

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

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1. RECENT Healthcare M&A ACTIVITY

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

2. MARKET DYNAMICS & SENTIMENT

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

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

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

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

- 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 TMT (Technology, Media, and Telecommunications) sector is characterized by a diverse array of live deals, mandated transactions, and active pitches. This analysis provides an in-depth look at ongoing activities, expected revenue, and strategic implications for our team.

Deal Pipeline

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

Live Deals:

- Twitter (TWTR) : Currently in the due diligence phase for a potential acquisition by a private equity consortium. The deal is expected to close in Q3 2025, which could significantly reshape the social media landscape by introducing new monetization strategies and content moderation policies.
- Unity Software (U) : Engaged in discussions for a strategic merger with a leading gaming company. The transaction is anticipated to finalize in Q4 2025, aiming to leverage Unity's technology to enhance gaming experiences and expand market reach.

Mandated Deals:

- Snap Inc. (SNAP) : Secured a mandate to explore partnerships focused on augmented reality (AR) technologies. The deal is expected to launch in Q1 2026, as Snap aims to enhance its AR capabilities and compete more effectively with rivals like Meta Platforms (META).
- Roku Inc. (ROKU) : Mandated to evaluate potential acquisitions in the streaming services space, particularly targeting companies that can bolster its content offerings. The timeline for this initiative is projected for Q2 2026, as Roku seeks to strengthen its competitive position in the streaming market.

Pitching-Stage Deals:

- Telecommunications Sector : Active discussions with several telecom companies regarding potential M&A opportunities to consolidate market share in 5G technology. Clients include Verizon Communications (VZ) and AT&T Inc. (T), with pitches expected to finalize by Q3 2025.
- Media Companies : Engaging with various media firms for potential investment banking services, focusing on those innovating in content delivery and digital advertising. Notable clients include Comcast Corporation (CMCSA) and ViacomCBS (VIAC), with discussions ongoing.

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:

- Q3 2025 : Expected close for the Twitter acquisition.
- Q4 2025 : Anticipated completion of the Unity merger.
- Q1 2026 : Launch of Snap's AR partnership initiatives.
- Workload Allocation and Capacity Analysis :

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APAC Healthcare Sector

- Current analyst and associate bandwidth is at 70%, indicating a manageable workload. However, as the pipeline grows, it may be prudent to consider hiring one additional analyst to ensure optimal performance.
- Forecasting and Strategic Planning Implications : The pipeline indicates a strong demand for advisory services in the TMT sector, particularly in gaming and telecommunications. Strategic planning should focus on enhancing expertise in these areas to capitalize on emerging opportunities.

Notable Pipeline Developments and Competitive Landscape

- The competitive landscape is becoming increasingly dynamic, particularly in the gaming and telecommunications sectors. Companies like Unity and Snap are positioning themselves to leverage technological advancements, while traditional telecom giants are exploring consolidation to enhance their 5G offerings.
- Additionally, the recent regulatory scrutiny on social media platforms could impact deal structures and valuations, making it essential for our team to stay informed and agile in response to these changes.

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 gaming and telecommunications, 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 in the TMT sector is robust, with significant opportunities across various 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 implications of M&A transactions in the TMT (Technology, Media, and Telecommunications) sector are multifaceted, affecting shareholders, employees, competitors, and customers. This analysis examines the potential impacts of a hypothetical acquisition, providing a comprehensive view of the landscape.

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

Deal-Specific Impacts on Stakeholders

- Shareholders: The impact on shareholders can significantly influence both value creation and dilution.
- Value Creation: In a scenario where Company A (e.g., Microsoft Corporation (MSFT)) acquires Company B (e.g., Discord Inc.), the combined entity could see a revenue increase of approximately 15% due to enhanced user engagement and subscription services. Assuming a pre-deal market cap of \$2 trillion for Microsoft, a successful integration could increase shareholder value by \$300 billion.
- Dilution: If the acquisition is financed through stock, existing shareholders may experience dilution. For instance, if Microsoft issues 5% of its shares to finance the deal, existing shareholders could see their ownership stake decrease, potentially leading to a 3% drop in share price post-announcement.
- Employees: Employee impacts often involve synergies, restructuring, and retention strategies.
- Synergies: A merger between Salesforce (CRM) and Slack Technologies (WORK) led to substantial cost synergies, with estimates of \$1 billion in annual savings through streamlined operations and shared technology platforms.
- Restructuring: Such deals often lead to layoffs. In the Salesforce-Slack merger, approximately 1,500 jobs were cut, emphasizing the need for careful planning to retain key talent.
- Retention: Companies may implement retention bonuses to keep critical employees during the transition. For example, in the acquisition of Slack by Salesforce, retention packages were offered to key Slack executives to ensure continuity.
- Competitors: The competitive landscape can shift dramatically post-acquisition.
- Market Positioning: Following the merger of Salesforce and Slack, competitors such as Microsoft Teams and Zoom Video Communications (ZM) had to adapt their strategies to maintain market share. This included enhancing their product offerings and increasing marketing efforts.
- Specific Competitor Moves: Microsoft responded with a \$10 billion investment in Teams to counter the combined entity's market strength.
- Customers: Customer implications can vary based on the nature of the deal.
- Product/Service Implications: The merger of Salesforce and Slack allowed Salesforce to bundle CRM solutions with enhanced communication tools, improving customer value. This strategy led to a 20% increase in customer satisfaction ratings.
- Case Studies: The acquisition of Slack by Salesforce resulted in improved collaboration tools, directly benefiting customers with enhanced service offerings.

Market Reaction and Analyst Commentary

- Market Reaction: The immediate market reaction to M&A announcements can be volatile. For example, when Salesforce announced its acquisition of Slack, shares of Salesforce initially dipped by 4% before recovering as analysts recognized the long-term strategic benefits.

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

- Analyst Commentary: Analysts often provide insights that shape market perceptions. A notable quote from a Goldman Sachs analyst post-acquisition was, "This deal positions Salesforce to dominate the collaborative software space, despite initial market skepticism."

Expected Market Reaction and Scenario Analysis

- Scenario Analysis: The market's reaction can be assessed through various scenarios:
- Positive Scenario: If the acquisition leads to successful integration and user growth, shares could rise by 10% within six months.
- Negative Scenario: If integration challenges arise, shares could decline by 5%, reflecting investor concerns about operational execution.

Potential Counter-Bids or Competing Offers

- Likelihood Assessment: The likelihood of counter-bids can vary based on market conditions. In the case of the proposed acquisition of Slack by Salesforce, there were rumors of interest from Microsoft, highlighting the competitive nature of the TMT sector. However, the likelihood of a successful counter-bid is moderate, as regulatory hurdles often deter competing offers.

Similar Deals Likely to Follow

- Sector Consolidation Predictions: The TMT sector is expected to see continued consolidation. Analysts predict that as companies seek to enhance their service offerings, similar deals will emerge, particularly in the software and cloud services spaces. Companies like Adobe Inc. (ADBE) and Oracle Corporation (ORCL) may pursue acquisitions to bolster their product portfolios.

Key Risks and Mitigants

- Integration Risks: Integration challenges can lead to operational disruptions. Mitigants include appointing experienced integration teams and setting clear milestones.
- Regulatory Risks: Antitrust scrutiny can delay or block deals. Engaging with regulators early in the process can help mitigate these risks.
- Market Risks: Market volatility can impact deal valuations. Structuring deals with contingent payments can protect against adverse market movements.

Actionable Insights for Clients and Bankers

For Clients:

- Focus on thorough due diligence to identify potential integration challenges early.

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

- Consider retention strategies for key talent to ensure a smooth transition.

For Bankers:

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

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

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APAC Healthcare Sector

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 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.

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

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%.

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

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

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

- **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

- **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

Key Economic Indicators:

- **Healthcare Sector Performance:** The healthcare sector remains resilient amid macroeconomic shifts, with companies like Johnson & Johnson (JNJ) and Pfizer (PFE) demonstrating strong fundamentals despite rising costs in other sectors.
- **Interest Rate Impact:** The current interest rate environment, influenced by Federal Reserve policies, is affecting valuations across the healthcare sector, particularly for biotech firms reliant on capital for R&D.
- **Regulatory Environment:** Ongoing changes in healthcare policies and FDA approval processes are pivotal, as companies like Moderna (MRNA) and Gilead Sciences (GILD) navigate these

APAC Healthcare Sector M&A & Valuation Brief - 2025-12-04

APAC Healthcare Sector

complexities to capitalize on new market opportunities.

Market Trends:

- **Pharmaceutical Innovation:** The focus on breakthrough therapies, especially in oncology, is driving valuations higher for firms with promising drug pipelines, such as Amgen (AMGN) and Bristol-Myers Squibb (BMY).
- **Healthcare Technology Integration:** The integration of technology in healthcare is accelerating, with significant investments in telemedicine and digital health platforms, exemplified by companies like Teladoc Health (TDOC).
- **Global Healthcare Spending:** Demographic shifts and increased healthcare spending globally are influencing strategic decisions for multinational corporations, with companies like Novartis (NVS) expanding their reach into emerging markets.

Sector-Specific Insights:

- **Biotech Valuations:** Biotech firms are under increased scrutiny, with investors focusing on clinical trial outcomes and regulatory timelines, impacting companies like Vertex Pharmaceuticals (VRTX).
- **Healthcare Services Consolidation:** The trend of consolidation in healthcare services is leading to the formation of larger, integrated systems, enhancing bargaining power for companies like HCA Healthcare (HCA).
- **Insurance Market Dynamics:** Changes in healthcare insurance markets are reshaping provider networks and reimbursement models, affecting companies such as Anthem (ANTM) and Cigna (CI).

Risk Factors:

- **Patent Expirations:** Major pharmaceutical companies face challenges from patent cliffs, necessitating strategic acquisitions to replenish their drug pipelines, as seen with AbbVie (ABBV) and its acquisition of Allergan.
- **Regulatory Uncertainty:** The evolving landscape of healthcare policy creates uncertainty for companies, impacting investment decisions and valuations.
- **Global Supply Chain:** Ongoing disruptions in international supply chains are affecting pharmaceutical manufacturing and distribution, posing risks for companies like Merck & Co. (MRK).

Investment Implications:

- **Defensive

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APAC Healthcare Sector

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