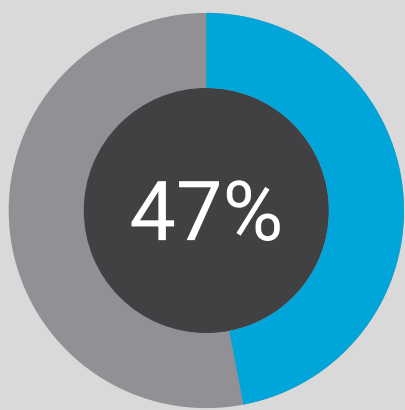


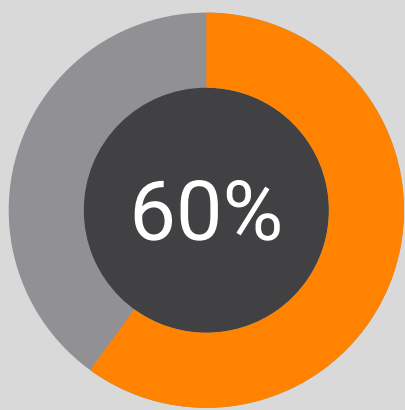
Tender Challenges

25% of Pharma and 85% of MedTech Revenue comes from Tenders but they Face 3 Major Challenges



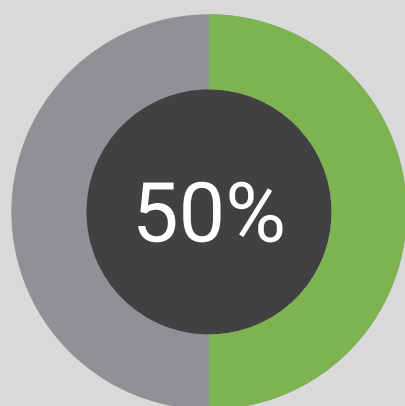
Length of Tenders

of all Tenders take at least 12 months, with 13% of them taking more than 36 months



Increasing Payer Power

of Tender professionals cite new legislation, higher specification standards, and increasing payer purchasing power consolidation



Downward Price Spiral

or more is often the drop from the manufacturer's list price when the tender is accepted

In 2016

AMGROS, a Scandinavian organization which helps regional payers streamline the tender process, saved Denmark nearly \$444 million through Tendering



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