HEALTHCARE STAFFING

July 2020

TABLE OF CONTENTS

- Short-Term Industry Outlook
- M&A Overview
- Public Company Spotlights
- Notable Transactions
- Select Transactions
- Public Company Data
- Report Contributors
- Firm Track Record

SHORT-TERM INDUSTRY OUTLOOK

COVID-19, particularly in states experiencing high infection rates, has heavily burdened healthcare systems and upended traditional delivery methods, placing heightened pressure on providers to rapidly secure qualified and dedicated clinicians to care for the influx of patients. Coronavirus infection surges have fueled unprecedented demand for travel nurses, which not unexpectedly has resulted in crisis/pandemic bill and pay rates far exceeding normal levels. On the other side of the equation, many hospitals have seen significant revenue losses due to an estimated 28.4 million elective surgeries being canceled or postponed in 2020, according to UW Medicine. As a result, healthcare systems are not only relying on staffing delivery organizations for assistance in scaling up to care for COVID patients but also to efficiently respond to changes in patient census and optimize workforce spending. Notably, Cross Country Healthcare (Nasdaq:CCRN) has staffed more than 1,000 professionals on COVID-19 assignments in the last six weeks, with the majority allocated towards its managed service programs, according to its earnings call.

Historical EBITDA Multiples

General Staffing Index includes: ADEN, ASGN, KELY.A, KFRC, MAN, RHI, TBI
Source: Capital IQ and Capstone Research

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INDUSTRY OUTLOOK (CONTINUED)

The pandemic has placed unprecedented challenges on healthcare systems and professionals, causing mixed impacts on the subsectors within the Healthcare Staffing industry. The cancellation of many elective surgeries in certain regions softened demand for surgeons, anesthesiologists, and nurse anesthetists as well as clinicians associated with overseeing postoperative recovery while severely damaging hospital revenues. Notably, America’s hospitals have lost an estimated $202.6 billion from March 1 to June 30, amounting to an average of $50.7 billion per month, according to the American Hospital Association. However, signs of recovery in this segment are supported by a recent return of activity as 56% of employers that perform elective procedures have had at least half or more of their volumes return, according to a survey conducted by The Medicus Firm. As volumes increase, healthcare staffing firms present a cost-efficient and flexible model to meet upswings in demand.

While staffing has been negatively impacted by the curtailment of elective procedures, demand has surged for nurses in areas combating acute COVID outbreaks. In April, revenue among travel nurse providers increased 10% year-over-year (Y.O.Y.), largely driven by heightened “hot spot” assignments and the higher associated pay rates, according to Staffing Industry Analysts. Over the past three months, approximately 60% of travel nurse firms have secured increased bill rates. In addition, locum tenens has experienced a 5% Y.O.Y. growth while revenue in allied staffing has remained relatively stagnant.

Healthcare staffing providers have also launched public and private partnerships to assist in curtailting the COVID-19 induced shortage of healthcare professionals. Notably, AMN Healthcare (NYSE:AMN) and Randstad US (OTC:RANJY) have collaborated to introduce Integrated Talent Solutions which offers a comprehensive healthcare workforce solution designed to provide state coalitions, federal agencies and healthcare systems with expedited access to talent. The partnership is expected to provide delivery programs that drive increased efficiencies and standardization, leveraging the combination of AMN’s clinical staffing expertise and Randstad’s expansive non-clinical human resources capabilities. Healthcare staffing firms have also collaborated with state governments to provide additional relief. In mid-April, Georgia announced a partnership with Healthcare Workforce Logistics, a subsidiary of Jackson Healthcare, to bring approximately 570 additional healthcare professionals into its health systems.

“Healthcare organizations need rapid, comprehensive workforce solutions at this moment more than ever before,” During this time when healthcare resources are strained, it is critically important to help healthcare organizations deliver essential services.

- Kelly Rakowski, Group President & COO of Strategic Talent Solutions at AMN Healthcare in a press release

M&A OVERVIEW

Merger and acquisition (M&A) activity has slowed substantially in year-to-date (YTD) 2020 with seven transactions announced or completed compared to 25 transactions in YTD 2019. While transaction volume has been severely hampered, healthcare staffing providers have continued to invest in digitization and robust tech-enabled services as a means of differentiation through 2020, evidenced by AMN’s acquisition of Stratus Video (January, $475 million, 14.0x EBITDA). As Q2 closes, the substantial amount of dry powder, which amounted to nearly $1.2 trillion at the end of 2019 (PitchBook) presents a favorable backdrop for deal activity to rebound in the Healthcare Staffing industry. The sector has historically drawn strong interest from financial buyers with PE firms accounting for nearly 40% of all M&A activity from 2017 to 2019. As transaction activity recovers, PE firms are expected to focus on targets that have demonstrated resilience, which the Healthcare Staffing sector has showcased and is evidenced by the valuation metrics of top public healthcare staffing providers compared to general staffing firms (see next two pages).
Despite substantial COVID-19 induced disruption in March, AMN Healthcare reported record-high revenue in Q1 2020 of $602 million, an increase of 13% YOY. AMN’s Nurse and Allied Solutions segment experienced a 14% YOY revenue increase, while its Travel Nurse division and Technology and Workforce Solutions grew 12% and 84% YOY, respectively. In addition, AMN’s newly acquired video remote language interpretation platform, Stratus Video, contributed $14 million in revenue in the quarter, slightly below expectations. While the negative impacts of COVID-19 were not fully reflected in Q1 results, AMN expects near-term challenges to operating results, forecasting second quarter revenue to be lower.

“COVID-19 has been highly disruptive to the health care community, and the effects on our business have been fast changing. Soon after the crisis took hold in the U.S. in late March, demand for nurses and respiratory therapists surged as hospitals prepared for anticipated COVID-19 demand. With COVID-19 patient census, elective surgeries and other health care services reduced across the country, many of our businesses experienced cancellations and a decline in demand,” commented Susan R. Salka, President, CEO & Director.

Throughout the pandemic AMN has outperformed the General Staffing Sector with its valuation spiking shortly after COVID-19 was declared a pandemic to 15.5x EBITDA. After EBITDA multiples fell to 9.2x in early May, AMN has since rebounded to trade at 11.5x. It has also responded rapidly to provide solutions to healthcare professionals and state organizations by expanding and accelerating the introduction of service offerings. Notably, AMN expanded its VMS solutions to allow various healthcare facilities to quickly staff and manage their contingent talent. In addition, it expedited the launch of AMN Passport, a mobile app for healthcare professionals.
In Q1 2020 Cross Country Healthcare’s revenue increased 8% YOY to $210.1 million. Adjusted EBITDA grew 28% YOY to $4.6 million in Q1, however declined by 44% when compared to the previous quarter. Cross Country’s highest revenue segment, Nurse and Allied Staffing recorded $188.2 million in revenue in Q1, an increase of 7% YOY. Cross Country has communicated that it will not issue guidance for the second quarter due to the uncertainty of COVID-19 on its business segments.

“Our ability to staff hundreds of urgent COVID-19 orders should generate substantial revenue for the company, and we continue to staff new COVID-19-related orders. However, given the uncertainty each health system faces, we do not know how long assignments will run or what percentage may renew. Additionally, we’ve seen unprecedented volatility in non-COVID-19 orders. For instance, our travel nurse orders, excluding COVID-19, were up more than 60% as of March 31 and in the last several weeks have declined sharply as hospital census has fallen and elective procedures have been canceled,” commented William J. Burns, Executive VP, CFO & Principle Accounting Officer.

Cross Country’s trading multiples have fallen in the YTD but still remain above the General Staffing industry at 8.4x EBITDA. School closures due to COVID-19 had the largest impact on operations, which negatively impacted adjusted EBITDA by approximately $1 million. However, despite recent headwinds, Cross Country forecasts higher order volumes for surgical specialties in the coming weeks as volume of elective procedures picks up in many regions.
NOTABLE TRANSACTIONS

Several notable transactions have been announced or completed in the industry in 2020. Select transactions are outlined below, followed by a more comprehensive list on the following page.

**Doximity, Inc. acquires Curative Talent, LLC**
(Updated 2020, Undisclosed)

Leading professional medical network Doximity has acquired THMED for an undisclosed sum. THMED was formerly a portfolio company of Waveland NCP Texas Ventures, a partnership between New Capital Partners and Waveland Ventures. THMED, a premier locum tenens staffing provider, has rebranded to Curative Talent post-acquisition. Doximity will leverage its own data science and intelligence complemented by Curative’s capabilities to create a unique healthcare staffing model. The new platform will provide a personalized search that connects medical groups and healthcare facilities with an expansive network of qualified practitioners.

Founded in 2011, San Francisco-based Doximity offers workflow solutions, a mobile application, and digital health capabilities to clinicians across the country. Its mobile app provides streamlined telemedicine, a clinician directory, and specialty-specific news and research. It also allows healthcare professionals to send, sign, and date HIPAA-sure faxes from a mobile device. Curative will operate as the staffing arm of Doximity, gaining access to a vast community of healthcare professionals. Approximately 70% of all doctors and 45% of all nurse practitioners and physician assistants belong to the Doximity network, according to a press release.11

The acquisition significantly bolsters Curative’s staffing capabilities and geographic reach, adding sophisticated tech-enabled solutions to its staffing model. “Curative now has all the advantages of a Silicon Valley tech company to fuel its customer experience and delivery. Most staffing firms have a database; we have access to a living, breathing network of physicians. Now, with the creation of Curative and the power of Doximity, hospitals and medical practices have access to the largest network of physicians,” commented Jeff Bowling, CEO of Curative.

**The Delta Companies acquires Foreman Therapy Services**
(March 2020, Undisclosed)

The Delta Companies has acquired leading therapy-focused staffing firm Foreman Therapy Services (FTS). Terms of the transaction were undisclosed. Founded in 2011, FTS provides professional physical, occupational, and speech therapists to home health agencies and healthcare facilities across the U.S.

The Delta Companies is a premier physician and healthcare staffing provider for permanent and temporary workforce solutions. Founded in 1997, Delta operates through three business segments – Delta Physician Placement, Delta Healthcare Providers, and Delta Locum Tenens. Delta has provided nearly 3,700 permanent placements and has recorded approximately 6 million patient encounters. The acquisition significantly enhances Delta's therapy staffing solutions and bolsters the firm’s initiative to drive digital transformation. It follows Delta’s announced partnership with DaXtra in January to drive automation of online candidate applications into its customer relationship management database to foster greater efficiency and placement of workforce solutions for healthcare providers and agencies.

“FTS has provided the physical, occupational, and speech therapists it represents the best staffing services possible. Now with our partnership, we can expand our innovative capabilities, grow our business, and better meet the needs of more providers, facilities, and communities,” said Bill Tracewell, CEO of The Delta Companies in a press release.12
## SELECT TRANSACTIONS

<table>
<thead>
<tr>
<th>Date</th>
<th>Target</th>
<th>Acquirer</th>
<th>Target Business Description</th>
<th>Enterprise Value (mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>06/16/20</td>
<td>Curative Talent</td>
<td>Doximity</td>
<td>Provides healthcare staffing services to hospitals, medical groups, and other healthcare facilities.</td>
<td>-</td>
</tr>
<tr>
<td>03/16/20</td>
<td>Foreman Therapy</td>
<td>Delta Companies</td>
<td>Offers therapy staffing solutions including occupational and speech therapists.</td>
<td>-</td>
</tr>
<tr>
<td>03/06/20</td>
<td>Orbis Data Solutions</td>
<td>Epic Healthcare Staffing</td>
<td>Provides clinical consulting and contract staffing.</td>
<td>-</td>
</tr>
<tr>
<td>02/05/20</td>
<td>LocumsMart</td>
<td>CHG Healthcare</td>
<td>Offers VMS platform that connects healthcare organizations with staffing agencies.</td>
<td>-</td>
</tr>
<tr>
<td>02/04/20</td>
<td>H2 Health/Milestone Staffing</td>
<td>Grant Avenue Capital</td>
<td>H2 Health offers outpatient therapy services. Milestone’s services include per diem staffing.</td>
<td>-</td>
</tr>
<tr>
<td>01/29/20</td>
<td>Meditech Health</td>
<td>Senior Planning</td>
<td>Provides healthcare staffing services to hospitals and assisted living facilities.</td>
<td>-</td>
</tr>
<tr>
<td>01/07/20</td>
<td>Zurick Davis</td>
<td>Chase-Partners</td>
<td>Recruits executive and physician leaders for healthcare organizations.</td>
<td>-</td>
</tr>
<tr>
<td>11/07/19</td>
<td>Aligned Telehealth</td>
<td>American Well</td>
<td>Provides on-site behavioral healthcare staffing solutions.</td>
<td>-</td>
</tr>
<tr>
<td>11/05/19</td>
<td>Soliant Health</td>
<td>Olympus Partners</td>
<td>Offers healthcare staffing solutions including registered nurses, surgical technologists, and therapists (11.3x EBITDA, 1.8x revenue).</td>
<td>$612.0</td>
</tr>
<tr>
<td>10/30/19</td>
<td>Converdia Health Staffing</td>
<td>Rural Health Alliance</td>
<td>Provides staffing services for the Healthcare industry.</td>
<td>-</td>
</tr>
<tr>
<td>09/24/19</td>
<td>SonoTemps</td>
<td>Loyal Source Government</td>
<td>Offers temporary placements for medical imaging positions.</td>
<td>-</td>
</tr>
<tr>
<td>09/05/19</td>
<td>Medical Staffing Solutions</td>
<td>TotalMed</td>
<td>Provides healthcare staffing services.</td>
<td>-</td>
</tr>
<tr>
<td>08/20/19</td>
<td>NurseFly</td>
<td>IAC</td>
<td>Offers employment services to nurses.</td>
<td>-</td>
</tr>
<tr>
<td>08/12/19</td>
<td>C&amp;A Industries</td>
<td>Medical Solutions</td>
<td>Provides staffing and recruitment services for roles including radiology, nursing, and rehabilitation therapy.</td>
<td>-</td>
</tr>
<tr>
<td>07/23/19</td>
<td>Grant Cooper</td>
<td>Diversified Search</td>
<td>Offers healthcare executive search services.</td>
<td>-</td>
</tr>
<tr>
<td>07/16/19</td>
<td>Aspen Medical Staffing</td>
<td>Triage Staffing</td>
<td>Provides medical staffing services.</td>
<td>-</td>
</tr>
<tr>
<td>06/29/19</td>
<td>Locum Connections</td>
<td>Aequor</td>
<td>Offers staffing services for healthcare professionals.</td>
<td>-</td>
</tr>
<tr>
<td>06/19/19</td>
<td>TouchPoint Staffing</td>
<td>BelFlex</td>
<td>Provides temporary and direct placement staffing services for industries including Medical.</td>
<td>-</td>
</tr>
<tr>
<td>06/18/19</td>
<td>Leading Edge Medical Associates</td>
<td>American Physician Partners</td>
<td>Offers staffing services to hospitals in Texas.</td>
<td>-</td>
</tr>
<tr>
<td>06/17/19</td>
<td>Progressive Nursing Staffers</td>
<td>Flexibility</td>
<td>Offers recruitment for healthcare professionals on a per-diem, contract, or permanent basis.</td>
<td>-</td>
</tr>
<tr>
<td>05/14/19</td>
<td>Prism Healthcare</td>
<td>Berkeley Research</td>
<td>Provides consulting services to healthcare organizations including workforce management solutions.</td>
<td>-</td>
</tr>
<tr>
<td>05/13/19</td>
<td>Lucidity Direct</td>
<td>Health Carousel</td>
<td>Offers an online platform for temporary healthcare staffing positions.</td>
<td>-</td>
</tr>
<tr>
<td>04/30/19</td>
<td>Advanced Medical Personnel</td>
<td>AMN Healthcare</td>
<td>Provides occupational, physical, and speech therapy staffing solutions (11.6x EBITDA, 1.7x revenue).</td>
<td>$220.0</td>
</tr>
</tbody>
</table>

*Source: Capital IQ, PitchBook, FactSet, and Capstone Research*
**PUBLIC COMPANY TRADING & OPERATING DATA**

<table>
<thead>
<tr>
<th>Company</th>
<th>Price 06/29/20</th>
<th>% 52 Wk</th>
<th>Market Cap</th>
<th>Enterprise Value</th>
<th>LTM Revenue</th>
<th>EBITDA</th>
<th>Margin</th>
<th>EV / LTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMN Healthcare Services</td>
<td>$45.81</td>
<td>51.3%</td>
<td>$2,152.0</td>
<td>$3,247.4</td>
<td>$2,292.1</td>
<td>$283.7</td>
<td>12.4%</td>
<td>1.4x</td>
</tr>
<tr>
<td>Cross Country Healthcare, Inc.</td>
<td>$6.19</td>
<td>46.1%</td>
<td>$231.9</td>
<td>$317.8</td>
<td>$837.1</td>
<td>$37.7</td>
<td>4.5%</td>
<td>0.4x</td>
</tr>
</tbody>
</table>

Mean EV: 8.4%  EV / LTM: 0.9x 9.9x
Median EV: 8.4%  EV / LTM: 0.9x 9.9x
Harmonic Mean EV: 6.6%  EV / LTM: 0.6x 9.7x

EV = enterprise value; LTM = last twelve months
$ in millions, except per share data
NM = Not Meaningful

**PUBLIC COMPANY TRADING & OPERATING DATA: GENERAL STAFFING**

<table>
<thead>
<tr>
<th>Company</th>
<th>Price 06/29/20</th>
<th>% 52 Wk</th>
<th>Market Cap</th>
<th>Enterprise Value</th>
<th>LTM Revenue</th>
<th>EBITDA</th>
<th>Margin</th>
<th>EV / LTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adecco Group AG</td>
<td>$46.95</td>
<td>70.2%</td>
<td>$7,609.0</td>
<td>$8,580.6</td>
<td>$25,187.9</td>
<td>$1,436.3</td>
<td>5.7%</td>
<td>0.3x</td>
</tr>
<tr>
<td>ASGN Inc.</td>
<td>$15.38</td>
<td>53.2%</td>
<td>$601.6</td>
<td>$646.9</td>
<td>$5,234.1</td>
<td>$142.1</td>
<td>2.7%</td>
<td>0.1x</td>
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<tr>
<td>Kelly Services, Inc.</td>
<td>$28.71</td>
<td>67.3%</td>
<td>$595.9</td>
<td>$685.2</td>
<td>$1,355.9</td>
<td>$90.8</td>
<td>6.7%</td>
<td>0.5x</td>
</tr>
<tr>
<td>Kforce Inc.</td>
<td>$69.07</td>
<td>68.4%</td>
<td>$4,009.5</td>
<td>$4,402.5</td>
<td>$20,437.7</td>
<td>$922.3</td>
<td>4.5%</td>
<td>0.2x</td>
</tr>
<tr>
<td>ManpowerGroup Inc.</td>
<td>$65.64</td>
<td>90.3%</td>
<td>$3,446.1</td>
<td>$4,549.7</td>
<td>$3,990.7</td>
<td>$456.7</td>
<td>11.4%</td>
<td>1.1x</td>
</tr>
<tr>
<td>Robert Half International Inc.</td>
<td>$51.83</td>
<td>81.0%</td>
<td>$5,847.0</td>
<td>$5,873.4</td>
<td>$6,112.6</td>
<td>$752.2</td>
<td>12.3%</td>
<td>1.0x</td>
</tr>
<tr>
<td>TrueBlue, Inc.</td>
<td>$15.06</td>
<td>60.3%</td>
<td>$523.4</td>
<td>$593.0</td>
<td>$2,310.7</td>
<td>$124.2</td>
<td>5.4%</td>
<td>0.3x</td>
</tr>
</tbody>
</table>

Mean EV: 7.0%  EV / LTM: 0.5x 6.5x
Median EV: 5.7%  EV / LTM: 0.3x 6.0x
Harmonic Mean EV: 5.5%  EV / LTM: 0.3x 6.0x

Source: Capital IQ as of June 29, 2020
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Eric serves as Managing Director and Head of the Atlantic Region for Capstone Headwaters, based out of Philadelphia. Prior to Capstone Headwaters, Eric was responsible for managing the Eastern region for Morgan Stanley Smith Barney’s Capital Strategies Group and its predecessor, Citi Capital Strategies. Eric has more than 20 years of experience managing strategic sale assignments and leveraged recapitalizations for owners of privately held companies. He is head of Capstone Headwaters’ Health and Medical practice and has successfully completed over 100 transactions in a wide range of industries including medical device, contract manufacturing, pharmaceutical outsourcing, health care services and education and training. In 2016, he received the “USA Deal of the Year” at the M&A Atlas Awards for his work on the acquisition of Progressus Therapy, LLC and in 2014 was awarded both “M&A North American Middle Market Deal of the Year” at the M&A Atlas Awards and “Cross Border Deal of the Year” from the M&A Advisor for his work on the sale of T-DOC Company LLC. Eric has executed complex cross-border transactions with foreign buyers based in London, Germany, Sweden and Switzerland and has structured deals with leading private equity groups and strategic corporate buyers. He graduated cum laude from the University of California and is a Series 7 and 63 Registered Securities Representative as well as a Series 24 Registered Securities Principal.

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Mark is a Director in the Philadelphia office, supporting the management of the Atlantic Region. Previously, Mark served over 10 years as a senior investment banking professional in Morgan Stanley Smith Barney’s Capital Strategies Group. Over his career, Mark has focused on developing deep credentials and expertise in the sale and recapitalization of privately held businesses. Prior to investment banking, Mark enjoyed a career in the social services field. Mark is a graduate of Illinois State University with a BS in Business Administration. He is a Series 7 and 63 Registered Securities Representative.

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Connor is a Research Associate at Capstone Headwaters primarily specializing in Building Products & Construction Services, Healthcare, Business Services, and Cybersecurity. Prior to joining Capstone Headwaters, Connor was a specialist with the Investor Services team at BlackRock where he worked with mutual funds, closed end funds, and exchange traded funds and communicated fund performance, relevant market dynamics, and facilitated trades for shareholders, financial advisors, and institutional clients. Connor holds a BA in Economics from Bates College and is a Series 7 Registered Securities Representative.
FIRM TRACK RECORD

Capstone Headwaters has successfully advised on a number of transactions related to the sale of healthcare staffing and talent management firms. Select Capstone Headwaters’ Health & Medical transactions are shown below. The firm’s experience in the sector provides significant insight into the valuable attributes and likely valuation of target companies, the active buyers and the nuances of transactions in the space.
CITATIONS


Disclosure: This report is a periodic compilation of certain economic and corporate information, as well as completed and announced merger and acquisition activity. Information contained in this report should not be construed as a recommendation to sell or buy any security. Any reference to or omission of any reference to any company in this report should not be construed as a recommendation to buy, sell or take any other action with respect to any security of such company. We are not soliciting any action with respect to any security or company based on this report. The report is published solely for the general information of clients and friends of Capstone Headwaters. It does not take into account the particular investment objectives, financial situation, or needs of individual recipients. Certain transactions, including those involving early-stage companies, give rise to substantial risk and are not suitable for all investors. This report is based upon information that we consider reliable, but we do not represent that it is accurate or complete, and it should not be relied upon as such. Prediction of future events is inherently subject to both known and unknown risks and other factors that may cause actual results to vary materially. We are under no obligation to update the information contained in this report. Opinions expressed are our present opinions only and are subject to change without notice. Additional information is available upon request. The companies mentioned in this report may be clients of Capstone Headwaters. The decisions to include any company in this report is unrelated to all respects to any service that Capstone Headwaters may provide to such company. This report may not be copied or reproduced in any form or redistributed without the prior written consent of Capstone Headwaters. The information contained herein should not be construed as legal advice.
LEADERSHIP THROUGH THE COVID-19 ERA
INTEGRATED CRISIS MANAGEMENT SOLUTIONS

As a firm, we have mobilized our collective resources to deliver an integrated solution to business owners navigating through these times. We can help frame your decisions, access capital to protect your position, and provide specialty transaction expertise to capture opportunities as they arise.

Our full-service capabilities help companies through every aspect of the business, supported by dedicated industry experts, market intelligence, and private equity coverage.

**Mergers & Acquisitions**

We can assist opportunist acquisitions, execute sales, and navigate distressed transactions.

- **Strategic Acquisitions**
  - Target Identification
  - Valuation & Structure
  - Buy-Side Due Diligence
  - Quality of Earnings
  - Buy-Side M&A Execution

- **Sales & Divestitures**
  - Corporate Valuation
  - Market Assessment
  - Transaction Readiness
  - Sell-Side M&A Execution
  - Asset Divestiture

- **Distressed Transactions**
  - Business Unit Divestiture
  - Distressed M&A
  - $363 Sale

**Financial Advisory**

We specialize in performance improvement and value creation in difficult situations.

- **Board Advisory**
  - Strategic Blueprinting
  - Evaluate Capital Adequacy
  - Performance Tracking
  - Management Accountability
  - Communication

- **Operational Effectiveness**
  - Cost Structure Management
  - Operational Assessment
  - Management Assessment
  - Sales Augmentation
  - Organizational Optimization

- **Crises Management**
  - Turnaround / Interim Mgmt.
  - Corporate Restructuring
  - Bankruptcy Protection

**Capital Access**

We help manage through new or existing lenders or investors and secure an optimal solution.

- **Debt Financing**
  - Bridge / Interim Financing
  - ABL and Cash Flow Revolvers
  - 1st and 2nd Lien Term Loans
  - Subordinated Debt
  - Sale-Leasebacks

- **Equity Financing**
  - Growth Equity
  - Secondary Equity Recaps
  - Structured Equity
  - Acquisition Financing
  - Investor Management

- **Alternatives**
  - Creditor Mediation
  - DIP and Exit Financing
  - Government Support Programs

WE ARE ENGINEERED TO MEET THE FULL LIFECYCLE DEMANDS OF PRIVATE COMPANIES

BUILD  GROW  REALIZE  SUPPORT
Capstone Headwaters is one of the largest and most active independent investment banking firms in the United States. The firm has a rich 18+ year history of achieving extraordinary results for middle market entrepreneurs, business owners, investors, and creditors. The firm offers a fully integrated suite of corporate finance services, including merger & acquisition, debt & equity placement, ESOP advisory, corporate restructuring, valuation & fairness opinion, and financial advisory services.

Headquartered in Boston, Capstone Headwaters has over 170 professionals across 17 offices in the U.S. with 16 dedicated industry groups. Capstone has been recognized consistently as one of the top investment banks to work for and "U.S. Middle Market Firm of the Year."