



MEDICAL
MARKET REPORT

JANUARY 2026

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REDWOODS DOWLING KERR

Welcome

We would like to begin by wishing all our clients and business colleagues Happy New Year and a warm welcome to our January 2026 Medical Sector Market Report.

Over the past year, the medical business sector has navigated a landscape marked by significant workforce pressures and ongoing financial challenges, and 2026 promises to bring its own unique blend of challenges and opportunities.

As we turn the page on a challenging 2025, we extend our best wishes for a resilient and prosperous year ahead.

Reflecting on 2025: Challenge, Change and Opportunity

by PAUL J. MILLER
Chairman



The medical sector has navigated a demanding 2025, shaped by sustained operational pressures, workforce shortages, and rising costs across both clinical and non-clinical services. Despite this environment, the sector has continued to demonstrate remarkable resilience. Demand for high-quality medical provision has remained consistently strong, driven by demographic change, increasing patient expectations and the ongoing evolution of technology within clinical settings.

Specialist operators have continued to attract interest, particularly those offering diagnostics, primary care services, elective treatment pathways, mental health support and community-based medical provision. These areas have been bolstered by long-term structural demand, shifting patient preferences toward accessibility and continuity, and wider investment in digital transformation within healthcare.

Throughout 2025, the medical market has shown growing signs of confidence. A wide range of operators across primary care, diagnostics, imaging, dental, mental health and outpatient treatment services have reported improved trading conditions and a clear appetite for future expansion. Many medical providers have used the year to stabilise operations, prepare for growth and position themselves to take advantage of renewed investor interest as economic conditions gradually normalise. These trends indicate a

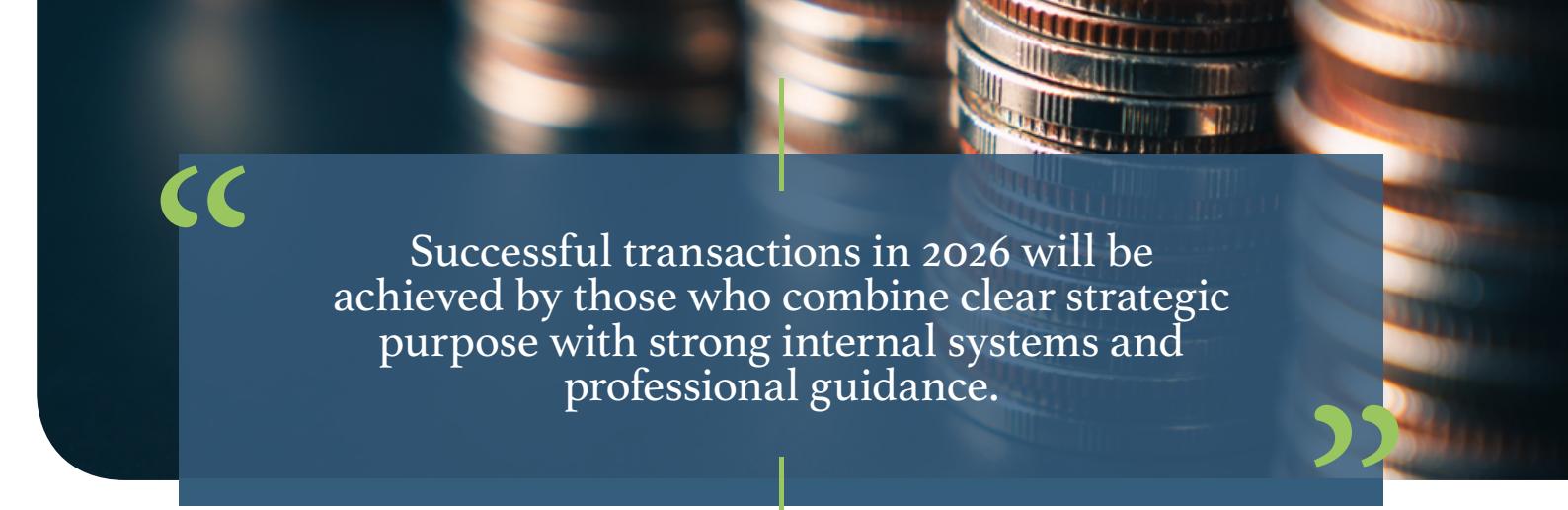
maturing market where quality, governance, regulatory compliance and workforce development remain key differentiators for medium and long-term value.

Across the wider UK landscape, medical-sector M&A discussions have increased noticeably. This uplift in early-stage engagement reflects the return of confidence from both trade buyers and private groups preparing for expansion in 2026. Many are seeking to acquire well-run practices, specialist centres and multi-site operators that can support scalable growth. Providers who have invested in digital systems, patient pathways, compliance and workforce stability are particularly well positioned to attract strong interest as market conditions continue to improve.

Across the wider UK M&A landscape, Altius Group continues to demonstrate strong market penetration. The latest Experian League Table data places Altius 8th in the UK by deal volume. This national performance is reflected with top ten rankings across Scotland, Wales and English regions.

Economic Outlook 2026: Stability Amid Shifting Conditions

As we enter 2026, the economic outlook remains stable, although influenced by several complex macroeconomic dynamics. The UK economy is projected to grow by approximately 1.1% during the year, with inflation easing as



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wage growth softens and labour availability gradually improves. Unemployment rose to 5% in November and is projected to remain broadly stable during the first half of the year.

Although overall growth remains modest, business investment and public spending are expected to offer support in key areas, including health, digital infrastructure and workforce development. Nevertheless, uncertainty persists due to global pressures, fiscal tightening and the continued balancing act faced by the Bank of England as it weighs inflation control against broader economic expansion.

For the medical sector, these conditions highlight the importance of strategic planning, workforce resilience, cost management and targeted investment in technology. Providers that plan early, demonstrate operational resilience and maintain transparent performance metrics will be well positioned to benefit from emerging opportunities during 2026.

Positioning for Success in the Year Ahead

For medical business owners, 2026 represents a critical year for strengthening operational foundations and preparing for potential growth or exit planning. Rising costs and complex regulatory requirements have encouraged some operators to consider succession

planning earlier, while others are focused on strengthening internal processes, expanding services or improving patient access.

Buyer appetite remains strong, particularly for medical providers with predictable income streams, strong clinical governance and sound regulatory compliance. Many larger operators and strategic groups are actively exploring opportunities to acquire practices and medical businesses that align with long-term trends, including preventative healthcare, diagnostics, digital medicine and community-based care pathways.

Successful transactions in 2026 will be achieved by those who combine clear strategic purpose with strong internal systems and professional guidance. Medical operators who present well-documented compliance records, stable staffing structures and a commitment to quality care will continue to command strong interest and competitive valuations.

The medical sector remains one of the most essential and resilient parts of the UK economy. At Altius Group, we remain committed to providing operators with insights, foresight and guidance to help them navigate an evolving and opportunity-rich market. We look forward to supporting owners throughout 2026 as they plan for growth, stability or succession during this period of transition and renewal.

Is Now the Right Time to Acquire a UK Life Sciences Business?

The UK life sciences sector stands at a fascinating intersection of opportunity and momentum. With government commitment deepening, innovation accelerating, and investment flowing steadily, prospective buyers face a compelling question: should you act now or wait for clearer signals? The evidence suggests that hesitation may cost more than premature action.

A Sector Built on Solid Foundations

The numbers tell a persuasive story. Between 2021 and 2022, over 6,800 UK life sciences businesses generated more than £100 billion in revenue. This isn't speculative growth built on optimism, it's an established ecosystem anchored by world-class universities, NHS expertise, and a dense network of specialised firms spanning pharmaceuticals, medical technology, genomics, diagnostics, and digital health.

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What distinguishes the UK market is depth rather than merely scale. Four of the world's top ten universities for life sciences and medicine are based here, creating a continuous pipeline of breakthrough research and highly skilled professionals. This intellectual infrastructure

by ANDREW K. STEEN
Managing Director



provides acquirers with immediate access to talent and innovation that would take decades to replicate elsewhere.

Government Backing That Actually Matters

Political rhetoric around sectoral priorities is commonplace, but the UK government's commitment to life sciences carries genuine financial weight. Healthcare features as one of five central pillars in the Prime Minister's national growth strategy, backed by a £20 billion R&D investment commitment for 2024/2025 alone.

Tax incentives such as R&D Tax Credits and the Patent Box scheme make the financial case more attractive, whilst initiatives like the Oxford-Cambridge Growth Corridor demonstrate strategic planning coupled with follow-through. The Life Sciences Vision strategy signals long-term governmental support, creating a stable policy environment where future growth prospects look increasingly secure.

Market Dynamics Favouring Acquisition

Several converging trends make current conditions particularly favourable for buyers. The UK life sciences sector raised £2.9 billion in equity finance during 2023, ranking third globally behind only the USA and China, and first in Europe. This capital influx has funded

a generation of innovative startups now reaching acquisition maturity.

Demographic pressures, including an ageing population and rising chronic disease prevalence, ensure sustained demand growth. Technological advancement adds another dimension. Artificial intelligence, big data analytics, and gene editing technologies like CRISPR are revolutionising treatment development. UK companies pioneering these applications represent high-value acquisition targets for buyers seeking to integrate cutting-edge capabilities quickly.

The Brexit Regulatory Opportunity

Brexit created regulatory flexibility. The UK can now establish frameworks specifically tailored to life sciences needs, potentially accelerating approval processes and reducing time to market. This regulatory agility, combined with robust intellectual property protections and proximity to European markets, makes UK-based companies more strategically attractive than their European peers.

Why Timing Matters

The sector's projected 10.28% compound annual growth rate between 2024 and 2034 reflects robust expansion expectations. However, increased M&A activity, as larger corporations acquire innovative startups to expand portfolios, suggests that attractive targets won't remain available indefinitely.

Acquiring life sciences companies involves particular complexities: goodwill calculations, valuing businesses with substantial R&D expenditures but limited current revenue,



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and navigating patent arrangements. These challenges require specialised expertise, but they also create opportunities for sophisticated buyers who can accurately assess value where others cannot.

For those prepared to navigate these complexities with proper professional support, the UK life sciences sector offers substantial opportunities. The combination of government backing, technological advancement, and favourable investment climate creates conditions that rarely align so positively.

A SELECTION OF Current Mandates

01. Medical Tech Start-Up

Relocatable

Turnover: Not Applicable

Designed by professionals experienced in community care | Fully digital MAR chart with real-time updates | Daily, weekly, monthly reporting on medication & stock | Remote and in-person care tracking | Scalable pricing for all organisations | Planned enhancements, | 24/7 tech support

Asking Price

£500,000

Ref. 51684

Relocatable

02. Bioscience Company with Point of Care Platform

UK

Turnover: Not Applicable

The business has designed a quantitative diagnostic platform purpose-built for smartphone integration | Proven versatility across range of sectors | Capability to disrupt current global healthcare market | Successfully gained high levels of funding | Won numerous awards

Asking Price

Bids Invited

Ref. 51684

Relocatable

03. Non-Emergency Patient Transport Provider

North East

Turnover: £1,726,252

Turnover £1.7m with Net Profit £320k Y/E 2025 | Offers non-emergency transport for patients to health care sector clients with an emphasis on mental health cases | Operated for 24 years with a strong base of medical clients including NHS Trusts | Turnover has increased significantly since Y/E 2022 due to recent CQC registration and business development

Asking Price

£1,500,000

Ref. 50639

Leasehold

04. Medical Equipment Supplier for Developing Countries

East of England

Turnover: £1,475,881

Adjusted EBITDA of £153k+ for 2024 | Globally recognised supplier of cost-effective medical and orthopaedic equipment, at the forefront of advancing healthcare in Low and Middle-Income Countries | Sustainable, effective healthcare solutions, delivered worldwide, including into disaster relief and war zones | Consultancy, training, project management and logistics

Asking Price

Bids Invited

Ref. 51232

Leasehold

05. Specialist Seating Provider

East of England

Turnover: £1,323,000

Adjusted EBITDA of £328k+ for 2024 | Manufacturer, designer and retailer of specialist seating solutions for various medical issues | Operated for 15+ years | Currently operating with c.100 clients with a forward order book of £120k | The business works on a predominantly ad-hoc basis with some work contracted and a strong mix of commercial and domestic clients

Asking Price

£3,500,000

Ref. 51449

Leasehold

06. Gut Health Business

UK

Turnover: Available on Application

Exclusive UK & Ireland rights to the most clinically-proven probiotic formulation, currently achieving €75m+ in global sales annually | Previously sold under a different brand name in the UK, this formulation has annual sales of £932k. Brand relaunched | €280K in Irish revenue (2024) with 56% margins; UK showing early growth signals | Ready for 10x growth

Asking Price

Bids Invited

Ref. 51645

Relocatable

07. Non-Emergency Patient Transportation

UK

Turnover: £881,000

Turnover Y/E 2024 £881k with Adjusted EBITDA of £247k | Provides CQC registered non-emergency patient transport nationwide | Well established and has relationships with local health care providers | All employees are highly trained across a variety of areas, including safeguarding and emergency CPR | Growth opportunity within current area and further

Asking Price

Bids Invited

Ref. 50215

Freehold/Leasehold

08. Psychological Therapy Practice

East Midlands

Turnover: £307,698

Psychology Practice | Run by the owner, with support from a clinical director and a team of clinical psychologists | Services offered include psychological and neurodiversity assessments, cognitive assessments, therapeutic interventions, remote clinic sessions, supervision and teaching and training programs | An opportunity to grow and develop further

Asking Price

£275,000

Ref. 51632

Leasehold

09. Private Ambulance Provider

South East

Turnover: £682,296

Long established, outstanding reputation | High quality patient care and reliable ambulance service across UK | Provides service for GPs, NHS and private hospitals, insurance companies and individuals | Fully equipped vehicles | Highly qualified medical team

Asking Price

Bids Invited

Ref. 51675

Leasehold

10. Bathroom Kitchen Design & Installation - Mobility Specialist

South West

Turnover: £745,801

Bathroom and Kitchen Design and Installation business, specialising in easy access bathrooms & kitchens for the elderly and disabled | NHS trusted provider of home adaptations. | Annual Turnover for Y/E 2021 £745,801 with impressive EBITDA of £114,213 | Excellent reputation for build quality and customer service

Asking Price

£400,000

Ref. 49245

Leasehold

11. Sub-Contract Electronics Manufacturer

East of England

Turnover: £555,275

Established since 1995 | Turnover in 2024 £555,275 with an EBITDA of £83,504 | Highly respected with an excellent reputation | Serving the pharmaceuticals, biochemistry, audio, and brewing industries | ISO9001 accredited company

Asking Price

Bids Invited

Ref. 51481

Leasehold

12. Private Scans Business

North West

Turnover: £125,380

Modern private Ultrasound scan business with state-of-the-art facilities | Company has been in operation since 2020 | Early Dating Scans, 2D Early Sexing Scans, 2D Express Scans, 4D Early Sexing Scans, 4D/HD Scans, 2D Growth Scans, Fertility/Pelvic Scans | Excellent location and superb and well trusted reputation

Asking Price

£39,950

Ref. 51388

Leasehold

13. Dental Staffing Agency

Relocatable

Turnover: £509,315

Custom made app to streamline payments, time logging, staff management and more, all included in business purchase | Huge scope for growth with such an excellent market reputation | Outstanding profit margins | Turnkey solution for a growing challenge in the dentistry market

Asking Price

£900,000

Ref. 51281

Relocatable

14. Premium Eyewear Designer & Manufacturer

UK & Overseas

Turnover: £329,776

Brand established in the late 1970's in Sweden | Run under the current ownership since 2007 | Loyal customer base throughout the UK and overseas | Genuine growth potential for any new owner | Operating from a purpose-fitted unit within a retail park | Blue Chip retail outlets

Asking Price

£495,000

Ref. 50065

Leasehold

15. Medical Equipment Manufacturer

North West

Turnover: £382,960

Highly respected Medical Equipment Manufacturing Company | Forecasted turnover £382,960 per annum (Y/E 30.06.25) generating a strong EBITDA of £151,803 | Brilliant reputation, loyal customer base, terrific potential for future development | Supplying the NHS, private hospitals, UK and export markets

Asking Price

£850,000

Ref. 50683

Leasehold

16. Case Management - Serious Injury Rehab/Litigation

North West

Turnover: £337,949

Adjusted EBITDA of £110k | Brain injury case management supporting rehabilitation and assisting in litigation | Manages cases across England and Wales | Caring for clients with brain injuries, learning disabilities and complex mental health needs | Operating for 10+ years, close relationships with solicitors and the care sector

Asking Price

Price on Application

Ref. 50545

Leasehold

17. Physiotherapy Services

London

Turnover: £284,818

Modern Physiotherapy service with state of the art facilities | Annual Turnover for Y/E 2024 £284,818 with an EBITDA of £10,485 | Run completely under management with self-employed practitioners | Excellent location

Asking Price

Bids Invited

Ref. 49437

Leasehold

18. Aesthetics Clinic

South East

Turnover: £253,494

Increasing consumer demand for both surgical and non-surgical treatments | Potential to expand, increase marketing outreach, and replicate in other locations | Established brand provides a platform for growth | 100% Acquisition: A complete purchase of the business, allowing the new owner full control and the opportunity to benefit from the clinic's strong market position

Asking Price

£350,000

Ref. 51221

Leasehold

19. Home Care/Health Care Recruitment Agency

North East

Turnover: £245,594

Established home care, health care recruitment agency | Turnover Y/E August 2024 £245,594 with very healthy gross profit of £84,363 | 600 hours per week provided with growth potential | Mostly private clients and can be relocated | Approx 100 carers available | Option to acquire a portion of the shares

Asking Price

£350,000

Ref. 50277

Freehold

20. Private Medical GP Clinic

Scotland

Turnover: £129,687

Private Medical GP Clinic with state of the art facilities | Annual Turnover for Y/E 2024 £129,687 with impressive net profit of £81,149 | Run by the current owners on part-time hours | Excellent location | Genuine growth potential | Over 100 5* Google reviews | Perfect opportunity for existing Doctor to take on their own practice | Business expected to grow annually

Asking Price

£265,000

Ref. 50843

Leasehold

21. Private Scans Business

North West

Turnover: £185,813

Asking Price

£225,000

Modern private Ultrasound Scan business with state of the art facilities | Annual Turnover for Y/E 2024 £185,813 with an EBITDA of £94,595 | Company has been in operation for decades | Early Dating Scans, 2D Early Sexing Scans, 2D Express Scans, 4D Early Sexing Scans, 4D/HD Scans, 2D Growth Scans, Fertility/Pelvic Scans | Excellent location and superb reputation

Ref. 50964

Leasehold



Rated 5 Stars ***RDK OVER 570 REVIEWS***

94% 5 STAR REVIEWS

Outstanding Experience

Working with Asif and the team at Redwoods was an outstanding experience. From the initial viewing to the final handover, Asif was more than just a broker; he was a trusted advisor. He took the time to understand our goals and provided insightful counsel that was crucial to our decision-making. His professionalism and dedication made a potentially stressful process remarkably straightforward. I am delighted with the outcome and would confidently recommend their services to fellow professionals.

Highly Recommend

Bradley took responsibility for the sale of our company. He walked us through what was expected of us and the prospect purchaser. He was very helpful and constantly kept us informed every step of the way and kept in touch daily. We successfully sold our business and would highly recommend Redwoods.

A Pleasure to Work With

We have purchased another business to add to my portfolio from Redwoods Dowling Kerr and would certainly work with them again. Once again it was a pleasure to work with highly experienced long standing senior sales broker Asif Musa, who has always proved to be very efficient, knowledgeable, proactive, and supportive during the complex sale process.

Professional Service

In the process of selling my business, it would be impossible for our negotiator to be more helpful than he has been throughout this process. No hesitation to recommend RDK, professional service all the way.

Altius Group News

High Five to Latest Donation!

Altius Chairman's Charity has continued to support good causes throughout 2025 with a series of donations to charities chosen by staff.

With a £4,000 donation, the latest organisation to benefit is High Five, a Lancashire charity supporting children with severe disabilities and their families.

High Five Founding Trustee, Sarah Kiley, commented: *"This donation from Altius will allow us to keep creating events, bringing families together. We are so thankful, not just for such a generous donation, but also the belief in what we do."*



Other charities benefiting in 2025 include Unique Kidz Morecambe and Derian House Children's Hospice.

With £17,600 donated over the last season, Group Chairman, Paul Miller, commented: *"I'm delighted to see our charity initiative raising so much for good causes. Here at Altius we are proud of our commitment to give back to the community."*



Experian MarketIQ: UK M&A Review

Altius Group is delighted to rank as a Top 10 adviser in the UK for M&A. The latest Q3 ranking is based on the volume of activity YTD 2025.

CURRENT RANK	ADVISOR	VOLUME
6	RSM	72
7	PwC	62
8	Altius Group	62
9	Cooper Parry	54
10	PKF	49
11	Cavendish	45
12	EY	42

CONTACT US TODAY

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