



ccil | AGM

ANNUAL GENERAL MEETING 2026

30 June 2026



Agenda

- 1 FY 2025/26 Highlights
- 2 The Opportunity
- 3 Strategy
- 4 Financial Performance
- 5 Operational Performance
- 6 Risks and Mitigations
- 7 Outlook 2026/27

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FY 2025/26 Highlights

15

New Products Launched

Malaria

Type 2 Diabetes

Fungal Infection

Hypertension

Reproductive Health

Antiemetic

Gastro

Antihistaminic

Antibiotics



UGX
1.6 Billion
Private Markets



Development
of Sikurea



Commissioning
of HU plant
factory 3



+9%
Revenue growth



+39%
Profit Growth



WHO
Inspection



ESG
Double Materiality
Assessment

2

The Opportunity

The African context: A double disease burden



Highest infectious disease load, even as NCDs surge to become leading cause of death.

INFECTIOUS DISEASES



HIV
26 Million
people living with HIV



Malaria
265 Million
Malaria cases a year



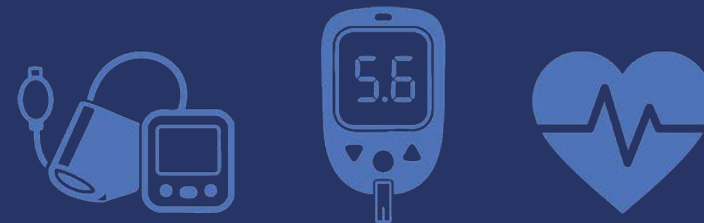
TB
2.5 Million
new TB cases a year

NON-COMMUNICABLE DISEASES



2.9 Million

Deaths a year
in Africa



OUR PRIORITY MARKET



450
Million People

Across 10 markets
In EAC, Zambia, Ethiopia



The opportunity: 450 million people, young and fast-growing. Face both the old infections and the rising tide of chronic diseases, yet the quality of treatment remains out of reach for many.

Closing this gap is exactly what our strategy is built to do.

Sickle Cell Disease: A Concentrated, Underserved Burden

Africa's most common inherited disorder - a non-communicable condition whose lethality is amplified by the very malaria and infections endemic across these markets



The continental picture

~80%

of the world's ~515,000 annual sickle cell births occur in sub-Saharan Africa

50–90%

of African children with SCD die before their 5th birthday without diagnosis & care

5–10%

of all under-5 deaths in high-burden African countries are linked to SCD



Concentrated in the 10 markets

DR Congo: one of the world's top 3 SCD countries (with Nigeria & India); 20–30% carry the trait

Uganda: East Africa's highest SCD birth burden (~5th globally); ~13% carry the trait — up to 45% in some regions

Tanzania: ~11,000 SCD births a year — about 4th highest globally; ~10,000 child deaths a year

Kenya: in western Kenya up to 4.5% of babies are born with SCD; ~18% carry the trait



The opportunity: SCD is large, inherited and lifelong — yet newborn screening, penicillin prophylaxis, folic acid and hydroxyurea are proven, low-cost interventions that sharply cut child mortality. Coverage today is minimal. A young, growing, underserved patient pool that sits squarely within our Accessible / Affordable / Available strategy.

Sources: WHO Sickle-cell disease fact sheet (2021 data — ~515,000 births, ~7.74M living with SCD); Piel & Makani et al.; Ndeezi et al. (Uganda); Tanzania newborn-screening & surveillance studies; Health Promotion International (2023). Data are sparse and likely under-estimates in several markets (e.g. Burundi, South Sudan, Somalia, Ethiopia).

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Strategy



OUR VISION:

“To become a centre of excellence in the manufacturing of quality, affordable medicines”

Supported by our 3A strategy



Accessibility

Delivering timely access to the best therapies through a diverse and evolving portfolio that meets the full spectrum of patient needs.



Availability

To ensure health outcomes are not compromised due to a gap in supply



Affordability

To make sure we lower the cost of medicines to patients

Accessibility



15 New Products Launched



OTC Portfolio

Featuring OTC flagships



NCD Treatment

ANTI DIABETICS

LIPID LOADING

ANTI HYPERTENSIVES

ICU CARE



Infectious disease



Malaria



HIV



TB



HU



R&D



Availability

Achieved

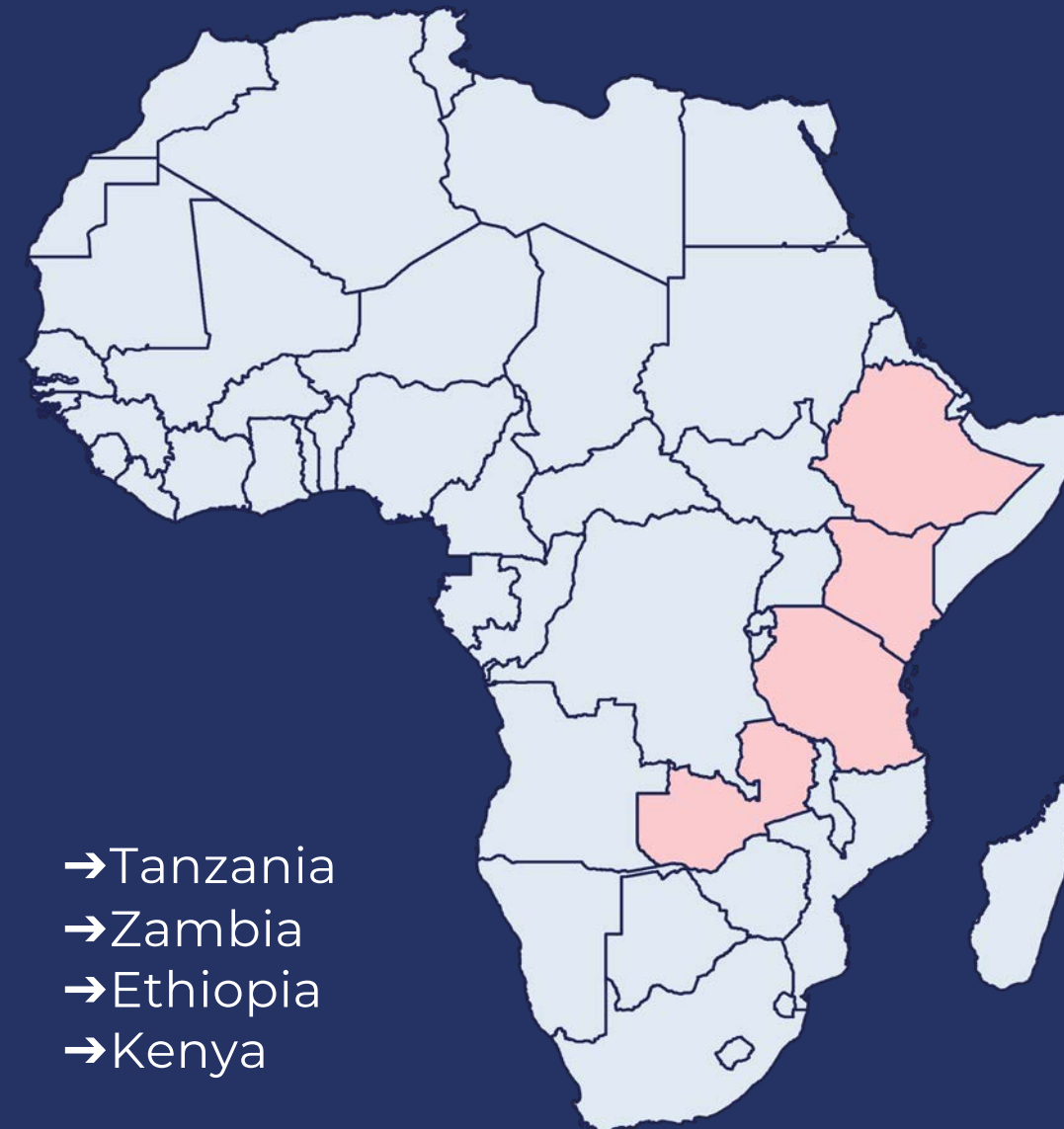
Private market (Ug)

Distribution and channel management



Future

A. Private market expansion



B. Factory 2 New Factory



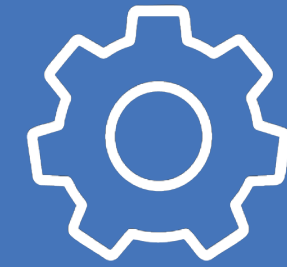
C. Factory 3 Hydroxyurea Plant



Affordability



Cost control



Production efficiency



**Input material cost
improvement in the
margin by**

320 **Basis
points**



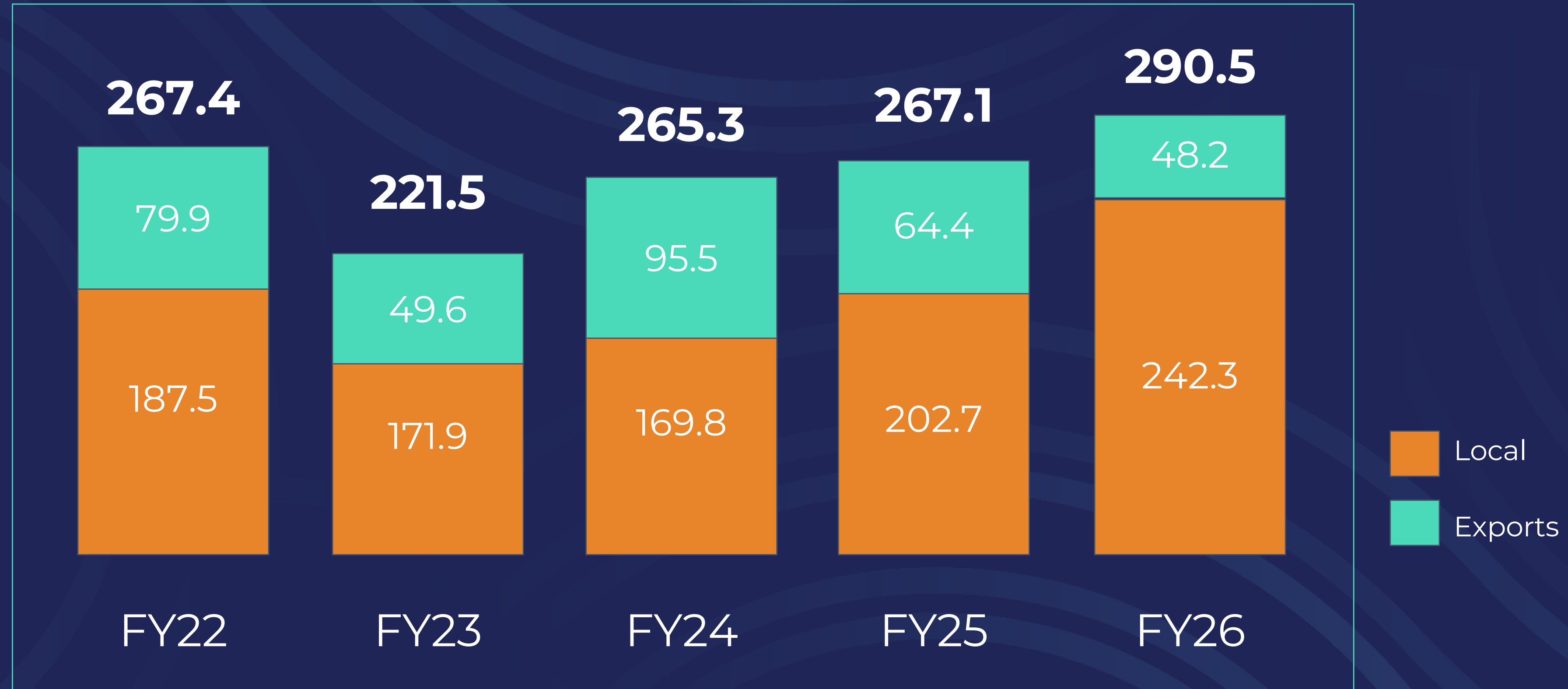
Economies of
scale with added
manufacturing
capacity

4

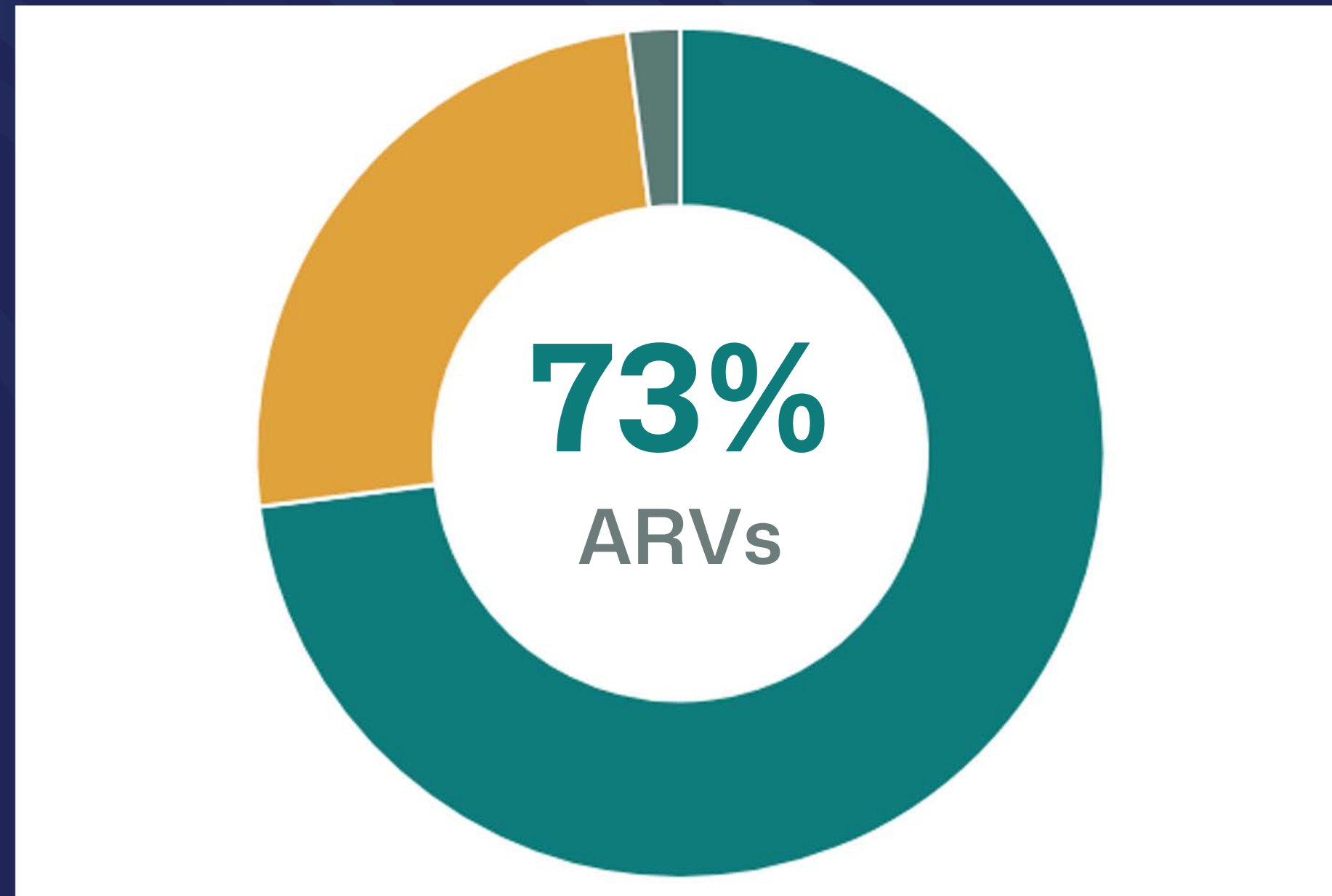
Financial Performance

Revenue Trend

IN SHS BILLIONS



Revenue Distribution by Therapeutic Category



● **73%** **ARVs**
Antiretrovirals (HIV)

● **25%** **ACTs**
Antimalarials

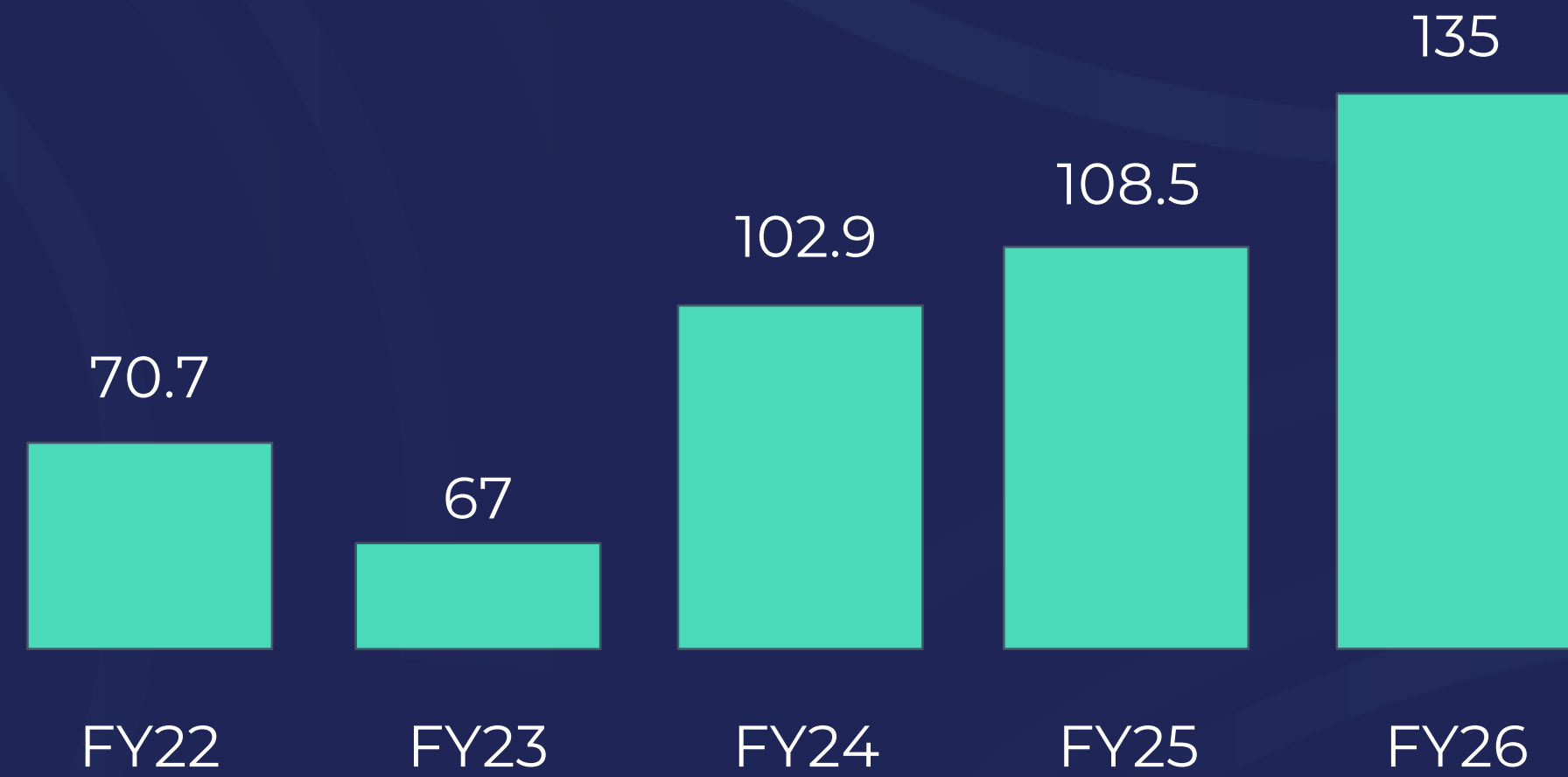
● **2%** **Others**
All other lines

ARVs remain the cornerstone of the revenue base, with ACTs the principal secondary contributor

Profit Growth

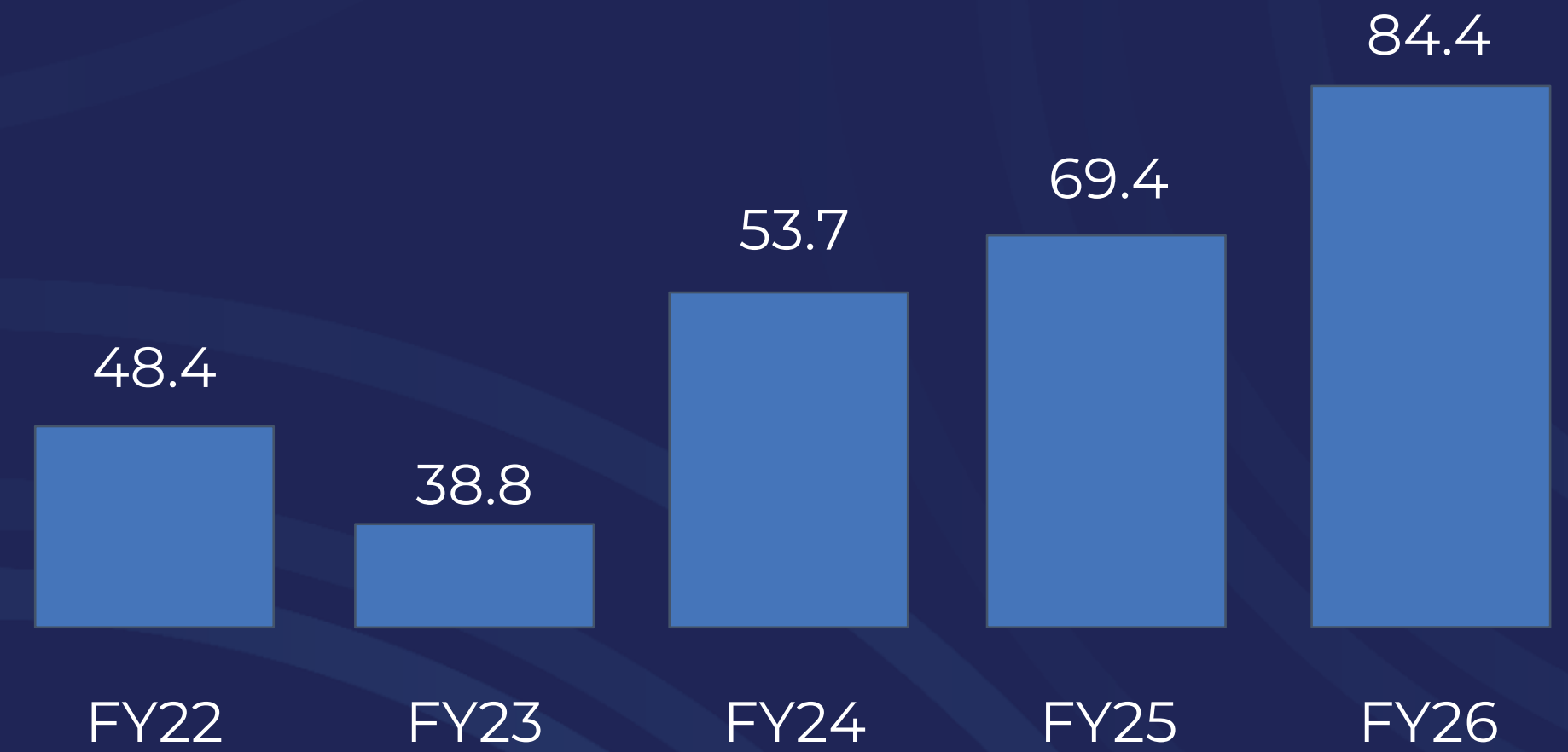
GROSS PROFIT TREND

IN SHS BILLIONS



EBITDA TREND

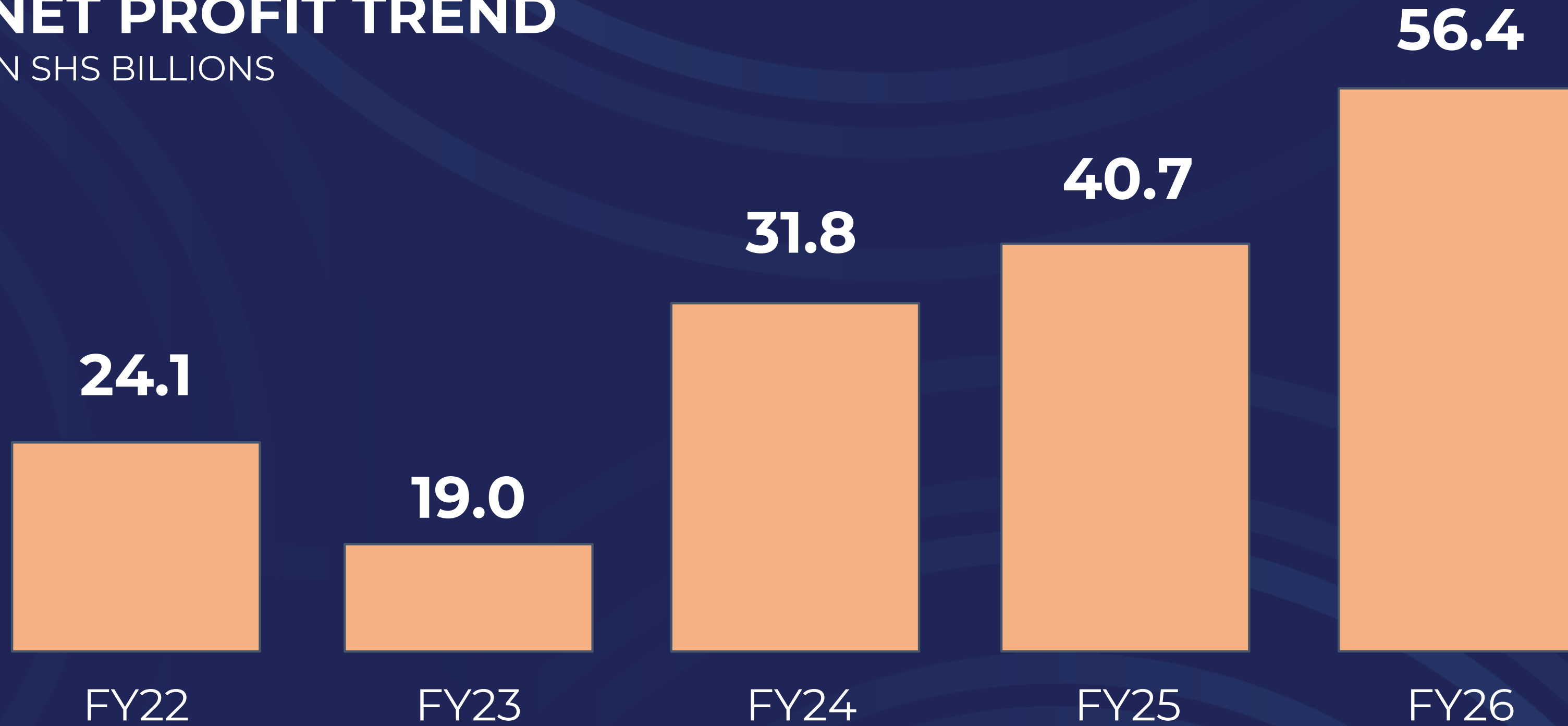
IN SHS BILLIONS



Net Profit

NET PROFIT TREND

IN SHS BILLIONS



Return Metrics

RETURN ON EQUITY
(ROE)



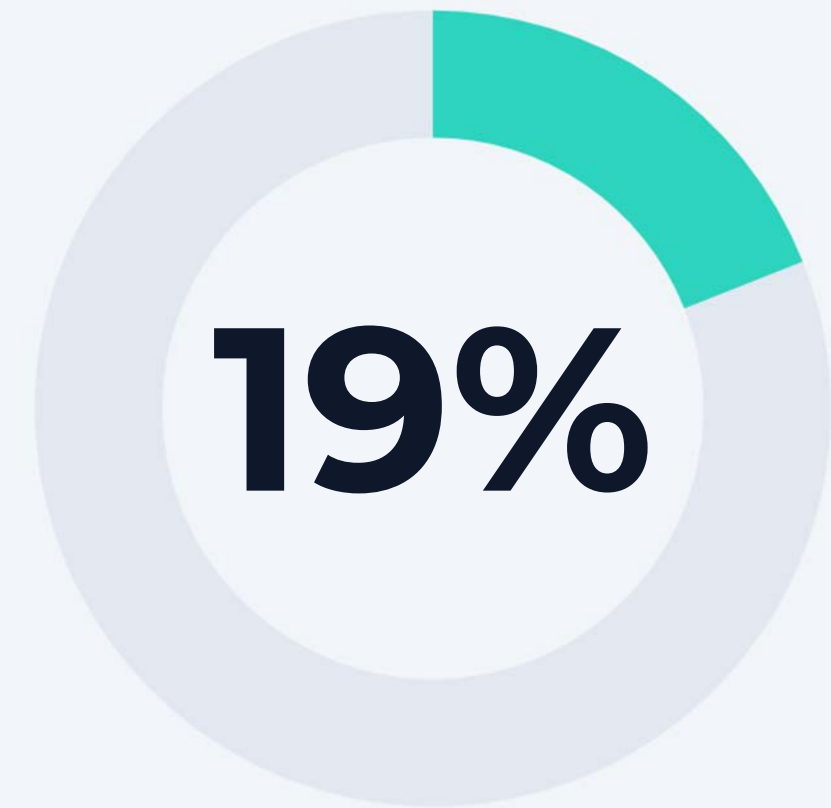
FY25: 22% → FY26: 30%

RETURN ON CAPITAL
EMPLOYED (ROCE)



FY25: 31% → FY26: 40%

NET PROFIT MARGIN



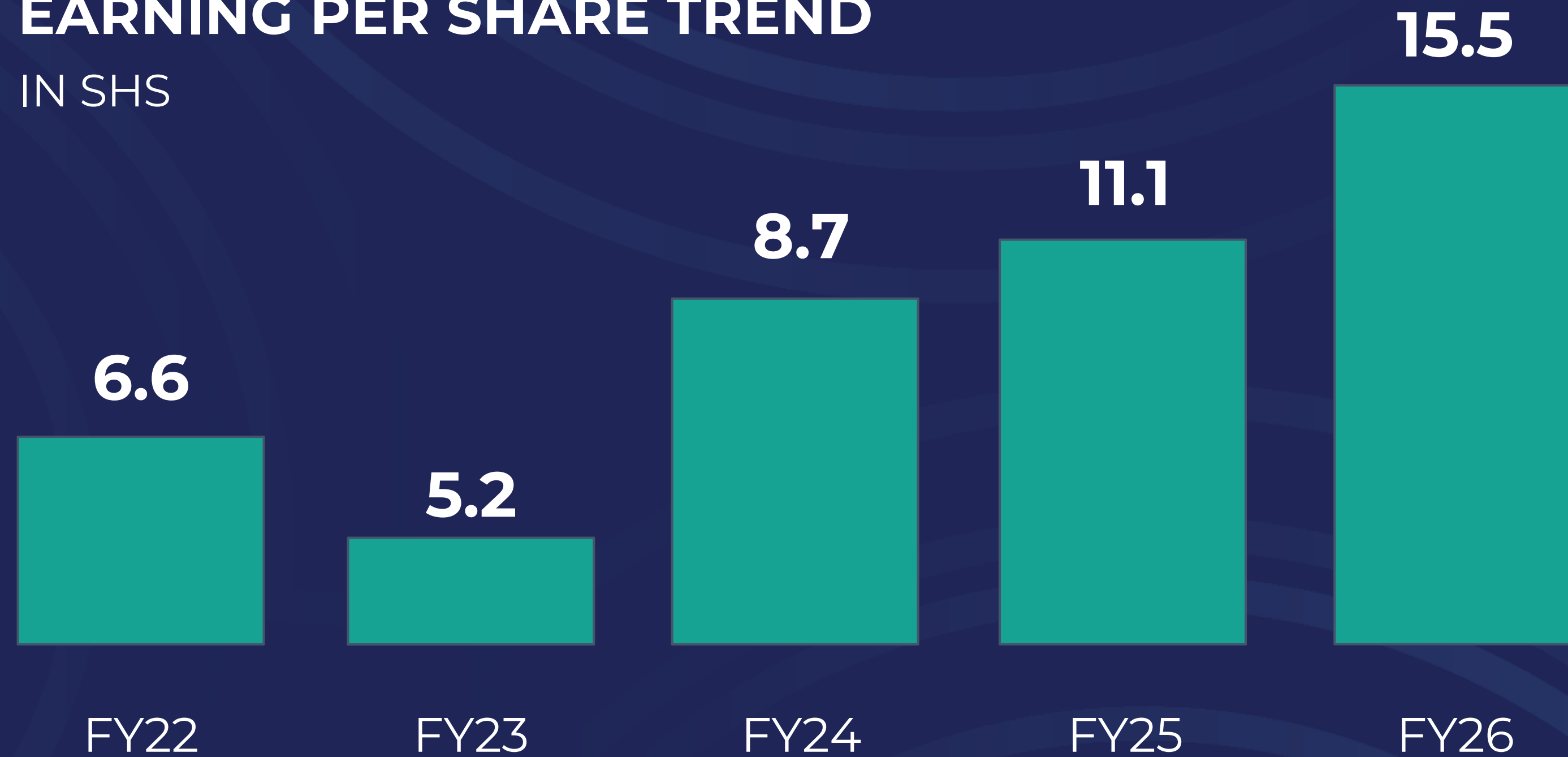
FY25: 15% → FY26: 19%

Improvement on all return metrics compared to FY25

Earnings Per Share

EARNING PER SHARE TREND

IN SHS



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Operational Performance

Safety, Quality & Reliability

INSTALLED CAPACITY

1,200 Mn

tablets/year



PRODUCED IN FY26

1,142 Mn

tablets



OF ANNUAL TARGET

95 %

capacity utilisation



✔ WHAT STAYED STRONG



Zero fatalities

Second year running — no work-related deaths.



Zero batch failures

Clean year on product quality, down from 2 in FY25.



99% OTIF delivery

On-time, in-full to customers, maintained all year.

! MANAGED OPENLY — AND RESOLVED



2 lost-time incidents

Both minor and in the first half (a cut, a head injury); incident-free Q2–Q4.



1 data-integrity entry

A back-dated sample register in Q1; refresher training completed.



1 complaint & 1 precautionary recall

Silica-gel sachet in packaging; regulator (NDA) notified.

Environmental Stewardship

Water intensity improved; energy and emissions rose on one-off, growth-related factors.



WATER USE

-7.3% vs FY25

FY26 ACTUAL

10,298 KL

FY25: 11,112 KL · Target: 10,000 KL

Lower usage, aided by condensate-recovery savings.



GHG EMISSIONS

+6.7% vs FY25

FY26 ACTUAL

2,710 T

FY25: 2,540 T · Target: 2,337 T

One-off rise from the 11kV→33kV grid migration.



ELECTRICITY

+8.3% vs FY25

FY26 ACTUAL

3.9 Mn kWh

FY25: 3.6 Mn kWh

Hydroxyurea AHU validation and higher tablet output.



WASTE TO LANDFILL

New basis

FY26 ACTUAL

31.3 MT

FY25: not separately tracked

Now measured more comprehensively for a truer figure.

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Risks and Mitigations

Critical Risks & Mitigations

The company continues to observe and manage risks by deploying strategies to reduce impact



Price Erosion

Risk

- Reduction in profitability
- Cashflow pressure

Mitigations

- Private sector growth
- Product diversification
- Improved manufacturing efficiency



Information Security

Risk

- Fraud
- Business disruption

Mitigations

- Strengthened cyber infrastructure & access controls
- Penetration testing & threat monitoring
- Employee awareness & fraud-prevention training
- Data backup and recovery



Geopolitical Risk

Risk

- Supply chain disruption
- Input price volatility
- inflation

Mitigations

- Monitoring geopolitical & trade developments
- Stronger liquidity & working-capital management
- Diversified sourcing & supply arrangements

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Outlook 2026/27

Outlook & Road Map

Priority of FY 26-27

Double the revenue from private markets

01



Portfolio

Launch 8 new products



02



Cost Optimisation

Continued focus on the cost base to improve efficiency and protect profit margins



03



Private Market

Double the revenue from Private Market



04



Manufacturing

Construction of Factory 2



THANK YOU



BLOCK-1
(EXISTING PLANT BUILDING)

BLOCK-4A
(EXISTING UTILITY BLDG.)

BLOCK-4B
(PROPOSED UTILITY BUILDING)

BLOCK-2
(PROPOSED PLANT BUILDING)

BLOCK-3
(EXISTING WAREHOUSE)

BLOCK-5
(ADMIN AND R & D)

BLOCK-6
(CENTRAL DINING)

BLOCK-8
(GATE CABIN 1 EXPANSION)