

Symmetry Medical Inc.  
Form 10-Q  
June 24, 2008

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**FORM 10-Q**

(Mark One)

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended **March 29, 2008**

or

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission File Number: 001-32374

**SYMMETRY MEDICAL INC.**

(Exact name of registrant as specified in its charter)

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**Delaware**

(State or other jurisdiction of incorporation or organization)

**35-1996126**

(I.R.S. Employer Identification No.)

**3724 North State Road 15, Warsaw, Indiana**

(Address of principal executive offices)

**46582**

(Zip Code)

**(574) 268-2252**

(Registrant's telephone number, including area code)

(Former name, former address and former fiscal year, if changed since last report)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.  Yes  No

Indicate by checkmark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer

Accelerated filer

Non-accelerated filer  (Do not check if a smaller reporting company)

Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).

Yes  No

The number of shares outstanding of the registrant's common stock as of June 13, 2008 was 35,467,154.

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**Cautionary Note Regarding Forward-Looking Statements**

Throughout this Quarterly Report on Form 10-Q or in other reports or registration statements filed from time to time with the Securities and Exchange Commission under the Securities Exchange Act of 1934, or under the Securities Act of 1933, as well as in documents we incorporate by reference or in press releases or oral statements made by our officers or representatives, we may make statements that express our opinions, expectations or projections regarding future events or future results, in contrast with statements that reflect historical facts. These predictive statements, which we generally precede or accompany by such typical conditional words such as anticipate, intend, believe, estimate, plan, project, potential, or expect, or by the words may, will, could, or should, and similar expressions or terminology are intended to operate as forward-looking statements of the kind permitted by the Private Securities Litigation Reform Act of 1995. That legislation protects such predictive statements by creating a safe harbor from liability in the event that a particular prediction does not turn out as anticipated.

Forward-looking statements convey our current expectations or forecast future events. While we always intend to express our best judgment when we make statements about what we believe will occur in the future, and although we base these statements on assumptions that we believe to be reasonable when made, these forward-looking statements are not a guarantee of performance, and you should not place undue reliance on such statements. Forward-looking statements are subject to many uncertainties and other variable circumstances, many of which are outside of our control, that could cause our actual results and experience to differ materially from those we thought would occur.

We also refer you to and believe that you should carefully read the Risk Factors portion of our Annual Report for fiscal 2007 on Form 10-K, to better understand the risks and uncertainties that are inherent in our business and in owning our securities.

Any forward-looking statements which we make in this report or in any of the documents that are incorporated by reference herein speak only as of the date of such statement, and we undertake no ongoing obligation to update such statements. Comparisons of results between current and any prior periods are not intended to express any future trends or indications of future performance, unless expressed as such, and should only be viewed as historical data.

**PART I FINANCIAL INFORMATION****ITEM I. FINANCIAL STATEMENTS****Symmetry Medical Inc.****Condensed Consolidated Balance Sheets**

|  | <b>March 29,<br/>2008</b>                                    | <b>December 29,<br/>2007</b> |
|--|--|------------------------------|
|  | <b>(In Thousands, Except Per Share Data)<br/>(unaudited)</b> |                              |
| <b>Assets:</b>                                     |  |                              |
| Current Assets:                                    |  |                              |
| Cash and cash equivalents                          | \$ 9,346   | \$ 12,089                    |
| Accounts receivables, net                          | 62,943   | 42,992                       |
| Inventories  | 56,483   | 45,353                       |
| Refundable income taxes                            | 5,698  | 6,516                        |
| Deferred income taxes                              | 3,286  | 2,551                        |
| Derivative valuation asset                         | 40   | 2                            |
| Other current assets                               | 3,418  | 2,940                        |
| <b>Total current assets</b>                        | <b>141,214</b>   | <b>112,443</b>               |
| Property and equipment, net                        | 121,739  | 100,424                      |
| Goodwill   | 154,962  | 141,985                      |
| Intangible assets, net of accumulated amortization | 48,402   | 44,567                       |
| Other assets                                       | 2,437  | 1,011                        |
| <b>Total Assets</b>                                | <b>\$ 468,754</b>  | <b>\$ 400,430</b>            |
| <b>Liabilities and Shareholders Equity:</b>        |  |                              |
| Current Liabilities:                               |  |                              |
| Accounts payable                                   | \$ 37,411  | \$ 34,518                    |
| Accrued wages and benefits                         | 10,606   | 10,922                       |
| Other accrued expenses                             | 8,231  | 8,096                        |
| Income tax payable                                 | 4,433  | 2,394                        |
| Derivative valuation liability                     | 74   | 74                           |
| Deferred income taxes                              | 460  | 407                          |
| Revolving line of credit                           | 7,645  | 6,511                        |
| Current portion of capital lease obligations       | 2,052  | 2,487                        |
| Current portion of long-term debt                  | 12,150   | 10,900                       |
| <b>Total current liabilities</b>                   | <b>82,988</b>  | <b>76,309</b>                |
| Deferred income taxes                              | 12,330   | 12,136                       |
| Derivative valuation liability                     | 3,220  | 1,917                        |
| Capital lease obligations, less current portion    | 3,623  | 4,032                        |
| Long-term debt, less current portion               | 122,000  | 68,500                       |
| <b>Total Liabilities</b>                           | <b>224,161</b>   | <b>162,894</b>               |
| Commitments and contingencies (Note 9)             |  |                              |
| Shareholders Equity:                               |  |                              |
|  | 4  | 4                            |

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Common Stock, \$.0001 par value; 72,410 shares authorized; shares issued March 29, 2008 35,467; December 29, 2007 35,444)

|   |                   |                   |
|---|-------------------|-------------------|
| Additional paid-in capital                        | 272,971           | 272,623           |
| Retained earnings (deficit)                       | (41,559)          | (45,526)          |
| Accumulated other comprehensive income            | 13,177            | 10,435            |
| <b>Total Shareholders' Equity</b>                 | <b>244,593</b>    | <b>237,536</b>    |
| <b>Total Liabilities and Shareholders' Equity</b> | <b>\$ 468,754</b> | <b>\$ 400,430</b> |

See accompanying notes to condensed consolidated financial statements.

## Symmetry Medical Inc.

## Condensed Consolidated Statements of Operations

|   | Three Months Ended                    |                   |
|---|---------------------------------------|-------------------|
|   | March 29,<br>2008                     | March 31,<br>2007 |
|   | (unaudited)                           |                   |
|   | (In Thousands, Except Per Share Data) |                   |
| Revenue   | \$ 101,862                            | \$ 64,724         |
| Cost of Revenue   | 77,916                                | 53,010            |
| Gross Profit  | 23,946                                | 11,714            |
| Selling, general, and administrative expenses                     | 14,382                                | 7,651             |
| Operating Income  | 9,564                                 | 4,063             |
| Other (income) expense:   |                                       |                   |
| Interest expense  | 2,700                                 | 1,587             |
| Derivatives valuation (gain)/loss                                 | 1,165                                 | (295)             |
| Other (income) expense  | (162)                                 | 659               |
| Income before income taxes  | 5,861                                 | 2,112             |
| Income tax expense  | 1,894                                 | 497               |
| Net income  | \$ 3,967                              | \$ 1,615          |
| Net income per share:   |                                       |                   |
| Basic   | \$ 0.11                               | \$ 0.05           |
| Diluted   | \$ 0.11                               | \$ 0.05           |
| Weighted average common shares and equivalent shares outstanding: |                                       |                   |
| Basic   | 35,153                                | 34,973            |
| Diluted   | 35,335                                | 35,194            |

See accompanying notes to condensed consolidated financial statements.

## Symmetry Medical Inc.

## Condensed Consolidated Statements of Cash Flows

|   | Three Months Ended            |                   |
|---|-------------------------------|-------------------|
|   | March 29,<br>2008             | March 31,<br>2007 |
|   | (unaudited)<br>(In Thousands) |                   |
| <b>Operating activities</b>   |                               |                   |
| Net Income  | \$ 3,967                      | \$ 1,615          |
| Adjustments to reconcile net income to net cash provided by (used in) operating activities: |                               |                   |
| Depreciation  | 4,635                         | 4,179             |
| Amortization  | 712                           | 474               |
| Foreign currency transaction (gain) loss  | 177                           | 102               |
| Net (gain) loss on sale of assets   | 40                            | 2                 |
| Deferred income tax provision   | (500)                         | (2,473)           |
| Excess tax benefit from stock-based compensation  | (92)                          | (796)             |
| Stock-based compensation  | 140                           | 42                |
| Derivative valuation change   | 1,191                         | (295)             |
| Change in operating assets and liabilities:   |                               |                   |
| Accounts receivable   | (19,185)                      | (3,906)           |
| Other assets  | (1,832)                       | 102               |
| Inventories   | (2,894)                       | 2,195             |
| Current income taxes  | 2,710                         | 615               |
| Accounts payable  | 2,567                         | 523               |
| Accrued expenses and other  | (86)                          | 2,906             |
| Net cash provided by (used in) operating activities   | (8,450)                       | 5,285             |
| <b>Investing activities</b>   |                               |                   |
| Purchases of property and equipment   | (4,097)                       | (990)             |
| Proceeds from the sale of fixed assets  | 117                           | 28                |
| Acquisitions, net of cash received  | (46,109)                      | (10,317)          |
| Net cash used in investing activities   | (50,089)                      | (11,279)          |
| <b>Financing activities</b>   |                               |                   |
| Proceeds from bank revolver   | 36,431                        | 16,473            |
| Payments on bank revolver   | (38,788)                      | (16,502)          |
| Issuance of long-term debt  | 60,000                        |                   |
| Payments on long-term debt and capital lease obligations                                    | (2,588)                       | (903)             |
| Proceeds from the issuance of common stock, net of expenses                                 | 116                           | 549               |
| Excess tax benefit from stock-based compensation  | 92                            | 796               |
| Net cash provided by financing activities   | 55,263                        | 413               |
| Effect of exchange rate changes on cash   | 533                           | (46)              |
| Net decrease in cash and cash equivalents   | (2,743)                       | (5,627)           |
| Cash and cash equivalents at beginning of period  | 12,089                        | 11,721            |
| Cash and cash equivalents at end of period  | \$ 9,346                      | \$ 6,094          |
| <b>Supplemental disclosures:</b>  |                               |                   |
| Cash paid for interest  | \$ 2,027                      | \$ 1,606          |



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|  |    |       |    |     |
|--|----|-------|----|-----|
| Cash paid (recovered) for income taxes | \$ | (329) | \$ | 812 |
|--|----|-------|----|-----|

See accompanying notes to condensed consolidated financial statements.

**Symmetry Medical Inc.**

**Notes to Condensed Consolidated Financial Statements**

**(Unaudited)**

**(In Thousands, Except Per Share Data)**

**1. Basis of Presentation**

The condensed consolidated financial statements include the accounts of Symmetry Medical, Inc. and its wholly-owned subsidiaries (collectively referred to as the Corporation), Symmetry Medical USA Inc., Jet Engineering, Inc., Ultrex, Inc., Riley Medical Inc., Symmetry Medical Switzerland SA (formerly known as Riley Medical Europe, SA), Symmetry Medical Everest LLC, Everest Metal International Limited, Symmetry Medical Cheltenham Limited, Symmetry Medical PolyVac, SAS, Thornton Precision Components Limited, Symmetry Medical Malaysia SDN, Clamonta Limited, Specialty Surgical Instrumentation, Inc., UCA, LLC., TNCO, Inc. and Symmetry Medical New Bedford, LLC. The Corporation is a global supplier of integrated products consisting primarily of surgical implants, instruments and cases to orthopedic and other medical device companies.

The condensed consolidated financial statements of the Corporation have been prepared without audit, pursuant to the rules and regulations of the Securities and Exchange Commission. Certain information and footnote disclosures normally included in financial statements prepared in accordance with generally accepted accounting principles have been condensed or omitted pursuant to such rules and regulations. In the opinion of management, the accompanying condensed consolidated financial statements contain all adjustments of a normal recurring nature considered necessary to present fairly, the consolidated financial position of the Corporation, its results of operations and cash flows. The Corporation's results are subject to seasonal fluctuations. Interim results are not necessarily indicative of results for a full year. The condensed consolidated financial statements included herein should be read in conjunction with the fiscal year 2007 consolidated financial statements and the notes thereto included in the Corporation's Annual Report on Form 10-K for fiscal year 2007.

The Corporation's year end is the 52 or 53 week period ending the Saturday closest to December 31. Fiscal year 2008 is a 53 week year. The Corporation's first two interim quarters for 2008 are 13 weeks long ending the Saturday closest to March 31, and June 30 and the third quarter is 14 weeks long ending the Saturday closest to September 30. Fiscal Year 2007 was a 52 week year. The Corporation's interim quarters for 2007 were 13 weeks long ending the Saturday closest to March 31, June 30, or September 30. References in these condensed consolidated financial statements to the three months ended refer to these financial periods, respectively.

On January 25, 2008, the Corporation acquired DePuy Orthopaedics, Inc.'s (DePuy) New Bedford, Massachusetts instrument manufacturing facility (New Bedford), for \$45,127 in cash, subject to certain post closing adjustments. This facility manufactures orthopedic instruments as well as general surgical instruments and small implants.

On August 31, 2007, the Corporation acquired all of the stock of Specialty Surgical Instrumentation, Inc. (SSI) and UCA, LLC (UCA), privately owned companies based in Nashville, Tennessee, for \$15,088, in cash, subject to certain post closing adjustments. SSI distributes surgical instruments directly to hospitals while UCA distributes sterilization containers directly to hospitals.

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On April 3, 2007, the Corporation acquired all of the stock of TNCO, Inc. ( TNCO ) a privately owned company based in Whitman, Massachusetts for \$7,262 in cash. TNCO designs and supplies precision instruments for arthroscopic, laparoscopic, sinus and other minimally invasive procedures.

On January 9, 2007, the Corporation acquired all of the stock of Whedon Limited, a privately owned company based in Warwickshire, UK and the holding company of Clamonta Limited (collectively Clamonta Ltd ), for \$10,352 in cash, subject to certain post closing adjustments. Clamonta Ltd manufactures aerospace products for the global aerospace industry.

**2. Inventories**

Inventories consist of the following:

|                           | <b>March 29,<br/>2008</b> | <b>December 29,<br/>2007</b> |
|---------------------------|---------------------------|------------------------------|
| Raw material and supplies | \$ 10,833                 | \$ 9,244                     |
| Work-in-process           | 30,689                    | 21,412                       |
| Finished goods            | 14,961                    | 14,697                       |
|                           | <b>\$ 56,483</b>          | <b>\$ 45,353</b>             |

**3. Property and Equipment**

Property and equipment, including depreciable lives, consists of the following:

|   | <b>March 29,<br/>2008</b> | <b>December 29,<br/>2007</b> |
|---|---------------------------|------------------------------|
| Land  | \$ 8,349                  | \$ 6,759                     |
| Buildings and improvements (20 to 40 years) | 43,598                    | 44,274                       |
| Machinery and equipment (5 to 15 years)     | 121,152                   | 98,974                       |
| Office equipment (3 to 5 years)             | 10,207                    | 8,909                        |
| Construction-in-progress                    | 4,296                     | 2,786                        |
|   | <b>187,602</b>            | <b>161,702</b>               |
| Less accumulated depreciation               | (65,863)                  | (61,278)                     |
|   | <b>\$ 121,739</b>         | <b>\$ 100,424</b>            |

**4. Intangible Assets**

Intangible assets were acquired in connection with our business acquisitions. The increase in intangibles from December 29, 2007 is due to the Corporation's acquisition of Symmetry Medical New Bedford, LLC in January 2008.

As of March 29, 2008, the balances of intangible assets, other than goodwill, were as follows:

|                                 | <b>Weighted-average<br/>Amortization<br/>Period</b> | <b>Gross<br/>Intangible<br/>Assets</b> | <b>Accumulated<br/>Amortization</b> | <b>Net<br/>Intangible<br/>Assets</b> |
|---------------------------------|---|--|-------------------------------------|--------------------------------------|
| Acquired technology and patents | 10 years  | \$ 2,440                               | \$ (579)                            | \$ 1,861                             |

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|   |            |        |         |        |
|---|------------|--------|---------|--------|
| Acquired customers                                      | 18 years   | 42,624 | (4,777) | 37,847 |
| Non-compete agreements                                  | 5 years    | 593    | (162)   | 431    |
| Intangible assets subject to amortization               |            | 45,657 | (5,518) | 40,139 |
| Proprietary processes                                   | Indefinite |        |         | 3,909  |
| Trademarks  | Indefinite |        |         | 4,354  |
| Indefinite-lived intangible assets, other than goodwill |            |        |         | 8,263  |
| Total   |            |        | \$      | 48,402 |

As of December 29, 2007, the balances of intangible assets, other than goodwill, were as follows:

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|   | Weighted-average<br>Amortization<br>Period | Gross<br>Intangible<br>Assets | Accumulated<br>Amortization | Net<br>Intangible<br>Assets |
|---|--|-------------------------------|-----------------------------|-----------------------------|
| Acquired technology and patents                         | 10 years                                   | \$ 2,442                      | \$ (507)                    | \$ 1,934                    |
| Acquired customers                                      | 18 years                                   | 38,070                        | (4,168)                     | 33,902                      |
| Non-compete agreements                                  | 5 years                                    | 593                           | (131)                       | 462                         |
| Intangible assets subject to amortization               |  | 41,105                        | (4,806)                     | 36,298                      |
| Proprietary processes                                   | Indefinite                                 |                               |                             | 3,913                       |
| Trademarks  | Indefinite                                 |                               |                             | 4,356                       |
| Indefinite-lived intangible assets, other than goodwill |  |                               |                             | 8,269                       |
| Total   |  |                               |                             | \$ 44,567                   |

## 5. Debt Arrangements

Long-term debt consists of the following:

|  | March 29,<br>2008 | December 29,<br>2007 |
|--|-------------------|----------------------|
| Bank term loan payable in quarterly installments, plus interest at a variable rate (7.625% at March 29, 2008), through December 2009 | \$ 19,250         | \$ 21,000            |
| Bank term loan payable in quarterly installments, plus interest at a variable rate (7.4375% at March 29, 2008), through June 2011    | 39,400            | 39,400               |
| Bank term loan payable in quarterly installments, plus interest at a variable rate (6.0625% at March 29, 2008), through June 2011    | 60,000            |                      |
| Revolving line of credit, due June 2011  | 15,500            | 19,000               |
|  | 134,150           | 79,400               |
| Less current portion   | (12,150)          | (10,900)             |
|  | \$ 122,000        | \$ 68,500            |

As of December 29, 2007, the Corporation's revolving credit facility had a total capacity of up to \$40,000 and the Corporation pays a 0.375% annual commitment fee for the average unused portion of the revolving line of credit facility. There were \$19,000 of borrowings under this line of credit at December 29, 2007. Additional borrowings on the facility are restricted and not currently available as disclosed below.

The bank term loan and revolving Line of credit (Senior Credit Agreement) contain various financial covenants, including covenants requiring a maximum total debt to EBITDA ratio, minimum EBITDA to interest ratio and a minimum EBITDA to fixed charges ratio. The Senior Credit Agreement also contains covenants restricting certain corporate actions, including asset dispositions, acquisitions, paying dividends and certain other restricted payments, changes of control, incurring indebtedness incurring liens, making loans and investments and transactions with affiliates. The senior credit facility is secured by substantially all of the Corporation's assets. The Corporation's Senior Credit Agreement also contains customary events of default.

On December 14, 2007, the Corporation, certain of the Corporation's subsidiaries, and Wachovia Bank, National Association, as Administrative Agent, entered into a Waiver, Amendment and Term A-2 Loan Incremental Term Loan Amendment to Amended and Restated Credit Agreement (Waiver). Pursuant to the terms of the Waiver, the Administrative Agent permanently waived specified events of default existing

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under the Senior Credit Agreement. In addition, the Administrative Agent, on behalf of itself and certain other lenders, (i) consented to the New Bedford acquisition, (ii) committed to extend additional senior secured credit in the aggregate amount of \$60,000 (the Incremental Term Loan ), and (iii) modified the terms of the Senior Credit Agreement accordingly. Proceeds of the Incremental Term Loan were used to fund the New Bedford acquisition; to pay, in part, the Corporation's existing revolving credit facility; and to pay fees and expenses in connection with the Waiver.

On January 25, 2008, the New Bedford acquisition was completed and the Incremental Term Loan was funded. The Incremental Term Loan will mature June 13, 2011. Quarterly installments of principal are to be paid so as to reduce the principal balance by approximately five percent (5%) in 2008, ten percent (10%) in 2009, fifteen percent (15%) in 2010 and seventy percent (70%) in 2011. We retained the right to have borrowed funds bear interest at the London Interbank Offered Rate (LIBOR) plus an applicable margin or at a Base Rate plus an applicable margin. The applicable margins have been modified under the Waiver, and until such time as the Corporation is current in filing its reports under Section 13 and 15(d) of the Securities Exchange Act, as amended, all applicable margins are increased by 0.50% and the margins are to be determined as though the Corporation's Total Leverage Ratio is greater than or equal to 2.0 to 1.0. In addition, until such time as the Corporation is current in filing its reports under the Securities Exchange Act, the Corporation is limited in its ability to borrow under its current revolving credit facility.

Other terms of the Senior Credit Agreement remained substantially unchanged by the Waiver.

On March 27, 2008, the Corporation and its lenders entered into a Second Amendment and Waiver to the Amended and Restated Credit Agreement ( Second Amendment ) for purposes of waiving events of default under the Senior Credit Agreement relating to the Sheffield accounting irregularities and the Corporation's required financial statement filing deadlines. The Second Amendment modified the calculation of the financial impact of the Sheffield irregularities and extended the deadline for the Corporation to file its financial statements as required under Sections 13 and 15(d) of the Exchange Act to April 14, 2008.

On April 14, 2008, the Corporation notified its Administrative Agent that the filing of its Annual Report on Form 10-K would be

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extended beyond the April 14, 2008 target date; certain other financial statements as required by the Senior Credit Agreement would be provided beyond the time established by the Senior Credit Agreement; and the Corporation would be unable to comply with a financial covenant of the Senior Credit Agreement. The Administrative Agent, for the Corporation's lenders, informed the Corporation that an event of default occurred due to these circumstances. Under the circumstances, the Administrative Agent had the right to accelerate the financial obligations of the Corporation under the Senior Credit Agreement, but did not.

On April 22, 2008, the Corporation and Wachovia Bank, National Association, as Administrative Agent, entered into a Third Amendment and Waiver to Amended and Restated Credit Agreement for the purposes of waiving the described defaults. Accordingly, the Corporation obtained from the lenders (i) a waiver for its Event of Default, (ii) an extension of the deadline by which the Corporation was required to file its 2007 Form 10-K, and (iii) an extension of the deadline by which the Corporation is required to file its 2008 first quarter filing on Form 10-Q. In addition, the Corporation obtained changes to the Senior Credit Agreement which includes temporary adjustments to its financial statement covenants. The Corporation is in compliance with the amended covenants under the Senior Credit Agreement as of March 29, 2008.

Maturities of long-term debt for the five years succeeding March 29, 2008 are as follows:

|                            |    |         |
|----------------------------|----|---------|
| 2008 remaining fiscal year | \$ | 12,150  |
| 2009                       |    | 16,900  |
| 2010                       |    | 20,400  |
| 2011                       |    | 84,700  |
| 2012                       |    |         |
|                            | \$ | 134,150 |

### 6. New Accounting Pronouncements

In December 2007, the FASB issued Statement of Financial Accounting Standards (SFAS) No. 141(R), *Business Combinations*. This statement amends SFAS 141, and provides revised guidance for recognizing and measuring identifiable assets and goodwill acquired, liabilities assumed, and any non-controlling interest in the acquiree. It also provides disclosure requirements to enable users of the financial statements to evaluate the nature and financial effects of the business combination. The provisions of SFAS 141(R) are effective for our business combinations occurring on or after January 1, 2009. The Corporation is currently evaluating the potential impacts of the adoption of SFAS 141(R).

### 7. Segment Reporting

The Corporation primarily designs, develops and manufactures implants and related surgical instruments and cases for orthopedic device companies and companies in other medical device markets such as dental, osteobiologic and endoscopy. The Corporation also sells products to the aerospace industry. The Corporation manages its business in multiple operating segments. Because of the similar economic characteristics of these operations, including the nature of the products, comparable level of FDA regulations, same or similar customers, those operations have been aggregated following the provisions of SFAS 131 for segment reporting purposes. The results of one segment which sells exclusively to aerospace customers has not been disclosed separately as it does not meet the quantitative disclosure requirements.



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The Corporation is a multi-national Corporation with operations in the United States, United Kingdom, France, Switzerland, Ireland and Malaysia. As a result, the Corporation's financial results can be impacted by currency exchange rates in the foreign markets in which the Corporation sells its products. Revenues are attributed to geographic locations based on the location to which we ship our products.

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### *Revenue from External Customers:*

|                           | <b>Three Months Ended</b> |                           |
|---------------------------|---------------------------|---------------------------|
|                           | <b>March 29,<br/>2008</b> | <b>March 31,<br/>2007</b> |
| United States             | \$ 67,907                 | \$ 38,659                 |
| United Kingdom            | 16,580                    | 11,995                    |
| Ireland                   | 8,597                     | 5,796                     |
| Other foreign countries   | 8,778                     | 8,274                     |
| <b>Total net revenues</b> | <b>\$ 101,862</b>         | <b>\$ 64,724</b>          |

### *Concentration of Credit Risk:*

A substantial portion of the Corporation's revenue is derived from a limited number of customers. The Corporation's revenue includes revenue from customers of the Corporation which individually account for 10% or more of revenue as follows:

Quarter ended March 29, 2008 Two customers represented approximately 32.2% and 10.8% of revenue, respectively.

Quarter ended March 31, 2007 Four customers represented approximately 16.5%, 12.1%, 11.2% and 11.0% of revenue, respectively.

Following is a summary of the composition by product category of the Corporation's revenue to external customers. Revenues from aerospace products are included in the "other" category.

|                           | <b>Three Months Ended</b> |                           |
|---------------------------|---------------------------|---------------------------|
|                           | <b>March 29,<br/>2008</b> | <b>March 31,<br/>2007</b> |
| Implants                  | \$ 30,295                 | \$ 22,673                 |
| Instruments               | 39,289                    | 15,243                    |
| Cases                     | 21,518                    | 17,586                    |
| Other                     | 10,760                    | 9,222                     |
| <b>Total net revenues</b> | <b>\$ 101,862</b>         | <b>\$ 64,724</b>          |

### **8. Net Income Per Share**

The following table sets forth the computation of earnings per share.

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|  | Three Months Ended |                   |
|--|--------------------|-------------------|
|  | March 29,<br>2008  | March 31,<br>2007 |
| Net income   | \$ 3,967           | \$ 1,615          |
| Weighted-average common shares outstanding basic                   | 35,153             | 34,973            |
| Effect of stock options, restricted stock and stock warrants       | 182                | 221               |
| Weighted-average common shares outstanding and assumed conversions | 35,335             | 35,194            |
| Net income per share:  |                    |                   |
| Basic  | \$ 0.11            | \$ 0.05           |
| Diluted  | \$ 0.11            | \$ 0.05           |

During the three month period ended March 29, 2008 the Corporation issued 7 shares of common stock through the exercise of stock options.

**9. Commitments and Contingencies***Environmental and Legal*

The Corporation is involved, from time to time, in various contractual, product liability, patent (or intellectual property) and other claims and disputes incidental to its business. Currently, there is no environmental or other litigation pending or, to the knowledge of the Corporation, threatened, that the Corporation expects to have a material adverse effect on its financial condition, results of operations or liquidity. While litigation is subject to uncertainties and the outcome of litigated matters is not predictable with assurance, the Corporation currently believes that the disposition of all pending or, to the knowledge of the Corporation threatened, claims and disputes, individually or in the aggregate, should not have a material adverse effect on the Corporation's consolidated financial condition, results of operations or liquidity.

Following the discovery of the accounting irregularities at our Sheffield, UK operating unit, the Audit Committee self-reported the matter to the staff of the Securities and Exchange Commission (SEC). Thereafter, the SEC commenced an informal inquiry into this matter. The Corporation intends to fully cooperate with the SEC in its investigation. At this time, the Corporation is unable to predict the timing of the ultimate resolution of this investigation or the impact thereof.

**10. Comprehensive Income**

Comprehensive income is comprised of net income and gains and losses resulting from currency translations of foreign entities. Comprehensive income consists of the following:

|  | <b>Three Months Ended</b> |                           |
|--|---------------------------|---------------------------|
|  | <b>March 29,<br/>2008</b> | <b>March 31,<br/>2007</b> |
|  | <b>(unaudited)</b>        |                           |
| Net Income                               | \$ 3,967                  | \$ 1,615                  |
| Foreign currency translation adjustments | 2,742                     | 359                       |
| Comprehensive income                     | \$ 6,709                  | \$ 1,974                  |

**11. Acquisitions**

On January 9, 2007, the Corporation acquired all of the stock of Whedon Limited, a privately owned Corporation based in Warwickshire, UK and the holding Corporation of Clamonta Limited (collectively Clamonta Ltd ), for \$10,352 in cash. Clamonta Ltd manufactures aerospace products for the global aerospace industry.

As of March 29, 2008, the aggregate purchase price was allocated to the opening balance sheet as follows:

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|   |    |         |
|---|----|---------|
| Current assets                                  | \$ | 3,445   |
| Property, plant & equipment                     |    | 3,695   |
| Acquired customers (amortized over 15 years)    |    | 3,070   |
| Non-compete agreements (amortized over 5 years) |    | 120     |
| Trademarks (indefinite-lived)                   |    | 1,330   |
| Goodwill  |    | 2,970   |
| Current liabilities                             |    | (1,765) |
| Deferred taxes                                  |    | (1,963) |
| Capital leases                                  |    | (550)   |
| <br>  |    |         |
| Purchase price, net                             | \$ | 10,352  |

On April 3, 2007, the Corporation acquired all of the stock of TNCO, Inc. ( TNCO ), a privately owned Corporation based in Whitman, Massachusetts for \$7,262. TNCO designs and supplies precision instruments for arthroscopic, laparoscopic, sinus, and other minimally invasive procedures.

As of March 29, 2008, the aggregate purchase price was allocated to the opening balance sheet as follows:

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|   |    |       |
|---|----|-------|
| Current assets  | \$ | 2,570 |
| Property, plant & equipment                                   |    | 1,740 |
| Acquired technology (amortized over average weighted 8 years) |    | 510   |
| Acquired customers (amortized over 15 years)                  |    | 1,170 |
| Non-compete agreements (amortized over 5 years)               |    | 80    |
| Trademarks (indefinite-lived)                                 |    | 190   |
| Goodwill  |    | 1,471 |
| Current liabilities   |    | (469) |
| Purchase price, net   | \$ | 7,262 |

On August 31, 2007, the Corporation acquired Specialty Surgical Instrumentation, Inc. ( SSI ) and UCA, LLC ( UCA ), privately owned companies based in Nashville, Tennessee. SSI distributes surgical instruments directly to hospitals while UCA distributes sterilization containers directly to hospitals. SSI and UCA were acquired for approximately \$15,088 in cash.

As of March 29, 2008, the aggregate purchase price was allocated to the opening balance sheet as follows:

|  |    |         |
|--|----|---------|
| Current assets   | \$ | 6,509   |
| Property, plant & equipment                                    |    | 1,687   |
| Acquired technology (amortized over average weighted 13 years) |    | 350     |
| Acquired customers (amortized over 15 years)                   |    | 6,630   |
| Non-compete agreements (amortized over 5 years)                |    | 100     |
| Trademarks (indefinite-lived)                                  |    | 1,500   |
| Goodwill   |    | 5,517   |
| Current liabilities  |    | (4,525) |
| Deferred income taxes  |    | (2,680) |
| Purchase price, net  | \$ | 15,088  |

On January 25, 2008, the Corporation acquired DePuy Orthopaedics, Inc. s ( DePuy ) New Bedford, Massachusetts instrument manufacturing facility ( New Bedford ). This facility manufactures orthopedic instruments as well as general surgical instruments and small implants. The aggregate purchase price is preliminary, subject to adjustment and is expected to be finalized in 2008. As of March 29, 2008, the aggregate purchase price of \$45,127 was allocated to the opening balance sheet as follows:

|  |    |        |
|--|----|--------|
| Current assets                               | \$ | 7,552  |
| PP&E   |    | 21,960 |
| Acquired customers (amortized over 15 years) |    | 4,560  |
| Goodwill                                     |    | 11,055 |
| Purchase price, net                          | \$ | 45,127 |

On May 2, 2006, the Corporation completed the acquisition of Riley Medical, a privately-owned company based in Auburn, Maine for approximately \$46,677 in net cash, subject to adjustment for contingent purchase price. The final contingent payment of \$880 was made in the first quarter of 2008.

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*Unaudited Proforma Results* The following table represents the proforma results of the Corporation's operations had the acquisitions of Clamonta Ltd, TNCO, SSI, UCA and New Bedford been completed as of the beginning of the periods presented:

|                              | Three Months Ended |                   |
|------------------------------|--------------------|-------------------|
|                              | March 29,<br>2008  | March 31,<br>2007 |
| Revenue                      | \$ 104,539         | \$ 79,953         |
| Net income                   | 4,033              | 1,456             |
| Earnings per share - basic   | \$ 0.11            | \$ 0.04           |
| Earnings per share - diluted | \$ 0.11            | \$ 0.04           |

## 12. Fair Value of Financial Instruments

In September 2006, the FASB issued statement No. 157, *Fair Value Measurements* (SFAS 157). SFAS 157 defines fair value, establishes a framework for measuring fair value in accordance with accounting principles generally accepted in the United States, and expands disclosures about fair value measurements. The Corporation has adopted the provisions of SFAS 157 as of January 1, 2008 for financial instruments. Although the adoption of SFAS 157 did not materially impact its financial condition, results of operations, or cash flow, the Corporation is now required to provide additional disclosures as part of its financial statements. In February 2008, the FASB agreed to defer for one year the effective date of SFAS 157 for certain nonfinancial assets and liabilities, except for those that are recognized or disclosed at fair value in the financial statements on a recurring basis.

SFAS 157 establishes a three-tier fair value hierarchy, which prioritizes the inputs used in measuring fair value. These tiers include: Level 1, defined as observable inputs such as quoted prices in active markets; Level 2, defined as inputs other than quoted prices in active markets that are either directly or indirectly observable, and Level 3, defined as unobservable inputs in which little or no market data exists, therefore requiring an entity to develop its own assumptions.

As of March 29, 2008, the Corporation held certain assets that are required to be measured at fair value on a recurring basis. These included the Corporation's derivative instruments related to interest rate swaps and foreign currency forward contracts.

The Corporation's derivative instruments consist of contracts that are not traded on a public exchange. The fair values of interest rate swap contracts and foreign currency forward contracts are determined based on inputs that are readily available in public markets or can be derived from information available in publicly quoted markets. Therefore, the Corporation has categorized these derivative instruments as Level 2.

The Corporation's assets measured at fair value on a recurring basis subject to the disclosure requirements of SFAS 157 at March 29, 2008 were as follows:

|                           | March 29, 2008 |            |         | Total      |
|---------------------------|----------------|------------|---------|------------|
|                           | Level 1        | Level 2    | Level 3 |            |
| <b>Assets</b>             |                |            |         |            |
| Foreign currency forwards | \$             | \$ 40      | \$      | \$ 40      |
| <b>Liabilities</b>        |                |            |         |            |
| Interest rate swaps       | \$             | \$ (3,220) | \$      | \$ (3,220) |

## 13. Taxes

The provision for income taxes differs from that computed at the Federal statutory rate of 35% in 2008 and 34% in 2007 as follows:



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|   | Quarter Ended     |                   |
|---|-------------------|-------------------|
|   | March 29,<br>2008 | March 31,<br>2007 |
| Tax at Federal statutory rate                 | \$ 2,051          | \$ 718            |
| State income taxes                            | 200               | 80                |
| State tax credits                             | (26)              | (45)              |
| Foreign income taxes                          | (105)             | 50                |
| Qualified production activities deduction     | (105)             | (71)              |
| Research and development credits current year | (102)             | (256)             |
| Other   | (19)              | 21                |
|   | \$ 1,894          | \$ 497            |

At March 29, 2008, the Corporation had foreign net operating loss carry forwards of approximately \$14,121 and an associated deferred tax asset of \$3,955. The foreign carry forwards have no expiration date. However, due to uncertainty of the realization of the full benefit of the foreign net operating loss carry forwards, the Corporation has established a valuation allowance of \$1,826.

On January 1, 2007, the Corporation adopted the Financial Accounting Standards Board (FASB) Interpretation No. 48 (FIN48), *Accounting for Uncertainty in Income Taxes* an interpretation of FASB Statement No. 109. The standard had no impact on the financial position or results of operations of the Company at the date of adoption.

The Corporation's policy with respect to interest and penalties associated with reserves for uncertain tax positions is to classify such interest and penalties in income tax expense in the Statements of Operations. As of March 29, 2008, the total amount of unrecognized income tax benefits computed under FIN 48 was approximately \$1,610, all of which, if recognized, would impact the effective income tax rate of the Corporation. As of March 29, 2008, the Corporation had recorded a total of \$93 of accrued interest and penalties related to uncertain tax positions. The Corporation foresees possible changes in its reserves for uncertain income tax positions as reasonably possible during the next 12 months that could result in an increase or decrease in the reserves of \$1,400. As of March 29, 2008, the Corporation is subject to unexpired statutes of limitation for U.S. federal income taxes for the years 2003-2007. The Corporation is also subject to unexpired statutes of limitation for various states including most significantly Indiana, Michigan, and New Hampshire generally for the years 2003-2007.

## ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF RESULTS OF OPERATIONS AND FINANCIAL CONDITION

### Business Overview

We are a leading independent provider of implants and related instruments and cases to orthopedic device manufacturers and other medical markets. We also design, develop and produce these products for companies in other segments of the medical device market, including dental, osteobiologic and endoscopy sectors, and provide limited specialized products to non-healthcare markets, such as the aerospace industry.

We offer our customers Total Solution® for complete implant systems implants, instruments and cases. While our revenue to date has been derived primarily from the sale of implants, instruments and cases separately, or instruments and cases together, our ability to provide Total Solutions® for complete implant systems has already proven to be attractive to our customers, and we expect this capability will provide us with growth opportunities. In addition, we expect that our Total Solutions® capability will increase the relative percentage of value added products that we supply to our customers.

Our Annual Report on Form 10-K for the fiscal year ended December 29, 2007, provides additional information about our business, operations and financial condition.

During the first quarter 2008, our revenue growth of 26.3% over the fourth quarter of 2007 was driven by a ramp-up in our core orthopedics business and continued momentum from the integration of our acquisitions. Revenue increased 57.4% in the first quarter 2008 compared to the first quarter 2007 as revenue from our top five orthopedic customers increased 76.8% and represented 62.0% of total revenues. Quarterly revenue from all other customers increased 33.5% compared to the same period last year. Our long-term strategy is to diversify our customer base and expand into other medical device markets outside of our core hip and knee business; however, at this time we are seeing a recovery of demand in the core hip and knee business which drove growth, excluding the impact of acquisitions, by 33.4% in the first quarter of 2008.

In January 2007, we acquired Clamonta Ltd located in Warwickshire, UK for approximately \$10.4 million in cash. Clamonta Ltd. was a privately held corporation that has a 50-year history of supplying precision machined products to the global aerospace industry. Clamonta Ltd's products will help bridge Symmetry's Total Solutions® business model into the aerospace industry. Clamonta Ltd reported 2006 revenue of approximately \$9.8 million. This acquisition expanded our added value operation within our existing product expertise and supports a major customer by providing a more complete Total Solution®. Clamonta is well known in the industry for producing quality engineered products for aircraft engines. Clamonta Ltd's pre-acquisition management team continues to lead this business unit. This acquisition helps to diversify us and allows us to capitalize on a long term growth cycle in the aerospace industry.

In April 2007, we acquired TNCO, Inc. ( TNCO ) located in Whitman, Massachusetts for approximately \$7.3 million in cash. TNCO was a privately held corporation with a 40-year history of designing and supplying precision instruments for arthroscopic, laparoscopic, sinus and other minimally invasive procedures. TNCO's strong intellectual product portfolio and customer relationships extend our product offering into these other medical fields. TNCO reported 2006 revenues of approximately \$7.5 million. TNCO is well known in the industry for designing and producing quality engineered products for minimally invasive procedures. Its operating philosophy closely mirrors our own with its highly skilled engineering team that partners with its clients during the product development cycle and moves efficiently from concept and prototype to production. TNCO sales are expected to benefit significantly as a result of marketing its products through our global sales and distribution network. TNCO's pre-acquisition management team continues to lead this business unit. This acquisition is consistent with our strategy to enhance our product offering into medical markets beyond our existing products and allows us to offer our Total Solutions® model to an expanded customer base.

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In August 2007, we acquired Specialty Surgical Instruments, Inc. ( SSI ) and UCA, LLC ( UCA ) located in Nashville, Tennessee for approximately \$15.1 million in cash and at the same time entered into a two year earn-out agreement with the two principals of SSI and UCA who will receive additional consideration if SSI and UCA meet certain earnings levels for the following two years. SSI was a privately held Corporation with a 30-year history of offering targeted sales, marketing and distribution programs to serve the key surgical specialties of neurological, spine, cardiovascular, ENT, laparoscopy, ophthalmology and orthopedics. SSI s portfolio includes its own line of Ultra Instruments and include the UCA Ultra Container sterilization system, a hospital proven, closed container system that is designed to store and transport sterilized instruments. The Ultra Instruments, UCA containers and multiple other product lines are offered through SSI s distribution channels and sell directly into hospitals with their 25 strong sales staff. The SSI and UCA pre-acquisition management team continues to lead this business unit. This acquisition is consistent with our strategy to enhance Symmetry Medical s product offering into medical markets beyond our existing products and provides a direct access to hospital and doctors to accelerate our own product designs.

In January 2008, we acquired DePuy Orthopaedics, Inc. s ( DePuy ) New Bedford, Massachusetts instrument manufacturing facility ( New Bedford ). We purchased substantially all of the assets and real estate of New Bedford for approximately \$45.1 million

in cash. New Bedford produces orthopedic instruments, general medical instruments and some small spine related implants. Currently, 100% of the products produced at the facility are for DePuy. In the future, we plan to utilize this facility to serve our other medical customers. In connection with the acquisition, we entered into a supply agreement which requires DePuy to make minimum purchases from New Bedford for a four year period. The agreement stipulates that these purchases are incremental to other products we presently or previously produced on DePuy's behalf. The commitment from DePuy totals \$106.0 million over the four year period. Certain key members of New Bedford's pre-acquisition management team continue to lead this business unit. Revenues from New Bedford increased our exposure to one of our top customers in the first quarter of 2008. We believe this acquisition strengthens our position as a leading provider to the orthopedic industry and provides additional manufacturing capacity to better serve our broad customer base, builds on our relationship with DePuy, expands our east coast presence and allows us to move forward with an existing skilled workforce to service our growing market.

Our acquisitions have afforded us the opportunity to offer a comprehensive line of implants, surgical instruments and cases for orthopedic device manufacturers on a global basis, instruments and cases into other medical markets and specialized parts into the aerospace industry.

Our focus remains on being well positioned for a resurgence of growth in our core orthopedic business, while capitalizing on our market leadership to extend our Total Solutions® approach into other markets. To this point, we have seen increased customer activity during the first quarter and believe volume will continue to increase into 2008. In particular, we continue to expand our engineering resources that produce and provide closer and critical customer relationships on the development of new products. This local presence in the global marketplace allows us to be closer to our customer base, provide quicker response times and increase our value added services.

### First Quarter Results of Operations

*Revenue.* Revenue for the period ended March 29, 2008 increased \$37.1 million, or 57.4%, to \$101.9 million from \$64.7 million for the comparable 2007 period. Revenue for each of our principal product categories in these periods was as follows:

| Product Category | Three Months Ended |                   |
|------------------|--------------------|-------------------|
|                  | March 29,<br>2008  | March 31,<br>2007 |
|                  | (in millions)      |                   |
| Implants         | \$ 30.3            | \$ 22.7           |
| Instruments      | 39.3               | 15.2              |
| Cases            | 21.5               | 17.6              |
| Other            | 10.8               | 9.2               |
| Total            | \$ 101.9           | \$ 64.7           |

The \$37.1 million increase in revenue resulted from higher revenue across all product categories. Instrument revenue increased \$24.0 million. This increase was driven by an increase in organic customer demand of \$10.0 million due to the completion of several projects for our largest customers. In addition, 2008 instrument revenue was increased by our recent acquisitions. Symmetry Medical New Bedford added \$6.3 million, the SSI acquisition added \$5.9 million and the TNCO acquisition added \$1.8 million of revenue. Implant revenue increased \$7.6 million and Case revenue increased \$3.9 million. Both product categories were driven by organic growth as our top customers returned to a more normalized pattern of ordering compared to 2007 when they were using excess inventory. Additionally, Symmetry Medical New Bedford added \$1.4 million of implant sales as compared to 2007. Other product revenue increased \$1.5 million driven by organic growth from the continued strength in the aerospace industry.

*Gross Profit.* Gross profit for the three month period ended March 29, 2008 increased \$12.2 million, or 104.4%, to \$23.9 million from \$11.7 million for the comparable 2007 period. The increase in gross profit was driven by the 57.4% increase in revenue coupled with higher gross profit as a percentage of revenue which increased to 23.5% for the three month period ended March 29, 2008 compared to 18.1% for the comparable 2007 period. The increase in gross margin as a percentage of revenue was primarily driven by more large volume projects from our top customers, which resulted in decreased overhead costs as a percentage of revenue as well as more favorable product mix. We view our global infrastructure as a competitive strength, and made a deliberate decision to keep our infrastructure in place, enabling us to respond quickly to our customers' needs and produce high volume orders on short notice which allowed us to achieve 33.4% organic growth in the first quarter of 2008.

*Selling, General and Administrative Expenses.* Selling, general and administrative expenses ( SG&A ) for the three month period ended March 29, 2008 increased \$6.7 million, or 88.0%, to \$14.3 million from \$7.7 million for the comparable 2007 period. SG&A expenses from our TNCO, SSI and New Bedford acquisitions resulted in an increase of \$2.7 million. During the first quarter of 2008, we incurred approximately \$2.2 million of professional fees and expenses to complete the Sheffield, UK investigation, resulting in increased SG&A in the first quarter of 2008. As a percentage of revenue, selling, general and administrative expenses increased to 14.1% of revenue for the three month period ended March 29, 2008 from 11.8% of revenue for the comparable 2007 period. This

increase as a percentage of sales is driven by the Sheffield, UK investigation fees as well as the addition of the SSI distribution acquisition which has a higher SG&A as a percentage of sales than our traditional business model.

*Other Expense.* Interest expense for the three month period ended March 29, 2008 increased \$1.1 million, or 70.1%, to \$2.7 million from \$1.6 million for the comparable 2007 period. This increase reflects the cost of the additional \$60.0 million senior term debt related to the acquisition of New Bedford and SSI. The increase was also driven by approximately \$7.3 million in revolving debt which was drawn to facilitate the TNCO acquisition.

The derivatives valuation (gains) losses consist of interest rate swap valuations used to mitigate the effect of changing interest rates on net income and foreign currency forward contracts used to mitigate the effect of changes in the foreign exchange rates on net income. For our interest rate hedge, we recorded a loss of \$1.3 million for the first quarter 2008 versus a loss of \$0.3 million for the comparable 2007 period. These losses are due to market fluctuations in these contracts, which are not designated as hedges under SFAS 133, *Accounting for Derivative Instruments and Hedging Activities*. For our foreign currency forward contracts, we recorded a gain of \$0.1 million in the first quarter of 2008 versus a gain of \$0.6 million during the comparable 2007 period. These gains were a result of fluctuation in the British pound versus the US dollar.

*Provision for Income Taxes.* Our effective tax rate was 32.3% for the three month period ended March 29, 2008 as compared to 23.5% for the comparable 2007 period. The increase in the effective rate was due to an increase in tax bracket from 34% to 35% in the United States, higher pre-tax income from higher taxing jurisdictions and less of a rate impact from permanent tax differences and tax credits. Provision for income taxes increased by \$1.4 million, or 281.1%, to \$1.9 million for the three month period ended March 29, 2008 from \$0.5 million for the comparable 2007 period. This increase was primarily due to higher pre-tax income as well as the increase in the effective tax rate.

## **Liquidity and Capital Resources**

Our principal source of cash in the three month period ended March 29, 2008 was borrowings under our senior credit loan facility. Principal uses of cash in the three month period ended March 29, 2008 included the acquisition of New Bedford, increased working capital related to our recent acquisitions, capital expenditures and debt service. We expect that our principal uses of cash in the future will be to finance working capital, to pay for capital expenditures, to service debt and to fund possible future acquisitions.

*Operating Activities* Operating activities used cash of \$8.5 million in the three month period ended March 29, 2008 compared to generating cash of \$5.3 million for the three month period ended March 31, 2007 a decrease of \$13.8 million. The decrease in cash from operations is primarily a result of cash provided for working capital as increases in accounts receivable and inventory significantly exceeded the increase in current liabilities. Accounts receivable and inventory increased as a result of our significant increase in organic revenue growth, partially offset by an increase in net income of \$2.4 million.

*Investing Activities* Capital expenditures of \$4.1 million were higher by \$3.1 million in the three month period ended March 29, 2008 compared to the three month period ended March 31, 2007. The acquisition of New Bedford used \$45.1 million of cash in the first quarter of 2008 while the acquisition of Clamonta Ltd used \$10.3 million of cash in the first quarter of 2007.

*Financing Activities* Financing activities generated \$55.3 million of cash due primarily to the incremental \$60.0 million of borrowings under our senior credit loan facility to fund the New Bedford acquisition partially offset by payments on long-term debt and capital leases.

#### ***Capital Expenditures***

Capital expenditures totaled \$4.1 million for the three months ended March 29, 2008, compared to \$1.0 million for the three month period ended March 31, 2007. Expenditures were primarily used to replace existing equipment. Expenditures also were used to expand selective capacity in our Malaysia and USA facilities.

#### ***Debt and Credit Facilities***

As of March 29, 2008, we had an aggregate of \$147.5 million of outstanding indebtedness, which consisted of \$118.7 million of term loan borrowings outstanding under our Senior Credit Agreement, \$15.5 million of borrowings outstanding under our revolving credit facility, \$7.6 million of borrowings under our UK short-term credit facility and \$5.7 million of capital lease obligations. We had no outstanding letters of credit as of March 29, 2008.

Our Senior Credit Agreement contains various financial covenants, including covenants requiring a maximum total debt to EBITDA ratio, minimum EBITDA to interest ratio and a minimum EBITDA to fixed charges ratio. On April 22, 2008, the Corporation and Wachovia Bank, National Association, as Administrative Agent, entered into a Third Amendment and Waiver to Amended and Restated Credit Agreement at which time the Corporation obtained changes to the Senior Credit Agreement which includes temporary adjustments to its financial statement covenants. We are in compliance with the amended covenants under the Senior Credit Agreement as of March 29, 2008.



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We believe that cash flow from operating activities and borrowings under our Senior Credit Agreement will be sufficient to fund currently anticipated working capital, planned capital spending and debt service requirements for the foreseeable future, including at least the next 12 months. We also review technology, manufacturing and other strategic acquisition opportunities regularly, which may require additional debt or equity financing.

### Contractual Obligations and Commercial Commitments

|                                | Total           | Payments due by period |                            |                |                      |
|--------------------------------|-----------------|------------------------|----------------------------|----------------|----------------------|
|                                |                 | Less than<br>1 year    | 1-3 years<br>(in millions) | 3-5 years      | More than<br>5 years |
| Long-term debt obligations (1) | \$ 134.2        | \$ 12.2                | \$ 37.3                    | \$ 84.7        | \$                   |
| Capital lease obligations      | 9.2             | 2.1                    | 2.5                        | 1.6            | 3.0                  |
| Operating lease obligations    | 5.5             | 1.4                    | 2.3                        | 1.5            | 0.3                  |
| Purchase obligations (2)       | 4.8             | 2.5                    | 2.3                        |                |                      |
| <b>Total</b>                   | <b>\$ 153.7</b> | <b>\$ 18.2</b>         | <b>\$ 44.4</b>             | <b>\$ 87.8</b> | <b>\$ 3.3</b>        |

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\* Less than 1 year is defined as the remainder of fiscal 2008. Following periods are whole fiscal years.

(1) Represents principal maturities only and, therefore excludes the effects of interest and interest rate swaps.

(2) Represents purchase agreements to buy minimum quantities of titanium and cobalt chrome through December 2008.

### Off-Balance Sheet Arrangements

Our off-balance sheet arrangements include our operating leases and letters of credit, which are available under the senior credit facility. We had no letters of credit outstanding as of March 29, 2008.

### Environmental

Our facilities and operations are subject to extensive federal, state, local and foreign environmental and occupational health and safety laws and regulations. These laws and regulations govern, among other things, air emissions; wastewater discharges; the generation, storage, handling, use and transportation of hazardous materials; the handling and disposal of hazardous wastes; the cleanup of contamination; and the health and safety of our employees. Under such laws and regulations, we are required to obtain permits from governmental authorities for some of our operations. If we violate or fail to comply with these laws, regulations or permits, we could be fined or otherwise sanctioned by regulators. We could also be held responsible for costs and damages arising from any contamination at our past or present facilities or at third-party waste disposal sites. We cannot completely eliminate the risk of contamination or injury resulting from hazardous materials, and we may incur material liability as a result of any contamination or injury.

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We incurred approximately \$0.1 million and \$0.1 million in capital expenditures for environmental, health and safety in the first quarter of 2008 and 2007, respectively.

In connection with our recent acquisitions, we completed Phase I assessments and did not find any significant issues that need to be remediated. We cannot be certain that environmental issues will not be discovered or arise in the future related to these acquisitions.

In conjunction with the New Bedford acquisition in January 2008, we purchased \$5.0 million of environmental insurance coverage for this facility. This policy expires January 25, 2013. In 2000, we purchased pollution legal liability insurance that covers certain environmental liabilities that may arise at our Warsaw, Indiana facility, at a former facility located in Peru, Indiana, and at certain non-owned locations that we use for the disposal of waste. The insurance has a \$5.0 million aggregate limit and is subject to a deductible and certain exclusions. The policy period expires in 2010. While the insurance may mitigate the risk of certain environmental liabilities, we cannot guarantee that a particular liability will be covered by this insurance.

Based on information currently available, we do not believe that we have any material environmental liabilities.

### **Critical Accounting Policies and Estimates**

The preparation of our financial statements requires management to make estimates, judgments and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses during the periods presented. Our Annual Report on Form 10-K for fiscal year ended December 29, 2007, includes a summary of the critical accounting policies we believe are the most important to aid in understanding its financial results. There have been no material changes to these critical accounting policies that impacted our reported

amounts of assets, liabilities, revenues or expenses during the three months ended March 29, 2008.

#### **New Accounting Pronouncements**

In December 2007, the FASB issued Statement of Financial Accounting Standards (SFAS) No. 141(R), *Business Combinations*. This statement amends SFAS 141, and provides revised guidance for recognizing and measuring identifiable assets and goodwill acquired, liabilities assumed, and any non-controlling interest in the acquiree. It also provides disclosure requirements to enable users of the financial statements to evaluate the nature and financial effects of the business combination. The provisions of SFAS 141(R) are effective for our business combinations occurring on or after January 1, 2009. We are currently evaluating the potential impacts of the adoption of SFAS 141(R).

#### **ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISKS**

For financial market risks related to changes in interest rates, foreign currency exchange rates, commodity prices and the effects of inflation, reference is made to Item 7a Quantitative and Qualitative Disclosures About Market Risk contained in Part II of our Annual Report on Form 10-K for the fiscal year ended December 29, 2007. Our exposure to these risks, at the end of the first quarter covered by this report, has not changed materially since December 29, 2007.

#### **ITEM 4. CONTROLS AND PROCEDURES.**

(a) Evaluation of disclosure controls and procedures.

Our Chief Executive Officer and Chief Financial Officer, after evaluating the effectiveness of our disclosure controls and procedures (as defined in Rule 13a-15(e) of the Securities Exchange Act of 1934), concluded that, for the reasons described below, as of the end of the fiscal quarter covered by this report, and in conjunction with remedial actions put in place during the fourth quarter of 2007 and the first quarter of 2008 as a result of the Sheffield, UK investigation and more fully described in Item 9A in our Annual Report on form 10-K for fiscal year ended December 29, 2007, our disclosure controls and procedures were not effective and designed to ensure that material information relating to the Corporation and its consolidated subsidiaries would be made known to them by others within those entities.

Despite the conclusion that disclosure controls and procedures were not effective as of the end of the period covered by this report, the Chief Executive Officer and Chief Financial Officer believe that the financial statements and other information contained in this quarterly report present fairly, in all material respects, our business, financial condition and results of operations.

(b) Changes in internal control over financial reporting.

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During the fiscal quarter covered by this report, there were no changes in our internal control over financial reporting (as defined in Rule 13a-15(f) of the Securities Exchange Act of 1934) that materially affected, or were reasonably likely to materially affect, our internal control over financial reporting, except that, during the fiscal quarter covered by this report, we were still in the process of integrating the Clamonta Limited, TNCO, Inc., Specialty Surgical Instruments Inc., UCA, LLC and New Bedford acquisitions and were incorporating these operations as part of our internal controls. For purposes of this evaluation, the impact of these acquisitions on our internal controls over financial reporting was excluded. See Note 11 to the condensed consolidated financial statements included in Item 1 for a discussion of the Clamonta Limited, Specialty Surgical Instruments Inc., UCA, LLC and New Bedford acquisitions.

In connection with the filing of our Annual Report on Form 10-K for the year ended December 29, 2007, we identified material weaknesses in internal control over financial reporting and identified a remediation plan. During the fourth quarter of 2007 and the first quarter of 2008, several remedial measures were identified and implemented in response to the conclusion reached by our Chief Executive and Chief Financial Officer as a result of the Sheffield, UK investigation. Although we have made progress towards remediation, as of June 25, 2008, we were unable to conclude that the material weaknesses described above were remediated as of March 29, 2008. See our Annual Report on Form 10-K for fiscal year ended December 29, 2007.

**PART II OTHER INFORMATION**

**ITEM 1. LEGAL PROCEEDINGS**

*SEC Informal Inquiry*

On October 4, 2007, we announced that, due to the apparent overstatement of revenues by our Sheffield, UK operating unit, it may be necessary for us to restate our financial statements for the periods subsequent to June 2003. On November 12, 2007, we announced that the irregularities in the financial reporting by our Sheffield, UK operating unit also included the overstatement of inventory and other matters. These matters were reported to our Audit Committee, which engaged special legal counsel, who in turn retained independent forensic accountants, to investigate and report to the Audit Committee. Based on information obtained in that investigation and information reported to the Audit Committee by management, the Audit Committee accepted management's recommendation that we restate our financial statements.

Upon discovering the irregularities, the Audit Committee self-reported the matter to the Staff of the Securities and Exchange Commission. The SEC staff has initiated an informal inquiry with respect to this matter. We are cooperating fully with the SEC in its informal inquiry. We cannot predict when the SEC will conclude its review and the outcome or impact thereof.

**ITEM 1A RISK FACTORS**

In addition to the other information set forth in this report, you should carefully consider the factors discussed in Part I, Item 1A Risk Factors contained in our Annual Report on Form 10-K for the fiscal year ended December 29, 2007, which could materially affect our business, financial condition or future results.

**ITEM 5 OTHER INFORMATION**

(b) There have been no material changes to the procedures by which security holders may recommend nominees to our Board of Directors since our Schedule 14A filed April 25, 2008.

**ITEM 6 EXHIBITS**

10.40 Form of Restricted Stock Agreement (Key Employees) (incorporated by reference to Exhibit 10.1 to our Form 8-K filed May 30, 2008.)

10.41

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Form of Restricted Stock Agreement (Non- Employee Directors) (Incorporated by reference to Exhibit 10.2 of our Form 8-K filed May 30, 2008.)

- 31.1 Certification of Chief Executive Officer required by Item 307 of Regulation S-K as promulgated by the Securities and Exchange Commission and pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.\*\*
- 31.2 Certification of Chief Financial Officer required by Item 307 of Regulation S-K as promulgated by the Securities and Exchange Commission and pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.\*\*
- 32.1 Certification of Chief Executive Officer and Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.\*\*

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\*\* Filed or furnished herewith

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

SYMMETRY MEDICAL INC.

By /s/ Brian S. Moore  
Brian S. Moore,  
*President and Chief Executive Officer*  
*(Principal Executive Officer)*

By /s/ Fred L. Hite  
Fred L. Hite,  
*Senior Vice President and Chief Financial Officer*  
*(Principal Financial and Accounting Officer)*

June 24, 2008