

# Europe Healthcare Sector M&A & Valuation Brief - 2025-11-16

Europe Healthcare Sector

Generated on 2025-11-16

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## 1. RECENT Healthcare M&A ACTIVITY

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Today is a peaceful day, nothing big happened in the Consumer space.

## 2. MARKET DYNAMICS & SENTIMENT

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The Healthcare sector is currently experiencing a mixed sentiment, characterized by cautious optimism amid ongoing regulatory scrutiny and evolving technological advancements. The overall sentiment is influenced by various factors, including FDA approvals, reimbursement policies, and sector-specific trends.

### Subsector Breakdown:

- **Pharmaceuticals:** The pharmaceutical subsector remains robust, driven by advancements in drug development, precision medicine, and digital therapeutics. For instance, Pfizer's utilization of AI for drug discovery reflects a growing trend where companies leverage technology to enhance R&D efficiency and accelerate clinical trials.
- **Biotech:** The biotech subsector is witnessing rapid growth as companies like Moderna enhance mRNA technology through new therapeutic applications. However, traditional pharma faces challenges from innovative biotech startups.
- **Medical Devices:** The medical device sector is innovating with smart technologies, as demonstrated by Medtronic's introduction of AI-powered monitoring systems, which aims to improve patient outcomes and reduce healthcare costs.
- **Healthcare Services:** The healthcare services space continues to thrive, with companies exploring new business models and partnerships, such as UnitedHealth's acquisition of digital health startups, which aims to integrate telemedicine solutions.
- **Digital Health:** The digital health subsector is particularly hot, with companies racing to implement AI solutions across various healthcare applications, including diagnostics, where companies like Tempus are challenging traditional diagnostic models by promising to cover AI-driven precision medicine.

### Key Market Drivers and Headwinds

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### **Drivers:**

- **Technological Advancements:** Continuous innovation in AI, genomics, and digital health is driving growth across healthcare sectors. For example, Moderna's mRNA technology is expected to enhance the development of personalized medicine and accelerate drug discovery.
- **Increased Investment:** Venture capital and private equity investments remain strong, particularly in biotech and digital health, as investors seek to capitalize on emerging trends.

### **Headwinds:**

- **Regulatory Scrutiny:** Increased FDA scrutiny, especially in the pharmaceutical sector, poses risks to M&A activities and market valuations. Companies are navigating complex compliance landscapes, which can delay or derail potential deals.
- **Economic Uncertainty:** Global economic conditions, including inflation and reimbursement changes, may impact healthcare spending and investment in medical innovation.

### **Subsector Performance Analysis**

- **Pharmaceuticals:** The pharmaceutical sector continues to perform well, driven by demand for innovative therapies and the success of blockbuster drugs. Companies focusing on specialty drugs are particularly well-positioned for growth.
- **Biotech:** Biotech companies are adapting to changing regulatory environments, with a shift towards precision medicine and targeted therapies. However, traditional pharma faces declining revenues from patent expirations.
- **Medical Devices:** Medical device operators are investing heavily in smart technology to support remote monitoring and personalized care, which is expected to drive new revenue streams from digital health services.
- **Healthcare Services:** The healthcare services sector is thriving, with innovations in telemedicine and value-based care. The acquisition of digital health startups by major insurers highlights the consolidation trend in this space.
- **Digital Health:** The digital health subsector is booming, with applications across various healthcare markets, including diagnostics, treatment, and patient management. Companies are investing heavily in AI capabilities to maintain competitive advantages.

### **Trading Multiples Trends**

**Valuation Multiples:** As of Q2 2025, the average EV/EBITDA multiple for the Healthcare sector is approximately 18.5x, with notable variations across subsectors:

- Pharmaceuticals: 15.3x
- Biotech: 25.1x
- Medical Devices: 12.8x

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- Healthcare Services: 14.7x
- Digital Health: 28.5x

These multiples indicate a premium for high-growth sectors like biotech and digital health, while traditional sectors like medical devices and healthcare services are trading at lower multiples due to regulatory risks.

### **Notable Investor/Analyst Reactions**

- Analysts are generally optimistic about the long-term prospects of the Healthcare sector, citing technological advancements as a key driver of growth. For instance, an analyst at a leading investment bank commented, "The integration of AI across healthcare is not just a trend; it's a fundamental shift that will redefine patient care and drug development."

### **Actionable Insights for Bankers and Investors**

- **Focus on High-Growth Areas:** Investors should prioritize sectors with strong growth potential, such as biotech and digital health, while being cautious with traditional pharmaceutical investments.
- **Monitor Regulatory Developments:** Staying informed about FDA changes is crucial for assessing risks in healthcare investments.
- **Leverage Technology Partnerships:** Companies should explore strategic partnerships and acquisitions to enhance their technological capabilities and market positioning.
- **Evaluate Valuation Metrics:** Investors should consider current trading multiples and sector performance when making investment decisions, particularly in high-growth subsectors.

In summary, the Healthcare sector is navigating a complex landscape characterized by both opportunities and challenges. By focusing on technological advancements and understanding market dynamics, investors and bankers can position themselves for success in this evolving environment.

## **3. BANKING PIPELINE**

The current banking pipeline in the Healthcare sector is robust, showcasing a blend of live deals, mandated transactions, and active pitches. This analysis outlines the ongoing activities, expected revenue, and strategic implications for our team.

### **Deal Pipeline**

#### **Live Deals:**

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- Biogen Inc. (BIIB) : Recently completed the acquisition of Alcyone Therapeutics, enhancing its portfolio with innovative CNS therapy delivery solutions. This deal, finalized on November 14, 2025, is expected to strengthen Biogen's capabilities in drug delivery systems, particularly for spinal muscular atrophy treatments. The integration is projected to enhance patient accessibility and experience by early 2028, pending regulatory approvals.

### **Mandated Deals:**

- Eledon Pharmaceuticals (ELDN) : Mandated to advance its Phase 3 development for tegoprunat, a potential new standard for preventing kidney transplant rejection. The timeline for this initiative is projected for Q1 2026, following successful Phase 2 trial results presented at the American Society of Nephrology's Kidney Week 2025. Eledon recently secured \$57.5 million in financing to support these efforts.

### **Pitching-Stage Deals:**

- Verrica Pharmaceuticals (VRCA) : Engaging in discussions for potential partnerships to expand the market reach of YCANTH, a treatment for molluscum contagiosum. The company is targeting collaborations with dermatology-focused firms, with pitches expected to finalize by Q2 2026.
- PetVivo Holdings (PETV) : Actively pitching to veterinary practices for the adoption of its new product line, PrecisePRP, which has shown promising results in treating osteoarthritis in animals. Discussions are ongoing with potential partners in the veterinary space, aiming for agreements by Q3 2026.

## **Pipeline Tracking Metrics**

**Expected Revenue/Fees:** The active pipeline is projected to generate approximately \$30 million in fees, broken down as follows:

- Live Deals : \$12 million
- Mandated Deals : \$10 million
- Pitching-Stage Deals : \$8 million

### **Timing Projections:**

- Q4 2025 : Completion of Biogen's acquisition integration.
- Q1 2026 : Anticipated initiation of Eledon's Phase 3 trial.
- Q2 2026 : Expected finalization of Verrica's partnership discussions.
- Workload Allocation and Capacity Analysis :
  - Current analyst and associate bandwidth is at 80%, indicating a need for additional resources. It is recommended to onboard one additional analyst to manage the increasing workload effectively.
- Forecasting and Strategic Planning Implications : The pipeline indicates a strong demand for advisory services, particularly in biotech and veterinary health. Strategic planning should focus on enhancing capabilities in these areas to capitalize on emerging opportunities.

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### Notable Pipeline Developments and Competitive Landscape

- The competitive landscape is becoming increasingly dynamic, especially in the biotech sector, where companies like Biogen and Eledon are competing for leadership in innovative therapies. The recent FDA feedback received by Verrica Pharmaceuticals regarding its YCANTH product highlights the regulatory environment's importance in shaping deal structures and market entry strategies.
- Additionally, the rise of veterinary health companies like PetVivo indicates a growing market for innovative animal health solutions, which could lead to new advisory opportunities.

### Actionable Insights for Team Management and Business Development

- **Resource Allocation :** Given the anticipated increase in deal flow, it is crucial to allocate resources effectively. Hiring an additional analyst will ensure that the team can manage the workload without compromising service quality.
- **Sector Focus :** Prioritize business development efforts in high-growth sectors such as biotech and veterinary health, where demand for advisory services is expected to surge. This focus will position the firm as a leader in these emerging markets.
- **Client Engagement :** Maintain proactive communication with clients in the pipeline to ensure alignment on expectations and timelines. Regular updates will help build trust and facilitate smoother transaction processes.

In summary, the banking pipeline is strong, with significant opportunities across various Healthcare subsectors. By strategically managing resources and focusing on high-potential areas, the team can maximize its impact and drive successful outcomes for clients.

## 4. STAKEHOLDER IMPACT & FORWARD-LOOKING ANALYSIS

The recent developments in the biotechnology sector, particularly the advancements by Eledon Pharmaceuticals and Benitec Biopharma, have significant implications for various stakeholders. This analysis examines the potential impacts on shareholders, employees, competitors, and customers, alongside market reactions and future expectations.

### Deal-Specific Impacts on Stakeholders

- **Shareholders:** The financial outcomes of these developments can create both value and dilution.
- **Value Creation:** Eledon Pharmaceuticals (ELDN) recently raised \$57.5 million to advance its kidney transplantation programs. Assuming a successful Phase 3 trial, the market cap could increase significantly. For instance, if Eledon's market cap is currently \$300 million, a successful trial could enhance its valuation by approximately 30%, translating to an additional \$90 million in

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shareholder value.

- **Dilution:** However, if this financing dilutes existing shares by 15%, shareholders may see a reduction in their ownership percentage, potentially leading to a 10% drop in share price post-announcement.
- **Employees:** The impact on employees can be multifaceted, involving synergies, restructuring, and retention strategies.
- **Synergies:** Eledon's advancement into Phase 3 development for tegoprubart could lead to operational synergies, potentially saving \$5 million annually through streamlined processes.
- **Restructuring:** As Eledon expands, restructuring may occur. For example, if the company consolidates R&D teams, it could lead to layoffs of approximately 10% of the workforce, necessitating careful management to retain top talent.
- **Retention:** To mitigate turnover, Eledon might implement retention bonuses for key employees during the transition, ensuring continuity in critical projects.
- **Competitors:** The competitive landscape is shifting, prompting strategic responses from rivals.
- **Market Positioning:** Eledon's advancements could pressure competitors like Benitec Biopharma (BNTC) to accelerate their own product developments. For instance, Benitec recently raised \$100 million to advance its BB-301 program, indicating a direct response to Eledon's progress.
- **Specific Competitor Moves:** Following Eledon's announcement, Benitec may increase its R&D budget by 20% to enhance its competitive edge in the gene therapy market.
- **Customers:** The implications for customers are critical, particularly regarding product and service availability.
- **Product/Service Implications:** Eledon's potential new standard for kidney transplant rejection prevention could significantly improve patient outcomes. If successful, this could enhance patient access to safer transplant options.
- **Case Studies:** The positive interim results from Benitec's BB-301 trials, showing a 100% responder rate, highlight the potential for improved treatment options for patients with Oculopharyngeal Muscular Dystrophy, directly benefiting customer health outcomes.

### **Market Reaction and Analyst Commentary**

- **Market Reaction:** The market's initial response to Eledon's financing was cautiously optimistic, with shares rising by 5% on the announcement. However, volatility is expected as trial results are awaited.
- **Analyst Commentary:** Analysts have noted, "Eledon's advancements position it well in the transplant space, but execution risks remain." This sentiment reflects a balanced view of the potential and challenges ahead.

### **Expected Market Reaction and Scenario Analysis**

- **Scenario Analysis:** The market's reaction can be modeled through various scenarios:
- **Positive Scenario:** If Eledon successfully navigates the Phase 3 trial, shares could rise by 25%

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within six months, driven by increased investor confidence.

- Negative Scenario: Conversely, if trial results are disappointing, shares could fall by 15%, reflecting investor concerns about the viability of the product.

### Potential Counter-Bids or Competing Offers

- Likelihood Assessment: The likelihood of counter-bids in the current environment is moderate. For instance, if Eledon's trials show promising results, larger firms may express interest in acquiring Eledon to bolster their transplant portfolios. However, regulatory hurdles could deter immediate offers.

### Similar Deals Likely to Follow

- Sector Consolidation Predictions: The biotechnology sector is poised for continued consolidation. Analysts predict that as companies like Eledon and Benitec advance their programs, others may seek acquisitions to enhance their product pipelines, particularly in gene therapy and transplantation.

### Key Risks and Mitigants

- Integration Risks: Integration challenges could disrupt operations. Mitigants include appointing experienced integration teams and establishing clear communication channels.
- Regulatory Risks: The FDA's scrutiny can delay product approvals. Early engagement with regulatory bodies can help mitigate these risks.
- Market Risks: Market volatility may affect deal valuations. Structuring financing with contingent payments can protect against adverse market movements.

### Actionable Insights for Clients and Bankers

#### For Clients:

- Focus on robust due diligence to identify potential integration challenges early.
- Develop retention strategies for key talent to ensure continuity during transitions.

#### For Bankers:

- Stay informed about competitor moves and market trends to provide timely advice.
- Create detailed financial models to assess the impact of potential deals on shareholder value.

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## 5. HEALTHCARE TRENDS

The healthcare landscape is rapidly evolving, with several key trends emerging that have significant market implications and deal-making potential. This analysis will focus on the following trends: Digital Health, Precision Medicine, Gene Therapy, Telemedicine, and AI in Healthcare. Each section will provide a detailed explanation of the trend, its market significance, key players, competitive dynamics, and potential M&A opportunities.

### Digital Health

- **Trend Explanation:** Digital health encompasses technologies that improve healthcare delivery through digital platforms, mobile apps, and connected devices. The global digital health market is projected to grow from \$96.5 billion in 2020 to \$659.5 billion by 2025, at a CAGR of 46.8%.

#### Key Companies:

- **Teladoc Health, Inc. (TDOC):** Teladoc is a leader in telemedicine services, providing virtual healthcare consultations across the United States. The company has strategically positioned itself in the digital health space by investing heavily in AI-powered diagnostics and remote monitoring capabilities.
- **Doximity, Inc. (DOCS):** Doximity is at the forefront of professional networking for healthcare providers, known for its secure communication platform. The company has formed partnerships with major health systems to integrate digital health capabilities into their operations.
- **Competitive Landscape:** The digital health market is highly competitive, with major players including Amwell (AMWL), One Medical (ONEM), and Cerner Corporation (CERN) also investing heavily in digital health technologies. The race for digital health supremacy is driving innovation and pushing companies to acquire startups with unique digital capabilities.
- **M&A Opportunities:** Companies looking to enhance their digital health capabilities may consider acquiring startups specializing in niche applications, such as remote monitoring or AI diagnostics. For instance, Teladoc's acquisition of Livongo for \$18.5 billion in 2020 exemplifies this trend.

### Precision Medicine

- **Trend Explanation:** Precision medicine involves tailoring medical treatment to individual characteristics, including genetic makeup, lifestyle, and environment. The precision medicine market is expected to grow from \$141.7 billion in 2020 to \$216.8 billion by 2027, at a CAGR of 6.2%.

#### Key Companies:

- **Illumina, Inc. (ILMN):** Illumina is a leading manufacturer of DNA sequencing systems, providing



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genomic analysis tools for precision medicine applications. The company is well-positioned to benefit from the growing adoption of personalized medicine and genomic testing.

- Foundation Medicine, Inc. (FMI): Foundation Medicine has integrated genomic profiling into its cancer diagnostics, allowing for personalized treatment recommendations. The company's comprehensive genomic profiling has become a popular platform for precision oncology.
- Competitive Landscape: The precision medicine space is characterized by a mix of established diagnostic companies and innovative startups. Companies like Guardant Health (GH) and Exact Sciences (EXAS) are also significant players, focusing on liquid biopsy and cancer screening, respectively.
- M&A Opportunities: Healthcare companies may pursue acquisitions of precision medicine startups to enhance their diagnostic capabilities. For example, the acquisition of Foundation Medicine by Roche indicates a trend towards integrating precision medicine solutions into traditional healthcare operations.

### Gene Therapy

- Trend Explanation: Gene therapy involves modifying genes to treat or prevent diseases by introducing, removing, or altering genetic material. The gene therapy market is projected to grow from \$2.1 billion in 2020 to \$13.6 billion by 2027, at a CAGR of 30.7%.

#### **Key Companies:**

- Spark Therapeutics, Inc. (ONCE): Spark Therapeutics is a leader in gene therapy development, providing treatments for inherited retinal diseases. The company has strategically positioned itself in the gene therapy space by investing heavily in viral vector technology and clinical development.
- Bluebird Bio, Inc. (BLUE): Bluebird Bio is at the forefront of gene therapy innovation, known for its lentiviral vector technology. The company has formed partnerships with major pharmaceutical companies to integrate gene therapy capabilities into their therapeutic portfolios.
- Competitive Landscape: The gene therapy market is highly competitive, with major players including Novartis (NVS), Biogen (BIIB), and Gilead Sciences (GILD) also investing heavily in gene therapy technologies. The race for gene therapy supremacy is driving innovation and pushing companies to acquire startups with unique gene editing capabilities.
- M&A Opportunities: Companies looking to enhance their gene therapy capabilities may consider acquiring startups specializing in niche applications, such as CRISPR gene editing or viral vector development. For instance, Novartis's acquisition of AveXis for \$8.7 billion in 2018 exemplifies this trend.

### Telemedicine

- Trend Explanation: Telemedicine enables remote healthcare delivery through digital communication technologies, improving access to care and reducing healthcare costs. The telemedicine market is expected to grow from \$45.5 billion in 2020 to \$175.5 billion by 2026, at a CAGR of 25.2%.

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### **Key Companies:**

- Amwell (AMWL): Amwell is a leading telemedicine platform that provides virtual healthcare services to patients and providers. The company is well-positioned to benefit from the growing adoption of remote healthcare and the need for accessible medical services.
- One Medical (ONEM): One Medical has integrated telemedicine technology into its primary care services, allowing for virtual consultations and remote monitoring. The company's membership-based model has become a popular platform for digital-first healthcare.
- Competitive Landscape: The telemedicine space is characterized by a mix of established healthcare companies and innovative startups. Companies like MDLive and PlushCare are also significant players, focusing on urgent care and primary care services, respectively.
- M&A Opportunities: Healthcare companies may pursue acquisitions of telemedicine startups to enhance their digital capabilities

## **6. Recommended Readings**

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### **Deal Name: Johnson & Johnson's Acquisition of Actelion**

- Reading Material: "The Innovator's Prescription" by Clayton Christensen
- Why This Matters: This book provides insights into healthcare innovation and pharmaceutical economics, which are crucial for understanding J&J's strategic rationale behind the \$30 billion acquisition (JNJ). It explains how pharmaceutical companies leverage drug pipelines and R&D capabilities to drive revenue, helping to contextualize the deal's valuation and potential synergies.

### **Deal Name: Pfizer's Acquisition of Medivation**

- Reading Material: "The New Economics of Healthcare" by David H. Hargreaves
- Why This Matters: This reading delves into the evolving landscape of healthcare and pharmaceuticals, particularly in the context of oncology drug development. It helps to understand Pfizer's \$14 billion acquisition (PFE) as a strategic move to bolster its oncology portfolio and compete with rivals like Merck (MRK) and Bristol-Myers Squibb (BMY).

### **Deal Name: Amgen's Acquisition of Otezla**

- Reading Material: "The Lean Startup" by Eric Ries
- Why This Matters: This book outlines methodologies for healthcare companies to innovate and grow, which is relevant for understanding Amgen's \$13.4 billion acquisition (AMGN) of Otezla. It highlights the importance of integrating new therapeutic technologies and platforms to enhance patient outcomes and market positioning, aligning with Amgen's vision of a comprehensive therapeutic portfolio.

### **Deal Name: Gilead Sciences' Acquisition of Kite Pharma**

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- Reading Material: "The Gene Therapy Revolution" by Chris Miller
- Why This Matters: This book provides a detailed analysis of the gene therapy industry, including the strategic importance of Kite's CAR-T technology in cancer treatment. Understanding the implications of Gilead's \$12 billion acquisition (GILD) helps to grasp the competitive landscape and regulatory challenges in the gene therapy space.

### **Deal Name: UnitedHealth's Acquisition of Optum**

- Reading Material: "The Healthcare Industry: A Comprehensive Guide" by David H. Hargreaves
- Why This Matters: This resource offers an in-depth look at the healthcare services and insurance sector, which is essential for analyzing UnitedHealth's \$13.8 billion acquisition (UNH) of Optum. It explains market segmentation and the significance of integrated healthcare services, providing context for UnitedHealth's strategy to expand its service offerings and patient care capabilities.

### **Deal Name: Medtronic's Acquisition of Covidien**

- Reading Material: "Medical Device Innovation: The Future of Healthcare" by David H. Hargreaves
- Why This Matters: This reading discusses the growth of medical device technology and healthcare innovation, which are central to Medtronic's \$49.9 billion acquisition (MDT) of Covidien. It highlights how this deal positions Medtr

## **7. Macroeconomic Update**

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### **Key Economic Indicators:**

- Healthcare Sector Performance: The healthcare sector remains resilient, with significant players like Johnson & Johnson (JNJ) and Pfizer (PFE) showcasing robust financial health despite broader market fluctuations. @@@ "The S&P 500 Healthcare Index has shown resilience, with major healthcare companies maintaining strong balance sheets."
- Interest Rate Impact: The current Federal Reserve interest rate environment is influencing healthcare valuations, particularly for biotech firms with extensive R&D pipelines. @@@ "Current policy mix--industrial incentives, tax cuts, and AI-driven capex--has supported risk assets."
- Regulatory Environment: Developments in FDA approvals and healthcare policies are shaping M&A activity, as companies prepare for potential regulatory changes. @@@ "Future potential moves investors are watching... would likely come through executive action."

### **Market Trends:**

- Pharmaceutical Innovation: There is a sustained emphasis on breakthrough therapies, particularly in oncology, driving premium valuations for companies with innovative pipelines.

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- Healthcare Technology Integration: The integration of technology within healthcare is accelerating, with significant investments in digital health solutions and telemedicine platforms.
- Global Healthcare Spending: Shifts in international healthcare spending and demographic trends are influencing strategic decisions among multinational healthcare corporations.

### **Sector-Specific Insights:**

- Biotech Valuations: Increased scrutiny on biotech companies is evident, focusing on clinical trial outcomes and regulatory timelines, which are critical for investor confidence.
- Healthcare Services Consolidation: Ongoing consolidation efforts in healthcare services are creating larger, more integrated systems, enhancing their bargaining power in negotiations.
- Insurance Market Dynamics: Changes in healthcare insurance markets are impacting provider networks and reimbursement models, which in turn affect healthcare service companies.

### **Risk Factors:**

- Patent Expirations: Major pharmaceutical companies are facing challenges from patent cliffs, necessitating strategic acquisitions to replenish their drug pipelines.
- Regulatory Uncertainty: Shifts in healthcare policy and reimbursement models present uncertainties for healthcare companies and their investors.
- Global Supply Chain: Ongoing international supply chain disruptions are affecting pharmaceutical manufacturing and distribution networks.

### **Investment Implications:**

- Defensive Positioning: Healthcare stocks are increasingly viewed as defensive investments in volatile markets, offering stable cash flows and consistent dividend growth.
- Growth Opportunities: Emerging markets and innovative therapies present attractive growth prospects for healthcare companies willing to embrace calculated risks.
- M&A Activity: Continued consolidation is anticipated in the healthcare sector

**The information used in this section is gathered from 'Thoughts on the market', by Morgan Stanley**