing significant parts of infrastructure assets. Not applicable
IPSAS 46: Measurement	Applicable 1st January 2025 The objective of this standard was to improve measurement guidance across IPSAS by: - Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used. - Clarifying transaction costs guidance to enhance consistency across IPSAS. - Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures. The standard also introduces a public sector specific measurement bases called the current operational value. Not applicable
IPSAS 47: Revenue	Applicable 1st January 2026 This standard supersedes IPSAS 9- Revenue from exchange transactions, IPSAS 11 Construction contracts and IPSAS 23 Revenue from non- exchange transactions. This standard brings all the guidance of accounting for revenue under one standard. The objective of the standard is to establish the principles that an entity shall apply to report

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Standard	Effective date and impact:
	useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flow arising from revenue transactions. IPSAS 9 & IPSAS 23 already implemented
IPSAS 48: Transfer Expenses	Applicable 1 st January 2026 The objective of the standard is to establish the principles that a transfer provider shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of expenses and cash flow arising from transfer expense transactions. This is a new standard for public sector entities geared to provide guidance to entities that provide transfers on accounting for such transfers. Not effective, applicable from 1 st January 2026
IPSAS 49: Retirement Benefit Plans	Applicable 1 st January 2026 The objective is to prescribe the accounting and reporting requirements for the public sector retirement benefit plans which provide retirement to public sector employees and other eligible participants. The standard sets the financial statements that should be presented by a retirement benefit plan. Not applicable
IPSAS 50: Exploration For & Evaluation of Mineral Resources	Applicable 1 st January 2027 The objective of this Standard is to specify the financial reporting for the exploration for and evaluation of mineral resources. The Standard requires: i. Limited improvements to existing accounting practices for exploration and evaluation expenditures. ii. Entities that recognize exploration and evaluation assets to assess such assets for impairment in accordance with this Standard and measure any impairment in accordance with IPSAS 26. iii. Disclosures that identify and explain the amounts in the entity's financial statements arising from the exploration for and evaluation of mineral resources and help users of those financial statements understand the amount, timing and certainty of future cash flows from any exploration and evaluation assets recognized. Not applicable

Early adoption of standards

KTB adopted the following standards early (IPSAS 9 and IPSAS 23) for compliance reasons, it has led to clear reporting of the different categories of revenue.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Revenue Recognition

i) Revenue from non-exchange transactions

Transfers from other government entities

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the entity and can be measured reliably.

KTB receives some of its marketing budget from the development grant. The budget vote "Sustaining new markets and Sitting Booths" is a strategic intervention that was approved by the National Treasury in 2015 as part of tourism recovery programs. The strategic intervention was approved under the development grant. These specific marketing activities are treated as projects. For financial reporting, the total marketing expenditure including marketing project expenses are reported in the Statement of Financial Performance.

Recurrent grants are recognized in the statement of comprehensive income. Development/capital grants are recognized in the statement of financial position and realised in the statement of comprehensive income over the useful life of the assets that have been acquired using such funds.

ii) Revenue from exchange transactions

Industry Contributions

KTB recognizes revenue from industry contributions by reference to the stage of completion of the exhibition/ event. The stage of completion is measured by reference to whether the event had been completed.

Where the event has not been implemented, the industry contribution is reported as liabilities.

Sale of goods

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to KTB.

Interest income

Interest income is accrued using the effective yield method. The effective yield discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this yield to the principal outstanding to determine interest income each period.

b) Budget information

The original budget for FY 2024/25 was approved by the National Assembly on 14/8/2024. Subsequent revisions or additional appropriations were made to the approved budget in accordance with specific approvals from the appropriate authorities in May 2025. The additional appropriations were adjusted against the original budget by the entity upon receiving the respective approvals in order to conclude the final revised budget. Accordingly, the entity recorded additional appropriations/receipts of KShs 819.6M on the 2024/25 budget being rolled over grants of KShs190.838M, KShs 227M additional grant from Tourism Fund (TF), KShs 350M additional projects grants from Tourism Promotion Fund (TPF) and additional appropriation in aid (A-I-A) of KShs 51.77M. The approval of the revised budget was granted by the from the governing body on 29th May 2025.

The entity's budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements. The financial statements are prepared on accrual basis using a classification based on the nature of expenses in the statement of financial performance, whereas the budget is prepared on a cash basis. The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by presentation to be on the same basis as the approved budget. A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts.

In addition to the Basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget.

A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison of budget and actual amounts and the actuals as per the statement of financial performance has been presented under section 18 of these financial statements.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

c) Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items.

When significant parts of property, plant and equipment are required to be replaced at intervals, the entity recognizes such parts as individual assets with specific useful lives and depreciates them accordingly.

Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

Depreciation is calculated on the straight-line basis at annual rates to write off the cost of assets over their estimated useful lives by equal annual instalments at the following rates: -

(I)	Motor vehicles	25%
(II)	Office equipment	12.5%
(III)	Furniture	12.5 %
(IV)	Computers	33.3 %

The depreciation charge is prorated in the year of purchase and year of disposal as follows:

- The delivery date is considered as the date of acquisition and depreciation in full in the month of acquisition.
- No depreciation is charged in the month the asset is boarded for disposal.
- No depreciation is charged on work-in-progress.

d) Leases

Operating leases are leases that do not transfer substantially all the risks and benefits incidental to ownership of the leased item to the KTB. Operating lease payments are recognized as an operating expense in surplus or deficit on a straight-line basis over the lease term.

e) Intangible Assets

KTB's intangible assets comprise of software that are in use including the SAP accounting system and the E-HRM system.

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful life of the intangible assets is assessed as either finite or indefinite. The SAP/ ERP system shall be classified as indefinite useful life; they are assessed for impairment at each reporting date.

Amortization is calculated on the straight-line basis at annual rates to write off the cost of assets over their estimated useful lives by equal annual instalments at the rate of 33.3%.

The amortization charge is prorated in the year of purchase and year of disposal as follows:

- The delivery date is considered as the date of acquisition and amortization in full in the month of acquisition.
- No amortization is charged in the month the asset is boarded for disposal.
- No amortization is charged on work-in-progress.

f) Work in Progress on Assets

KTB purchases property plant and equipment (PPE) and intangible assets for use in its operations. An asset that is not ready for use (still being developed and/ or not delivered) at the reporting date is considered as work in progress (WIP). The assets are shown in PPE & Software movement schedules but are only capitalized on delivery. The WIP assets are recognized at cost; they are not depreciated or amortized. The depreciation and amortization start on the capitalization date.

g) Research and Development costs

KTB expenses research costs as incurred. Development costs on an individual project are recognized as intangible assets when the Board can demonstrate:

- i) The technical feasibility of completing the asset so that the asset will be available for use or sale.
- ii) Its intention to complete and its ability to use or sell the asset.
- iii) How the asset will generate future economic benefits or service potential
- iv) The availability of resources to complete the asset.
- v) The ability to measure reliably the expenditure during development.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Following initial recognition of an asset, the asset is carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete, and the asset is available for use. It is amortized over the period of expected future benefit. During the period of development, the asset is tested for impairment annually with any impairment losses recognized immediately in surplus or deficit.

h) Financial instruments

IPSAS 41 addresses the classification, measurement and de-recognition of financial assets and financial liabilities, introduces new rules for hedge accounting and a new impairment model for financial assets. KTB does not have any hedge relationships and therefore the new hedge accounting rules have no impact on the Company's financial statements. A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. At initial recognition, the entity measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through surplus or deficit, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

i) Financial assets

Classification of financial assets

KTB classifies its financial assets as subsequently measured at amortised cost, fair value through net assets/ equity or fair value through surplus and deficit on the basis of both the Board's management model for financial assets and the contractual cash flow characteristics of the financial asset. A financial asset is measured at amortized cost when the financial asset is held within a management model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding. A financial asset is measured at fair value through net assets/ equity if it is held within the management model whose objective is achieved by both collecting contractual cashflows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. A financial asset shall be measured at fair value through surplus or deficit unless it is measured at amortized cost or fair value through net assets/ equity unless the Board has made irrevocable election at initial recognition for particular investments in equity instruments.

Subsequent measurement

Based on the business model and the cash flow characteristics, the entity classifies its financial assets into amortized cost or fair value categories for financial instruments. Movements in fair value are presented in either surplus or deficit or through net assets/ equity subject to certain criteria being met.

Amortized cost

Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest, and that are not designated at fair value through surplus or deficit, are measured at amortized cost. A gain or loss on an instrument that is subsequently measured at amortized cost and is not part of a hedging relationship is recognized in profit or loss when the asset is de-recognized or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

Fair value through net assets/ equity

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at fair value through net assets/ equity. Movements in the carrying amount are taken through net assets, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognized in surplus/deficit. Interest income from these financial assets is included in finance income using the effective interest rate method.

Trade and other receivables

Trade and other receivables are recognized at fair values less allowances for any uncollectible amounts. Trade and other receivables are assessed for impairment on a continuing basis. An estimate is made of doubtful receivables based on a review of all outstanding amounts at the year end.

Fair value through surplus or deficit

Financial assets that do not meet the criteria for amortized cost or fair value through net assets/ equity are measured at fair value through surplus or deficit. A business model where the entity manages financial assets with the objective of realizing cash flows through solely the sale of the assets would result in a fair value through surplus or deficit model.

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SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Impairment

The Board assesses, on a forward-looking basis, the expected credit loss ('ECL') associated with its financial assets carried at amortized cost and fair value through net assets/equity. The Board recognizes a loss allowance for such losses at each reporting date.

ii) Financial liabilities

Classification

The entity classifies its liabilities as subsequently measured at amortized cost except for financial liabilities measured through profit or loss.

i) Inventories

KTB maintains inventories mainly promotional materials for its marketing activities. Other inventories include printing and stationery materials, office utilities etc.

Inventory is measured at cost upon initial recognition. To the extent that inventory was received through non-exchange transactions (for no cost or for a nominal cost), the cost of the inventory is its fair value at the date of acquisition.

After initial recognition, inventory is measured at the lower of cost and net realizable value. However, to the extent that a class of inventory is distributed or deployed at no charge or for a nominal charge, that class of inventory is measured at the lower of cost and current replacement cost.

Net realizable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and the estimated costs necessary to make the sale, exchange, or distribution.

Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of the Board .

j) Trade and Other payables from exchange transactions

In the course of its operations, KTB enters into exchange transactions and events through purchase of goods, works or services. Trade and other payables for KTB arising from exchange transactions include: trade and other payables and customer deposits.

Recognition of expense and/ or payable:

From the purchase of goods: When significant risks and rewards have been transferred to KTB, amount of expense can be reliably measured and it is likely that the economic benefits or service potential associated with the transaction will flow to KTB, and the costs incurred or to be incurred in respect of the transaction can be measured reliably; then an expense is recognized

From the purchase of services: This is recognized in reference to the stage of completion of the transaction at the reporting date, provided the outcome of the transaction can be estimated reliably.

The expense is measured at the fair value of the consideration paid or payable. Where the expense from exchange transaction is not paid for at the reporting date, it is recognised as a payable from exchange transaction.

k) Provisions

Provisions are recognized when KTB has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where KTB expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

l) Contingent liabilities

KTB does not recognize a contingent liability, but discloses details of any contingencies in the notes to the financial statements, unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

m) Nature and Purpose of Reserves

KTB creates and maintains reserves in terms of specific requirements. KTB maintains a sinking reserve, accumulated Reserve, Capital Fund and Revaluation Reserve.

The Sinking fund reserve is a fund set aside for future replacement of assets as required in the State Corporations Act; section 16(1) requires that state corporations shall make provision for the renewal of depreciating assets by the establishment of sinking funds and for contributions to such

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reserve and stabilization funds as may be required. KTB provides for Kshs. 2M annually for this fund. The amount is provided from the accumulated surplus reserves, however there was no provision in the current year due to depletion of reserves. The current balance as at June 2025 is Kshs 22 Million.

KTB also maintains accumulated reserve where all surpluses net of deficits from previous year are accumulated. The fund is also net of any transfers from/ to the accumulated surplus fund.

KTB maintains capital fund for grants received for the acquirement of assets net transfer of depreciation/ amortization of the assets that have been acquired using such funds.

Revaluation reserve is maintained where all revaluation increases are credited. The revaluation reserve is reduced by subsequent depreciation and impairment losses.

n) Changes in accounting policies and estimates

KTB recognizes the effects of changes in accounting policy retrospectively. The effects of changes in accounting policy are applied prospectively if retrospective application is impractical.

o) Employee Benefits

Retirement benefit plans

KTB provides retirement benefits for its pensionable employees at the rate of 15% of basic pay and to the National Social Security Fund (NSSF). Contributions to NSSF are determined by local statute (NSSF Act 2013), implementation of the new rates were effected in January 2023 and will be adjusted over the next five (5) years in line with implementation schedule. Defined contribution plans are post-employment benefit plans under which an Entity pays fixed contributions into a separate Entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

p) Employee Entitlement

The estimated monetary liability for employees accrued annual leave entitlement at the balance sheet date is recognized as an expense accrual/reversal. Employee entitlements to gratuity are recognized when they accrue to employees. A provision is made for the liability for such

entitlements as a result of services rendered by employees up to the Financial Position date. The gratuity provision is transferred and managed under a registered retirement benefits scheme

q) Foreign currency transactions

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of creditors, or from the reporting of creditors at rates different from those at which they were initially recorded during the period, are recognized as income or expenses in the period in which they arise.

r) Related Parties

KTB regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over KTB, or vice versa. Members of key management are regarded as related parties and comprise the directors, the CEO and senior managers.

s) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year.

For the purposes of these financial statements, cash and cash equivalents includes interest accrued on bank balances, short-term deposits on call and staff advances (imprest and per diems).

t) Comparative figures

Where necessary comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in presentation.

u) Subsequent events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30, 2025.

10. SIGNIFICANT JUDGMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

The preparation of KTB's financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. KTB based its assumptions and estimates on parameters available when the financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of KTB. Such changes are reflected in the assumptions when they occur. IPSAS 1.140

Useful lives and residual values

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- The condition of the asset based on the assessment of experts employed by KTB
- The nature of the asset, its susceptibility and adaptability to changes in technology and processes
- The nature of the processes in which the asset is deployed
- Availability of funding to replace the asset
- Changes in the market in relation to the asset

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions is included in Note 26 and 31.

Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

KTB estimated the following provisions as 30th June 2025:

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- Provision for bad debts based on the recoverability of the amounts. KTB makes provisions for all receivables outstanding over 365 days where recovery is doubtful.
- Provisions for staff leave balances- estimated based on the basic salaries in line with the approved terms and conditions of services
- Provision for audit fees based on uncharged audit fees.

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	2025 KShs	2024 KShs
11. Sale of services		
Industry Contributions, Strategic Partnerships & Donations		
Industry Contribution- Cash	104,319,791	97,272,920
Industry Contribution- In kind	8,773,100	13,216,882
Cash Strategic Partnership & Donations	16,506,478	11,662,251
Non-Cash Strategic Partnership & Donations	33,475,556	28,547,977
Marketing Joint Campaigns	101,915,634	27,639,084
Total Industry Contributions and Strategic Partnerships	264,990,558	178,339,114

Industry contribution relates to industry partner's contributions for the tourism events. The contribution is both in cash and in kind.

Partnership revenue are sponsorships in kind by strategic partners to participate in joint events for example co-branded activities and joint marketing campaigns.

12 (a). Transfer from Government & other agencies**

	2025 KShs	2024 KShs
Unconditional grants		
Recurrent Grant	114,055,000	281,265,287
Tourism Fund	455,000,000	380,823,268
Transfer of Capital grants	(5,573,064)	(8,504,497)
Deferred-Tourism Fund	19,176,732	-
	582,658,668	653,584,058
Conditional grants		
Development Grant	-	53,168,376
Development Grant-Tourism Promotion Fund	658,830,633	221,001,930
Deferred-Tourism Promotion Fund	300,810,718	-
	959,641,351	274,170,306
Total	1,542,300,019	927,754,364

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12(b): Grants Reconciliations	2025	2024
	KShs	KShs
**Transfers from Government & other Agencies FY 2024/25-GOK	Recurrent	Recurrent
Government Grant in 2024/25	114,055,000	276,650,001
Deferred revenue from 2023/24	-	4,615,286
Recognized Revenue	114,055,000	281,265,287
	2025	2024
	KShs	KShs
**Transfers from Government & other Agencies FY 2023/24 (GOK & TPF)	KShs	KShs
	Recurrent	Recurrent
Tourism Fund Grant in 2024/25	455,000,000	400,000,000
Deferred revenue from 2023/24	19,176,732	-
Deferred Revenue to 2024/25	-	(19,176,732)
Transfer to Capital Grant	(4,694,922)	-
Transfer to Capital Grant-Deferred TF	(878,142)	-
Recognized Revenue	468,603,668	380,823,268
	2025	2024
	KShs	KShs
**Transfers from Government & other Agencies FY 2023/24 (GOK & TPF)	KShs	KShs
	Development	Development
Government Devt. Grant in 2024/25	-	50,000,000
Tourism Promotion Fund 2024/25	750,000,000	514,838,000
Deferred revenue from 2023/24-GOK Dev	-	3,168,376
Deferred revenue from 2023/24- TPF	300,810,718	6,974,648
Deferred Revenue to 2025/26-TPF	(91,169,367)	(300,810,718)
Recognized Revenue	959,641,351	274,170,306

12 (c): TRANSFERS FROM MINISTRIES
& AGENCIES

Name of the Entity Sending the Grant	Amount Recognized in the statement of Financial Performance KShs	Amount deferred under deferred income KShs	Amount Recognized in Capital Fund KShs	Amount of Accrued revenue recognized in Revenue receivable KShs	Total transfers Current FY 2024/25 KShs	Total transfers 2023/24 KShs
Ministry of Tourism & Wildlife	114,055,000	-	-	(9,504,583)	104,550,416	326,650,001
Tourism Fund	449,426,936	-	5,573,064	(9,000,000)	446,000,000	400,000,000
Tourism Promotion Fund	658,830,633	91,169,367	-	(160,000,000)	590,000,000	485,561,515
Deferred Income from 2023/24	319,987,450	-	-	-	-	-
	1,542,300,019	91,169,367	5,573,064	178,504,583	1,140,550,416	1,212,211,516

The details of the reconciliation of the GOK grants is shown in 12(b) above.

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13(a). Public Contributions & Donations

	2025 KShs	2024 KShs
Donations transferred to revenue on conditions being met-UNESCO	-	3,538,511
Total Transfers and Sponsorships	-	3,538,511
Reconciliation Of Public Contributions		
Balance Unspent at Beginning of The Year	-	3,538,511
Conditions Met - Transferred to Revenue	-	(3,538,511)
Conditions To Be Met - Remain Liabilities	-	-

13(b). Finance income

	2025 KShs	2024 KShs
Interest (KCB Current account)	66,814	2,678,211
Interest (On-Call deposits)	20,964,071	7,458,698
Interest (Staff Mortgage Scheme account)	98,612	153,305
	21,129,496	10,290,215

13(c). Other income

Miscellaneous Income-other	709,561	81,840,007
Total other income	709,561	81,840,007

Miscellaneous income (other) consists of tender fees, credit notes/ write backs of creditors' invoices and provisions write backs.

14. MARKETING RELATED COSTS

	2025	2024
	KShs	KShs
United States & Canada	105,191,094	59,936,994
United Kingdom	28,959,773	62,628,078
China	73,414,892	38,900,940
Rest of Europe & EE Markets	255,592,258	49,802,517
India	43,468,498	31,865,393
Kenya & African Markets	307,537,624	69,983,136
Business Development	86,459,233	27,802,194
Public Relations & Communications	74,294,693	86,449,266
Online Marketing/ Global Online campaigns	87,898,846	106,318,723
Exhibitions & Events	300,050,711	195,850,749
Agency Management&Brand	34,636,504	30,454,988
Customer Relationship Managements	31,111,792	41,308,592
Research & Strategy	14,039,087	18,311,697
Tactical Marketing & Interministerial (Special Projects)	26,781,523	14,228,801
Total-Marketing Related Costs	1,469,436,528	833,842,069

KTB's core activity is to market Kenya as the preferred destination of choice. Various marketing activities are implemented in both local, regional and international markets to market the destination to potential tourists with the objective of increasing tourist arrivals and therefore tourism revenue to the economy.

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15. Employee costs	2025	2024
	KShs	KShs
Employee related costs - salaries and Housing benefits and allowances	153,962,446	144,692,872
Employee related costs - contributions to Pensions and NSSF	58,851,332	50,390,877
Gratuity	20,594,013	19,193,192
Staff Group Life Policy	16,982,208	10,341,743
Staff Medical Insurance (In & Out Patient)	2,541,599	2,310,083
Group Personal Accident	24,036,284	21,473,226
Employee costs	463,326	386,115
	<u>277,431,208</u>	<u>248,788,109</u>
16. Remuneration of Board Members	2025	2024
	KShs	KShs
Chairman Honorarium	960,000	960,000
Sitting Allowances	6,368,112	8,806,000
Induction & Training	4,999,999	800,000
Travel and Accommodation	10,191,561	11,518,085
Medical Insurance	849,656	828,715
Board Telephone Expenses	435,600	564,059
Total	<u>23,804,928</u>	<u>23,476,859</u>
17. Depreciation and amortization expense	2025	2024
	KShs	KShs
Property, plant and equipment	6,907,690	6,298,116
Intangible assets	3,805,200	1,213,027
Total Depreciation and Amortization	<u>10,712,890</u>	<u>7,511,143</u>
18. Repairs and maintenance		
Motor Vehicle	1,117,049	2,048,722
Office Furniture and Equipment	598,551	1,899,819
Computers	1,946,804	389,168
Total repairs and maintenance	<u>3,662,403</u>	<u>4,337,709</u>

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19. General expenses	2025	2024
The following are included in general expens	KShs	KShs
Audit fees	910,000	700,000
Staff welfare	3,081,204	2,484,333
Team Building	2,595,236	-
Hiv aids/Positive living	411,405	389,086
Subscription and Memberships	703,970	926,054
Staff Training	6,962,731	9,485,711
Recruitment	2,513,939	4,306,350
Staff Uniform & laundry	94,200	98,652
Insurance for Motor Vehicle, Computers &	822,522	1,110,745
Rent	28,697,835	26,571,894
Telephone, Internet, Postal & Directories	5,362,514	5,250,669
Printing & Other Stationery cost	2,689,782	1,499,999
Official Entertainment	4,705,022	1,983,291
Committees, Conferences & Meetings	7,346,223	4,729,297
Local Traveling & Accomodotation for		
Product fam trips	2,530,204	2,303,664
Parking	-	181,189
Legal fees & Consultancies	3,610,133	4,971,608
ICT Software licences/ Support fees &		
ERP Programmes	17,052,563	22,330,056
Procurement Management		
	2,872,787	1,498,194
Motor vehicle fuel	1,320,000	1,192,638
Office general expenses	3,288,594	3,144,045
Total General expenses	97,570,865	95,157,476

20. Finance Cost	2025	2024
	KShs	KShs
Bank charges	1,387,054	980,189
	1,387,054	980,189

21. Gain/ (Loss) on sale of assets		
Property, plant and equipment	(312,944)	-
Total gain on sale of assets	(312,944)	-

22. Loss on foreign exchange	2025	2024
	KShs	KShs
Forex (Loses)	(2,445,536)	2,163,382
	(2,445,536)	2,163,382

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	2025	2024
	KShs	KShs
23. Cash and cash equivalents		
Bank	18,907,342	427,235,418
Cash-on-hand and in transit	96,116	121,052
Short-term Fixed/Call deposits	200,000,000	50,000,000
Staff Imprests	942,986	559,137
Staff Advances-Perdiem	-	72,800
Total cash and cash equivalents	219,946,443	477,988,407

24. Detailed Analysis of Cash & Cash Equivalent

	KShs	KShs
Bank and Account Number		
a) Current Accounts		
KCB Moi Avenue Branch GBP A/C 1101636912	81,959	22,548,904
KCB Moi Avenue Branch EURO A/C 1101689846	2,046,990	13,215,386
KCB Moi Avenue Branch-USD A/C 1101660066	2,618,664	13,393,407
KCB Moi Avenue Branch KES A/C 1108980457	615,415	28,722,346
KCB Moi Avenue Branch-1316650383 (MKTING PROJECTS-TPF)	11,776,698	344,229,152
Sub- Total	17,139,725	422,109,194
b) Staff Mortgage		
KCB- Haile Selassie Branch	1,767,616	5,126,224
Sub- Total	1,767,616	5,126,224
Grand Total	18,907,342	427,235,418

25. Prepayments

	2025	2024
	KShs	KShs
Prepayments		
Prepayments-Medical and General Insurances	10,669,137	10,005,444
Prepayments- Digital Marketing tools	3,654,746	-
Total Prepayments	14,323,883	10,005,444

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	2025	2024
	KShs	KShs
26 (a) Receivables from exchange transactions		
Current receivables		
Exhibition debtors	43,005,080	6,755,629
Ministry of Environment-Africa Climate Summit	17,533,400	17,533,400
Other deposits/receivables	8,489,810	9,538,893
Interest on Call Deposits receivable	3,698,630	75,137
	<u>72,726,920</u>	<u>33,903,059</u>
Less Provisions:		
Bad Debt- Industry	<u>2,015,970</u>	<u>2,477,970</u>
Sub Total- Provisions	<u>2,015,970</u>	<u>2,477,970</u>
Total current receivables	<u>70,710,950</u>	<u>31,425,088</u>

Ageing analysis: (Receivables from exchange transactions)

	2025	% of the Total	2024	% of the Total
	KShs		KShs	
Less than 1 year	46,740,986	64%	21,886,196	65%
1-2 years	-	0%	-	-
2-3 years	17,533,400	24%	-	-
Over 3 years	8,452,534	12%	12,016,863	35%
Total	<u>72,726,920</u>	<u>100%</u>	<u>33,903,059</u>	<u>100%</u>

Reconciliation for Impairment Allowance of Receivables from Exchange Transactions

	2025	2024
	KShs	KShs
At the beginning of the year	2,477,970	2,648,070
Recovered during the year	<u>(462,000)</u>	<u>(170,100)</u>
At the end of the year	<u>2,015,970</u>	<u>2,477,970</u>

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26 (b) Receivables from non exchange transactions

	2025	2024
	KShs	KShs
Current receivables		
Tourism Promotion Fund	160,000,000	29,276,485
GOK Receivable- Grants	9,504,583	-
Tourism Fund	9,000,000	-
Staff Advances-Salary	1,386,600	3,246,256
Staff Mortgage balances	24,484,531	21,027,311
Total current receivables	204,375,714	53,550,052
		-
Less Provisions:		-
Bad Debt- Staff	-	1,383,923
	-	1,383,923
Sub Total- Provisions	204,375,714	52,166,129
Total current receivables	275,086,664	83,591,217

Ageing analysis: (Receivables from Non- exchange transactions)

	2025	% of the Total	2024	% of the Total
	KShs		KShs	
Under one year	183,348,403	90%	52,166,129	97%
Over 3 years	21,027,311	10%	1,383,923	3%
Total	204,375,714	100%	53,550,052	100%

Reconciliation for Impairment Allowance of Receivables from Non- Exchange Transactions

	2025	2024
	KShs	KShs
At the beginning of the year	1,383,923	1,492,028
Additional provisions during the year		
Recovered during the year		
Reversal during the year	(1,383,923)	(108,105)
At the end of the year	-	1,383,923

27. Inventories

Consumable stores	6,462,016	7,734,635
Total Inventories	6,462,016	7,734,635

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28(a) PROPERTY, PLANT & EQUIPMENT

	Office Equipment	Computer Hardware	Furniture & Fittings	Motorvehicle	Total
Cost	KShs	KShs	KShs	KShs	KShs
As 1st July 2023	20,860,846	60,083,207	38,553,726	60,649,388	180,147,168
Additions	-	7,785,102	565,995	-	8,351,097
Revaluation	-	-	-	-	-
Disposals	-	-	-	-	-
As 30th June 2024	20,860,846	67,868,309	39,119,721	60,649,388	188,498,265
As 1st July 2024	20,860,846	67,868,309	39,119,721	60,649,388	188,498,265
Additions	129,600	3,978,215	699,420	-	4,807,234
Revaluation	-	-	-	-	-
Disposals	(549,134)	-	(1,518,317)	-	(2,067,451)
As 30th June 2025	20,441,312	71,846,524	38,300,823	60,649,388	191,238,048
Depreciation and impairment					
As 1st July 2023	16,317,006	55,829,720	25,148,112	45,009,388	142,304,316
Depreciation	987,927	3,822,559	1,487,630	-	6,298,116
Revaluation	254,068	-	976,110	5,034,996	6,265,174
Disposals	-	-	-	-	-
As At 30 June 2024	17,559,001	59,652,279	27,611,852	50,044,384	154,867,606
As At 1st July 2024	17,559,001	59,652,279	27,611,852	50,044,384	154,867,606
Depreciation	599,084	4,802,444	1,506,163	-	6,907,690
Revaluation	251,507	-	954,855	5,035,000	6,241,362
Disposals	(549,134)	-	(1,205,282)	-	(1,754,416)
As At 30 June 2025	17,860,458	64,454,723	28,867,587	55,079,384	166,262,241
Net book values					
As at 30 June 2025	2,580,855	7,391,801	9,433,237	5,570,004	24,975,896
As at 30 June 2024	3,301,846	8,216,030	11,507,870	10,605,004	33,630,659

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FINANCIAL RISK MANAGEMENT- (continued)

Valuation

Motor vehicles were valued by Ministry of Roads & Transport- State Department of Roads during the year on cost basis of valuation. These amounts were adopted on 30th April 2023. Depreciation commenced in FY 2023/24 in line with the approved policy.

28 (b) Property, Plant and Equipment at Cost

If the PPE were stated on the historical cost basis the amounts would be as follows:

Description	Cost	Accumulated Depreciation		NBV
	KShs	KShs	KShs	KShs
Motor vehicles	60,649,388	55,079,384		5,570,004
Furniture and Fittings	38,300,823	28,867,587		9,433,237
Computer Harware	71,846,524	64,454,723		7,391,801
Office Equipment	20,441,312	17,860,458		2,580,855
Total	191,238,048	166,262,151		24,975,896

Property plant and Equipment includes the following assets that are fully depreciated and revalued:

	Cost or Valuation	Normal Annual Depreciation
Motor vehicles	20,140,000	5,035,000
Office Equipment	2,015,200	251,507
Furniture & Fittings	7,799,000	954,855
Total	29,954,200	6,241,362

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FINANCIAL RISK MANAGEMENT- (continued)

29. Intangible assets - Software

Cost	KShs
At 30 June 2018	34,086,484
Additions – internal development	4,164,690
At 30 June 2019	38,251,174
Additions – internal development	4,493,840
WIP	-
At 30 June 2020	42,745,014
Additions – internal development	-
WIP	-
At 30 June 2021	42,745,014
Additions – internal development	3,549,600
WIP	-
At 30 June 2022	46,294,614
Additions – internal development	-
WIP	-
At 30 June 2023	46,294,614
At 30 June 2023	46,294,614
Additions – internal development	153,400
WIP	8,600,000
At 30 June 2024	55,048,014
At 1st July 2024	55,048,014
Additions – internal development	8,600,000
WIP	(8,600,000)
At 30 June 2025	55,048,014
Amortization and impairment	
At 30 June 2024	45,507,004
At 1st July 2024	45,507,004
Amortization	3,805,200
At 30 June 2025	49,312,204
Net book values	
At 30 June 2025	5,735,810
At 30 June 2024	9,541,010

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FINANCIAL RISK MANAGEMENT- (continued)

	2025 KShs	2024 KShs
30 (a) Trade and other payables		
Trade payables	201,001,200	76,944,736
Accruals-Marketing	112,640,219	125,138,983
Accruals-Operations	6,351,918	5,662,504
Other payables	42,852,195	5,906,259
Total trade and other payables	362,845,532	213,652,481

Ageing analysis: (Trade and other payables)

	2025 KShs	% of the Total	2024 KShs	% of the Total
Under one year	350,569,271	97%	208,445,089	98%
1-2 years	12,276,261	3%	5,207,392	2%
Total	362,845,532	100%	213,652,481	100%

30 (b) Payments received in advance	2025 KShs	2024 KShs
Exhibitions Customer Deposit	51,334,299	4,386,878
Tender Bid Bond Deposit	9,446,113	1,248,085
Ecitizen Unallocated Transfers	4,877,800	-
	65,658,212	5,634,963

31. Current provisions

	Leave Liability KShs	Gratuity KShs	Audit Fees KShs	Total KShs
Balance as at 30 June 2023	6,265,153	25,706,156	700,000	32,671,309
Additional provisions raised	886,027	10,341,743	700,000	11,927,770
Over provision reversed	-	(2,295,721)	-	(2,295,721)
Provision utilized		(33,752,178)	(700,000)	(34,452,178)
Balance as at 30 June 2024	7,151,180	-	700,000	7,851,180
Balance as at 30 June 2024	7,151,180	-	700,000	7,851,180
Additional provisions raised	146,624	2,049,519	910,000	3,106,143
Provision utilized			(700,000)	(700,000)
Balance as at 30 June 2025	7,297,804	2,049,519	910,000	10,257,323

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FINANCIAL RISK MANAGEMENT- (continued)

32. i)Deferred Income

	2025	2024
	KShs	KShs
Tourim Fund	-	19,176,732
Tourism Promotion Fund	91,169,367	300,810,718
Total	<u>91,169,367</u>	<u>319,987,450</u>

The deferred income movement is as follows:

32 (ii) Deferred Income	2025	2025
	KShs	KShs
	Development-TPF	Recurrent-Tourism Fund
Balance Brought Forward	300,810,718	19,176,732
Additions/ Deferred to 2025/26	91,169,367	
Transfer to Income Statement	(300,810,718)	(19,176,732)
Transfer to Capital Grants		
Balance Carried Forward	<u>91,169,367</u>	<u>-</u>

The deferred income relates to funds transferred from the income statement to the deferred income accounts. These grants relate to funds received in the year or accrued at year end but for which the specific marketing projects had not been implemented and/or were ongoing.

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FINANCIAL RISK MANAGEMENT- (continued)

	2025	2024
33 a. (i) Exchequer Releases: Government grants & subsidies	KShs	KShs
Total Receipts	114,055,000	326,650,001
Add Prior year non exchange Revenue receivable	-	19,832,499
Less: Non-exchange Receivable current year	(9,504,583)	-
Total Cash Inflow	104,550,416	346,482,500
33 a. (ii) Tourism Promotion Fund	KShs	KShs
Total Receipts	959,641,351	221,001,930
Add Prior year non exchange Revenue receivable	29,276,485	-
Less: Non-exchange Receivable current year	(160,000,000)	(29,276,485)
Add: Deferred income for current year	91,169,367	300,810,718
Less: Deferred income for previous year	(300,810,718)	(6,974,648)
Total Cash Inflow	619,276,485	485,561,515
33 a. (iii) Tourism Fund	KShs	KShs
Total Receipts	474,176,732	380,823,268
Less: Non-exchange Receivable current year	(9,000,000)	-
Less: Amount Recognized in Capital Fund	(4,807,234)	(8,504,497)
Add: Deferred income for current year	-	19,176,732
Less: Deferred income for previous year	(19,176,732)	-
Total Cash Inflow	441,192,766	391,495,503
33 a. (iv) Entity Own Generated Receipts(A-I-A)- Industry Contribution & Strategic		
Total Receipts	264,990,558	178,339,114
Add Prior year exchange Revenue receivable	6,755,629	2,732,249
Less: Exchange Receivable current year	(43,005,080)	(6,755,629)
Add: Payments received in advance for current year	65,658,212	5,634,963
Less: Payment received in advance for previous year	(5,634,963)	(4,928,017)
Less: Non Cash sponsorships	(144,164,290)	(69,403,943)
Total Cash Inflow	144,600,066	105,618,737

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FINANCIAL RISK MANAGEMENT- (continued)

33 a.(v)Other Income

Total Receipts	21,839,057	95,668,732
Add Prior year exchange revenue receivable	24,669,459	32,607,606
Less:Exchange Receivable current year	(27,705,870)	(47,559,103)
Less:Deferred income for previous year	-	(3,538,511)
Total Cash Inflow	18,802,646	77,178,724

33 (b) Marketing Costs

Description	2024-2025 KShs	2023/2024 KShs
Use of goods and services	1,469,898,528	833,842,069
Add: Creditors prior year	76,944,736	41,099,306
Add: Inventory for current year	6,462,016	7,734,635
Less: Inventory for prior year	(7,734,635)	(4,856,496)
less: Marketing costs in kind	(140,725,673)	(66,441,309)
Add: Accrued Costs prior year	125,138,983	(158,450)
Less:Accrued Costs during the year	(112,640,219)	(125,138,983)
Less: Creditors balance at year end	(201,001,200)	(76,944,736)
Total Cash Expense on Marketing Costs	1,216,342,535	609,136,037

33 (c) Other Payments

Description	2024-2025 KShs	2023/2024 KShs
General Expenses	97,570,865	95,157,476
Add: Prepayments at end year	14,323,883	10,005,444
Less: Prepayments at Beginning of year	(10,005,444)	(7,696,051)
Add: Accrued cost for previous year	5,662,504	-
Less: Accrued Costs during the year	(6,351,918)	(5,662,504)
Less: Provisions for current year	(10,257,323)	(7,851,180)
Add: Provisions for prior year	7,851,180	32,452,178
Add: Other payables previous year	5,906,259	74,549,547
Less: Other payables during the year	(42,852,195)	(5,906,259)
Add: Loss on Foreign exchange	2,445,536	2,163,382
Total Other payments	64,293,346	187,212,033

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FINANCIAL RISK MANAGEMENT- (continued)

	KShs	KShs
Deficit for the year before tax	(57,330,891)	(14,494,727)
Adjusted for:		
Depreciation	6,907,690	6,298,116
Amortisation	3,805,200	1,213,027
Loss on disposal of assets	312,944	-
Working capital adjustments:		
(Increase)/Decrease to Provisions	2,406,143	(24,820,129)
(Increase)/Decrease in Prepayments	(4,318,439)	(2,309,394)
(Increase)/Decrease in inventory	1,272,619	(2,878,140)
(Increase)/Decrease in Exchange receivables	(39,285,861)	(21,752,501)
(Increase)/Decrease in Non-exchange receivables	(152,209,585)	(6,666,363)
Increase/(Decrease) in deferred income	(228,818,083)	301,690,629
Increase/(Decrease) in payables	208,759,168	96,125,525
Net cash flows from operating activities	(258,499,094)	332,406,043
	2025	2024
34. Accumulated Surplus	KShs	KShs
Balance b/f	27,415,502	34,399,086
Surplus/ (Deficit)	(57,330,891)	(14,494,727)
Transfer of depreciation/amortisation from capital fund	10,712,890	7,511,143
Transfers to Sinking Fund	-	-
Total Accumulated Surplus	(19,202,499)	27,415,502
	2025	2024
35. Capital Fund	KShs	KShs
Balance b/f	7,990,804	6,997,450
Capital/Development grants	4,807,234	8,504,497
Transfer of depreciation/amortisation from capital fund to retained earnings	(10,712,890)	(7,511,143)
Total Capital Fund	2,085,148	7,990,804

The amounts transferred to capital fund relates to capital expenditure for year.

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FINANCIAL RISK MANAGEMENT- (continued)

36. Sinking Fund	2025 KShs	2024 KShs
Opening Balance	22,000,000	22,000,000
Sinking Fund Provision	-	-
Balance as at 30 June	<u>22,000,000</u>	<u>22,000,000</u>

During the year, the transfer of KShs 2M was not made due to the depletion of reserves.

37. FINANCIAL RISK MANAGEMENT

KTb's activities expose it to a variety of financial risks including credit and liquidity risks and effects of changes in foreign currency. KTb's overall risk management programme focuses on unpredictability of changes in the business environment and seeks to minimise the potential adverse effect of such risks on its performance by setting acceptable levels of risk. KTb does not hedge any risks and has in place policies to ensure that credit is only extended to customers with an established credit history.

KTb's financial risk management objectives and policies are detailed below:

i) Credit risk

KTb has exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Credit risk arises from cash and cash equivalents, and deposits with banks, as well as trade and other receivables and available-for-sale financial investments.

Management assesses the credit quality of each customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external assessment in accordance with limits set by the directors.

The amounts presented in the statement of financial position are net of allowances for doubtful receivables, estimated by management based on prior experience and their assessment of the current economic environment.

The carrying amount of financial assets recorded in the financial statements representing the entity's maximum exposure to credit risk without taking account of the value of any collateral obtained is made up as follows:

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FINANCIAL RISK MANAGEMENT- (continued)

	Total amount	Fully performing	Past due	Impaired
	Kshs	Kshs	Kshs	Kshs
At 30 June 2025				
Receivables from exchange transactions	72,726,920	53,177,550	17,533,400	2,015,970
Receivables from non exchange transactions	204,375,714	204,375,714	-	-
Bank balances	218,907,342	218,907,342	-	-
Total	496,009,976	476,460,605	17,533,400	2,015,970

	Total amount	Fully performing	Past due	Impaired
	Kshs	Kshs	Kshs	Kshs
At 30 June 2024				
Receivables from exchange transactions	33,903,059	31,425,088	-	2,477,970
Receivables from non exchange transactions	53,550,052	52,166,129	-	1,383,923
Bank balances	477,235,418	477,235,418	-	-
Total	564,688,529	560,826,635	-	3,861,894

The customers under the fully performing category are paying their debts as they continue trading. The credit risk associated with these receivables is minimal and the allowance for uncollectible amounts that the entity has recognised in the financial statements is considered adequate to cover any potentially irrecoverable amounts.

The board of directors sets KTB's credit policies and objectives and lays down parameters within which the various aspects of credit risk management are operated.

KTB requires that customers pay for their participation costs before the events thereby minimizing any risk of non-payment of industry contributions. KTB also makes provisions for all receivables outstanding over 365 days where recovery is doubtful. To avoid further loss, KTB does not allow subsequent engagement with a debtor until the previous outstanding amount is fully received.

ii) Liquidity risk management

Ultimate responsibility for liquidity risk management rests with KTB's directors, who have built an appropriate liquidity risk management framework for the management of KTB's short, medium and long-term funding and liquidity management requirements. KTB manages liquidity risk through continuous monitoring of forecasts and actual cash flows.

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FINANCIAL RISK MANAGEMENT- (continued)

The table below represents cash flows payable by KTB under non-derivative financial liabilities by their remaining contractual maturities at the reporting date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Less than 1 month	Between 1-3 months	Over 5 months	Total
	Kshs	Kshs	Kshs	Kshs
At 30 June 2025				
Trade payables	175,119,161	(3,667,002)	29,549,041	201,001,200
Provisions	3,106,143	-	7,151,180	10,257,323
Deferred income	91,169,367	-	-	91,169,367
Total	269,394,671	(3,667,002)	36,700,221	302,427,889

	Less than 1 month	Between 1-3 months	Over 5 months	Total
	Kshs	Kshs	Kshs	Kshs
At 30 June 2024				
Trade payables	43,614,006	9,600,686	23,730,043	76,944,735
Provisions	1,586,027	-	6,265,153	7,851,180
Deferred income	319,987,450	-	-	319,987,450
Total	365,187,483	9,600,686	29,995,196	404,783,365

(iii) Market risk

KTB has put in place an internal audit function to assist it in assessing the risk faced by the entity on an ongoing basis, evaluate and test the design and effectiveness of its internal accounting and operational controls.

Market risk is the risk arising from changes in market prices, such as interest rate and foreign exchange rates which will affect the entity's income or the value of its holding of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return. Overall responsibility for managing market risk rests with the Board Audit and Risk Management Committee.

KTB's Strategy Department is responsible for the development of detailed risk management policies (subject to review and approval by Board Audit and Risk Management Committee) and for the day to day implementation of those policies.

Risk management analysis is done for all major projects (above KShs 10M) at the onset of the projects.

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FINANCIAL RISK MANAGEMENT- (continued)

There has been no change to KTB's exposure to market risks or the manner in which it manages and measures the risk.

a) Foreign currency risk

KTB has transactional currency exposures. Such exposure arises through purchases of goods and services that are done in currencies other than the local currency. Invoices denominated in foreign currencies are paid after 30 days from the date of the invoice and conversion at the time of payment is done using the prevailing exchange rate.

The carrying amount of KTB's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows:

	Ksh Kshs	Other currencies Kshs	Total Kshs
At 30 June 2025			
Financial assets			
Investments	200,000,000	-	200,000,000
Cash	14,255,845	4,651,497	18,907,342
Debtors	232,081,584	43,005,080	275,086,664
Total financial assets	246,337,429	47,656,576	293,994,005
Financial Liabilities			
Trade and other payables	532,686	497,384	1,030,070
Total financial liabilities	532,686	497,384	1,030,070
Net foreign currency asset/(liability)	245,804,743	47,159,193	292,963,935
At 30 June 2024			
Financial assets			
Investments		-	-
Cash	428,198,774	49,157,697	477,356,470
Debtors	75,336,322	8,254,895	83,591,217
Total financial assets	503,535,096	57,412,592	560,947,687
Financial Liabilities			
Trade and other payables	51,085,593	25,859,143	76,944,736
Total financial liabilities	51,085,593	25,859,143	76,944,736
Net foreign currency asset/(liability)	452,449,503	31,553,449	484,002,952

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FINANCIAL RISK MANAGEMENT- (continued)

b) Interest rate risk

Interest rate risk is the risk that KTB's financial condition may be adversely affected as a result of changes in interest rate levels. KTB's interest rate risk arises from bank deposits and balances. This exposes KTB to cash flow interest rate risk. The interest rate risk exposure arises mainly from interest rate movements on the entity's deposits/ bank balances.

Management of interest rate risk

To manage the interest rate risk, management has endeavoured to bank with institutions that offer favourable interest rates.

iv) Capital Risk Management

The objective of the entity's capital risk management is to safeguard KTB's ability to continue as a going concern. The entity capital structure comprises of the following funds:

	2024-2025	2023-2024
	Kshs	Kshs
Revaluation reserve	11,717,630	17,958,992
Sinking Fund	22,000,000	22,000,000
Retained earnings	(19,968,328)	27,415,502
Capital Fund	2,850,978	7,990,804
Total Funds	16,600,280	75,365,298
Total borrowings		-
Less: cash and bank balances	219,554,967	477,988,407
Net debt/(excess cash and cash equivalents)	(219,554,967)	(477,988,407)
Gearing	-1323%	-634%

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38. Related parties

Nature of related party relationships

KTB regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over KTB, or vice versa over its operating and financial decisions. Related parties include directors, management personnel, their associates and close family members.

Government of Kenya

The Government of Kenya is the principal shareholder of the Board, holding 100% of KTB's equity interest. Other related parties include:

i.	The National Government	v.	County Governments
ii.	Ministry of Tourism & Wildlife	vi.	Other SAGAs/SC
iii.	Tourism Fund	vii.	Board of Directors
iv.	Tourism Promotion Fund	viii.	Senior Management

Transactions with related parties	2024-2025	2023-2024
	Kshs	Kshs
a) Sales to related parties	3,431,642	3,404,505
Total	3,431,642	3,404,505
b) Purchases from related parties		
Rent Paid to govt. agencies (Kenya Reinsurance Corporation & Kenya Airport Authority)	28,697,835	26,571,894
Training and conference fees paid to govt. agencies	1,466,754	41,272,179
Others- Advertising, Sponsorships, Telephone, Postage, Exhibitions venue	30,174,262	2,112,150
Total	60,338,851.87	69,956,223
b) Grants /Transfers from the Government		
Grants from National Govt	104,550,416	326,650,001
Grants from Tourism Fund	446,000,000	400,000,000
Grants from Tourism Promotion Fund	590,000,000	485,561,515
Total	1,140,550,416.30	1,212,211,516
c) Key management compensation		
Directors' emoluments	960,000	960,000
Compensation to the CEO	10,963,200	2,740,800
Compensation to key management	64,149,399	53,647,587
Total	76,072,599	57,348,387

TPF grants of KShs 160 Million relating to three projects was accrued in KTB books and reported as due from TPF at 30th June 2025. TF grants of KShs 9 Million being undisbursed grants was accrued in KTB books and reported as due from TF at 30th June 2025. TF supplementary grant of KShs 232M had not been received as at 30th June 2025 and has not been accrued.

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39. Contingent Liabilities

In 2024/25, there were no contingent liabilities for reporting/ disclosure.

40. Capital Commitments

	2024-25 KShs	2023-24 KShs
Authorized for	-	878,142
Authorized & Contracted for	765,830	-
TOTAL	765,830	878,142

Capital commitments are commitments to be carried out in the next financial year and are disclosed in accordance with IPSAS 17. They include capital expenditure that had been authorized by the Board but at the end of the year had not been contracted and/or those already contracted for and ongoing.

41. Revaluation Reserve	2025 KShs	2024 KShs
Balance b/f	17,958,992	24,224,166
Revaluation gain	-	-
Transfer of depreciation on revaluation	(6,241,362)	(6,265,174)
Total Revaluation Reserve	11,717,630	17,958,992

42. EVENTS AFTER THE REPORTING PERIOD

There were no material adjusting and non- adjusting events after the reporting period.

43. ULTIMATE AND HOLDING ENTITY

KTB is a State Corporation/ or a Semi- Autonomous Government Agency under the Ministry of Tourism & Wildlife. Its ultimate parent is the Government of Kenya.

44. CURRENCY

The financial statements are presented in Kenya Shillings (KShs).

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FOR THE YEAR ENDED JUNE 30, 2025

APPENDIX 1: PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS/OTHER MATTER

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor and current status updates. We have nominated focal persons to resolve the various issues as shown below with the associated time frame within which we expect the issues to be resolved.

Reference No. on the external audit Report	Issue / Observations from Auditor	Management comments	Focal Point person to resolve the issue (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
Unresolved prior year issues	Long Outstanding Receivables As reported in prior years, Note 26(a) to the financial statement reflects receivables from exchange transactions of Kshs.13,891,689 which includes exhibition debtors of Kshs.2,181,585 as detailed below that have been outstanding for more than one year. Though the management has shown recovery efforts through reminders and demand letters to the debtors, the efforts has not yielded results.	The long outstanding receivables stand at KShs 2,015,970 as at 30 th June 2025. For 2 trade debtors Monaco Tours & Safaris- KShs 407,162 and Kenya Wildlife Trails- KShs 275,592, the Board already considered write off and approval was sought from National Treasury. Management held discussions with the counties and other trade debtors to pursue joint marketing campaigns as a trade in to utilize the outstanding amounts. Agreement was reached with Lake Vitoria Tourism Association (LVTA) and Kisumu	DCS/DMSS /CEO/BOD	Partly Resolved	June 2025

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Reference No. on the external audit Report	Issue / Observations from Auditor	Management comments	Focal Point person to resolve the issue (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
		County on joint marketing campaigns. The campaign with Kisumu County was completed in FY 2024/15. Advertising on LVTA website ongoing effective 1 st August 2025. https://lvtakenya.org/relevant-resources/			
Budgetary Control and Performance	The statement of comparison of budget and actual amounts reflects final receipts budget and actual on comparable basis of Kshs.1,283,617,706 and Kshs.1,411,682,833 respectively, resulting to an over-funding of Kshs.128,065,127 of the budget. However, the Board spent Kshs.1,097,685,612 against actual receipts of Kshs.1,411,682,833 resulting in under utilization of Kshs. 313,997,221 or 22 % of actual receipts. The under- utilization affected the planned activities and may have	As explained during the audit, the Board received part of the funding from TPF in the last week of June 2024 and therefore the amount was rolled over to FY 2024/25. The funding was utilized in 2024/25 while additional funding for Tembea Kenya campaign was disbursed in 2024/25.	DMD/ DMSS/ CEO	Partially resolved	31 st October 2025

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Reference No. on the external audit Report	Issue / Observations from Auditor	Management comments	Focal Point person to resolve the issue (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
	impacted negatively on service delivery to the public.				
Composition of Board Members	Review of composition of Board members revealed that the oversight board was not fully constituted as two (2) members of the Oversight Board had not been appointed by the Cabinet Secretary. This was contrary to regulation 14(1)(h) of Public Finance Management (KTB) Regulations, 2019 which states that two persons of opposite gender be appointed by the Cabinet Secretary responsible for matters relating to tourism in accordance with Article 27 of the constitution. In the circumstance, Management was in breach of the law.	The Board comprises of the Board Chairman and five (5) independent non-executive directors as well as three (3) other ex-officio members drawn from the central government and a sister parastatal in addition to the KTB Chief Executive Officer. The representation of the respective genders on the Board is 60:40 for the males and females respectively. The composition was therefore in line with the constitution in this respect.	N/A	N/A	N/A

CHIEF EXECUTIVE OFFICER

11th August 2025

KENYA TOURISM BOARD
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APPENDIX II- PROJECTS IMPLEMENTED BY KTB

Project Details & Status of Project Completion			Project costs			Source of funds: Gok,A.I.A, dev. Partners, Borrowings
Project	Total project cost	Total Expended to date	Completion %age to date	Budget 2024-25	Cummulative to Date	
i Ongoing Projects						
Developing new and sustaining markets and sitting booths in Tourism						
1 Target Markets	6,424,090,000	2,824,883,889	44%	-	2,824,883,889	GOK
Other Capital Items						
Purchase of Furniture, Refurbishment of offices, office equipment & Motor						
1.1 vehicles	144,020,000	141,261,987	98%	-	141,261,987	GOK
1.2 Computer Hardware & Softwares	100,890,000	81,554,124	81%	-	81,554,124	GOK
	244,910,000	222,816,111		-	222,816,111	
Total Capital Cost/ Budget	6,669,000,000	3,047,700,000	46%	-	3,047,700,000	
		-				
Source of funds for the capital project		-				
		-				
Government Grants-Development	6,669,000,000	3,047,700,000	46%	-	3,047,700,000	GOK

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APPENDIX III- QUARTERLY STATEMENT OF FINANCIAL PERFORMANCE

		Q1-September 2024	Q2-December 2024	Q3-March 2025	Q4-June 2025	Cummulative
	Notes	KShs	KShs	KShs	KShs	KShs
Revenue from non-exchange transactions						
Transfer from Government Grants & other Agencies	6	529,501,200	181,457,516	471,569,984	359,771,319	1,542,300,019
		529,501,200	181,457,516	471,569,984	359,771,319	1,542,300,019
Revenue from exchange transactions						
Industry contributions and Partnerships	7	1,125,463	123,192,844	69,854,765	70,817,485	264,990,558
Public Contributions & Donations	8					
Finance income - external investments	9	5,491,471	5,274,796	5,424,659	4,938,570	21,129,496
Other income	10	1,449	-	228,114	17,999	247,562
		6,618,383	128,467,640	75,507,538	75,774,054	286,367,615
						-
Total revenue		536,119,583	309,925,156	547,077,522	435,545,373	1,828,667,634
Expenses						
Marketing Cost	12	126,028,600	438,924,075	365,773,573	538,710,279	1,469,436,528
Employee costs	13	67,089,604	74,672,398	68,112,069	67,557,138	277,431,208
Remuneration of Board	14	1,828,509	7,531,204	5,628,229	8,816,986	23,804,928
Depreciation and amortization expense	15	1,982,810	2,017,927	4,200,099	2,512,054	10,712,890
Repairs and maintenance	16	182,171	1,341,165	373,412	1,765,655	3,662,403
Contracted Services	17	-	135,650	195,333	5,198,716	5,529,699
General expenses	18	19,488,675	25,782,675	25,046,348	21,723,468	92,041,165
Finance costs	19	296,926	349,428	243,861	496,839	1,387,054
Total expenses		216,897,294	550,754,522	469,572,925	646,781,134	1,884,005,875
(Gain)/ Loss on sale of assets	11	-	312,944	-	-	312,944
Loss/ (gain) on foreign exchange transactions	20	1,172,426	(774,023)	852,974	1,194,159	2,445,536
						-
Total expenses		218,069,720	550,293,443	470,425,899	647,975,293	1,886,764,355
Surplus/ Deficit for the period		318,049,863	(240,368,287)	76,651,623	(212,429,920)	(58,096,721)

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APPENDIX IV: INTER-ENTITY TRANSFERS- MINISTRY OF TOURISM & WILDLIFE/ STATE
DEPARTMENT OF TOURISM



**MINISTRY OF TOURISM AND WILDLIFE
STATE DEPARTMENT FOR TOURISM**

Telephone: +254-20-2724725/2724646

Email : ptourism@tourism.go.ke

Website: www.tourism.go.ke

When replying please quote;

Tourism Fund Building,
Eastern Wing 9th Floor
10th Floor
P.O BOX 30027-00200
NAIROBI

Ref: MOT/ACCTS/1/5/21 VOL.III/(183)

Chief Executive Officer
Kenya Tourism Board
P. O. Box 30630 - 00100
NAIROBI

CONFIRMATION OF GRANTS FOR FY 2024/2025

Reference is made to your letter Ref. KTB/4/10 VOL.VI (3) (302) dated 8th July, 2025 on the above subject.

This is to confirm disbursement of Recurrent Grants totaling to **Kshs.114,054,999.30** as indicated in your letter.

Thank you for the cooperation.

A handwritten signature in blue ink, appearing to read 'Anne Mwangi'.

Anne Mwangi

FOR: PRINCIPAL SECRETARY

KENYA TOURISM BOARD
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APPENDIX V- RECORDING OF TRANSFERS FROM OTHER GOVERNMENT ENTITIES- TPF



Tourism Fund Building 1st Floor West Wing
P.O. Box 50293-00100
020 400 600
info@tpf.go.ke
www.tpf.go.ke

Name of Transferring Entity: TOURISM PROMOTION FUND

Name of Beneficiary Entity: KENYA TOURISM BOARD

Confirmation of amounts (Ksh) Disbursed to Kenya Tourism Board as at 30th June 2025

Reference Number	Date Disbursed	Recurrent (A)	Development (B)	Total (C)=(A+B)	Remarks
127	09.08.24		70,000,000	70,000,000	Recognized in FY 2024/2025
145	02.12.24		29,276,485	29,276,485	Recognized in FY 2024/2025
144	02.12.24		27,943,766	27,943,766	Recognized in FY 2024/2025
159	17.01.24		80,000,000	80,000,000	Recognized in FY 2024/2025
163	05.02.25		12,056,234	12,056,234	Recognized in FY 2024/2025
164	05.02.25		75,000,000	75,000,000	Recognized in FY 2024/2025
170	27.02.25		100,000,000	100,000,000	Recognized in FY 2024/2025
172	20.03.25		50,000,000	50,000,000	Recognized in FY 2024/2025
180	15.04.25		80,000,000	80,000,000	Recognized in FY 2024/2025

@TPF_tourismKE

tourismpromotionFund_Kenya

tourismpromotionFund_Kenya



Tourism Fund Building 1st Floor West Wing
P.O. Box 50293-00100
020 400 600
info@tpf.go.ke
www.tpf.go.ke

Confirmation of amounts (Ksh) Disbursed to Kenya Tourism Board as at 30th June 2025

Reference Number	Date Disbursed	Recurrent (A)	Development (B)	Total (C)=(A+B)	Remarks
4	09.05.25		65,000,000	65,000,000	Recognized in FY 2024/2025
9	18.06.25		30,000,000	30,000,000	Recognized in FY 2024/2025
Total			619,276,485	619,276,485	Recognized in FY 2024/2025

I confirm that the amounts shown above are correct as of the date indicated.

Head of Accounts Department - Disbursing Entity:

Name Seline Warden Sign [Signature] Date 24/07/2025

Head of Accounts Department - Beneficiary Entity:

Name Bonita Chanyant Sign [Signature] Date 4/08/2025



@TPF_tourismKE

tourismpromotionFund_Kenya

tourismpromotionFund_Kenya

KENYA TOURISM BOARD
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APPENDIX VI- RECORDING OF TRANSFERS FROM OTHER GOVERNMENT ENTITIES- TF



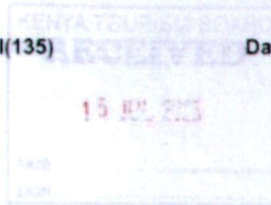
REPUBLIC OF KENYA



Our Ref: TF/CONF/1/25 VOL II(135)

Date: 11th July, 2025

June Chepkemei
Chief Executive Officer
Kenya Tourism Board
P.O BOX 30630-00100
NAIROBI



Dear *June*,

RE: GRANTS TO KENYA TOURISM BOARD FOR FY 2024/25

Reference is made to your Letter Ref: KTB/4/9/VOL.1 (20) dated 2nd July 2025 regarding the position of Budget Revisions 2024/25.

In the Original budget for the Financial Year 2024/2025, Tourism Fund allocated **Ksh.500Million** in Grants to Kenya Tourism Board. Further to this, Tourism Fund in the Revised Budget to The National Treasury proposed a budget of **Ksh.732,453,551.00**. However, in response the National Treasury through the letter referenced **DGIPEA/A/1/10**, under the use of Goods and Services, approved a revised Budget of **Ksh.470Million**.

It should be noted that a total of **Ksh.461 Million** had already been disbursed as Grants to KTB leaving a balance of **Ksh.9Million** (Nine Million Only).

Through this letter, the Fund wishes to formally notify you of this adjusted position.

Yours

Sincerely

David K Mwangi, MBS
Aq. Chief Executive Officer

Copy To: Principal Secretary,
State Department of Tourism,
Ministry of Tourism and Wildlife,
P.O BOX 30430-00100
Nairobi.