Medtech opportunities in numbers

There are strong underlying fundamentals and high valuations making this segment attractive.

**Increasing Demand**
- Growing, ageing populations, forecasted that 20% of the world’s population will be aged over 60 and living longer, driving demand for devices.

**Strong Growth**
- Global medical equipment market has a strong growth path ahead, with robotics segments projected to reach 20% CAGR.

**Projected Increase in Over 60s**
- 150%

**Projected CAGR**
- 6.4%

**Average Annual Global Transactions**
- c.250

**M&A Activity Up**
- Labor, manufacturing and regulation are increasing costs. Buyers seeking economies of scale driving activity.

**High Valuations**
- High valuation levels due to the exceptionally strong market outlook. U.S. targets received higher valuations.

**Average EBITDA Transaction Multiple**
- 9.26x
Medical devices
IMAP M&A SECTOR REPORT

04 OUTLOOK & TRENDS
06 TRANSACTIONS OVERVIEW
09 BUSINESS CASES
10 ACTIVE BUYERS
11 VALUATION SUMMARY
12 IMAP CREDENTIALS
14 ABOUT IMAP
18 APPENDIX

IMAP
Market outlook and summary

The medical devices industry is one of the largest in the healthcare industry. The World Health Organization’s (WHO) definition is as follows:

“An article, instrument, apparatus or machine that is used in the prevention, diagnosis or treatment of illness or disease, or for detecting, measuring, restoring, correcting or modifying the structure or function of the body for some health purpose.”

The resulting products range from a pair of contact lenses to the most sophisticated diagnostic apparatus.

Strong M&A activity on a growing market

- The global medtech market for has performed strongly since 2011 as the improving economy encouraged more consumers to seek medical care, with ageing population and technological advancements increasing the market.
- Rising costs and regulation are placing downward pressure on profitability, motivating mergers and globalization.
- The sector has a strong growth path ahead. The International Trade Administration of the United States predicts the global medical equipment market to grow at compound annual growth rate (CAGR) of 6.4% between 2016 and 2020.
- Certain segments, such as robotics, are expected to outperform overall dynamics and reach CAGR of above 20%.
- M&A activity has been strong in the last five years with around 230 - 270 transactions each year globally.
- Europe has been very active in Q1 2017 with 17 transactions compared to 7 in Q1 2016.
- Orthopedic, prosthetic and surgical appliances and supplies represented the largest number of transactions in Q1 2016 – 2017 with 30% of total deals in Europe.
Industry trends

Four trends drive the future of the medical device market

Aging population
The group of people aged 65 and older is growing considerably in developed countries due to medical advancements, improved nutrition and safety standards.
Cardiovascular, neurologic and arthritis diseases are more common in this age group which will drive the demand for such devices.

Regulation
Tightening regulation in the U.S. and new taxes introduced by The Patient Protection and Affordable Care Act have increased price pressure since 2013 (with only temporary reprieve till 2018).
Final version of the European Medical Device and IVD Regulations was published on 22 February 2017. Among others, this covered Unique Device Identification (UDI), an already effective system in the U.S.

Cost and price pressures
Price pressure drove consolidation and globalization efforts as companies realized they have better negotiating power if part of a larger organization or can supply a wider, diversified range of products.
Increasing labor cost and availability of skilled workforce also gives a great challenge to manufacturers.

Technology
Affordable technologies boosted demand and reshaped the industry in many ways.
Innovations that reduce hospital stays are gaining importance such as remote treatment and monitoring, point-of-care testing, minimally-invasive treatments.
Artificial intelligence is expected to play a key role in this segment as well, while cyber security is a growing concern as flaws in medical devices could put patients at high risk.

High valuation multiples due to good market outlook

Demography  Economic conditions  Competition  Technology  People  Laws and regulations
Global M&A transactions in the medical device sector

Number of global transactions 2012 – 2017 Q1*

<table>
<thead>
<tr>
<th>Year</th>
<th>Asia</th>
<th>Europe</th>
<th>America</th>
<th>Rest of the world</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>37</td>
<td>72</td>
<td>8</td>
<td>137</td>
</tr>
<tr>
<td>2013</td>
<td>40</td>
<td>82</td>
<td>8</td>
<td>108</td>
</tr>
<tr>
<td>2014</td>
<td>39</td>
<td>96</td>
<td>8</td>
<td>132</td>
</tr>
<tr>
<td>2015</td>
<td>31</td>
<td>101</td>
<td>8</td>
<td>135</td>
</tr>
<tr>
<td>2016</td>
<td>30</td>
<td>91</td>
<td>8</td>
<td>109</td>
</tr>
<tr>
<td>2016 Q1</td>
<td>33</td>
<td>19</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>2017 Q1</td>
<td>12</td>
<td>7</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>

* Only includes majority transactions, ie. where acquired stake was above 50%

Source: Zephyr / IMAP

Summary

- M&A activity has been strong in the last five years with around 230-270 transactions each year.
- Players are keen to reach dominance and therefore acquire, and divest where they are in a trailing role; reaching economies of scale is the ultimate goal.
- The main buyers are medical devices manufacturers, followed by conglomerates.
- Private Equity Firms and Funds are changing focus within healthcare and shifting attention to higher growth potential - still buying- but a growing number of exits.
- European and American targets are in focus: their share have been minimum. 80% of all deals.
Transactions in Europe – geographic overview

94 TRANSACTIONS IN EUROPE JANUARY - MARCH 2016

40% MOSTLY FROM THE U.S.

30% PRIVATE EQUITY WAS THE BUYER

Summary

- We have seen 94 transactions in Europe in the period from January 2016 - March 2017, counting only those where at least a 51% stake in the target company was acquired.
- Half of the deals are considered cross-border, i.e. non-domestic acquirer.
- About 40% of the cross-border transactions involved overseas companies, mostly from the U.S., with a growing number from China.
- Private equity was the buyer in 30% of the cases.
Transactions in Europe – segment overview

European transactions in the medical device sector 2016 – 2017 Q1

Orthopedic, prosthetic and surgical appliances and supplies 28
General equipment and supplies 17
Disposable equipment and supply 12
In vitro diagnostics, equipment and supplies 12
Dental 8
Other manufacturing & services 7
Patient monitoring equipment and therapies 6
Cardiovascular 2
Ophthalmic 1

Summary

- The orthopedic, prosthetic and surgical appliances and supplies segment has shown the largest number of transactions in 2016-2017 Q1 by representing 30% of total deals.
- While we have not seen a great shift in the activity in different segments over time, there has been an increase in the disposable equipment and supply group, and in patient monitoring segments compared to the previous year.
- This reflects the growing demand for disposable medical devices driven by the desire to minimize hospital acquired infection and technological advances.
Business cases: largest deals in Europe
2016/2017 Q1

**PAI Europe VI (managed by PAI Partners SAS) acquired Atos Medical,** a Sweden-based manufacturer of laryngectomy products from EQT VI and the management.

"With its industrial approach and global network, EQT has supported us in implementing a focused, expansive value creation strategy and in building a solid foundation for the company’s further growth. We look forward to future success together with PAI, and to the continued development of the company."

**TE Connectivity manufacturer acquired Creganna Medical,** specialist in MI delivery & access devices.

Transaction builds on TE’s AdvancedCath acquisition and establishes TE as a leading supplier to the high-growth minimally invasive interventional segment.

"Creganna’s products are used in life-saving medical treatments and surgical procedures where the highest levels of quality, reliability and performance are essential. Combining Creganna with TE’s existing medical business establishes TE as a leader in the attractive minimally-invasive interventional segment of the medical device market. TE now has the most complete product and capability offering in the industry, and is a fully integrated strategic supplier to major OEMs."

**Nokia of Finland acquired the activity tracking watches & digital-health devices manufacturer of France from the venture capitalist and PE owners.**

Nokia strengthened its position in the world of Internet-of-Things.

"Withings shares our vision for the future of digital health and their products are smart, well designed and already helping people live healthier lives. Combining their award-winning products and talented people with the world-class expertise and innovation of Nokia Technologies uniquely positions us to lead the next wave of innovation in digital health."
Most active buyers of European companies, 2012-2017 Q1

- **Indutrade** is a Swedish industrial Group that conducts development and sales of high-tech components, systems and services. Indutrade has a long record of experience in company acquisitions (11 in alone 2016): they have more than 5,500 employees spread across more than 200 companies.

- **Medtronic** is a global healthcare solutions company, covering: Cardic and vascular, Minimally Invasive and Restorative Therapies and Diabetes Group. Medtronic operates from more than 260 locations in 160 countries at 480+ locations.

- **Lifco**’s business idea is to acquire and develop market leading, niched companies. Major business areas: Dental, demolition and system solutions. During 2007-2016 Lifco’s sales grew annually 10.5% and EBITA increased 14.4%. Operates in 26 countries and owns 132 companies.

### Recent acquisitions in European medical devices:

<table>
<thead>
<tr>
<th>Date</th>
<th>Company Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/2017</td>
<td>Sunflower Medical Ltd (GB)</td>
<td></td>
</tr>
<tr>
<td>1/2015</td>
<td>Adaero Precision Components Ltd (GB)</td>
<td></td>
</tr>
<tr>
<td>10/2013</td>
<td>Medexa Diagnostisk Service AB (SE)</td>
<td></td>
</tr>
<tr>
<td>6/2013</td>
<td>Conroy Medical AB (SE)</td>
<td></td>
</tr>
<tr>
<td>8/2016</td>
<td>Smith &amp; Nephew Plc’s Gynaecology Business (GB)</td>
<td></td>
</tr>
<tr>
<td>2/2016</td>
<td>Bellico Srl (IT)</td>
<td></td>
</tr>
<tr>
<td>11/2015</td>
<td>Aircraft Medical Ltd (GB)</td>
<td></td>
</tr>
<tr>
<td>11/2016</td>
<td>Design Dental Aps (DK)</td>
<td></td>
</tr>
<tr>
<td>3/2015</td>
<td>Topdental (Products) Ltd (GB)</td>
<td></td>
</tr>
<tr>
<td>7/2015</td>
<td>J.H. Orsing AB (SE)</td>
<td></td>
</tr>
</tbody>
</table>

### Indutrade:

- **Sales (2016)**: EUR 1,359 mn
- **EBITA (2016)**: EUR 157 mn
- **Employees**: 5,500

### Medtronic:

- **Sales (2016)**: USD 28.8 bn
- **EBITA (2016)**: USD 8.5 bn
- **Employees**: 88,000

### Lifco:

- **Sales (2016)**: EUR 943 mn
- **EBITA (2016)**: EUR 144 mn
- **Employees**: 3,627

*12 months ended in April*
Medical device valuation summary

High valuation multiples due to strong market outlook

- Medical devices is one of the highest valued sectors.
- High valuation levels are explained by the exceptionally good overall market outlook of the healthcare sector.
- The valuation levels are affected by the range of proprietary products, innovation and size.
- Transactions with known valuation multiples vary in a wide range often exceeding the EV/EBITDA multiple of 10.
- U.S.-based targets received higher valuations, and the multiples show less variability in recent years.
- Considering the smaller size and the higher country risk levels, these multiples should be lower for SMEs in CEE.
Credentials from across IMAP

**Healthcare**
- **ConvaTec**
  - UNITED KINGDOM
  - Acquired 100% of Company
- **EuroTec**
  - NETHERLANDS
  - Advised on Sale of Company
- **CoperSurgical**
  - UNITED STATES
  - Acquired 100% of the Equity
- **The Pipette Company**
  - AUSTRALIA
  - Advised on Purchase of the Company
- **RI**
  - UNITED KINGDOM
  - Advised on Purchase of the Company
- **Undisclosed HNW Individual**
  - FRANCE
  - Acquired 100% of Business Operations of
  - **FLAMARC**
  - FRANCE
  - Advised on Sale of the Company
- **Permira**
  - UNITED KINGDOM
  - Acquired a controlling interest in
  - **Ingegneria Biomedica Santa Lucia**
  - ITALY
  - Represented the Seller
- **MEDIPLAST ADDTECH**
  - SWEDEN
  - Acquired 100% of Business Operations of
  - **FENNO MEDICAL OY**
  - FINLAND
  - Advised on Purchase of the Company
- **GWB**
  - FINLAND
  - Reagents and laboratory equipment
  - **labnet**
  - FINLAND
  - Advised on Sale of the Company
- **BETASAN**
  - TURKEY
  - Acquired 100% of Business Operations of
  - **RI**
  - UNITED KINGDOM
  - Advised on Purchase of the Company
- **CoperSurgical**
  - UNITED STATES
  - Acquired 100% of the Equity

**Healthcare**
- **United Devices**
  - Acquired 100% of Company

**Healthcare**
- **LifeSpan**
  - Represented the Seller

**Healthcare**
- **MDS Diagnostics**
  - Represented the Buyer
An IMAP cross-border medtech buy-side case study

The Cooper Companies acquired Research Instruments

Outcome and impact
- The transaction valued Research Instruments at an EBITDA multiple 11.83. CooperSurgical, advised by one of our IMAP member firms in the U.K., Assay Corporate Finance, enhanced its basket of IVF products and is now positioned in the forefront of the market.

Client background and objective
- The Cooper Companies, Inc. is a global medical device company publicly traded on the NYSE, operates through two business units, CooperVision and CooperSurgical. Cooper has approximately 10,000 employees with products sold in over 100 countries.
- CooperSurgical is a medical device and solution provider in the women's health segment, including IVF technologies.
- With the aim of expanding its global presence and consolidate its position as the leading IVF manufacturer, CooperSurgical executed 25 acquisition over the years.

Deal rationale
- Acquiring Origo in 2012, a Denmark-based Assistive Reproduction Technology provider, was one of the biggest milestones for The Cooper Companies in building up its international presence.
- The mandate was regarded to find a company engaged in the IVF segment and be able to be integrated into Origo. The best fitting company was Research Instruments Limited in Conwall.
- Research Instruments specializes in leading edge technology, consumables and hardware for the fertility field. A global leader in micromanipulation technology, Research Instruments has direct sales in the U.K. and a global network of distributors selling a comprehensive product portfolio.

IMAP advantage and approach
- IMAP’s track record as consultant on pervious acquisitions for The Cooper Companies and the team’s expertise in leveraging the IMAP partners to seek a suitable targets was key.
About IMAP

IMAP Introduction

Founded in 1973, IMAP is one of the first and worldwide leading organizations for Mergers & Acquisitions. IMAP is located in 35 countries with more than 350 M&A advisors organized in international sector teams.

IMAP is specialized on the sale and the acquisition of companies as well as on strategic corporate finance advisory. Our customers are primarily family-owned, mid-sized companies, but also include large international corporations, as well as family offices and financial investors.

IMAP advisors successfully execute about 200 transactions per annum with a transaction volume of approximately USD 10 billion.
Deals by Sector 2014-2016

- Real Estate: 2%
- Retail: 4%
- TMT: 18%
- Healthcare: 9%
- Consumer Products & Services: 16%
- Financials: 5%
- Energy & Power: 3%
- Consumer Staples: 11%
- Materials: 8%
- Industrials: 24%

Deals by Region 2014-2016

- Americas: 24%
- Western Europe: 40%
- Asia, Middle East & Africa: 9%
- Nordics: 15%
- Central & Eastern Europe: 11%
IMAP Global Presence

35 COUNTRIES

350 ADVISORS
## Appendix 1  
### Transaction multiples
### Average 9.2 EBITDA multiples

<table>
<thead>
<tr>
<th>Date</th>
<th>Target name</th>
<th>Target business description(s)</th>
<th>Acquiror name</th>
<th>Acquired stake (%)</th>
<th>EV (EUR m)</th>
<th>EBITDA margin (%)</th>
<th>EV / Sales</th>
<th>EV / EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Edevice sa</td>
<td>Mobile telemedicine-related medical equipment manufacturer</td>
<td>Andon Health Co., Ltd</td>
<td>100%</td>
<td>87.1</td>
<td>42%</td>
<td>4.43</td>
<td>10.62</td>
</tr>
<tr>
<td>2016</td>
<td>Symmetry Surgical Inc.</td>
<td>Surgical goods manufacturer</td>
<td>Symmetry Surgical Holdings Inc.</td>
<td>100%</td>
<td>116.8</td>
<td>11%</td>
<td>1.56</td>
<td>13.97</td>
</tr>
<tr>
<td>2016</td>
<td>Sirona Dental Systems Inc.</td>
<td>Dental equipment manufacturer</td>
<td>Dentsply International Inc.</td>
<td>100%</td>
<td>4588.3</td>
<td>28%</td>
<td>4.3</td>
<td>15.23</td>
</tr>
<tr>
<td>2016</td>
<td>Orliman Sl</td>
<td>Body medical orthopaedic braces and supports manufacturer</td>
<td>Keyhaven capital partners ltd</td>
<td>40%</td>
<td>65.7</td>
<td>28%</td>
<td>1.14</td>
<td>4.03</td>
</tr>
<tr>
<td>2016</td>
<td>Liberator Medical Holdings Inc.</td>
<td>Medical catheter, ostomy and diabetes supplies distributor</td>
<td>Cr Bard Inc.</td>
<td>100%</td>
<td>159.4</td>
<td>11%</td>
<td>0.43</td>
<td>4.03</td>
</tr>
<tr>
<td>2016</td>
<td>Nipro Diagnostics Inc.</td>
<td>Blood glucose monitoring systems manufacturer</td>
<td>Sinocare Inc.</td>
<td>100%</td>
<td>225.1</td>
<td>11%</td>
<td>0.47</td>
<td>4.49</td>
</tr>
<tr>
<td>2015</td>
<td>Research Instruments Ltd</td>
<td>Fertility and IVF medical instrument manufacturer</td>
<td>Coopersurgical Inc.</td>
<td>100%</td>
<td>44.9</td>
<td>34%</td>
<td>1.52</td>
<td>4.51</td>
</tr>
<tr>
<td>2015</td>
<td>Orliman Sl</td>
<td>Body medical orthopaedic braces and supports manufacturer</td>
<td>Magnum II</td>
<td>100%</td>
<td>78.3</td>
<td>8%</td>
<td>0.38</td>
<td>4.71</td>
</tr>
<tr>
<td>2015</td>
<td>Bio-reference Laboratories Inc.</td>
<td>Detection, diagnosis, evaluation, monitoring, and treatment testing services</td>
<td>Opko Health Inc.</td>
<td>100%</td>
<td>1358.2</td>
<td>27%</td>
<td>3.33</td>
<td>12.14</td>
</tr>
<tr>
<td>2015</td>
<td>Physiol SA</td>
<td>Intra ocular lens implants manufacturer</td>
<td>Ta Associates Management Lp</td>
<td>49%</td>
<td>69.5</td>
<td>30%</td>
<td>2.13</td>
<td>7.19</td>
</tr>
<tr>
<td>2015</td>
<td>Trac Global Ltd</td>
<td>Product standards testing services</td>
<td>Element Materials Technology Group Holdings ltd</td>
<td>100%</td>
<td>57.7</td>
<td>13%</td>
<td>1.96</td>
<td>15.6</td>
</tr>
<tr>
<td>2015</td>
<td>Carefusion Corporation</td>
<td>Medical instruments manufacturer</td>
<td>Becton Dickinson and Company</td>
<td>100%</td>
<td>11401.9</td>
<td>26%</td>
<td>1.83</td>
<td>7.05</td>
</tr>
<tr>
<td>2014</td>
<td>Symmetry Medical Inc.</td>
<td>Surgical implants and instruments manufacturer</td>
<td>Tecomet Inc.</td>
<td>100%</td>
<td>497.7</td>
<td>24%</td>
<td>2.88</td>
<td>11.83</td>
</tr>
<tr>
<td>2014</td>
<td>Pulsion Medical Systems SE</td>
<td>Medical monitoring systems developer</td>
<td>Maquet Medical Systems ag</td>
<td>79%</td>
<td>139.2</td>
<td>16%</td>
<td>1.12</td>
<td>7.22</td>
</tr>
<tr>
<td>2013</td>
<td>Ogawa World Bhd</td>
<td>Health care equipment manufacturer</td>
<td>Comfort Enterprise (Hong Kong) co., Ltd</td>
<td>100%</td>
<td>14.6</td>
<td>7%</td>
<td>0.53</td>
<td>7.85</td>
</tr>
<tr>
<td>2013</td>
<td>Theragenics Corporation</td>
<td>Prostate cancer surgical treatment device manufacturer</td>
<td>Juniper Investment Company LLC</td>
<td>93%</td>
<td>40.2</td>
<td>8%</td>
<td>0.65</td>
<td>8.11</td>
</tr>
<tr>
<td>2013</td>
<td>Spinreact SA</td>
<td>Medical diagnostic test kits and reagents developer</td>
<td>Toyobo Co., Ltd</td>
<td>100%</td>
<td>21.1</td>
<td>12%</td>
<td>1.11</td>
<td>9.14</td>
</tr>
<tr>
<td>2013</td>
<td>Bioptics Holdings Ltd</td>
<td>In vitro diagnostic control devices developer</td>
<td>Techno Corporation</td>
<td>100%</td>
<td>97.4</td>
<td>24%</td>
<td>2.31</td>
<td>9.58</td>
</tr>
<tr>
<td>2013</td>
<td>Hemocue AB</td>
<td>Point of Care testing medical diagnostic products developer</td>
<td>Radiometer Medical Aps</td>
<td>100%</td>
<td>229.6</td>
<td>6%</td>
<td>0.61</td>
<td>9.78</td>
</tr>
<tr>
<td>2012</td>
<td>China Kanghui Holdings</td>
<td>Orthopaedic implant manufacturing holding company</td>
<td>Medtronic Inc.</td>
<td>100%</td>
<td>277.8</td>
<td>19%</td>
<td>1.86</td>
<td>9.82</td>
</tr>
<tr>
<td>2012</td>
<td>Synthes Inc.</td>
<td>Surgical instruments, implants and biomaterials developer</td>
<td>Johnson &amp; Johnson</td>
<td>100%</td>
<td>13806.2</td>
<td>9%</td>
<td>0.95</td>
<td>10.1</td>
</tr>
<tr>
<td>2012</td>
<td>Bellco Srl</td>
<td>Renal care medical equipment manufacturer</td>
<td>Montezemolo &amp; Partners Sgr Spa</td>
<td>100%</td>
<td>101.9</td>
<td>27%</td>
<td>4.45</td>
<td>16.66</td>
</tr>
<tr>
<td>2012</td>
<td>Synovis Life Technologies Inc.</td>
<td>Mechanical and biological medical device developer</td>
<td>Baxter International Inc.</td>
<td>100%</td>
<td>201.8</td>
<td>13%</td>
<td>1.81</td>
<td>13.9</td>
</tr>
<tr>
<td>2012</td>
<td>EKF-Diagnostic GmbH</td>
<td>Diagnostic instrument developer</td>
<td>International Brand Licensing Plc</td>
<td>100%</td>
<td>11.7</td>
<td>53%</td>
<td>2.59</td>
<td>4.9</td>
</tr>
</tbody>
</table>

Average 1.84 x 9.26x  
Median 1.68x 9.36x
## Appendix 2  Listed players worldwide

### High valuation levels for listed players

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Description</th>
<th>Mkt cap (EUR m)</th>
<th>Sales (EUR m)</th>
<th>EBITDA (EUR m)</th>
<th>EV/ Sales (X)</th>
<th>EV/ EBITDA (X)</th>
<th>P/E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnson &amp; Johnson</td>
<td>U.S.</td>
<td>Johnson &amp; Johnson is engaged in the research and development, manufacture and sale of a range of products in the healthcare field. The Medical Devices segment includes a range of products used in the orthopedic, surgery, cardiovascular, diabetes care and vision care fields.</td>
<td>287,201</td>
<td>66,824</td>
<td>21,530</td>
<td>4.3</td>
<td>14.24</td>
<td>19.13</td>
</tr>
<tr>
<td>General Electric Co.</td>
<td>U.S.</td>
<td>The Company’s Healthcare segment provides healthcare technologies to medical imaging, software and information technology (IT), patient monitoring and diagnostics, drug discovery, biopharmaceutical manufacturing technologies and performance improvement solutions.</td>
<td>244,061</td>
<td>114,978</td>
<td>15,936</td>
<td>2.51</td>
<td>24.67</td>
<td>29.16</td>
</tr>
<tr>
<td>Novartis AG</td>
<td>SW</td>
<td>The Company specializes in the research, development, manufacturing and marketing of a range of healthcare products led by pharmaceuticals, including eye care products. Its portfolio includes medicines, eye care and generic pharmaceuticals. The Company’s segments include Pharmaceuticals, Alcon and Sandoz.</td>
<td>177,435</td>
<td>45,953</td>
<td>13,539</td>
<td>4.19</td>
<td>15.14</td>
<td>26.12</td>
</tr>
<tr>
<td>Siemens AG</td>
<td>DE</td>
<td>The Company’s healthineers division is a supplier of technology, including medical imaging and laboratory diagnostics, to the healthcare industry. The division provides medical technology and software solutions as well as clinical consulting services, supported by a set of training and service offerings. Healthineers is organized into six business areas: Diagnostic Imaging, Laboratory Diagnostics, Advanced Therapies, Ultrasound, Point of Care Diagnostics and Services.</td>
<td>101,150</td>
<td>79,872</td>
<td>10,550</td>
<td>1.47</td>
<td>11.15</td>
<td>26.12</td>
</tr>
<tr>
<td>Medtronic Inc.</td>
<td>U.S.</td>
<td>The Company develops, manufactures and markets its medical devices and technologies to hospitals, physicians, clinicians and patients in approximately 160 countries. The Company operates in four segments: Cardiac and Vascular Group, Minimally Invasive Technologies Group, Restorative Therapies Group and Diabetes Group.</td>
<td>96,897</td>
<td>26,968</td>
<td>8,443</td>
<td>4.32</td>
<td>13.81</td>
<td>25.22</td>
</tr>
<tr>
<td>Stryker Corp.</td>
<td>U.S.</td>
<td>Stryker Corporation (Stryker) is a medical technology company. The Company operates through three segments: Orthopaedics, MedSurg, and Neurotechnology and Spine. The Company’s products are sold in approximately 100 countries through the Company-owned sales subsidiaries and branches, as well as third-party dealers and distributors.</td>
<td>42,948</td>
<td>10,527</td>
<td>2,830</td>
<td>4.37</td>
<td>17.25</td>
<td>28.36</td>
</tr>
<tr>
<td>Baxter International Inc.</td>
<td>U.S.</td>
<td>The Company operates through two segments: Hospital Products and Renal. The Company’s products are used by hospitals, kidney dialysis centers, nursing homes, rehabilitation centers, doctors’ offices and by patients at home under physician supervision. The Company manufactures products in approximately 30 countries and sells them in approximately 120 countries.</td>
<td>24,334</td>
<td>9,447</td>
<td>1,328</td>
<td>2.58</td>
<td>36.16</td>
<td>5.35</td>
</tr>
<tr>
<td>Fresenius Medical Care AG</td>
<td>DE</td>
<td>The Company provides dialysis care and related services to persons suffering from end stage renal disease (ESRD), as well as other healthcare services. The Company develops and manufactures a range of dialysis machines, systems and disposable products.</td>
<td>23,502</td>
<td>16,203</td>
<td>2,909</td>
<td>1.97</td>
<td>10.97</td>
<td>21.61</td>
</tr>
<tr>
<td>Cardinal Health Inc.</td>
<td>U.S.</td>
<td>Cardinal Health, Inc. is a healthcare services and products company. The Company operates through two segments: Pharmaceutical and Medical.</td>
<td>22,147</td>
<td>116,685</td>
<td>690</td>
<td>0.22</td>
<td>8.83</td>
<td>18.05</td>
</tr>
</tbody>
</table>

### Valuation Metrics

- **Average**:
  - EV/Sales: 2.7x
  - EV/EBITDA: 16.3x
  - P/E: 25.7x

- **Median**:
  - EV/Sales: 2.5x
  - EV/EBITDA: 14.0x
  - P/E: 23.4x
GLOBAL HEALTHCARE TEAM

Ian Bussey
IMAP U.K.
ian.bussey@imap.com

Mitchell Stern
IMAP USA, Chicago Office
mitchell.stern@imap.com

Gabor Szendroi
IMAP Hungary
gabor.szendroi@imap.com

Brian Schofield
IMAP USA, Chicago Office
brian.schofield@imap.com

Eric Williams
IMAP USA, Boston Office
eric.williams@imap.com