# UCHUMI SUPERMARKETS PLC

*Your Home of Value*

# TEN-YEAR STRATEGIC PLAN

Fiscal Years 2027 – 2036

Published for shareholders, the investing public, and the Capital Markets Authority, following adoption of the full plan by the Board of Directors on 31 July 2026.

NSE: UCHM · Founded 1975 · Under Court-Approved CVA · Issued August 2026

PLEASE READ

# Important Notice & Forward-Looking Statements

## IMPORTANT NOTICE

This document is an abridged version of the Ten-Year Strategic Plan FY2027–FY2036 adopted by the Board of Directors of Uchumi Supermarkets PLC on 31 July 2026, published for general information. It does not constitute an offer, invitation, or solicitation to buy or sell any securities of the Company, nor investment advice of any kind.

## FORWARD-LOOKING STATEMENTS

This document contains forward-looking statements — strategic ambitions, targets, and expectations for future periods. These are based on current expectations and assumptions and are subject to risks and uncertainties, many outside the Company's control; actual results may differ materially. The ambitions herein frame the decade and are not annual budget commitments or profit forecasts — binding annual targets are set by the Board each financial year. The Company undertakes no obligation to update any forward-looking statement except as required by law, the NSE Listing Rules, or CMA regulations.

## BASIS OF THIS ABRIDGED VERSION

Commercially sensitive matter — detailed financial projections, terms of bilateral creditor settlement arrangements, matters subject to ongoing litigation, and negotiating positions on prospective transactions — has been omitted or summarised, consistent with the Company's disclosure obligations. Material developments are announced through the NSE and the Company's website.

# Five Decades — From Founding to Recovery

**1975**

**Founded**

Government-mandated consortium (ICDC · KWAL · KNTC) to modernise Kenyan retail

**1983**

**First mall anchor**

Anchored Kenya's first shopping mall; pioneered the hypermarket format

**1992**

**NSE listing**

Listed on the Nairobi Securities Exchange

**Peak**

**27 branches**

National network built entirely from the Company's own trading profits

**2018**

**CVA**

Court-Approved Company Voluntary Arrangement under the Insolvency Act, 2015

**2023–26**

**Recovery**

New leadership; audits closed; compliance restored; return to profit; Kitengela opened

**The lesson of five decades: the network that made Uchumi great was built from its own profits. This plan restores that founding discipline.**

THE PLATFORM

# The Recovery, Confirmed (2023–2026)

- ✓ 8 years of audits completed (FY2018–FY2025)
- ✓ Full KRA tax compliance certificate
- ✓ First AGM since 2018 held; Board reconstituted
- ✓ Kitengela branch opened 1 July 2026
- ✓ Bank settlement arrangements concluded under the CVA
- ✓ CMA & NSE compliance fully restored
- ✓ Long-term anchor tenancy at Langata generating stable rent
- ✓ Returned to profitability

**MARKET SIGNAL**

Share price

**KES 0.18**

(2023)

**KES 1.71**

(mid-2026)

**~9.5× recovery**

**OWNERSHIP**

The Government of Kenya remains a shareholder — National Treasury 14.7% and Kenya Development Corporation 2.0% — alongside more than 23,000 public shareholders on the NSE. 99.9% of shareholders are Kenyan. Active branches: Langata Hyper (flagship) · Unicity Mall · Kitengela.

# Vision, Mission & Values

**VISION · DIRA YETU**

*To be Kenya's most trusted value retailer — the first choice for every household, institution, and community we serve.*

**MISSION · DHAMIRA YETU**

*To make quality, everyday goods affordable and accessible to every Kenyan — through our stores, our franchise partners, and our institutional supply.*

## SEVEN VALUES · MAADILI YETU

**Thamani**

Value

**Uaminifu**

Trust

**Uadilifu**

Integrity

**Jamii**

Community

**Nidhamu na Uangalizi**

Discipline & Stewardship

**Uwajibikaji**

Accountability

# Three Horizons of Growth

## HORIZON 1

### Defend & Extend the Core

FY2027–FY2030

Run existing branches to full potential · protect margins · grow rental income · launch loyalty. The cash engine that funds the plan.

→

## HORIZON 2

### Build the Growth Engines

FY2029–FY2033

Scale the franchise network · build institutional (B2B) supply · accelerate self-funded store openings.

→

## HORIZON 3

### Create the Future

FY2032–FY2036

Develop the Langata flagship through partnership · scale e-commerce nationally · new markets and formats.

**Binding principle: every company-owned store is funded from retained profits, operating cash flow and rental income. No expansion borrowing, for the full decade.**

# The Business Model — Three Lines, Two Platforms, One System

### I · BRANCH NETWORK

3 → ~28 company-owned stores by FY2036 · self-funded · neighbourhood value format

### II · FRANCHISE

0 → 120+ outlets · 10+ per year · Uchumi systems & brand

### III · B2B

Institutional supply · framework contracts. Institutions collaboration

**THE CUSTOMER**

### E-COMMERCE & OMNICHANNEL

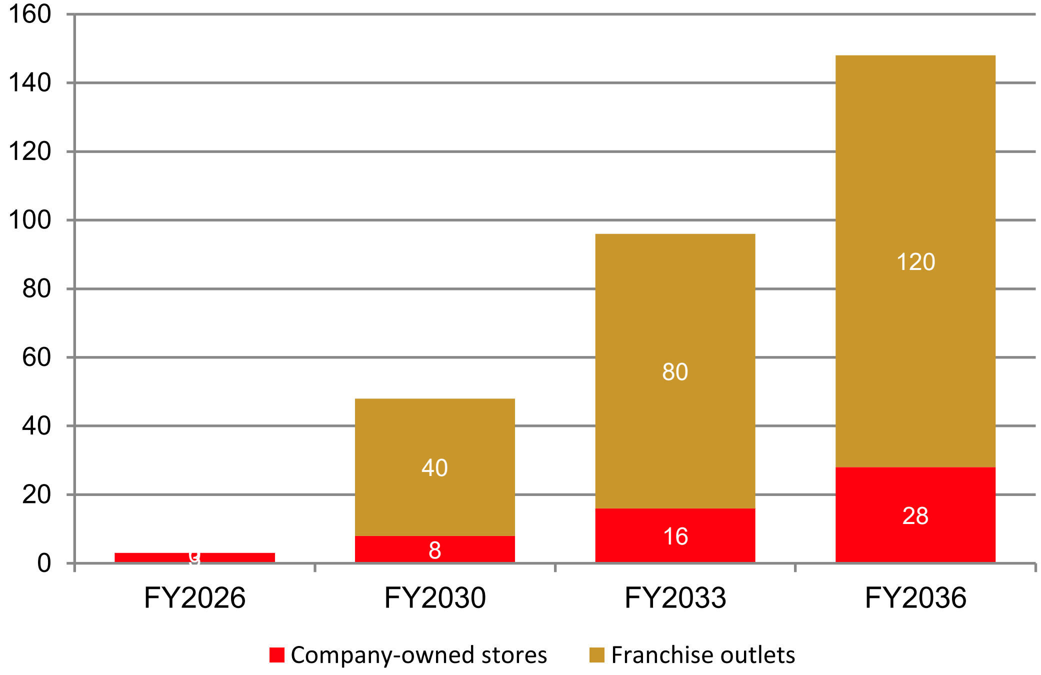
Built as a layer on the physical network — every store & outlet a click-and-collect and last-mile node

### CUSTOMER LOYALTY

Launched 1 July 2026 · one Uchumi identity across every store, outlet, and channel

*Each line reinforces the others: stores prove the brand franchising sells · franchise volume amplifies procurement power · store proximity wins institutional tenders · every node powers e-commerce.*

# From 3 Locations to ~150 — The Growth of the Uchumi Network




**FY2026** **3 locations**

Langata Hyper · Unicity · Kitengela

**FY2030** **~48 locations**

8 owned + 40 franchise — engines running

**FY2033** **~96 locations**

16 owned + 80 franchise — CVA cleared

**FY2036** **~150 locations**

28 owned + 120+ franchise — national scale restored

# The Langata Development — Partnership at No Capital Cost to Uchumi

**UCHUMI CONTRIBUTES**

Its leasehold property interest in the developable land — independently valued. No cash. No development debt.

**PARTNER CONTRIBUTES**

100% of the design, financing and construction capital, and development expertise.

→

**DEVELOPMENT PARTNERSHIP**

Quality retail & commercial destination · Langata Hyper trades throughout · existing anchor tenancy retained

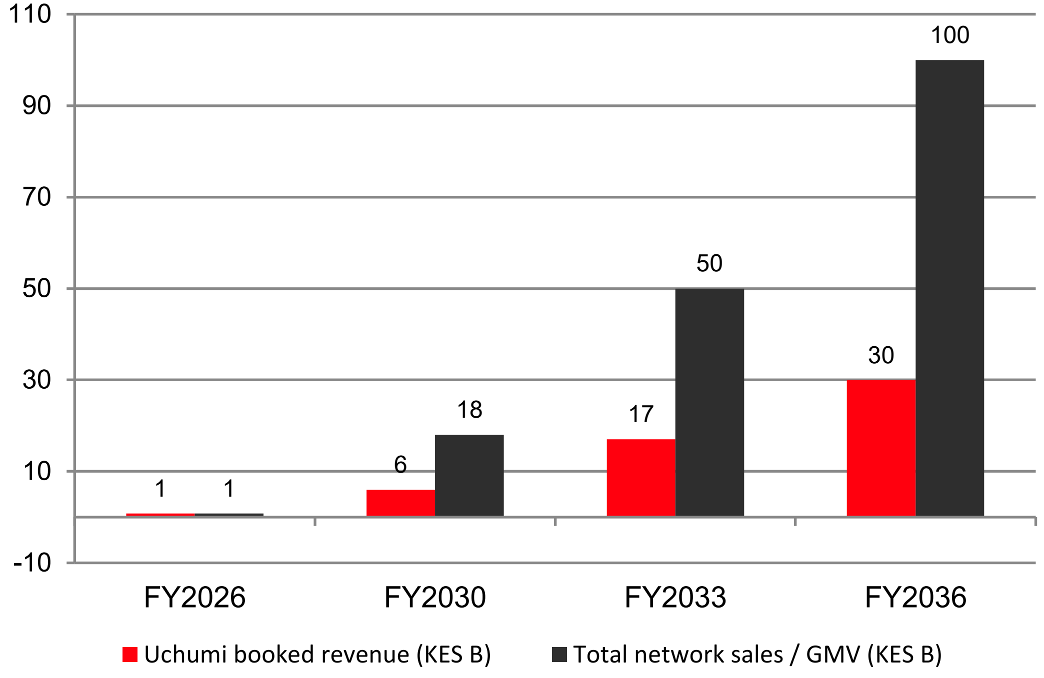
→

- ✓ Income from the completed development shared in agreed proportions
- ✓ Uchumi anchor store on pre-agreed terms
- ✓ Developed asset reverts to Uchumi at the end of the arrangement

**CONDITIONS PRECEDENT**

Prior written consent of the affected secured creditor · full consistency with the approved CVA and the Insolvency Act, 2015 · final terms subject to Board approval. The Company will take on no development debt.

# Two Measures of Scale — Revenue & Network Sales (KES billions)




## WHY TWO MEASURES

Booked revenue is what Uchumi recognises in its own accounts. Network sales (GMV) include franchise-operated sales that flow through the brand, systems and supply chain — the true measure of the system's market footprint.

## THE FY2036 AMBITION

~KES 30B booked revenue and ~KES 100B network sales — restoring the Uchumi system to genuine national scale. Ambitions frame the decade.

# The CVA Commitment — Retired by FY2033 From Own Profits

*Any step that would vary the arrangement or affect creditor rights proceeds only through the approval mechanisms of the Insolvency Act, 2015.*

### TODAY

~KES 9.3B total legacy exposure · CVA active

### FY2027–FY2030

30% of profits applied to creditors (creditors' resolution, Feb 2026)

### FY2031–FY2032

Scheme balances substantially retired as profits grow

### FY2033

CVA scheme debt cleared — from earnings alone

**NOT DEPENDENT ON LITIGATION**

The commitment does not rely on the recovery of any disputed asset or the outcome of any court process.

**GOVERNMENT ENGAGEMENT**

Parallel engagement on the resolution of State debt, including possible conversion to equity — the State being a founding shareholder.

**NO NEW BORROWING**

Legacy obligations are cleared from earnings, equity where appropriate, and asset realisations if they occur — never refinanced with fresh debt.

**Uchumi ni Ya Wakenya!**

**Uchumi Ni Yetu!**