



FY 2025

TRANSLINK
CORPORATE FINANCE™

**M&A HEALTHCARE
INSIGHTS REPORT**

2025 Review and 2026 Outlook

March 2026

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ABOUT THE REPORT



HEALTHCARE IS ONE OF THE MOST ACTIVE SECTORS IN TERMS OF M&A ACTIVITY

The Translink CF Healthcare Industry Group covers the four following segments:

- i. Biotechnologies
- ii. Pharmaceuticals
- iii. Medical Facilities
- iv. Medical Equipment, Consumables and Services

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01

M&A HEALTHCARE

INTRODUCTION

M&A OVERVIEW IN THE HEALTHCARE SECTOR IN 2025

Total healthcare transactions in 2025 were in line with 2024 levels as well-capitalised healthcare companies, alongside Private Equity (PE) and Venture Capital (VC) investors, continued to drive M&A activity.

Pharmaceuticals & Biotechnology

Acquisition activity remained high, reflecting the continued shift toward outsourced innovation models. More than half of transactions in this sub-sector involved PE or VC investors.

Medical Facilities

Consolidation continued throughout 2025, driven by strong interest in outpatient and tech-enabled care models. Industrial buyers led overall M&A activity, while private equity participation was notably higher in the US compared to Europe.

Medical Equipment, Consumables and Services

M&A activity remained strong, particularly in medical devices, AI solutions, and service providers. PE and VC investors accounted for at least one-third of transactions in this segment.

4,242

deals in Healthcare for FY'25
(+2% YoY)

795

deals in Biotechnology
for FY'25
(-11% YoY)

660

deals in Pharmaceuticals
for FY'25
(+3% YoY)

1,399

deals in Medical
Facilities for FY'25
(+4% YoY)

1,388

deals in Medical
Equipment for FY'25
(+9% YoY)

SEGMENTING THE HEALTHCARE INDUSTRY



Biotechnology

- Biotechnology companies are focused on development, manufacturing, sales and distribution of **biologics products** (therapeutics based on large molecules).
- Biologics rely on **genetic engineering, living cell systems, and highly controlled bioprocessing** and analytical technologies to produce complex therapeutic molecules.



Pharmaceuticals

- Pharmaceutical companies are focused on development, manufacturing, sales and distribution of **pharmaceutical products** (therapeutics based on small molecules).



Medical Facilities

- **Inpatient healthcare facilities:** hospitals, residential nursing homes, assisted living facilities, detox facilities, etc.
- **Outpatient healthcare services:** home care nursing, dental services, speech therapy etc.



Medical Equipment, Consumables and Services

- **Medical devices and equipment** including assistive and corrective products (e.g., implants, hearing aids)
- **Consumables and disposables** for the healthcare sector
- **Diagnostic & monitoring** suppliers for patient monitoring
- **Service** providers into healthcare companies
- **Software** solutions **Digital Health** and **AI** technology



02

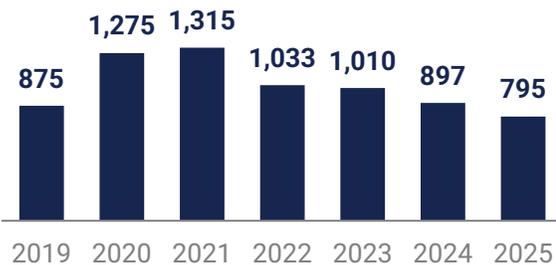
M&A HEALTHCARE
FY'25 HEALTHCARE
REVIEW

M&A ACTIVITY IN THE HEALTHCARE SECTOR IN 2025



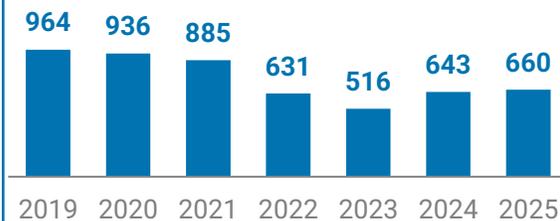
Biotechnology

of transactions (2019 – 2025)



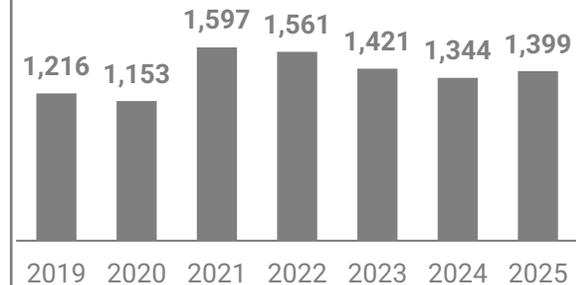
Pharmaceuticals

of transactions (2019 – 2025)



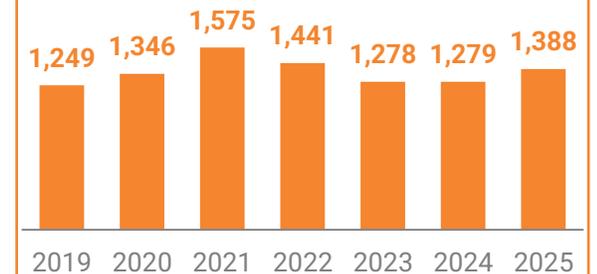
Medical Facilities

of transactions (2019 – 2025)



Medical Equipment, Consumables and Services

of transactions (2019 – 2025)



The total number of healthcare transactions in 2025 remained at a similar level to the year before, although there have been some notable trends within each sub-sector. **Biotechnology** and **Pharmaceutical** companies accounted for 35% of the total transactions, driven by the outsourced innovation model where smaller biotech companies perform the initial development, while large pharmaceuticals compete to acquire promising assets. Consolidation of **Medical Facilities** continues at pace given the care complexity, capacity shortages and the benefits of economies of scale. Finally, there is significant M&A activity within **Medical Devices, Artificial Intelligence** and general service providers.

1) Several companies have both biologics and pharmaceutical products in their portfolio. We therefore prefer to look at the overall trend across both product groups: 1,455 transaction in 2025 versus 1,540 in 2024

Sources: Translink CF Intelligence, MergerMarket

KEY TRENDS SHAPING THE INDUSTRY IN FY'25



ACCUMULATED FIREPOWER

Well-capitalised healthcare players, PE and VC sponsors continue to drive M&A, despite macroeconomic uncertainty, but fueled by portfolio optimisation, innovation, and scale benefits.



AGING POPULATION

Aging demographics and talent shortages are creating sustained demand, providing **growth in care services, medical equipment, and digital health.** Government budget pressure accelerates adoption of cost-effective solutions.



ARTIFICIAL INTELLIGENCE

Significant M&A interest in AI companies given the rapid adoption of AI across healthcare value chains, driving efficiency, improved diagnostics, patient engagement, and accelerated drug development.



CUTTING EDGE TECHNOLOGY

Healthcare innovation remains robust, led by biologics (cell and gene therapies, mRNA, personalised medicine), surgical robotics, and advanced medical devices. Biosimilars are becoming mainstream, improving access and affordability.



GEOPOLITICAL AND POLICY CHANGES

The geopolitical climate has brought higher levels of uncertainty, impacting global trade, however this has also created new growth opportunities with regional incentive programmes.

WHAT TO EXPECT FOR FY'26?

Biotechnologies



Biopharma companies hold substantial capital reserves that are directed towards breakthrough technologies and advanced R&D capabilities. Rapid growth of personalised gene and cell-based therapies, driven by advancements in gene editing.

Pharmaceuticals



The Pharmaceutical industry is expected to sustain high M&A activity as outsourced innovation accelerates. Private Equity continues consolidating CDMOs and CROs, and governments introduce regional incentive programmes that boost supply-chain resilience and encourage the repatriation of critical manufacturing.

We expect 2026 to show a resurgence in healthcare M&A driven by Venture Capital, Private Equity and large corporates pursuing innovation, scale and portfolio optimisation

Medical Facilities



With constrained public budgets, an aging demographic, and limited clinical staffing, healthcare systems are accelerating consolidation while shifting towards outpatient, tech-enabled, and AI-driven care models where possible. Continued consolidation by specialised clinic chains.

Medical Equipment, Consumables and Services



More selective deals, with a focus on high-quality and tech-enabled assets, offering clear synergies, scalability and digital enablement. Strategic acquirers with strong balance sheets will continue to dominate deal volumes.



03

M&A HEALTHCARE
VALUATION
REFERENCES

DEEP DIVE INTO BIOTECHNOLOGY

Biotechnology

Pharmaceuticals

Medical facilities

Medical Equipment, Consumables and Services

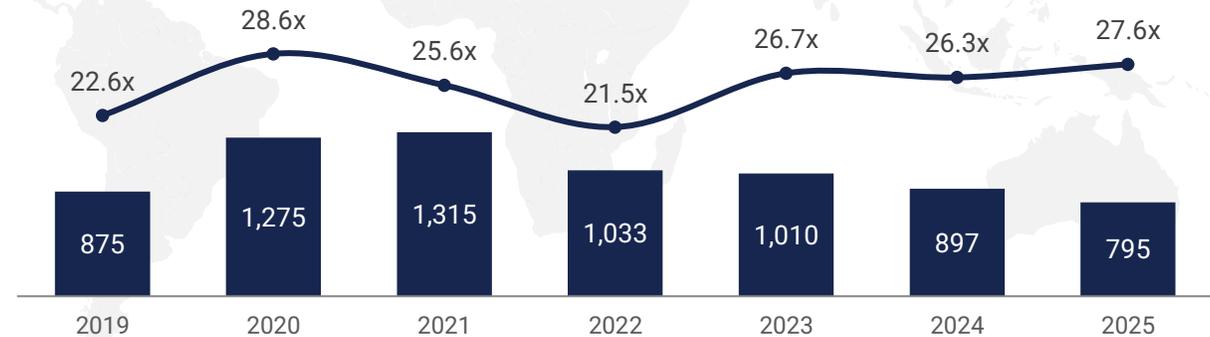
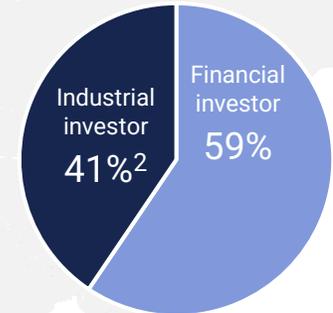
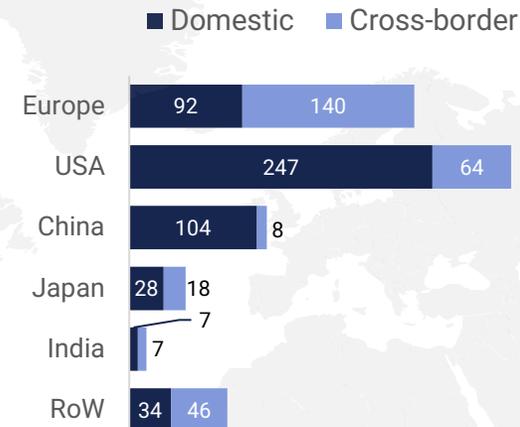
KEY DRIVERS

- **De-risking pipelines:** Large pharma increasingly de-risks its R&D pipelines by acquiring or in-licensing biotech assets
- **59% of transactions** had Venture Capital or Private Equity companies in the new investor mix
- **Accelerating competition:** 18 biosimilar¹ approvals in USA in 2025, putting pressure on pipeline renewals for companies exposed to patent expiry
- **PE shaping acquisition strategies:** Private Equity drives consolidation among CROs and CDMOs to add scale and specialised capabilities
- **US-based VC and PE funds** were dominant in terms of number of acquisitions completed in 2025 by financial investors.



795

deals in Biotechnology in FY'25
(-11% YoY)



Average annual EV/EBITDA multiples and deal volumes

1) Biosimilars are biologic medicines developed to be highly similar to an already approved biologic ("reference product")

2) Acquisitions by Industrial investors can include add-on acquisitions done by Industrial companies with Private Equity or Venture capital funds as owners

DEEP DIVE INTO PHARMACEUTICALS

Biotechnology

Pharmaceuticals

Medical facilities

Medical Equipment, Consumables and Services

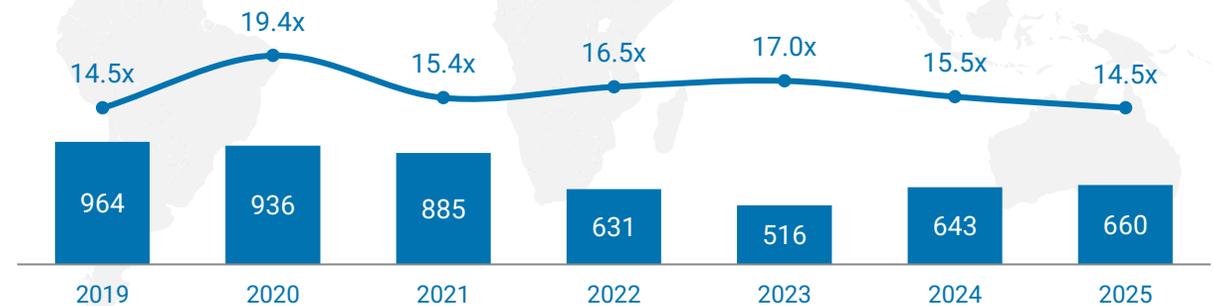
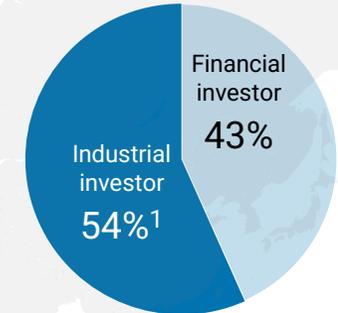
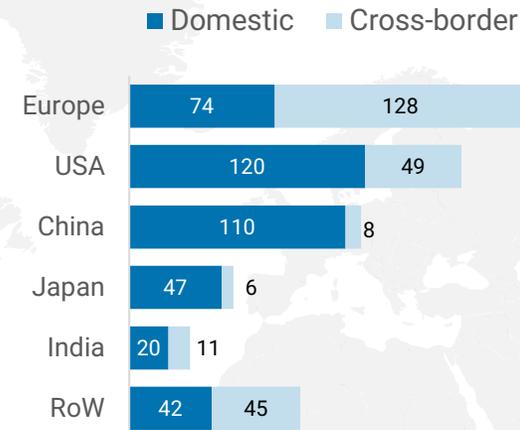
KEY DRIVERS

- **Patent expiry & pipeline renewal:** Targeted acquisitions to replenish product pipelines as generics erode market share
- **Innovation & R&D efficiency:** Acquisition of innovative, clinically validated assets instead of relying solely on internal R&D to reduce development risk and capital intensity
- **Fast-growing markets:** Significant capital being deployed into high growth therapeutic markets (e.g., oncology, metabolic disease & obesity) creating a competitive landscape
- **Capability optimisation & market access:** Strengthen priority capabilities, flexing capacity up or down, and enhancing market access



660

deals in Pharmaceuticals in FY'25
(+3% YoY)



Average annual EV/EBITDA multiples and deal volumes

1) Acquisitions by Industrial investors can include add-on acquisitions done by Industrial companies with Private Equity or Venture capital funds as owners
Sources: Translink CF Intelligence, Mergermarket

DEEP DIVE INTO MEDICAL FACILITIES

Biotechnology

Pharmaceuticals

Medical facilities

Medical Equipment, Consumables and Services

KEY DRIVERS

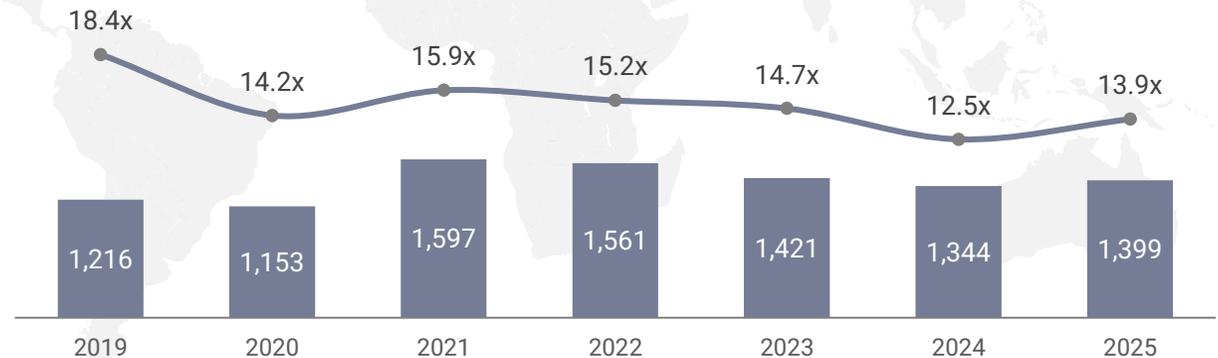
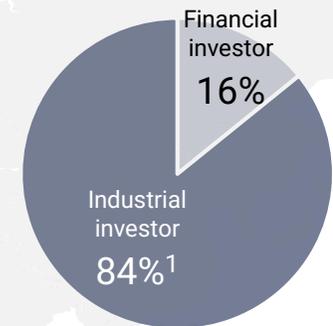
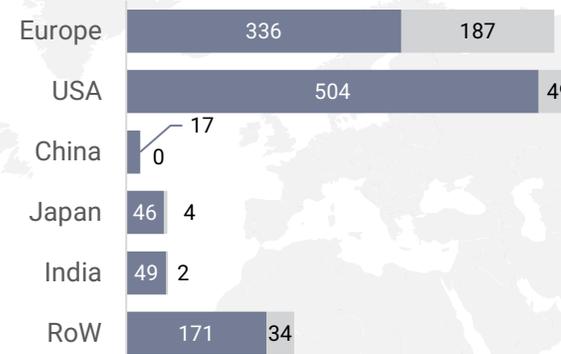
- **Economies of scale:** Maintaining margins has been challenging amidst persistent inflationary pressures. Acquiring market share provides cost synergies and enhanced buying power
- **Expansion and specialised services:** Influx of private equity and growth capital has augmented hospital consolidation, adding scale and specialist healthcare services
- **Pressures to reduce healthcare spend:** Mounting pressure to reduce government healthcare spend and a lack of qualified healthcare personnel has driven more outpatient care, virtual follow-ups and increased technology adoption



1,399

deals in Medical Facilities in FY'25
(+4% YoY)

■ Domestic ■ Cross-border



Average annual EV/EBITDA multiples and deal volumes

1) Acquisitions by Industrial investors can include add-on acquisitions done by Industrial companies with Private Equity or Venture capital funds as owners

Sources: Translink CF Intelligence, Mergermarket

DEEP DIVE INTO MEDICAL EQUIPMENT, CONSUMABLES AND SERVICES

Biotechnology

Pharmaceuticals

Medical facilities

Medical Equipment, Consumables and Services

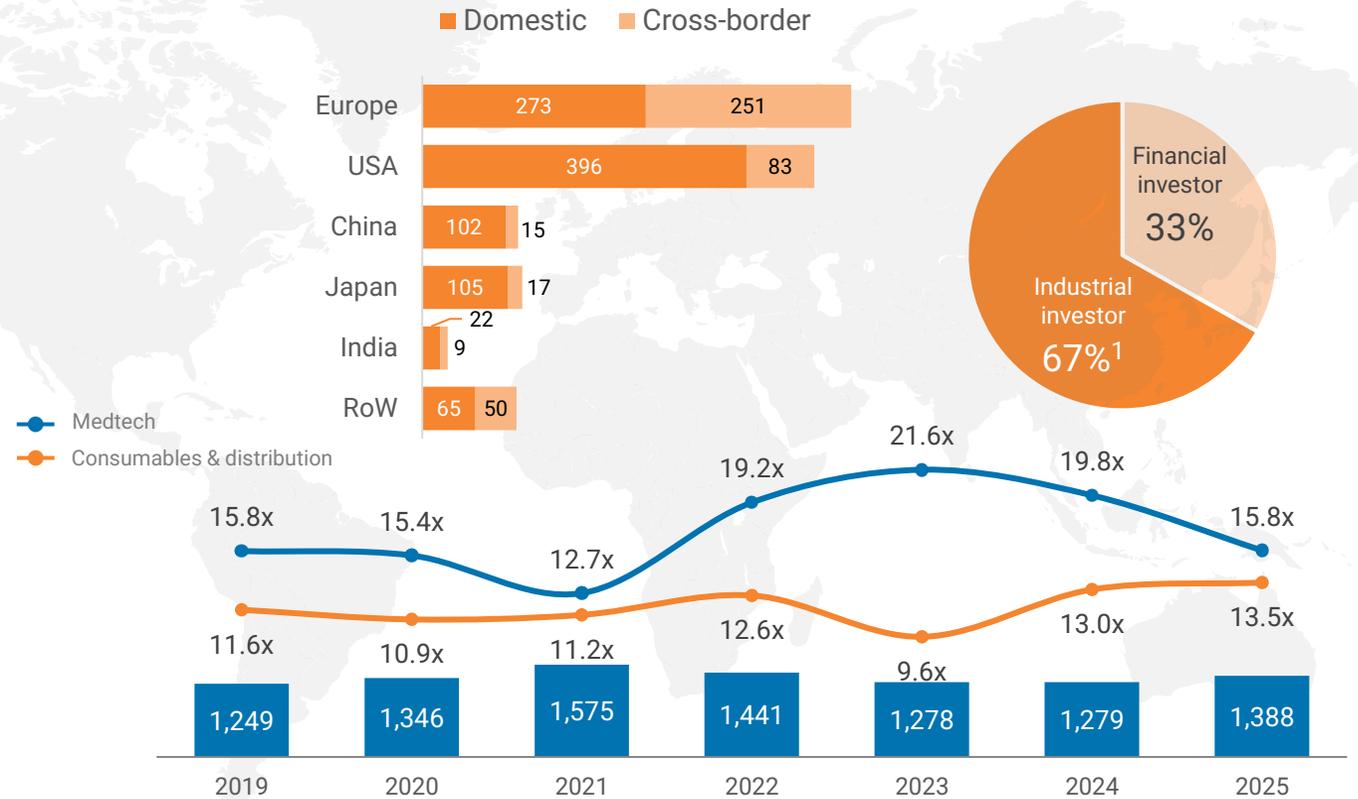
KEY DRIVERS

- **Long-term predictable growth:** Aging populations with more complex healthcare needs attracts investors looking for durable and recession-proof business models
- **Medical device innovation:** Rapid advances in surgical robotics, wearable sensors, and implantable biosensors are expanding minimally invasive care and continuous monitoring
- **Venture Capital and Private Equity** focus on Artificial Intelligence, HealthTech, and tech-enabled service models
- **Most active financial investors** measured in number of new acquisitions had headquarters in **US, China or Japan in 2025**



1,388

deals in Medical Equipment, Consumables and Services in FY'25
(+9% YoY)



1) Acquisitions by Industrial investors can include add-on acquisitions done by Industrial companies with Private Equity or Venture capital funds as owners
Sources: Translink CF Intelligence, Mergermarket



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M&A HEALTHCARE
ABOUT TRANSLINK CF
HEALTHCARE TEAM

Reference Deals

Biotechnology and Pharmaceutical sector deals

| | | | | |
|--|---|---|--|--|
| <p>HEALTHCARE</p> <p>GERMANY ARGENTINA</p> <p>EVONIK POWER TO CREATE</p> <p>acquired</p> <p>NOVACHEM</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> | <p>HEALTHCARE</p> <p>UNITED KINGDOM</p> <p>SYGNATURE DISCOVERY</p> <p>acquired</p> <p>PEAK PROTEINS</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> | <p>HEALTHCARE</p> <p>UNITED KINGDOM</p> <p>SYGNATURE DISCOVERY</p> <p>acquired</p> <p>XenoGesis</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> | <p>HEALTHCARE</p> <p>SPAIN</p> <p>nazca</p> <p>Acquired 85% shares of</p> <p>DIATER</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the buyer</p> | <p>HEALTHCARE</p> <p>UNITED KINGDOM</p> <p>SWEDENCARE</p> <p>acquired</p> <p>CUSTOM VET PRODUCTS</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> |
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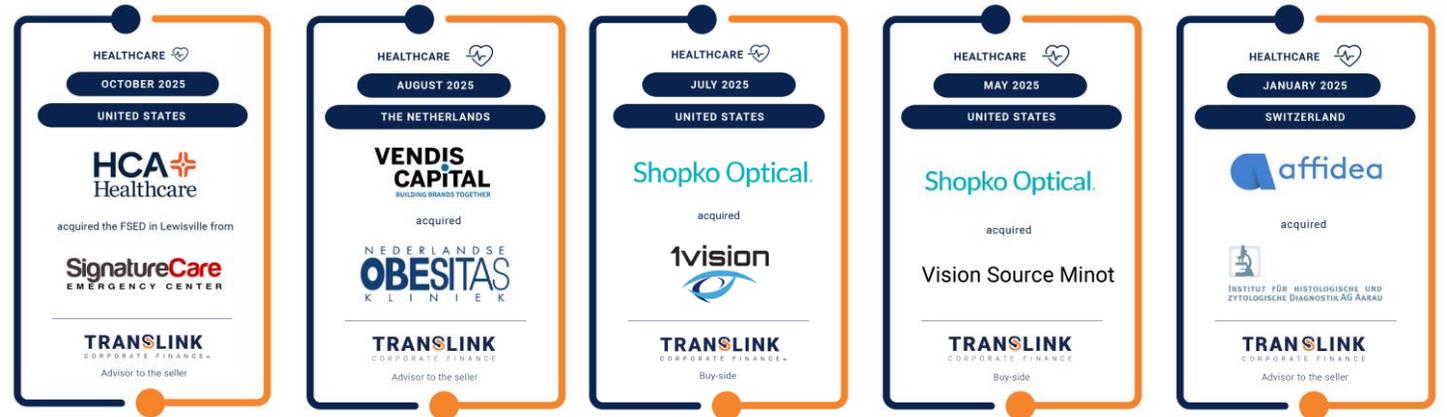
| | | | | |
|--|--|--|---|--|
| <p>HEALTHCARE</p> <p>GERMANY</p> <p>M3, Inc.</p> <p>acquired</p> <p>pharma-insight</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> | <p>HEALTHCARE</p> <p>UNITED KINGDOM</p> <p>CHILTERN CAPITAL</p> <p>acquired</p> <p>Surepharm</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> | <p>HEALTHCARE</p> <p>UNITED STATES</p> <p>KF Ventures</p> <p>invests in</p> <p>HealthLOGIC</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> | <p>HEALTHCARE</p> <p>UNITED STATES</p> <p>DOC Brands Inc.</p> <p>has partnered with</p> <p>OrVance INNOVATION IN ORAL HEALTH</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the buyer</p> | <p>HEALTHCARE</p> <p>FRANCE AUSTRIA</p> <p>UNITHER</p> <p>acquired</p> <p>Carragelose a business unit of</p> <p>Marinomed</p> <p>TRANSLINK CORPORATE FINANCE Advisor to the seller</p> |
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For more information on Translink's expertise in Healthcare, visit:

www.translink.com/industry-sectors/healthcare/

Recent Deals

Medical Facilities sector deals



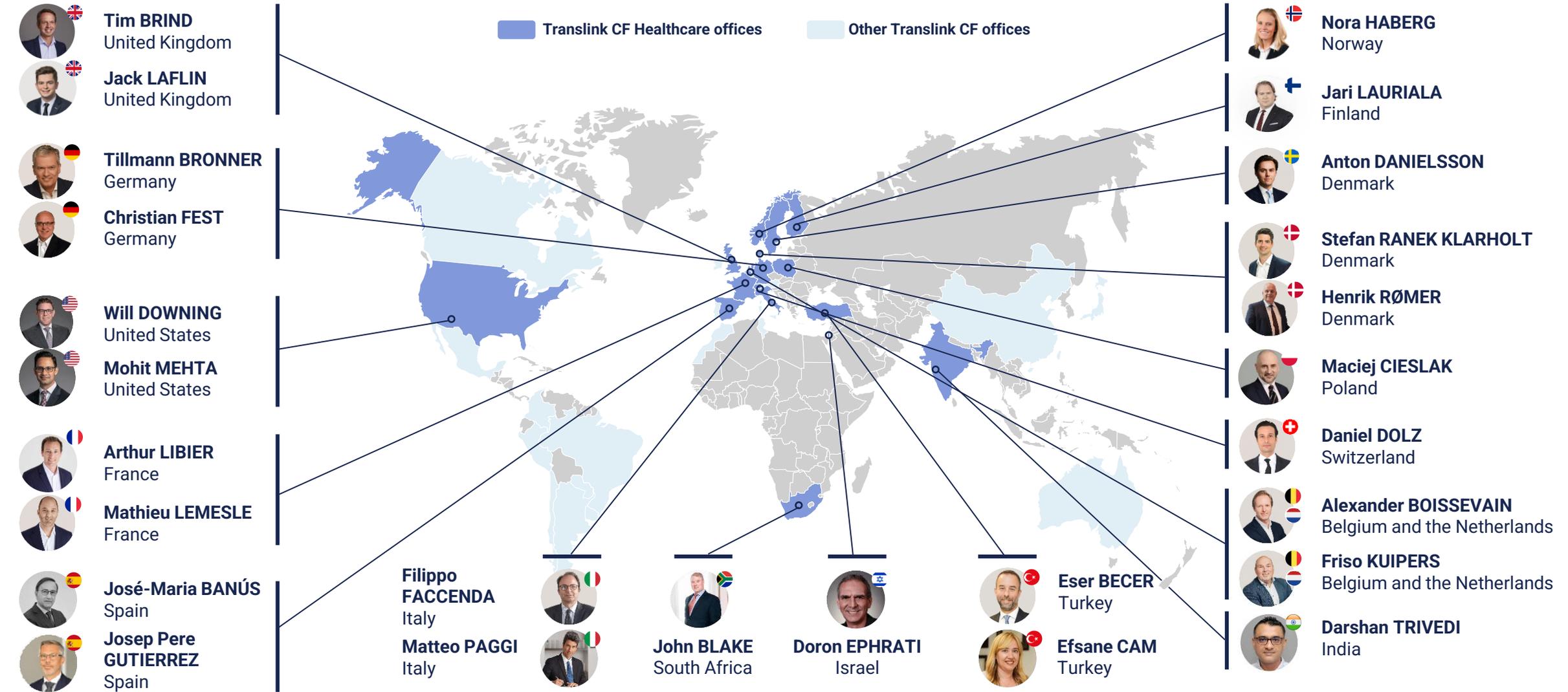
Medical Equipment, Consumable and Services sector deals



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www.translink.com/industry-sectors/healthcare/

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TRANSLINK

C O R P O R A T E F I N A N C E TM

ABOUT

Translink Corporate Finance

Translink Corporate Finance is a world leader in cross-border mid-market M&A advisory services, specialising in transactions ranging from €10m to €250m.

Established in 1972, with over five decades of experience, we get the deal done. We are a trusted global group with over 400 experts worldwide, and a proven track record with long standing clients and deep sector-specific knowledge.

At Translink Corporate Finance, we are easy to approach, and our core ethos revolves around the pursuit of sustainable value creation for our clients– whose best interests always come first.

In some industries, we have pooled our global expertise to form Industry Groups focused on serving our clients with deeper insights into global developments and knowledge on targets and bidders in the respective markets.

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www.translinkcf.com
