MID-YEAR REVIEW · 2026

Mid-Year Financial Health Check

Workbook

Your step-by-step guide to reviewing your pharmacy's numbers at the halfway point of 2026.

THE CHEMIST | ISSUE 28 | JUNE 2026

GETTING STARTED

How to Use This Workbook

Set aside one focused hour with your latest figures. Work through the five checks in order, write directly in the spaces provided, then commit to three decisions for the second half of the year.

1. **Gather your numbers**
   Pull your January–June reports: sales, costs, bank and M-Pesa balances, and any money owed to you.

2. **Work through each check**
   Complete Checks 1 to 5 in sequence. Each builds on the last to give you a full picture.

3. **Compare to the benchmarks**
   Use the guide ranges to spot where your pharmacy is strong and where it needs attention.

4. **Note what stands out**
   Write down anything surprising or off-track in the prompts as you go — don't wait until the end.

5. **Make three decisions**
   Turn your findings into three concrete actions for the second half of 2026.

WHAT'S INSIDE

CHECK 1

Revenue

Start with the top line. Compare where you planned to be against where you actually are, then see which parts of the pharmacy are driving your sales.

ANNUAL REVENUE TARGET

KES

ACTUAL REVENUE — JAN TO JUN

KES

YEAR-ON-YEAR COMPARISON

H1 2026 (this year)

H1 2025 (last year)

Change %

Revenue by Category

CATEGORY	AMOUNT (KES)	% OF TOTAL
Prescription		
Over-the-counter (OTC)		
Supplements		
Consultations		
Other		
TOTAL		

CHECK 2

Gross Margin

Gross margin shows how much of every shilling of sales you keep after paying for stock. It is the clearest signal of whether your pricing and buying are working.

THE FORMULA

Gross Margin % = (Revenue – COGS) ÷ Revenue × 100

REVENUE

KES

COGS (COST OF GOODS SOLD)

KES

GROSS PROFIT

KES

GROSS MARGIN %

%

Where do you sit? — Benchmark Guide

Below 20%	Concern — pricing or buying needs urgent attention.	●
20 – 25%	Below target — room to improve on margins.	●
25 – 40%	Healthy range — typical for a well-run pharmacy.	●
Above 40%	Strong — verify the figure and protect it.	●

If your margin is off target, investigate:

Are supplier prices rising faster than your shelf prices?

1. ______________________________

Is expired or damaged stock eating into your profit?

2. ______________________________

Are discounts being given too freely at the counter?

3. ______________________________

CHECK 3

Expenses

List what it costs to keep the doors open. Express each cost as a percentage of revenue — that is how you tell a healthy expense from a runaway one.

EXPENSE CATEGORY	AMOUNT (KES)	% OF REVENUE
Staff costs		
Rent		
Stock purchases		
Marketing		
Professional fees		
Loan repayments		
Miscellaneous		
TOTAL EXPENSES		

Benchmark Guide

RENT
Max 10%
of revenue

STAFF
15 – 25%
of revenue

MARKETING
3 – 5%
of revenue

Which expense is furthest off benchmark, and what will you do about it?

CHECK 4

Cash Position

CHECK 4 OF 5

Profit is not the same as cash. A profitable pharmacy can still run dry. Take a snapshot of what you hold today, then project the next three months.

Current Cash Snapshot

BANK BALANCE	M-PESA BALANCE	TOTAL CASH ON HAND
KES	KES	KES

90-Day Cash Projection

	JULY	AUGUST	SEPTEMBER
Expected Inflows			
Expected Outflows			
NET CASH			

If any month shows a cash gap, how will you cover it?

CHECK 5

Outstanding Receivables

Money owed to you is money you cannot use. List every outstanding amount — credit accounts, SHA/insurance claims, corporate clients — and how long it has been waiting.

Receivables Tracker

WHO OWES	AMOUNT (KES)	DAYS	ACTION

Age Summary

AGE OF DEBT	TOTAL AMOUNT (KES)	RISK
Under 30 days		• Low
30 – 60 days		• Watch
60 – 90 days		• Chase
Over 90 days		• Urgent

TURN FINDINGS INTO ACTION

My Three Decisions for H2 2026

Based on the five checks, commit to three changes you will make in the second half of the year.

01

THE DECISION

WHY THIS MATTERS

I WILL START BY

02

THE DECISION

WHY THIS MATTERS

I WILL START BY

03

THE DECISION

WHY THIS MATTERS

I WILL START BY

A pharmacy that reviews its numbers twice a year rarely gets caught out.

You have done the hard part. Now act on what you have found.

Know your numbers. Run a stronger pharmacy.

This workbook is part of The Chemist's mid-year review series — practical tools for pharmacy owners who want to stay in control of their business.

ISSUE 28 · JUNE 2026
thechemist.co.ke