

# The State of Spine Surgery Think Tank

June 25-June 28, 2025 | JW Marriott | San José del Cabo

## Pre-Meeting: The Investment and Innovation Summit

Wednesday, June 25, 2025

12:30 pm Registration

### Session 1

**Mod: Frank Phillips**

1:30 Welcome

Frank Phillips

1:35 The financing and M&A environment for private spine companies

Charles Hamilton

1:55 Q&A

### Investment Presentations

**Mod: Frank Phillips & Gary Stevenson**

2:00-2:10 **Elevation Spine** – Saber technology platform

Charlie Gilbride

2:11-2:15 Q&A

2:16-2:26 **LocateBio**: Timing matters with BMP-2 delivery

John von Benecke

2:27-2:31 Q&A

2:32-2:42 **Medcura**: Transformational surgical hemostat platform

Jim Buck

2:43-2:47 Q&A

### Investment Snapshots

2:48-2:53 **MRI2CT**

2:54-2:59 **Axis Spine Technologies**: Modular over made-to-order: The scalable future of customizable spine surgery

Barrett Sullivan

3:00-3:05 **OssiFi Therapeutics**: A market disruptive bone graft with anti-sclerostin small molecule in sheep lumbar interbody fusion

Debra Ellies and Sig Berven

3:06-3:11 **Mighty Oak Medical**: Automated 3D pre-surgical planning & patient-specific solutions for your complex cases

Nick Bryne

3:12 Refreshment Break

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## Session 2

3:37

**Panel Discussion: What are Investors Looking for to Finance Spine Companies?**

**Mod:** Frank Phillips & Gary Stevenson

**Panel:** Michael Collins, Kaila Krum, Eric Major, Gwen Watanabe, Marc Viscogliosi

### Investment Presentations

4:07-4:17

**Theradaptive:** Re-engineering BMP for precision and persistency

Frank Vizesi

4:18-4:22

Q&A

4:23-4:33

**MRIGuidance:** BoneMRI: Precision imaging with zero radiation & efficient workflow

Roel Kellenaers & Peter Seevinck

4:34-4:38

Q&A

4:39-4:49

**NovApproach Spine:** Versatility mitigates adversity: Anterior column Reconstruction w/ OneLIF

Sig Berven and Kris Renton

4:50-4:54

Q&A

4:55-4:57

Summary comments

### Investment Snapshots

4:58-5:03

**Theragen:** Patient insights & recovery metrics – Striving to improve fusion outcomes and patient care

J. Chris McAuliffe

5:04-5:09

**Zygofix:** zLOCK True minimally invasive spinal fusion

Ofer Levy

5:10-5:15

**TrackX:** Revolutionizing X-ray guided surgery with "Virtual Live Fluoroscopy"

Robert Isaacs

5:16-5:21

**Spinal Simplicity:** Advancing minimally invasive solutions for pain relief

Todd Moseley

5:22-5:27

**Momentum Health:** 3D Digital Twins & AI for spine care

Jean Ouellet

5:28-5:29

Summary comments

5:30

**Panel Discussion: What are Strategics Looking for to Finance or Acquire Private Spine Companies?**

**Mod:** Frank Phillips & Todd Albert

**Panel:** Massimo Calafiore, Chris Patterson, David Paul, Russell Powers, Pat Miles

5:55

Adjourn

6:00 –

7:00 pm

**Summit Reception**

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## Thursday Morning Spouse Session: Spouse / Partner Breakfast & Discussion – *I Married a Spine Surgeon and I Love Them! But There Are a Few Challenges...*

|      |                                   |                      |
|------|-----------------------------------|----------------------|
| 8:15 | Buffet Breakfast                  | Mila Foyer           |
| 8:30 | Introductory Comments             | Denise Walt, MD      |
| 8:35 | Panel and Participants Discussion | Mod: Denise Walt, MD |
| 9:15 | Adjourn                           |                      |

## Thursday, June 26, 2025

|             |                                                                                                                                                                     |                            |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| 7:00 am     | Registration, Breakfast & Exhibit Viewing                                                                                                                           |                            |
| 7:30        | Welcome                                                                                                                                                             | Frank Phillips             |
|             | <b>Low Back Pain – Still an Unresolved Problem 20 Years Later</b>                                                                                                   | <b>Mod: Sig Berven</b>     |
| 7:35        | Identifying the low back pain generator in 2025                                                                                                                     | Harvinder Sandhu           |
|             | Evidence-based treatment strategies: What works and when?                                                                                                           |                            |
| 7:43        | Non-surgical - from a surgeon                                                                                                                                       | Arash Sayari               |
| 7:49        | Surgical – from a non-surgeon                                                                                                                                       | Timothy Deer               |
| 7:55        | Fusion                                                                                                                                                              | Barrett Sullivan           |
| 8:01        | TDR                                                                                                                                                                 | Sheeraz Qureshi            |
| 8:07        | Nucleus replacement                                                                                                                                                 | Frank Phillips             |
| 8:13        | Biologic strategies                                                                                                                                                 | Hyun Bae                   |
| 8:19        | Discussion                                                                                                                                                          |                            |
|             | <b>Business of Spine – Part 1: PE / Practice Models / Pro Fees Dwindling</b>                                                                                        | <b>Mod: Frank Phillips</b> |
| 8:28        | Is PE dead in MSK/Spine space? Lessons learned?                                                                                                                     | Tim Fry                    |
| 8:40        | Practice models: How do we march to the future?                                                                                                                     | Ahilan Sivaganesan         |
| 8:50        | Spine practice models: Aggregation, PSA, joint ventures                                                                                                             | Dana Jacoby                |
| 9:00        | Pro fees dwindling: Building an ancillary network and making money while you sleep                                                                                  | Pierce Nunley              |
| 9:10        | Discussion                                                                                                                                                          |                            |
| 9:26-10:11  | <b>Corporate Symposium: The Surgeon Athlete: How Enabling Technologies are Helping to Empower Surgeon Performance and Well-Being - Sponsored by: Globus Medical</b> |                            |
|             | Faculty: Brandon Carlson & Phil Louie                                                                                                                               |                            |
| 9:26-10:06  | Panel Discussion: How enabling technologies are designed to help enhance the physical and cognitive performance of elite "surgeon athletes."                        |                            |
| 10:06-10:11 | Discussion                                                                                                                                                          |                            |
| 10:12       | Refreshments & Exhibits                                                                                                                                             |                            |

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## Deformity Updates

Mod: Hamid Hassanzadeh

|       |                                                                              |                   |
|-------|------------------------------------------------------------------------------|-------------------|
| 10:45 | New spinal alignment parameters: Current state and future directions         | Greg Mundis       |
| 10:53 | Complication rates with deformity surgery in 2024: What is the new standard? | Francis Lovecchio |
| 11:01 | Deformity surgery should only be done at high volume centers                 | Izzy Lieberman    |
| 11:09 | Anterior column surgery is no longer needed in deformity surgery             | Han Jo Kim        |
| 11:17 | Discussion                                                                   |                   |

## Technology Updates

Mod: Hamid Hassanzadeh

|        |                                                                                                                                                                    |                            |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| 11:22  | <b>ATEC:</b> Optimizing outcomes in spine surgery: A look toward predictive planning                                                                               | Han Jo Kim                 |
| 11:28  | <b>Barricaid:</b> It's NOT just a 'simple discectomy'                                                                                                              | Robert Eastlack            |
| 11:34  | <b>Carlsmed:</b> aprevo® in Action: Personalized interbody devices improve sagittal alignment and reduce revision surgery                                          | Sig Berven                 |
| 11:40  | Discussion                                                                                                                                                         |                            |
| 11:45  | <b>Kuros Biosciences:</b> Grow bone with MagnetOs: Results from an investigator-led, prospective, randomized, intra-patient-controlled clinical trial              | Tom Cha                    |
| 11:51  | <b>Spinal Elements:</b> Leveraging novel technology in the ASC                                                                                                     | Pierce Nunley              |
| 11:57  | <b>VUZE Medical:</b> Navigated surgery in ASCs: Transforming C-Arm guidance by adding the VUZE Software                                                            | Paul Slosar                |
| 12:05  | <b>See All Ai:</b> Your flouro is all you need: Revolutionizing imaging and navigation powered by AI                                                               | Todd Albert and Eric Major |
| 12:11  | Discussion                                                                                                                                                         |                            |
| 12:15  | <i>Pick up boxed lunch and return to the meeting room</i>                                                                                                          |                            |
| 12:25- | <b>Company Workshop with Lunch: "Raw and Real" Surgical Video and Panel Discussion: Nucleus replacement is back and better than ever: The Perqdisc experience.</b> |                            |
| 12:55  | <b>Sponsor: Spinal Stabilization Technologies</b>                                                                                                                  |                            |
|        | <b>Mod: Pierce Nunley</b>                                                                                                                                          |                            |

## Enabling Technology

Mod: Sheeraz Qureshi

|       |                                                                                                                                                                               |                 |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 12:57 | Robotics: What's new today? Cutting edge pre- and intra-op imaging, planning, intra-operative navigation, robotics guidance and decompression assistance currently available. | Kees Poelstra   |
| 1:07  | Do robots really make me a better degenerative surgeon?                                                                                                                       | Brandon Carlson |
| 1:15  | Augmented reality, machine learning, AI and where we go                                                                                                                       | Safdar Khan     |
| 1:23  | Discussion                                                                                                                                                                    |                 |

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|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1:29              | Diamond Level Sponsor Awards                                                                                                                                                                                                        | Mod: Hyun Bae       |
| 1:33              | 20 Years and Still Getting Better: Surgeon Awards & Presentations                                                                                                                                                                   |                     |
| 1:39              | Corporate Leaders Panel: The Future of Innovation in Spine<br>Panel: Laura Francis, Marc Viscogliosi, David Paul, Chris Patterson, Russell Powers                                                                                   | Mod: Frank Phillips |
|                   | Debate: Motion Preservation for Cervical Radiculopathy:                                                                                                                                                                             |                     |
| 2:09              | Move over TDR... Save the disc: Endoscopic foraminotomy Is the future                                                                                                                                                               | Peter Derman        |
| 2:14              | Put your scope away... TDR Is the king of motion preservation                                                                                                                                                                       | Kris Radcliff       |
| 2:19              | Discussion                                                                                                                                                                                                                          |                     |
| 2:24              | Corporate Symposium: The Future of Enabled Spine Surgery: Real-time Information<br>Powered by Machine-vision<br><i>Sponsor - Orthofix</i>                                                                                           |                     |
| 2:24              | Techniques for navigating mobile anatomy with real-time confidence                                                                                                                                                                  | Greg Mundis         |
| 2:32              | Informed intraoperative decisions in thoracolumbar deformity                                                                                                                                                                        | Rajiv Sethi         |
| 2:40              | Optimizing pelvic fixation with machine-vision                                                                                                                                                                                      | Han Jo Kim          |
| 2:48              | Discussion                                                                                                                                                                                                                          | All presenters      |
|                   | Case Panel: Surgery Gone Bad and How I Salvaged<br>Panel: Matt Colman, Greg Mundis, Kees Poelstra, Zac Ray, Arya Varthi                                                                                                             | Mod: Neel Anand     |
| 2:55              | Case #1: Case gone bad: Degen turns into deformity                                                                                                                                                                                  | Greg Mundis         |
| 2:58              | Discussion                                                                                                                                                                                                                          |                     |
| 3:04              | Case #2: Robotic or navigation failure case and how to salvage                                                                                                                                                                      | Kees Poelstra       |
| 3:07              | Discussion                                                                                                                                                                                                                          |                     |
|                   | Cabo: The Voice - Blind Auditions with <i>No BS</i><br><i>The debate's topic will not be revealed until the two debaters step to the podium.<br/>They will then need to immediately defend the viewpoint they've been assigned.</i> | Mod: Todd Albert    |
| 3:16              | Pro                                                                                                                                                                                                                                 | Mike Wang           |
| 3:21              | Oppposed                                                                                                                                                                                                                            | Juan Uribe          |
| 3:26              | Discussion                                                                                                                                                                                                                          |                     |
| 3:30              | Adjourn                                                                                                                                                                                                                             |                     |
| 6:00 -<br>7:00 pm | Course Reception                                                                                                                                                                                                                    |                     |
| 7:30 pm           | Early Career Surgeon Dinners – <i>Sponsored by Highridge Medical, Medtronic and VB Spine</i>                                                                                                                                        |                     |

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## Friday, June 27, 2025

|           |                                                                                                                                                                                                                                                               |                                                                                                     |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 7:00 am   | Registration & Exhibit Viewing                                                                                                                                                                                                                                |                                                                                                     |
| 7:00      | Technology Workshop with Breakfast: MoRe Superalloy and Clinical Applications<br><i>Sponsor -MiRus</i><br>Faculty: Drs. Han Jo Kim, Kornelius Poelstra, Steve Enguidanos, Ankit Mehta & Jason Cormier                                                         |                                                                                                     |
| 7:30      | Welcome                                                                                                                                                                                                                                                       | Todd Albert                                                                                         |
| 7:35      | <b>"Disc-uss" and Debate: Cervical Disc Replacements</b><br>TDR complications? I have seen them all! How do we prevent and treat them?                                                                                                                        | <b>Mod: Ali Araghi</b><br>Hyun Bae                                                                  |
| 7:42      | Have we evolved to different prosthesis designs for different patients or pathologies?                                                                                                                                                                        | Todd Albert                                                                                         |
| 7:49      | Do industry-sponsored and Industry-free studies tell different stories? How do we make sense of this?                                                                                                                                                         | Ahilan Sivaganesan                                                                                  |
| 7:56      | Discussion                                                                                                                                                                                                                                                    |                                                                                                     |
| 8:04-8:34 | Corporate Symposium: A Glimpse into the Future of Surgical Power Tools<br><i>Sponsor – Globus Medical</i><br>Faculty: Sheeraz Qureshi                                                                                                                         |                                                                                                     |
| 8:04-8:30 | Join Dr. Sheeraz Qureshi to explore how oscillating technology is helping to transform tissue-sparing bone removal in spine surgery                                                                                                                           |                                                                                                     |
| 8:30-8:34 | Discussion                                                                                                                                                                                                                                                    |                                                                                                     |
|           | <b>Ambulatory Surgical Centers</b>                                                                                                                                                                                                                            | <b>Mod: Frank Phillips</b>                                                                          |
| 8:35      | Successfully developing and running an ASC                                                                                                                                                                                                                    | Jim Becker                                                                                          |
| 8:43      | Understanding the right business ASC model for your practice                                                                                                                                                                                                  | Pierce Nunley                                                                                       |
| 8:51      | I want to make the move. Transitioning cases to the ASC                                                                                                                                                                                                       | Ali Araghi                                                                                          |
| 8:59      | Anesthesia, analgesia, awake surgery enabling ASC surgery                                                                                                                                                                                                     | Ernest Braxton                                                                                      |
| 9:07      | Why do ASC's fail?                                                                                                                                                                                                                                            | Neil Badlani                                                                                        |
| 9:15      | Discussion                                                                                                                                                                                                                                                    |                                                                                                     |
| 9:30      | Corporate Symposium: Sacropelvic Fixation: From the Foundation to the Future<br><i>Sponsor – SI BONE</i><br>SI joint pain – degenerative pathology<br>The SI joint in deformity<br>Spinopelvic trauma<br>Application principles – case examples<br>Discussion | Bob Eastlack<br>Izzy Lieberman<br>Ashraf El Naga<br>David Gendelberg &<br>Josh Heller<br>Sig Berven |

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## 10:07 Refreshment Break & Exhibit Viewing

### Lateral Spine Surgery: Getting Beyond Industry Marketing

**Mod: Paul Park**

10:35 Trans psoas v. ATP: Is there really a difference?

Neel Anand

10:41 Single position lateral is proven efficient, enables ASC surgery  
and is tried and tested

Frank Phillips

10:47 Prone-lateral: When it makes sense and why

Isaac Moss

10:53 Calling BS: TLIF gets the job done with familiar approach

without the risks of skirting bowels, vessels and nerves we don't see

Roger Härtl

10:59 Discussion

## 11:09 Corporate Leaders Panel – Spine Surgery Challenges and Opportunities in a Changing World

**Mod: Vin Sandhu**

**Panel:** Jim Becker, Massimo Calafiore, Jason Hannon, Hani Malone, Pat Miles

### Tech Updates

**Mod: Todd Albert**

11:34 **Orthofix:** Novel advances in receptor signaling for PEMF bone  
growth stimulation

James Ryaby

11:40 **ATEC:** Evolution of lateral in my practice

Bob Eastlack

11:46 **Cerapedics:** Enhancing clinical outcomes in high-risk patients:  
An evidence-based approach for the selection of bone grafts

Isaac Moss

11:52 **Curiteva:** Inspire 3D Printed Trabecular PEEK –  
Science and clinical observations

Daniel Kim

11:58 **Empirical Spine:** LimiFlex: Stability without morbidity

Hyun Bae

12:04 **LocateBio:** Building on the historical BMP lessons to engineer the next  
generation BMP

Hyun Bae

12:10 Discussion

### Twenty Years and Still Going Strong: School of Hard Knocks and What Have We Learned?

**Mod: Steven Garfin**

12:15 Have spinal outcomes really improved?

Sig Berven

12:21 TLIF remains the lumbar fusion work horse

Matt Colman

12:27 Has MIS delivered on its promises?

Adam Kanter

12:33 Lumbar TDR: Why still the ugly stepchild?

Richard Guyer

12:39 Discussion

## 12:45 Adjourn

7:00 pm **VIP Dinner** (*invitation only*)

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Saturday, June 28, 2025

|         |                                                                                                                                                  |                                                                |  |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--|
| 7:00 am | <b>Breakfast &amp; Exhibit Viewing</b>                                                                                                           |                                                                |  |
| 7:30    | <b>Welcome</b>                                                                                                                                   | <b>Frank Phillips</b>                                          |  |
|         | <b>Endoscopy</b>                                                                                                                                 | <b>Mod: Adam Kanter</b>                                        |  |
| 7:35    | Is there evidence beyond LinkedIn? What is lacking?                                                                                              | Jang Yoon                                                      |  |
| 7:43    | Is endoscopy broadly adoptable or will it become its own subspecialty?                                                                           | Peter Derman                                                   |  |
| 7:51    | Endoscopic fusion: Ready for prime time?                                                                                                         | Mike Wang                                                      |  |
| 7:59    | Confessions of an endoscopist: What I still do open or through a tube                                                                            | Bryce Basques                                                  |  |
| 8:07    | Discussion                                                                                                                                       |                                                                |  |
| 8:15    | <b>Case Discussions</b>                                                                                                                          | <b>Mod: Isaac Moss</b>                                         |  |
|         | <b>Panel:</b> Richard Guyer, Josh Heller, Zac Ray, Comron Saifi, Grant Shifflet, Sohrab Virk                                                     |                                                                |  |
| 8:15    | Case #1: Cervical kyphosis w/severe myelopathy                                                                                                   | Comron Saifi                                                   |  |
| 8:18    | Discussion                                                                                                                                       |                                                                |  |
| 8:23    | Case #2: Failed CDR. Fusion vs another CDR                                                                                                       | Richard Guyer                                                  |  |
| 8:26    | Discussion                                                                                                                                       |                                                                |  |
|         | <b>Technology Updates</b>                                                                                                                        | <b>Mod: Isaac Moss</b>                                         |  |
| 8:31    | <b>ISTO Biologics:</b> An elevated approach to obtaining posterolateral fusion in MIS spine procedures utilizing a novel graft containment pouch | Sohrab Virk                                                    |  |
| 8:37    | <b>Spinal Simplicity:</b> Clinical considerations for the minuteman                                                                              | William Bradley                                                |  |
| 8:43    | <b>Mainstay Medical:</b> Restorative neurostimulation for treating multifidus dysfunction: 15+ years of evidence                                 | Jim Youssef                                                    |  |
| 8:49    | <b>Augmedics:</b> CT-fluoro registered, AR navigated spine surgery                                                                               | Frank Phillips                                                 |  |
| 8 :55   | Discussion                                                                                                                                       |                                                                |  |
| 9:01    | <b>Legends Fireside Chat</b>                                                                                                                     | <b>Mod: Mike Wang, Todd Albert</b>                             |  |
|         |                                                                                                                                                  | <b>Panel:</b> Steven Garfin, Stephen Hochschuler, Luiz Pimenta |  |
|         | <b>From Data to Decisions: The Future of Spine Surgery with Artificial Intelligence, Machine Learning, and Predictive Analytics</b>              | <b>Mod: Roger Härtl</b>                                        |  |
| 9.16    | Artificial intelligence and predictive analytics in spine surgery: Hype, hope, or reality?                                                       | Phil Louie                                                     |  |
| 9.24    | Ethical considerations with AI and ML when caring for spine patients                                                                             | Kris Radcliff                                                  |  |
| 9:32    | Discussion                                                                                                                                       |                                                                |  |

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|-------|-----------------------------------------------------------------------------------------------------------------|------------------------------|
|       | <b>ALIF: The Workhorse of Lumbar Spine Surgery</b>                                                              | <b>Mod: Phil Louie</b>       |
| 9:38  | Creating lordosis at L4-S1- How much and how do we do it?                                                       | Izzy Lieberman               |
| 9:44  | Indirect decompression: When, how, and is it enough?                                                            | Tom Cha                      |
| 9:50  | Post ALIF with gorgeous imaging and radiculopathy with a new foot drop<br>What now?                             | Bob Eastlack                 |
| 9:56  | Discussion                                                                                                      |                              |
|       | <b>Technology Updates</b>                                                                                       | <b>Mod: Safdar Khan</b>      |
| 10:02 | <b>Johnson &amp; Johnson MedTech:</b> Why passive robots are dead:<br>The rise of active robotics in spine care | Isador Lieberman             |
| 10:08 | <b>Spinal Simplicity:</b> Impact of liberty in the SI joint                                                     | Justin Field                 |
| 10:14 | <b>Aclarion:</b> MR Spectroscopy, augmented intelligence, and low back pain -<br>A New Gold Standard            | Kris Radcliff                |
| 10:20 | <b>Implanet:</b> Advancing spine surgery: Implanet's revolutionary<br>surgical technologies                     | Chad Champion                |
| 10:26 | Discussion                                                                                                      |                              |
| 10:32 | <b>Refreshments in Meeting Room</b>                                                                             |                              |
|       | <b>Biologics and Bioactive Implants: What's New, What Works?</b>                                                | <b>Mod: Safdar Khan</b>      |
| 10:34 | What's new in the world of fusion biologics?                                                                    | Kathryn McCarthy             |
| 10:42 | Cage surface technology: Are bone grafts and substitutes even necessary?                                        | Todd Allen                   |
| 10:50 | Stem cells and PRP: Are we there yet?                                                                           | Chevy Iyer                   |
| 10:58 | Discussion                                                                                                      |                              |
|       | <b>Complications Management</b>                                                                                 | <b>Mod: Kathryn McCarthy</b> |
| 11:06 | MIS and dural tears                                                                                             | Paul Park                    |
| 11:12 | Post ALIF severe sacral fracture                                                                                | Elizabeth Lord               |
| 11:18 | TDR and asymptomatic and symptomatic osteolysis                                                                 | Jeff Goldstein               |
| 11:24 | Cervical laminoplasty and I lose signals. Now what?                                                             | Sheeraz Qureshi              |
| 11:30 | Discussion                                                                                                      |                              |
|       | <b>Protecting the Distal and Proximal Ends of a T10-Pelvis:</b><br><b>Debate: Proximal Junctional Tethering</b> | <b>Mod: Han Jo Kim</b>       |
| 11:38 | Tether                                                                                                          | Francis Lovecchio            |
| 11:43 | No tether                                                                                                       | Bob Eastlack                 |
| 11:48 | Discussion                                                                                                      |                              |
|       | <b>Debate: Distal Interbody at L5/S1</b>                                                                        | <b>Mod: Greg Mundis</b>      |
| 11:51 | Interbody                                                                                                       | Sig Berven                   |
| 11:56 | No interbody                                                                                                    | Hamid Hassanzadah            |

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|       |                                                                                                                     |                         |
|-------|---------------------------------------------------------------------------------------------------------------------|-------------------------|
| 12:01 | Discussion                                                                                                          |                         |
|       | <b>Debate: Thoracic Discectomy</b>                                                                                  | <b>Mod: Chevy Iyer</b>  |
| 12:04 | Case                                                                                                                | Chevy Iyer              |
| 12:07 | Ideal endoscopic case                                                                                               | Juan Uribe              |
|       | Vs.                                                                                                                 |                         |
| 12:12 | Retropleural MIS approach                                                                                           | Roger Härtl             |
| 12:17 | Discussion                                                                                                          |                         |
| 12:20 | <i>Pick up box lunch</i>                                                                                            |                         |
|       | <b>Business of Spine – Part 2</b>                                                                                   | <b>Mod: Greg Mundis</b> |
| 12:35 | Overview of leadership                                                                                              | Todd Albert             |
| 12:47 | Appropriate investing and balancing your portfolio                                                                  | Harvinder Sandhu        |
| 12:59 | Discussion                                                                                                          |                         |
| 1:09  | Evaluating venture and early-stage investing opportunities:                                                         |                         |
|       | Experience and lessons learned                                                                                      | Frank Phillips          |
| 1:21  | What are legal pitfalls and how do you navigate contracts and industry relations                                    | Tim Fry                 |
| 1:33  | Why Value-Based Care Isn't Working For Spine Surgeons                                                               | Dana Jacoby             |
| 1:45  | What really matters? Investing 101: Investing in relationships, resilience and experiences provide the best returns | Denise Walt             |
| 1:57  | Discussion                                                                                                          |                         |
| 2:10  | Closing comments                                                                                                    | Frank Phillips          |
| 2:15  | <b>Meeting Adjourns</b>                                                                                             |                         |