

A Newton's cradle with several silver spheres in motion, set against a light blue background. The spheres are connected by thin metal rods, and their movement creates a sense of dynamic energy.

APPOSITE
CAPITAL LLP

Annual Impact Report 2024

Better Healthcare for More People

100%

of Portfolio Companies Deliver Measurable Health Impact



Improving Quality

69%

 of Apposite's Portfolio Improves Quality

Increasing Access

31%

 of Apposite's Portfolio Increases Access

Promoting Innovation

23%

 of Apposite's Portfolio Promotes Innovation

Apposite's mission is to build market leaders in healthcare by promoting excellence, innovation and good business practices. We seek to invest in businesses that are committed to making a positive impact by delivering high quality, efficient and cost-effective care solutions for the benefit of all – patients, service users and healthcare payers



Sam
Gray

Managing Partner



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Rory
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Foreword



Sam Gray

Managing Partner

Since its inception, Apposite Capital has held a clear belief: the healthcare businesses we back must offer high-quality, differentiated products and solutions that deliver tangible benefits to their stakeholders. In healthcare, this is vital. Ultimately, the purpose of any business is to serve the needs of its patients, clinicians, and payers. To earn their trust, a company must be able to articulate and demonstrate a positive health impact

Over the past decade, we have deepened this commitment by embedding health impact principles throughout our investment process and value creation planning. Our approach now draws on globally recognised frameworks, including the *Theory of Change* and Impact Frontiers' *Five Dimensions of Impact*, enabling us to assess and manage the full breadth of value our companies create

At the heart of our impact strategy are three core themes: **Quality**, **Access**, and **Innovation**, each directly aligned with Apposite's overarching mission to deliver better healthcare for more people

Every company within our portfolio contributes to one or more of these themes. Under **Quality**, we back businesses whose products and services demonstrably improve patient outcomes or satisfaction. Under **Access**, we support those expanding affordability and capacity, enabling more individuals to receive the care they need. Under **Innovation**, we invest in pioneering models and intellectual property that advance medicine, often over longer time horizons, but with the potential for profound societal benefit

This year's Impact Report reflects our progress in formalising and measuring these ambitions. We have introduced key performance indicators across all portfolio companies, co-developed with management teams and informed by our impact frameworks. For those businesses still refining their measurement processes, we outline the intended metrics that will guide future reporting

Impact management remains a continuous journey of learning and evolution. As a firm, we remain committed to challenging ourselves and our portfolio to advance further, embedding meaningful impact in every investment decision we make



Apposite Health Impact

Delivering safe, effective, and patient-centred care that enhances outcomes, satisfaction, and overall experience



Expanding the healthcare system's capacity to deliver necessary care at a scale and cost that is sustainable for individuals and payers

Developing new innovative products and processes that positively disrupt healthcare delivery

The following pages explain how each health impact objective is being achieved by each company, together with key supporting indicators



Apposite Contribution

Apposite's investment is a contribution to an industry undergoing significant transformation, primarily driven by the implementation of the European Medical Device Regulation. Through IMED, manufacturers are supported to take innovative solutions from inception to patient care, ensuring quality data and adherence to regulatory standards

Activities

Clinical Research Organisation providing the following services to the medical device industry:

- 1) Pre-clinical in vitro testing
- 2) Regulatory strategy
- 3) Clinical trial management, both pre- and post-market
- 4) Quality assurance services

Outputs

Generation of clinical data supporting CE marking process, having started ~20 clinical studies in 2024

Supported more than 500 medical devices overall to obtain and/or maintain the CE mark certification to access the market

IMED's impact:

100% CE mark approvals successfully granted to date where IMED advised

100% ethics committee approvals granted in 2024 for studies designed by IMED

0 findings of non-compliance to date during audits



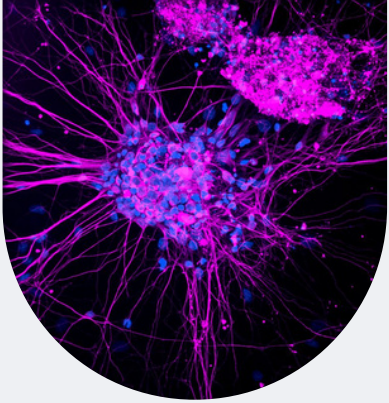
Outcomes

Promoting Innovation: IMED is a high-quality provider, with a strong track record of success in taking products through regulatory approval processes. It has helped to bring hundreds of products to market, many of which have become available for the first time, where failure in these processes would have resulted in the products not being available as efficiently, or at all, to clinicians and patients

IMED is a member of international standardisation technical committees for promoting the advancement of medical device regulation (MDR), and works closely with **15 major Notified Bodies** for training medical device manufacturers on MDR compliance

Impact

Advancing medicine for the benefit of society and patients by supporting clients' innovative product and technology development



Microscopy Technology

Aposuite Contribution

Aposuite's involvement has brought institutional rigour to the company, enabling it to move with pace through its next phase of development. This included introduction of a highly accomplished industry titan, who has overseen substantial development of the innovation pipeline, based on a firm understanding of customer needs



Activities

Develop and manufacture advanced microscopy systems:

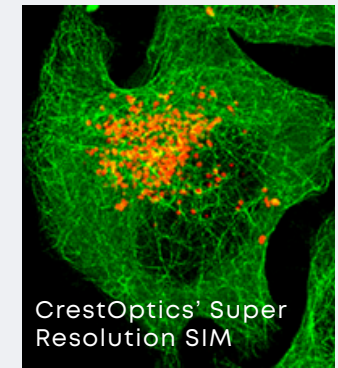
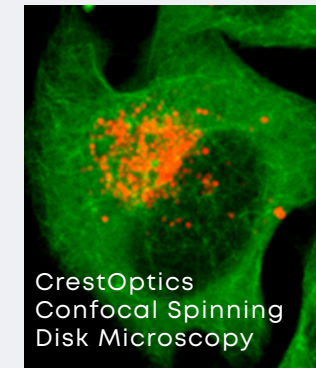
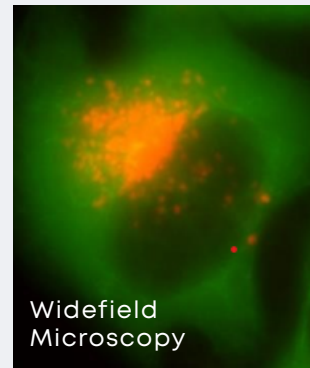
- Premium product - high resolution, fast imaging microscopy capability
- Value product - technology designed for research requiring lower resolution microscopy, at a lower price point

Outputs

CrestOptics sold the following in 2024:

- 16% more units of premium product¹
- 118% more units of value product

The additional resolution available with the CrestOptics' DeepSIM product:



Outcomes

Promoting Innovation: Based on customer surveys undertaken in 2024, the top features influencing the choice of CrestOptics' products by researchers are that they (with all figures being for 2024):

- Enhance quality of research, measured by the number of published scientific papers - **271 publications**² (weighted by ranking of the journal³)
- Make the technology accessible to different settings for innovation, demonstrated by having **121 separate affiliations**⁴
- Bring to market new, advanced technology, shown by the development of intellectual property - **16 applications for IPRs**
- Design customisable and flexible products, demonstrated by their compatibility with **9 third-party software platforms**

Impact

Microscopy technology that contributes to innovations driving medical advances, enabling novel treatments and diagnostics

¹ This number is adjusted for pre orders in 2023

² Absolute number of publications (total publications is 159 in 2024 vs 131 in 2023)

³ Weighted using the Clarivate Journal Impact Factor

⁴ Author affiliation refers to the main institution supporting the research in a publication, and tracking these affiliations helps measure how widely a technology is being used across institutions



Apposite Contribution
 Through its active involvement on the board of Habitus, Apposite has supported a culture focused on quality of provision as a top priority, as the company scales its model to serve more people



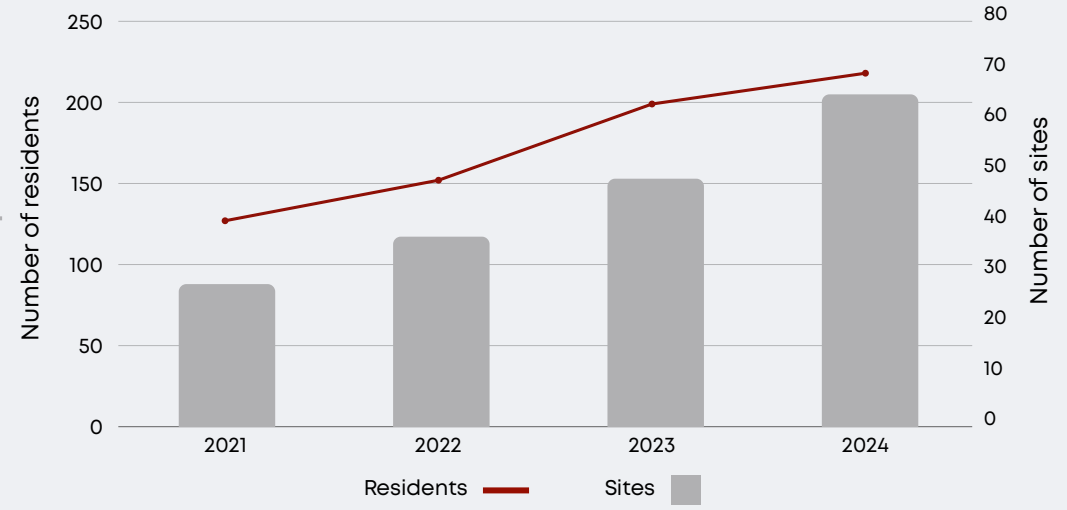
Activities

Danish provider of individual, specialist care and support to adults with severe, complex learning difficulties

Outputs

294 people with complex learning difficulties supported in 2024, vs 119 when Apposite first invested
 1.4 million hours of care provided each year

Progression of number of residents and sites:



Outcomes

Improving Quality by Improving Patient Outcomes: Habitus is a provider of high-quality care, with an overall quality rating from the social authority of **4.5 out of 5**, vs the average for peers of 3.7⁵
 This breaks down into 3 underpinning subcategories of quality scores, representing the outcomes for people supported:

- **4.5 out of 5** - strength of the resident’s competency in forming social relationships and developing independence
- **4.6 out of 5** - quality of support for the physical and mental health and wellbeing of residents
- **4.6 out of 5** - structure of the company’s methods and the customisation to its target group (compared to an industry average of less than 4 out of 5 in each area)¹

Impact

Maximising outcomes and quality of life for adults with severe learning difficulties

⁵ Latest benchmark ratings are from 2021



Apposite Contribution

Apposite’s investment and support has enabled the business to double in size, providing case management services to a greater number of people, while preserving the highest levels of quality, as measured by the outcomes and satisfaction of patients

Activities

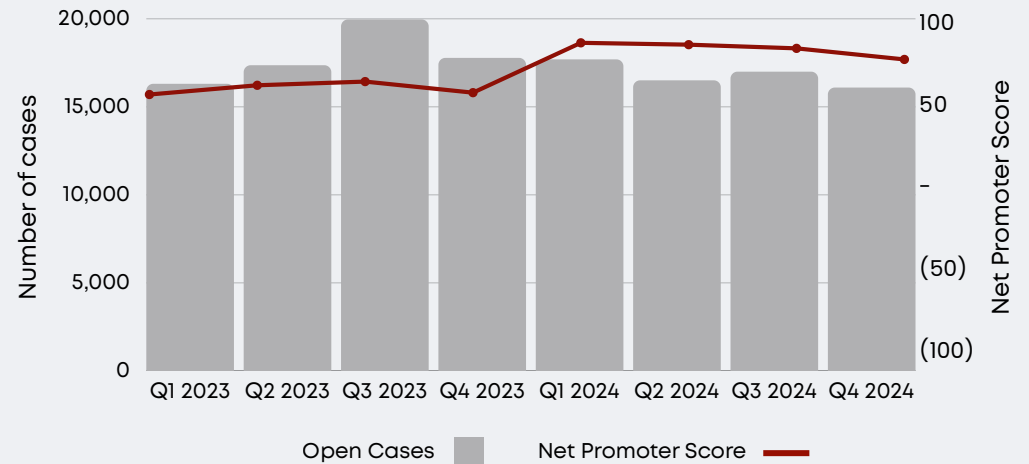
Provide physical and psychological rehabilitation and case management in the UK, with the following services:

- Rehabilitation Case Management
- Workplace Health & Wellbeing
- Medical Insurance Healthcare (treatment and case management)

Outputs

16,095 open cases at 31 December 2024, vs around 17,780 at 31 December 2023

Number of cases and Net Promoter Score:



Outcomes

Improving Quality by Improving Patient Outcomes: Patient reported outcome measures (PROMs) are a well-established indicator of health gains, measuring the level of improvement in health conditions as reported by patients themselves. In Medical Insurance Healthcare, 64-74% of patients every month reported an improvement of at least 2 points on the 10 point Patient Specific Functional Scale⁶ (by which patients self-assess their physical capability), with a 2 point improvement widely considered to be statistically significant. Similar outcome measures are being introduced for Rehabilitation Case Management and the data gathered to date represents an important baseline for benchmarking and target setting

Improving Quality by Improving Patient Satisfaction: The Net Promoter Score (NPS) from patient feedback surveys was 79 on average in 2024 (weighted across services based on number of cases) and remained within a narrow range (see graph above), with any score above 0 being a positive rating. HCML received complaints for 0.19% of cases in 2024, also indicating a high level of satisfaction

Impact

Providing better health outcomes and satisfaction for patients

⁶ See <https://pubmed.ncbi.nlm.nih.gov/22333510/> for further information regarding the use of the Patient Specific Functional Scale



Microbiological Diagnostics

Apposite Contribution

Apposite's investment has supported manufacturing & sales/marketing especially internationally, and the introduction of new leadership. Apposite's active involvement has facilitated growth of a company that had previously been struggling with international development, but which represents an important constituent in the fight to reduce antimicrobial resistance, one of the greatest health risks currently facing the world



Activities

Deliver a differentiated integrated solution (instruments and software) for the automation of bacteriology lab processes and antibiotic susceptibility testing
Developed a value product in partnership with **Médecins Sans Frontières** and the world's first company to have designed a fully automated system for reading and interpreting agar-based antibiograms

i2a's innovations:



Outputs

- In 2024, i2a:
- Sold 93 new instruments across multiple geographies
 - Served ~400 hospitals and ~100 private labs

Outcomes

Improving Quality by Improving Patient Outcomes: it is estimated that i2a's products were used for around **5 million** antibiotic susceptibility tests in 2024. It has been estimated through a multicentric study that around **30%** of antibiotic treatment pathways are altered following antibiotic susceptibility tests (either through changing the antibiotics used or reducing the dosage/spectrum required). This equates to more appropriate and effective antibiotic treatments being used for an estimated 1.5 million patients in 2024. Not only does this improve the likelihood of successful treatment for the patient, improving outcomes, but it reduces the risk of antimicrobial resistance developing, by reducing the use of inappropriate antibiotics. This helps to preserve the efficacy of antibiotics, without which bacterial infections could spread rapidly

Increasing Access by Improving Affordability: i2a is increasingly exporting to less economically developed countries, particularly in North and West Africa, where there is a high incidence of infections and a need for cost-effective solutions

Impact

To make antibiotic susceptibility testing accessible to fight antibiotic resistance, improving patient outcomes



Specialty Pharmaceuticals

Apposite Contribution

Apposite established and financed Kelso in 2021, supporting an experienced management team. The company was founded with the goal of adding value to the healthcare system by offering medicines that enhance patients' lives in a cost-effective and ethical manner



Activities

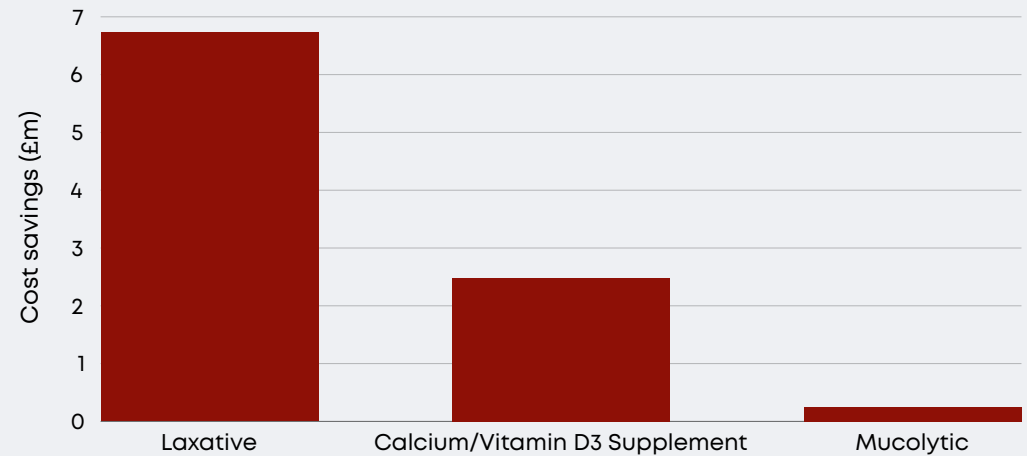
Supply value-added, specialty branded medicines to European healthcare markets

Outputs

Collaborated with two NHS Integrated Care Systems and one Health Board to undertake patient medication review programmes to optimise and tailor medications to patient needs and to support cost efficiency programmes being implemented across the health system

Prepared the launch of two new cost-effective and value-added products to enter the market in early 2025

Cost savings for NHS vs competitor originator products:



Outcomes

Increasing Access by Improving Affordability: Around **£10 million of savings** were generated for the NHS in 2024 by using Kelso's products rather than the originator brands for each medicine, representing an overall **35% cost saving**. This reflects Kelso's founding premise of providing cost-effective pharmaceuticals to the health system

Increasing Access by Increasing Capacity: Kelso has had **0 stock outages**, while other providers have for competitor products (12 during 2024). This has ensured security of supply for the NHS, which is highly sensitive to stock outages, avoiding the risk of patients not getting the medicines they need when they need them

Impact

Providing meaningful benefits to patients by increasing access to more affordable medicines



OCTAVIA HOUSE
Sector-Leading Therapeutic Schools

Special Educational Needs Schools

Apposite Contribution

Apposite supported Octavia House Schools by providing additional capital to expand access through new sites. Leveraging experience in adjacent sectors, Apposite has shared insights to help strengthen recruitment and retention initiatives



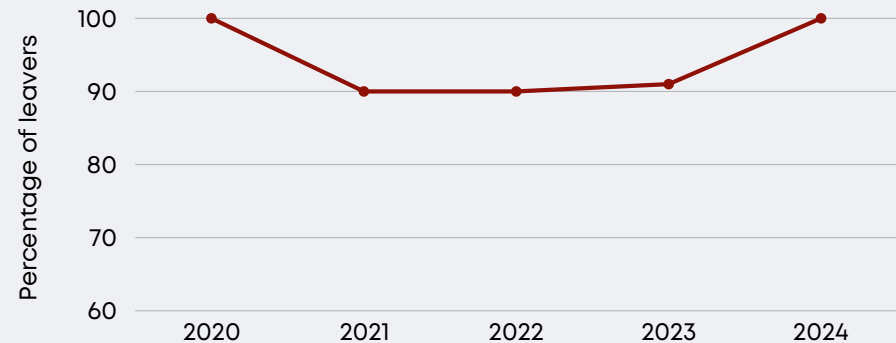
Activities

Specialists in education and therapy for pupils who have suffered adverse childhood experiences

Outputs

140 pupils supported at the end of 2024 vs 96 in 2023

Percentage of leavers in Employment, Education, and Training (EET):



Outcomes

Improving Quality by Improving Outcomes: Octavia House Schools (OHS) demonstrates strong educational and attendance outcomes for pupils with complex needs:

- 100% of OHS provisions are rated Good or Outstanding, reflecting consistently high performance across all settings
- In 2024, OHS London achieved 85% attendance and OHS Essex achieved 94% compared to 90% for National average of all schools (93% state mainstream schools, 87% state special schools, 59% state alternative provision). Placement at OHS resulted in an average of a 21% increase in attendance compared to pupils' previous educational placements
- In the 2023-2024 academic year, over 80% of OHS pupils made good or great progress in reading and writing, and 85% made good or great progress in mathematics, demonstrating the effectiveness of the schools' tailored, trauma-informed educational approach

Increasing Access by Increasing Capacity: OHS is actively addressing demand for specialist education by expanding capacity through brownfield site development. Since 2020, OHS has increased its pupil capacity by 82%, from 77 pupils to 140 pupils in 2024. The increase in capacity represents a significant contribution to meeting the growing national need for specialist provision

Impact

Increasing access to high quality specialist education for students with special educational needs and disabilities



Apposite Contribution

Apposite financed Emblation in 2021, to support clinical research in new indications, obtain further regulatory approvals, and drive global expansion. Apposite invested with the goal of improving quality for patients by offering a disruptive new modality to treat dermatological conditions



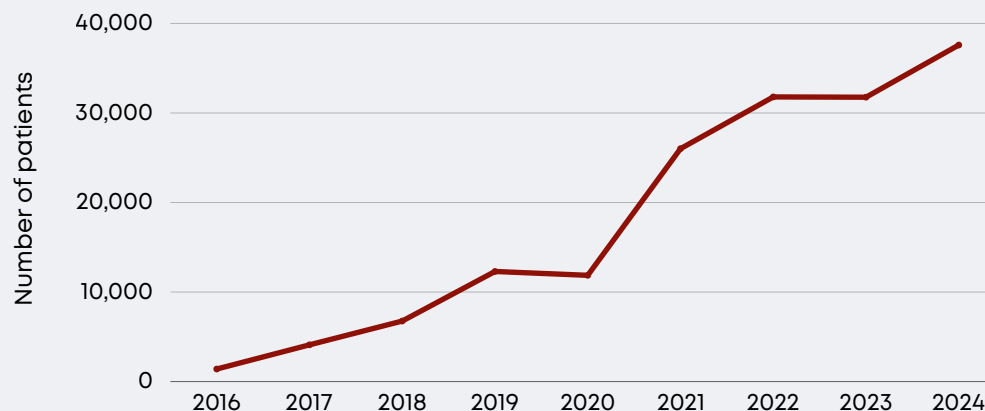
Activities

Manufacture and sell microwave energy devices (Swift system) for the treatment of dermatological conditions

Outputs

In 2024, Emblation increased its installed base of SWIFT devices from 1,365 to 1,517 treatment sites globally

Annual number of patients treated:



Outcomes

Improving Quality by Improving Patient Outcomes: Emblation’s SWIFT device was used to treat 37,590 patients⁷ in 2024, with higher therapy efficacy for common and plantar warts than alternative treatment options:

- 77% efficacy with SWIFT, compared to alternative treatments such as cryotherapy (14-46% efficacy) and salicylic acid (14% efficacy) according to published studies⁸
- More consistent, repeatable treatment, possible with SWIFT, with less than 1% recurrence for patients

Promoting Innovation:

- 10 new clinical publications in 2024, giving a total of 30 clinical articles published to date for SWIFT
- 8 new patents granted in 2024, giving a total of 94 patents granted
- 6 new clinical indications under review, giving a total of 12 indications tested for SWIFT

Impact

Improving outcomes for patients with dermatological diseases

⁷ Based on the total number of applicators sold, with each patient needing an average of 3

⁸ Cryotherapy versus salicylic acid for the treatment of plantar warts (verrucae): a randomised controlled trial - [bmj.com/content/342/bmj.d3271](https://www.bmj.com/content/342/bmj.d3271); Safety and effectiveness of cantharidin - podophylotoxin - salicylic acid in the treatment of recalcitrant plantar warts - pubmed.ncbi.nlm.nih.gov/27072919/



Apposite Contribution

Apposite supported the company’s national expansion through bolt-ons, new site development, and mobile fleet growth. Apposite has enhanced the group’s leadership, clinical governance, IT systems, and capacity, enabling the group to better serve the NHS and private patients

Activities

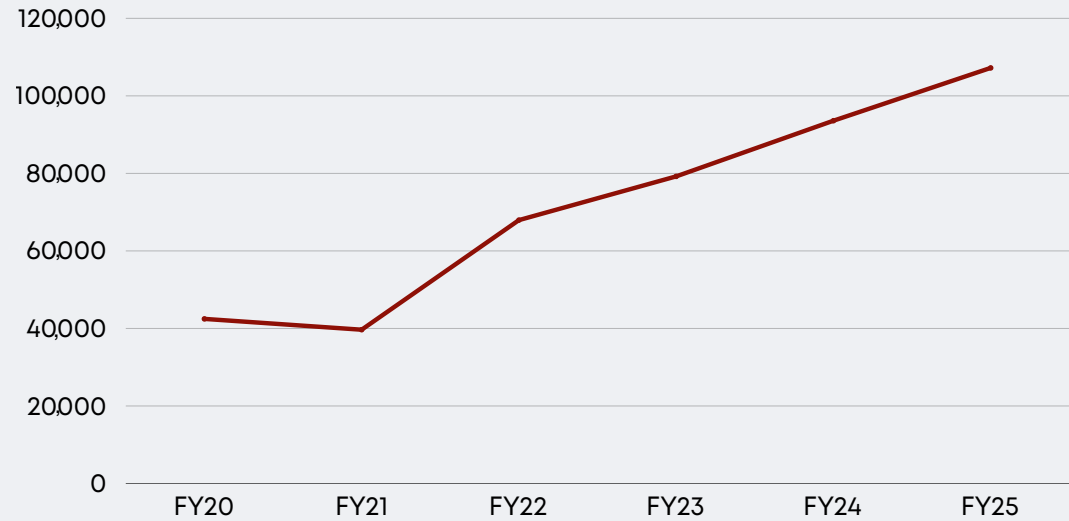
Full-service provider of high quality diagnostic imaging services to the NHS and private sector, operating centres and mobile sites to help address the UK’s shortage of diagnostic imaging capacity

Outputs

13 core sites, with 12 MRI and 5 CT scanners, including 6 mobile units supporting NHS contracts

107,212 total patients in FY25 vs 93,590 in FY24 (a 201% increase since investment in FY16)

Total number of patients:



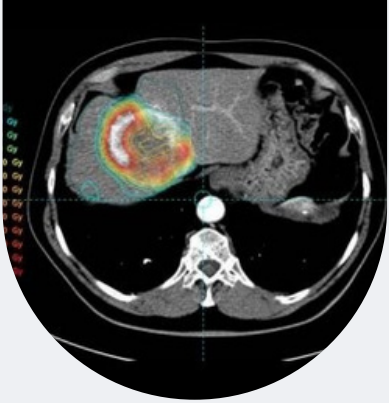
Outcomes

Increasing Access by Increasing Capacity: Expanded national coverage through new scanners, mobile fleets, and extended operating hours to address the UK’s imaging capacity shortfall, resulting in an increase in patient numbers of 201% since 2016. Throughput across 13 core sites has increased, reducing waiting times and improving access to advanced diagnostics nationwide. At the main NHS contract site with the highest activity, 99% of scans are completed within six weeks, surpassing the NHS target of 95%, a standard typically unmet by NHS Trusts

Improving Quality by Improving Patient Outcomes: Imaging Holdings has improved access to high-quality diagnostics, enabling faster and more accurate detection and treatment planning for thousands of NHS and private patients each year. The consistent delivery standards, backed by long-term NHS relationships averaging five years, have enhanced continuity of care and patient outcomes, reflected in a 97% patient recommendation rating

Impact

Delivering high quality radiology services, addressing the shortage of provision of MRI and CT scans in the UK



Apposite Contribution

Apposite has supported the development and commercialisation of novel treatment planning products to personalise cancer care, and is backing Mirada’s strategic expansion into the broader radiopharmaceuticals market, including the development of an innovative service platform to accelerate the route to market for these treatments

Activities

Leading provider of medical imaging software, specialising in advanced solutions that enhance and personalise the diagnosis and treatment of cancer

Outputs

2,000+ hospital sites in 30 countries utilising Mirada technology
250 sites globally utilising Simplicit90Y product

Comparison between standard treatment and treatment with the Simplicit90Y product:

Metric	Standard	Personalised	Gain
Objective Response	35.7%	71.4%	100%
Life Expectancy	10.6 Months	26.7 Months	149%
Treatable Via Surgery	4%	36%	800%

Outcomes

Improving Quality by Improving Patient Outcomes: Clinical trials have demonstrated that Mirada’s personalised dosimetry software, Simplicit90Y, significantly improves outcomes for liver cancer patients treated with Boston Scientific’s Therasphere™. One trial showed a **150%** increase in life expectancy compared to standard care, raising median survival from 9-10 months to over **22 months**. Personalised dose planning with Simplicit90Y enabled **36%** of patients to become eligible for surgery (a potentially curative option) by reducing tumour size to operable levels

“This is Level 1 evidence that shows better outcomes in gold-standard survival, and in trying to convert patients to resection. A win-win-win on all fronts.”

- Professor Riad Salem, Interventional Radiologist, Northwestern University, Chicago USA

Impact

Accelerating cancer care and improving patient outcomes through diagnostic & therapeutic imaging solutions



Apposite Contribution

Apposite's investment brought together an experienced dental sector management team to execute a buy and build strategy in the highly fragmented UK dental market. The company is clinically-led and focused on the impact it has in the communities it serves



Activities

Chain of dental practices offering NHS and private dental services across England

Outputs

In 2024:

- 797,664 appointments conducted
- 337 dentists working with Riverdale
- 265 chairs operated

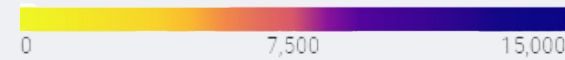
Outcomes

Increasing Access by Increasing Capacity: Riverdale is investing to bring in additional dentistry capacity across the country:

- 3 new chairs in 2024
- 14 new dentists trained in the Foundation Programme in 2024
- 1,875 access sessions conducted in 2024, commissioned by NHS England to ensure patients in greatest need are prioritised

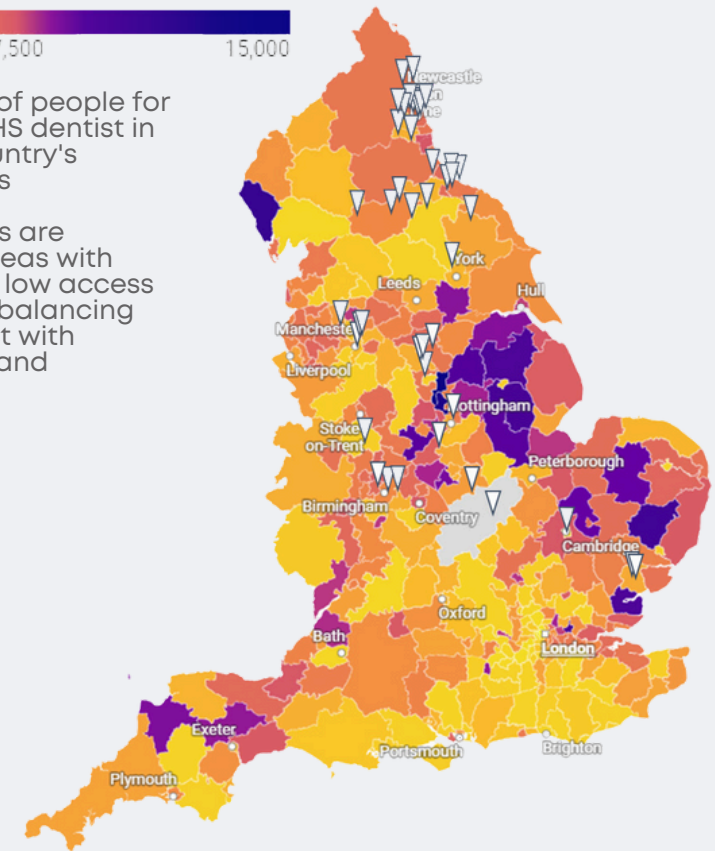
Improving Quality by Improving Patient Satisfaction: average quarterly practice Net Promoter Score (NPS) of 90, representing a trial run by 4 practices that is being rolled out across the network⁹

Heat map of dental deserts overlaid with Riverdale dental practices:



The number of people for every one NHS dentist in all of the country's council areas

The practices are located in areas with moderate to low access to dentistry, balancing social impact with patient demand



Impact

Improving access to high-quality dentistry

⁹ Latest NPS ratings are from 2023



Apposite Contribution

Apposite has strengthened the senior leadership team with new hires to augment organic and inorganic growth. This included signing new contracts with existing global distributors to expand the core product portfolio and with a new OEM to make products accessible to more patients and improve patient outcomes



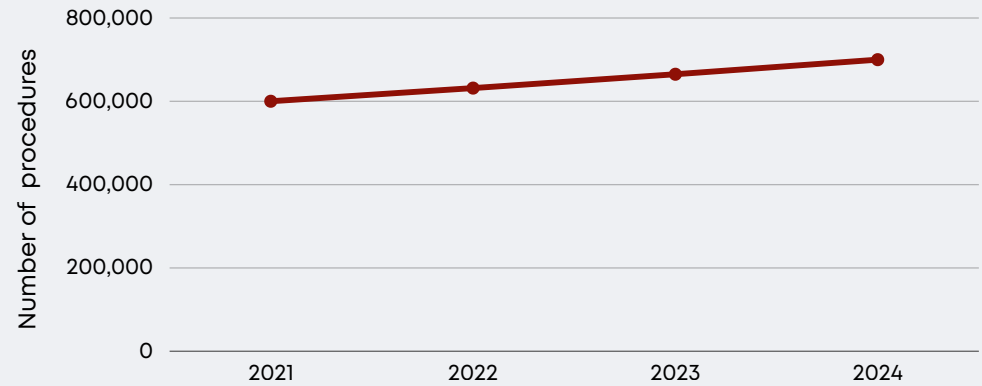
Activities

Specialist designer, manufacturer and distributor of orthopaedic mixing systems and accessories for joint reconstructions. The company has direct US and UK distribution with a leading revision surgery portfolio

Outputs

~900k of cementation units sold, equivalent to ~700k orthopaedic procedures supported per annum

Orthopaedic procedures supported per annum:



Improving Quality by Improving Patient Outcomes: By supplying safe and high quality products, Summit improves the quality of life of individuals post-surgery

Outcomes In 2024, the issue report rate was below 0.01% across the product portfolio

“Summit’s products are higher quality than from other providers, and we had not a single issue with them.”

- Procurement Director, US Orthopaedic OEM

Impact

To be the partner of choice in global orthopaedics through best-in-class medical products ultimately improving patient outcomes



Apposite Contribution

Through its continued partnership with Swanton Care & Community, Apposite supported two strategic acquisitions in 2024, helping to increase provision for people the company supports while maintaining a strong focus on quality and person-centred care



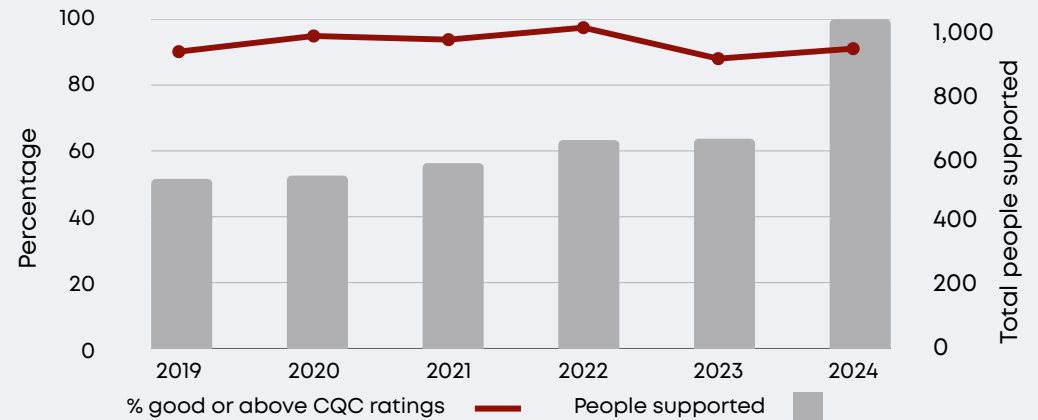
Activities

Individual, specialist direct care and support to adults and children with learning disabilities, autism, mental health disorders, and other complex conditions

Outputs

~1000 people supported (vs. 637 in 2023)¹⁰
106,700 hours of supported living care provided per month

Sites rated “Good” or “Outstanding” by the CQC, and people supported:



Outcomes

Improving Quality by Improving Patient Outcomes: Swanton is supporting more people while maintaining a high quality of care, as demonstrated by:

- High regulatory performance - as of 2024, 91% of sites were rated “Outstanding” or “Good” by the Care Quality Commission (CQC), compared to a national benchmark of 86% across all registered providers
- Swanton maintains a staff turnover rate of under 30%, lower than the market, supporting continuity of care and strong therapeutic relationships across services
- The annual survey of people supported had 194 respondents in 2024 (compared to 86 in 2023) and the average satisfaction score was 91%
- In the 2024 survey of the family and friends of people supported, over 90% of respondents ‘agreed’ or ‘strongly agreed’ that the people Swanton support are leading full and active lives and are supported by kind and professional teams who are considered competent and approachable

Impact

Maximising the quality of life of individuals with complex learning difficulties, with excellent care

¹⁰ ~350 through acquisitions in 2024

ESG Areas

Health impact is the key area of impact focus for Apposite and its portfolio companies. However, Apposite also considers it vital to pursue best practice in environmental impact, personnel management, community interaction, and overarching governance. The key themes and actions being taken in these areas are outlined over the next pages

Employees

Employees

Over 6,500 people are employed across the current Apposite portfolio. Apposite recognises that a motivated, diverse, and fairly treated workforce is critical to long-term success across all of its investments

Apposite's key objectives with respect to employees are shown in the table below, together with the indicators it has suggested that portfolio companies should track

Objectives	Measures
Promote a focus on staff satisfaction and motivation	Satisfaction, turnover, complaints, absenteeism
Ensure non-discrimination, diversity and fairness	Women on boards/management, pay gap, disability inclusion
Ensure appropriate compensation, benefits and training for staff	Pay benchmarking, living wage, training budget, compliance
Promote positive and safe work environments	Accident rate

Key developments with respect to employees are as follows:

- Most companies have introduced formal mechanisms for obtaining feedback from staff. A highlight from recent surveys is 99% of staff at Swanton agreeing that their role gives them personal satisfaction, with Swanton accounting for over 50% of employees across the Apposite portfolio
- Average staff turnover across the portfolio (weighted by number of employees) is just under 2% per month, and generally remains low compared to relevant industry averages
- Across the portfolio, around 59% of staff are female, and the proportion of management roles occupied by women is similar. The proportion of women in executive management is still lower but has increased significantly, to around 30%
- Apposite has established a diversity and inclusion committee, which has resulted in various initiatives with respect to the diversity of its talent pool, Apposite becoming a Level 20 member and signatory to the Investing in Women Code, and unconscious bias training for all Apposite staff



Environment

Apposite emphasises the need for portfolio companies to actively manage their environmental footprint. By their nature, the companies typically have a minimal environmental footprint

However, improvements are encouraged across energy use, waste management, and emissions reduction

Apposite's key objectives with respect to the environment are shown in the table below, together with the indicators it has suggested that portfolio companies should track

Objectives	Measures
Ensure appropriate resource use	Energy consumed (kWh), renewable energy used, water usage (m ³)
Waste management	Waste generated, waste recycled, landfill waste
Reduction of emissions and carbon neutrality	Carbon emissions (direct emissions, indirect emissions from purchased electricity and gas etc., and other indirect emissions) %/amount of carbon offset

The largest footprint contributors (Swanton Care and Habitus, ~80% of portfolio energy use) are implementing:

- Energy-efficient lighting and equipment upgrades
- Best practice energy and water use guides
- Engagement of an energy broker to procure renewable energy
- Centralisation of waste management, with more recycling or incineration to generate energy
- Use of electric/hybrid fleet vehicles
- Carbon offsets to balance emissions (also done by Apposite)



Communities

Many of Apposite's portfolio companies are local by their nature, providing vital local health and social care services, as well as being significant employers in some communities. It is therefore essential that these companies are embedded in, and acting in the best interests of, the communities in which they operate. The companies play a key role in local communities by creating jobs, supporting local suppliers, and engaging in charitable initiatives

Apposite's key objectives with respect to communities are shown in the table below, together with the indicators it has suggested that portfolio companies should track:

Objectives	Measures
Promote job creation	Number of permanent jobs created and individuals recruited
Promote support for local people and businesses	Sustainable supply chain policies, % of local suppliers, % of products and services sold locally
Promote charitable support	Funds raised/donated, staff volunteer hours, pro bono products and services

Key developments with respect to communities are as follows:

- Portfolio companies in Funds II & III have created over 1,200 jobs
- Most companies run corporate citizenship programmes, supporting charities and encouraging staff volunteering
- Some provide pro bono services (e.g. 1MED provides training at local universities, and i2a is carrying out a significant healthcare project with Médecins Sans Frontières)
- Apposite has committed 2% of carry payable in respect of Fund III to a foundation to support healthcare charities
- All companies are encouraged to adopt supplier engagement programmes, so they can work in partnership with their supply chain to address sustainability issues



Governance

Apposite invests in companies which are often founder owned or controlled prior to investment. Apposite encourages companies to improve, professionalise, and formalise governance structures

Apposite has an expectation regarding the structures and policies to be in place at every portfolio company, as shown below:

Objectives	Expected structures and policies
Board Independence	Independent chairperson/board members; audit & remuneration committees with non-executives
Appropriate Risk Management	Policies on conflicts of interest, ethics, anti-bribery, data security, whistleblowing; staff training
ESG Oversight and Culture	Senior ESG/impact champion; formal culture and ethos plan

Apposite has worked to ensure that these structures and policies are in place for all portfolio companies

All companies have nominated impact/ESG champions. 65% of members of portfolio company boards are independent (i.e. not part of the executive leadership of the company), including Apposite directors

Appendix - Health Impact Objective Definitions

Below are definitions of each of the health impact objectives and common indicators that may be used for each:

	Definitions	Indicative Indicators
Improving Quality	Improving Patient Outcomes Ensuring the delivery of safe, effective, patient-centred care on a timely and efficient basis	<ul style="list-style-type: none"> • Quality ratings from third parties • Number of serious incidents • Turnaround times • Revision/mortality rates • Results of clinical studies
	Improving Patient Satisfaction Ensuring the comfort and happiness of patients during and after the provision of care	<ul style="list-style-type: none"> • Patient feedback and complaints • Patient satisfaction surveys • Patient retention rates • Revision rates
Increasing Access	Increasing Capacity Improving the ability of the healthcare system to deliver the volumes of care required to maintain/improve population health	<ul style="list-style-type: none"> • Number of facilities • Number of patients • Number of visits/appointments/ procedures • Occupancy/utilisation rates • Time savings
	Improving Affordability Ensuring that end-payers can cover the cost of required care, especially for low to middle income individuals and government organisations	<ul style="list-style-type: none"> • Price benchmarking • Cost savings for stakeholders • % of revenues from government
Promoting Innovation	Promoting Innovation Developing new products/processes to disrupt healthcare provision positively, helping to achieve the other health impact objectives	<ul style="list-style-type: none"> • Number of new products/services • Number of patents held • Grants awarded/awards received • Scientific publications



External Risk – the risk that external factors disrupt the ability to deliver impact, for example delays in manufacturing or implementation by the regulatory authority, could disrupt the ability for IMED to deliver impact within planned timelines. This is mitigated through strong coordination with manufacturing partners, early regulatory engagement, and contingency planning to manage delays and safeguard delivery timelines

Evidence Risk – the risk of insufficient high-quality data to verify impact, since benefits occur downstream. This risk is mitigated through regular customer interactions, data audits, and future case studies



Evidence Risk – the risk of insufficient high-quality data to verify impact, since benefits are downstream and long term. This risk is mitigated through regular customer surveys

External Risk – the risk that external factors disrupt the ability to deliver impact. There is a risk of obsolescence of the company's technology, due to wider scientific developments, but this risk is mitigated by a fundamental focus of senior management on understanding the scientific landscape



Stakeholder Participation Risk – the risk that the stakeholder needs may be misunderstood, as residents face severe learning difficulties. This risk is mitigated through friends and family surveys

External risk - the risk that adverse events may occur despite quality care, given residents' significant needs. This is mitigated by individualised care planning and focus on quality



Drop-off Risk – the risk that the activities are not delivered as planned and do not result in the desired outcome, especially if patients do not follow treatment plans. This is mitigated through processes and procedures in place to minimise people dropping out. HCML has been developing outcome measures and goals to make them tangible to patients and clients, so that they can be more engaged in the rehabilitation journey



Evidence Risk – the risk that insufficient high quality data exists to precisely calculate what impact is occurring. i2a cannot directly track the exact number of tests carried out using its products and is reliant on a relatively small sample size to extrapolate its impact on antibiotic treatments and therefore the reduction in antimicrobial resistance. This risk is mitigated through regular customer interactions, data audits, and the development of future case studies to supplement limited direct tracking and strengthen evidence of impact



Execution Risk – the probability that activities are not delivered as planned and therefore do not result in the desired outcome, which could occur if Kelso does not acquire new products at the target pace or if it becomes financially unviable to offer such significant price reductions compared to originator brands as expected. This is mitigated by Kelso's growth plan, which places a core strategic focus on acquiring new products and maintaining sustainable pricing



Execution Risk – the risk that Octavia House Schools are unable to recruit and retain the right staff to deliver high-quality education and support. This could affect consistency and outcomes for students. The risk is mitigated through targeted recruitment, staff training, and retention initiatives



Alignment Risk – the probability that the impact is not fully integrated into the enterprise model. This includes the risk that alternative uses for microwave technology, unrelated to patient outcomes, gain traction, potentially leading the company to divert resources. The risk is mitigated by an exclusive strategy that focuses on developing SWIFT/microwave technology specifically for healthcare, with no other applications currently being explored outside of this sector



External Risk – the risk that external factors disrupt the ability to deliver impact, for example through lack of referral of patients to the company and the incremental diagnostic imaging capacity it is making available. This is mitigated through established partnerships, alongside continuous engagement to maintain referral pathways to ensure optimal utilisation of imaging capacity



Evidence Risk – the risk that insufficient high-quality data exists to know what impact is occurring as the company is not able to track long term follow ups on individual patients so relies on extrapolation of static clinical trial data to infer its impact for Simplicit90Y product. This is mitigated through clinical partnerships that generate real-world evidence, regular customer feedback, and alignment of Mirada's algorithms with established clinical literature

External Risk – the risk that external factors may disrupt the delivery of impact, given that Mirada's technology is only one, though critical, component within a larger clinical workflow in hospital departments. This is mitigated by strong integration into hospital workflows, close engagement with clinical users and OEM partners, and robust onboarding and technical support



External Risk – the probability that external factors disrupt Riverdale's ability to deliver the impact - Inputs into bringing on additional capacity depends on appetite from dental practices and funding from the NHS. This risk is mitigated by a focus of senior management core to Riverdale's growth strategy



External Risk – the risk that external factors disrupt impact delivery. Since Summit supplies products used by clinicians, it is one step removed from direct patient outcomes. This risk is mitigated by low product rejection rates and clinician feedback demonstrates product utility



Stakeholder Participation Risk – the probability that stakeholder expectations or experiences are misunderstood or overlooked. Because it is difficult to gather direct feedback from people supported on their quality of life, Swanton mitigates this risk by surveying people supported, employees, and friends and family, establishing a PWS forum to capture service representatives' views, and undergoing extensive external regulatory scrutiny

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APPOSITE
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