

JULY 2026

NEWSLETTER #5

REACHING

beyond

 **movmedix**

CLAIM THE LINK TO INFINITE MOBILITY



Hervé Legrand

CEO



Dear partners,

The first half of 2026 will remain a significant milestone in Movmedix's history.

After several years of preparation, investment, and collective effort, we have obtained our first FDA 510(k) clearance for our ACJ solution designed for acromioclavicular joint reconstruction. This achievement represents far more than a regulatory approval: it opens the door to the world's largest sports medicine market and validates the quality of the work accomplished by the entire Movmedix team.

This success perfectly reflects the evolution of our company. Over the past few years, we have built the foundations for sustainable growth: strengthening our teams, structuring our organization, investing in manufacturing capabilities, expanding internationally, and accelerating our innovation programs. Today, we are entering a new phase: the phase of execution.

Our business continues to grow across our established markets, maintaining a strong position in China while steadily expanding our presence in many regions worldwide, particularly throughout the APAC region. At the same time, the clearance of our first 510(k) marks the beginning of our journey in the United States, a strategic milestone for the future of Movmedix.

This momentum is also reflected in the progress of our product portfolio. While continuing to develop the

LARS® ligament, which remains the foundation of our success, we are investing in the technologies that will shape the next generation of ligament augmentation and soft tissue repair solutions.

Our ambition is clear: to build a comprehensive portfolio that supports surgeons across an increasing number of sports medicine indications.

What makes me most proud today, is our teams' ability to embrace these challenges while preserving what defines Movmedix's DNA: agility, scientific rigor, close collaboration with surgeons, and a constant commitment to improving patient outcomes.

The second half of the year will be particularly important. The launch of our first commercial activities in the United States, the continuation of our international expansion with new regulatory approvals expected in key markets, the advancement of our clinical programs, and the development of our next-generation products will all provide opportunities to further accelerate our growth and impact.

I would like to sincerely thank our employees, distributors, surgeon partners, and shareholder for their trust and commitment. This achievement is the result of a collective effort and a shared ambition.

Obtaining our first 510(k) is not the finish line. It is the beginning of a new chapter.

Thank you for being part of this journey.

Watch Hervé's message about 2025 key achievements and 2026 strategy.



New market launches

US market entry with LARS® ACJ

We are proud to announce a recent major milestone in our global expansion: **the FDA 510(k) clearance of LARS® ACJ, marking our entry into the USA market and the launch of our first solution in shoulder space.**

LARS® ACJ is intended to provide fixation during the healing process following syndesmotic trauma, including acromioclavicular (AC) separations resulting from coracoclavicular ligament disruption. This achievement strengthens our global footprint and supports our mission to restore infinite mobility for patients worldwide.

As part of our US commercial launch preparations, our team attended the prestigious American Orthopaedic Society for Sports Medicine (AOSSM) Annual Meeting in Seattle. The congress provided a valuable opportunity to connect with American surgeons and introduce our synthetic ligament technologies, which have been supporting sports medicine procedures around the world for decades.



[Read full press release](#)



Discover our brand new US website

To further support healthcare professionals and patients in the United States, we have also launched a dedicated US website, offering tailored information about our products, technologies, and clinical applications.

Watch LARS® ACJ in action

The LARS® ACJ consists of LARS® ACJ Implants, LARS® Screw Implants, and dedicated LARS® Surgical Instruments. Available in multiple sizes to accommodate different patient anatomies, the system is designed to be implanted without coracoid drilling, helping reduce the risk of complications such as fractures.

Discover our 3D surgical technique video to learn more about the procedure and the benefits of the system. The video highlights the precision and ease of use of our dedicated instrumentation, including the LARS® ACJ guide wire passer, designed to support accurate and efficient implantation.



Expanding Middle East footprint

In the beginning of the year, we have successfully obtained the regulatory clearance for the commercial launch of LARS® in Saudi Arabia, with our distributor partner Premedsolution.

In line with our objective to support surgeons' practices, more than 30 healthcare professionals – including orthopaedic, trauma and sports medicine surgeons as well as nurses – were trained through in-depth team sessions, KOL-led discussions, and two dedicated symposia held at Riyadh Military Hospital. Clinical cases and expert lectures discussed the role of LARS® ligament solutions in the reconstruction & reinforcement across various upper & lower limbs clinical indications, including ACJ, ACL, and Achilles tendon amongst others.

Together, we continue to expand access to our solutions to support surgeons in their surgical practice and help restore infinite mobility for patients.

Bi-annual meeting

5th anniversary

Movmedix's 5th Anniversary : lights, camera... Action!

Last week, our teams came together for our bi-annual meeting, a fantastic opportunity to connect, share ideas, strengthen our team spirit, and celebrate an important milestone: five years of Movmedix!

To mark the occasion, Movmedix rolled out its very own Walk of Fame, transforming our offices into a movie-themed celebration under one guiding motto: One Team. One Mission.

Here's what was on the program:

- Group introduction to voice dubbing and foley sound effects combining everyone's skills and expertise
- Quizzes, workshops, and team games to (re) discover one another, strengthen team spirit, and learn more about each other's roles and activities within the company
- Presentation of the results for the first half of 2026, along with the company's short- and medium-term objectives

The day also gave us the opportunity to reflect on how far we've come and celebrate the progress we've made. Having grown our workforce sixfold, Movmedix has not only expanded but also built the structure and capabilities needed to support the next stage of our growth.

This growth is driven by our international expansion, our research initiatives, and, above all, by our people, their commitment, collaboration, and shared sense of purpose.



Growing strong since 2021



7 > 42

co-workers



25 > 33

countries covered



double-digit annual growth

Hands-on workshop

Nantes Cadaver Lab

On April 15th, **15 surgeons from across Europe and Latin America** gathered at Skylab in Nantes (France) for an immersive training day focusing on LARS® artificial ligaments.

The program combined expert discussions, clinical presentations, and hands-on workshops covering knee and shoulder clinical indications.

A special thank you to our faculty experts, **Dr. Khalid Al-Dadah, Dr. Tony Antonios, and Dr. Christophe Daniel**, as well as to all participants who helped make this event a success.



Webinar

Foot and Ankle indications with LARS®

In May, we hosted a special webinar dedicated to foot and ankle indications, joined by our two faculty experts, **Dr. Luigi Corso (Italy) and Dr. Gerald Yeo (Australia)**.

They shared their expertise for the reconstruction and reinforcement of the Achilles tendon, ATFL, and Deltoid ligaments using LARS®.

Discover full series of our webinars covering a wide range of indications under Movmedix Academy.



Congress

Scientific cocktail

ESSKA 2026 in Prague

We had a pleasure to exhibit at ESSKA Congress 2026! It was a fantastic opportunity to connect with surgeons, partners, and healthcare professionals from around the world, all committed to advancing orthopedic surgery and sports medicine.

We were also delighted to host a scientific evening cocktail welcoming surgeons from different countries to discuss about intra- and extra-articular knee applications.

A special thank you to **Dr. Camillieri (Italy) and Dr. Sime (Australia)** for sharing their expertise, and to everyone who visited our booth and contributed to the valuable discussions throughout the event.



Mechanical workshop: precision at the heart of a comprehensive solution

When discussing about production at Movmedix, expertise in manufacturing LARS® ligaments naturally comes to mind. Yet another essential capability contributes every day to the quality and performance of the solutions provided to surgeons: the Mechanical Workshop. This team plays a key role in Movmedix's value chain because beyond the ligament itself, the success of a surgical procedure also depends on the quality of the fixation devices and instruments that accompany it.

The natural complement to LARS® ligaments

LARS® ligaments are used for the reconstruction and reinforcement of damaged or torn ligaments. Their implantation requires dedicated surgical instrumentation as well as fixation systems that ensure secure and long-lasting anchoring of the ligament.

This synergy between implant, fixation, and instrumentation is a major strength. It enables Movmedix to offer a comprehensive solution designed to work seamlessly together and meet the practical demands of the surgical environment.



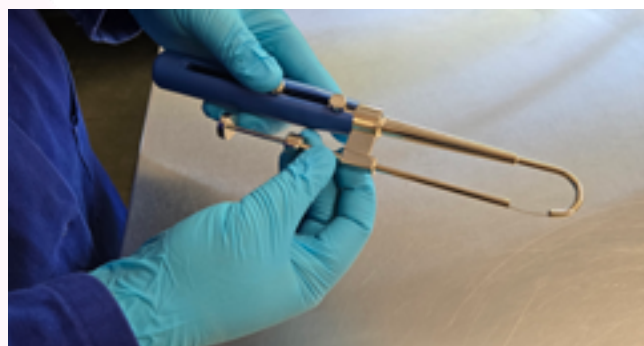
PCL guide inspection

Key factor of success in the operating room

The mechanical workshop is involved at several levels. It manufactures all consumable components required for surgical instrumentation, including metal guide pins, trocars, and blunt tips. The team also inspects fixation devices (screws and staples), drill

bits, and surgical guides. Every component is subject to rigorous quality control. Inspections focus in particular on product traceability, dimensions, visual appearance, and proper device functionality.

This commitment to quality extends to surgical guides as well. Diameter, locking mechanisms, alignment, sliding performance, and tightening torque are all carefully verified before release and cleaning.



ACJ guide inspection

A responsibility embraced every day

This quality-driven culture is also supported by a well-established organization. Trained according to the same methods and working closely together, the members of the mechanical workshop ensure continuity of expertise, minimizing the risk of errors while maintaining consistently high standards.

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We keep in mind that our products will be implanted in patients. This responsibility drives us to be exceptionally rigorous at every stage of the process.

This is a concrete illustration of Movmedix's ambition: to offer a holistic solution, providing a complete combination of ligament, fixation, and instrumentations, designed to support surgeons' practices and seamless implantation to restore patient's mobility.

Distributors spotlight

Sales challenge

Kudos to our distributor partners!

Our solutions are now available in 33 countries—and we're continuing to grow! Driven by our ambition to expand our global footprint, we partner with best-in-class local distributors to ensure that surgeons and patients around the world have access to our innovative solutions.

To celebrate and inspire excellence across our international network, we launched the Sales Sprint Quest, a challenge designed to recognize outstanding performance among our distributors. Discover the winning strategies of our 2025 Sales Sprint Quest champions and get inspired by the ideas and initiatives that led to their success.

CEO Spotlight

Movmedix China

The LARS® portfolio clearly stands out from the rest, offering a wide range of clinical indications to support both surgeons and patients. As the pioneer of free-fibers' technology in intra-articular knee ligaments (ACL and PCL), we continue to strengthen our leadership position while expanding and developing into additional indications, including oncology applications, foot & ankle, extra-articular knee ligaments, and shoulder procedures.

In parallel, we recognise the importance of reinforcing internal training to ensure we consistently deliver the highest level of service. Medical education also plays a key role, particularly in teaching surgical techniques through a series of live surgery courses for healthcare professionals and surgeons.

Looking ahead, we will continue to explore new indications while further expanding the breadth and depth of our hospital coverage, making our solutions increasingly accessible to both patients and surgeons.



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We are so honored to receive the award with great teamwork of French HQ, and we are truly providing amazing products to help patient's fast recovery.

Andrew Xiao, General Manager - Movmedix China



Brand Advocacy Excellence

Device Technologies, Australia

It is essential to adopt the right messaging when discussing LARS®, both internally within our team and externally with surgeons. This approach was first initiated during a sales conference, where we identified several key procedures for our team to focus on within the soft tissue portfolio including ACL reconstruction, MPFL reconstruction, and ATFL reconstruction.

Supported by strong scientific evidence, this focused strategy enabled our team to develop true expertise in these procedures. The impact has been significant, driving double-digit market growth. We will continue to pursue a pathology-focused approach, as we believe it provides the best opportunity for our teams to become LARS® specialists and to identify new avenues for growth.

LARS® has broad clinical applicability across both upper and lower limb indications. Our continued focus will be on expanding its use in less explored indications and untapped markets to further support sustained growth.

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As part of our international growth, we were delighted to recognize the outstanding achievements of two of our business partners in 2025. Their commitment and performance have been instrumental in driving our commercial success, supporting surgeons, and helping optimize patients' clinical outcomes, not only in their respective markets but also on a global scale.

Jean-Philippe Leal,
Sales Director International - Movmedix



Sales Performance Excellence

OMS, Romania

Understanding this history of the Romanian orthopedic market was one of the key factors to success. Fear of failure shaped an entire generation of orthopedic surgeons at one point, resulting in Romania remaining, for a long period of time, a highly conservative market. With advancement, only when the next generation matured did early adopters begin to re-emerge. We therefore decided to focus our efforts on middle-generation surgeons – the so-called challengers – who were carefully selecting the patients with clear indications for LARS® procedures. In close collaboration with these surgeons, we sought a combination of qualities such as open-mindedness, orientation toward innovation, and willingness to accept challenges.

Discussions with healthcare professionals also helped us understand that a major shift in decision-making was driven by the belief that we would function as a true team.

Furthermore, the decision-making process was strongly influenced by the confidence generated through the manufacturer's support. As a result, we teamed up and remained present in the operating room environment. Through the support provided by the Movmedix Team – including studies, technical presentations, and hands-on seminars – we ensured that the failures of the past would not be repeated and that surgeons were making a sound choice.

The positive results achieved in 2025 came with difficulty. Growth was gradual, but we remained consistent in the principles and strategies we presented.

Today's champion surgeons must become vectors of confidence for their peers.

Resources department: costs center or performance enablers?

In many organizations, Finance, HR, Legal, and Facilities functions are still perceived as “support functions”, teams that are called upon to approve, unblock, or handle administrative matters.

Yet behind every recruitment request, contract review, or budget approval, lies much more than a simple administrative process.

These teams assess, safeguard, coordinate, and anticipate. When they are involved too late, consulted inadequately, or engaged only in emergency situations, hidden costs often emerge: project delays, budget overruns, internal tensions, loss of management time, legal risks, and organizational inefficiencies.

The reality is that many internal frustrations do not stem from a lack of expertise. More often, they result from a lack of coordination.

What really happens behind the scenes

When a request reaches Resources, it rarely triggers a simple approval process. Here are a few examples:

HR

Recruitment is never just about posting a job description.

It often involves clarifying the actual need, ensuring alignment with the organizational structure, prioritizing requests, and anticipating both human and operational impacts.

The role of HR is not merely administrative, it is strategic.

Legal

Legal teams do much more than “approve contracts.”

Their role is to identify hidden risks, protect the company over the long term, and secure commitments before issues arise.

A poorly structured contract often costs far more than the time required for a thorough legal review.

Facilities

Behind what may appear to be a simple logistical request often lies extensive coordination, supplier management, cost optimization, and operational constraints that are not immediately visible.

Their day-to-day contribution is frequently underestimated, even though it directly affects collective efficiency.

Finances

Budget requests are never assessed in isolation. Finance teams must prioritize, arbitrate, secure commitments, and maintain a comprehensive view of available resources.

Their objective is not to slow things down, but to help the organization make the right decisions at the right time.

The four internal frictions that cost organizations the most

Harmless on their own, some situations can significantly slow an organization when they accumulate.

Constant firefighting

"Everything is urgent" gradually becomes the norm

The result: overloaded teams, disorganization, declining quality, overwhelmed support functions, and reduced efficiency.

- > Urgency is often the consequence of insufficient planning and anticipation.

Unclear allocation of responsibilities

Managerial decisions are sometimes entirely delegated to support functions. Yet HR provides guidance, Legal mitigates risk, and Finance helps prioritize and allocate resources—but operational decisions remain the responsibility of management.

- > Effective collaboration depends on everyone understanding their respective roles.

Incomplete requests

"I need a contract quickly." Without context, without a clear deadline, and without a defined objective.

The result: back-and-forth exchanges, misunderstandings, and longer turnaround times.

- > A well-defined request almost always leads to a faster and more effective response.

Last-minute involvement

Legal is consulted the day before a contract is signed.

Finance is informed after a spending commitment has already been made.

HR is brought in once the issue has escalated.

- > The earlier Resources functions are involved, the simpler the solutions tend to be.

Myth vs. reality

✗ "Legal slows down projects."

✗ "HR mainly handles administrative tasks."

✗ "Support functions are there to control people."

✓ In reality, Legal helps prevent costly mistakes and rework down the road.

✓ HR has a direct impact on organizational performance, employee engagement, and retention.

✓ Their role is to provide structure, mitigate risks, and enable effective execution.

What truly improves collaboration

A few simple habits are often enough to improve communication and efficiency:

- Provide context
- Anticipate timelines and deadlines
- Centralize communication and information sharing
- Clearly define who is responsible for making decisions
- Involve Resource teams early rather than only in emergency situations

Most bottlenecks are not caused by processes themselves. They are primarily the result of a lack of visibility, anticipation, and sometimes communication.

In conclusion

Resource Departments are neither cost centers nor mere control functions. They coordinate:

- Operational needs;
- Organizational constraints;
- Strategic priorities.

Improving collaboration with Resource functions is not about adding more processes. It is about creating greater clarity, smoother interactions, and better anticipation.

What if the real driver of internal performance simply started with working better together?

Basketball JDA goes behind the scenes

Curious about our LARS® ligaments after an informal conversation, three professional players from JDA Basket - David Holston (point guard), Justin Bibbins (point guard), and Tariq Owens (power forward) - wanted to learn more about their design and application. We therefore invited them for an immersive visit featuring:

- A behind-the-scenes look at the production of our ligaments,
- A dedicated workshop to understand how our products are implanted in patients - for a few minutes, our basketball players even stepped into the shoes of orthopedic surgeons,
- Insightful discussions with our team members, combined with friendly moments... and of course, a few autographs!

This meeting perfectly illustrates our shared values and common commitment to performance, health, and athlete mobility.



A new high-energy training session with Handball JDA players

Several times a year, Movmedix welcomes players from JDA Handball to lead high-energy fitness sessions! Each time, our employees are eager to join in and enjoy this great moment of connection and teamwork. For this latest edition, Stine Nørklit Lønborg (center back) and Maureen Gayet (right wing) swapped their player jerseys for coach shirts and took charge of the session!

The program featured a mix of cardio, strength training, and stretching exercises designed to be accessible to everyone, all set to music in the beautiful gardens of Movmedix.

More than just an opportunity to promote employee well-being, this initiative creates valuable moments of sharing and team spirit, helping to strengthen our sense of togetherness, dynamism, and collective momentum.

Celebrating a historic victory and investing in athlete well-being

On May 17th, 2026, the JDA Dijon Handball team made history by winning the EHF European League final and claiming their very first European title! This success is the result of unwavering commitment, determination, teamwork, and the ability to perform under pressure when it matters most.

As a proud partner of JDA Bourgogne Dijon, Movmedix wanted to celebrate and support this exceptional journey. Ahead of the final, we were committed to donating €100 for every goal scored to help fund recovery and injury-prevention equipment for the team. With 29 goals scored in this historic victory, we were delighted to round the prize up to €3,000 donation.

We firmly believe that sustainable performance goes hand in hand with athletes' health and well-being. That's why this initiative perfectly reflects our mission: **helping patients and athletes achieve lasting mobility and improve their quality of life.**

This partnership embodies the values we share with JDA: commitment, ambition, teamwork, and a constant drive to improve and succeed together.

Congratulations to the players, coaching staff, support teams, and club management on an outstanding season and a truly historic achievement!

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Cheers to an innovative initiative designed to support the daily routines and high-performance demands of our JDA Bourgogne Dijon athletes! Our players deserve the very best to help them perform at their highest level and optimize their recovery.

A big thank you to Movmedix for making this valuable initiative possible and for supporting our athletes!

Lucile Bongiovanni,
Deputy President JDA Handball - JDA Dijon Group



Clinical research: a key driver of innovation and international growth

Clinical activities are a regulatory necessity, a lever for innovation and a key factor of competitiveness for medical device manufacturers. For a company like Movmedix, they represent a critical strategic investment to ensure patient safety, improve product performance, and support sustainable growth in a highly competitive and regulated environment.

In the orthopaedic medical device sector, clinical activities take a central place, both as a lever for innovation and as an essential condition for bringing it to market. A company like Movmedix, which is specialized in the development of ligament implants and sports medicine solutions, is an example of this.

A pillar for scientific and regulatory validation

Medical devices must demonstrate their safety and efficiency before being marketed and must undergo post-market clinical surveillance. Clinical activities: clinical trials, post-marketing studies, patient follow-up, etc.; generate sound scientific evidence.

In the case of Movmedix, whose artificial ligaments are used for different indications, these studies are essential to demonstrate the performance of the product in real conditions and reassure both surgeons and health authorities.

Furthermore, in an increasingly regulatory environment, the quality and robustness of clinical data have become a critical success factor for any company in the sector.

Clinical activities are not limited to a regulatory constraint: they are also a driver of innovation. Feedback from practitioners and clinical results make

it possible to continuously improve the devices and adapt the solutions to the needs of patients.

Movmedix, for example, is developing the next generations of artificial ligaments based on clinical investigations and collaborations with the medical world.

Thus, clinical research becomes a competitive advantage, making it possible to offer more effective solutions, less invasive and promoting faster recovery.

R&D and clinical affairs at Movmedix



9

employees



+100

publications



11

indications



A gate opening to internationalization & market expansion

For a company like Movmedix, which is present in several international markets and aims to strengthen its global position, clinical activities are also a passport to unlock new market territories.

Robust clinical data facilitates access to new markets, strengthens the company's scientific credibility and promotes the adoption of devices by healthcare professionals globally, opening access to new technologies.

New comers



Franck Collin

Production manager

January 2026



Rémy Raimundo

Production technician

February 2026



Erika Vieira

Operational quality technician

February 2026



Morgan Maillier

HR & facilities manager

March 2026



Stéphanie Carre

Development, industrialization & validation qualification manager

March 2026



Florian Demay

Multiskilled operator

March 2026



Justine Humblot

Communications and events assistant

April 2026



Pierre Courtot

HR officer

May 2026



Laurène Savio

Medical device design and manufacturing technician

June 2026



Beatriz Elena Mayor Serpa

Regulatory affairs officer

June 2026



Join our team!

We are always looking for talented individuals who are eager to make an impact.

Check out our latest job ads on our careers page or send us your CV to rh@movmedix.com.

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