

A photograph of a hospital room with medical equipment. In the foreground, there is a large medical monitor with a grid of buttons below it. In the background, a hospital bed is visible with another monitor mounted on a stand. The scene is brightly lit, and the overall color palette is light blue and white.

Pathways to a Successful
“Scale-Up” from a Medtech /
Lifescience Manufacturing
Perspective

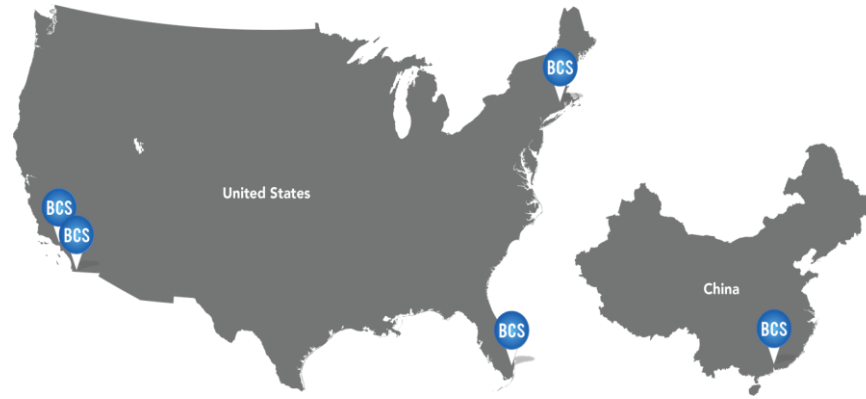
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A photograph of a hospital room with a focus on an ultrasound machine in the foreground. The machine has a large screen and a control panel with many buttons. In the background, a patient is lying in a hospital bed, and other medical equipment is visible. The overall color scheme is light blue and white.

Summary & Experience



- 30+ years in medical device manufacturing across many therapeutic disciplines in USA, Mexico, EU and China
- NIH RADx Steering Panel – COVID19 Rapid acceleration of IVD Point of Care (POC) diagnostic testing in USA
- Co-founded APEC, a medical device injection molder / contract manufacturer in Baldwin Park, CA; sold in 2007 (now Freudenberg Medical)
- Early pioneer in medical LIM/LSR molding and tooling at APEC (late 90's)
- Frequent speaker and contributor for leading medical device and plastics events and publications
- Founder of Bonifacio Consulting Services (BCS) where he leverages global network throughout the medical device manufacturing landscape
- Board Member and Advisor to investors and operators (OEMs and CMs) in the medical manufacturing markets
- BS in Plastics Engineering from U Mass Lowell



What We Do

- Manufacturing Consulting
- M&A Strategy & Due Diligence
- Post Transaction Integration
- Executive Recruitment

What We Deliver

- Deep relationships with OEM's and CM's
- Inside Information on Med Device Industry
- Value Creating Acquisition Advisory, Buy & Sell side
- Strategic Partnerships

Analysis, strategy and above all—execution!





MEDICAL MANUFACTURING FACILITY/OPERATIONS ASSESSMENTS

- Exceptional background in plastics manufacturing including molding & tooling
- Supply Chain and Vendor Analysis
- Competitive/Industry Standard Benchmarking



PROJECT IMPLEMENTATION AND EXECUTION

- Operational and Engineering Project Management
- Implementation at all levels on any project
- Integration of Acquisitions, Reshoring, Offshoring (LCC)



M&A ADVISORY & STRATEGY

- Buy-side, Deal Flow, Acquisition Strategy, Due Diligence
- Strategic Planning



MARKET ANALYSIS & PERSPECTIVES

- CM-OEM Manufacturing Landscape
- Segmentation, CM margins, capability requirements, competitor analysis



EXECUTIVE RECRUITMENT

- CxO & VPs; Sales, Engineering, Program Management, Quality

Scaling 101 – People First

• THE PEOPLE

- The TWO A's – ATTITUDE - APTITUDE
- CULTURE CULTURE.....and of course,
- Execution
- Never underestimate **TRUST**
- Leadership by example “by walking around / talking”
- Partnerships – at all levels - Employees, Suppliers, Advisors
- CHANGE, CHANGE, CHANGE is the only CONSTANT

Scaling 101 – The Journey

• THE BUS

- People get on and off the Bus – IT'S OK
- FOUNDATIONS are KEY, Repairs sometimes needed, Preventative maintenance encouraged
- Groom to Grow, Delegate – ENCOURAGE FAILURE.....ONCE
- KNOW YOUR ROOTS – BUT KNOW WHERE YOU are GOING

- CHANGE, CHANGE, CHANGE is the only CONSTANT

Scaling 101 – The Result / Exit

• THE FINAL STOP

- PLAN for the EXIT ! Priority 1, 2, 3. (Minimum one year)
 - Assuming a stable , growing business.
 - Timing Matters, Know your sectors inflection points, competition
- Value Drivers are KEY – EBITDA, Management team, Pipeline, CAPEX
- BE REALISTIC, DO your Homework
- That's why they call them EXPERTS

THANK YOU

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- **NEVER STOP LEARNING, TRUST EQUALS VELOCITY,
MISTAKES WILL HAPPEN, ADMIT MISTAKES, HAVE FUN**