

# **Quarterly Healthcare Highlights**

Sector Focus: Post-Acute Care

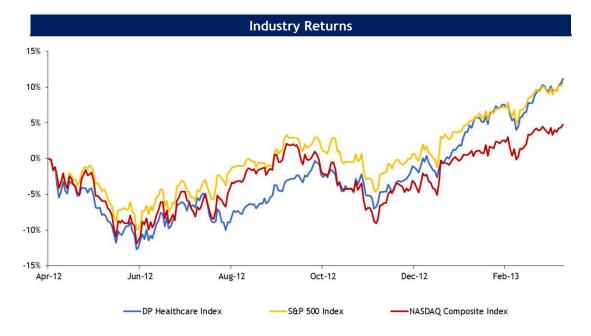


# **Healthcare Industry Developments**

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#### **HEALTHCARE INDUSTRY UPDATE**

The healthcare industry has been considerably active in recent months, both on a regulatory front and in regards to corporate finance transaction activity. Provider and payer models are beginning to coincide as the move towards an integrated healthcare delivery system continues to develop. Industry participants are looking to ramp up their acquisition and partnership activity to increase critical mass and attain advantages of scale. Increasing share of the healthcare delivery system and providing better access to care along with increased cost savings will drive acquisition activity in 2013. Integrated delivery networks are being developed by health systems through physician practice acquisitions while enhancing capabilities through the addition of ancillary services, such as ambulatory surgery centers (ASCs) and other alternate site providers.

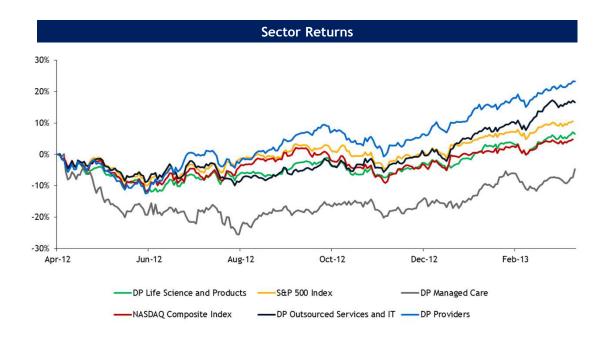


## **HEALTHCARE CAPITAL MARKETS**

Both corporate buyers and private equity firms are flush with capital and seeking quality, synergistic acquisitions. Demand will be driven by demographics (i.e. baby boomers and the aging population) and regulatory changes. The capital markets have shown strong growth, reaching record highs in 1Q 2013. In addition, a significant driver of M&A activity is reliant on the credit markets which remain robust, providing acquisition financing at attractive terms.

Sources: Capital IQ, Wall Street Research





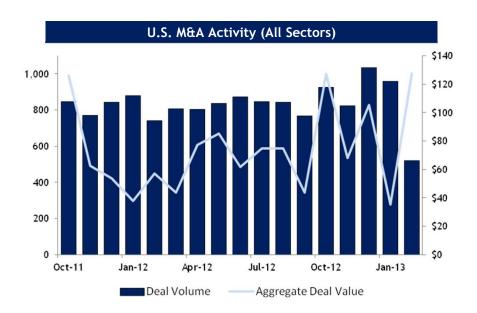
## 2012 HEALTHCARE M&A REVIEW

Healthcare M&A activity was strong in 2012, accounting for the second highest volume year in the last decade. With the 2012 presidential election, plus all the uncertainty surrounding the fiscal cliff and the federal debt limit, one could have expected the overall healthcare M&A market to be slower than usual. However, 2012 displayed mixed results, with M&A spend down but transaction volume up.

The dollar value of publicly announced M&A transactions across all of health care dropped from \$231 billion in 2011 to \$143 billion in 2012. However, 2012 health care transaction volume was very active with 1,250 closed deals.

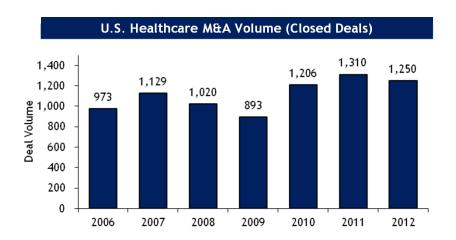
The leading healthcare sector in terms of M&A activity in 2012 was healthcare services with 614 transactions, or over half of announced transactions. Within healthcare services, the long-term care segment was most active with 188 transactions, or approximately 1/3 of announced transactions within the healthcare services sector. Life sciences (biotechnology, medical devices and diagnostics) had the highest dollar volume of transactions with \$87 billion (almost 2/3 of deal volume), with the medical device segment being the most active contributor.





## 2013 HEALTHCARE M&A OUTLOOK

We are expecting an active M&A market in 2013. The reforms under the Affordable Care Act (ACA) are moving forward with greater risk being shifted to providers, as value-based reimbursement models dictate risk-sharing with incentives geared toward achieving better outcomes at lower cost. Also, the ACA will begin to expand insurance coverage to an estimated 34 million more people in 2014. The healthcare M&A market will benefit from increased investment in healthcare information technology (HCIT), requirements for more efficient delivery of quality care, continued reduction in reimbursement rates, and continuing economic pressures.

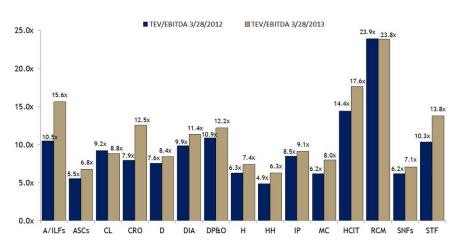


Sources: Capital IQ, FactSet: MergerStat Review, Wall Street Research, WhiteHouse.gov



## Public Company Multiples - Healthcare Services / HCIT



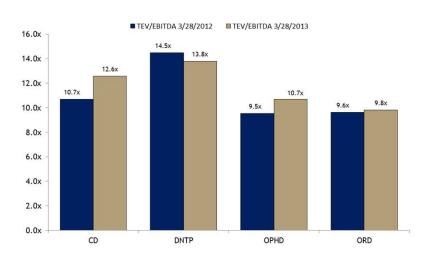


## **HEALTHCARE IT (HCIT)**

Technology continues to play an important role as it allows for closer tracking of medical results and services provided. Providers are beginning to share information seamlessly across care platforms as patients move from home to a hospital to a post-acute facility and back to home. Hospitals and physician practices are working to comply with government mandated Meaningful Use requirements for electronic health records. The industry is rapidly moving toward integrated HCIT platforms that connect clinical and financial systems, with data analytics becoming an important area of focus to improve population health and quality of care. The market for HCIT M&A will remain active with strong interest from both strategic and financial buyers.

## Public Company Multiples - Selected Medical Products / Devices





### OVERALL HEALTHCARE OUTLOOK

Both Federal and State governments continue to face difficult challenges and are now in a cycle of spending cuts. The Affordable Care Act, among other issues, aims to cover the majority of the current uninsured population as well as other measures to streamline and lower the ever expanding cost of healthcare. Moreover, the sequestration cuts that hit earlier this year will have an additional financial impact.

Sources: Capital IQ, Wall Street Research



1Q 2013 U.S. Healthcare Transactions							
Closed			Enterprise	TEV /	TEV /		
Date	Target	Buyer	Value (TEV)	Revenue	EBITDA	Sector	
Pending	Infirmary Hospice Care, Inc.	LCH Group, Inc.	-	-	-	HC Services	
Pending	Solari Hospice Care, LLC	VITAS Healthcare Corporation	-	-	-	<b>HC Services</b>	
Pending	SARcode Bioscience, Inc.	Shire plc	\$160.0	-	-	Biotech	
Pending	Obagi Medical Products, Inc.	Valeant Pharmaceuticals International	\$323.5	2.5x	13.9x	Pharma	
Pending	Palomar Medical Technologies Inc.	Cynosure, Inc.	\$208.9	2.4x	32.7x	HC Equip.	
Pending	Althea Technologies, Inc.	Ajinomoto Co., Inc.	\$175.0	3.3x	-	Pharma	
Pending	Baxano, Inc.	TranS1, Inc.	\$23.6	2.5x	-	HC Equip.	
Pending	Assisted Living Concepts Inc.	TPG Capital, L.P.	\$449.4	2.0x	11.3x	HC Services	
Pending	Cylex, Inc.	ViraCor Laboratories, L.L.C.	\$13.5	-	-	Life Sciences	
Pending	Lotus Tissue Repair, Inc.	Shire plc	-	-	-	Biotech	
03/19/2013	Atlantis Healthcare Group Puerto Rico, Inc.	ICV Partners	-	-	-	HC Services	
03/14/2013	Complete Genomics, Inc.	BGI	\$90.2	2.5x	-	Life Sciences	
03/12/2013	Flexible Stenting Solutions, Inc.	Cordis Corporation	-	-	-	HC Equip.	
03/04/2013	Proventiv Therapeutics, L.L.C.	Opko Health, Inc.	\$299.0	-	-	Pharma	
03/01/2013	BioMimetic Therapeutics Inc.	Wright Medical Group Inc.	\$332.7	-	-	Biotech	
03/01/2013	Qualicaps Co., Ltd.	Mitsubishi Chemical Holdings Corp.	\$658.1	-	-	Pharma	
02/28/2013	Addus HealthCare, Inc., Home Health Business	LHC Group, Inc.	\$20.0	-	-	HC Services	
02/28/2013	MAP Pharmaceuticals, Inc.	Allergan Inc.	\$845.0	10.6x	-	Pharma	
02/27/2013	100Plus	Practice Fusion, Inc.	-	-	-	HCIT	
02/26/2013	Sound Surgical Technologies LLC	Solta Medical, Inc.	\$39.9	1.7x	19.9x	HC Equip.	
02/22/2013	PSS World Medical Inc.	McKesson Corporation	\$1,819.0	1.0x	11.8x	Distributors	
02/21/2013	Verinata Health, Inc.	Illumina Inc.	\$450.0	-	-	HC Equip.	
02/21/2013	Longhorn Health Solutions Inc.	Satori Capital, L.L.C.	-	-	-	Distributors	
02/15/2013	King Systems Corporation	Ambu A/S	\$170.0	1.2x	-	HC Equip.	
02/12/2013	Mediq NV	Advent International Corporation	\$1,242.5	0.3x	6.8x	Distributors	
02/01/2013	HomeChoice Partners, Inc.	BioScrip Inc.	\$90.0	1.3x	-	HC Services	
02/01/2013	Grass Technologies Corporation	Natus Medical Inc.	\$18.6	1.0x	-	HC Equip.	
01/31/2013	Equinox Healthcare, Inc.	AxelaCare Health Solutions, LLC.	-	-	-	HC Services	
01/31/2013	Young Innovations Inc.	Linden LLC	\$305.4	2.7x	9.8x	HC Equip.	
01/30/2013	BioClinica, Inc.	JLL Partners	\$104.9	1.3x	10.2x	HC Services	
01/30/2013	CoreLab Partners, Inc.	JLL Partners	-	-	-	HC Services	
01/18/2013	Molecular Insight Pharmaceuticals, Inc.	Progenics Pharmaceuticals, Inc.	\$105.9	-	-	Biotech	
01/17/2013	Callisto Pharmaceuticals, Inc.	Synergy Pharmaceuticals, Inc.	\$132.5	-	-	Biotech	
01/15/2013	NDS Surgical Imaging, LLC	GSI Group Inc.	\$82.5	-	-	HC Equip.	
01/10/2013	Diamondback Drugs, LLC	Sheridan Legacy Group	-	-	-	Drug Retail	
01/09/2013	Sunrise Senior Living Inc.	Health Care REIT, Inc.	\$1,413.9	1.1x	10.4x	<b>HC</b> Services	
01/08/2013	Dermatology Associates of Tyler	Candescent Partners, LLC	-	-	-	HC Services	
01/07/2013	Epocrates, Inc.	Athenahealth, Inc.	\$216.2	2.0x	38.2x	HCIT	
01/07/2013	TractManager, Inc.	Arsenal Capital Partners	-	-	-	HCIT	
01/07/2013	Pacific Interpreters, Inc.	LL Services, Inc.	-	-	-	<b>HC</b> Services	
01/04/2013	Seacoast Eye Associates Inc.	Koch Eye Associates, Inc.	-	-	-	HC Services	
01/04/2013	CareAnyware, Inc.	Brightree, LLC	-	-	-	HCIT	
01/04/2013	Corin Group plc	Hunt Capital S.A.	\$54.5	0.7x	4.8x	HC Equip.	
01/03/2013	GetWellNetwork, Inc.	Welsh, Carson, Anderson & Stowe	-	-	-	HCIT	
01/03/2013	ATG Rehab Inc.	United Seating & Mobility, LLC	-	-	-	HC Equip.	
01/02/2013	National Seating & Mobility, Inc.	Wellspring Capital Management LLC	-	-	-	HC Equip.	
01/02/2013	Lakeview Health Systems, LLC	Trinity Hunt Partners	-	-	-	HC Services	

Source: Capital IQ

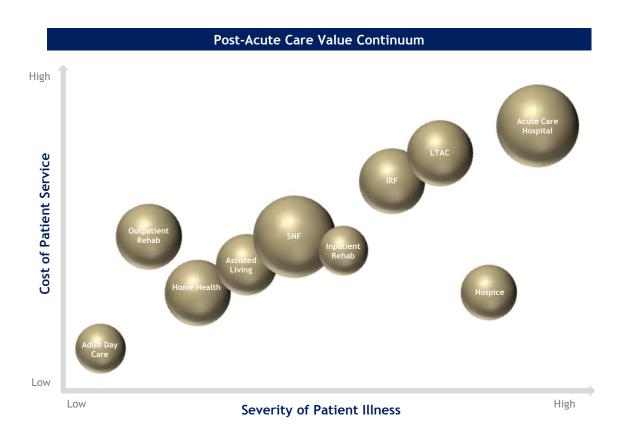


# **SECTOR FOCUS: POST-ACUTE CARE**

## **POST-ACUTE CARE UPDATE**

The post-acute care industry has been a perpetual target for reimbursement cuts and Medpac continues to recommend reductions. The post-acute care value continuum represents the drive to move patients down the post-acute chain from costly hospital stays to more cost-efficient care in outpatient facilities and the home environment. Increased value is being assigned to those companies that can provide solutions to managing the cost of the 25% of the population that makes up 83% of total healthcare expenditures.

We are seeing robust M&A interest from a variety of types of strategic players looking to acquire entities throughout the post-acute spectrum. No longer are SNFs just being acquired by SNFs and home health agencies being solely acquired by other home health agencies. Now the interested parties have expanded to hospitals and health systems trying to increase their market share and delivery system, as well as SNFs acquiring ancillary operations to diversify and attempt to minimize reimbursement risk. Also, selected REITs and other real estate players have shown an increased appetite for not just owning the real estate but also in owning and managing the operating entities themselves.



Sources: Wall Street Research, MedPAC



# **Skilled Nursing**

## SKILLED NURSING UPDATE

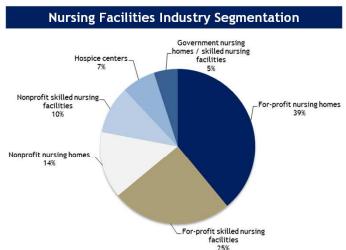
Nursing care facilities represent an approximate \$100 billion revenue sector with over 40,000 nursing facilities in the United States. Medicare and Medicaid reimbursements make up 76% of nursing care facility revenues, with Medicaid accounting for 49% and Medicare for 27%.

It is most advantageous for SNFs to operate in a state with a favorable Certificate of Need (CON) program, which are aimed at restraining the number of new facilities and coordinating planning of new services and construction. SNFs in states that do not have CON programs, such as Colorado and Texas, are typically valued at lower multiples due to the lower barriers of entry.

MedPAC, CMS, Congress and other regulatory bodies have all proposed various means of cost-containment within the SNF sector, from bundling of services to payment based on patient outcome (rather than cost and/or patient condition) to incentivizing clinically complex (and more costly to treat) patients over rehabilitation patients. As the economy recovers, state governments have been subjected to far greater funding shortfalls than the Federal government. As states seek to balance budgets (without the ability to run a deficit), Medicaid budgets should continue to face substantial pressure going forward.

Taking all these issues into consideration, the M&A landscape remains highly competitive. Strategic SNFs and selected private equity players continue to seek opportunities to acquire both well-performing and struggling long-term care facilities but acquisition prices remain highly competitive, particularly for portfolio deals. However, prices for single or small groups of underperforming facilities still show room for opportunistic growth.



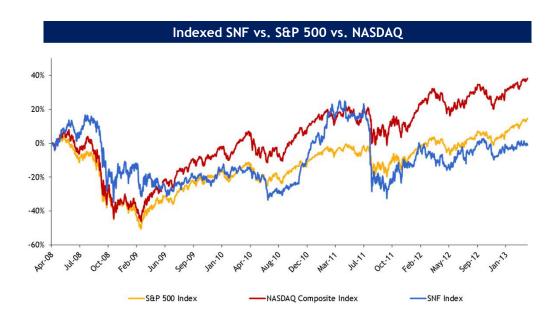


Sources: Wall Street Research, IBIS World, CMS, MedPAC, American Health Care Association



# **Skilled Nursing**

SN	IF Compa	rable Compa	ny Valuatio	าร		
(\$ in millions)	Market		Adj.	TEV/	TEV/	Adj. TEV/
Company Name	Сар	TEV	TEV	Revenue	EBITDA	EBITDAR
Kindred Healthcare Inc.	\$561	\$2,122	\$5,541	0.3x	4.9x	6.4x
The Ensign Group, Inc.	\$727	\$893	\$1,003	1.1x	7.3x	7.4x
National Healthcare Corp.	\$646	\$653	\$968	0.9x	6.8x	7.1x
Skilled Healthcare Group, Inc.	\$258	\$705	\$853	0.8x	7.1x	7.3x
Diversicare Healthcare Services Inc.	\$30	\$62	\$253	0.2x	7.3x	7.8x
AdCare Health Systems Inc.	\$59	\$227	\$227	1.1x	12.4x	NA
Mean	\$380	\$777	\$1,474	0.7x	7.6x	7.2x
Median	\$409	\$679	\$910	0.8x	7.2x	7.3x
High	\$727	\$2,122	\$5,541	1.1x	12.4x	7.8x
Low	\$30	\$62	\$227	0.2x	4.9x	6.4x





# **Senior Living**

## SENIOR LIVING (ALFs, ILFs & CCRCs) UPDATE

The senior living industry includes assisted living facilities (ALFs), independent living facilities (ILFs) and continuing care retirement communities (CCRCs). Favorable demographic trends from an aging population, with baby boomers leading the way, will support future demand for senior housing. According to Census data, the number of individuals 65 or over was 40 million in 2010. The number of Americans over 65 is expected to rise by 77.6% by 2030, while overall population growth will be just 17.7%. That will result in those over 65 years old increasing as a percentage of population from 13.0% in 2010 to 19.7% in 2030.

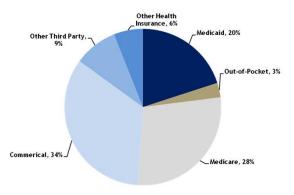
Senior living occupancy is strong; however, in the longer term, seniors could have a more limited ability to enter senior housing. Senior housing (and especially independent living) is increasingly becoming a luxury good given lower savings from a stagnant economy and weak interest rates.

The senior housing market in the United States is highly fragmented, and consolidation and transaction opportunities should continue given the favorable financing environment.



# Other Third Party, 6% Commerical, 10% Medicare, 24% Out-of-Pocket, 27% \$155 Billion in 2012

## **Hospital Payments by Source**



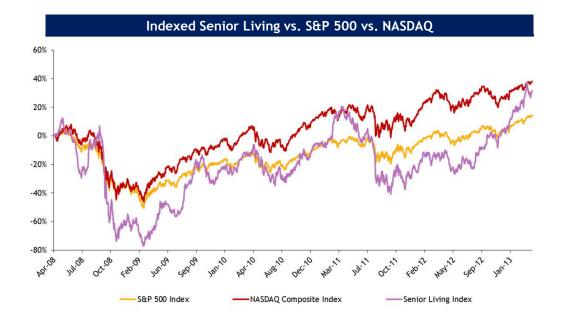
\$885 Billion in 2012

Sources: Wall Street Research, CMS, U.S. Census Bureau, American Association of Homes and Services for the Aging



# **Senior Living**

ALFs/ILFs Comparable Company Valuations							
(\$ in millions)		Market		Adj.	TEV/	TEV/	Adj. TEV/
Company Name		Cap	TEV	TEV	Revenue	EBITDA	EBITDAR
Brookdale Senior Living Inc.		\$3,422	\$6,034	\$8,306	2.5x	16.1x	12.6x
Emeritus Corp.		\$1,278	\$5,246	\$6,264	3.8x	20.8x	16.5x
Five Star Quality Care Inc.		\$323	\$352	\$1,966	2.0x	11.0x	10.3x
Capital Senior Living Corp.		\$725	\$1,111	\$1,585	3.6x	22.3x	14.5x
Assisted Living Concepts Inc.		\$276	\$446	\$553	2.0x	11.0x	10.3x
	Mean	\$1,205	\$2,638	\$3,735	2.8x	16.2x	12.8x
	Median	\$725	\$1,111	\$1,966	2.5x	16.1x	12.6x
	High	\$3,422	\$6,034	\$8,306	3.8x	22.3x	16.5x
	Low	\$276	\$352	\$553	2.0x	11.0x	10.3x



Source: Capital IQ



## Rehabilitation

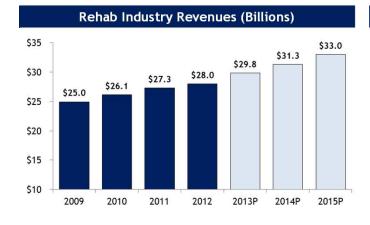
## **REHABILITATION UPDATE**

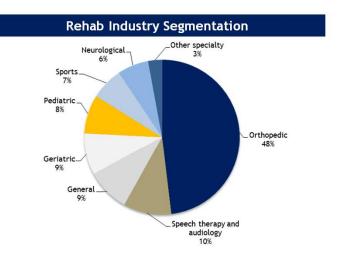
The rehabilitation industry is highly fragmented, with around 30,000 establishments accounting for approximately \$28 billion in annual U.S. sales. The industry is segmented into three primary classifications, physical therapy, occupational therapy and speech language pathology. Physical therapy is the diagnosis and treatment of physical impairments, functional limitations, disabilities or changes in physical function and health status. Occupational Therapy deals with the treatment to improve or restore impaired functions caused by illness or injury. Speech Language Pathology is the diagnosis and treatment of speech and language disorders. The aging of the baby boomer generation is expected to increase demand for physical therapy and short-term post-acute rehabilitation treatments over the next twenty years.

Inpatient rehabilitation facilities cover patients who need intensive rehabilitation after an illness, injury or surgical procedure and are typically housed in hospital-based units. Medicare accounts for about 60% of total cases.

Outpatient therapy services are designed to help the patient improve physical function while preventing any issues in the future. These services can be carried out in many settings such as physician offices, nursing homes, outpatient rehab units and even in the home.

Medicare reimbursement for outpatient physical therapy services is expected to be reduced in 2013 through measures enacted in the recent fiscal cliff bill. This incremental rate reduction should increase financial and operating pressures on smaller, less-efficient outpatient PT providers and help accelerate sector consolidation.



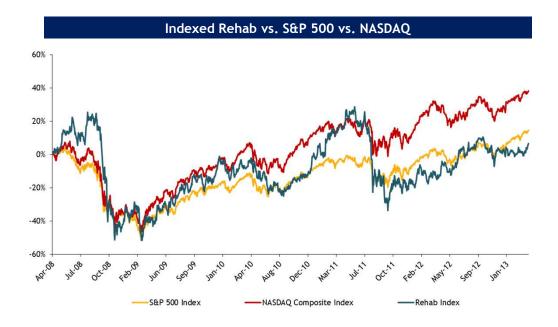


Sources: Wall Street Research, IBIS World



# Rehabilitation

Rehabilitation Comparable Company Valuations						
(\$ in millions)	Market		Adj.	TEV/	TEV/	Adj. TEV/
Company Name	Cap	TEV	TEV	Revenue	EBITDA	EBITDAR
Kindred Healthcare Inc.	\$561	\$2,122	\$5,541	0.3x	4.9x	6.4x
HEALTHSOUTH Corp.	\$2,542	\$4,117	\$4,610	1.9x	8.3x	8.2x
Select Medical Holdings Corporation	\$1,262	\$2,749	\$4,096	0.9x	6.9x	7.2x
US Physical Therapy Inc.	\$324	\$348	\$514	1.4x	8.0x	8.0x
Mean	\$1,172	\$2,334	\$3,690	1.1x	7.0x	7.5x
Median	\$912	\$2,436	\$4,353	1.2x	7.5x	7.6x
High	\$2,542	\$4,117	\$5,541	1.9x	8.3x	8.2x
Low	\$324	\$348	\$514	0.3x	4.9x	6.4x



Source: Capital IQ

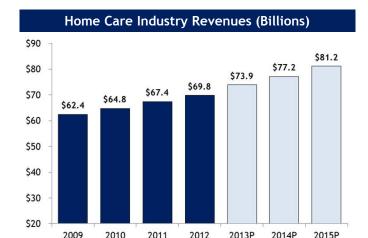


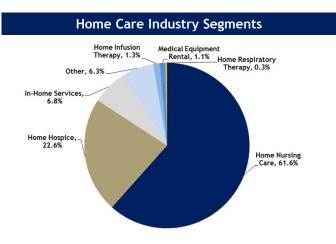
## Home Healthcare

### HOME HEALTHCARE UPDATE

The home health industry focuses on providing medical and nonmedical services to patients in the home. This market, as a whole, is largely driven by patients ages 65 and older, who contribute 70-75% of the \$70 billion revenue in the market. Growth is expected in this industry as the number of people over age 65 is projected to increase from approximately 40 million in 2010 to 88.5 million in 2050. The number of people over age 65 with impairments or limitations is estimated to increase as well from approximately 14 million today to more than 28 million in 2030. As much as 82% of mid-life or older Americans prefer not to move from home if they need help caring for themselves. As the U.S. senior citizen population increases, there will be greater demand for non-medical in-home services, as well as skilled nursing and rehabilitative services. Regulatory scrutiny on hospital readmittance will lead to increased demand for lower cost alternatives, including home health.

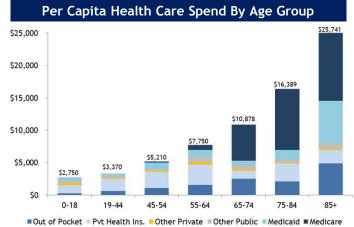
Home healthcare provides an attractive, lower cost option for post-acute services. Approximately 15% of those discharged from a hospital enter a home healthcare environment. This is the most common setting for those released from another post-acute care setting, including those that previously enrolled in a facility-based provider. Only 2% of home care patients are discharged to another post-acute care provider.







Population By Age Group (Millions)



Sources: IBIS World, U.S. Census Bureau, American Assoc of Homes and Services for the Aging, Health Dimensions Group, The Future of Disability of America



## Home Healthcare

The home health sector is a highly fragmented industry, consisting of mostly small private companies. Industry participants primarily compete based on the availability of personnel, quality and value of service, and expertise of staff. Home health operators have expanded service offerings along the post-acute care continuum by adding service offerings to allow for additional growth and synergy opportunities, including hospice care, long-term acute care, medical supplies and personal care services. The four largest publicly-traded home health providers (Gentiva, Amedisys, LHC Group and Almost Family) account for just over 10% of the market.

To keep pace with the expected increase in the aging population, the number of Medicare certified home health agencies has increased significantly from approximately 7,000 in 2002 to approximately 12,000 in 2011. Approximately 60% of home health agencies are freestanding for-profit locations. There are also a number of hospital-based home health agencies, which account for approximately 12% of the industry, while not-for-profit home health agencies accounted for 11% of home health agencies.

Medicare is the largest payor for home health services, and is projected to continue to be the leading payor, given the current aging population. Medicaid is the second largest payor representing 24% of home health expenditures. Recently, developing home and community-based service alternatives to institutional care has been a priority for Medicaid programs due to the consumer demands and cost benefits. Commercial Payor Contracts are the other major payors for home health services. Commercial contracts are similar to Medicare and Medicaid payment methods as the providers negotiate discounted fee structures or fixed amounts for services, rather than paying a billed amount.

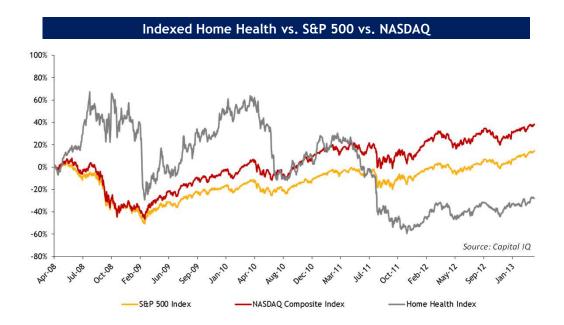
There have been a number of recent regulatory changes that significantly impact the home health industry. In 2011, Medicare implemented a new face-to-face encounter requirement as mandated by the Affordable Care Act. The law states that a physician must document that he/she had a face-to-face visit with a patient, before certifying the patient's eligibility for home health care. There has also been increased scrutiny on hospital readmissions. As a part of the Patient Protection and Affordable Care Act (PPACA), hospitals face a reimbursement penalty for excessive preventable hospital readmissions.

Home Health Comparable Company Valuations						
(\$ in millions)	Market		TEV/	TEV/		
Company Name	Cap	TEV	Revenue	EBITDA		
Gentiva Health Services Inc.	\$334	\$1,064	0.6x	5.8x		
Amedisys Inc.	\$349	\$439	0.3x	4.9x		
LHC Group, Inc.	\$378	\$403	0.6x	6.4x		
Almost Family Inc.	\$191	\$166	0.5x	5.3x		
Addus HomeCare Corporation	\$143	\$157	0.6x	8.9x		
Mean	\$279	\$446	0.5x	6.3x		
Median	\$334	\$403	0.6x	5.8x		
High	\$378	\$1,064	0.6x	8.9x		
Low	\$143	\$157	0.3x	4.9x		

Sources: Capital IQ, CMS, Wall Street Research



## Home Healthcare



Home healthcare providers continue to face downward pressure on reimbursement rates. Regulators cut Medicare reimbursement by 5% in 2011. Sequestration also contains 2% cuts in Medicare payments. The downward pressure on reimbursement rates offer an opportunity for industry consolidation. Efficient providers will be able to afford to offer their services amidst narrow reimbursement rates.

In October of 2012, Medicare began to penalize thousands of hospitals due to excess readmissions. The maximum penalty will increase after this initial year to 2% of regular payments starting in October 2013 and then 3% in 2014. This may have a positive impact on home health providers as hospital systems will look to fully engage home health and hospice providers that can demonstrate the ability to keep patients out of the hospital and avoid the readmission penalty.

Nonmedical in-home services segment makes up approximately \$4.7 billion, or 6.8%, of the industry's \$69.8 billion revenue. Nonmedical services include homemaker, companion, cleaning, cooking and other personal care services. These patients are typically declining in health and mobility, but have not yet been admitted to a long-term care nursing facility.

Another aspect of the home healthcare industry is durable medical equipment ("DME"), which includes instruments and products used for medical purposes and that can withstand repeated usage. The DME market includes home respiratory therapy, home infusions, diabetes supplies, patient positioning, patient mobility, as well as other equipment. In 2010, the DME market reached \$26.0 billion and is expected to grow 6% annually to \$31.0 billion by 2013. The DME market is highly fragmented with more than 100,000 players.

Providers can consolidate the marketplace through acquisitions, achieving synergies and offering a more comprehensive scope of home health services.

Sources: American Healthcare Association, Stanford Center on Longevity, MedPAC, Congressional Budget Office baseline reports, and MarketResearch.com



# **Dresner Partners Healthcare Group**

Dresner Partners has been a leader in healthcare middle market investment banking for over 20 years. Dresner professionals have completed over 100 healthcare transactions in a broad spectrum of subsectors ranging in size from \$10 million to over \$1 billion. We specialize in merger and acquisition advisory, institutional private placements of debt and equity, financial restructuring and corporate turnaround, valuation/fairness opinions and strategic consulting. Dresner Partners is a member of the International M&A Partners (IMAP), an exclusive global organization of leading merger and acquisition advisory firms. The IMAP network includes 40 firms in 37 countries around the world, represented by more than 400 professionals. We provide investment banking expertise to institutions, corporations and business owners around the world.



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