

Board Meeting Minutes - Q3 FY2026 (extract)

Classification: Internal - DEMO / FICTIONAL. Synthetic minutes for an Amazon Quick demonstration. Directors are referred to by role only.

Date: 14 August 2026

1. Matters discussed

- Growth quality.** The Chair noted strong top-line growth but asked whether growth is coming from lower-margin business. Management to present revenue and margin by product line and customer segment at the next meeting.
- Government tenders.** An Independent Director asked about continuing price pressure in government tenders and requested a view on how far prices could fall before the segment is unattractive.
- Northeast.** The board acknowledged service complaints in the Northeast and asked for options with a clear interim plan, not only a long-term capex request.
- Customer concentration.** The Audit Committee Chair asked management to list key accounts at risk and the revenue exposed in the next two quarters.
- Technology.** The board supports digital pathology in principle but requested a phased business case.

2. Actions for the next meeting (November 2026)

#	Action	Owner
B1	Revenue and gross margin bridge by product line and segment, FY2026 H1 vs H2	CFO
B2	Government pricing floor analysis	CCO
B3	Northeast capacity decision with interim plan	COO
B4	Key account risk register with revenue at risk	CCO
B5	Digital pathology phased business case	CTO / CMO

3. Board preference for materials

- One-page executive summary first, decision requested stated in the first paragraph.
- Maximum 10 slides; appendix allowed.
- Every number must state its source and period.