

Strategy FY2027 - Draft v0.9 (for Executive Committee review)

Classification: Internal - DEMO / FICTIONAL. All figures in this document are synthetic and were created for an Amazon Quick demonstration. AnyLab is a fictional company.

Owner: Office of Strategy | **Status:** Draft, not approved | **Fiscal year:** Oct-2026 to Sep-2027

1. Where we are (FY2026, Oct-2025 to Sep-2026)

- Revenue: THB 3.67 billion; gross margin 40.8%.
- Growth is coming from Genetic Testing, Wellness Packages and the Corporate Wellness segment.
- Molecular / PCR has normalised after the pandemic years.
- Our regional network (7 labs) is the backbone of our service promise: results within 24 hours for routine tests.

2. FY2027 ambition

Target	FY2026 actual	FY2027 target
Revenue	THB 3.67 bn	THB 4.20 bn (+14%)
Gross margin	40.8%	42.0%
TAT SLA compliance (routine, 24 h)	see lab dashboard	>= 97% in every lab
Net Promoter Score (key accounts)	see account list	>= 40

3. Four strategic pillars

1. **Precision diagnostics** - scale Genetic Testing (hereditary cancer, pharmacogenomics, NIPT) through private hospital partners. Target: Genetic Testing revenue THB 320 million in FY2027.
2. **Corporate & preventive health** - grow Corporate Wellness contracts with employers. Target: +30% revenue.
3. **Regional capacity** - fix the Northeast bottleneck (see Khon Kaen capex proposal) so regional growth does not damage service quality.
4. **Digital pathology & data** - digitise anatomic pathology slides, enable remote reporting, and build a single customer 360 view.

4. Key planning assumptions

- A1. Molecular / PCR revenue stays **flat** versus FY2026.
- A2. Government hospital pricing stays **flat** (no further tender price reductions).
- A3. Wellness Package margin improves from ~30% to 36% through bundling and digital booking.

- A4. The Khon Kaen expansion (Option A) is live by Q3 FY2027.
- A5. No key account with annual revenue above THB 30 million is lost.

5. Open questions for the Executive Committee

- Is +14% revenue realistic if assumptions A1 and A2 do not hold?
- Should we accept lower margin in Corporate Wellness to win volume?
- Build our own capacity in the Northeast, route samples to Bangkok, or partner with a provincial hospital lab?
- Which three initiatives do we stop or delay to fund the pillars?