



Strategic Merger & Acquisition Advisors for the Healthcare Industry



Medical Device Outsourcing Developments

- Plus Highlights from the 2024 JPM Healthcare Conference -

Winter 2024

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Highlights from the 2024 JP Morgan Healthcare Conference

- **Sarepta Therapeutics' Gene Therapy advances through FDA** -- FDA has granted approval for **Sarepta's** one-time infusion gene therapy for Duchenne muscular dystrophy (Elevidys) under an accelerated approval for patients with a qualifying mutation.
- **Medtronic announces its high growth priorities** -- Diabetes, cardiac ablation, structural heart and AI. These are **Medtronic's** high growth priorities, including pulsed field ablation, automated insulin delivery and TAVR, among other offerings. **Medtronic** announced the creation of the **Medtronic AI Center of Excellence**. It marks an effort to leverage common AI-platforms across the company's portfolio like **Medtronic Endoscopy's GI Genius**.
- **Abbott promoted its continuous glucose monitor** – FreeStyle Libre CGM systems. Revenue from the wearable devices are soaring, topping \$1.4b. It's the “most successful medtech product” by way of revenue.
- **Insulet's Omnipod 5 automated insulin delivery system advances** -- According to **Insulet**, users continue to gravitate toward the market-leading patch pump system. **Medtronic** had plans to buy **EOFlow**, making another patch pump system, but the deal was aborted. **Tandem Diabetes Care** also has a new patch pump that won FDA clearance last year. **Embecta** recently submitted its own patch pump — which targets type 2 diabetes, rather than the type 1 population catered to by **Insulet** — to the FDA.



Cardioblate RF Ablation
(Medtronic)



Highlights from the 2024 JP Morgan Healthcare Conference (cont.)

- **Shockwave Medical's Intravascular Lithotripsy (IVL) technology attracts significant interest.** The system treats atherosclerotic cardiovascular disease using sonic pressure waves to disrupt challenging calcified plaque. **Shockwave** recently acquired **Neovasc** (producer of reducer devices that redistribute blood flow within the heart to treat refractory angina) for \$100m upfront plus \$47m in milestones.
- **J&J highlights growth through M&A.** Announced a definitive agreement to acquire **Ambrx Biopharma**, a clinical-stage developer of biopharmaceuticals with a proprietary synthetic biology technology platform to design and develop next-generation antibody drug conjugates ("ADCs"). All-cash merger transaction for \$2.0b, \$1.9b net of estimated cash acquired. **J&J** plans to submit its Ottawa Surgical Robot for FDA investigational device exemption (IDE) this year. CEO Joaquin Duato also highlighted progress on pulsed field ablation, with the company completing a study for its Varipulse catheter and integration for the \$16.6b acquisition of **Abiomed** advancing **J&J's** position in interventional cardiology. The recent acquisition of **Laminar** propels **J&J** into the left atrial appendage device market as well.
- **Other M&A Deals** -- **AbbVie** will spend \$8.7b on **Cerevel Therapeutics** (neuroscience technology); **Roche** will spend \$2.7b on **Carmot Therapeutics** (weight-loss drugs); **Bristol Myers Squibb** will spend \$4.1b and \$14b for **RayzeBio** and **Karuna Therapeutics**, respectively; **Novartis** is acquiring **Calypso Biotech**, a **Merck** spinoff developing antibodies for gastrointestinal disorders, for \$250m; **Merck** said it plans to buy peptide maker **Harpoon Therapeutics** for \$680m; **GSK** announced plans to buy antibody maker **Aiolos Bio** for up to \$1.4b.



Neovasc Reducer



Impella Heart Pump
(Abiomed/J&J)

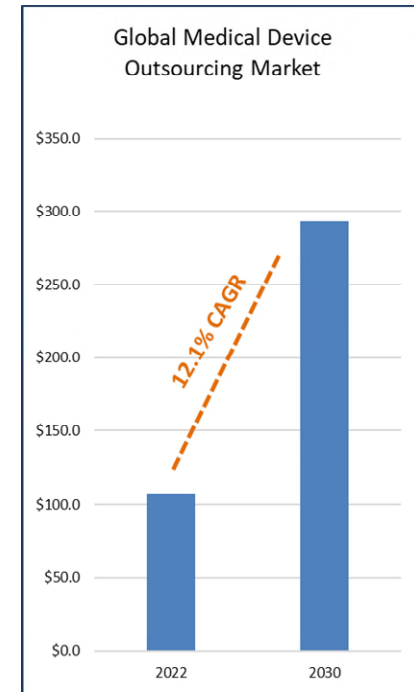


Tri-specific T Cell Engager
(Harpoon Therapeutics)

Key Medical Device Outsourcing Trends

Drive to Vertically and Horizontally Integrate to Service OEMs. Leading Contract Development and Manufacturing Organizations (“CDMOs”) now offer design, engineering and prototyping, sophisticated IT, AI-based solutions and regulatory compliance capabilities – in addition to manufacturing and other logistical functions. Plus, they are adding specialties to further differentiate themselves, gearing toward specific clinical areas: orthopedics/spine, dental, ENT, ophthalmics, digital patient monitoring, cardiovascular, biologics and pulmonary.

Growth Drivers	Challenges
<p>➤ Increasing incidence of chronic conditions. Cancer, cardiovascular diseases; diabetes; autoimmune diseases, infectious diseases; obesity; neurological disorders; etc.</p>	<p>➤ Supply Chain Disruptions. Global economic disruptions jeopardize outsourcing from developing countries and from vendor concentration.</p>
<p>➤ Demographic Changes. The growing aging population due to longer life spans, more active lifestyles and new innovative treatments.</p>	<p>➤ Heightened Regulatory Requirements. New regulations in Europe and elsewhere require increasingly complex compliance expertise.</p>
<p>➤ New Technologies. Metal Injection Molding (MIM); Robotics; AI; 3D printing; new implantables; drug-device combinations and biocompatible and antimicrobial coatings – all are accelerating medtech growth. Yet, AI and other advances involved risk management and discipline to propagate.</p>	<p>➤ Reimbursement Fluctuations. Procedures involving select products in ophthalmics (recently glaucoma) and advanced woundcare (skin substitutes), among others, have faced uncertainty due to proposed changes to reimbursement levels that cause shifts in product demand.</p>
<p>➤ OEMs continue to Outsource. Large proprietary products medtechs prioritize R&D and technological advances, focusing on their core competencies, delegating key design, engineering and production functions to reliable suppliers.</p>	<p>➤ Quality and Cost Issues. Scaling up, setting up operations in developing countries, new automation technologies, developing specialties and other growth dynamics put a premium on maintaining quality standards while managing costs.</p>



Surgical Robotics Becoming a “Standard Operating Procedure”

Overview

Only 2% of surgeries are performed robotically, demonstrating substantial growth potential. Though *Intuitive Surgical’s* Da Vinci System pioneered surgical robotics, *Medtronic* has initiated a market release of its Hugo RAS system, following its \$1.7b acquisition of *Mazor Robotics*. *Stryker*, *J&J*, and *Siemens*, among others, are developing competitive comprehensive offerings. Many entrepreneurial robotic startups are sprouting: *Foresight Robotics* (ophthalmics); *Moray Medical* (structural heart); and *AiM Medical Robotics* (neurosurgery).

Selected M&A Robotic Deals

Date	Acquiror	Target	Descriptor
4/2023	ATEC Spine	The REMI Robotic Navigation System of Accelus	Intra-operative navigation system guiding instrumentation and implant placement during spine surgeries.
9/2022	Lee Health	The Anovo Surgical System of Momentis Surgical Ltd	First and only FDA-authorized surgical robot designed to mimic human arms and provide human-level dexterity.
12/2021	DePuy Synthes	OrthoSpin Limited	Robot-assisted external fixation system for orthopedic surgeries.
7/2021	Novanta	ATI Industrial Automation	Robotic accessories and robot arm tooling.
2/2021	Ascendum Capital	Endoways Ltd.	Disposable robotic systems for the cathlab.
1/2021	Stryker	OrthoSensor	Smart sensor technologies that guide surgeons on soft tissue.



Overview

Improving Outcomes in Diagnostics and Treatment.

- AI-based diagnostics show great promise to improve traditional imaging, such as CT scans, MRIs, and X-rays. AI algorithms offer computational capabilities that process images with greater speed and accuracy than traditional methods and can provide image analysis to inform treatment planning and execution.

Applications include:

- Management of chronic diseases (monitoring and analyzing patient data remotely and treatment suggestions)
- Diagnostic Imaging Interpretation (AI helps to identify and assess image patterns, scan libraries of clinical data and pinpoint diagnostics to supplement human interpretation)
- Drug development (tapping into volumes of prior experience with existing compounds).

Selected Applications

Company	Product	Application
Medtronic	GI Genius (An intelligent endoscopy module)	Identifies presence of pre-cancerous lesions
GE Healthcare	NVIDIA AI platform	Improves the speed and accuracy of CT scans
Philips	Intellivue Guardian (patient monitoring system)	Predicts a life-threatening crisis.

Selected M&A deals

Date	Acquiror	Target	Descriptor
1/2024	GE Healthcare	MIM Software	AI-based quantitation and processing of diagnostic imaging from multiple modalities.
2/2023	GE Healthcare	Caption Health	AI-guided ultrasound imaging acquisition software.
9/2022	Cadence Design Systems	OpenEye Scientific Software	Large-scale molecular modelling applications and toolkits.
7/2022	Exo, Inc	Medo INC	AI technology for ultrasound diagnostics.
9/2021	Stryker Corporation	Gauss Surgical	AI-enabled technology for real-time intraoperative monitoring of blood loss.

3D Printing Improves Efficiency and Enables Customization

Overview

- **Permits Customized Implants.** Bone replacement scaffolds and other implantables can be personalized to the exact anatomy of individual patients. Allows for natural bone ingrowth and increased biocompatibility and implant stability and longevity.
- **More Precise Planning.** Based on CT scans and MRIs, 3D images of orthopedic structures can be engineered and then prototypes developed using the layered manufacturing. Surgical teams can use 3D printed replicas to simulate surgeries and determine which techniques or equipment should be used to optimize outcomes.
- **Exciting new applications like organ printing.** Can assist with tissue engineering, regenerative medicine, possibly organ printing, in addition to orthopedics and spine.



Selected M&A deals

Date	Acquiror	Target and Product	Descriptor
1/2024	Align Technology	Cubicure GmbH	3D printing of viscous resins into temperature-resistant polymers.
9/2023	Enovis	Lima Corporate	3D-printed titanium implants and reconstructive fixation systems.
5/2023	Zimmer Biomet	Ossis Limited	Personalized 3D-printed hip joint implants.
8/2022	Stratasys Ltd.	The 3D Printing Materials Business of Covestro AG	Polyurethane and polycarbonate based raw materials.
8/2021	BICO Group	Advanced BioMatrix Corp	Collagen and collagen inks for 3D bioprinting.

Patient Monitoring – New Technologies add Precision and Connectivity

Overview

Cloud-connected Devices, “Smart” Implants and other Real-time Monitoring Capabilities Becoming a Standard of Care. Remote patient monitoring technologies and sensor-based devices are becoming integral in diagnosing and monitoring heart disease and other cardiovascular conditions, neurological disorders, blood disorders, metabolic diseases, post-surgery rehabilitation and more.

Company	Select Technologies and M&A
ResMed	<ul style="list-style-type: none"> • Make cloud-connected CPAP machines for sleep apnea and respiratory ventilators • Acquired Mementor, developer of a prescription insomnia management in 2022. • Purchased Medifox Dan, a developer of care documentation software for outpatient providers, for \$1b on sales of \$83m (12x) in late 2022. • In 2023, bought Somnoware, developer of sleep and respiratory care diagnostics software.
Dexcom	<ul style="list-style-type: none"> • Producer of continuous glucose monitoring (CGM) wearables and software platform for diabetes patients competing with Abbott’s FreeStyle Libre 2.
Zimmer Biomet	<ul style="list-style-type: none"> • Orthopedic device and implant manufacturer. • Collaborated with medical data start-up Canary Medical to develop and launch the first Smart Knee Implant (Persona IQ), with a sensor that measures range of motion, step count, walking speed and other gait metrics following total knee replacement.
Philips	<ul style="list-style-type: none"> • Portfolio of connected devices with automatic data transmission. • In 2017, purchased VitalHealth, adding remote patient solutions for chronic diseases including diabetes, COPD, congestive heart failure, cancer and Alzheimer’s. • In 2021, acquired BioTelemetry (remote cardiac monitoring) for \$2.8b, Capsule Technologies (vendor-neutral patient monitoring integration platform) for \$635m and Cardiologs (AI-based electrocardiogram analysis).



Metal Injection Molding (MIM) Offers New Production Precision, Volume Precision and Cost Benefits.

Overview

- A more cost-effective and scalable alternative to traditional CNC machining and other methods, MIM can rapidly manufacture complex geometries with precision, durability and economies of scale. During the MIM process, powdered metal feedstock is injected into a mold and sintered at a high temperature that results in precise, high density and high performing parts in large quantities.
- MIM can be used in early stages of production, creating prototype components in under 48 hours. 3D metal powder printing doesn't require tooling, as components are printed with MIM powders and tested to full functionality without the typical waiting time and cost. With increased geometry capabilities, tool-free MIM delivers metal components in days. Similarly, rapid-MIM tooling can design, build and deliver low-volume production representative components in as little as six weeks.



Company	Select Technologies and M&A
Cadence	<ul style="list-style-type: none"> • A leading CDMO services to device, drug delivery, and diagnostics markets. • Bought the Florida facilities of ARC Group, adding precision MIM capabilities and cleanroom plastic injection molding services.
Tinicum	<ul style="list-style-type: none"> • An investment group. • Acquired a controlling interest in Greene Group Industries, a manufacturer of components made using MIM, stamping and precision machining.
INDO-MIM	<ul style="list-style-type: none"> • India-based supplier of MIM and 3D printed metal components. • In 2023, purchased UK-based CMG Technologies to expand European presence and add complementary debinding and sintering capabilities to fuse metal particles and reduce costs related to post-production processes including welding and plating.

Notable CDMO M&A and Consolidation Deals

RESONETICS

- **The Medical Nitinol Business** (EDM, nitinol tubing, wire fabrication) of **SAES Getters S.p.A** for \$900m.
- **Agile MV** (assembly and product development services for electrophysiology and interventional cardiology catheters).
- **EaglePicher Medical Power** (lithium-ion cells for implantables and miniaturized bioelectronic devices).
- **The Hudson Medical Innovations business of Preco** (laser and die cutting).
- **FISO Technologies Inc** (fiber optic sensors and signal conditioners).

- **gSource** (contract manufacturer of orthopedic and spine instruments).
- **MedTorque** (manufacturer of orthopedic instruments and implants).
- **Market Services Corp.** (custom designed ultrasonic sub-systems for diagnostics).
- **Medical Machining Specialists** (contract manufacturer of orthopedic instruments).
- **Alpha Manufacturing & Design** (producer of orthopedic instruments and implants).

- **Pulse Technologies** (micro machined components for electrophysiology and neuromodulation) for \$140m.
- **InNeuroCo** (manufacturer of neurovascular catheters) for \$42m.
- **Oscor** (developer of diagnostic devices for cardiology, vascular surgery and oncology) for \$220m.
- **Aran Biomedical** (producer of medical textiles) for \$118m upfront.
- **Inomec** (maker of implants and drug-device combo devices).

ARCH®
MEDICAL SOLUTIONS

Integer®

Notable OEM M&A and Consolidation Deals

Baxter

- Acquired **Hill-Rom** for \$10.5b to penetrate homecare and add connected devices to its base of hospital-focused products (2021).

stryker

- Paid \$3.1b for mobile communications solutions developer **Vocera** on sales of \$198m (15.7x) to implement cloud-connected capabilities and expand into clinical IT management in 2022.

 **STERIS®**

- Purchased **Key Surgical** (endoscopic consumables) for \$850m in 2020, **Cantel** (dental and endoscopic infection control products) for \$4.6b in 2021, and **BD's Surgical Instrumentation Business** for \$540m in 2023.

Teleflex®

- Bought **Z-Medica** for \$500m in 2021 to add hemostatic surgical woundcare dressings to its portfolio of vascular access systems acquired from its \$1.0b takeover of **Vascular Solutions** in 2016. In 2022, **Teleflex** purchased sleeve gastrectomy system producer **Standard Bariatrics** for \$170m and in 2023, **Palette Life Sciences** (producer of urologic spacer systems) for \$600m.

PHILIPS

- In 2021, acquired **BioTelemetry** for \$2.8b to add mobile cardiac diagnostics and monitoring to **Philips'** hospital-based patient focus, along with **Capsule Technologies** (vendor-neutral patient monitoring data integration solutions) for \$635m and **Cardiologs** (AI-based electrocardiogram analysis). In 2023, **Philips** purchased **DiA Imaging Analysis**, a developer of AI-powered ultrasound image assessment software.

HOLOGIC®
The Science of Sure

- Bought **Bolder Surgical** (\$160m), **Diagenode** (\$159m), **Mobidiag** (\$795m), **Somatex** (\$64m) and **Biotheranostics** (\$230m) all in 2021. **Bolder** added vessel sealing devices, **Diagenode**, molecular diagnostics assays and epigenetics products, **Mobidiag**, molecular point-of-care diagnostic tests, **Somatex**, biopsy site markers for breast cancer and **Biotheranostics**, molecular diagnostic tests for breast cancer.

Notable OEM M&A and Consolidation Deals (cont.)



Medtronic

- **The Left-heart Access Portfolio of Acutus Medical** (catheter-based ablation technologies)
- **Intersect Ent** (sinus implant and ENT surgery navigation system)
- **Affera** (cardiac mapping and navigation platform)
- **Avenu Medical** (single-catheter, ultrasound-guided vascular access devices)
- **Laser Associated Sciences** (light-based technologies that measure peripheral blood flow).
- **Companion Medical** (“smart” insulin pen systems).
- **Medicrea** (AI modeling software and patient specific spinal implants).
- **Ai Biomed Corp.** (ENT devices to identify and preserve parathyroid tissue).
- **Digital Surgery Ltd.** (AI-based training programs for the OR).

Teladoc
HEALTH

- Virtual telemedicine company **Teladoc** merged with **Livongo** (digital health wearables and remote diabetes coaching services) in a \$18.5b deal.
- **Teladoc** also bought **InTouch** (enterprise telehealth solutions) for \$600m and **Consultant Connect** (telemedicine provider) for \$56m.

SIEMENS
Healthineers

- **Siemens** purchased radiation oncology treatments and software maker **Varian Medical Systems** in a \$16.4b deal in 2021. As part of **Siemens's, Varian**, in 2023, acquired **Aspekt Solutions**, a provider of medical physics, dosimetry, and related oncology care consultation services.

Notable Private Equity Purchases

ARCLINE

- **Medical Manufacturing Technologies** a portfolio company of **Arcline**, purchased **Confluent Medical's Equipment Line**, adding balloon forming capabilities and catheter manufacturing and **Somex Automation**, a maker of custom automation equipment.

inflexion

- **Inflexion** purchased **SteriPack**, an Ireland-based device and pharma packaging contract manufacturer, and then acquired UK-based **Kinneir Dufort**, adding product development services.

PPC

- **PPC Enterprises** bought device CDMO **Life Science Outsourcing** and then, as an add-on acquisition, purchased **J-Pac Medical**, a provider of cleanroom assembly, packaging, sterilization, and supply chain management solutions.

A|C|P

- **Arlington Capital** acquired **Millstone Medical Outsourcing**, a provider of post-manufacturing services and supply chain and logistics services, and then bought **MyCoScience**, a provider of syringe and vial filling services as an add-on to the **Millstone** platform.

 VANCE STREET CAPITAL

- **Vance Street** acquired **Wytech**, a precision component manufacturer focused on guidewires and delivery systems for neurovascular, peripheral vascular, and structural heart-end markets. **Vance Street** then bought **Mountain Manufacturing Technologies**, a contract manufacturer of wire and metal tubing, as a **Wytech** bolt-on acquisition.


Audax
Group

- **Aspen Surgical**, a portfolio company of **Audax Group**, bought **Protek Medical**, a maker of single-use ultrasonic probe covers and needle guides used in tissue biopsies. **Aspen** then acquired surgical instrument manufacturer **Symmetry Surgical** from **Roundtable**.

Selected OEM/Contract Manufacturing M&A Deals

Date	Acquiror	Target	Transaction Value (millions)	Target Sales (millions)	Target EBITDA (millions)	Target Descriptor
01/2024	MCM Capital Partners	AIM Processing Inc.	-	-	-	a contract manufacturer focused on plastic injection molding for medical and industrial applications.
01/2024	Integer Holdings Corporation	Pulse Technologies, Inc.	\$140	\$42	\$11	a contract manufacturer focused on micro machined components for electrophysiology and neuromodulation.
12/2023	EQT Partners	Zeus Company Inc.	\$3,400	-	-	a producer of precision polymer extrusions and custom tubing for medical and industrial applications.
12/2023	Tekni-Plex, Inc.	Seisa Medical Inc.	-	-	-	a contract manufacturer of Class II and Class III devices and specialty components.
12/2023	Hudson Robotics, Inc.	Tomtec Inc.	-	-	-	a producer of lab automation instrumentation and consumable tips.
11/2023	Novanta Inc.	Motion Solutions	\$189	\$85	-	a manufacturer of customized subsystems and components for genomics, robotics, and lab automation.
11/2023	AMETEK, Inc.	Paragon Medical	\$1,900	\$500	-	a producer of device components, instrument trays and cases.
10/2023	Integer Holdings Corporation	InNeuroCo, Inc	\$42	\$25	-	a producer of neurovascular catheters.
10/2023	Cadence, Inc.	The Florida facility of ARC Group Worldwide	-	-	-	a manufacturer specializing in metal injection molding (MIM) and cleanroom plastic injection molding.
07/2023	Arterex	NextPhase Medical Devices, LLC	-	-	-	a contract manufacturer of electromechanical devices, implantables and disposable instruments.
07/2023	Biocoat, Inc.	Chempilots A/S	-	-	-	a Denmark-based provider of specialty polymers used in devices.
07/2023	Indo-MIM	CMG Technology	-	-	-	a UK-based contract manufacturer focused on metal injection moulding.
07/2023	ARCH Medical Solutions Corp.	gSource LLC	-	-	-	a contract manufacturer of orthopedic and spinal surgical instruments.
07/2023	Medical Manufacturing Technologies	Somex Automation Ltd.	-	-	-	an Ireland-based producer of automation equipment.
05/2023	Biomerics LLC	Precision Concepts Medical	-	-	-	a manufacturer of finished devices and specialty rigid packaging solutions.
05/2023	Advent International and Warburg Pincus	The BioPharma Solutions business of Baxter International	\$4,250	\$600	-	a provider of sterile contract manufacturing solutions, parenteral delivery systems, and customized support services for pharma production OEMs.
03/2023	Sterimed Group	Granton Medical	-	-	-	a UK-based manufacturer of sterilization pouches and provider of packing services.

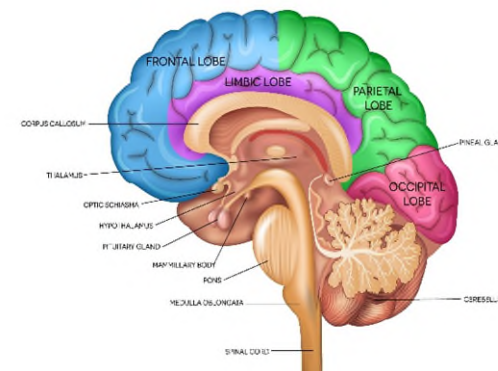
Selected OEM/Contract Manufacturing M&A Deals (Con't)

Date	Acquiror	Target	Transaction Value (millions)	Target Sales (millions)	Target EBITDA (millions)	Target Descriptor
01/2023	Cirtec Medical	The Precision Components business of Q Holding	-	-	-	a manufacturer of fully assembled devices and precision-molded elastomeric components.
01/2023	Resonetics, LLC	The Medical Nitinol business of SAES Getters S.p.A.	\$900	-	-	a producer of nitinol solutions used in peripheral vascular, electrophysiology, neurovascular and orthopedic implants.
01/2023	Life Science Outsourcing	J-Pac Medical	-	-	-	a provider of contract manufacturing services including packaging and sterilization.
12/2022	A Subsidiary of Bausch & Lomb	Total Titanium, Inc. (TTI)	-	-	-	one of the last independently-owned, top-tier manufacturers of ophthalmic surgical instruments and engineered precision components.
12/2022	SteriPack Group	Kinneir Dufort	-	-	-	a UK-based provider of product development services for device OEMs.
11/2022	Medeologix	Mediballoon, MedeonBio and Second Source Medical	-	-	-	three Silicone Valley-based providers of tubing extrusion, balloon forming, catheter processing, assembly, packaging and logistic services.
11/2022	ARCH Medical Solutions Corp.	Alpha Manufacturing & Design	-	-	-	a precision contract manufacturer for orthopedics.
11/2022	Millstone Medical Outsourcing	MycoScience	-	-	-	a provider of device and pharma lab testing, environmental testing, and related regulatory support services.
11/2022	Solesis, Inc.	Polyzen, LLC	-	-	-	a contract developer and manufacturer of custom medical-grade polymer components and products.
11/2022	Medical Manufacturing Technologies	The Equipment Manufacturing Group of Confluent Medical	-	-	-	a contract manufacturer of transcatheter heart valves, neurovascular implants, endovascular stents and smart catheters.
08/2022	Trelleborg AB	Minnesota Rubber and Plastics	\$950	\$220	-	a producer of engineered elastomers and thermoplastics for medical and industrial markets.
07/2022	ARCH Medical Solutions Corp.	MedTorque	-	-	-	a contract manufacturer focused on orthopedic applications, including spinal fusion, extremities and robotic surgery.
07/2022	Inflexion Private Equity	SteriPack Group Ltd	-	-	-	an Ireland-based device and pharmaceutical packaging contract manufacturer.
07/2022	Dunes Point Capital	EG Medical	-	-	-	a manufacturer of high precision parts for medical devices.
06/2022	Resonetics, LLC	Agile MV	-	-	-	a provider of device assembly and product development services focused on electrophysiology and interventional cardiology catheters.

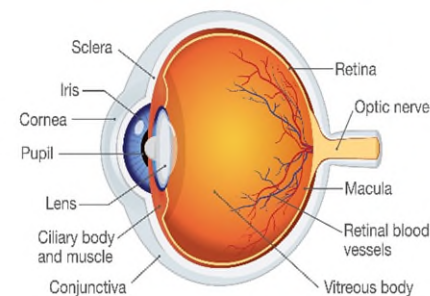
Walden Group ... World Class Leader in Healthcare M&A

- > **Sophisticated Healthcare Experience and Expertise.** A specialized advisor to medical technology companies for mergers, acquisitions and other strategic transactions.
- > **Highly Differentiated, “All In” Approach.** We provide sophisticated M&A sell- and buy-side advisory services like a Wall Street firm, but without an assembly-line or mechanical process. Our approach is hands-on, customized, and operations-oriented. We work like a rapid deployment force in the trench with a deep understanding of our clients’ businesses and markets.
- > **Extensive M&A Services.** We are engaged by public and private companies to sell or divest a business or product line that no longer fits core goals. We are also engaged by operating companies and private equity firms to help identify and close on acquisition candidates that meet certain synergistic criteria. Additionally, we offer strategic consulting services to help clients assess strategic options and increase valuation.
- > **Worldwide Network Of Relationships.** We are in regular communication with multi-nationals, mid-level companies, entrepreneurial firms and private equity funds, all over the world.

ANATOMY OF THE BRAIN



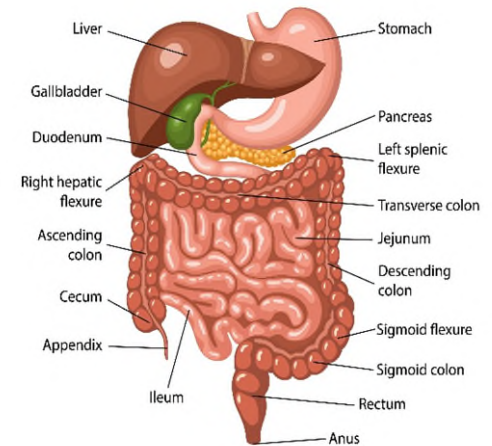
Human Eye Anatomy



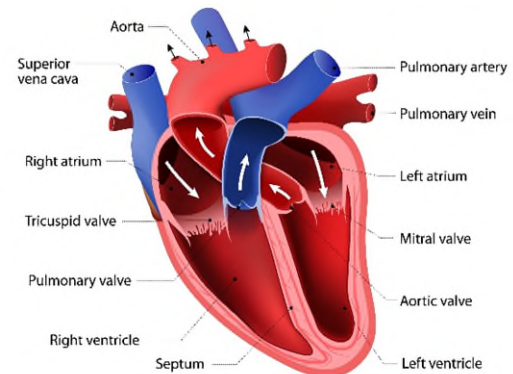
Walden Overview (cont.)

- **Lengthy, Successful Track Record.** More than 175 completed transactions.
- **Deep Healthcare Industry Knowledge.** Intensive substantive experience in many clinical areas, including ophthalmics, orthopedics, cardiovascular, in vitro diagnostics, woundcare, diagnostic imaging, healthcare IT and specialized pharmaceuticals.
- **Senior Level Attention.** Sophisticated transactional and operational expertise from senior executives.
- **Voluminous Interactive Transactional Database.** Built over the course of 25 years and thousands of interactions with key people and companies worldwide. Rich with clinical and product line information.
- **Strong Research and Clinical Foundations.** Relentless effort to unturn every stone in researching a clinical area or market ... and closing deals.
- **Large Following.** Our widely-acclaimed Strategic Healthcare M&A Report is subscribed to by more than 6,000 medtech executives.
- **M&A, Securities and Corporate Law Background.** Able to maintain tight deal discipline and coordinate all outside professionals as peers.

Digestive system

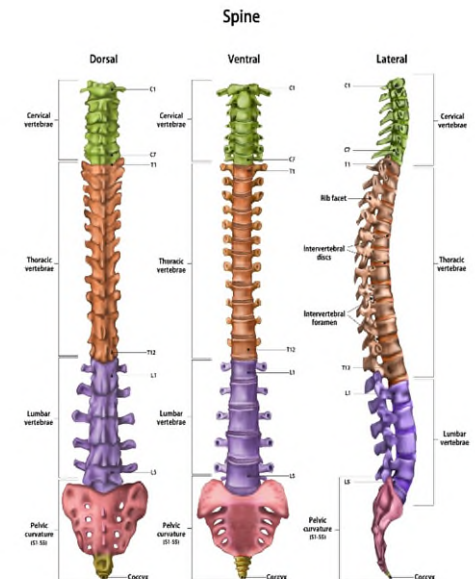


Heart Anatomy



Corporate Sales and Divestitures

- **Full-Immersion Approach.** Dive into the details of our client’s business and the markets in which it operates. We sharpen differentiators and bring out all factors contributing to value. We identify areas of weakness and explore the growth opportunities that may present. We seek to understand every facet of our client’s business so that we can describe it with genuine animation, not via a static set of deck slides and stats.
- **Level The Playing Field.** Provide a sophisticated approach in dealing with large multi-nationals and savvy private equity firms that is credible and impressive, building upon a 25-year reputation of excellence, effectiveness and trustworthiness.
- **Customized Approach.** Each transaction is tailored in approach. While all are confidential, some are conducted more close-to-the vest. We carefully review all prospects with our client and contour the process to their interests.
- **Thoughtful Process.** Deal material includes impressive analytics and other information, but we are highly selective in content. Our discerning (non kitchen-sink) approach limits overexposing confidential information and identifying those parties with sincere interest vs opportunist window-shoppers.



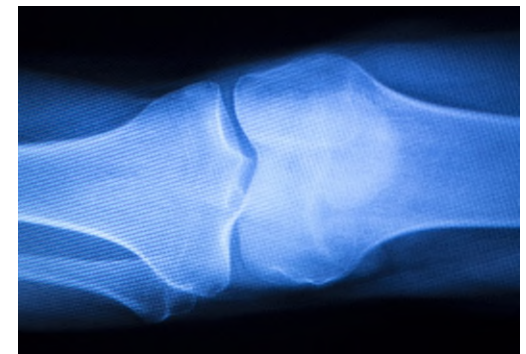
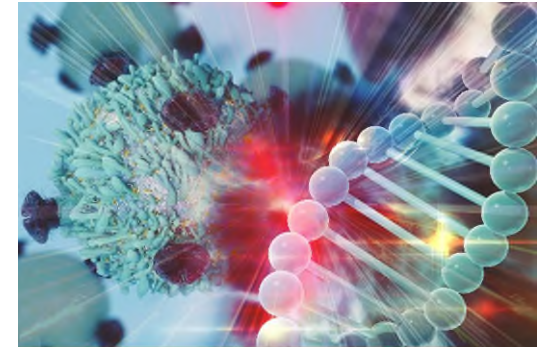
Corporate Sales and Divestitures (cont.)

- **Pre-Existing Relationships.** Typically have pre-existing relationships with most prospects. Building rapport with the other side and creating a constructive atmosphere, facilitates the winning of negotiating points.
- **Comprehensive Approach To Valuation.** Takes into account all engines that drive value — those producing revenue and profits currently and those that have yet to hit the market or reach their potential.
- **Incisive Analysis Of Offers.** Analyze competing offers, structure them, and negotiate them, with due consideration to all tangible and intangible factors.
- **Guidance To Closing.** Once an LOI is signed, we help clients, their lawyers and their accountants with definitive acquisition agreements, disclosure schedules, interim financial reports and many other matters. We organize online data rooms efficiently and consistent with the expectations of all professional due diligence streams.

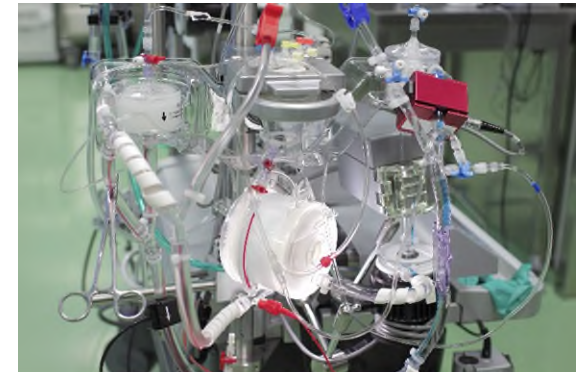
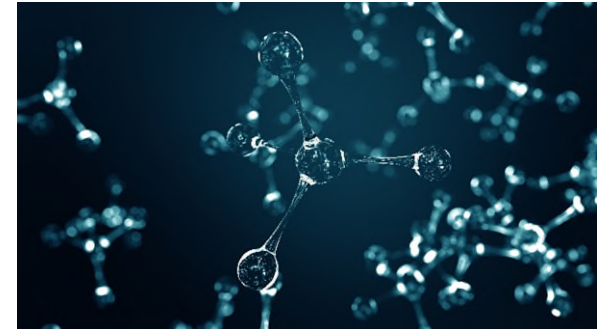


Targeted Acquisition Searches

- **Strategic, Targeted Approach.** We only take on directed projects, not open-ended opportunistic ones. Examples include advanced biologic woundcare technologies; ophthalmic surgical device manufacturers in certain European countries; ambulatory insulin pumps; surgical instrument repairs; and certain ophthalmic diagnostics.
- **Adding Value to Work-in-Process.** We work on a flexible basis, supplementing functions of a client. We solidify acquisition parameters given real-world practicalities, add prospects and provide expertise in defining synergies.
- **Identify Prospects.** Discerning selections based on extensive research worldwide, deep experience and wide-ranging relationships
- **Valuation And Negotiations.** With seasoned financial and legal M&A skills, we are expert at valuation dynamics and negotiating deal terms.
- **Steps Toward Closing.** Assist in various review functions and due diligence, including assessing market direction, customer concentration, dependencies on vendors, personnel and other key relationships, and other matters. We break logjams during definitive agreement negotiations and navigate to a closing.



- **Assess Pros and Cons of Remaining Independent vs. a Transaction.** Provide the skillful input of an expert advisor, with deep experience in the respective clinical area, in mapping out the next few years as an independent company, while providing M&A perspectives.
- **Build/Refine Risk-Adjusted Model.** Assist in modeling various scenarios, considering: investment and capital needs; setting of various milestones; risk assessments; outcome measurements; return on investment computations under various scenarios; investor sentiment; and market and broader economic conditions including COVID considerations.
- **Planning for a Transaction.** Prepare transactional material to help the working group gain more visibility on what a transaction might look like and how it might transpire. Would prepare and empower a client to engage with potential acquirors or strategic partners, on its own timetable.
- **Valuation.** Provide expert insight and strategy to maximize valuation, weighing near term investments with longer term payoffs, as well other tradeoffs and considerations.
- **Subtle vs. Formal Approach.** We can get prepared for a comprehensive approach but discretely contact only a few key prospects in an informal way and then, if there is traction, elevate efforts appropriately.



Sectors Covered

Medical Devices

Biomaterials
 Cardiovascular Devices
 Contract Manufacturing/OEM Services
 Dental Products
 Endoscopy and MIS Products
 OB-Gyn/Womens Health Products
 Ophthalmic Devices
 Orthopedic Devices
 Orthotics and Prosthetics
 Pulmonary Devices
 Surgical Instruments
 Woundcare Products

Pharmaceuticals

Anti-virals
 Cancer Therapies
 Cardiovascular Drugs
 Delivery Systems
 Dermatologics
 Generics, Natural Products
 OTC/Consumer Products
 Pharmaceutical Packaging
 Vaccines

Diagnostics

In Vitro and In Vivo Diagnostics
 Clinical Chemistry Equipment
 Diagnostic Imaging
 Genetic Tests
 Hematology
 Immunochemistry
 Molecular
 Reagents

Biotechnology

Biochemical Products
 Biotech Instruments
 Human Diagnostics
 Human Therapeutics

Medical Services

Clinical Laboratories
 Diagnostic Imaging Services
 Healthcare Staffing
 Home care
 Independent Medical Exams
 Managed Care
 Remote Patient Monitoring
 Telemedicine
 Utilization Review

Healthcare IT

Billing Systems
 Clinical Information Systems
 Electronic Medical Records (EMRs)
 Hospital Information Systems
 Pictural Archiving
 Practice Management Systems
 Radiology Information Systems
 Revenue Cycle Management
 Telemedicine Platforms

Representative M&A Deals

Degania Silicone

ARLINGTON
CAPITAL PARTNERS

MOOG

INTEGRA™

STERIS

Halma

katena
DESIGNED FOR SIGHT™

Katalyst™
Surgical, LLC

MÖLNLYCKE
HEALTH CARE

JART®
THE INSTRUMENT PEOPLE

BAUSCH+LOMB

ASICO®

TOTAL TITANIUM
INC.
Beyond the Cutting Edge of Machining Technology

BVI

ZEISS

smith&nephew

RIVERPOINT
MEDICAL

Audax Private Equity

ROUND TABLE
HEALTHCARE PARTNERS

CORTEC Group

AVALIGN
Technologies

MSD
Medical Specialties Distributors, LLC

CURLIN MEDICAL

CardinalHealth

ARTHESYS

DIEBOLD

ANNOUNCEMENT
TAUT™
Minimally Invasive Solutions
is now a part of
Teleflex
MEDICAL

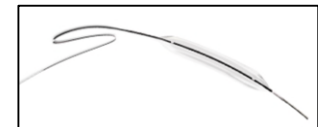
V. Mueller ENDOLap™

Selected Completed Deals

- The sale of **Total Titanium, Inc.**, one of the last remaining independently-owned manufacturers of precision ophthalmic instruments based in the U.S. to a subsidiary of **Bausch + Lomb Corporation**.
- The merger of **Katalyst Surgical, LLC**, a leader in vitreoretinal instruments, fiberoptic illumination, innovative light sources and other ophthalmic technologies, with an affiliate of **Carl Zeiss Meditec AG**, one of the world's leading medical technology companies traded on the German Stock Exchange.
- The purchase by **Degania Silicone Ltd. (Israel)**, a leading OEM manufacturer of silicone-based catheters and other devices, of **Arthesys, S.A. (France)**, an OEM manufacturer of stent delivery cardiovascular catheters.
- The sale of a majority interest in **Riverpoint Medical LLC**, a major developer and manufacturer (U.S. based) of advanced bioabsorbable and non-absorbable sutures; high-strength fiber implantables for sports medicine surgery; patented cordless surgeon headlights; and brachytherapy (cancer) devices, to **Arlington Capital**, prominent private equity firm.
- The merger of **Doyen Medipharm**, a U.S. and U.K. based manufacturer of medical manufacturing and packaging machinery, and **J Pac, LLC**, a medical contract manufacturer.



BAUSCH + LOMB



Selected Completed Deals (cont.)

- The \$75 million purchase by **Moog Inc.** (NYSE:MOG.A), an OEM manufacturer of precision control components serving military, commercial aircraft, aerospace, industrial and medical equipment sectors, of **Curlin Medical LLC**, a maker of "smart" ambulatory infusion pumps for pain management and other applications.
- The divestiture by **Sanbor Corporation** of **Sanbor Interconnect Solutions (China)**, a leading OEM manufacturer of complex interconnect solutions primarily for device and diagnostic applications, to **Segue Manufacturing Services (U.S)** an engineering-focused OEM contract manufacturer. **Sanbor Interconnect** is based in Xiamen, China, and maintains engineering and sales functions in the U.S..
- The sale of **Ethox Corp.**, a manufacturer of molded plastic devices and a contract supplier of ethylene oxide sterilization services, to **Andlinger, Inc.**, a private investment firm.
- The divestiture of **Micro Med Inc.**, a contract manufacturer of drug delivery extension sets, by **Disetronic Holding AG**, a Swiss public company and global supplier of infusion systems for the treatment of Type I diabetes. **Micro Med** was acquired by **Command Medical Products Inc.**, another contract manufacturer of medical devices. **Disetronic** is now part of **Roche Holding Ltd.**

MOOG

CURLIN MEDICAL



Selected Completed Deals (cont.)

- The sale of **Argentum Medical** (advanced anti-microbial implantable and woundcare technologies) to **Shore Capital Partners**. **Argentum** is now owned by **BioDerm (Mountaingate Capital)**.
- The sale of **Endo Optiks, LLC**, a developer of minimally invasive ophthalmic endoscopic systems -- and maybe the only such company, to **Beaver Visitec International, Inc.**, a global leader of world-renowned brands for ophthalmic and specialty microsurgical procedures.
- The sale of **Millennium Surgical Corporation** (specialty ophthalmic and other precision surgical instruments) to **Avalign Technologies Inc.** (premier, full-service supplier of surgical implants, instruments, and drug delivery systems), now owned by **Linden Capital Partners**.
- The sale of **Jarit Surgical Instruments**, a major manufacturer of general surgical instruments sold into hospitals and clinics primarily through large group purchasing organizations, to **Integra LifeSciences Holdings Corporation**, a public company focused on neurosurgery, tissue regeneration products, and surgical instrument lines.
- The sale of **Taut, Inc.**, a leading manufacturer of bladeless laparoscopic access ports and other minimally invasive products, to **Teleflex Incorporated** (NYSE:TFX), a large, diversified manufacturer with significant medical operations.

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safe, strong, simple™



Strategic Healthcare M&A Report

Quarterly publication of The Strategic Healthcare M&A Report, offering to-the-point analyses for virtually every deal in the healthcare sector, as well as incisive overviews of industry dynamics and factors shaping deal activity. More than 6,500 healthcare executives and other professionals subscribe.



The Walden Group

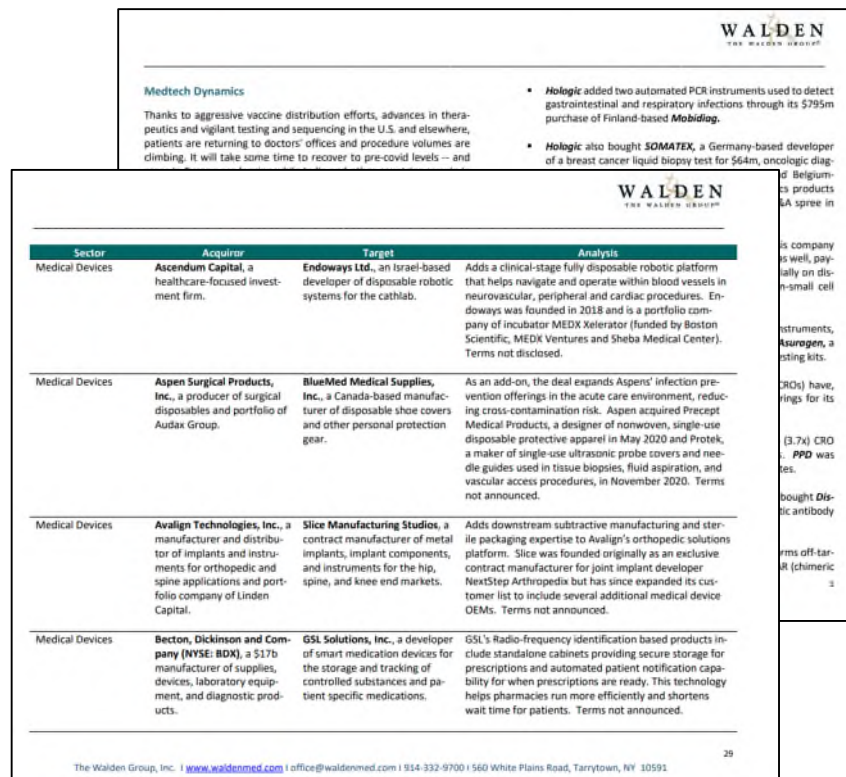
2023 Q3 Strategic Healthcare M&A Report

At a glance ...

- Q3 2023 Market Overview
- Noteworthy M&A Deals by Sector
- Top Deals > \$100m in Transaction Value Announced or Closed in Q3 2023
- Performance of Leading Healthcare Companies
- Analysis of More Than 45 Q3 M&A Transactions

The Walden Group®, Inc.
Strategic Merger & Acquisition
Advisors
for
The Healthcare Industry

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WALDEN
THE WALDEN GROUP

Medtech Dynamics

Thanks to aggressive vaccine distribution efforts, advances in therapeutics and vigilant testing and sequencing in the U.S. and elsewhere, patients are returning to doctors' offices and procedure volumes are climbing. It will take some time to recover to pre-covid levels — and

- **Hologic** added two automated PCR instruments used to detect gastrointestinal and respiratory infections through its \$295m purchase of Finland-based **Mobidiag**.
- **Hologic** also bought **SOMATEX**, a Germany-based developer of a breast cancer liquid biopsy test for \$64m, oncologic diagnostic products and a Belgium-based cell therapy company.

Sector	Acquirer	Target	Analysis
Medical Devices	Ascendum Capital , a healthcare-focused investment firm.	Endoways Ltd. , an Israel-based developer of disposable robotic systems for the cathlab.	Adds a clinical-stage fully disposable robotic platform that helps navigate and operate within blood vessels in neurovascular, peripheral and cardiac procedures. Endoways was founded in 2018 and is a portfolio company of incubator MEDX Xelerator (funded by Boston Scientific, MEDX Ventures and Sheba Medical Center). Terms not disclosed.
Medical Devices	Aspen Surgical Products, Inc. , a producer of surgical disposables and portfolio of Audax Group.	BlueMed Medical Supplies, Inc. , a Canada-based manufacturer of disposable shoe covers and other personal protection gear.	As an add-on, the deal expands Aspen's infection prevention offerings in the acute care environment, reducing cross-contamination risk. Aspen acquired Precept Medical Products, a designer of nonwoven, single-use disposable protective apparel in May 2020 and Protek, a maker of single-use ultrasonic probe covers and needle guides used in tissue biopsies, fluid aspiration, and vascular access procedures, in November 2020. Terms not announced.
Medical Devices	Avalign Technologies, Inc. , a manufacturer and distributor of implants and instruments for orthopedic and spine applications and portfolio company of Linden Capital.	Slice Manufacturing Studios , a contract manufacturer of metal implants, implant components, and instruments for the hip, spine, and knee end markets.	Adds downstream subtractive manufacturing and sterile packaging expertise to Avalign's orthopedic solutions platform. Slice was founded originally as an exclusive contract manufacturer for joint implant developer NextStep Arthropedix but has since expanded its customer list to include several additional medical device OEMs. Terms not announced.
Medical Devices	Becton, Dickinson and Company (NYSE: BDX) , a \$17b manufacturer of supplies, devices, laboratory equipment, and diagnostic products.	GSI Solutions, Inc. , a developer of smart medication devices for the storage and tracking of controlled substances and patient specific medications.	GSI's Radio-frequency identification based products include standalone cabinets providing secure storage for prescriptions and automated patient notification capability for when prescriptions are ready. This technology helps pharmacies run more efficiently and shortens wait time for patients. Terms not announced.

The Walden Group, Inc. | www.waldenmed.com | office@waldenmed.com | 914-332-9700 | 560 White Plains Road, Tarrytown, NY 10591

Research Capabilities

- Through years of handling middle market transactions, WG has assembled what may be the most complete actionable database of healthcare companies in the world. It is built on a company-by-company, person-by-person process of recording interaction on transactions, communications on hundreds of clinical trade shows we attend, interactions regarding our Quarterly Strategic Healthcare M&A Report and active business development activities.
- We are very adept at identifying and ferreting out hard-to-find companies and managing transactions that involve large prospect populations.
- Our research capabilities are world-wide.
- We have special expertise in assisting foreign companies seeking acquisitions in the U.S.
- Hundreds of companies contact us for M&A and market perspectives.



Among our Testimonials...

Riverpoint Medical

"We know Riverpoint is a special company but we also know that from a distance outsiders could mischaracterize us as just another suture company in a niche dominated J&J. We choose The Walden Group because we wanted a piercing, non-cookie cutter approach. We wanted a firm that would roll up its sleeves and dig deep to fully understand every detail of implantable fiber and every nuance of our business and corporate personality. We wanted a firm that could appreciate and convey all dimensions of our special qualities. We wanted a firm with the experience and judgment to guide us through the transactional maze and help us select the merger partner best suited for us. Your naming the project "Runway" perfectly described our huge potential and need to fly.

So, we thank you for all the amazing work you did for us. Our entire family appreciated and enjoyed all the late nights, intensive calls, and fun dinners. You are an inspiration and our memories will last forever. You gave us a wonderful learning experience and a great result. Thanks to you, everyone at Riverpoint is moving forward to a bright future." - Pat, Cindy, Patrick, John and Mark Ferguson

ASICO LLC

"I truly believe that our deal would not have closed without the Walden team's expertise and skillful negotiation. Richard and the rest of the Walden team were incredible from Day 1. Our business had many nuances and intangibles that were difficult to capture using standard valuation methodology. The Walden team's extensive experience in ophthalmology and focus on deeply understanding our business enabled them to effectively communicate the true value of these intangibles to prospective buyers. Our business also had many unique complexities which were challenging to manage throughout the process. Each and every time, the Walden team was proactive in addressing potential issues, effectively navigating us throughout the process. I am incredibly grateful that we were able to work with Walden on our deal, and I sincerely hope to have the opportunity to work with them again someday." - Ravi and Ani Nallakrishnan

Halma p.l.c. (HLMA.L:LSE)

"Thanks so much for your expert advisory work in regard to the MST transaction. Being an acquisitive company, Halma has a certain style and process of reviewing, valuing, negotiating, performing due diligence and closing a deal. I was very pleased with how you provided important contributions in all phases, most notably helping both us and the sellers come together on difficult issues. I considered you at all times an integral part of our team, promoting our best interests. This was especially on display as you helped tailor our approach to the unique needs of this transaction. I look forward to working with you and your team on the next acquisition." - Adam Meyers, CEO, Health Optics Division

Among our Testimonials...

Steris Corporation (NYSE:STE)

"Thanks for creating such a productive atmosphere for the TRE deal. It allowed us to process all the issues and conduct our diligence on our own terms. Closing two deals simultaneously was complicated and we appreciated the sense of order you help create and the sensible solutions you proposed, even though you were opposite us at the negotiating table." - Jim Mooney and Greg Sharpe

Integra LifeSciences Corporation (NASDAQ:IART)

"Integra acquired Jarit Instruments, the Mayfield Neurosurgery System, Neuro Supplies and other companies represented by The Walden Group. Although Walden was on the other side of the negotiating table, they create a constructive functional atmosphere with expert hands-on involvement in solving the many deal issues that invariably arise. They are very sensitive to the tangible and intangible interests of both large public companies and smaller private ones. We welcome working with them, whether they represent us or not." - Stuart Essig, CEO

Current Solutions LLC

"Three years ago, I was on the opposite side of the table from Walden in negotiating the purchase of a Walden listed business. I was so impressed with the honesty, integrity and effectiveness in which you represented your client and treated us as the acquiring company, it made perfect sense to ask you to represent our company for a potential sale. I was also very impressed with Walden's deep healthcare clinical knowledge and extensive industry network. You took pains to prepare us individually and as an organization so that the transaction material and all dealings were as professional as the manner in which we run our business. All dealings reflected quality and translated into an excellent valuation." - Glynn Bloomquist, President

Bell-Horn Orthopedics

"Thank you so much for your invaluable assistance in divesting Bell-Horn to DJO Global. As you advised, it was so important to spend the time in advance to organize the company, our financial reporting, our organization and our operations, so that the presentation of our company was Blue-chip, professional and effective. The Walden Group helped create credibility every inch of the way. All this effort and your firm's interactions with other parties leveled the playing field and created the conditions for win-win negotiations on very attractive valuation and deal terms. There were so many details and subtleties that you kept us on top of. And, when our lawyers became involved, we appreciated your teamwork approach and pivotal contributions in negotiating the definitive agreements." - Todd Katz, President

Among our Testimonials...

Sanbor Corporation (China)

"Now that the dust has settled, I just wanted to thank you for your fortitude and resilience in getting our deal done ... at last. I now know how hard it is to complete a corporate sale, especially one in China. When the world was falling apart in 2008, a former suitor could not complete our deal and we were all burned out, you picked up the pieces and helped us start afresh with new energy. The Walden Group pinpointed new acquirers needing a high-end China-based engineering and technical production company and then navigated the maze one more time to a happy conclusion. There were so many "deal wires to connect" and you helped put everything together. Even at the end when special pass-through tax allocation expertise was required by both sides, you brought in just the right talent to solve the problem." - Wayne Meng, President

Barnes & Thornburg LLP (Law Firm)

"I was telling Todd yesterday that you were one of the most professional, sharp and enjoyable Investment Bankers with whom I've had the pleasure of working in my 30 years of doing this, and I've worked with tons of IBs over the years. You are a real pro with whom I look forward to the opportunity to work again!" - David Millard, Partner

Halma p.l.c. (HLMA.L:LSE) – for the acquisition of Visiometrics, S.L. (Barcelona)

"Thanks for your support. I don't think (no, I'm certain) the Visiometrics deal wouldn't have happened without Walden's efforts." - Bill Heinzmann, Sector Finance Director - Medical

Life Systems, Inc.

"Sincere thanks for the expert advisory work Walden provided me, my family and Life Systems in the sale to Steris. I know it was a bit unconventional to ask if Walden could represent both parties after you approached us on behalf of Steris. But after we got to know the personable and responsible manner in which Walden treats both sides, it seemed a natural request. We were so glad that Steris consented to your working on our behalf because we needed your "buttoned up" approach to make our case and clear the hurdles to closing. Your guidance to help us reflect the major investments in salespersons and other resources was pivotal in our valuation. Being able to persuasively present future growth and earnings as if it occurred now was key in obtaining a valuation that recognized the business engine we built. By strengthening our side and our dealings with Steris, you added immeasurable value in getting the deal done." - Jeff Lay, CEO

Among our Testimonials...

Molnlycke Healthcare – for the acquisition of Brennen Medical

"We at Molnlycke Health Care appreciated the support of Walden in helping us to align our acquisition criteria, facilitate our approach to the companies that met such criteria and ultimately helps us to meet our goals and achieve success – a good job well done !!" - Phil Cooper – President Wound Care Division

Endo Optiks

"Thank you so much for your expert guidance and involvement in all facets of the recent sale of our ophthalmic, micro-endoscopy business. We felt you melded so seamlessly with us that you were part of our company. Your rare skill set, combining extensive corporate law knowledge with decades of investment banking experience, was invaluable.

Your painstaking work mirrored ours, and we are delighted to now have our technology and products in the hands of Beaver-Visitec International. Their resources and commitment will surely facilitate further market penetration for the benefit of clinicians and patients. You understood that our systems represent a new and better standard of care that warranted far greater usage both domestically and internationally.

We especially want to thank you for your detailed negotiating skills, resulting in a doubling of the purchase price from the initial proposal and providing several options for increased consideration from future performance. Your "all in" approach, diligence, professionalism, and persistence were evident in every phase of the negotiating and sale process." - Steve Kohn, CEO and Co-Founder, Endo Optiks, Inc.