



CRAFTED FOR CARE

FY25-26-27 Strategic Plan

19.09.2025

FY25-26 Strategic Growth Goals

Accelerating Sustainable Growth & Profitability

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Our Why – Crafted for Care

Our equipment is designed and manufactured for those who care for our family, friends, and others in their time of need.

We design and manufacture to best serve the needs of our frontline health care givers.

Executive Summary

Emery Industries is well-positioned in the Australian healthcare manufacturing sector.

This strategy outlines 4 priority growth areas:

- Improve our conversion of opportunities through tenders
- Increase domestic market share in the private healthcare market
- Build operational resilience
- Develop Export in APAC/US/UK markets.

Goal #1 – Expand Government & Institutional Tender Success

Objective: Win more public sector tenders across federal, state, and hospital procurement streams.

Rationale: High-value, recurring revenue opportunities.
Strength in ISO certifications and compliant stainless steel equipment.

Key Initiatives:

- Build a *dedicated tender library* with standardised, compliant content.
- Develop *stronger relationships with Architects/Builders* to get our products included in the original project specifications.
- Build strong relationships with head procurement staff in Health Authority hubs. Train users on how to find our equipment in their system
- *Upskill internal tender resources (AI)* or engage external specialist.

Goal #2 – Grow Sales in Private Healthcare

Objective: Increase penetration into the private hospitals and day surgery groups.

Rationale: Market growth in private surgeries post-COVID. Shift to infection-resistant and ergonomic stainless steel equipment.

Key Initiatives:

- Launch *direct marketing and sales campaigns* tailored to private hospital and day surgery groups.
- Develop *contractural relationships* with Private Healthcare companies
- Develop specialized *product packages* (e.g., ergonomic trolleys and matching accessories).
- Collaborate with healthcare *architects and construction contractors* who are working on new and existing hospital and Day Surgery projects.

Ref: Appendix A

Goal #3 – Streamline Production for Profitability

Objective: Improve manufacturing efficiency and build capacity to boost gross margins.

Rationale: Stainless steel costs and labour efficiency directly impact profitability. Automate where practical.

Key Initiatives:

- Re-focus on Lean and Kaizen practices to *reduce waste*.
- Secure raw material pricing through *long-term supplier agreements*.
- Ensure *sufficient staffing levels and education* to achieve production targets
- Implement and utilise *advanced planning tools* to streamline and improve the visibility of production opportunities and reduce waste. Improve visibility of staff performance.
- Continue to develop *improved product designs*.
- Introduce *automation and more advanced tooling* in areas with most benefit

Goal #4 – Develop Export Strategy

Opportunity: Enter NZ, Singapore, Pacific Islands, United States, UAE and UK with 'Australian-made' stainless steel credibility.

Rationale: APAC/US/UK hospitals value Australian quality and infection control standards.

Next Steps:

- Activate *US partner agreements*. Work with Dearin to convert these opportunities.
- Assess regulatory requirements per market.
- Engage with Austrade and apply for *EMDG grant* support.
- Identify *international distribution* or project partner opportunities.

Summary of FY25-26 Strategic Priorities

Strategic Goal	Key Outcome	Priority Level
Government Tender Growth	Increased public revenue	High
Private Expansion	Diversified customer base	High
Production Efficiency	Higher profitability	High
Export Strategy	Long-term growth	Medium

ROI Initiatives	Key Outcome	Priority Level
Immediate Wins 0-90 Days	US Distributor Kit, Referral Program for AUS Hospitals	High
Strategic Shifts 3-12 Months	Bundled Pricing Strategy, Launch lot Enabled Sterile Line, Private Health Case Studies for thought leadership	High
Category Leadership (1-3 years)	Sterilisation Analytics Platform, Global Brand Positioning Campaign	High

Recommendations & Next Steps

1. Assign internal leads to *achieve each strategic directives*.
 - Expand tender success (*Simone*)
 - Grow Private healthcare market (*Gerald*)
 - Streamline efficiency and build production capacity (*Tony*)
 - Export market development (*Helena*)
2. Each area lead to *prepare and report quarterly KPIs performance* for management review.
3. Leads to *prepare resource allocation/procurement plan* by 30June25 for successful implementation.
4. Management team to prepare and implement strategy to build more *consistent production/distribution products* to assist with more reliable cashflow. Management team to present options 8/10/25

Appendix A – Private Hospital Operators

Top 10 private hospital operators in Australia as of 2025, (ranked by revenue)

1. Ramsay Health Care – \$10.7 billion
2. Bupa Aged Care – \$3.2 billion
3. Healthscope – \$2.7 billion
4. Opal HealthCare – \$2.5 billion
5. Metro North Health (Queensland Health) – \$2.3 billion *(Note: Publicly funded but often included in rankings)*
6. Monash Health – \$2.2 billion *(Also public, but operates large hospital networks)*
7. St Vincent's Health Australia – \$2.0 billion
8. St John of God Health Care – \$1.6 billion
9. UnitingCare Queensland – \$1.6 billion
10. Epworth HealthCare – \$1.5 billion