



HBI 2025 (15th edition) CNIT Forest, Paris. March 24–26, 2025

Where healthcare CEOs and investors meet
for deal-making, strategy and innovation

Strategic Sponsors:



Medical Properties Trust

MONDAY | MARCH 24

TBC	HBI 2025 Express - Eurostar London to Paris - More details available soon
15:00 - 18:00	Registration, badge collection and set-up access for Executive Meeting Suites
18:30 - 20:30	HBI 2025 Welcome Reception hosted in partnership with Siemens Healthineers
19:30 - 22:00	HBI 2025 Leadership Dinner - Invitation only



HBI 2025 At a glance



Topics are subject to change, [visit our website](#) for the most up to date agenda.

TUESDAY | MARCH 25

07:45 - 09:00	Registration, Networking and Hosted Breakfast Briefings	
09:00 - 09:50	Keynote: Disruptive Innovation: How Investment is transforming healthcare	
09:50 - 10:20	The 2025 Healthcare M&A Landscape	
10:20 - 10:50	Networking Break	
10:50 - 11:30	Preparing for exit, acquisition or growth: the banker perspective on current financing options	10:50 - 11:50 Defining the next generation of Oncology treatments
11:30 - 12:10	Creating value in the blurring of healthcare and wellness	11:50 - 12:50 Dental CxO Summit
12:10 - 12:50	The power of benchmarking performance: Lessons for investors and leadership	
12:50 - 14:00	Networking Lunch sponsored by Medical Properties Trust	
14:00 - 14:45	What lies ahead? Investor perspectives on the next 12 months	
14:45 - 15:45	Can you balance commercial and clinical excellence?	14:45 - 15:45 Investing in Healthcare property
15:45 - 16:10	Networking Break	
16:10 - 16:50	Road to the Kingdom: How to invest in Saudi Arabia's health transformation journey	16:10 - 16:50 How to build cross-sector multi country management talent
16:50 - 17:20	Investment spotlight: Outpatient intensive care	16:50 - 17:50 Making the business case for sustainability
17:20 - 17:50	Partnerships between investors and Academic Medical Centers – a perfect match?	
17:45 - 20:00	HBI 2025 Networking Reception	
19:30 - 22:00	HBI CEO and Investment Dinner - Invitation only	

WEDNESDAY | MARCH 26

08:00 - 09:30	Networking and Hosted Breakfast Briefings	
09:30 - 10:30	Putting science back at the centre of medicine: The disruptive role of real world evidence	
10:30 - 11:00	Networking Break	
11:00 - 11:30	What is AI's equity story?	11:00 - 12:00 Beckoning in a new era of public, private and government cooperation
11:30 - 12:00	Investment spotlight: Animal Health	
12:00 - 12:30	Future-proof pharmacies: Business models and innovation for a changing landscape	12:00 - 13:00 Facing the dementia wave - redesigning elderly care pathways
12:30 - 13:00	Diversification along the value chain: A new model for investors in healthcare	
13:00 - 14:00	Networking Lunch	
14:00 - 14:30	Investment spotlight: Aesthetics, dermatology and med spas	14:00 - 15:00 Ophthalmology CxO Summit
14:30 - 15:00	Investment spotlight: Women's health	
15:00 - 15:30	Breaking the mould: procurement and distribution models fit for today	15:00 - 16:00 Diagnostics CxO Summit
15:30 - 16:00	Building strong consumer healthcare brands	
16:00 - 16:15	Wrapping up HBI 2025	
16:15 - 17:30	HBI 2025 Closing Cocktail Reception	

HBI 2025 Disruptive innovation: Investing in healthcare transformation

Healthcare is in the midst of fundamental change where the perfect blend of rising demand and rapid advances in technology has created an environment perfect for disruptive innovation. The pathway to the holy grail that is health equity encompassing increased access, better outcomes and lower cost has never felt more in reach. The impact of biological innovation in treatment, powerful data sets driving early diagnosis, decision making and planning are transforming outcomes and have the potential to radically reduce costs.

The real challenge is picking the right investments to leverage this wave of innovation and that will perform in the long term, whilst balancing performance in the short and medium term. Success relies on agility, strong leadership and bold partnerships, where health services, industry, investors, governments, payors and regulators work together towards a common goal; lasting transformation.

HBI 2025, March 24-27 CNIT Forest, Paris addresses exactly how investment in the right innovation can truly transform healthcare. It focuses on access, quality and affordability, embracing digital and technology enablers to deliver asynchronous care with a more effective and efficient use of resources to ensure transformation is sustainable. It looks at leadership, workforce development, analysis of different business models and how to balance both clinical and commercial excellence.

Lee Murray
Event Director, Healthcare Business International

WHAT TO EXPECT FROM HBI 2025:

- **Find new investments, investors or partners.** Meet over 250 investors, 400 Healthcare CxOs and hundreds of specialist advisors or solution providers.
- **Improve your business model and optimise your growth strategy.**
- **Hear case studies, success stories and data points on what works, how to add value or embed and scale transformation.**
- **Save time and money, travel efficiently, and hold effective meetings with hundreds of CEOs, investors and decision makers under one roof.**

[Click here](#) to listen and read why so many of your peers return year-on-year.



HBI 2025 Highlight speakers



Romain Boichat
Partner, Health Care
Corpus Health



Hedley Goldberg
Partner
Rothschild & Co



Sofia Palmquist
CEO
Aleris



Stéphane Carré
Group CEO
Amethyst Radiotherapy



Erik Hamann
CEO
Opseo



Ivo Piest
Chief Development Officer, formerly
COO, Bergman Clinics



Emmanuel de Geuser
CEO
Vivalto Santé



Martin Henrichs
Managing Director, Head of
Healthcare, UBS



David Reich
President
Mount Sinai Hospital



Szabi Dorovotics
President
Mount Sinai International



Irfan Khan
Group Chief Commercial Officer &
CEO, Evercare Group



Marcus Schmidt
CEO
Medneo



Amaury Guerro
Managing Director LATAM -
BUNZL HEALTHCARE
Board Member Opty/H+
Group Brazil



Prof Sneh Khemka
Executive Director NEOM
Venture Partner Archimed Health



Volker Wendel
Founder & CEO
Sanoptis

HBI 2025 Monday, March 24

TBC	HBI 2025 Express - Eurostar London to Paris - More details available soon
15:00-18:00	Registration, badge collection and set-up access for Executive Meeting Suites
18:30 - 20:30	HBI 2025 Welcome Reception hosted in partnership with Siemens Healthineers - Venue to be announced
19:30 - 22:00	HBI 2025 Leadership Dinner - By Invitation Only

HBI 2025 Tuesday, March 25

HBI 2025 – DAY ONE	
07:45 - 09:00	Registration, Networking and Hosted Breakfast Briefings
09:00 - 09:50	Keynote: Disruptive Innovation: How Investment is transforming healthcare Healthcare is in the midst of fundamental change where the perfect blend of rising demand and rapid advances in technology has created an environment perfect for disruptive innovation. The real challenge is picking the right investments to leverage this wave of innovation and that will perform in the long term, whilst balancing performance in the short and medium term. Success relies on agility, strong leadership and bold partnerships, where health services, industry, investors, governments, payors and regulators work together towards a common goal; lasting transformation. This opening session features a series of keynote presentations from across the healthcare ecosystem and sets the scene for the case studies and ideas shared during the rest of HBI 2025.
09:50 - 10:20	The 2025 Healthcare M&A Landscape At the end of Q1, what does the rest of 2025 have in store for the deal environment across EMEA? What are the options for exits? Who will budge first when it comes to valuation expectations and what is the impact of a changing interest rates and inflation on the back of multiple elections and geopolitical risks in key global markets.
10:20-10:50	Networking Break

HBI 2025 – DAY ONE			
10:50 - 11:30	Preparing for exit, acquisition or growth: the banker perspective on current financing options Whilst capital is plentiful, the price of raising it remains high forcing organisations to box clever when considering a transaction or investment.. This session features a series of perspectives from specialist debt, equity and private credit bankers to give an overview of what is happening in each respective market.	10:50 - 11:50	Defining the next generation in clinical Oncology treatments The war on cancer continues to rage on and whilst great steps forward have been made, demand continues to skyrocket with long waiting lists, ever ageing populations and the ongoing development of lifestyle-related disease. Advances in diagnostics, coupled with AI and huge investment into research and clinical trials has yielded great results enabling precise and personalised treatments, particularly in the fields of DNA and Immunotherapy. To counter rising costs and increase outcomes, health systems are focussing on prevention and early diagnosis. This session brings technology, provision and therapy perspectives on the next decade of cancer care. It addresses how organisations partner with each other, payors and regulators to speed up access and drive quality. It explores how to scale whilst containing costs.
11.30 - 12:10	Creating value in the blurring of healthcare and wellness Richer, older, sicker and more demanding populations is leading services to be more specialised, integrated, outcome focussed and technology driven. These drivers have created an environment where products and services pivot to address people as either a patient or a consumer which in turn has thrown up a grey zone of regulatory, payor and scientific risk. In response a new wave of business models and offerings have hit the market that attempt to bridge this healthcare-wellness divide. This data driven presentation takes a global view of the new businesses that are being built across the entire value chain and explains what this means for investment decisions and the future of healthcare delivery.	11.50 - 12:50	Dental CxO Summit Dentistry remains one of the most attractive outpatient investment opportunities with an explosion in self-pay and governmental willingness to see change. This session explores what is driving demand, how to boost organic growth and the potential for further digital disruption. This summit is an opportunity for CxOs and investors to come together in an interactive and non-competitive environment and discuss what the new playbook should be. It is a chance to bounce ideas off of one another and explore what investments in technology and infrastructure are needed to ensure the sector's longevity and sustainability.
12:10 - 12:50	The power of benchmarking performance: Lessons for investors and leadership Benchmark your performance against competition and the wider market enables organisations to be clear on strengths and weaknesses and underpin operational and investment decision making. But in healthcare, where data is often seen as sensitive, benchmarking performance has never truly been possible. The International Finance Corporation set out to build a model in 2021 and has since tracked 25,000 datapoints in more than 160 facilities belonging to 50 groups in 30 countries. The insights gained have enabled operators and their investors to gain clarity on where to focus to deliver clinical, financial and operational performance. This case study with commentary from CEOs and Investors who have taken part shares key findings and explores how this eye-opening new data has brought results.		

HBI 2025 – DAY ONE			
12:50-14:00	Networking Lunch sponsored by Medical Properties Trust		
14:00 - 14:45	What lies ahead? Investor perspectives on the next 12 months How do major investors in the sector view the opportunities and challenges in the next 12 months? What sectors do they see promise in and where have interests tailed off? Which Megatrends are they pursuing? What innovations and new models do they have their sights set on?		
14.45 - 15:45	Can you balance commercial and clinical excellence? Case studies in process, investment, culture and governance. Offering the highest quality service and outcomes to a patient often means using the latest technology or drugs, which doesn't always tally up with a business looking to contain costs and deliver within budget. In a system limited by resource balancing the delivery of quality and efficiency is where a lot of time is spent which can create friction between clinical and operational staff. But does that have to be the case? This case study-based session outlines multiple models where efficient process design, strong culture focus and new governance models leads to a balance of both clinical and commercial excellence. It explores how to achieve this balance, the investment and structural changes needed and how to deploy such models across different sectors and geographies. Speakers include: Sofia Palmquist, Group CEO, Aleris Emmanuel De Geuser, Chief Executive Officer, Vivalto Santé Ivo Piest, Chief Development Officer, Bergman Clinics	14.45 - 15:45	Investing in Healthcare property This session begins with a detailed overview of the key trends and statistics in the healthcare property market, serving as an update and view of what to expect for the remainder of the year. A conversation with some of the largest healthcare property investors discussing topics such as: How robust is health care real estate to rising inflation? What ESG frameworks are in place and what is lacking? What impact is the lack of available debt having on transactions?
15:45 - 16:10	Networking Break		

HBI 2025 – DAY ONE			
16:10 - 16.50	Road to the Kingdom: How to invest in Saudi Arabia's health transformation journey Saudi Arabia's health transformation programme continues to generate a buzz of excitement from investors and providers, but the moonshot project brings with it a large amount of uncertainty. From service delivery and staffing, logistics, IT and technology to physical infrastructure, clinical research and manufacturing there are opportunities for the entire ecosystem. This session, together with a detailed market overview, brings together providers, investors and key local stakeholders to outline exactly what the opportunity is for outside investment and the best strategies and practice to pursue them.	16:10 - 16.50	How to build cross-sector, multi country management talent Workforce challenges in healthcare are well documented with regard to nurses, radiologists, primary care, the list goes on. But what about the workforce challenge that is less spoken about? The scarcity of good healthcare managers. Developing future management talent is essential for operators and investors alike, those who can build culture, and harness the ability of clinicians to build quality and outcomes whilst balancing profitability, and efficiency and building a great culture and brand. This case study digs into the turnaround story of Evercare, the TPG-backed international Hospital platform operating in Kenya, Nigeria and Pakistan some of the world's toughest operating environments. By focussing on strong management functions and processes Evercare managed to bring all its hospitals into profitability for the first time. Speakers include: Irfan Khan, CEO & Chief Commercial Officer, Evercare Group
16:50 - 17:20	Investment Spotlight: Outpatient Intensive Care Hospitals remain the most expensive treatment setting which for decades has driven a global push to deliver care in an ambulatory setting, the rise of remote monitoring a sweeping digitalisation driving this further. But what about a an often complex or highly specialised service such as intensive care? Germany, where more than 95% of intensive care patients are seen in an outpatient setting, provides the blueprint for markets such as Austria, Switzerland, Italy, Poland, the UK and France who are at earlier stages of this journey. This session featuring CEOs from outpatient intensive care providers dives into this blueprint and explores the national and international buy and build opportunities for this resilient and highly specialised model.	16:50 - 17:50	Making the business case for sustainability How do you turn sustainability into a strategic advantage? As sustainability rises on the corporate agenda and demand from external voices including staff and patients increases, healthcare has the opportunity to elevate from delivering on a social need to an environmental need too. Perceived high costs, complex and unclear return on activities have muddled the waters leading to inaction and missed opportunities. This session featuring clear data and case studies from the full healthcare value chain makes the business case for sustainability, clearly identifying and leveraging the financial and intangible benefits that present an opportunity for growth and innovation.
17.20 - 17.50	Partnerships between Investors and Academic Medical Centers - A perfect match? Academic medical centres, particularly big U.S. institutions have spent decades building quality brands, crafting operational best practice, increasing performance and diversifying revenues. For investors seeking to deploy a growing pool of raised capital in a European platform could a partnership between investors and AMCs be a perfect match? This session featuring AMCs and Investors weighs up the potential and explores the value multiple partnership options could bring. Speakers include: Szabi Dorotovics, President, Mount Sinai International		

HBI 2025 – DAY ONE	
17.50-20.00	HBI 2025 Networking Reception
19:30 - 22:00	HBI CEO and Investment Dinner - Invitation Only

‘What struck me was the availability of some of the brightest minds in health care and the seamless interaction. I get to meet a whole lot of people in a very fluid way. I would not be able to do that in any other conference that I am aware of. I’m gonna be following up on quite a few leads. It’s gonna be great in the next few months to bring all of our ideas together.’

Ronnie van der Merwe, CEO, Mediclinic International

HBI 2025 Wednesday, March 26

HBI 2025 – DAY TWO			
08:00 - 09:30	Networking and Hosted Breakfast Briefings		
09:30 - 10:30	Putting science back at the centre of medicine: The disruptive role of real-world evidence The concept of 4P Medicine - Prevention, Prediction, Personal and Participatory - isn't new but thanks to innovation and advances in technology and innovation a paradigm shift towards personalised healthcare delivery is within reach. The proving grounds for this model has been in clinical trials and drug development creating great swathes of real-world evidence on lower costs and better outcomes to convince all stakeholders that the future lies in a transition to such an approach. This session featuring stakeholders from all sides of the healthcare ecosystem examines strategies and outlines the practical steps needed to transition to deliver this transformation. David Reich, Mount Sinai		
10:30 - 11:00	Networking Break		
11:00 - 11:30	What is AI's equity story? What is the true economic impact of AI on value creation? This session features examples and best practice in to get positive ROI from AI investment and outlines the questions all CEOs and Investors should be asking when investing and implementing in the technology	11:00 - 12:00	Beckoning in a new era of public, private and government cooperation Demand, financing, resource scarcity, access to knowledge and innovation is bringing the public, private and government much-closer together when it comes to healthcare with has brought about a return of the much maligned Public Private Partnership term. Except that these new partnerships are far away from those of the past, with a true emphasis on the 'partnership'. Be it investment in infrastructure, outsourced services, financing agreements or management these new models are proving successful and tackling challenges in social care, chronic diseases, technology adoption and workforce struggles. This session explores the components of successful models with input from all three sides of the PPP structure.
11:30 - 12:00	Investment spotlight: Animal Health A consumer outpatient model like dental, aesthetics or ophthalmology, vet services is seeing strong investor interest. With the emergence of big national and international platforms, how does this sector handle workforce challenges, cost pressure, funding models and digital transformation? adding new over-the counter products and services? This session features investors and vet services groups discussing the opportunities and strategies for growth.		

HBI 2025 – DAY TWO			
12:00 - 13:00	Future-proof pharmacies: Business models and innovation for a changing landscape Pharmacies are both being called upon but also working hard to solve problems for patients who struggle accessing services elsewhere, particularly via primary care. Creative approaches to revenue diversification through offering vaccines, wider ranges of products and other health and wellness services have been successful. With the rise on online pharmacies, and a consolidating market the sector has bountiful investment opportunities. This session looks at the trends, opportunities and regulatory changes in the sector. Speakers include: Romain Boichat, Partner, Health Care, Corpus Health	12:00 – 13:00	Facing the dementia wave - redesigning elderly care pathways As health systems globally face a wave of dementia patients flooding already overburdened systems, how do we lay the groundwork now prepare? With no cure, treatment or 'wonderdrug' on the horizon but with promising evidence around prevention methods delaying severity, how can care pathways be developed and redesigned to bring homecare, residential care and investors together to scale up access, outcomes and bring down costs? This session takes a view from all three perspectives to discuss strategies to cope with demand in the short, medium and long term.
12:30 – 13:00	Diversification along the value chain: A new model for investors in healthcare The consolidation playbook of single speciality roll-up model that has served investors and strategics well for many years may be in need of an update. Driven by ambition to involved in the entire the patient pathway and a need for revenue diversification , a new diversified clustered model is emerging which could yield big strides in value creation for investors. Building a series of multi-specialty regional clusters offering services along the wider value chain could be a model fit for the changing healthcare delivery landscape. This session makes the case for the model, comparing different models and discussing the implications on access, quality, cost and efficiency. Speakers include: Amaury Guerre, Managing Director LATAM - BUNZL HEALTHCARE, Board Member Opty/H+ Group Brazil		
13:00 - 14:00	Networking Lunch		

HBI 2025 – DAY TWO			
14:00 - 14:30	Investment spotlight: Aesthetics, dermatology and med spas This vast and fast-growing sector includes aesthetic procedures but also the treatment of age-related conditions relating to dermatology, obesity, vein diseases, presbyopia and dental. This is an increasingly private pay market which is reliant on stable discretionary spending. We look at trends, models and growth rates across Europe.	14:00 - 15:00	Ophthalmology CxO Summit Ophthalmology continues to be a big area of investor interest with considerable scope for consolidation as national and international groups continue to develop. Governments are increasingly outsourcing cataract operations, new drugs are being approved opening up bigger market potential and providers are developing new products and services to match patient demand. Developing referral and diagnostic pathways from optometry is rapidly improving outcomes and access. In this interactive summit providers, investors and medtech discuss new models in care delivery, the impact of smart equipment and digital disruption and its impact on value creation.
14:30 - 15:00	Investment spotlight: Women's Health Women spend a disproportionately longer period of their lives in poor health compared to men in large part through systemic and structural barriers, but also because research and funding has tended to be skewed towards men. Closing the Women's health gap holds enormous economic potential. This session looks at how investment into both sex-specific conditions and understanding how women are affected by general health conditions is closing the gap, the models deployed, and the innovation applied.		
15:00 - 15:30	Breaking the mould: procurement and distribution models fit for today Balancing spiralling costs against a backdrop of rocketing demand and rapidly changing technology can feel like walking a tightrope. Throw in new innovation in drugs and therapies, pandemics, wars and climate crises and the tightrope gets much longer and thinner. Models of procurement and distribution have been significantly challenged of late and innovation is required to keep up with the pace of change, this session features case studies that showcase innovative approaches.	15:00 - 16:00	Diagnostics CxO Summit Innovation in therapies, personalisation, genetics, prevention and early detection have brought laboratory and imaging diagnostics closer together. These shifts are opening up new business models and opportunities for growth along with deeper partnerships especially between speciality providers. This summit is designed to bring together CxOs of imaging and laboratory diagnostics along with investors and explore investment and strategies to continue the transformation of the sector.
15:30 - 16:00	Building strong consumer healthcare brands Brand is increasingly important in as patients gain, discover and exercise more choice in their healthcare delivery. It is equally crucial to building good cultures, retaining and attracting staff and investment. This session outlines best-practice in building a brand that appeals to patients as a consumer.		
16:00 – 16:15	Wrapping up HBI 2025 This session recaps the key statements, data-points and lessons learned from HBI 2025, a final chance to record the key takeaways before grabbing a cocktail to celebrate two-days of effective meetings and learning.		
16:15 - 17:30	HBI 2025 Closing Cocktail Reception		



Secure your seat at HBI 2025 CNIT Forest, Paris, March 24–26, 2025



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