Heligan CORPORATE FINANCE

September 2025:

Reflecting on July & August UK Healthcare M&A

A look back at key transactions and trends

We see things differently.

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Contents

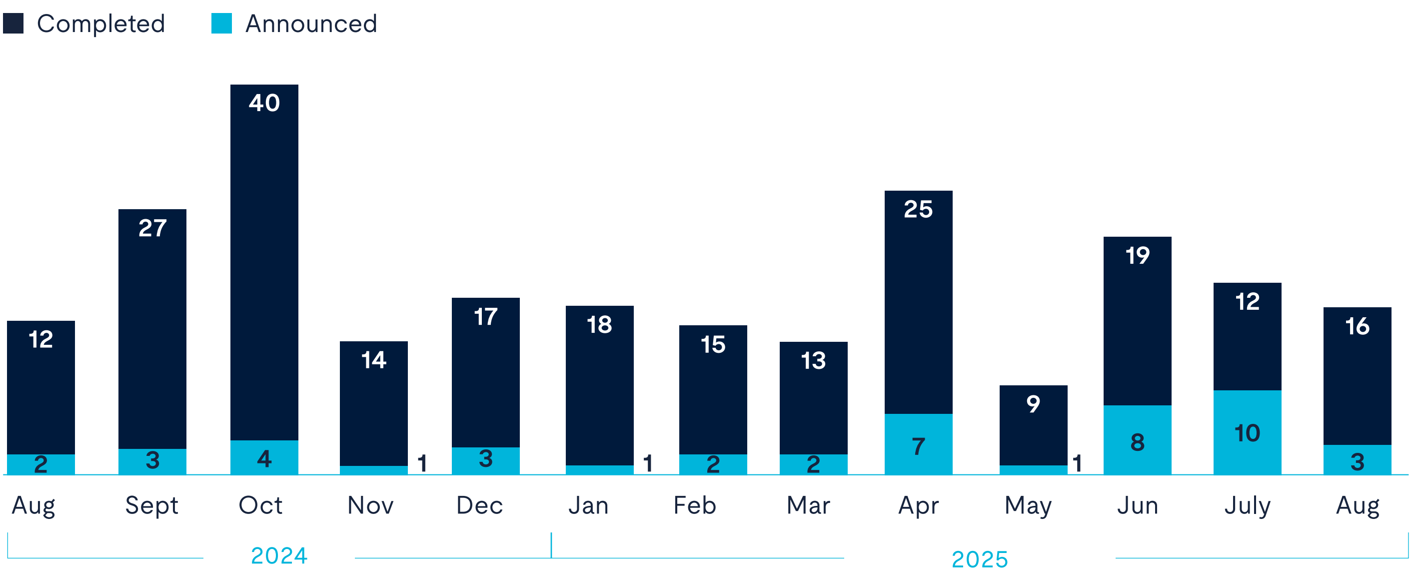
Overview	01
July 2025 Executive Summary	02
Total deals	03
Completed deals	04
Deep dive: Vaccines	10
Deep dive: Dental clinics	12
Other relevant announced deals	14
Deep dive: Rarity of medical equipment and device businesses	16
August 2025 Executive Summary	18
Completed deals	20
Deep dive: Sycamore Partners' £7.3 billion take private of the Walgreens Boots Alliance	24
Deep dive: Wearable technology	26
Other relevant announced deals	28
Deep dive: Bank of England interest rate cut sets the conditions for ripe M&A activity	30
Corporate Finance healthcare team	32

Overview

The UK Healthcare M&A market recorded 161 deals in the first eight months of 2025, down 11% from 180 deals during the same period in 2024. However, this decline is largely attributable to an exceptional spike in completions in July 2024, ahead of the Autumn Budget. Excluding that anomaly, deal volume in 2025 has remained broadly stable.

Private equity activity dipped in August compared to July, although August 2025 still outpaced the same month last year. Notably, geopolitical and economic uncertainty has led to longer deal timelines, with transactions taking more time to reach completion.

Rolling monthly M&A deal flow



"Despite recent changes to capital gains tax, national insurance, and global conditions, healthcare M&A remains buoyant. Falling interest rates, easing inflation, and a weaker pound are attracting international buyers, while some business owners are reviewing tax-efficient strategies and exploring relocation. Short-term headwinds such as US tariffs persist, but the UK remains a strategic gateway into the US. Overall, M&A continues to offer opportunities for well-positioned buyers."

Ramesh Jassal
Partner, Healthcare

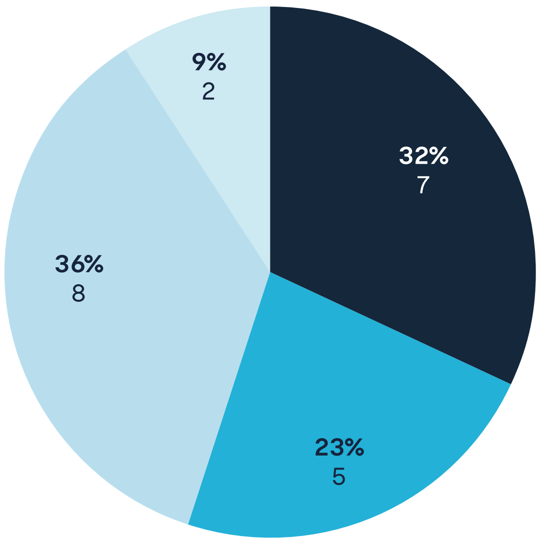
Notes: (1) Data is accurate at the time of publication and accounts for the status of announced and completed deals. Announced deals are counted in the month of announcement and are still live and ongoing, and may or may not complete. Once completed, these deals will be removed from the month of announcement, and will be counted as completed in the relevant month of completion. (2) Inbound: UK target company and non-UK buyer; Internal: UK target company and UK buyer; Outbound: non-UK target company and UK buyer.

July 2025 Executive Summary

- There were 22 healthcare deals in the UK in July, with 10 announced and 12 completed. This is down from the 36 deals in July 2024 (32 of which were completed and 4 announced, retrospectively).
- Whilst Health & Social Care is almost always the largest proportion of total healthcare dealflow by nature, July saw a significant drop in deals to 32% of total UK Healthcare deals, and it was not the largest proportion of dealflow.
- Pharma and Life Sciences took the largest share of the UK healthcare M&A dealflow at 36%, with 5 deals announced and 3 completed. Private equity activity was strong in PLS, taking two-thirds of PLS deal volume. These deals are likely based on the old paradigm, prior to the market-shaping geopolitical changes. Acquirers may have a continued interest in the UK, but there will be a shift in the type of assets that are desirable.
- There was a significant increase in volume of Medical Equipment and Device deals, capturing 23% of the total UK Healthcare deal volume, versus 11% in June. Healthcare IT saw a slight downtick from 17% of dealflow in June to 9% in July.
- Strategic buyers accounted for 73% of deal volumes. Outbound deals made up a significant 50% of the deal activity, compared to only 23% inbound. This month saw UK buyers focusing on foreign expansion in the US and Germany, likely seeing the US as a favourable investment location due to preferential tariff treatment between the US and UK, as we envisaged in our H1 report.
- We strongly expect to see an uptick in acquisition of AI firms. However, the question remains of what will happen to human capital? It is likely that headcount will not increase proportionately, and that a more technical AI-specific skillset will be required.
- Larger dental groups have been steadily consolidating the dental clinic market, generally favouring private dentistry practices, although mixed-practice models remain attractive due to secure and stable NHS contract revenue. July saw Bridgepoint acquiring Palamon's majority stake in UK-based {my}dentist, the UK's largest dental provider, with over 2,500 clinics nationwide, and more than 3,500 dental professionals.
- Particularly in the month of July, the UK medical equipment and devices sector saw fewer businesses come to market, but those with scale, recurring revenues, and export capacity are commanding premium valuations amid strong demand. Backed by NHS investment, regulatory support, and surging sales, the market remains a rare but highly attractive space for buyers seeking strategic growth and long-term positioning.

Total deals

Deal volume by sub-sector



- Health & Social Care
- Medical Equipment & Devices
- Pharmaceuticals & Life Sciences
- Healthcare IT

Inbound vs Internal vs Outbound[2]

23% Inbound deals → **27%** Internal deals → **50%** Outbound deals

Strategic vs PE Buyers

(2) Inbound: UK target company and non-UK buyer; Internal: UK target company and UK buyer; Outbound: non-UK target company and UK buyer.

Completed deals

The completed deals occurred predominantly in the health and social care sub-sector, which is reflective of previous trends.

Health and Social Care

Health and social care deals made up only 32% of total UK healthcare dealflow. 86% of the deals were internal and 14% were inbound.

UK-based **Latus Group,** backed by NorthEdge, acquired UK-based **Peritus Health.** Latus Group is one of the UK's fastest-growing providers of occupational health services and works with businesses across a range of sectors to support their people to achieve healthier working lives through proactive, preventable healthcare that supports regulatory compliance; improves colleague health and wellbeing and enhances employee engagement. Peritus is a leading provider of occupational health, health surveillance and occupational hygiene services and has delivered consistent growth of 20% year-on-year for the last five years. Occupational hygiene is a new move for Latus Health, and expands their service provision as they continue to grow to gain ever more market share in the broader occupational health space.

Latus Group CEO, Jack Latus, stated, "As businesses continue to turn to joined-up, future-ready workplace health solutions, this acquisition enables us to offer clients a broader, more seamless service, from hygiene monitoring through to health surveillance, all in one place and all working together, supporting UK businesses to maintain statutory health compliance and beyond. By bringing together our strengths, we're creating a stronger, smarter platform that's fit for the future of workplace health in the UK."

UK-based and listed **Spire Healthcare (LSE:SPI)** has acquired UK-based **Physiolistic,** which operates 3 clinics in Henley, Reading and Windsor, and provides in-patient and out-patient physiotherapy services to Spire Dunedin Hospital for self-paying and insured patients. As explained in Spire's press release, Spire CEO, Justin Ash, explained, "The acquisition of Physiolistic complements our existing business and supports our strategy of selectively expanding our primary care offering. Physiolistic's physiotherapy services fit well with the existing hospital business and our fast-growing occupational health business, while providing a good springboard for future growth. Physiolistic is Spire's first acquisition of a physiotherapy business, enabling us to meet more of people's physical health needs."

UK-based **UK Addiction Treatment,** backed by Sullivan Street Partners, acquired UK-based **The Providence Projects Rehab Group.** UK Addiction Treatment is the UK's leading residential addiction treatment group. Providence is one of the UK's most established and respected rehabilitation centres, and the acquisition expands UKAT's footprint on the South Coast, a further step in its ambition to be a national leader in behavioural and mental health services.

24 Pharmacies

UK-based **Knights Pharmacy** acquired 24 pharmacies in Wales from Avicenna Retail, bringing the total number of pharmacies in the group to over 70. Knights used their new 8-figure funding package from HSBC to fund the acquisition, and the newly acquired pharmacies will provide patients with a broader range of clinical care and upgraded digital systems. Knights Pharmacy was mentioned on this year's FT list of the top 1000 fastest-growing companies, and between 2000 and 2023 achieved a 40.0% revenue CAGR.

UK-based **Audley Group** merged with UK-based **Elysian Residences** to create the UK's largest retirement village provider. The Group will have a combined sales value of more than £3 billion, with over 30 villages in operation and in the pipeline, and 3,000 individual properties.

Manor Park Care Home

UK-based **The Octopus Healthcare Fund** acquired UK-based **Manor Park care home,** an 80-bed new build, in North Yorkshire, with Sandstone Care Group taking operational ownership of the home on a 35-year lease.

Completed deals

Medical Equipment and Devices

Medical Equipment and Devices made up 23% of the total UK dealflow.
75% of these deals had a strategic buyer and 100% were outbound deals.

UK-and-Germany-based **Sunrise Medical,** backed by Platinum Equity, acquired Norway-based **Made for Movement.** Made for Movement is a manufacturer and distributor of movement solutions. It provides assistive devices designed for individuals with movement disorders, such as the Innowalk and Hibbot, which support standing, moving, and walking. Made For Movement Group AS collaborates with leading international hospitals and universities to enhance its product offerings. Sunrise Medical is a world leader in design, manufacturing, and distribution of innovative, high-quality assistive mobility products and services. Distributed in more than 130 countries under its own 18 proprietary brands, the key products include manual and power wheelchairs, power assist products, motorized scooters, seating and positioning systems, and daily living aids.

UK-based **LK Metrology** acquired Germany-based **ProCon X-Ray.** LK Metrology is the oldest Co-ordinate Measuring Machine manufacturer in the world, established in Derby in 1963, and manufactures metrology products for aerospace, biomedical, energy, electronics, automotive, and automation industries. ProCon X-Ray is a leader in developing and manufacturing industrial x-ray computed tomography systems. The acquisition will help LK Metrology to expand its product offering by adding tomography systems and 3D metrology systems.

Pharma and Life Sciences

In July, 36% of deals were in the PLS sub-sector, of which 5 were announced and 3 were completed, and PLS took the greatest proportion of UK healthcare deal activity. These deals were strongly likely based on the old paradigm. We strongly expect to see an uptick in acquisition of AI firms. However, the question remains of what will happen to human capital? It is likely that headcount will not increase proportionately, and that a more technical AI-specific skillset will be required.

UK-based **Evestia Clinical,** backed by Kester Capital, acquired US-based **Atlantic Research Group.** Evestia is a global specialist CRO, supporting biotechs with reliable knowledge, guiding them through the clinical trial complexities of rare disease, oncology, neurology, immunology and inflammation. They streamline processes, remove roadblocks, and provide clear solutions. ARG is an experienced Contract Research Organization focused on Immunology, Oncology, Neurology, Medical and Biopharma Technology. As explained in Kester's press release here, "the acquisition will expand Evestia's US footprint, a key step in the business's strategy to create a global, specialist CRO focused on providing pharmaceutical and biotech customers with a full suite of clinical trial services across the drug development life cycle. ARG's expertise in neurology adds to Evestia's specialisms in oncology and rare diseases trials".

UK-based **Cresset Biomolecular** acquired Germany-based **Molab.ai.** Cresset deliver solutions to optimise chemistry R&D innovation and efficiency, enabling customers to accelerate the development of better treatments to improve the health of humans, animals and the environment. Molab.ai is a pioneer in artificial intelligence technologies tailored for molecular research. As explained in the press release, "This strategic acquisition will combine Cresset's powerful computational chemistry platform with Molab.ai's proven capability to build highly predictive ADME (Absorption, distribution, metabolism, and excretion) models. It marks a significant step in Cresset's mission to empower scientists with cutting-edge tools to accelerate drug discovery".

Completed deals

Pharma and Life Sciences

US-based **Alembic Pharmaceuticals** acquired UK-based **Utility therapeutics,** for a total transaction value of £8.8m. Utility Therapeutics is a pharmaceutical company focused on treatments for urinary tract infections (UTIs). Utility Therapeutics is involved in the development and approval of two brand pharmaceutical products for the treatment of urinary tract infections (UTI): (1) "Pivya" is an FDA approved product to treat uncomplicated UTIs in the US market, and (2) "MEC" is a product in development for the treatment of complicated UTIs in the US market. The acquisition will commercialise Utility's FDA-approved and pipeline products in the US market.

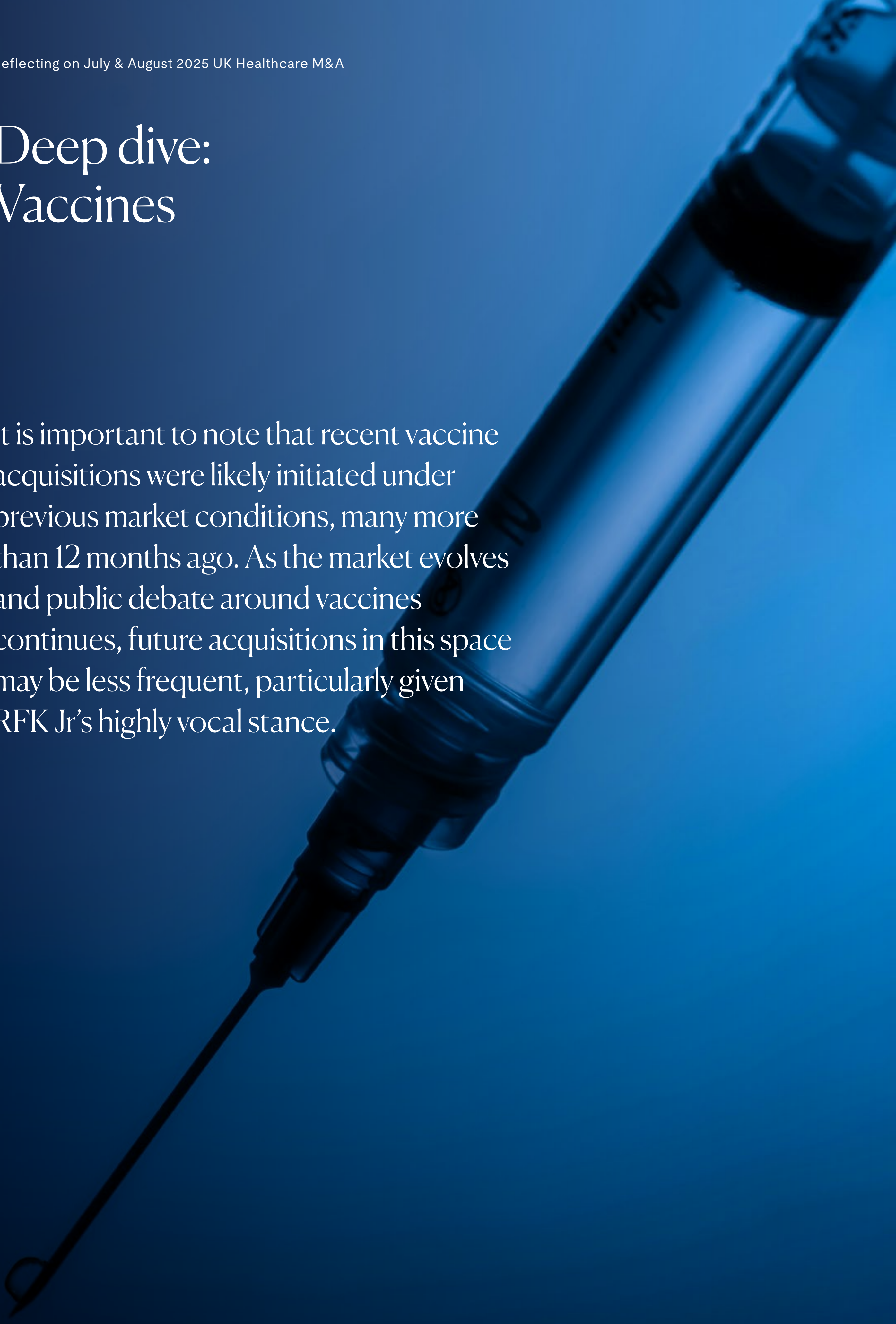
Healthcare IT

Instem dominated the Healthcare IT dealflow, being the buyer in both of the deals in this space in July. Both deals had US targets. This is likely based on the old paradigm. However, going forward, as we are firmly in the new paradigm, we expect the deal flow to be to non-US assets.

UK-based **Instem** acquired US-based **RockStep Solutions.** Instem is a leading supplier of SaaS platforms across In Silico and Data Insights, Study Management, Regulatory Submission and Clinical Trial Analytics. RockStep is the provider of Climb, a cloud-based software solution for non-GLP preclinical study management. As explained in Instem's press release, "The acquisition of RockStep enables Instem to now provide an integrated solution of both Provantis®, Instem's market-leading solution for GLP preclinical study management, and Climb. The combined solution will offer best-in-class GLP study management design with the flexibility to support non-GLP studies and will be the most comprehensive and advanced software for any type of facility engaged in preclinical research".

UK-based **Instem** also acquired US-based **Xybion** from Banerjee Group. As explained in the press release, "Xybion is best known for its Pristima™ preclinical study management platform. Like Instem, Xybion has primarily focused on serving life sciences customers, particularly CROs, Pharmas, and Biotechnology firms. The core solution, Pristima™, is an advanced and cloud-based SaaS study management platform tailored to facilitate primarily GLP preclinical research. Xybion also has solutions in the LIMS space through its Autoscribe™ brand, for R&D Quality Management (Xybion QMS™), and an advisory services arm. Xybion's software solutions and consulting services serve customers on a global scale, with active customers in over 35 countries across 5 continents".

Deep dive: Vaccines



It is important to note that recent vaccine acquisitions were likely initiated under previous market conditions, many more than 12 months ago. As the market evolves and public debate around vaccines continues, future acquisitions in this space may be less frequent, particularly given RFK Jr's highly vocal stance.

Deep dive: Vaccines

In this month, there were two notable announced deals in the vaccine segment:

France-based and listed **Sanofi (ENXTPA: SAN)** announced its acquisition of UK-based **Vicebo** for a total enterprise value of £1.2 billion. Sanofi is an R&D driven, AI-powered biopharma company committed to improving people's lives and delivering compelling growth. Vicebio is focused on developing next-generation respiratory virus vaccines using the Molecular Clamp Technology. As explained in Sanofi's press release, "The acquisition brings an early-stage combination vaccine candidate for respiratory syncytial virus (RSV) and human metapneumovirus (hMPV), both respiratory viruses, and expands the capabilities in vaccine design and development with Vicebio's 'Molecular Clamp' technology".

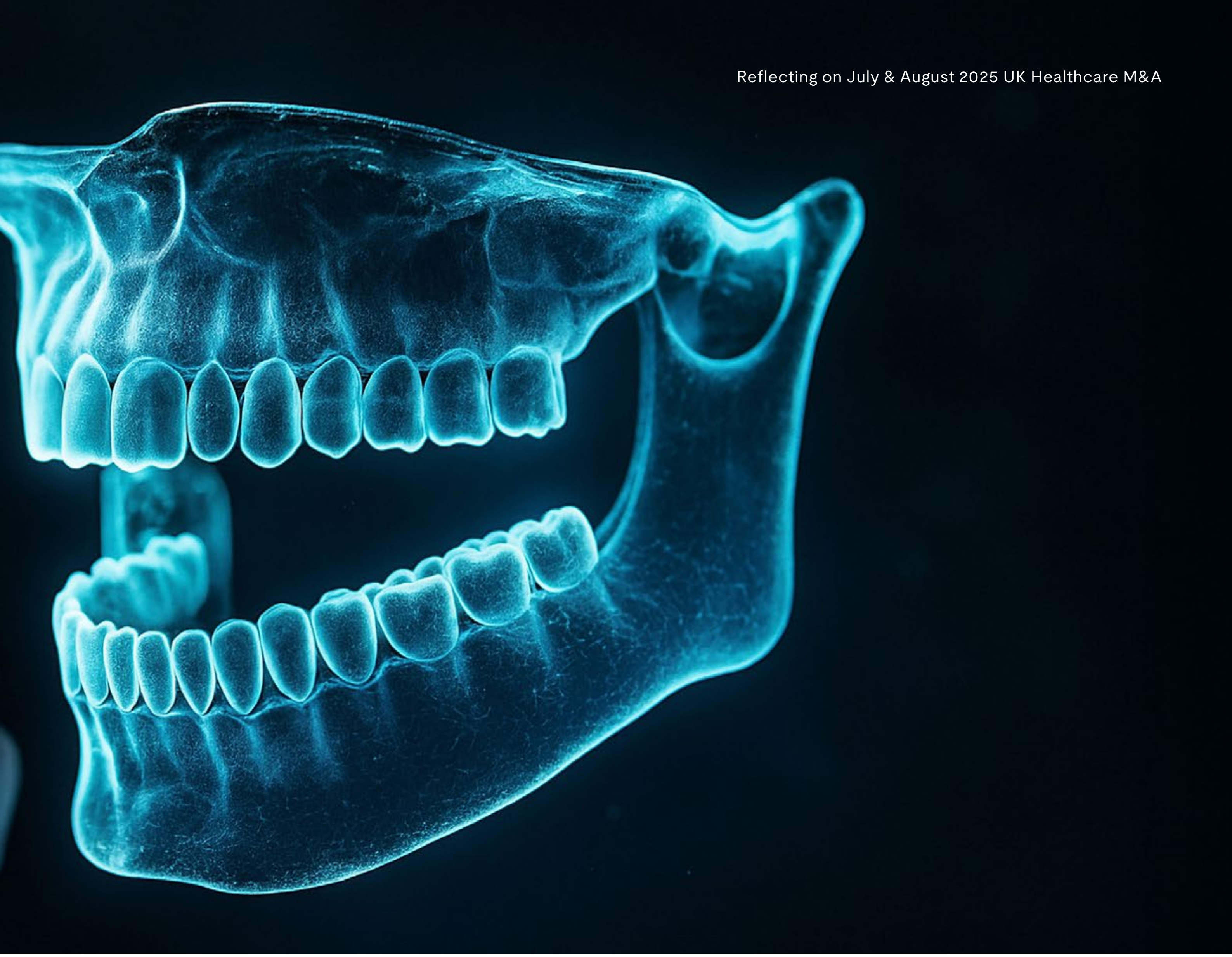
Sweden-based Private Equity firm **Nordic Capital** and UK-based Private Equity firm **Permira** announced their acquisition of Denmark-based and listed **Bavarian Nordic (OMX: BAVA)** for a total deal value of £2.2 billion, and implied enterprise value of £2.0 billion, and 21% premium above the closing price. This represents an EV/Revenue multiple of 2.7x and EV/EBITDA 8.2x. Bavarian Nordic is a global vaccine company with a mission to improve health and save lives through innovative vaccines. They are a preferred supplier of mpox and smallpox vaccines to governments to enhance public health preparedness and have a leading portfolio of travel vaccines. Through the acquisition, Permira and Nordic Capital hope to accelerate Bavarian Nordic's growth strategy, bringing a track record of over 30 years of investing in healthcare companies and building leading companies on a global scale.

Deep dive: Dental clinics

The UK dental clinic landscape remains extremely fragmented, with around 62% of practices still owner-managed. Corporate entities and larger groups account for around 18% of UK dental clinics, whilst mid-sized and smaller groups account for around 20%.

These larger groups are dominated by {my}dentist (the largest dental clinic operator, with >543 clinics), Bupa, Portman Dentex, and Rodericks. Larger dental clinic groups have been steadily consolidating this market, and this trend is set to continue going forward. Buyers increasingly favour private dentistry practices, although mixed-practice models remain attractive due to secure and stable NHS contract revenue. In today's politically cautious environment, private equity-backed dental groups are continuing to pursue buy-and-build strategies. Rather than expanding existing portfolio companies, they are focusing on acquiring new platforms for existing portfolio companies to drive growth and scale.

Our supplementary Healthcare Deep Dive report highlights the key trends and deals shaping the UK and global dental landscape in 2025 and beyond (available soon)!



In this month, there was one notable announced deal in this segment:

Bridgepoint

{my}dentist

UK-based Private Equity and listed firm **Bridgepoint (LSE: BPT)** announced its acquisition of Palamon's majority stake in UK-based **{my}dentist,** the UK's largest dental provider, with over 2,500 clinics nationwide, and more than 3,500 dental professionals.

Although deal terms were undisclosed, the transaction has been noted to have been c. £800m with c.£85m EBITDA, and EV/EBITDA of 9.4x.

The investment will support {my}dentist in further digital transformation, which includes the introduction of more intra-oral scanners. This reinforces the trend that clinics and labs are strongly investing in technology to provide a higher quality patient experience, and drive efficiencies.

Other relevant announced deals

Announced deals show intention and may indicate future trends. However, the completion of these deals is uncertain, and it depends upon geopolitical and economic developments, such as the new US administration.

Health and Social Care

US-based **Warburg Pincus** announced its acquisition of UK-based **Health Partners.** Health Partners is the UK's leading provider of B2B occupational healthcare services, supporting >700 private and public sector clients. The investment will help to accelerate Health Partners' innovation, particularly in areas such as proprietary IT systems, digital health services and data-enabled service delivery.

Medical Equipment and Devices

UK-based **Trupcr** and India-based **3B Blackbio** announced their acquisition of Belgium-based **CorisBioConcept** from UK-based Avacta Group (AIM:AVCT) for £2.8m, which is comprised of an upfront cash consideration of £2.15m and an earn-out conditional on future performance of up to £0.615m. 3B Blackbio will acquire 70% of the total paid up share capital and Trupcr will acquire 30%. The EV/Revenue was 0.53x. CorisBioconcept, founded in 1996, develops, manufactures, and markets rapid diagnostic tests for both humans and animals, including IVD kits for respiratory, gastroenteric and blood-borne pathogens (bacteria, viruses and parasites) as well as serological assays, mainly based on the immunochromatographic technology (ICT). TRUPCR supplies high quality qPCR molecular diagnostic products throughout Europe. BlackBio Dx is a leading company in the field of PCR based Molecular Diagnostic Kits. Their Lateral Flow Assays and commercialised under TRURAPID and Next Gen Sequencing (NGS) Assays are commercialised under TRUNGS.

UK-based **GHO Capital** announced their acquisition of Germany-based **FotoFinder.** FotoFinder is the global market leader in analogue and digital dermatoscopes, total body photography systems and diagnostic software and AI for skin cancer detection and dermatology, expanding its portfolio of MedTech companies innovating in high growth therapeutic areas. FotoFinder is currently majority owned by France-based EMZ Partners and post-transaction, EMZ Partners and GHO's management will reinvest to hold a minority position. As explained in GHO Capital's press release, "GHO is uniquely positioned to unlock FotoFinder's next phase of growth through its transatlantic platform and operational expertise, supporting further global expansion and broader commercialisation into adjacent segments such as aesthetics".

US-based Private Equity firm **Rhone Group** announced its acquisition of UK-based **Direct Health Group** from Archimed. DHG is a market leader in designing and manufacturing pressure ulcer prevention and safe moving and handling medical devices that prevent and manage the impact of patients' reduced mobility in post-acute and acute care settings.

In a simultaneous transaction, UK-based **Direct Health Group** announced its merger with US-based **Invacare.** Invacare is a world-leading manufacturer and distributor of high-quality home healthcare and specialist mobility equipment and solutions dedicated to making life's experiences possible for millions of people around the world. The merger ensures that both companies have an expanded global footprint and service-offering. More information about the simultaneous acquisition can be found in DHG's press release.

Pharmaceuticals and Life Sciences

US-based and listed **Merck Sharp & Dohme (NYSE: MRK)** announced its acquisition of UK-based and listed **Verona Pharma (NASDAQ: VRNA)** for a total enterprise value of £7.95 billion, and EV/ Revenue of 89.2x. As highlighted in Verona's press release, "Through this acquisition Merck will add Ohtuvayre® (ensifentrine), a first-in-class selective dual inhibitor of phosphodiesterase 3 and 4 (PDE3 and PDE4), to its growing cardio-pulmonary pipeline and portfolio. The US Food and Drug Administration approved Ohtuvayre in June 2024 for the maintenance treatment of chronic obstructive pulmonary disease (COPD) in adult patients. Ohtuvayre is the first novel inhaled mechanism for the treatment of COPD in more than 20 years and combines bronchodilator and non-steroidal anti-inflammatory effects. Ohtuvayre is also being evaluated in clinical trials for the treatment of non-cystic fibrosis bronchiectasis."

US-based **Diamir** announced its acquisition of UK-based, and listed **Aptorum Group (NASDAQ:APM;** Euronext Paris: APM) in a reverse merger. Diamir is a leading molecular diagnostics company focused on developing minimally invasive solutions for early detection and monitoring of brain and synaptic health conditions, including mild cognitive impairment and Alzheimer's disease, to enable earlier intervention and better planning of care. Aptorum Group is a clinical stage biopharmaceutical company dedicated to the discovery, development and commercialisation of therapeutic assets to treat diseases with unmet medical needs, particularly in oncology (including orphan oncology indications) and infectious diseases. Aptorum will re-domicile to Delaware, and acquire all of the outstanding capital of Diamir, in exchange for a number of shares of its common stock, which will represent c.70% of the outstanding common stock of Aptorum, with the current equity holders of Aptorum retaining 30% of the common stock.

Deep dive: Rarity of UK medical equipment and devices businesses

The UK medical equipment and devices sector remains a compelling but increasingly elusive target for investors. In the first half of 2025, M&A activity in this space accounted for just 11% of all healthcare transactions, down from a historical 20–25%, largely due to a shortage of suitable sellers.

£20bn

Value of sector expected to reach in 2025

42%

Sales of UK-based medical equipment increased in Q1 2025

Despite this scarcity, demand remains robust. High-quality, scalable businesses with recurring revenue streams, operational efficiency and export capability continue to attract premium, often double-digit EBITDA multiples. The UK ranks as Europe's third-largest medical devices market, behind Germany and France, and holds sixth place globally, with the sector expected to reach around £20 billion in 2025 and grow at approximately 7 percent per annum.

A pair of powerful structural tailwinds underpins current activity. First, the government's Plan for Change has channelled over £26 billion into reducing NHS waiting times, meanwhile rolling out Community Diagnostic Centres and surgical hubs that have already delivered 7.2 million tests, checks and scans since mid-2024, driving strong demand for diagnostics, surgical equipment and home-care solutions. Second, evolving trade dynamics, particularly changes stemming from US-EU-UK tariff discussions-have improved cross-border access and attracted both European and US buyers into the UK market, helping to reinforce high valuation multiples.

Operational momentum is equally strong. Sales for UK-based medical equipment manufacturers and distributors surged around 42 per cent in Q1 2025 versus the previous quarter, with year-on-year growth also exceeding 40 per cent. Regulatory support, including extended CE-mark recognition through 2030 and MHRA reforms, has eased pathways for tech-enabled suppliers.

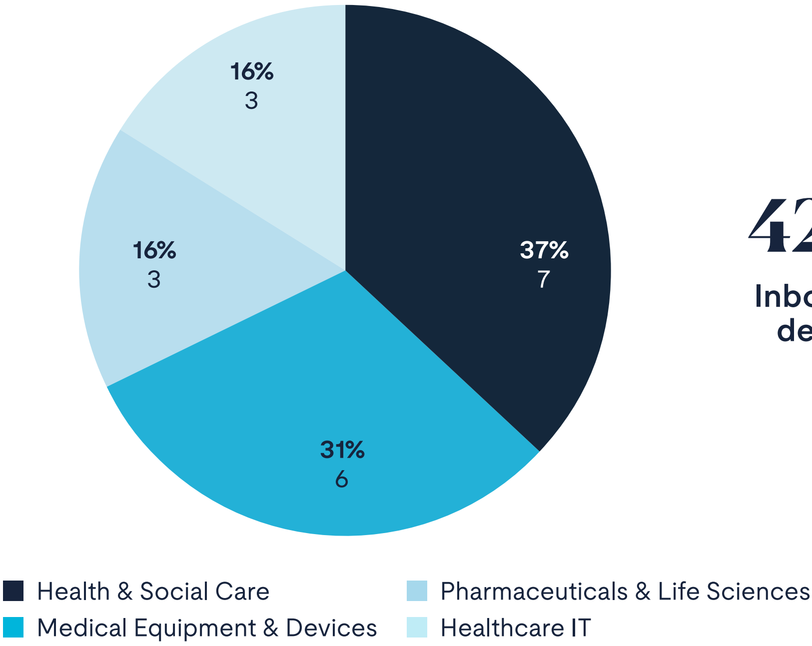
As the market continues to consolidate across sub-sectors such as devices, consumables, durable equipment, packaging, servicing and dental labs, M&A is increasingly being used as a tool to scale, diversify and gain strategic NHS access. In essence, these are rare assets, few combine scale, profitability, regulatory know-how and export readiness, and the opportunity lies in partnering effectively, not just timing a sale.

August 2025 Executive Summary

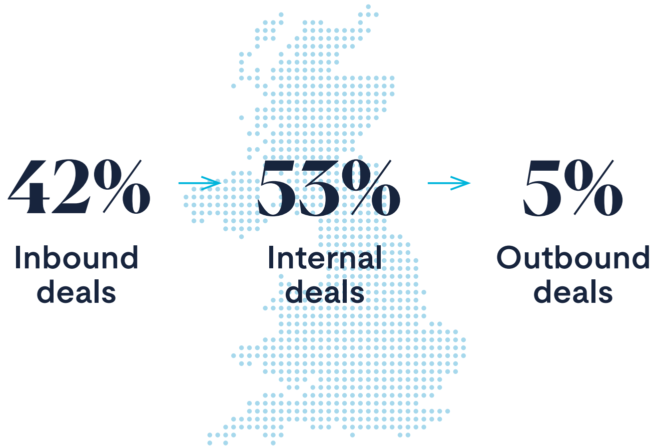
- There were 19 healthcare deals in the UK in August, with 3 announced and 16 completed. This is up from the 14 deals in August 2024 (12 of which were completed, and 2 were announced retrospectively). This aligns with our current narrative that deal flow has remained steady throughout 2025.
- Health and Social Care was the most active sector in August, contributing 37% of the deal volume. This was largely driven by completions by small care home and nursery operators, such as Avery Care Group's acquisition of Artisan Care Group in Kent and ICP Educare's acquisition of The Woodlands Nursery (Newton) respectively.
- Strategic buyers accounted for 95% of deal volumes, private equity only accounted for a single deal. Internal deals constituted 53% of UK M&A activity, inbound deals made up 42% of the activity (from buyers globally, but notably the US and Sweden), compared to 5% outbound.
- A particular standout deal for the month included Sycamore Partners' £7.3 billion carve-out of Boots, which gives the UK chain freedom from public markets to modernise stores, streamline operations, and scale digital platforms like Boots Marketplace and Health Hub, positioning it as a hybrid leader in retail, pharmacy, and healthcare services.
- Meanwhile, wearable technology is shifting from passive tracking to active health intelligence, with Ultrahuman's acquisition of viO HealthTech underscoring how AI, sensor miniaturisation, and specialised datasets are driving more personalised and inclusive health insights, particularly for women's health.

Total deals

Deal volume by sub-sector



Inbound vs Internal vs Outbound[3]



Strategic vs PE Buyers

(3) Inbound: UK target company and non-UK buyer; Internal: UK target company and UK buyer; Outbound: non-UK target company and UK buyer.

Completed deals

The completed deals occurred predominantly in the health and social care subsector, which is reflective of trends seen in previous years.

Health and Social Care

UK-based **Yorkshire Dental Suite** acquired UK-based **3StepSmiles,** a Liverpool-based cosmetic and implant dentistry provider. This acquisition bolsters Yorkshire Dental Suite's presence in the North West and strengthens its cosmetic dentistry offering; the group now comprises seven dental practices. The acquisition accelerates Yorkshire Dental's access to a high-growth market segment.

Hamzah Arshad

UK-based Entrepreneur **Hamzah Arshad** acquired UK-based **Kids At Heart,** a Staffordshire-based nursery and childcare group. Kids At Heart offers nursery, after-school, and holiday club services for children aged 3 to 11 years. The acquisition reflects continuing strong demand for quality early years childcare. Under new ownership, Kids At Heart plans to expand its regional footprint and service offering.

UK-based **ICP Educare,** backed by Innervation Capital, acquired UK-based **The Woodlands Nursery** in Ashton-under-Lyne, supported by £30 million in senior debt financing. The acquisition further advances ICP's expansion strategy in the competitive UK early years education sector. GICP intends to retain the nursery's operational leadership while integrating it into its national network. This deal strengthens ICP's position as a leading UK nursery operator.

UK-based **Cygnet Health Care** acquired UK-based **Woodrowe Healthcare,** a residential mental health care provider based in Liverpool. Woodrowe Healthcare specialises in complex mental health conditions and rehabilitation services. The deal supports Cygnet's regional growth and quality enhancement objectives. Woodrowe will continue operating with dedicated teams under the Cygnet umbrella.

UK-based wellness services operator **Massages Me** acquired UK-based **The Massage London,** uniting two complementary therapy providers under one brand. The expanded platform offers clients access to a larger pool of therapists and enhanced digital booking systems. This deal aligns with Massages Me's ambition to grow its national wellness footprint. Integration of these businesses supports efficiency and brand consolidation. The acquisition responds to growing demand for accessible, professional wellness services.

UK-based **Avery Care** acquired UK-based **Artisan Care Group,** expanding its domestic footprint in residential and nursing care; the transaction brings an additional 774 beds under Avery's ownership and management. Artisan is continuing its strategy of building scale through targeted acquisitions.

5 homes

UK-based **Hartford Care Homes** acquired 5 homes from the UK-based **Graham Care Group,** bring its total number of homes up to 29. This moves takes its total investment to more than £300m over the last 12 months and marks a geographical expansion to Kent.

Completed deals

Medical Equipment and Devices

Completions in medical equipment and Devices saw an uptick in August, after seeing a soft few months.

US-based **Advancing Eyecare,** acquired UK-based Birmingham **Optical Group,** a distributor of ophthalmic equipment with over six decades' experience in the UK. Birmingham Optical will continue operating under its existing leadership as a division of Advancing Eyecare. The acquisition positions Advancing Eyecare to leverage combined scale and broaden customer offerings while Birmingham Optical benefits from increased resources and innovation pipeline access.

US-based **OrthoPediatrics** acquired **C-Pro Direct,** a UK-based provider of pediatric orthopaedic bracing products. This deal complements OrthoPediatrics' existing portfolio and strengthens its European market presence. C-Pro Direct brings important local expertise and product lines to OrthoPediatrics' platform.

US-based **APC Cardiovascular** acquired UK-based **Precision Surgical,** a supplier of specialist cardiovascular devices. The acquisition expands APC's cardiovascular product range and strengthens clinician relationships. This fits APC's strategy of targeted growth via complementary acquisitions. Precision Surgical's expertise enhances APC's service offering to hospitals and clinics. The deal improves market access across niche surgical fields.

UK-based **Clinisupplies,** owned by KKR, acquired the **Renew Inserts** product line from UK-based **Renew Medical.** Renew Inserts are continence care consumables used widely in clinical and home settings. This acquisition expands Clinisupplies' product portfolio in specialist medical supplies, including in bowel management, while supporting patients living with chronic bowel issues through its nursing and homecare services.

Pharma and Life Sciences

UK-based **Nucleus Network,** a global early-phase clinical research organisation, acquired UK- based and London-based **Hammersmith Medicines Research.** The merger expands Nucleus's footprint and brings together two clinical trial research organisations, enabling it to offer Phase I clinical trial services across the UK, Australia, and the US. The acquisition supports harmonised systems and shared scientific expertise, enhancing trial efficiency and quality.

Healthcare IT

The healthcare IT subsector has been active with deals across the health diagnostics and wearable tech - we explain more in our deep dive.

Sweden-based **Asker Healthcare Group** acquired UK-based **Health Net Connections,** a provider of digital diagnostic imaging and ultrasound reporting software to hospitals and private clinics. Health Net Connections has around 21 employees and achieved approx. £5 million revenue in 2024. This acquisition supports Hospital Services' evolution into digital health technologies for clinical environments.

Sweden-based digital mental health company **Mindler** acquired UK-based **Ieso Digital Health,** a leading provider of AI-enhanced online cognitive behavioural therapy. The transaction expands Mindler's European footprint and service portfolio, including established NHS contracts in the UK. Ieso's advanced digital therapy tools complement Mindler's scalable platform for accessible mental healthcare. Combined, they offer a broad and integrated mental health service ecosystem. It reflects strong investor and government interest in virtual health.

This section is also represented in the wearable technology deep dive.

Deep dive: Sycamore Partners' £7.3 billion take-private of the Walgreens Boots Alliance

Sycamore Partners completed its £7.3 billion acquisition of Walgreens Boots Alliance's UK business, taking Boots into private ownership as "The Boots Group."

The deal closed on 28 August 2025 and sits within a wider £17.5 billion transaction that carved Walgreens Boots Alliance ("WBA" hereafter) into five standalone companies. Boots is now registered and headquartered in the UK, led by chief executive Ornella Barra, with Walgreens leader Stefano Pessina and family reinvesting alongside Sycamore. The split created distinct entities for Walgreens (US), The Boots Group (UK & international health/beauty), Shields Health Solutions, CareCentrix and VillageMD, removing public-market pressures while clarifying capital allocation by business.

As a private company, Boots can sequence multi-year operational upgrades, estate optimisation, pharmacy workflow improvements, fulfilment capacity, and margin mix, without quarterly reporting constraints. Sycamore's ownership thesis emphasises store modernisation, supply-chain efficiency and digital acceleration to restore high-street competitiveness and expand higher-margin health & beauty categories. Freed from the short-term reporting cycle, the group can target margin recovery and build long-term brand equity, while lenders and investors monitor progress against a cleaner performance story.

A central pillar of the new strategy is digital. Boots already operates marketplace models that can be scaled quickly: Boots Marketplace, launched in 2023, allows third-party brands to sell directly via boots.com, while Boots Health Hub links customers to external healthcare providers and services. These platforms expand range and functionality, create new revenue streams, and capture data to refine both category management and patient journeys. In practice, this enables Boots to diversify beyond the confines of its own inventory, integrate more specialised products and services, and strengthen loyalty through a richer online ecosystem.

The external market is also shifting toward platform distribution of health. Pharmacy2U, the UK's largest digital-first pharmacy, has become the prescription partner for ASDA's online offering, showing how national retailers are embracing digital health fulfilment. Platforms like Healthera are combining pharmacy ordering with on-demand delivery via Uber Direct, embedding convenience and speed into primary care access. Against this backdrop, Boots' blend of national brand recognition, physical network and digital scale could allow it to create a hybrid marketplace that bridges retail, pharmacy and healthcare services, potentially setting the standard for integrated health commerce in the UK.

Deep dive: Wearable technology

Wearable technology in 2025 and beyond is evolving from not solely fitness tracking, but fitness intelligence – recommending improvements to users in order to enhance their health and longevity.

Fitness trackers, from bracelets to rings, are no longer seen as a hinderance, but, rather, are part of the wearer's aesthetic and fashion. In terms of growth drivers, demand is being fuelled by rising health awareness from consumers, miniaturisation of sensors, AI-powered insights and phone and IoT integration. Indeed this is highlighted by Oura's recent valuation of around £8.2 billion in their Series E funding round, as revealed by Bloomberg, and expected to close in September 2025. Further, Ultrahuman's sales increased 15 fold in the 18 months to May 2025.

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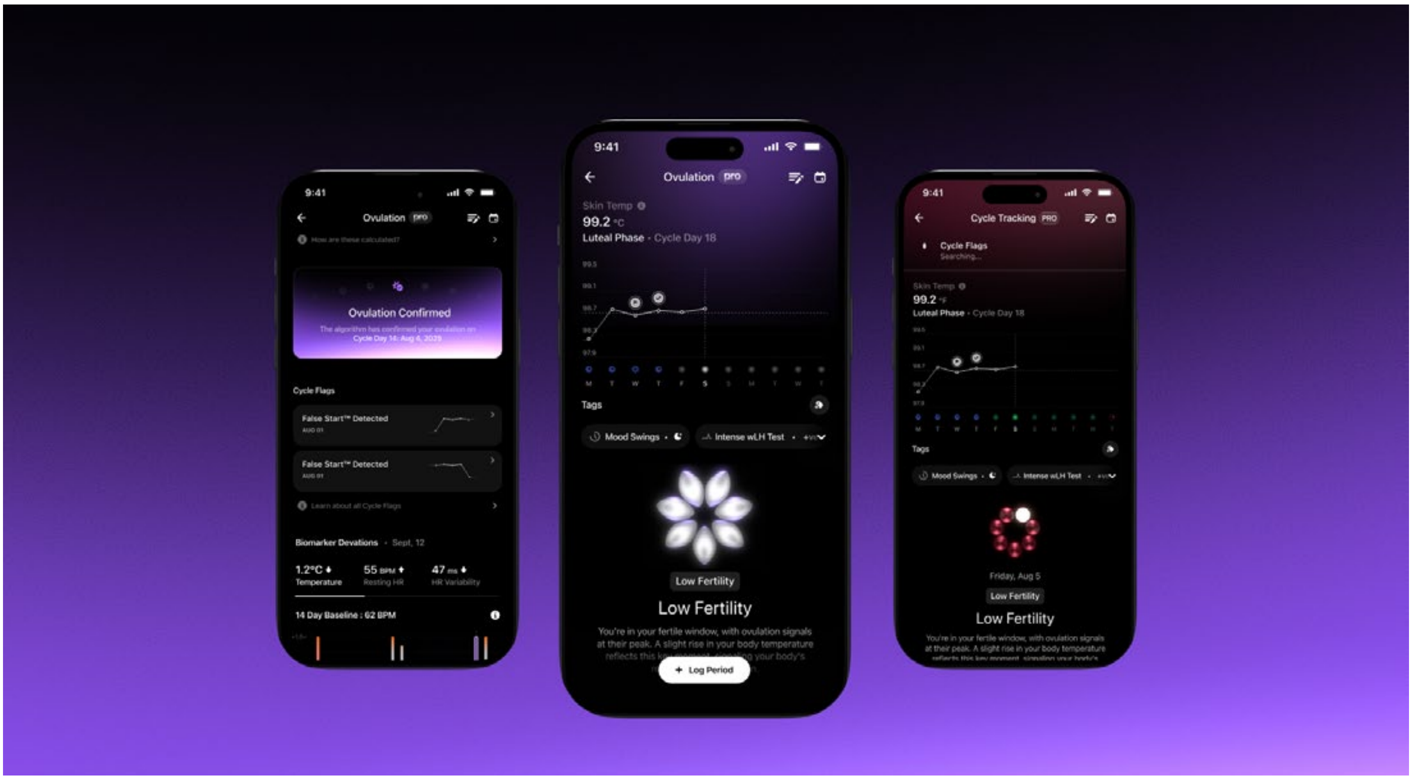
viO HealthTech

India-based health-tech company Ultrahuman Healthcare acquired UK-based viO HealthTech from Foresight Group. Ultrahuman is the world's most comprehensive self-quantification platform. Ultrahuman's products include the Ultrahuman Ring AIR–the world's lightest sleep-tracking wearable; Ultrahuman M1–a continuous glucose monitoring platform; Ultrahuman Home–a home health device that monitors environmental markers that affect your health every day; and Blood Vision–a preventive blood testing platform with the pioneering UltraTrace™ technology.

Ultrahuman is well-known for its smart ring, and the acquisition of viO HealthTech has enabled it to launch the Cycle & Ovulation Pro for its device. viO HealthTech's technology is based from a strong dataset of >260k cycles, which was collected using medical-grade sensors. This new cycle enhancement on the smart ring will assist women with diverse cycle patterns, who may otherwise receive inaccurate cycle analysis from mainstream menstrual apps. Indeed, Ultrahuman explained that:

> "Most menstrual tracking platforms are built for women with regular 28-day cycles. In reality, the majority have diverse cycle patterns- and those with conditions like non-bleeding, PCOS, endometriosis, or thyroid disorders often don't get an accurate or supportive experience. Ultrahuman's acquisition of viO is designed for them."



[Image source: Ultrahuman https://cyborg.ultrahuman.com/press-releases/ultrahuman-acquires-vio]

Other relevant announced deals

Pharmaceuticals and Life Sciences

US-based Northwest **Biotherapeutics** agreed to acquire UK-based Advent **BioServices Ltd** for £1.4 million. Advent, a cell therapy manufacturing specialist, will become a wholly owned subsidiary, enabling full operational integration. The deal includes extensive cryostorage and specialised manufacturing equipment transferred to Northwest. This acquisition helps Northwest consolidate its London and Sawston GMP facilities and supports scaling manufacturing of its DCVax® immunotherapies. Payments will be made over two years with possible acceleration linked to regulatory approvals.

Japan-based **Terumo Corporation of Japan** agreed to acquire UK-based (Oxford) **OrganOx** for approximately $1.5 billion. OrganOx develops patented organ perfusion devices that extend the viability of donated organs, improving transplantation success rates. With revenues of $69 million and EBIT of $9 million reported in 2024, OrganOx represents a fast-growing medtech innovator. The acquisition fits Terumo's strategic focus on advanced organ care and transplant technology. OrganOx's technology addresses critical needs in transplantation medicine and promises long-term growth. This deal is one of the largest biopharma-related medtech deals of 2025.

UK-based **Accord Healthcare** agreed to acquire Belgium-based **Prothya Biosolutions Belgium,** a manufacturer of plasma-derived therapies. This acquisition supports Accord's growing biopharmaceutical pipeline in specialty medicines. Prothya Biosolutions expands Accord's capacity in complex biologics manufacturing and supply. This aligns with Accord's ambitions to be a leader in plasma and biologic medicines.

Announced deals show intention and may indicate future trends. However, the completion of these deals is uncertain, and it depends upon geopolitical and economic developments, such as developments with US trade policy.

Deep dive: Bank of England interest rate cut sets the conditions for ripe M&A activity

At the beginning of August, the Bank of England cut interest rates to the lowest level in 2 years, from 4.25% to 4%. This is expected to boost M&A activity, particularly in the mid-market, through a variety of channels.

1. Increased valuations
With lower interest rates, discount rates in DCF valuation models are lower, the present value of future cashflows are higher, and so company valuations are higher. Therefore, businesses who were on the fence about selling, may decide to pursue a sale as they now command a higher valuation.

2. Reduced borrowing costs
With lower interest rates, debt is cheaper and private equity and other buyers who choose to fund their transactions with debt will find transactions more affordable. Thus, they are likely to become more acquisitive. Further, with lower interest rates, borrowers are less likely to default on their loans, and so more companies will have access to debt financing. Therefore, with more buyers at the table, this is expected to increase competitive tension, thus boosting valuations further.

3. Stronger economic confidence
Lower interest rates may increase confidence in the economy, and boost buyer confidence, thus meaning more buyers, greater competitive tension, and increased valuations.

4. More traditional due diligence processes
With higher interest rates, buyers need to conduct more stringent due diligence processes, and the lowering of rates mean the due diligence process has a more traditional timescale.

5. Less prevalent deferred consideration
With deferred consideration, sellers receive part of the purchase price in the future. However, with lower interest rates, buyers can be less reliant on these structures, and can pay a larger proportion of the consideration upfront.

6. Less prevalent earn outs
With earnouts, sellers can receive extra proceeds, if certain performance thresholds are met. However, with lower interest rates, sellers may wish to have larger upfront payments rather than waiting for future payments.

Corporate Finance healthcare team

Our Heligan Corporate Finance team, seasoned across sectors and mid-market deal sizes, delivers exceptional, insight-driven results through deep expertise and a robust network.

Ramesh Jassal
Partner,
Healthcare

Simon Heath
Managing Partner,
Corporate Finance

Matt Croker
Director

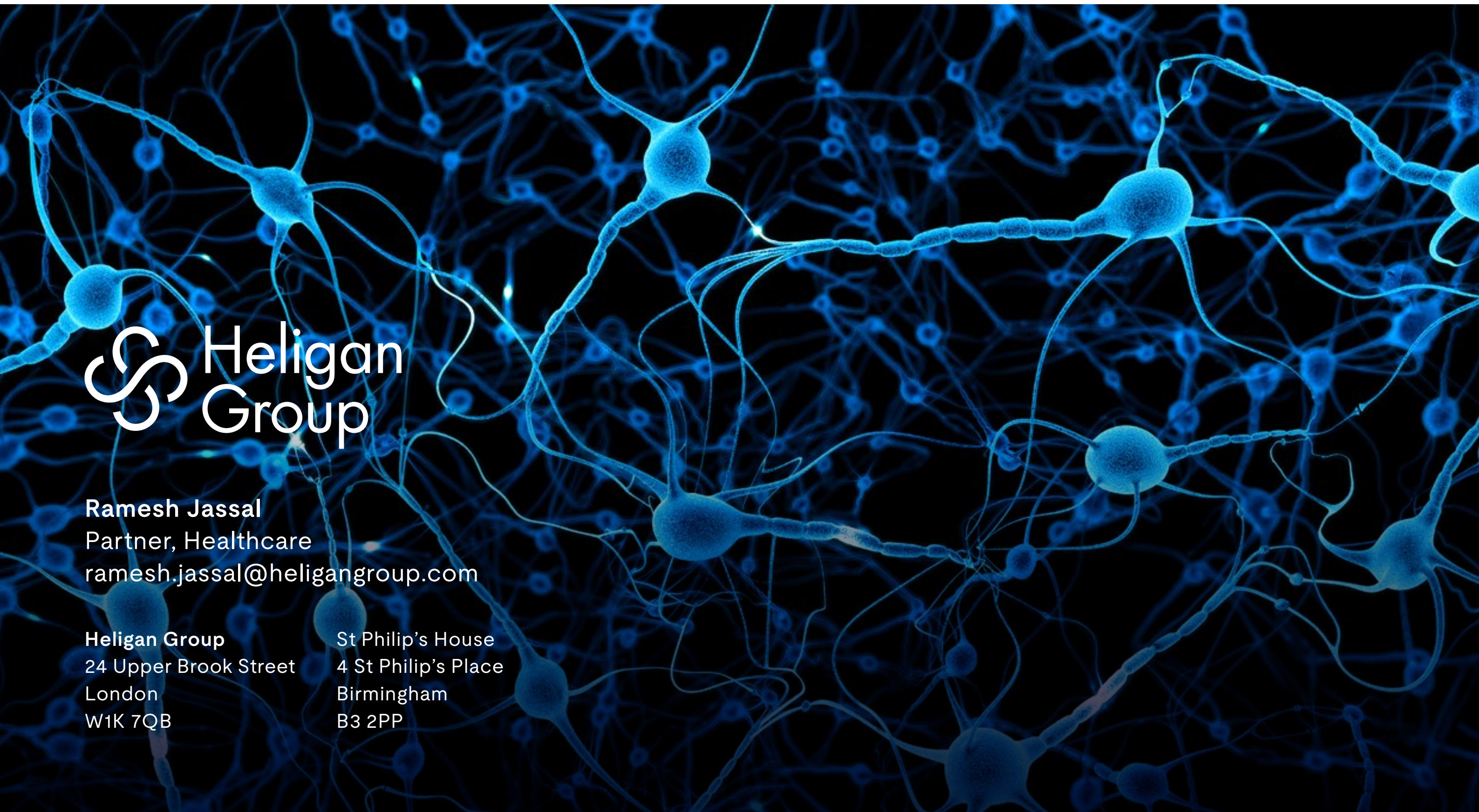
Andrew Dickinson
Director

Joe Carbery
Associate Director

Mike Howell
Manager

Joanna Sam
Senior Analyst

Harry Spencer
Senior Analyst



Heligan Group

Ramesh Jassal
Partner, Healthcare
ramesh.jassal@heligangroup.com

Heligan Group
24 Upper Brook Street
London
W1K 7QB

St Philip's House
4 St Philip's Place
Birmingham
B3 2PP