

### Biotechnology Entrepreneurship Boot Camp

Presented by:

James Jordan

June 1-2, 2024

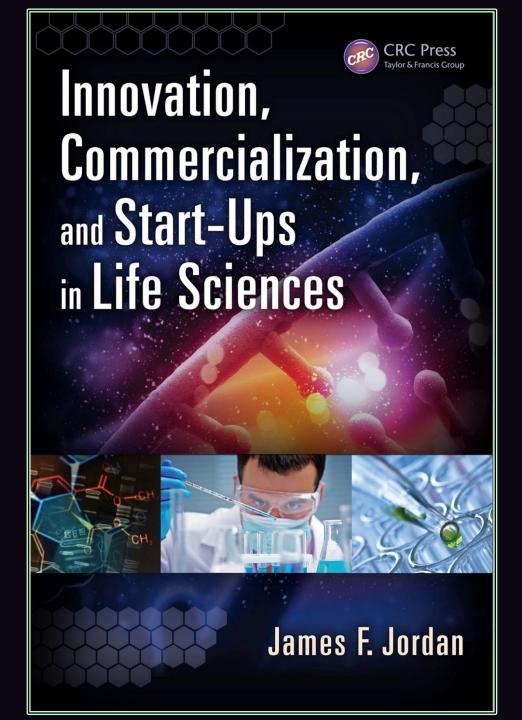
**#BIO2024 #StandUpForScience** 



## A startup must tell a compelling story

Presentation Content from the book:

Innovation, Commercialization and Startups in Life Sciences, James F. Jordan, CRC Press



#### **Table of Contents**

#### Part 1 – Innovation is a Process of Connected Steps

**Chapter 1: Investment Uses a Translation Process to Deliver Innovation** 

**Chapter 2: Investment is Critical to a Nation's Prosperity** 

**Chapter 3: The Journey of Innovation Begins With Investment** 

**Chapter 4: The U.S. Helps Small Companies Develop Technology** 

**Chapter 5: Commercialization is Primarily Executed Through Two Organizational Types** 

#### Part 2 – Investment Must Be Connected to Exit

**Chapter 6: Angels and Venture Capitalists Invest in Commercialization** 

**Chapter 7: Create Liquidity For Your Investors** 

**Chapter 8: A Liquidity Event is Not Consummated Without Due Diligence** 

**Chapter 9: Due Diligence Reputation is a Critical Business Process** 

#### Part 3 – Align With the Industry Norms

**Chapter 10: Find the Industry Norms** 

**Chapter 11: Solve an Important Customer Problem** 

**Chapter 12: Demonstrate the Ability to Access the Sales Channel** 

**Chapter 13: Gather Domain-Experienced Personnel to Reduce Risk** 

**Chapter 14: Determine Acquirers' Strategic Future and Purchase Triggers** 

**Chapter 15: Align Investor's Fundable Milestones and Acquirer's Exit Points** 

**Chapter 16: Create an IP Pyramid for Impervious Positioning** 

#### Part 4 – A Startup Must Tell a Compelling Story

**Chapter 17: Address Your Story to the Needs of All Constituencies** 

**Chapter 18: Deliver to Your Plan** 

**Chapter 19: Tell a Compelling Story With the Investor Pitch** 

Chapter 20: Continuously Improve Your Message With the Plan-Do-Check-Act Cycle

#### **Uncovering your Exit Triggers**

#### Part 1 – Innovation is a Process of Connected Steps

**Chapter 1: Investment Uses a Translation Process to Deliver Innovation** 

**Chapter 2: Investment is Critical to a Nation's Prosperity** 

**Chapter 3: The Journey of Innovation Begins With Investment** 

**Chapter 4: The U.S. Helps Small Companies Develop Technology** 

**Chapter 5: Commercialization is Primarily Executed Through Two Organizational Types** 

#### Part 2 – Investment Must Be Connected to Exit

**Chapter 6: Angels and Venture Capitalists Invest in Commercialization** 

**Chapter 7: Create Liquidity For Your Investors** 

**Chapter 8: A Liquidity Event is Not Consummated Without Due Diligence** 

**Chapter 9: Due Diligence Reputation is a Critical Business Process** 

#### Part 3 – Align With the Industry Norms

**Chapter 10: Find the Industry Norms** 

**Chapter 11: Solve an Important Customer Problem** 

**Chapter 12: Demonstrate the Ability to Access the Sales Channel** 

**Chapter 13: Gather Domain-Experienced Personnel to Reduce Risk** 

**Chapter 14: Determine Acquirers' Strategic Future and Purchase Triggers** 

Chapter 15: Align Investor's Fundable Milestones and Acquirer's Exit Points

**Chapter 16: Create an IP Pyramid for Impervious Positioning** 

#### Part 4 – A Startup Must Tell a Compelling Story

**Chapter 17: Address Your Story to the Needs of All Constituencies** 

**Chapter 18: Deliver to Your Plan** 

**Chapter 19: Tell a Compelling Story With the Investor Pitch** 

Chapter 20: Continuously Improve Your Message With the Plan-Do-Check-Act Cycle

# Aligning Objectives & Concerns Customer = Investor = Acquirer

#### A poorly planned and illprovisioned journey 1 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

- 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

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

- 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

- 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

- 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

	Customer	Investor	Acquirer
Objectives	□ Outcomes卧m♠Access卧m♠Quality卧配✔Cost®	□ IRR,团ROI,团Multiples □ Placementြamount	☐ Price/Earning Ratio☐ Revenue/margin Carcetion☐ Market Share
Concerns	□ Produce multi-year, accretive revenue stream  Paclinical rial participation  Panew procedures aka robotics)  □ Attain top-tier perating margins  Pane multi-year agreements formulary)  Pare imbursement at a tegory PV  Pare redictable horizontal/longitudinal acosts  Passustainability of New Co  □ Capture regional market-share  Pare chnology quarantee  Parclinical rial access	□ Portfoliotbalancet&timing □ Validationtoftbusinesstmodel □ Validationtoftbroducttategory □ Venturetapitaltequirements □ Inabilityttotparticipatetintatertounds □ Implicationstoftbublictinancingt	□ Aligned®business®models □ Defend/expand®xisting®tategories □ Enter®new®tategories/markets □ Formulary®tompetitiveness □ Maintain/improve®inancial®tatios □ Salesforce®everage®

	Customer	Investor	Acquirer
Objectives	□ Outcomes卧m↑Access卧m↑Quality卧仓 Cost®	□ IRR,	□ Price/Earning Ratio □ Revenue/margin Cocretion □ Market hare
Concerns	□ ProduceImulti-year, accretiveItevenueIstream  Imaximiziopation Imaximiz	□ Portfoliotbalancetttiming □ Validationtttbusinesstmodel □ Validationttttategory □ Venturettapitaltequirements □ Inabilityttotparticipatettnttatertounds □ Implicationstttpublicttinancingt	□ Aligned®usiness®models □ Defend/expand®xisting®tategories □ Enter®new®tategories/markets □ Formulary®tompetitiveness □ Maintain/improve®inancial®tatios □ Salesforce®everage®



	Customer	Investor	Acquirer
Objectives	□ Outcomesጬ♠Accessြ®♠Qualityြ® Cost®	□ IRR,团OI,团Multiples □ Placementឱmount	☐ Price/Earning®Ratio☐ Revenue/margin®ccretion☐ Market®hare
Concerns	□ Produce@multi-year,@ccretive@evenue®tream  □ Clinical@rial@participation  □ Manew@procedures@aka@obotics) □ Attain@op-tier@perating@margins □ Multi-year@agreements@formulary) □ Mareimbursement@ategory@PPV □ Deredictable@horizontal/longitudinal@costs □ Masustainability@b@NewCo □ Capture@egional@market-share □ Maclinical@rial@ccess	□ Portfolio®balance®®Iming □ Validation®bf®business@model □ Validation®bf®broduct®tategory □ Venture®tapital®tequirements □ Inability®to®participate®n®ater®tounds □ Implications®bf®public®tinancing®	□ Aligned®business®models □ Defend/expand®existing®tategories □ Enter®new®tategories/markets □ Formulary®tompetitiveness □ Maintain/improve®inancial®atios □ Salesforce®everage®

	Customer	Investor	Acquirer
Objectives	□ Outcomesጮ Access ® ® Quality® © Cost®	□ IRR,团OI,团Multiples □ Placementឱmount	☐ Price/Earning ☐ Revenue/margin ☐ Market ☐ Market ☐ hare
Concerns	□ ProduceImulti-year, TaccretiveIrevenueIstream  The Clinical Itrial Imparticipation  The Warrocedures I aka Irobotics)  □ Attain Itop-tier Imperating Imargins  The Multi-year Tagreements I formulary)  The Reimbursement Itategory IPPV  The Predictable Information of the Market Share  The Capture Iter Imparticipation	□ Portfolio®balance®diming □ Validation®bf®business@model □ Validation®bf®product®ategory □ Venture®apital®equirements □ Inability®o®participate®n®ater®ounds □ Implications®bf®public®inancing®	□ Aligned business models □ Defend/expand existing tategories □ Enter hew tategories/markets □ Formulary tompetitiveness □ Maintain/improve inancial atios □ Sales force leverage 2  19



#### Objectives

Outcomes Access Quality Cost

- ☐ <u>Produce@multi-year,@accretive@evenue@stream</u>
  - **Maclinical Initial Participation**
  - ☐ New Procedures ☐ aka ☐ obotics)
- Attain 1 op-tier 1 operating 1 margins

  - THE Reimbursement at egory IPPV
  - **四**Predictablehorizontal/longitudial取osts
  - **TB**Sustainability of New Co
- ☐ <u>Capture</u>regional market-share
  - 理图 echnology **g**uarantee
  - THTClinical Trial Taccess

#### Objectives

Outcomes Access Quality Cost

- ☐ <u>Produce@multi-year,@accretive@evenue@stream</u>
  - **THOC**linical **IIIr**ial **Iparticipation**
  - ☐ New procedures ☐ aka ☐ obotics)
- Attain 1 op-tier 1 operating 1 margins

  - THE Reimbursement at egory IPPV
  - ☐ Predictable horizontal/longitudial costs
  - **TB** Sustainability of New Co
- ☐ <u>Capture</u>regional market-share
  - 理图 echnology **g**uarantee
  - TPIClinical Trial Taccess

#### Objectives

Outcomes Access Quality Cost

#### Concerns

☐ Produce@multi-year,@accretive@revenue@stream

**Maclinical Initial Participation** 

☐ New procedures ☐ aka ☐ obotics)

Attain dop-tier operating margins

**四**Predictablehorizontal/longitudial取osts

**TB**Sustainability of New Co

☐ <u>Capture</u><u>Begional</u><u>Bmarket-share</u>

理图 echnology **g**uarantee

THTClinical Trial Taccess

#### Objectives

Outcomes Access Quality Cost

- ☐ <u>Produce</u> <u>Imulti-year</u>, <u>Imaccretive</u> <u>Imeres tream</u>
  - THOC linical Trial participation
  - ☐ New Procedures ☐ aka ☐ obotics)
- Attain@top-tier@perating@margins

  - **四**Predictablehorizontal/longitudialcosts
  - **TB** Sustainability of New Co
- Capture gional market-share
  - 理图 echnology **g**uarantee
  - **PROClinical** Trial Caccess

#### Objectives

Outcomes Access Quality Cost

- ☐ <u>Produce@multi-year,@accretive@evenue@stream</u>
  - **Maclinical Initial Participation**
- Attain 1 op-tier 1 operating 1 margins

  - **四**Predictablehorizontal/longitudial取osts
  - **TB** Sustainability of New Co
- ☐ <u>Capture</u><u>Begional</u><u>Bmarket-share</u>
  - 理图 echnology **g**uarantee
  - TPIClinical Trial Taccess

#### Objectives

- ☐ IRR, ☐ROI, ☐Multiples
- ☐ Placement ☐ Pla

- ☐ Validation of product category
- ☐ Inability ☐ to ☐ participate ☐ n ☐ ater ☐ ounds
- ☐ Implications ® f public financing ?

#### **Objectives**

- ☐ IRR, ☐ROI, ☐Multiples
- □ Placementamount

- ☐ Portfolio alance aliming
- ☐ Validation of product tategory
- ☐ Inability且oparticipate回n回ater由ounds

#### Objectives

- ☐ IRR, ☐ROI, ☐Multiples
- □ Placement amount

- ☐ Portfolio®balance®&®timing
- ☐ Validation®f®business®model
- ☐ Validation of product category
- ☐ Inability且oparticipate☐n☐ater⊡rounds

#### Objectives

- ☐ IRR, ☐ROI, ☐Multiples
- ☐ Placement ☐ Pla

- ☐ Portfolio balance 2 iming

- ☐ Venture apital equirements
- ☐ Inability do participate do ndater do unds
- ☐ Implications ® f public financing ?

#### Objectives

- ☐ IRR, ☐ROI, ☐Multiples
- ☐ Placement ☐ Pla

- ☐ Portfolio alance aliming
- ☐ Validation ® f product ® tategory
- ☐ Venture apital equirements
- ☐ Inability且oparticipate ☐ n ☐ ater ☐ ounds
- ☐ Implications ® f public financing ?

#### Objectives

- ☐ Price/Earning Ratio
- ☐ Revenue/marginaccretion
- Market hare

- ☐ Aligned business models
- ☐ Defend/expand existing tategories
- ☐ Enter hew tategories/markets
- ☐ Formulary not competitiveness
- ☐ Maintain/improvefinancial atios
- ☐ Salesforcedeverage?



#### **Objectives**

- □ Price/Earning Ratio
- ☐ Revenue/marginaccretion
- Market hare

- ☐ Aligned business models
- □ Defend/expand existing tategories
- ☐ Enter hew tategories/markets
- ☐ Formulary not competitiveness
- ☐ Maintain/improvefinancial atios
- ☐ Salesforcedeverage?

#### **Objectives**

- ☐ Price/Earning Ratio
- ☐ Revenue/margin强ccretion
- Market hare

- ☐ Aligned business models
- ☐ Defend/expand ategories
- ☐ Enter new tategories/markets
- ☐ Formulary not competitiveness
- ☐ Maintain/improvefinancial atios
- ☐ Salesforce ☐ everage ?

#### **Objectives**

- ☐ Price/Earning Ratio
- ☐ Revenue/marginaccretion
- MarketBhare

- ☐ Aligned business models
- ☐ Defend/expand existing tategories
- ☐ Enter ategories / markets
- ☐ Formulary not competitiveness
- ☐ Maintain/improvefinancial atios
- ☐ Salesforcedeverage?



#### Objectives

- ☐ Price/Earning Ratio
- ☐ Revenue/margin强ccretion
- Market hare

- ☐ Aligned business models
- ☐ Defend/expandexisting tategories
- ☐ Enter hew tategories/markets
- ☐ Formulary not competitiveness
- ☐ Maintain/improvefinancial atios
- ☐ Salesforcedeverage?



#### **Objectives**

- ☐ Price/Earning Ratio
- ☐ Revenue/margin强ccretion
- Market
  hare

- ☐ Aligned business models
- ☐ Defend/expand ategories
- ☐ Enter hew tategories/markets
- ☐ Formulary not competitiveness
- ☐ Maintain/improvefinancial atios
- ☐ Salesforcedeverage?



- 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

# 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

# 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
- <u>Disease State Fact Book</u>: 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

# 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
- <u>Disease State Fact Book</u>: 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

# Valua your

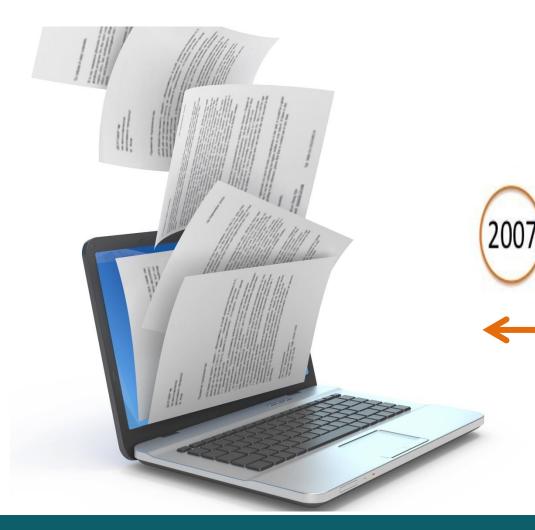
# Let's look at an example

V = Value milestone – company value increases

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

- PMA

### **Data points from Venture Source & Pitchbook**



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











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

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

☐Creat@broof@bf@concept@F/V)

□ Commercialization □ lan □ vaibility □ (F/V)

□ Buildout Itechnical Iteam IV)

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

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

□ Attain degulatory pathway □ (V)

□ st on-human odata/ ostart odlinical odrial of F/V)

□ Design System Audit (V)

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

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

@Commercial@approval@@DUS@V)

□ Regulatory Itrial pproval □ USI F/V)

□aLaunchaUSatriala(V)

IdHirestalest&dmarketingdteamd(V)

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

|-----|

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☐☐US☐(F/V)

Interpretation
Interpretatio

□ □ US □ Revenue □ n □ excess □ b f □ xxM □ rate □ (F/V)

DaDemonstrate3viability3bf32nd3producta(V)

☐ Demonstrate ☐ hockey-stick ☐ evenue ☐ growth ☐ [F/V]

□ Pass cash-flow BEP oint [F/V]

☐Regulatory@trial@path@nd@product☐USQ(V)

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



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

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

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

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

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

@Creat@broof@bf@toncept@F/V)

□ Commercialization □ lan □ vaibility □ F/V)

BuildoutItechnicalIteamIV)

☐ Attain regulatory pathway (1V)

□ st on-human odata/ ostart odlinical odrial of F/V)

DDesignSvstemAuditaV)

@Commercial@pproval@@DUS@V)

Daregulatory atrial approval 3 JUS JF/V)

□aunchauSatriala(V)

OHire sales Manarketing steam (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-Mon	еу	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	

DregulatoryapprovalauSaF/V)

Image: The state of the st

IIJUS @Revenue @In @excess @bf @\$xxM@run-rate@[F/V)

Demonstrate bockey-stick evenue rowth F/V)

DaPassatash-flowaBEaPointaF/V)

☐Regulatory ☐ rial ☐ bath ☑ nd ☐ broduct ☐ ☐ US ☐ V)

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



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

@Creat@broof@bf@toncept@F/V)

□ Commercialization □ lan □ vaibility □ F/V)

BuildoutItechnicalIteamIV)

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

☐ Attain regulatory pathway (1V)

□ st on-human odata/ ostart odlinical odrial of F/V)

□ Design System Audit (V)

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

|------ 14 months +/- 2.5 ------ | |------ 15 months +/- 3.4 ------

@Commercial@approval@@DUS@V)

Daregulatory atrial approval 3 JUS JF/V)

□aunchauSatriala(V)

Image: The control of the contr

Series D - in millions		
Pre-Money Capital Raise Post-Money		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		Post-Money
Ī	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回回US回F/V)

Image: The state of the st

IIJUS @Revenue @In @excess @bf @\$xxM@run-rate@[F/V)

☐ Demonstrate ☐ hockey-stick ☐ evenue ☐ rowth ☐ F/V)

DaPassatash-flowaBEaPointaF/V)

□ Regulatory Itrial Dath 22nd Droduct II USIV)

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



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

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

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

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

|------ 14 months +/- 2.5 ------| |------ 15 months +/- 3.4 -------

@Creat@broof@bf@toncept@F/V)

□ Commercialization □ lan □ vaibility □ F/V)

BuildoutItechnicalIteamIV)

☐ Attain regulatory pathway (1V)

□ st on-human odata/ ostart odlinical odrial of F/V)

□ Design System Audit (V)

@Commercial@approval@@DUS@V)

Daregulatory atrial approval 3 JUS JF/V)

□aunchauSatriala(V)

Image: The control of the contr

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		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	

DaregulatoryapprovalaJUSaF/V)

Image: The state of the st

IIJUS @Revenue @In @excess @bf @\$xxM@run-rate@[F/V)

☐ Demonstrate ☐ hockey-stick ☐ evenue ☐ rowth ☐ F/V)

DaPassatash-flowaBEaPointaF/V)

☐Regulatory ☐ rial ☐ bath ☑ nd ☐ broduct ☐ ☐ US ☐ V)

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



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

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

□ □ Creat □ proof □ bf □ toncept □ (F/V)

□ Commercialization plan vaibility (F/V)

□ Buildout technical team (V)

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

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

□ PAttain Tregulatory Pathway □ (V)

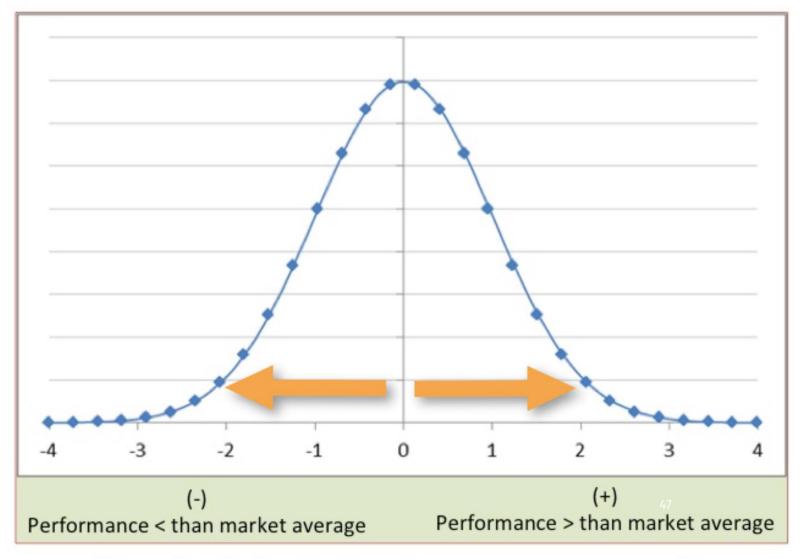
□ 🗓 st 🗓 n-human 🗓 data/ 🕃 tart 🖫 linical 🗓 rial 📮 F/V)

□ Design System Audit (V)

### Note

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





Standard deviation is a measure used to quantify dispersion

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

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

☐ Commercialization plan vaibility (1F/V)

☐ Buildout Itechnical Iteam I(V)

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

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

□ PAttain Tregulatory Pathway □ (V)

☐ st☐n-human data/ start linical rial (F/V)

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



A value milestone increases company value

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

IICreatiproofIbficoncept(IF/V)

☐ Commercialization plan vaibility (F/V)

☐ Buildout Itechnical Iteam I(V)

A fundable milestone allows movement to next investor class

|-----|

☐ Attain degulatory pathway (1/V)

□ Design System Audit (V)

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





(Medical Device)

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

	15 months +/- 3.4	
	10 1110111113 1/ 0. <del>T</del>	ı

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

Series D - in millions

Capital Raise

11.6+/- 5.9

☐☐Commercialᢙpproval☐☐OUS☐(V)

☐ Regulatory Itrial pproval ☐ US (1F/V)

Imalian langle lan

☐ ☐ Hire ☐ ales ☐ Marketing ☐ team ☐ (V)

☐Regulatoryapproval☐US (F/V)

Idlaunch@US@product@(V)

32.1

Pre-Money

□□US□Revenue⊡n□excess□of□\$xxM□fun-rate □[F/V]

☐ Demonstrate I via bility of 2 nd product (V)

### Note:

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

Post-Money

43.7 +/- 15

## Early exits are not always practical

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	

□ Pass stash-flow BE Point (F/V)

☐ Regulatory Trial path 22nd product 23 (V)

- 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	



- 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	



- 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	



- 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			



- 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		



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

# Valuation standards for a Therapeutic segment

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

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

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

- |----- ~15 months -----
- |----- ~19 months -----
- |----- ~17 months ------

- Proof of concept with IND candidates
- Selection of clinically relevant animal model(s)
- 3rd Round in millions

  Pre-Money Capital Raise Post-Money

17.3 +/- 17

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

67.3 +/- 17

- · Rodent and non-rodent tox dat
- Selection of IND enabling compound

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

<ul> <li>Human safety</li> </ul>	(Phase I)

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

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

Phase III

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

# Tools reveal industry 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
- <u>Disease State Fact Book</u>: 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

# Determine if a technology is an innovation or a modification

D	DISEASEISTATEIFACTIBOOK								
Ro	w]#	-		Base <b>®</b> Year		Year 22			
	1	Disease®revalence	Portion®flahe@opulation@ound@o@have@he@ondition@1@n@1000)	24,652,555		25,268,869			
	2	Incidence®	Percentage@f@new@cases@generally@a@year)			20%			
	3	Incidence	Occurrenceটোন্নিewitasesisincedastdime  periodlater  pearity  arity  ar			5,053,774			
	4	Percentage Recurring ?	Percentage®f@population@with@@eoccurring@event@n@@iven@year			20%			
	5	Prevelance Population	[Disease@prevalence@ess@ncidence]@percentage@ecurring			4,043,019			
	6	Number Diagnosed	$Number \hbox{$bar{$\tt Idl}$} iagnosed \hbox{$rac{$\tt Idl}$} at ients \hbox{$rac{$\tt Idl}$} the \hbox{$rac{$\tt Idl}$} act \hbox{$rac{$\tt Idl}$} b \hbox{$rac{$\tt Idl}$} at eable \hbox{$rac{$\tt Idl}$} is ease)$			9,096,793			
	7	Diagnosis@Rate@%	Number@diagnosed/disease@revalence@this@ncluded@ncident@patients)			36.0%			
	8	Procedural Approaches	Diagnostic, Medical Devices, Pharmaceutical, Long-term Care, Rehabilitation, Ltc.		Medical  Therapy	CABG		Inteventional <sup>®</sup> Procedure	
	9	Procedure/ServiceApproach®	The percent of the large of the		84.5%	3.5%		12.3%	
	10	Number®frocedures/Services	Number®f®diagnosed®procedure/service®pproach®		<b>7777777</b> ,687,700	18,388		<b>777771</b> ,119,815	
	11	Type®f®roducts/Sub-services	List@he@ndividual@roducts@rrevices@erformed				Stent	GuideŒatheter	Guide®Wire
	12	Units per procedure/Service	Example: IIII IS tents III per III rocedure, III OII oIII sperIII yele, III oIII ongternii ongte				2.2	1.75	1.1
	13	Market®units/Services	Number®fProcedures®Units®erProcedure/Service				77777772,463,593	7777771,959,677	(mmmm),231,797
	14	Average®Revenue®per®Event	Revenue®alue®per®vent®r®ervice®®note®evenue®y@manufacturer® would®be®different@than@t@the@nospital@evel				\$[7777777550.00	\$177777779.87	\$1777777776.93
	15	Market Dollars Dr Cost	Maket@units@@average@rice				\$11,354,976,390	\$1777719,342,008	\$1777778,536,351



## 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

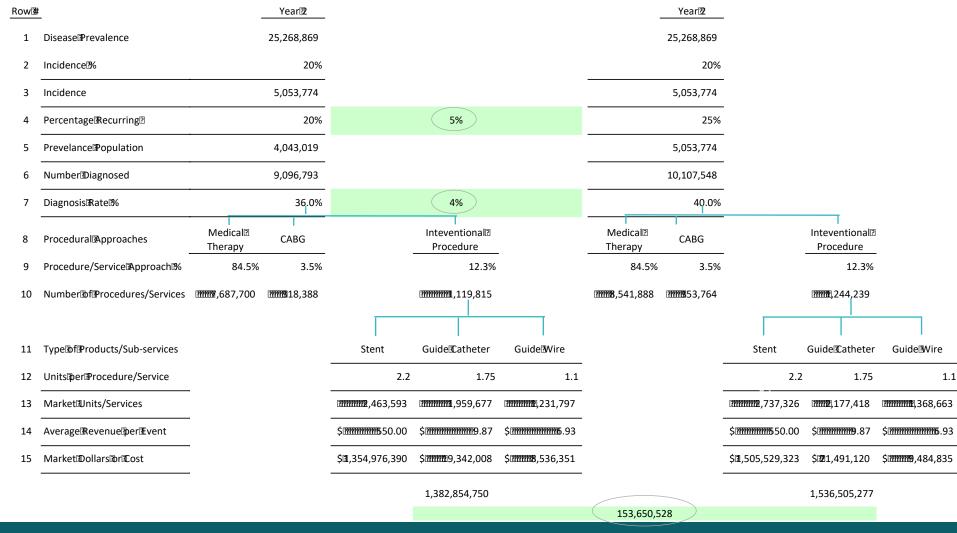
### DISEASESTATEFACTBOOK

Row∄	: <del>-</del>		Base∄ear	<u>-</u>	Year 22			
1	Disease®revalence	Portion®fahe@opulation@ound@o@nave@he@ondition@1@n@1000)	24,652,555		25,268,869			
2	Incidence®	Percentage to fine witcases tigenerally to the last of			20%			
3	Incidence	Occurrenceঞ্চিন্সিewট্টasesষ্ট্রincellastllimeঞ্চিeriodlaterমুearঞ্চিন্সিঞ্চিeriod of dimellgenerally degrees)	<u>[</u>		5,053,774			
4	Percentage Recurring 2	Percentage®fpopulation@vith@@eoccurring@vent@n@@iven@ear			20%			
5	Prevelance Population	[Disease@prevalencedessdincidence]%@percentagedecurring			4,043,019	•		
6	Number Diagnosed	Number diagnosed patients of the lact of other than the lact of th			9,096,793	•		
7	Diagnosis Rate ™	Numberdiagnosed/diseaseprevalencedthisancludedancidentapatients)			36.0%			
8	Procedural Approaches	$\label{limits} Diagnostic, \textbf{M} edical \textbf{D} evices, \textbf{P} harm acceutical, \textbf{L} ong-term \textbf{C} are, \textbf{P} \\ Rehabilitation, \textbf{E} tc.$		Medical <sup>®</sup> Therapy	CABG		Inteventional  Procedure	
9	Procedure/ServiceApproach®	The percent of the large of the		84.5%	3.5%		12.3%	
10	Number ® frocedures/Services	Number®f®diagnosed®procedure/service@pproach®%		<b>7777777</b> ,687,700	18,388		,119,815	
11	Type®f®roducts/Sub-services	List the and ividual products to reservices performed				Stent	Guide®Catheter	Guide®Wire
12	UnitsperProcedure/Service	Example: ITLIE 15 Terms The Committee of	_			2.2	1.75	1.1
13	Market@Units/Services	Number®f@rocedures®dUnits@er@rocedure/Service				77777772,463,593	<b>7777771</b> ,959,677	<b>777777777</b> ,231,797
14	Average\( \mathbb{R}\) evenue\( \mathbb{P}\) er\( \mathbb{E}\) vent	Revenue®alue®per®event®br®ervice®®note®evenue®by®nanufacturer® would®be®different®than®at®the®nospital®evel	<del>-</del> -			\$1777777550.00	\$17777779.87	\$177777775.93
15	Market Dollars Or Cost	Maket I Units IX IA verage I Price	_			\$1,354,976,390	\$1777719,342,008	\$777778,536,351



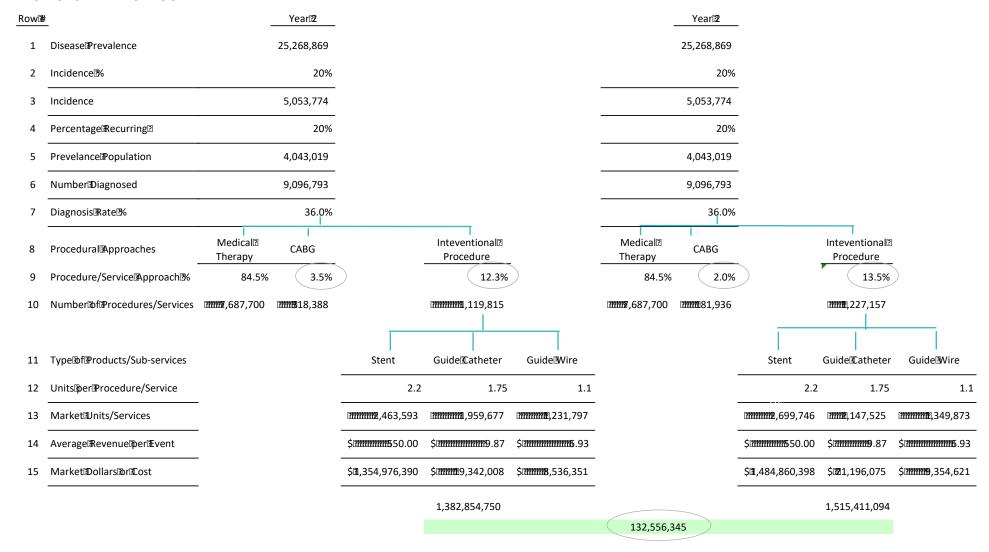
### A 4% change in diagnosis rate can increase the market by 11%

### **DISEASE**STATEFACTBOOK



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

### **DISEASESTATEFACTBOOK**



## Market factors that attract acquirers

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

- Diagnosis rate
- Procedure rate
- Units p/ procedure

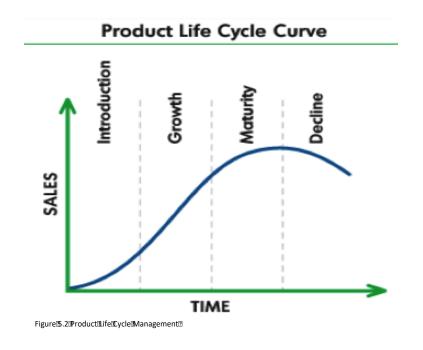
Factors that require taking share: (fighting incumbents)

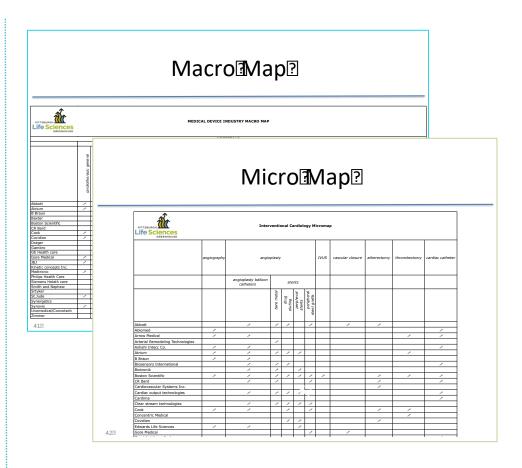
- Type of products
  - Category transitions
- Market units
- Average selling price
- Market dollars

# Tools reveal industry standards so you can plot a winning strategy

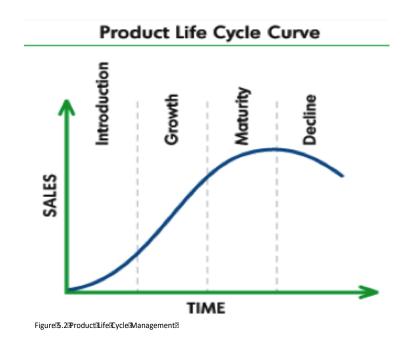
- Valuation Milestones: A review of standard, not comparatives, avails and aligns valuation and fundable milestones with those of investors and acquirers
- <u>Disease State Fact Book</u>: Distinguish the difference between an incremental market improvement and a monumental innovation
- Industry Life Cycle: Incumbents 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 an industry's readiness





## Determine an industry's readiness

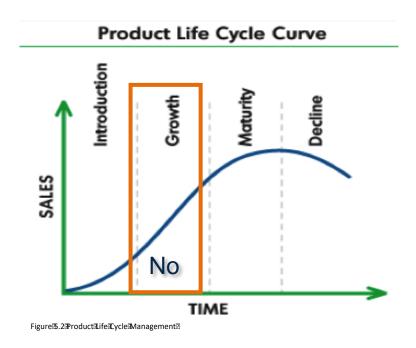


Wang developed the CRT Word Processor

• 61% CAGR between 1979-1984



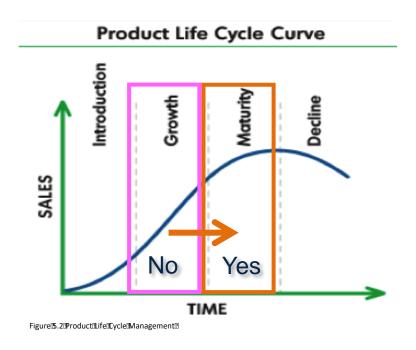
Industry & companies in a growth phase will fight a category shift



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

Zimmer-Biomet: The Deal That Shook Warsaw, Ind.

Merger, Valued at \$13.35 Billion, Combines Two Medical-Device Makers

Abbott Labs to Buy Private Medical Device Company Topera

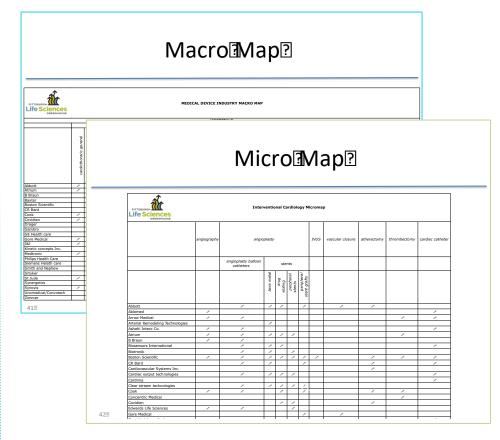
Health-Care Company Also Secures Right to Acquire Advanced Cardiac Therapeutics

Johnson & Johnson to Seek Buyer for Cordis Medical-Device Unit

Division Could Fetch as Much as \$2 Billion in a Sale

Medtronic, Covidien Shareholders Approve Deal

Deal Is On Track To Close By The End Of January Or Early February



# **Macro Map**



### MEDICAL DEVICE INDUSTRY MACRO MAP

	-												HOSE	PITAL	S																
						Opera	ating	Room								М	ulti sı	eciali	ity		ICU/CCU	Laboratory based Specialty									
	cardiothoracic general	colon rectal	otolaryngiology	orthopedic	plastic surgery	ophthalmology	nyb-qo	general laproscopy	general-other	Vascular	urology	endoscopy	neurology	Robot assisted/image guided	anasthetics	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	<b>√</b>					✓				✓							✓					✓	<b>✓</b>			$\Box$			$\Box$		<b>√</b>
Atrium	✓								✓	✓												✓							$\Box$		
B Braun										✓					✓							✓	<b>✓</b>				$\neg$	✓	✓	<b>✓</b>	<b>√</b>
Baxter															✓		✓	✓	<b>✓</b>									<b>✓</b>		<b>✓</b>	<b>✓</b>
Boston Scientific		<b>√</b>					✓		✓		✓	✓	✓									✓	<b>✓</b>		<b>√</b>	<b>✓</b>				$\Box$	
CR Bard			✓	✓					✓	✓	✓	✓					✓					✓	<b>✓</b>	✓		<b>V</b>		<b>✓</b>			<b>✓</b>
Cook	✓	<b>√</b>					✓		✓	✓	✓	✓										✓	<b>✓</b>							<b>✓</b>	
Covidien	✓	<b>✓</b>	✓				<b>✓</b>	✓	✓	✓	✓	✓	✓			✓		✓	<b>✓</b>		✓	✓	<b>✓</b>		<b>✓</b>	<b>✓</b>	✓	✓		<b>✓</b>	<b>✓</b>
Drager															✓	✓				✓										$\Box$	
Gambro																											$\neg$	✓			
GE Health care			✓				<b>✓</b>		✓		✓			✓	✓	✓				✓	✓		✓	✓		<b>✓</b>	✓			$\Box$	
Gore Medical	✓	<b>√</b>		✓					✓	✓			✓									✓	<b>√</b>							$\Box$	<b>√</b>
J&J	✓			✓	✓	✓	✓	✓	✓		✓		✓									✓	<b>✓</b>		<b>√</b>	<b>✓</b>			✓	<b>✓</b>	<b>√</b>
Kinetic concepts Inc.							<b>✓</b>				✓																			$\Box$	<b>√</b>
Medtronic	✓		✓	✓							✓										✓	✓				<b>✓</b>			✓	<b>✓</b>	
Philips Health Care															✓					✓							✓			$\Box$	
Siemens Helath care															✓	<b>√</b>				✓		✓		✓			<b>✓</b>			$\Box$	
Smith and Nephew				✓								✓																	$\Box$	$\Box$	<b>✓</b>
Srtyker				✓								✓	✓	<b>✓</b>						✓	✓						<b>✓</b>			✓	
St.Jude	✓	<b>√</b>												✓								✓		✓		<b>✓</b>			✓		
Synergetics													✓													$\Box$	$\Box$			$\Box$	
Synovis	✓				✓		✓	<b>√</b>	✓	✓	✓		<b>✓</b>													$\Box$			$\neg$		
Unomedical/Convotech																<b>✓</b>					✓		<b>✓</b>							<b>✓</b>	<b>✓</b>
Zimmer				✓																							✓				

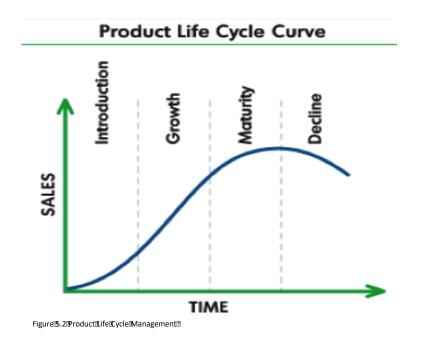


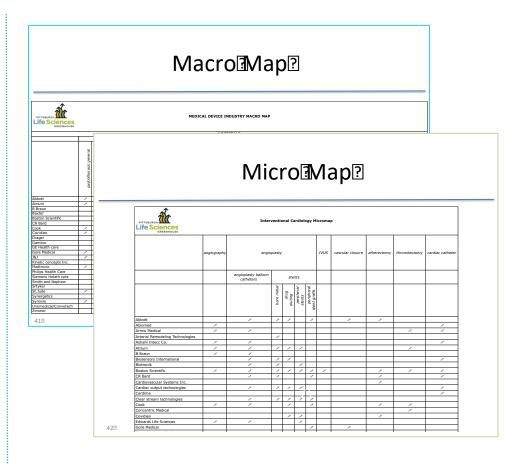
# Micro Map

PITTSBURGH Life Sciences GREENHOUSE		Interv	ventio	onal Ca	ardiol	ogy M	icroma	р			
	angiography	angioplasty			IVUS	vascular closure	atherectomy	thrombectomy	cardiac catheter		
		angioplasty balloon catheters stents									
			bare metal	drug eluting	perpheral stents	peripheral stent grafts					
Abbott		✓	✓	1		<b>✓</b>		<b>√</b>	<b>√</b>		
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	✓	✓		<b>✓</b>		✓			✓	✓	
Concentric Medical										✓	
Covidien				✓	✓				✓		
Edwards Life Sciences	✓	✓			✓						
Gore Medical						✓		✓			



### Determine an industry's readiness





# Tools reveal industry 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
- <u>Disease State Fact Book</u>: 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

# 62% of PMA's 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						

ı		11	months +/- 2.4	
		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 Papproval □ □ VS□ F/V)

11 (62%) acquired after regulatory approval

# 62% of PMA's 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					

I		11	months	+/- 2.4	 ĺ
1			1110111113	1/ 2.7	

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

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

S	eries C - in million	าร
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@pproval@☐US@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)