



Case Study

Edwards Lifesciences Pte Ltd

**ASEAN Enhanced Partnership Medical
Device Capacity Building Workshop
July 29-31, 2007
Hanoi, Vietnam**

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Edwards Lifesciences Pte Ltd**

Edwards Lifesciences

- **Nearly 50 years of history as a global leader in products and technologies to treat advanced cardiovascular disease**
- **The world's number-one heart valve company with sales in more than 100 countries**
- **Headquarters in Irvine, California, USA**
- **More than 5,500 employees worldwide**
- **Four main product categories:**
 - **Heart Valve Therapy**
 - **Critical Care**
 - **Vascular Therapy**
 - **Cardiac Surgery Systems**



Global Locations



40+ offices in 35 countries.

 Heart Valve Manufacturing Network



Edwards Lifesciences

Why Singapore?

- **Vision and commitment in the bioscience sector with a focus on helping patients**
- **Strategic site for Edwards' current Heart Valve Therapy manufacturing network**
- **Vibrant and organized business environment on issues such as intellectual property, operating costs, start-up assistance**
- **Favorable tax environment**
- **Labor availability along with strong work ethic and a commitment to quality**



Edwards – Singapore Alignment

Edwards Lifesciences (EW)

- Life Sciences & Medical Devices
- IP & High Tech Commitment
- High-Skill & Value Add Manufacturing
- Talent & Skill Development
- Long-Term Player

Singapore (SG)

- Fit in the Biomedical Sciences Cluster
- Strong IP Protection and Support
- High Value Add, Retrench Focus for Manufacturing Base
- Talent Focus...For the Future
- Long-Term View



Challenges

- **Ensuring a Quality culture, mindset and regulatory compliance**
 - Critical as Edwards' products are life-sustaining technologies
- **Heart valve manufacturing is a technically complex process**
- **Process of transferring technology is rigorous**
 - Particularly validations and qualifications
- **Distance factor between U.S. and SG**
 - Edwards needs to manage geographic separation
- **Long learning curve to certify proficient workforce**

Success Factors

- **Skilled labor available in Singapore**
 - 100% of workforce is Singaporean/Permanent Resident
 - High education standards has led to high English literacy standard in workforce
 - Readily available talent in Engineering, Finance, Human Resources, Quality and Supply Chain
- **Strong support during start up from the Singapore Economic and Development Board (EDB)**
- **Good employment facilitation and training support from the Workforce Development Agency (WDA)**
- **Singapore's safe and pro-business environment (e.g. IP protection)**



Aspirations

- **FDA Registered**
- **ISO13485 Certified**
- **Heart Valve Manufacturing**
- **Commercial Distribution (WW)**
- **Potential Regional Headquarters**



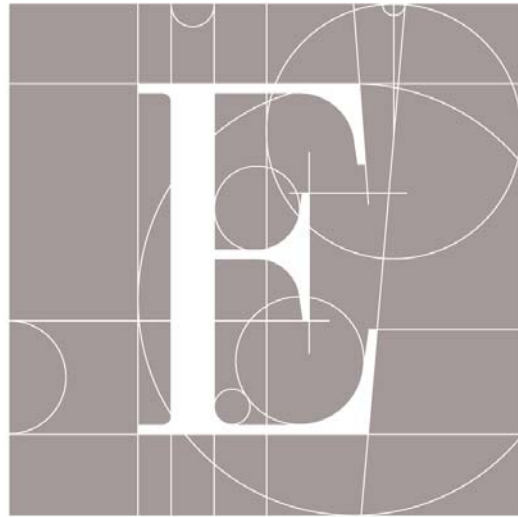
Future Home



AWP
architects
planning consultants
development consultants



Edwards Lifesciences



Edwards

Helping Patients is Our Life's Work, and

life is now