



# A Decade of Building Healthcare Leaders

JUNE 2025

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Celebrating 10 Years of Partnership,  
Performance & Purpose

# Letter from Leadership



**Ramsey Frank**

President &  
Managing Partner



**Jay Rose**

Managing Partner

As we mark the 10-year anniversary of Amulet Capital Partners, we reflect with pride and gratitude on the journey that has brought us to this significant milestone. What began as a shared vision between two founding partners has grown into a dynamic and thriving firm. Amulet has evolved into an organization of 30 professionals — supported by a network of senior advisors and outside experts — a healthcare-focused investment platform defined by deep industry expertise, strong partnerships, and a steadfast commitment to long-term value creation.

Over the past decade, we've had the privilege of working alongside outstanding management teams, a talented and growing team of professionals, and a world-class group of senior and outside advisors. Most importantly, we have been supported by an exceptional group of limited partners whose trust and partnership have been instrumental to our success. Each success story, challenge overcome, and relationship forged has shaped the Amulet of today — a firm grounded in integrity, innovation, and purpose.

This anniversary is more than a celebration of the past; it is a springboard for the future. As we look ahead, we remain focused on our mission to invest in and build differentiated healthcare companies that are improving outcomes and expanding access for patients across the globe.

**Thank you** to everyone who has been part of our journey. We are deeply proud of what we've accomplished together and excited for what lies ahead. The next chapter of Amulet Capital Partners will continue to be guided by the values that brought us here: collaboration, trust, accountability and a relentless drive to make a meaningful impact in healthcare.

Sincerely,  
**Ramsey Frank & Jay Rose**



# By the Numbers



## 150+

Cumulative Years of Healthcare Industry Experience

### FIRM HIGHLIGHTS

## \$3.1B

Assets Under Management

## 14

Platform Investments

## 35+

Add-On Acquisitions

## \$500M+

Co-Investment

## 30+

Professionals (7 partners)

## 2

Offices  
Greenwich, CT &  
Walnut Creek, CA

### PORTFOLIO HIGHLIGHTS

## 1M+

Patient Visits Enabled Across the Portfolios (2024)

## 350,000+

First-Time Patients Reached in 2024

## 35%

Reduction in Turnover in just 2 Years

## 6,000+

Full-time Employees Across the Active Portfolio

## 100%

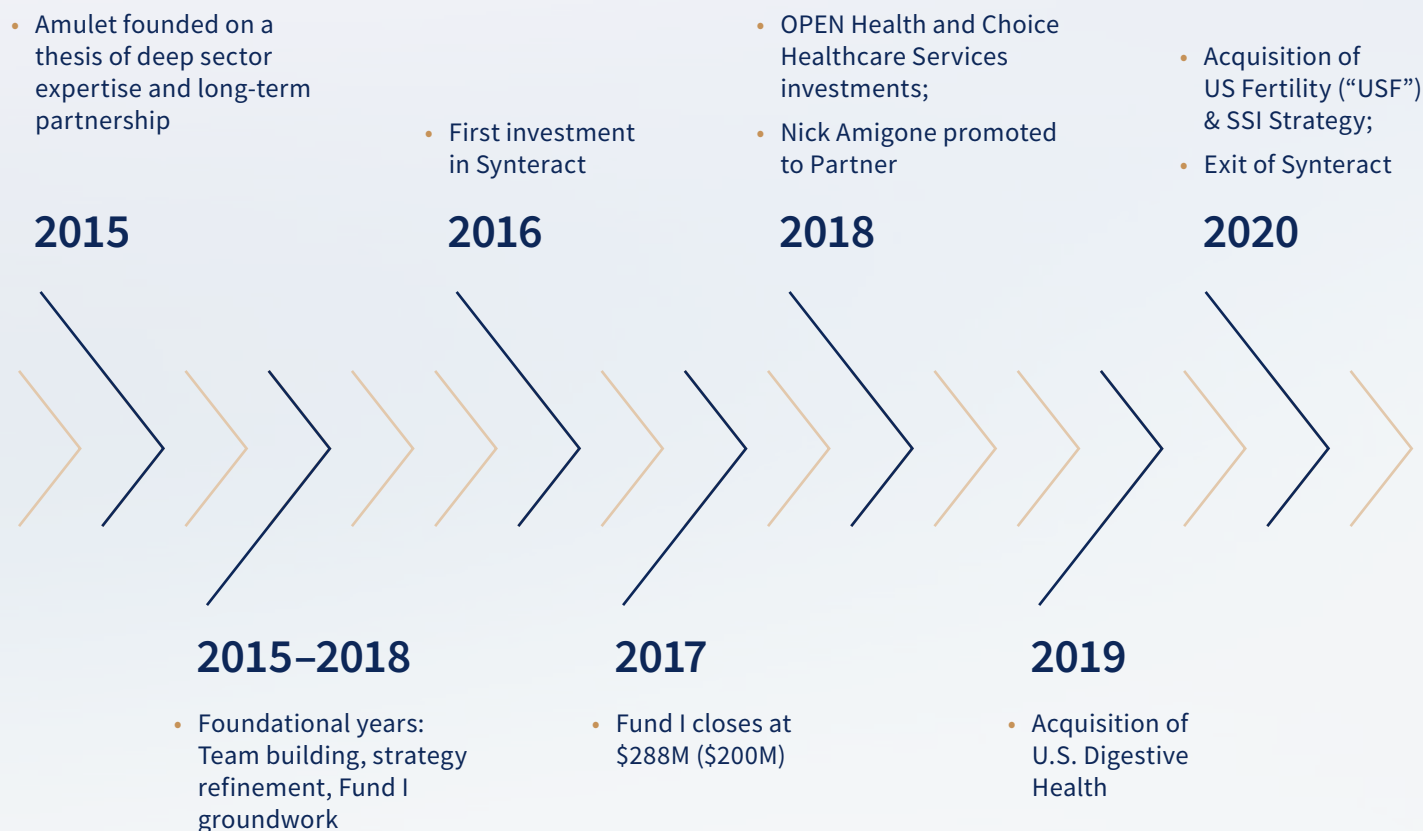
ESG Footprint Mapped Across Portfolio Companies

## 1,600

Net New Hires in 2024 (YOY increase of ~31%)

As of June 2025, unless otherwise indicated. Past performance is not a guarantee of future results, and there can be no guarantee that any investment vehicle sponsored by Amulet or the platform investments described herein will achieve their investment objectives. This material does not constitute an offer to buy or a sale of any securities. Please see the Form ADV Part 2A brochure for Amulet, available at [adviserinfo.sec.gov](https://adviserinfo.sec.gov) for additional information concerning Amulet and important disclosures. As of June 2025, unless otherwise indicated.

# Timeline: A Decade of Impact



## Ten Years of Building with Purpose

From a bold thesis to a scaled platform, each step has reflected our belief in healthcare, partnership, and lasting impact.

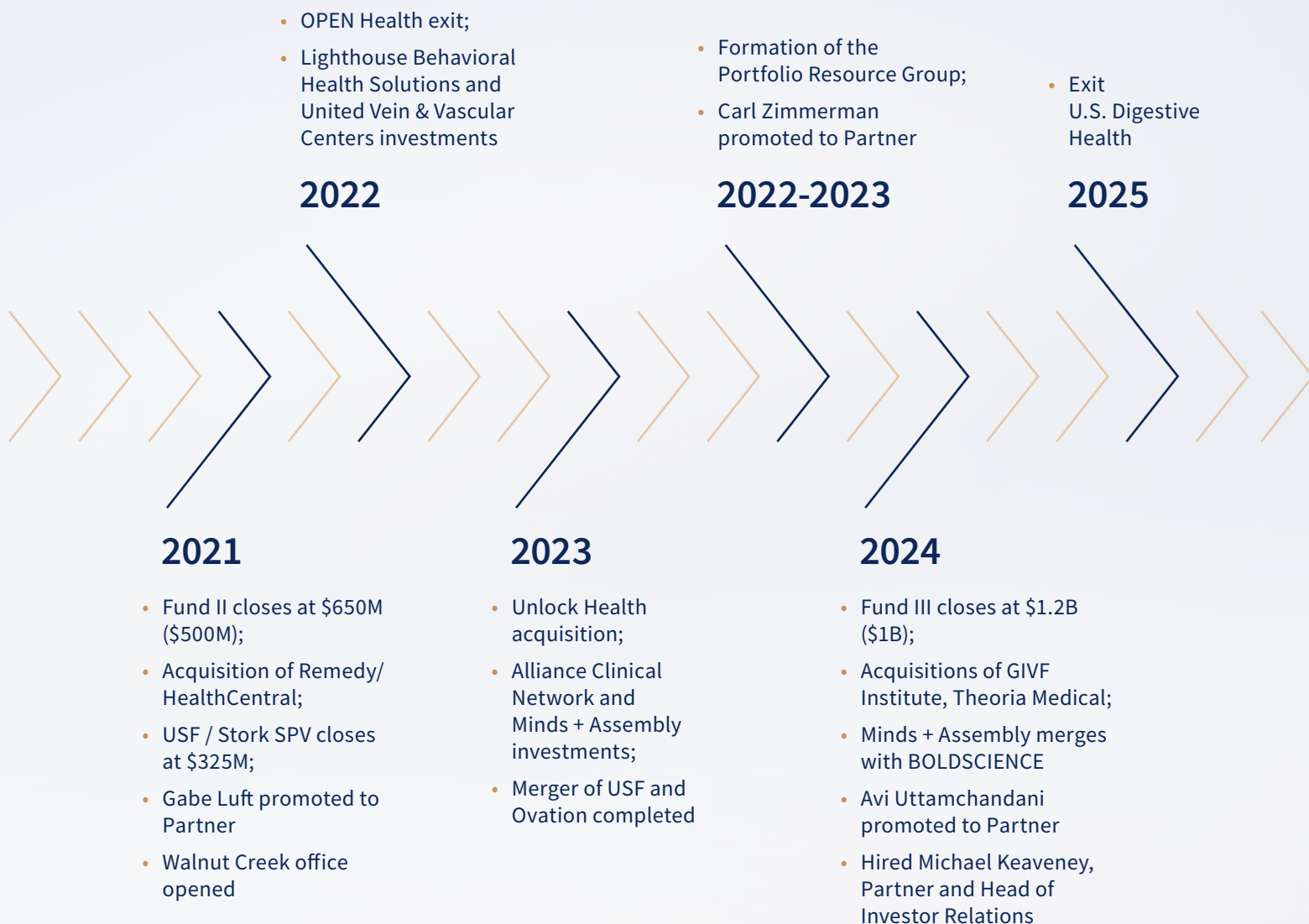
We remain focused on scaling what matters.

Past performance is not indicative of future results. There can be no assurance that Amulet will be able to implement its investment strategy or achieve its investment objectives, or that a Fund or investments by a Fund, as the context requires, will achieve comparable results. Select investments presented herein are provided solely for illustrative purposes, have been selected in order to provide an overview of Amulet’s recent investment activity, and do not purport to be a complete list of Amulet’s investments. It should not be assumed that investments made in the future will be comparable in quality or performance to the select investments described herein.



We are excited to continue strategically deploying capital to help build best-in-class businesses and drive meaningful change and innovation for patients, physicians and the broader healthcare landscape across North America.

Jay Rose, Managing Partner



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# Firm Overview

A Differentiated  
Investment Approach,  
Built for Healthcare



## INVESTMENT PHILOSOPHY

- Amulet is a healthcare-specialized private equity firm with a value-oriented, thematic sourcing strategy
- We target complex and advantaged situations across subsectors where we can build market leaders through consistent value creation
- Our strategy emphasizes downside protection, creative structuring, and disciplined deployment

## WHAT SETS US APART

| Thematic Sourcing  | Situational Focus   | Risk-Conscious Execution  | Value Creation Mindset  |
|--|---|---|---|
| We proactively identify high-potential segments within healthcare through deep industry knowledge and relationships. | We focus on complex deals, off-market transactions, and bespoke structures that unlock long-term value. | Through conservative underwriting, low leverage, and price discipline, we prioritize capital preservation and resiliency. | From diligence to exit, we work closely with management teams to drive sustainable growth and transformation. |

We remain active across market cycles — adapting theses, avoiding auction-driven deals, and pursuing opportunities where others pause

## CREATIVE DEAL STRUCTURING

- Tailored capital solutions: from traditional control equity to structured minority investments
- Strong governance and alignment in every transaction
- Proven flexibility across a wide range of investment profiles

There can be no assurance that Amulet's investment objectives or strategies will be realized or that any Amulet investment strategy will prove successful.

# Where We Focus



## OUR HEALTHCARE SECTORS OF FOCUS



### Life Sciences Outsourcing

- Contract Research Organizations ("CRO") and Sites
- Contract Development and Manufacturing Organizations ("CDMO")
- Medical Affairs, Regulatory, Market Access
- Commercialization
- Medical Products
- Bioprocessing



### Providers

- Physician Practice Management
- Dental Service Organizations
- Home Health & Homecare
- Behavioral Health
- Alternate Site of Care



### Payor & Payor Services

- Managed Care Plans
- Capitated / Risk-Taking Providers
- Ancillary & Specialty Benefit Management
- Outsourced Functional Services

## OUR APPROACH

Time-tested investment strategy designed to deliver strong returns in all market environments



### IDENTIFY

- ✓ Proactive and thematic sourcing in high growth-subsectors



### INVEST

- ✓ Agile and disciplined investors who thrive on complexity, resulting in discounted entry valuations



### BUILD

- ✓ Repeatable value creation approach to build industry leaders that command premium valuations

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# Synteract



## VALUE CREATION & INVESTMENT OUTLOOK

- + Leadership: Recruited new executive team and value-added board
- + Operations: Defined strategy, upgraded KPI reporting, and upgraded delivery model
- + Commercial: Rebranded business and enhanced marketing, re-built sales team
- + M&A: Strategic acquisitions to broaden therapeutic focus and delivery footprint

## BUSINESS SNAPSHOT

- Full-service international CRO (Contract Research Organization) supporting biotech, medical device, and pharma companies
- Global reach: 800+ staff across 60+ countries, with trials in 15 cities
- Expertise in Phase I–IV studies across oncology, dermatology, neurology, pediatrics, and rare diseases

## INVESTMENT THESIS

- Growing biotech funding created demand for mid-sized CROs
- Tailwinds from increased outsourcing penetration in the CRO sector
- Synteract well-positioned to serve mid-sized sponsors with higher agility and talent retention

## INVESTMENT SNAPSHOT

- Investment Date: May 25, 2016
- Status: Realized (December 9, 2020)
- Fund: Fund I
- Exit: Sale to Syneos Health (NASDAQ: SYNH)

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# OPEN Health



## VALUE CREATION & INVESTMENT OUTLOOK

- + Leadership: Upgraded executive team and unified brand under OPEN Health
- + Operations: Built digital & omnichannel capabilities
- + Commercial: Built scalable business development function and cross-sell strategy
- + M&A: Executed and integrated accretive M&A

## BUSINESS SNAPSHOT

- Global provider of scientific communications and health economics & outcomes research services to the biopharma industry
- Operates in 15+ locations with over 1,000 employees
- Built leader in category by bringing together three companies with complementary capabilities: Peloton Advantage, OPEN Health, and Pharmerit
- Expertise in oncology, rare diseases, and specialized medicines

## INVESTMENT THESIS

- Medical Affairs emerged as a high-value, underappreciated subsector
- Founders needed a partner to build infrastructure and scale
- Amulet executed a targeted M&A strategy to expand capabilities and geographies

## INVESTMENT SNAPSHOT

- Investment Date: February 16, 2018
- Status: Realized (July 13, 2022)
- Fund: Fund I
- Exit: Sale to Sponsor

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# U.S. Digestive Health



## VALUE CREATION & INVESTMENT OUTLOOK

- + Strong organic growth
- + Highly accretive M&A
- + Meaningful physician income repair
- + Pursued state expansion
- + Improved profitability of ancillary services

## BUSINESS SNAPSHOT

- Largest gastroenterology physician practice management company in Pennsylvania and Delaware and one of top five in the U.S.
- 266 providers across 44 care centers and 24 ambulatory surgery centers
- Full set of ancillary services including anesthesia, pathology, infusion, and clinical research

## INVESTMENT THESIS

- Growing addressable market driven by expanding colon cancer screening guidelines and demographics
- Strong, high quality regional platform with local market relevance enabling strong partnerships with payors and health systems
- Recurring patient interactions in both core lines of business (infusion and colonoscopy)
- Opportunity to grow and improve profitability of ancillary services through local market scale
- Fragmented market with actionable M&A pipeline

## INVESTMENT SNAPSHOT

- Investment Date: June 5, 2019
- Fund: Fund I
- Status: Realized (January 31, 2025)

## GEOGRAPHIC & SCALE

- Headquarters: Exton, PA
- GI Physicians: 156
- Total Staff: 1,075
- Office Locations: 44
- Ambulatory Surgery Centers: 24

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# US Fertility



## VALUE CREATION & INVESTMENT OUTLOOK

- + Integrated platform across the fertility lifecycle
- + De Novo growth & targeted acquisitions
- + Comprehensive fertility ancillary offering (Ambulatory Surgery Center (ASC)/Lab, Rx, genetics, nutrition, cryostorage)
- + Differentiated/centralized MSO operations (exec leadership, research, procurement, proprietary tech)

## BUSINESS SNAPSHOT

- Leading fertility practice network in North America
- 106 clinics and 36 labs across the U.S. and Chile
- Full continuum of fertility care and ancillary services
- Integrated, centralized Management Services Organization (MSO) infrastructure

## INVESTMENT THESIS

- Sizeable, high growth specialty, with durable demographic tailwinds
- Fragmented industry with opportunity for M&A consolidation and de novo expansion
- Creation of clear U.S. leader in fertility services with best-in-class medical group partners
- Significant opportunity to expand high-value ancillary service offering
- Advantaged situation driven by temporal COVID impacts in 2020

## INVESTMENT SNAPSHOT

- Investment Dates: July 1, 2020 & December 16, 2021
- Status: Unrealized
- Fund: Fund II, Stork SPV

## GEOGRAPHIC & SCALE

- Headquarters: Los Angeles, CA
- Physicians: 206
- Clinics: 106
- Labs: 36
- Presence in 25 states

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# Minds + Assembly

## BUSINESS SNAPSHOT

- Full-service pharma communications and commercialization platform
- Offers creative, scientific, and omnichannel solutions
- Therapeutic focus areas include oncology, rare diseases, CNS, immunology, dermatology, and more
- Offices in the U.S. and U.K.

## INVESTMENT THESIS

- Independent digital-forward agencies are taking share from larger, traditional agencies
- Clear opportunity to accelerate growth by investing in business development, marketing, and leadership
- Significant opportunity to cross-sell additional services to clients and offer solutions across the entire drug development lifecycle
- Founder owned business seeking a partner to professionalize and scale
- Proprietary opportunity resulting in attractive entry valuation

## INVESTMENT SNAPSHOT

- Investment Date: May 3, 2023
- Status: Unrealized
- Fund: Fund III

## GEOGRAPHIC & SCALE

- Headquarters: New York, NY
- Employees: 444 (2024A)
- Global presence with growing U.S. and U.K. footprint

## VALUE CREATION & INVESTMENT OUTLOOK

- + Strengthened business development, marketing, and leadership to drive growth
- + Significant investment in HR, Finance, Ops and IT for scale
- + Introduced new digital, analytics, and real world data offerings
- + Successful execution and integration of strategic M&A to build full-service platform

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# GIVF Institute



## VALUE CREATION & STRATEGIC FOCUS

- + **Infrastructure:** Expanding donor collection sites and clinic partnerships to strengthen inventory and catalog
- + **Operations:** Focusing on performance marketing, digital capabilities, and analytics
- + **Market Positioning:** Maintaining leadership in donor reproductive services through scale and reputation

## BUSINESS SNAPSHOT

- Leading U.S.-based reproductive tissue bank providing donor sperm and egg services
- Operates under the Fairfax Cryobank and Fairfax EggBank brands
- 7 owned and operated sperm bank locations across the U.S.
- 20 IVF partner clinics for egg retrieval nationwide
- Differentiated business model with centralized donor recruitment capabilities

## INVESTMENT THESIS

- High growth, fertility services segment, with durable demand trends
- Differentiated category leader with significant barriers to entry
- Multiple adjacent growth opportunities into new service lines and geographies
- Founder owned business with opportunity to improve performance through optimization
- Opportunity to broaden commercial relationship with US Fertility

## INVESTMENT SNAPSHOT

- Investment Date: September 3, 2024
- Fund: Fund III
- Status: Unrealized

## GEOGRAPHIC & SCALE

- Headquarters: Fairfax, VA
- Sales in 50+ countries
- Donor collection sites in 16 states

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# Theoria Medical



## VALUE CREATION & STRATEGIC INITIATIVES

- + Leadership & Ops: Investing in executive leadership and corporate infrastructure
- + Commercial: Strengthening core operations and technology enablement
- + Growth Strategy: Expanding footprint across senior living operators, ancillary service lines and value-based care
- + Client Expansion: Targeting additional facility penetration with existing operators

## BUSINESS SNAPSHOT

- Tech-enabled MSO supporting multi-specialty medical groups
- Team-based care delivery model combining primary care, specialty and telehealth services, serving patients in the post-acute care continuum
- National footprint with rapidly expanding network of value-based primary care services

## INVESTMENT THESIS

- Large addressable market with rising demand and increased acuity across aging population
- Comprehensive care delivery model, efficiently delivered through mid-level providers and technology enablement
- Industry leading patient outcomes attributable to unique care delivery model
- Significant expansion opportunity through value-based care penetration

## INVESTMENT SNAPSHOT

- Investment Date: November 25, 2024
- Fund: Fund III
- Status: Unrealized

## GEOGRAPHIC & SCALE

- Headquarters: Novi, MI
- Employees: 605 (2024A)
- Facility presence across 22 states

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# Impact & Responsibility



## ESG GOVERNANCE & OVERSIGHT

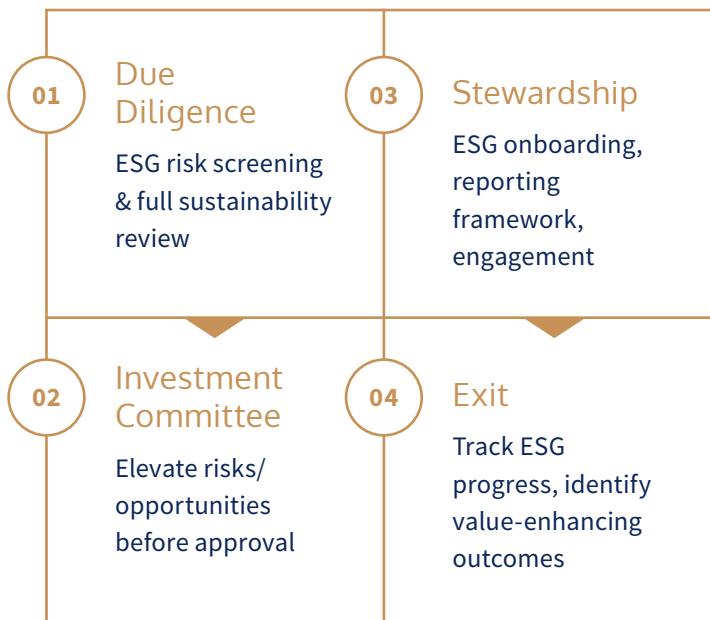
### ESG Committee (est. 2024)

- Cross-functional group with members from Investment, IR, Compliance & Portfolio teams
- Facilitates ESG integration across full investment lifecycle

### Priorities

- Build sustainability competency across the Firm
- Define ESG goals and frameworks for Portfolio
- Enable communication across teams on ESG & impact
- Identify opportunities for value creation

## INTEGRATION IN THE INVESTMENT PROCESS



The above information is qualified in its entirety by Amulet's Responsible Investing Policy, which describes important details and considerations regarding Amulet's responsible investing approach.

## PATH TO SUSTAINABILITY INTEGRATION

- |             |  |
|-------------|--|
| <b>2019</b> | <ul style="list-style-type: none"> <li>• Launched Responsible Investing Policy</li> <li>• First ESG due diligence</li> </ul>   |
| <b>2020</b> | <ul style="list-style-type: none"> <li>• Built custom ESG risk screening tool for healthcare</li> </ul>  |
| <b>2021</b> | <ul style="list-style-type: none"> <li>• First Impact Assessment for Choice Healthcare Services</li> </ul>   |
| <b>2022</b> | <ul style="list-style-type: none"> <li>• Joined ILPA's ESG Data Convergence Initiative (EDCI)</li> </ul>   |
| <b>2023</b> | <ul style="list-style-type: none"> <li>• Signed UN PRI</li> <li>• Updated ESG policy &amp; tools</li> </ul>  |
| <b>2024</b> | <ul style="list-style-type: none"> <li>• Formed ESG Committee</li> <li>• Partnered with Novata</li> <li>• Measured first firm-level carbon footprint</li> </ul>  |
| <b>2025</b> | <ul style="list-style-type: none"> <li>• Added financed emissions to firm-level metrics</li> <li>• Measured carbon footprint across full portfolio</li> <li>• Set company-level ESG targets</li> <li>• Submitted first UNPRI report</li> <li>• Expanded ESG reporting &amp; sharing</li> </ul> |

# Looking Ahead



Over the last ten years, Amulet has built a differentiated, impact-driven investment platform rooted in healthcare expertise and trusted partnerships.

As we look ahead, we remain:

- Grounded in our conviction around healthcare
- Focused on new opportunities for growth and innovation
- Ready to scale what matters over the next decade and beyond



To our portfolio leaders, investors, and team — thank you for being part of this journey.

**We're just getting started.**



**Ramsey Frank**  
President &  
Managing Partner



**Jay Rose**  
Managing Partner

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# Appendix <sup>1/2</sup>

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# Appendix 2/2

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of investments Amulet has made and the post-investment operational and financial support that Amulet intends to provide to its portfolio companies. Investment thesis information represents Amulet's opinions, beliefs, research, due diligence and estimates based on information available to Amulet at the time of investment and has not been updated.

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