



Biotechnology
Innovation Organization

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#BIO2023
#StandUpForScience

Biotechnology Entrepreneurship Boot Camp

Presented by:

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President & CEO, StraTactic Inc

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**Biotechnology
Entrepreneurship
Boot Camp**

Positioning Life Science Companies For Accurate Valuation & Strong Exit

Innovation, Commercialization, and Start-Ups in Life Sciences



James F. Jordan

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Aligning Objectives & Concerns

Customer = Investor = Acquirer

**A poorly planned and ill-provisioned
journey ↑ probability of failure**

**Navigational instruments ascertain
position & direction to a destination**

Waypoints are planned milestones to re-provision (\$) & capture value

**Planning & provisioning are
aided through the use of tools**

Objective: Provide Tools for Accurate Valuation & Strong Exit

1

Find **BENCHMARK**

- Evaluate by comparison

2

To uncover the **STANDARD**

- A measure, norm or model in comparative evaluation

3

Through use of **TOOLS**

- An implement to carry out a particular function

4

To obtain **KNOWLEDGE**

- Acquired understanding through facts, information or experience

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Uncover the standards by addressing constituency objectives & concerns

	Customer	Investor	Acquirer
Objectives	<ul style="list-style-type: none"> Outcomes: ↑ Access, ↑ Quality, ↓ Cost 	<ul style="list-style-type: none"> IRR, ROI, Multiples Placement amount 	<ul style="list-style-type: none"> Price/Earning Ratio Revenue/margin accretion Market share
Concerns	<ul style="list-style-type: none"> Produce multi-year, accretive revenue stream <ul style="list-style-type: none"> Clinical trial participation New procedures (aka robotics) Attain top-tier operating margins <ul style="list-style-type: none"> Multi-year agreements (formulary) Reimbursement category PPV Predictable horizontal/longitudinal costs Sustainability of NewCo Capture regional market-share <ul style="list-style-type: none"> Technology guarantee Clinical trial access 	<ul style="list-style-type: none"> Portfolio balance & timing Validation of business model Validation of product category Venture capital requirements Inability to participate in later rounds Implications of public financing 	<ul style="list-style-type: none"> Aligned business models Defend/expand existing categories Enter new categories/markets Formulary competitiveness Maintain/improve financial ratios Sales force leverage

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The Healthcare Payer/Provider

Objectives

□ Outcomes \uparrow Access \uparrow Quality \downarrow Cost

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The Investor

Objectives

- IRR, ROI, Multiples
- Placement amount

Concerns

- Portfolio balance & timing
- Validation of business model
- Validation of product category
- Venture capital requirements
- Inability to participate in later rounds
- Implications of public financing?

The Investor

Objectives	<ul style="list-style-type: none">□ IRR, ROI, Multiples□ Placement amount
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The Acquirer

Objectives

- Price/Earnings Ratio
- Revenue/margin accretion
- Market share

Concerns

- Aligned business models
- Defend/expand existing categories
- Enter new categories/markets
- Formulary competitiveness
- Maintain/improve financial ratios
- Salesforce leverage

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Tools reveal standards so you can plot a winning strategy

- **Valuation Milestones:** A review of standard, not comparatives, avails and aligns valuation and fundable milestones with those of investors and acquirers
- **Disease State Fact Book:** Distinguish the difference between an incremental market improvement and a monumental innovation
- **Industry Life Cycle:** Incumbent's resist acquiring until their existing investment is threatened or expiring
- **Purchase Trigger Database:** Reliance on an early exit is misplaced if uninformed, know your acquirer's habits

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Let's look at an example

- Each life sciences vertical differs
 - Pharmaceutical
 - Medical Devices
 - Diagnostics
 - Healthcare IT
- Each product category may differ
 - Cardiovascular
 - Cancer
- Each regulatory category may differ
 - 510k
 - PMA

Data points from Venture Source & Pitchbook

Note:

- 2011 Venture Data Set for regional companies
- F = Fundable milestone – move to next class
- V = Value milestone – company value increases



Valuation standards define your waypoints

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Series A - in millions		
Pre-Money	Capital Raise	Post-Money
2.7	1.3 +/- 1	4 +/- 2



----- 11 months +/- 2.4 -----

Series B - in millions		
Pre-Money	Capital Raise	Post-Money
8.0	4 +/- 1.9	12 +/- 4.3

----- 14 months +/- 2.5 -----

Series C - in millions		
Pre-Money	Capital Raise	Post-Money
15.9	8.9 +/- 3.5	24.8 +/- 7.6

----- 15 months +/- 3.4 -----

- Create proof of concept (F/V)
- Commercialization plan viability (F/V)
- Build out technical team (V)

- Attain regulatory pathway (V)
- 1st in-human data / start clinical trial (F/V)
- Design system audit (V)

- Commercial approval (V)
- Regulatory trial approval (F/V)
- Launch US trial (V)
- Hire sales & marketing team (V)

Series D - in millions		
Pre-Money	Capital Raise	Post-Money
32.1	11.6 +/- 5.9	43.7 +/- 15

----- 20 months +/- 8.7 -----

Series E - in millions		
Pre-Money	Capital Raise	Post-Money
62.0	16. +/- 5.9	78.3 +/- 24

Exit Details		
Capital Raise	Exit Value	Months
54 +/- 15	107 +/- 43	72 +/- 21.6
Multiples	CAGR %	
2.2 +/- 0.7	14.8 +/- 7.6	

- Regulatory approval (F/V)
- Launch US product (V)
- US Revenue in excess of \$xxM run-rate (F/V)
- Demonstrate viability of 2nd product (V)

- Demonstrate hockey-stick revenue growth (F/V)
- Pass cash-flow BEP point (F/V)
- Regulatory trial path 2nd product (V)



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Series A - in millions		
Pre-Money	Capital Raise	Post-Money
2.7	3 +/- 1	4 +/- 2

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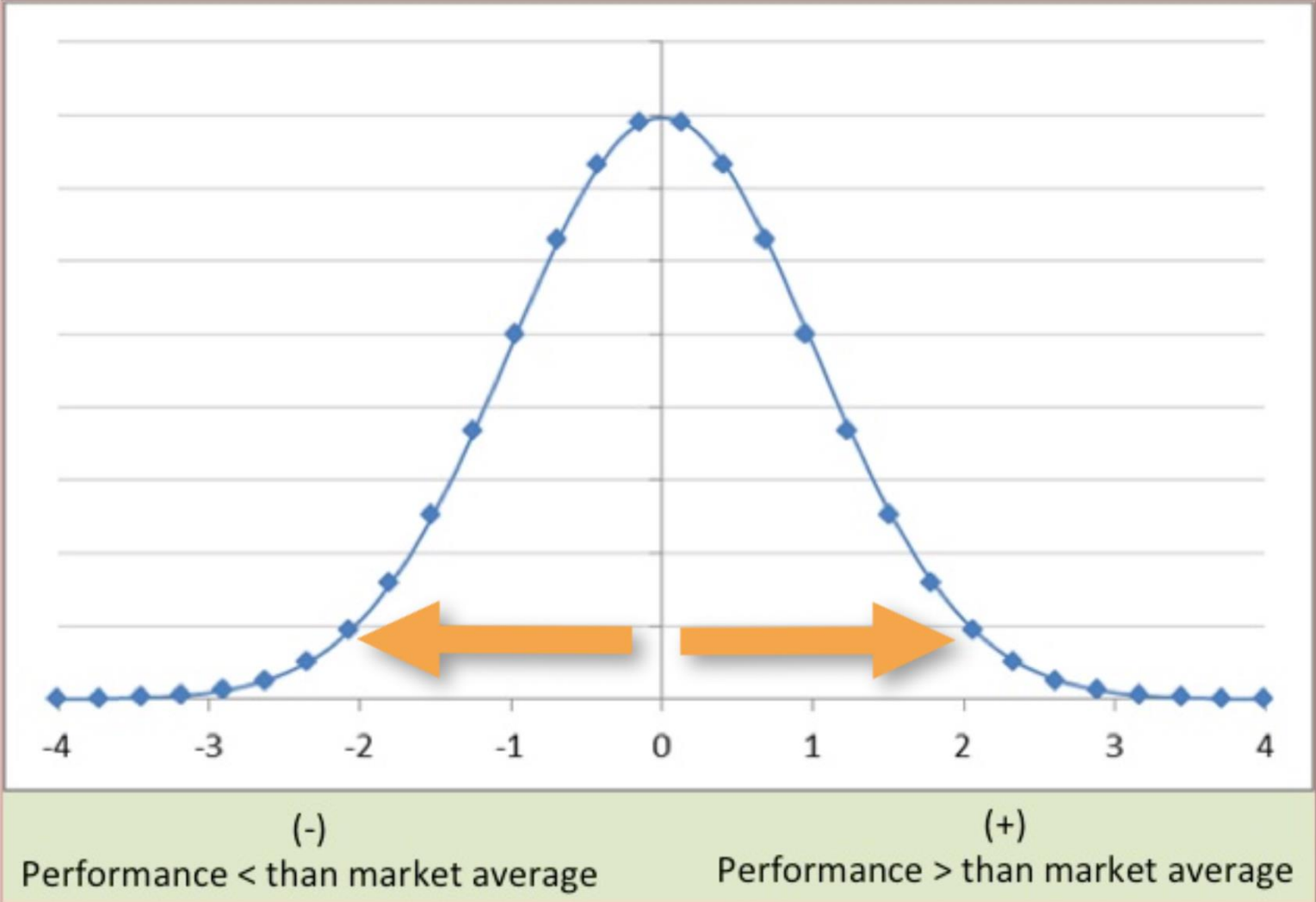
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Attain regulatory pathway (V)

Obtain human data / start clinical trial (F/V)

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Standard deviation is a measure used to quantify dispersion



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A value milestone
increases company
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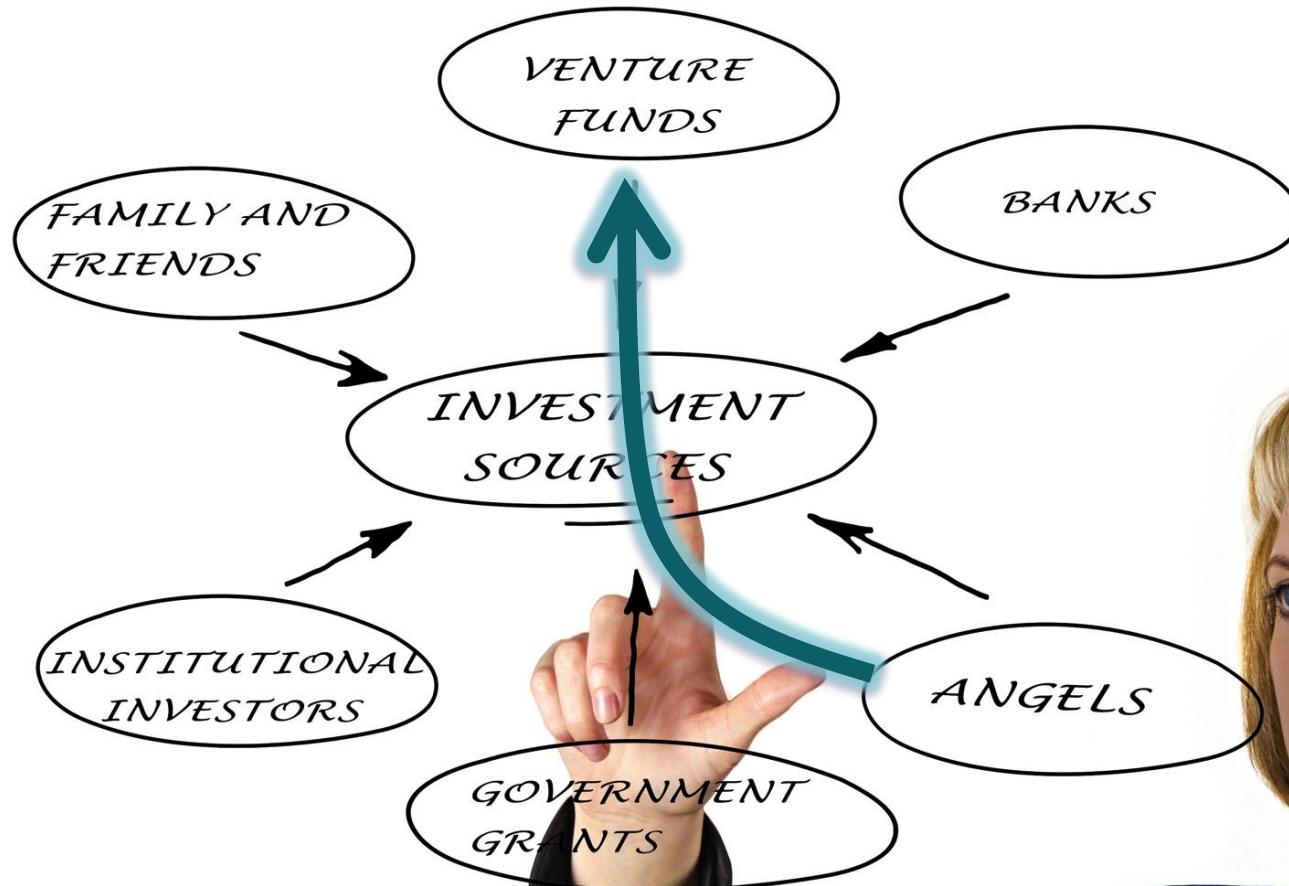
A fundable milestone
allows movement to
next investor class

|----- 14 months +/- 2.5 -----|

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Valuation standards define your waypoints (Medical Device)

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Early exits are not always practical

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54 +/- 15	107 +/- 43	72 +/- 21.6
Multiples	CAGR %	
2.2 +/- 0.7	14.8 +/- 7.6	



Valuation standards define your waypoints

Note:

- 2011 Venture Data Set for regional companies
- F = Fundable milestone – move to next class
- V = Value milestone – company value increases

Series E - in millions		
Pre-Money	Capital Raise	Post-Money
62.0	16. +/- 5.9	78.3 +/- 24

Exit Details		
Capital Raise	Exit Value	Months
54 +/- 15	107 +/- 43	72 +/-21.6
Multiples	CAGR %	
2.2 +/- 0.7	14.8 +/- 7.6	



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Pre-Money	Capital Raise	Post-Money
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Series E - in millions		
Pre-Money	Capital Raise	Post-Money
62.0	16. +/- 5.9	78.3 +/- 24

Exit Details		
Capital Raise	Exit Value	Months
54 +/- 15	107 +/- 43	72 +/- 21.6
Multiples	CAGR %	
2.2 +/- 0.7	14.8 +/- 7.6	



Valuation standards for a Therapeutic

Note:

- 2011 Venture Data Set for regional companies
- F = Fundable milestone – move to next class
- V = Value milestone – company value increases

Seed Round - in millions		
Pre-Money	Capital Raise	Post-Money
6.5 +/- 2.3	0.9 +/- 0.8	7.4 +/- 3.1

----- ~15 months -----

- Proof of concept with IND candidates
- Selection of clinically relevant animal model(s)

1st Round - in millions		
Pre-Money	Capital Raise	Post-Money
9.6 +/- 7	6.9 +/- 7.7	16.5 +/- 14.7

----- ~19 months -----

- Rodent and non-rodent toxicology
- Selection of IND enabling compound

2nd Round - in millions		
Pre-Money	Capital Raise	Post-Money
35.7	13.2 +/- 13.9	48.9 +/- 13.9

----- ~17 months -----

- Human safety (Phase I)

3rd Round - in millions		
Pre-Money	Capital Raise	Post-Money
50.0	17.3 +/- 17	67.3 +/- 17

----- ~13 months -----

- Efficacy studies in patients
- Patient dose range studies (Phase IIb)

4th Round - in millions		
Pre-Money	Capital Raise	Post-Money
148.3	29.8	178.1

- Phase III

Exit Details		
Capital Raise	Exit Value	Months
~70	~226.7	~60 - 84 months

Tools reveal industry standards so you can plot a winning strategy

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- **Industry Life Cycle:** Incumbent's resist acquiring until their existing investment is threatened or expiring
- **Purchase Trigger Database:** Reliance on an early exit is misplaced if uninformed, know your acquirer's habits

Determine if a technology is an innovation or a modification

DISEASE STATE FACT BOOK

Row#			Base Year	Year 2				
1	Disease Prevalence	Portion of the population found to have the condition (1 in 1,000)	24,652,555	25,268,869				
2	Incidence %	Percentage of new cases (generally a year)		20%				
3	Incidence	Occurrence of new cases since last time period later year or in a period of time (generally a year)		5,053,774				
4	Percentage Recurring	Percentage of population with a reoccurring event in a given year		20%				
5	Prevalence Population	[Disease prevalence less incidence] x percentage recurring		4,043,019				
6	Number Diagnosed	Number diagnosed patients (the act of identifying a treatable disease)		9,096,793				
7	Diagnosis Rate %	Number diagnosed/disease prevalence (this included incident patients)		36.0%				
8	Procedural Approaches	Diagnostic, Medical Devices, Pharmaceutical, Long-term Care, Rehabilitation, etc.			Medical Therapy	CABG	Inteventional Procedure	
9	Procedure/Service Approach %	The percentage of diagnosed cases that would use this product/service			84.5%	3.5%	12.3%	
10	Number of Procedures/Services	Number of diagnosed x procedure/service approach %			7,687,700	18,388	1,119,815	
11	Type of Products/Sub-services	List the individual products or services performed				Stent	Guide Catheter	Guide Wire
12	Units per Procedure/Service	Example: 22 Stents per Procedure, 30 pills per cycle, 30 days in long-term care				2.2	1.75	1.1
13	Market Units/Services	Number of Procedures x Units per Procedure/Service				16,959,546	3,217,977	1,231,797
14	Average Revenue per Event	Revenue value per event or service noted revenue by manufacturer would be different than at the hospital level				\$50.00	\$9.87	\$6.93
15	Market Dollars or Cost	Market Units x Average Price				\$1,354,976,390	\$31,934,208	\$8,536,351

Factors that increase market value

1.	Disease Prevalence	Portion of the population found to have the condition (1 in 1000)
2.	Incidence %	Percentage of new cases (generally a year)
3.	Incidence	Occurrence of new cases since last time period — later year or in a period of time (generally a year)
4.	Percentage Recurring	Percentage of population with a recurring event in a given year.
5.	Prevalence Population	[Disease prevalence less incidence] x percentage recurring
6.	Number Diagnosed	Number diagnosed patients (the act of identifying treatable disease)
7.	Diagnosis Rate %	Number diagnosed/disease prevalence (includes incident patients)
8.	Procedural Approaches	Diagnostic, Medical Devices, Pharmaceutical, Long-Term Care, Rehabilitation, etc.
9.	Procedure/Service Approach %	The percentage of diagnosed cases that would use this product/service
10.	Number of Procedures/Services	Number of diagnosed x procedure/service approach %
11.	Type of products/Sub-services	List the individual products or services performed
12.	Units per Procedure/Service	Example: 2 stents per procedure, 30 pills per cycle, 30 days in long-term care
13.	Market Units/Services	Number of Procedures x Units per Procedure/Service
14.	Average Revenue per Event	Revenue value per event or service – note revenue by manufacturer would be different than at the hospital level
15.	Market Dollars or Cost	Market Units x Average Price

The factors that increase market value

DISEASE STATE FACTBOOK

Row#			Base Year	Year 2			
1	Disease Prevalence	Portion of the population found to have the condition (1 in 1,000)	24,652,555	25,268,869			
2	Incidence %	Percentage of new cases (generally a year)		20%			
3	Incidence	Occurrence of new cases since last time period later year or in a period of time (generally a year)		5,053,774			
4	Percentage Recurring	Percentage of population with a reoccurring event in a given year		20%			
5	Prevalence Population	[Disease prevalence less incidence] x percentage recurring		4,043,019			
6	Number Diagnosed	Number of diagnosed patients (the act of identifying a treatable disease)		9,096,793			
7	Diagnosis Rate %	Number of diagnosed/disease prevalence (this included incident patients)		36.0%			
8	Procedural Approaches	Diagnostic, Medical Devices, Pharmaceutical, Long-term Care, Rehabilitation, etc.	Medical Therapy	CABG	Interventional Procedure		
9	Procedure/Service Approach %	The percent of diagnosed cases that would use this product/service	84.5%	3.5%	12.3%		
10	Number of Procedures/Services	Number of diagnosed x procedure/service approach %	7,687,700	118,388	1,119,815		
11	Type of Products/Sub-services	List the individual products or services performed			Stent	Guide Catheter	Guide Wire
12	Units per Procedure/Service	Example: 2.5 Stents per Procedure, 30 pills per cycle, 30 days in long-term care			2.2	1.75	1.1
13	Market Units/Services	Number of Procedures x Units per Procedure/Service	17,246,593	1,959,677	2,231,797		
14	Average Revenue per Event	Revenue Value per Event or Service (note revenue by manufacturer would be different than at the hospital level)	\$50.00	\$9.87	\$6.93		
15	Market Dollars or Cost	Market Units x Average Price	\$1,354,976,390	\$19,342,008	\$15,536,351		

A 4% change in diagnosis rate can increase the market by 11%

DISEASE STATE FACT BOOK

Row#		Year		Year					
1	Disease Prevalence	25,268,869		25,268,869					
2	Incidence %	20%		20%					
3	Incidence	5,053,774		5,053,774					
4	Percentage Recurring	20%	5%	25%					
5	Prevalence Population	4,043,019		5,053,774					
6	Number Diagnosed	9,096,793		10,107,548					
7	Diagnosis Rate %	36.0%	4%	40.0%					
8	Procedural Approaches	Medical Therapy	CABG	Inteventional Procedure	Medical Therapy	CABG	Inteventional Procedure		
9	Procedure/Service Approach %	84.5%	3.5%	12.3%	84.5%	3.5%	12.3%		
10	Number of Procedures/Services	7,687,700	18,388	1,119,815	8,541,888	53,764	1,244,239		
11	Type of Products/Sub-services			Stent	Guide Catheter	Guide Wire	Stent	Guide Catheter	Guide Wire
12	Units per Procedure/Service			2.2	1.75	1.1	2.2	1.75	1.1
13	Market Units/Services	17,463,593	1,959,677	1,231,797	18,737,326	1,177,418	1,368,663		
14	Average Revenue per Event	\$550.00	\$9.87	\$6.93	\$550.00	\$9.87	\$6.93		
15	Market Dollars or Cost	\$1,354,976,390	\$19,342,008	\$8,536,351	\$1,505,529,323	\$11,491,120	\$9,484,835		
				1,382,854,750			1,536,505,277		
							153,650,528		

A 1.2% procedural shift can change the market dollars by 10%

DISEASE STATE FACT BOOK

Row#		Year	Year				
1	Disease Prevalence	25,268,869	25,268,869				
2	Incidence %	20%	20%				
3	Incidence	5,053,774	5,053,774				
4	Percentage Recurring	20%	20%				
5	Prevalence Population	4,043,019	4,043,019				
6	Number Diagnosed	9,096,793	9,096,793				
7	Diagnosis Rate %	36.0%	36.0%				
8	Procedural Approaches	Medical Therapy	CABG	Inteventional Procedure	Medical Therapy	CABG	Inteventional Procedure
9	Procedure/Service Approach %	84.5%	3.5%	12.3%	84.5%	2.0%	13.5%
10	Number of Procedures/Services	7,687,700	18,388	1,119,815	7,687,700	81,936	1,227,157
11	Type of Products/Sub-services	Stent	Guide Catheter	Guide Wire	Stent	Guide Catheter	Guide Wire
12	Units per Procedure/Service	2.2	1.75	1.1	2.2	1.75	1.1
13	Market Units/Services	17,463,593	32,959,677	12,231,797	17,699,746	147,525	13,349,873
14	Average Revenue per Event	\$550.00	\$9.87	\$5.93	\$550.00	\$9.87	\$5.93
15	Market Dollars or Cost	\$1,354,976,390	\$189,342,008	\$73,536,351	\$1,484,860,398	\$1,196,075	\$78,354,621
			1,382,854,750				1,515,411,094
							132,556,345

Market factors that attract acquirers

Factors that increase market value: (all tides rise boats)

- Diagnosis rate
- Procedure rate
- Units p/procedure

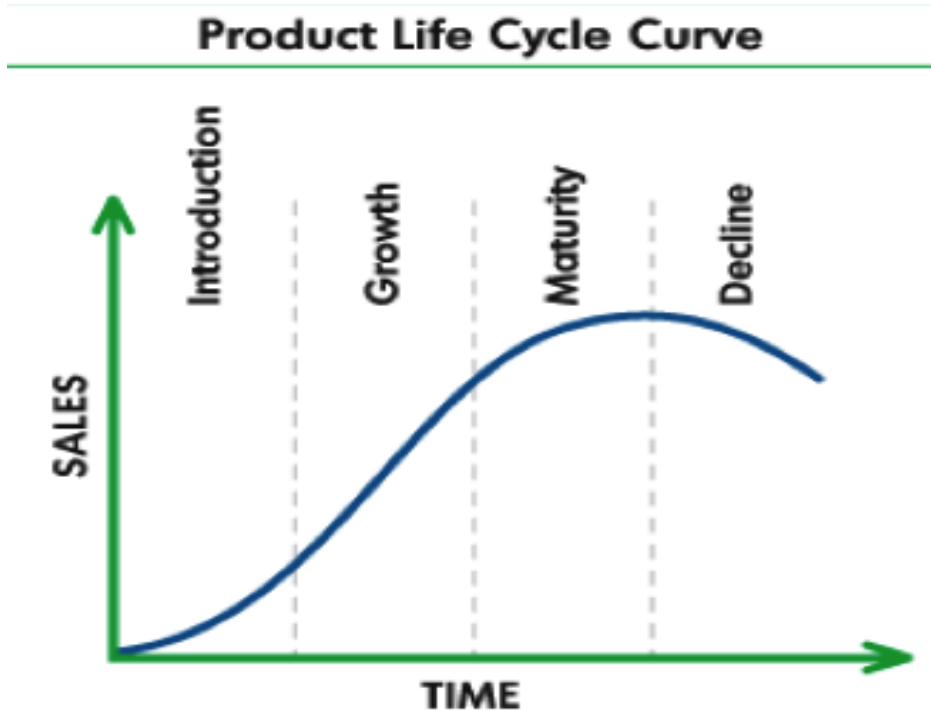
Factors that require taking share: (fighting incumbents)

- Type of products
 - Category transitions
- Market units
- Average selling price
- Market dollars

Tools reveal industry standards so you can plot a winning strategy

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Determine an industry's readiness



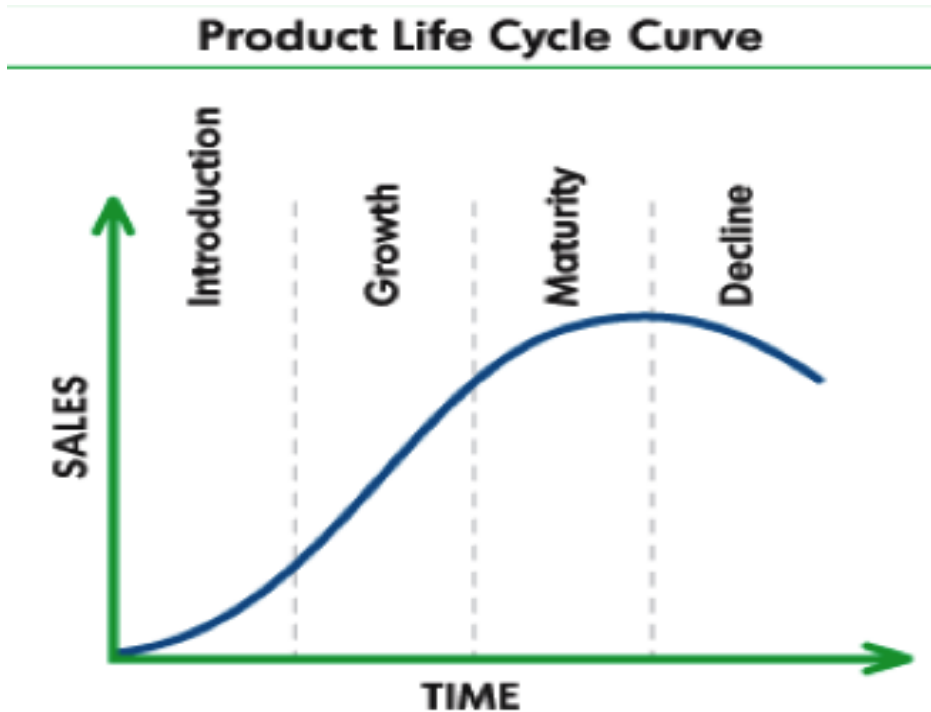
MacroMap?

MicroMap?

Interventional Cardiology Micromap

	angiography	angioplasty		IVUS	vascular closure	atherectomy	thrombectomy	cardiac catheter
		angioplasty balloon catheters						
			stents					
			bare metal	drug eluting	peripheral	percutaneous	stent grafts	
Abbott		/	/					
Abiomed	/							/
Arrow Medical	/	/						/
Arterial Remodeling Technologies			/					
Ashahi Intecc Co.	/	/						/
Atrium	/	/	/	/				/
B Braun	/	/						/
Biosensors International		/	/	/				/
Biotronik		/	/	/				/
Boston Scientific	/	/	/	/				/
CR Bard		/	/	/				/
Cardiovascular Systems Inc.		/	/	/				/
Cardiac output technologies		/	/	/				/
Cardima		/	/	/				/
Clear stream technologies		/	/	/				/
Cook	/	/	/	/				/
Concentric Medical		/	/	/				/
Covidien		/	/	/				/
Edwards Life Sciences	/	/	/	/				/
Gore Medical		/	/	/				/

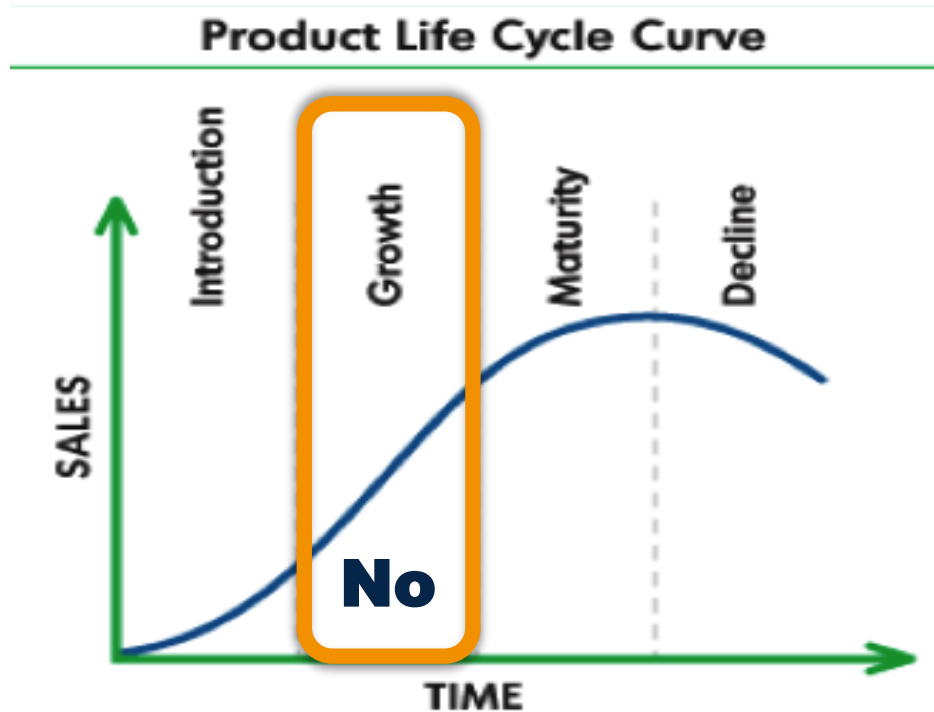
Determine an industry's readiness



Wang developed the CRT Word Processor
61% CAGR between 1979-1984



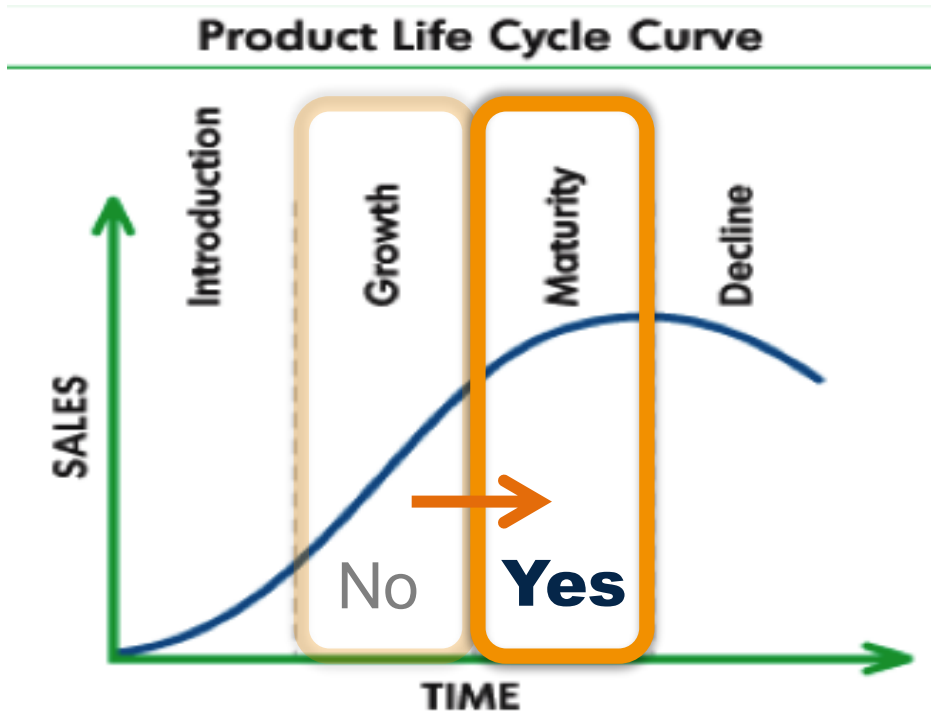
Industry & companies in a growth phase will fight a category shift



Wang developed the CRT Word Processor
61% CAGR between 1979-1984



Industry & companies in a growth phase will fight a category shift



Wang developed the CRT Word Processor
61% CAGR between 1979-1984



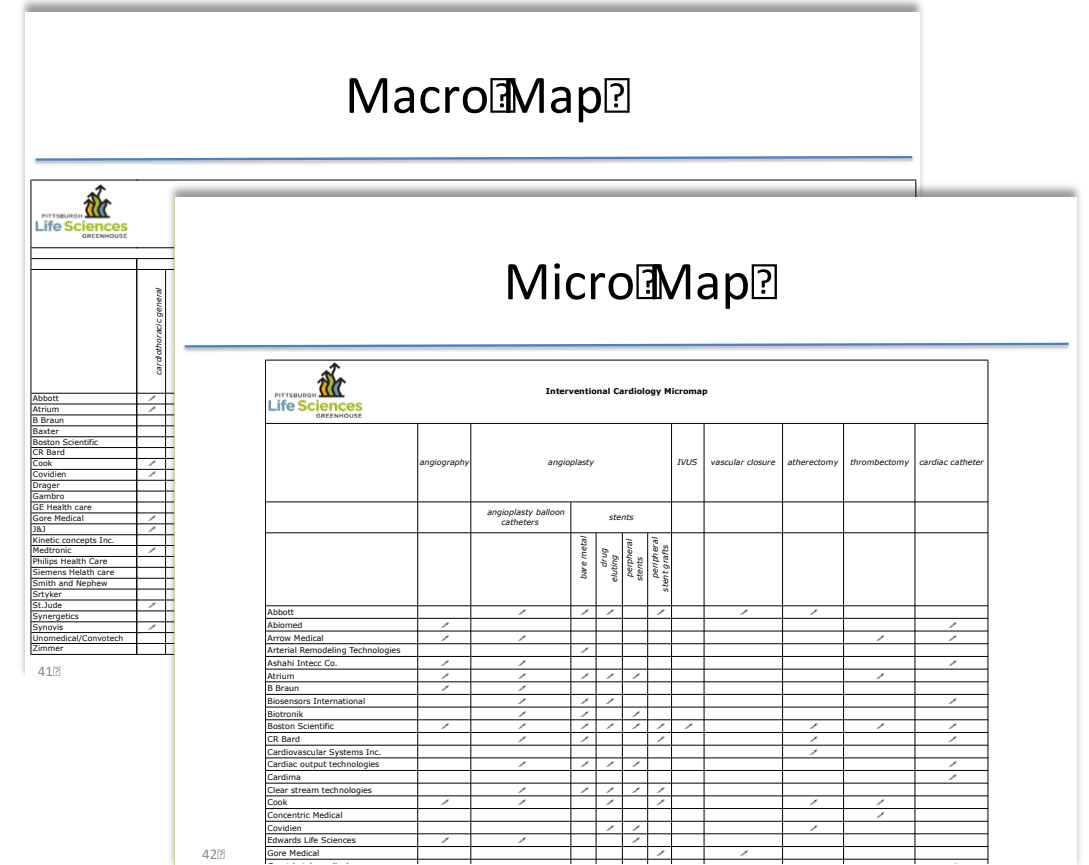
Macro/Micro maps help uncover industry readiness

Thermo Fischer Acquirers PPD for \$17.4 billion

Baxter Acquirers Hillrom for \$10.5 billion

Steris and Cantel Medical stock deal for \$4.6 billion

Boston Scientific acquires Baylis Medical for \$1.75 billion




Macro Map



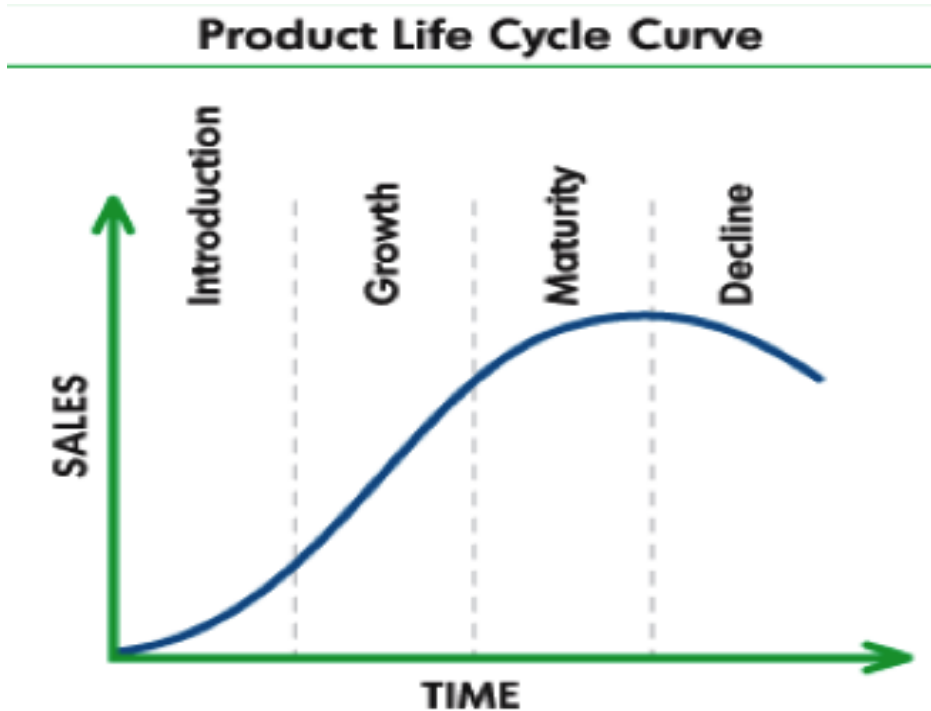
MEDICAL DEVICE INDUSTRY MACRO MAP

	HOSPITALS																															
	Operating Room											Multi speciality					ICU/CCU	Laboratory based			Specialty											
	cardiothoracic general	colon rectal	otolaryngology	orthopedic	plastic surgery	ophthalmology	ob-gyn	general laproscopy	general-other	Vascular	urology	endoscopy	neurology	Robot assisted/image guided	anesthetics	respiratory devices	hemostats	tissue sealants	adhesion prevention	monitoring systems		Interventional cardiology	Interventional radiology	Electrophysiology	Interventional neurology	CRM	Radiology(imaging)	Renal	Neurology	Infusion systems	wound care and management	
Abbott	✓					✓			✓	✓							✓					✓	✓								✓	
Atrium	✓							✓	✓	✓												✓	✓									✓
B Braun									✓	✓					✓							✓	✓					✓	✓	✓	✓	
Baxter															✓		✓	✓	✓				✓	✓				✓	✓	✓	✓	
Boston Scientific		✓				✓		✓			✓	✓	✓										✓	✓		✓					✓	
CR Bard			✓	✓				✓	✓	✓	✓	✓					✓						✓	✓	✓		✓				✓	
Cook	✓	✓				✓		✓	✓	✓	✓	✓											✓	✓						✓	✓	
Covidien	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓				✓		✓	✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	
Drager															✓	✓					✓		✓	✓		✓	✓	✓	✓	✓	✓	
Gambro																												✓				
GE Health care			✓			✓		✓			✓		✓		✓	✓					✓		✓			✓	✓				✓	
Gore Medical	✓	✓		✓				✓	✓	✓			✓										✓	✓							✓	
J&J	✓			✓	✓	✓	✓	✓	✓		✓	✓											✓	✓		✓			✓	✓	✓	
Kinetic concepts Inc.						✓					✓																				✓	
Medtronic	✓		✓	✓							✓											✓				✓			✓	✓	✓	
Philips Health Care															✓						✓					✓					✓	
Siemens Helath care															✓	✓					✓		✓				✓				✓	
Smith and Nephew				✓								✓																			✓	
Stryker				✓								✓	✓	✓							✓						✓			✓	✓	
St.Jude	✓	✓											✓										✓	✓		✓			✓			
Synergetics													✓																			
Synovis	✓				✓		✓	✓	✓	✓	✓	✓																				
Unomedical/Convotech																✓						✓	✓							✓	✓	
Zimmer				✓																							✓					

Micro Map

 Interventional Cardiology Micromap										
	angiography	angioplasty				IVUS	vascular closure	atherectomy	thrombectomy	cardiac catheter
		angioplasty balloon catheters	stents							
			bare metal	drug eluting	peripheral stents	peripheral stent grafts				
Abbott		✓	✓	✓		✓		✓		
Abiomed	✓									✓
Arrow Medical	✓	✓							✓	✓
Arterial Remodeling Technologies			✓							
Ashahi Intecc Co.	✓	✓								✓
Atrium	✓	✓	✓	✓	✓				✓	
B Braun	✓	✓								
Biosensors International		✓	✓	✓						✓
Biotronik		✓	✓		✓					
Boston Scientific	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CR Bard		✓	✓			✓		✓		✓
Cardiovascular Systems Inc.								✓		
Cardiac output technologies		✓	✓	✓	✓					✓
Cardima										✓
Clear stream technologies		✓	✓	✓	✓	✓				
Cook	✓	✓		✓		✓		✓	✓	
Concentric Medical									✓	
Covidien				✓	✓			✓		
Edwards Life Sciences	✓	✓			✓					
Gore Medical						✓		✓		

Determine an industry's readiness



MacroMap?

MicroMap?

Interventional Cardiology Micromap

	angiography	angioplasty		IVUS	vascular closure	atherectomy	thrombectomy	cardiac catheter
		angioplasty balloon catheters						
			stents					
			bare metal					
			drug eluting					
			peripheral					
			percutaneous					
			transcatheter					
			stents					
Abbott		/	/		/	/		
Abiomed	/							/
Arrow Medical	/	/					/	/
Arterial Remodeling Technologies		/	/					
Ashahi Intecc Co.	/	/						/
Atrium	/	/	/	/			/	
B Braun	/	/	/	/				
Biosensors International	/	/	/	/				/
Biotronik		/	/	/				
Boston Scientific	/	/	/	/	/		/	/
CR Bard		/	/	/		/	/	/
Cardiovascular Systems Inc.		/	/	/		/	/	/
Cardiac output technologies		/	/	/				
Cardima		/	/	/				/
Clear stream technologies		/	/	/				
Cook	/	/	/	/		/	/	
Concentric Medical		/	/	/			/	
Covidien		/	/	/		/	/	
Edwards Life Sciences	/	/	/	/				
Gore Medical		/	/	/	/			

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62% of PMAs are acquired after FDA approval

Note:

- 2011 Venture Data Set
- Sample size = 18
- Most likely less today before PMA

Series A - in millions		
Pre-Money	Capital Raise	Post-Money
2.7	1.3 +/- 1	4 +/- 2

|----- 11 months +/- 2.4 -----|

Series B - in millions		
Pre-Money	Capital Raise	Post-Money
8.0	4 +/- 1.9	12 +/- 4.3

|----- 14 months +/- 2.5 -----|

Series C - in millions		
Pre-Money	Capital Raise	Post-Money
15.9	8.9 +/- 3.5	24.8 +/- 7.6

|----- 15 months +/- 3.4 -----|

7 (38%) acquired before regulatory approval

Series D - in millions		
Pre-Money	Capital Raise	Post-Money
32.1	11.6 +/- 5.9	43.7 +/- 15

|----- 20 months +/- 8.7 -----|

Series E - in millions		
Pre-Money	Capital Raise	Post-Money
62.0	16. +/- 5.9	78.3 +/- 24

Exit Details		
Capital Raise	Exit Value	Months
54 +/- 15	107 +/- 43	72 +/- 21.6
Multiples	CAGR %	
2.2 +/- 0.7	14.8 +/- 7.6	

Regulatory approval (F/V)

11 (62% acquired after regulatory approval)

62% of PMAs are acquired after FDA approval

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Series A - in millions		
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2.7	1.3 +/- 1	4 +/- 2

|----- 11 months +/- 2.4 -----|

Series B - in millions		
Pre-Money	Capital Raise	Post-Money
8.0	4 +/- 1.9	12 +/- 4.3

|----- 14 months +/- 2.5 -----|

Series C - in millions		
Pre-Money	Capital Raise	Post-Money
15.9	8.9 +/- 3.5	24.8 +/- 7.6

|----- 15 months +/- 3.4 -----|

7 (38%) acquired before regulatory approval

Series D - in millions		
Pre-Money	Capital Raise	Post-Money
32.1	11.6 +/- 5.9	43.7 +/- 15

|----- 20 months +/- 8.7 -----|

Series E - in millions		
Pre-Money	Capital Raise	Post-Money
62.0	16. +/- 5.9	78.3 +/- 24

Exit Details		
Capital Raise	Exit Value	Months
54 +/- 15	107 +/- 43	72 +/- 21.6
Multiples	CAGR %	
2.2 +/- 0.7	14.8 +/- 7.6	

Regulatory approval (F/V)

11 (62% acquired after regulatory approval)

A value proposition must address constituency objectives & concerns

- Identify constituency measures of success
- Valuation standards define your waypoints
- Distinguish innovation from improvement
- Determine an industry's readiness to change
- M&A history defines triggers (timing)



Questions?