LEK™ | MEDTECH INNOVATOR ASIA PACIFIC

SPECIAL REPORT

Key Trends Shaping the Future of MedTech Startups in APAC and Beyond

Foreword

The MedTech industry in Asia Pacific has experienced a decade of rapid change. Healthcare systems have faced new pressures, patient expectations have evolved, and entrepreneurs have stepped up to meet those challenges. The result is a vibrant ecosystem where startups are shaping the future of care, fueled by local and global investment, technology, and the region's diverse health needs.

This report is the result of a collaboration between MedTech Innovator and L.E.K. Consulting. Drawing on more than 2,600 startup applications to the MedTech Innovator Asia Pacific Accelerator Program between 2019 and 2025, it provides a detailed view of how the industry is evolving. The data reflects the creativity and resilience of innovators across medical devices, digital health, and in vitro diagnostics, while also highlighting broader shifts in patient needs, models of care, funding patterns, and investor sentiment.

The past decade has brought both disruption and progress, from the pandemic and the rise of telehealth to workforce challenges, new artificial intelligence tools, and a more cautious funding environment. Startups are often the first to respond, adapting quickly to new pressures and pointing the way toward transformative technologies. In Asia Pacific, these innovators are demonstrating not only agility but also increasing sophistication, digital integration, and readiness to lead in AI-enabled healthcare. By understanding these patterns, we hope this report helps investors, policymakers, and healthcare leaders make better decisions that support entrepreneurs and deliver lasting benefits for patients.

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1. Executive summary

Medical technologies in the Asia-Pacific (APAC) region are rapidly evolving, driven by increasing investments in R&D, growing healthcare demands and a strong push for digital transformation. Across key APAC markets such as Singapore, Japan, South Korea, China and Australia, medtech innovation is gaining momentum — powered by agile startups and strong public-private partnerships. These companies are bringing forth advanced technologies that aim to improve clinical outcomes, enable earlier disease detection and foster data-driven care.

Given the diversity of APAC's healthcare systems, which creates both challenges and opportunities for medtech startups, it is critical for investors to understand what the key areas where innovation is advancing are and where investment activity is being concentrated.

In 2025, L.E.K. Consulting partnered with MedTech Innovator (MTI) — the world's largest accelerator for medical device, digital health and diagnostics companies — to analyze global trends, including those emerging from APAC. Among the approximately 2,600 medtech startups that applied to MTI's Asia Pacific accelerator program from 2019 to 2025, the vast majority hailed from or targeted APAC markets, showcasing the region's growing contribution to the global medtech ecosystem.

APAC has become a key global hub for medtech innovation, shifting from a cost-focused region to a center of early commercialization, clinical validation and scalable solutions. This transformation is driven by policy advancements, startup capabilities, investor confidence and digital health adoption.

The following trends have been identified through our analysis:

- **Asia leads in application volume, with global interest rising**
  APAC remained the dominant source of medtech startup applicants, while non-APAC share doubled from 15% to 30% from 2019 to 2025, indicating growing global confidence in Asia as a medtech launchpad. India's presence is rising, and Singapore remains a key innovation hub despite declining share.
- **Early-stage focus persists amid capital constraints**
  Most medtech startups continue to seek early-stage funding (seed-A series), although average funding requests rose from 2019 to 2025. This reflects both higher commercialization costs and mounting pressure on startups to show traction earlier in tougher funding conditions.

- **Therapeutic focus shifting toward high-burden, capital-intensive areas**
  Central nervous system (CNS) disorders are gaining attention due to unmet needs, while cardiology, radiology and oncology attract the highest funding requests. APAC medtech startups are also leaning more heavily into preventive care versus chronic disease-focused strategies in non-APAC regions.
- **Life cycle-centered innovation grows across the patient journey**
  Detection, diagnosis, prevention, treatment decision and chronic care are all key growth areas, with artificial intelligence/machine learning (AI/ML) solutions moving beyond detection to target prevention and long-term management — signaling a shift toward life cycle-focused medtech innovation.
- **Digital and AI/ML now core to medtech strategy**
  AI/ML emerged as the dominant category within digital health, accounting for 39% of digital medtech startups in 2025. Funding surged from 2024 onward , driven by generative AI (GenAI) breakthroughs. APAC has reached parity with non-APAC in AI/ML adoption across key clinical areas.
- **IP maturity improves sharply across emerging markets**
  While developed markets still lead in intellectual property (IP) readiness, China and other emerging APAC economies made rapid gains. IP protection became a key priority for later-stage medtech startups , with over 90% of Series A and B+ startups in 2025 filing or securing IP.

2. Background and methodology

Since 2019, more than 2,600 companies have applied to MTI APAC — underscoring the program's role as a key gateway for early-stage medtech companies seeking visibility, mentorship and commercialization support in the APAC region. MTI maintains a highly selective admissions process, with an acceptance rate of less than 5%, resulting in a curated portfolio of approximately 150 alumni companies over the past 5 years, spanning a broad range of product types, from digital health solutions to implantable devices.

For this white paper, L.E.K. conducted a comprehensive analysis of the 2,600-plus medtech startups that have entered MTI's evaluation pipeline since 2019.

Each applicant submits a detailed, internally produced profile to MedTech Innovator that includes a wide array of information including product type, clinical development stage, financing history and commercialization status.

Leveraging this rich dataset, L.E.K. first employed a robust correlation analysis to identify variables with statistically significant time-series trends. These correlations served as the foundation for a deeper, year-over-year trend analysis — revealing meaningful shifts in innovation activity, capital formation and go-to-market strategies.

Specifically, the analysis covered the following areas:

- Development stage: Maturity of the product life cycle, from concept to commercialization
- Product categorization: Clinical indication and underlying technology platform
- Milestone progression: Completed development, regulatory and commercial milestones
- Funding profile: Amounts raised, stage of funding rounds and types of investors
- Forward-looking plans: Upcoming fundraising goals and key development targets
- Customer engagement: Types of customers, pricing strategies and healthcare economics
- Market access strategy: Go-to-market planning, reimbursement outlook and partnerships

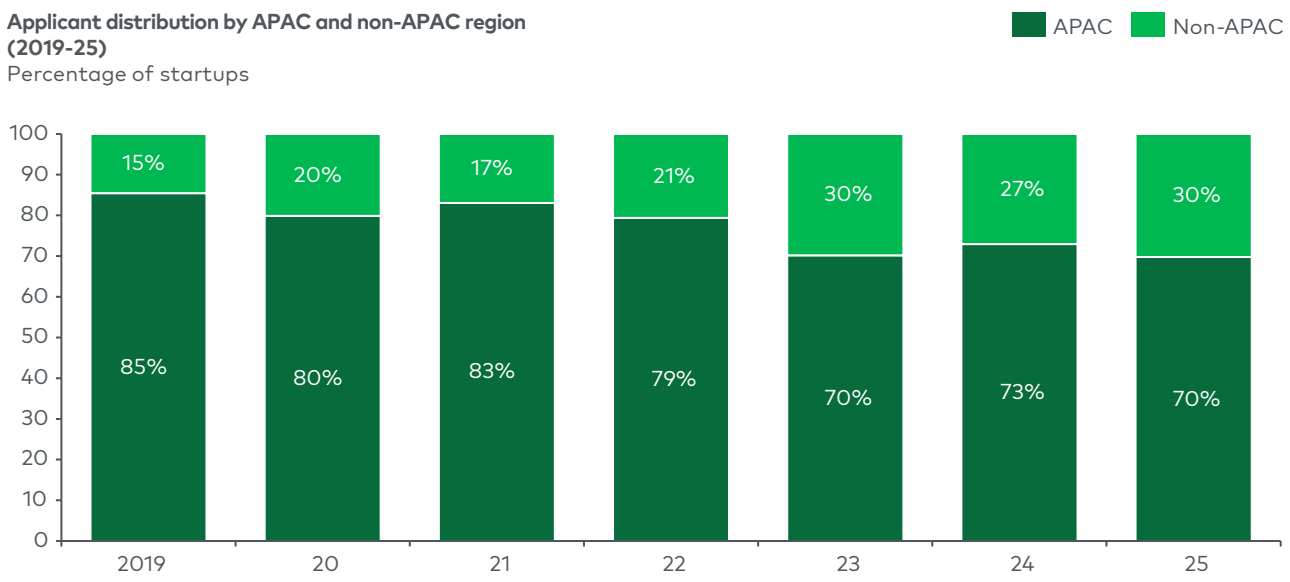
- Competitive positioning: Key differentiators and barriers to entry
- IP: Patent coverage and protection strategies
- Regulatory status: Pathways pursued and approvals obtained or pending
- Commercial traction: Sales activity, external validation and market feedback
- Revenue model: Monetization strategy and scalability
- Team composition: Leadership experience and functional capabilities

The dataset analysis offers a comprehensive view of the current state and future trajectory of early-stage medtech innovation, with particular relevance to APAC's evolving healthcare markets.

3. Research findings

3.1. Rising global interest in Asia as a launch market

Figure 1
APAC remained the dominant applicant source, while Non-APAC share doubled from 15% to 30% from 2019 to 25, showing rising global interest in Asia as a launch region



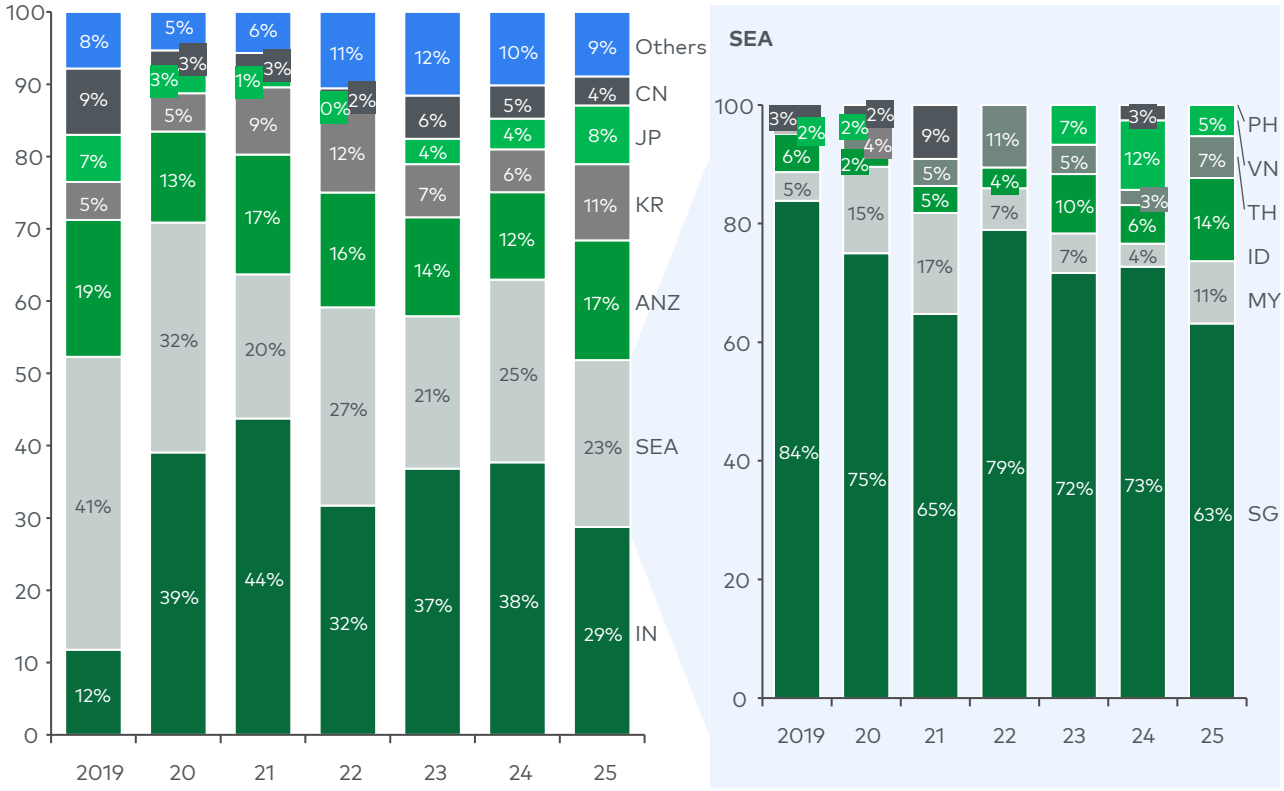
Source: MedTech Innovator APAC report; L.E.K. analysis

Over the past six years, APAC has remained the primary source of startup activity for the MTI Asia Pacific. However, the share of medtech startups from outside the region has doubled — from 15% to 30% — highlighting rising global interest in APAC as a strategic entry point (see Figure 1). This shift is primarily driven by startups from the U.S., the UK, Israel and Canada, which are increasingly drawn to APAC for early-stage commercialization opportunities.

Several factors are enabling this trend. APAC markets often offer lower-cost clinical trial environments and regulatory frameworks that, while heterogeneous, can in many cases be navigated more efficiently than those in the U.S. or European Union. In addition, countries such as Singapore, Japan and South Korea have made deliberate policy and investment decisions to support medtech innovation. These include streamlined regulatory pathways (e.g., Singapore's HealthTEC. SG regulatory sandbox, Japan's Pharmaceuticals and Medical Devices Agency's Sakigake fast-track system), dedicated innovation hubs and cross-border partnership programs (e.g., the Japan External Trade Organization's support for global expansion) aimed at accelerating market entry.

Figure 2
Within APAC, India's share grew steadily from 2019 to 25 and Singapore remained the key innovation hub, despite a declining share, which signals broader ecosystem development in SEA

Applicant distribution by geography in APAC region (2019-25)
Percentage of startups



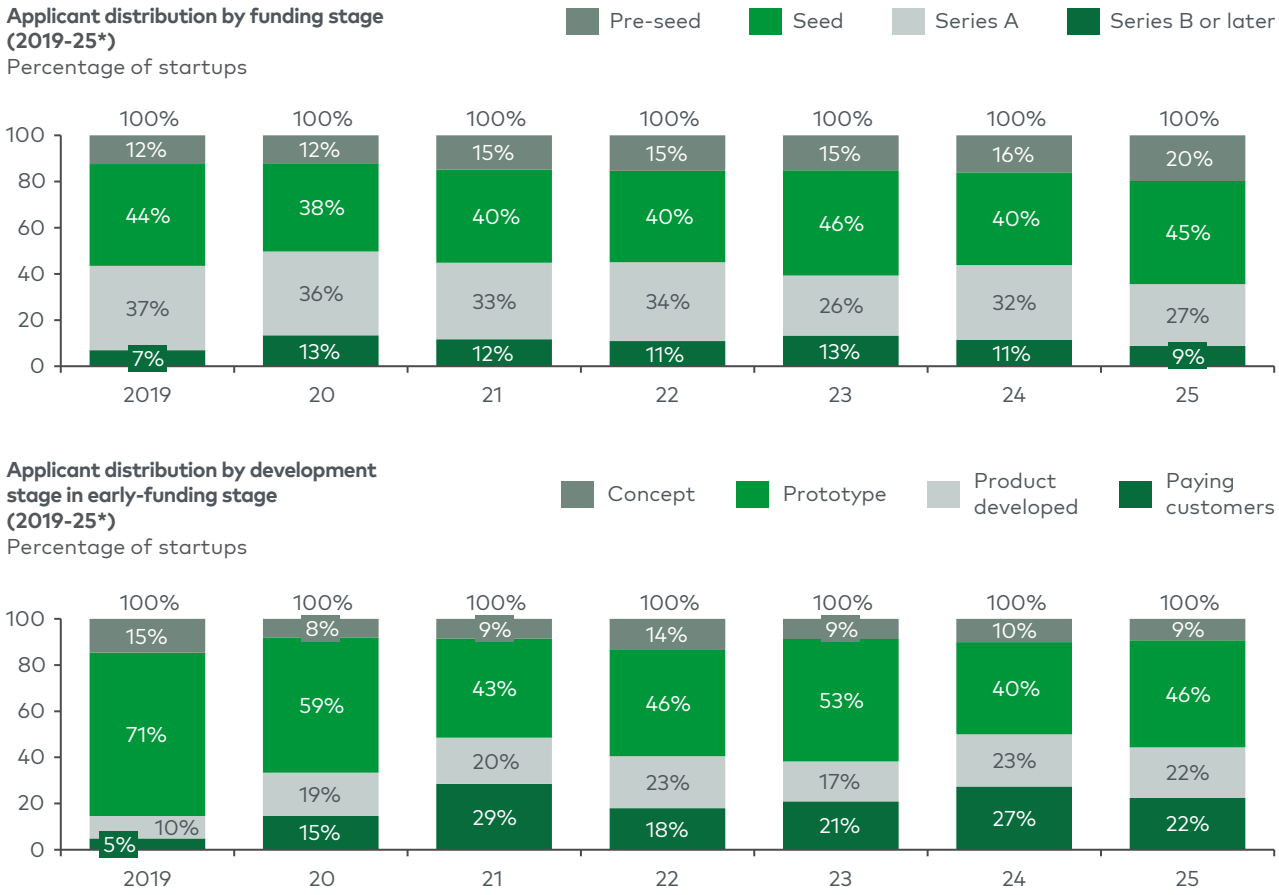
Note: SEA=Southeast Asia; CN=China; JP=Japan; KR=Korea; ANZ=Australia and New Zealand; IN=India; PH=Philippines; VN=Vietnam; TH=Thailand; ID=Indonesia; MY=Malaysia; SG=Singapore
Source: MedTech Innovator APAC report; L.E.K. analysis

India's share within APAC has grown steadily, supported by favorable macro trends such as a digitally literate entrepreneurial base, strong public-private partnerships in healthcare and cost-effective clinical trial capabilities. Singapore remains a key innovation hub, underpinned by robust regulatory infrastructure (e.g., its Health Sciences Authority), high investor density and strategic geographic positioning. However, its declining applicant share — from 84% in 2019 to 63% in 2025 — suggests a gradual decentralization of startup activity across Southeast Asia (SEA), as neighboring markets such as Vietnam and Thailand gain momentum. Additionally, startups from Japan and South Korea are increasingly expanding beyond their saturated domestic markets, actively leveraging APAC accelerators and partnerships to access broader regional growth opportunities, as illustrated in Figure 2.

These regional dynamics reflect a broader shift in how global medtech startups approach scaling and commercialization. APAC is no longer viewed solely as a cost-efficient development region — it is increasingly recognized as a platform for generating real-world clinical evidence, validating solutions in diverse patient populations and accelerating early market traction.

3.2. Early-stage startups are showing greater commercial readiness

Figure 3
Startups remained concentrated in early-stage funding, but are applying at more advanced product development stages, reflecting pressure to show traction earlier amid tougher funding conditions

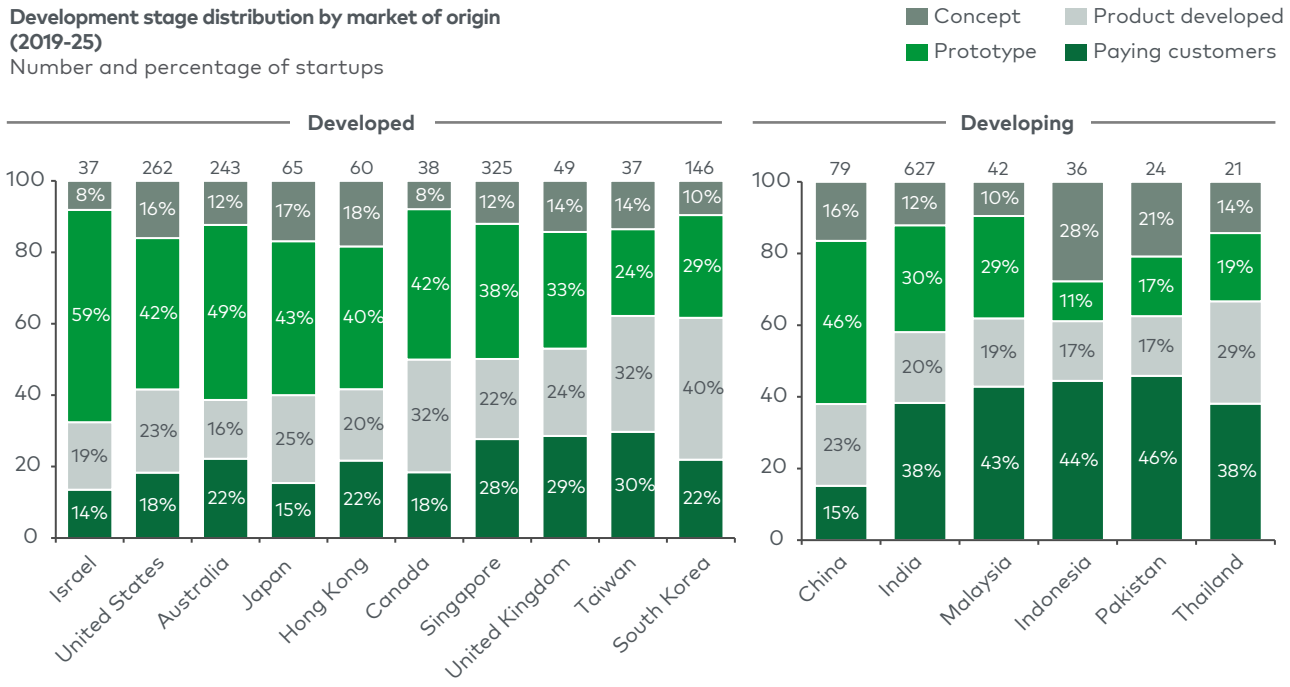


Note: * Excluding 477 startups from 2019 to 2025 who did not complete the "round raising" attribute or indicated 'Other' for "round raising"; early-funding stages include pre-seed and seed funding
Source: MedTech Innovator APAC report; L.E.K. analysis

While the majority of medtech startups applying to MTI APAC remains in early-stage funding rounds, the product maturity of these startups has risen significantly. Startups are now entering the MTI Asia Pacitic with validated prototypes, defined go-to-market plans and, in many cases, paying customers (see Figure 3).

This shift reflects evolving investor expectations in a more-constrained funding environment. Early-stage ventures are increasingly required to show proof of traction earlier in the fundraising process. As a result, founders are relying more on nontraditional capital sources — such as personal networks, angel syndicates and accelerator grants — to finance initial product validation.

Figure 4
Developing regions had more commercial-stage startups, while developed markets showed stronger early-stage participation, backed by higher risk tolerance and innovation support

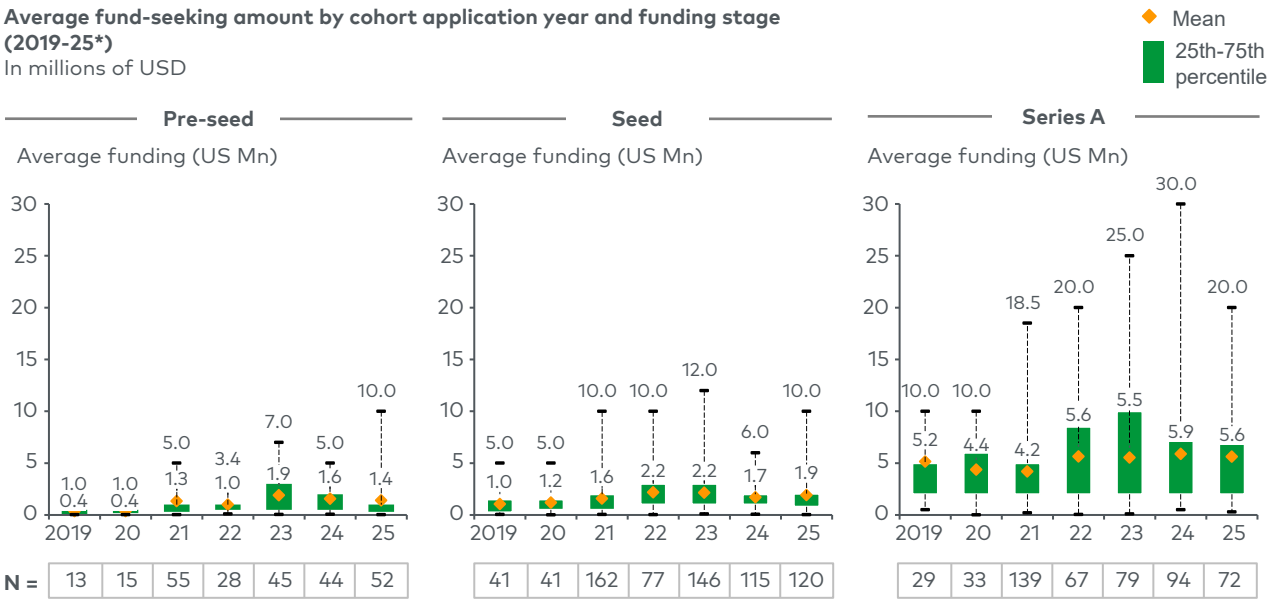


Source: MedTech Innovator APAC report; L.E.K. analysis

Geographic differences further illustrate this dynamic, with Figure 4 showing that startups from developing markets (e.g., India, Southeast Asia) are more likely to achieve commercial readiness before securing institutional funding, driven by limited early-stage capital availability. In contrast, startups from developed regions often benefit from mature support ecosystems —including grants, university spinouts and government incentives — that enable ideation and prototyping. Singapore presents an interesting hybrid: While it offers structured public funding and a dense innovation ecosystem, rising competition has led many early-stage teams to prioritize commercial proof points before seeking venture capital. This underscores that ecosystem maturity alone does not guarantee speed to market; execution discipline remains critical.

3.3. Post-COVID-19 market recalibration compresses fundraising ambitions

Figure 5
Average funding ask rose across all stages from 2019 to 25 as capital needs for commercialization and scaling increased



Source: MedTech Innovator APAC report; L.E.K. analysis

As many of us may already feel firsthand, the financing environment for medtech startups has become significantly more difficult, and this shift is not just anecdotal — it is strongly validated by the applicant data on funding sought across different stages. Figure 5 clearly illustrates how founders' fundraising ambitions have been directly shaped by broader market dynamics, particularly in response to the COVID-19 boom and its aftermath.

During the pandemic period (2020-23), there was a marked surge in investor interest across healthcare and medtech, as the urgency for diagnostics, digital health and health system resilience drove increased capital deployment. This is reflected in the growing average fund-seeking amounts, with seed-stage asks rising from $5 million in 2020 to $12 million in 2023, and Series A requests climbing from $10 million in 2020 to $25 million in 2023. Founders were more confident in pursuing ambitious raises, buoyed by active capital markets and increased valuations.

However, post-2023, we begin to see a clear compression in funding appetite, particularly in 2024 and 2025 cohorts, suggesting that startup expectations are being reined in by more cautious investor behavior and tighter access to capital.

For instance, the average Series A funding sought fell from $30 million in 2024 to $20 million in 2025, and both pre-seed and seed stages showed similar flattening or even declines in average requests. This reflects a shift from a growth-at-all-costs mindset to one of capital efficiency, proof of traction and de-risking before scaling.

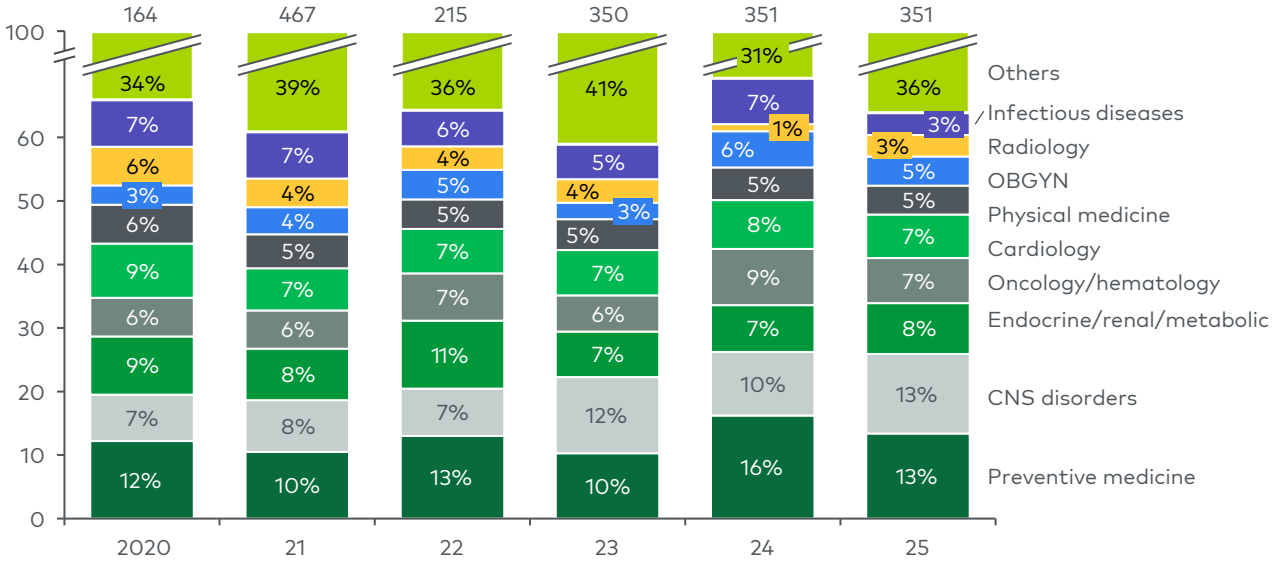
Moreover, the narrowing interquartile ranges in some stages suggest startups are increasingly aligning their funding asks with more-conservative benchmarks, possibly in response to greater scrutiny from investors around use of funds, commercialization strategy and unit economics. The medtech sector, while still fundamentally robust, is facing the same capital discipline trend seen across the broader startup ecosystem.

In short, the data paints a picture of a sector that soared during the COVID-19-driven investment wave but is now undergoing a market-led recalibration. Founders are not just adjusting to investor sentiment — they are internalizing it, leading to more measured fundraising targets and a return to fundamentals.

3.4. CNS is gaining in prominence, less focus on radiology post-pandemic

Figure 6
CNS disorders gaining traction as a clinical focus, driven by unmet needs and rising global mental health burden

Applicant distribution by lead clinical focus (2020-25*)
Percentage of applications

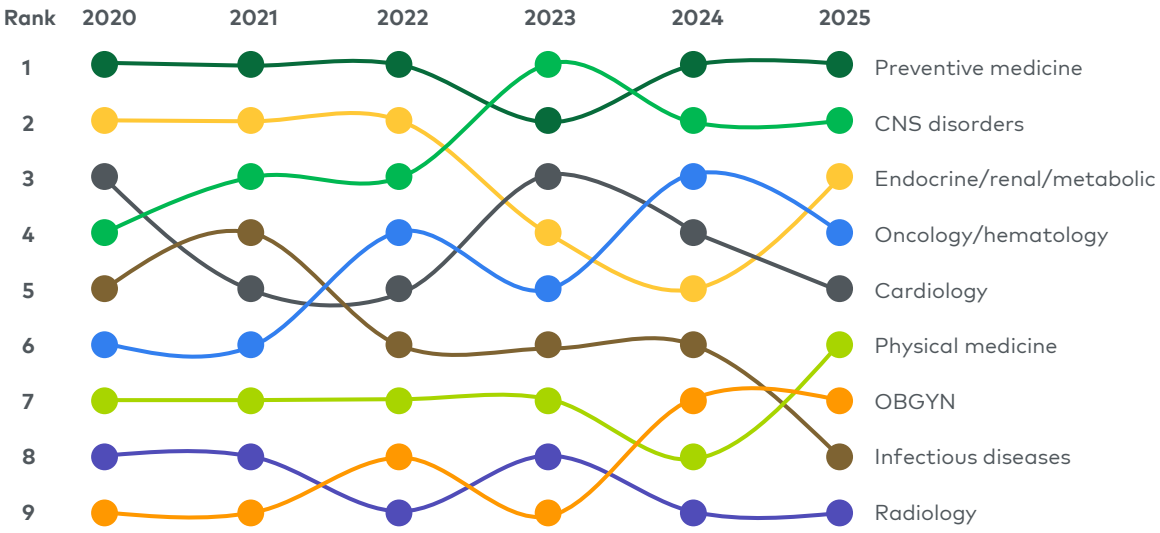


Note: *Clinical focus was not reported in 2019; excluded 448 startups that did not fill in 'Lead Clinical Category' for their company
Source: MedTech Innovator APAC report; L.E.K. analysis

One of the most significant movements in the clinical focus of medtech startups is the growing emphasis on central nervous system (CNS) disorders. Historically underfunded relative to their global disease burden, conditions such as depression, anxiety, Alzheimer's and Parkinson's are now emerging as priority areas for innovation. This trend is reflected in the steadily rising share of CNS-focused medtech startups from 2020 to 2025, as shown in Figure 6.

Several converging forces are driving this trend. First, there is substantial unmet clinical need: Traditional pharmaceutical treatments often offer limited efficacy, and patient monitoring remains inconsistent. Second, advances in wearables, digital diagnostics and biomarkers are enabling the development of noninvasive, scalable tools for detection, monitoring and intervention. Third, growing public awareness and policy attention around mental health have accelerated funding and heightened demand for more effective, accessible solutions.

Figure 7
CNS disorders gaining traction as a clinical focus*, driven by unmet needs and rising global mental health burden



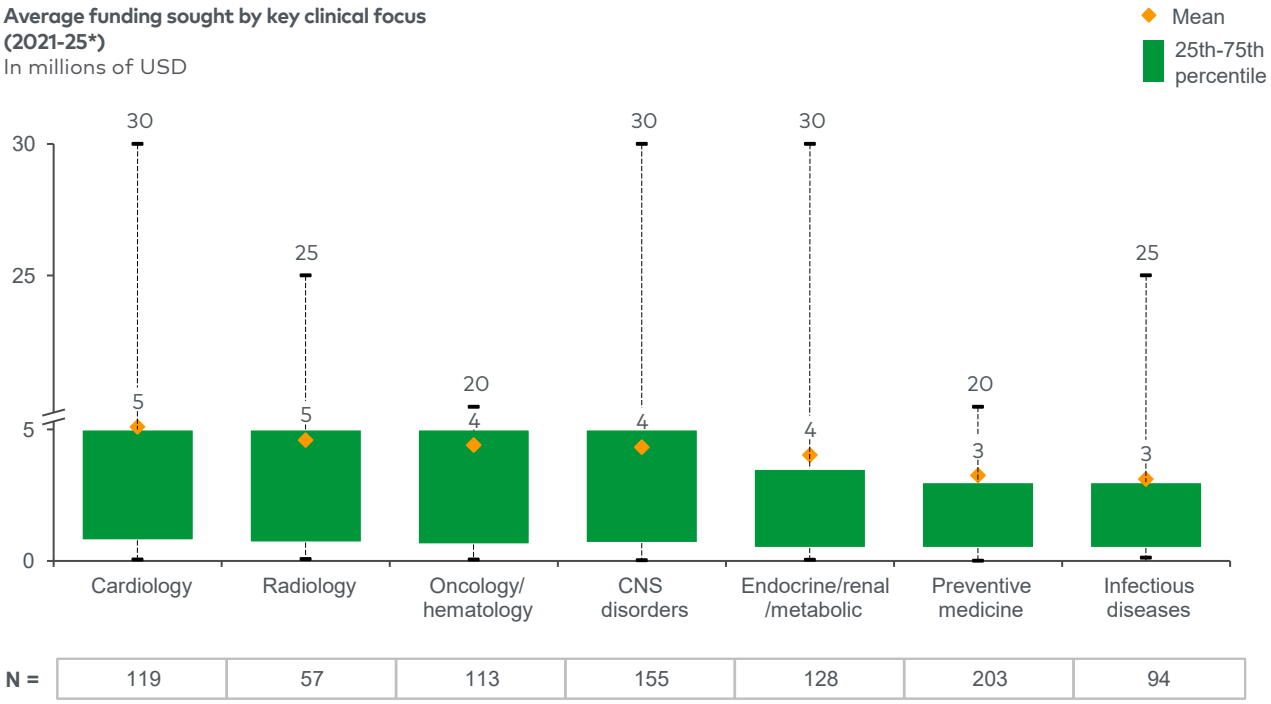
- CNS remains a relatively under-addressed area compared to mature fields like cardiology and oncology, offering space for disruptive innovation
- The rising prevalence of mental health conditions (e.g., depression, anxiety) and neurodegenerative diseases (e.g., Alzheimer's, Parkinson's), especially in aging populations, is fueling demand for novel diagnostic and therapeutic solutions

APAC startups show a stronger focus on preventive medicine, while non-APAC startups lean more toward CNS and endocrine/renal/metabolic disorders in 2025

Note: *Clinical focus was not reported in 2019; excluded 448 startups which did not fill in 'Lead Clinical Category' for their company
Source: MedTech Innovator APAC report; L.E.K. analysis

Non-APAC startups are at the forefront of CNS innovation, leveraging advanced AI/ML models and real-world data to develop personalized diagnostics and behavioral health tools. In contrast, APAC-based startups continue to lead in preventive medicine, reflecting both regional public health priorities and a strong emphasis on cost efficiency across many healthcare systems, as reflected in the clinical focus patterns in Figure 7.

Figure 8
Cardiology, radiology, and oncology drew the highest average funding requests, reflecting their capital-intensive nature



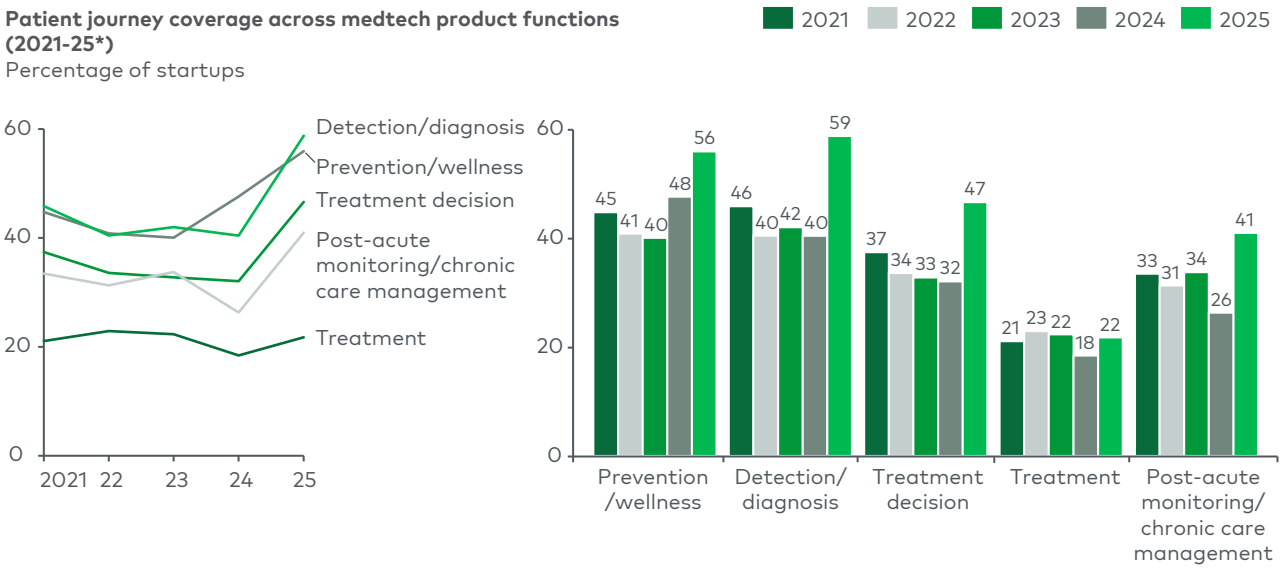
Note: *Primary digital category not reported in 2019 and 2020 cohorts; excluding extreme outliers
Source: MedTech Innovator APAC report; L.E.K. analysis

Funding patterns further reinforce this distinction. Startups operating in capital-intensive clinical areas — such as cardiology, oncology and radiology — tend to request higher average funding, driven by requirements for extensive clinical validation and infrastructure investment. By comparison, medtech startups focused on prevention and infectious diseases often rely on digital platforms and lean operating models, resulting in lower up-front capital needs (see Figure 8).

These dynamics underscore the strategic imperative of aligning clinical focus with both unmet needs and the underlying economics of scalable, sustainable business models.

3.5. Startups are expanding across the patient journey

Figure 9
Detection/diagnosis, prevention, treatment decision, and chronic care focus are all growing among MedTech startups from 2021 to 25, with prevention and diagnosis remaining the key focus areas



Note: *All startups from 2019 to 2020 did not fill in the "patient journey" attribute; similarly, 267 startups from 2021 to 2025 left this field blank; all these cases were excluded from the analysis
Source: MedTech Innovator APAC report; L.E.K. analysis

Since 2021, there has been a marked increase in medtech startups addressing a broader spectrum of the patient journey — from early detection and prevention to chronic disease management and treatment decision support. This trend is clearly reflected in Figure 9, which shows growing startup activity across multiple stages of the care continuum. It reflects the convergence of patient-centric design principles, payer interest in cost containment and enabling technologies such as remote monitoring, AI-driven decision support and connected devices.

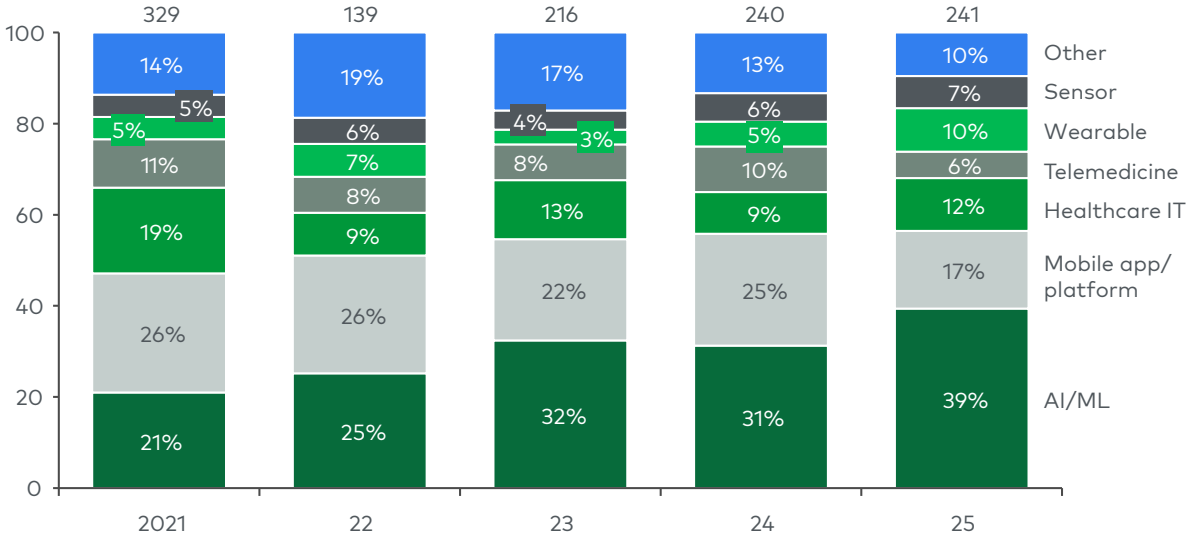
The growing burden of chronic diseases (e.g., diabetes, hypertension, chronic obstructive pulmonary disease) is fueling demand for continuous care models. As healthcare systems transition from episodic interventions to long-term patient engagement, startups are adapting their value propositions to align with this shift.

Despite broader ambitions, prevention and diagnosis remain the most concentrated areas of activity, given their scalability and relatively lower regulatory barriers. Chronic care is gaining momentum, particularly in APAC, where the prevalence of conditions such as diabetes and cardiovascular disease is rising sharply. In contrast, treatment-focused innovation remains limited due to the high cost and risk of clinical validation and continued payer hesitancy toward novel therapeutic tools.

3.6. AI/ML is emerging as the engine of scalable digital health

Figure 10
Digitally enabled startups grew from 66% in 2021 to 68% in 2025, showing a clear dominance of tech-driven medtech, while AI/ML rose as the leading category, increasing from 21% to 39% of digital startups

Primary classifications of startups among digital category for all funding stages* (2021-25)
Percentage of startups



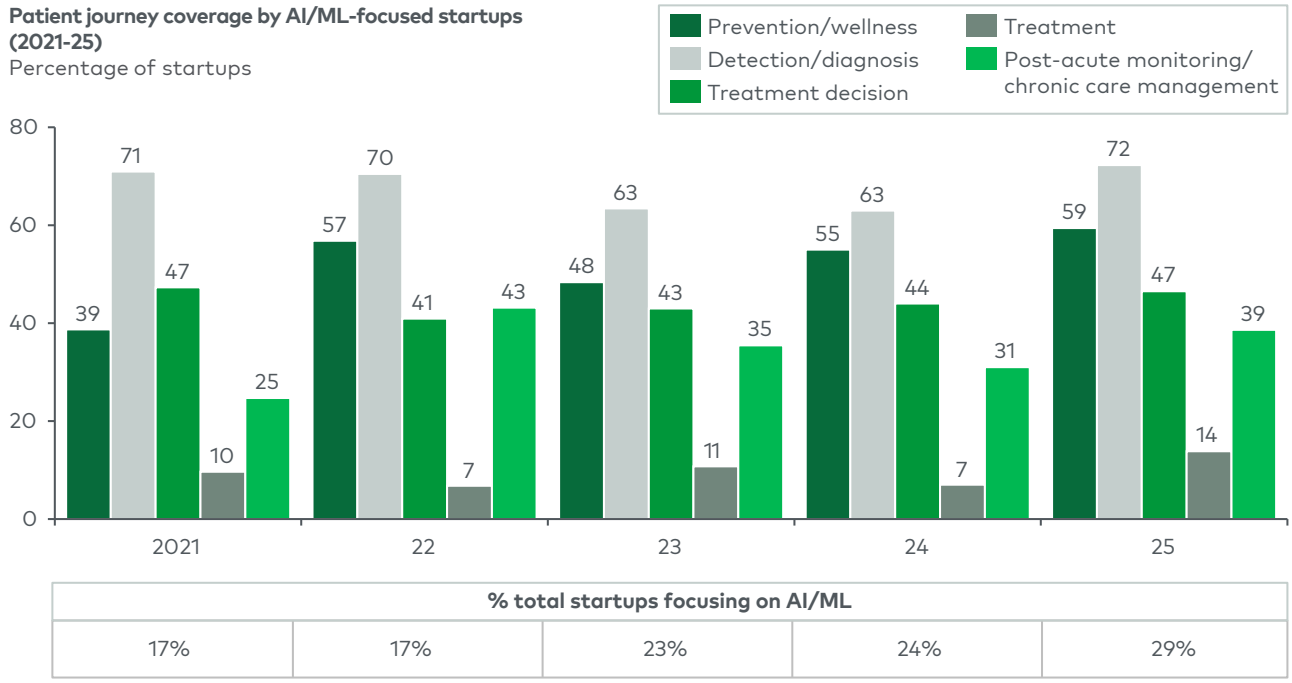
% startups with digitally-enabled products				
66%	62%	60%	64%	68%

Note: *Primary digital category not reported in 2019 and 2020 cohorts; exclude 597 startups that did not fill in 'Primary Digital Category' for their company
Source: MedTech Innovator APAC report; L.E.K. analysis

AI/ML adoption in medtech has accelerated sharply, with the share of digital medtech startups incorporating AI/ML rising from 21% in 2021 to 39% by 2025, as illustrated in Figure 10. This momentum is fueled by greater technological maturity, improved data accessibility and growing investor appetite for scalable, software-driven healthcare solutions. At the same time, the share of telemedicine and mobile app platforms has decreased post-pandemic, likely due to less pressing demand.

While early applications were concentrated in diagnostic imaging, pathology and triage support, the use of AI/ML is now expanding into longitudinal care, remote monitoring and treatment recommendations. The rise of GenAI since 2023 has further intensified interest — enabling capabilities such as patient-specific engagement, automated documentation and enhanced model explainability.

Figure 11
AI/ML startups remain concentrated in detection, but interest is rapidly growing in prevention and chronic care, signaling a shift toward broader, lifecycle-focused solutions



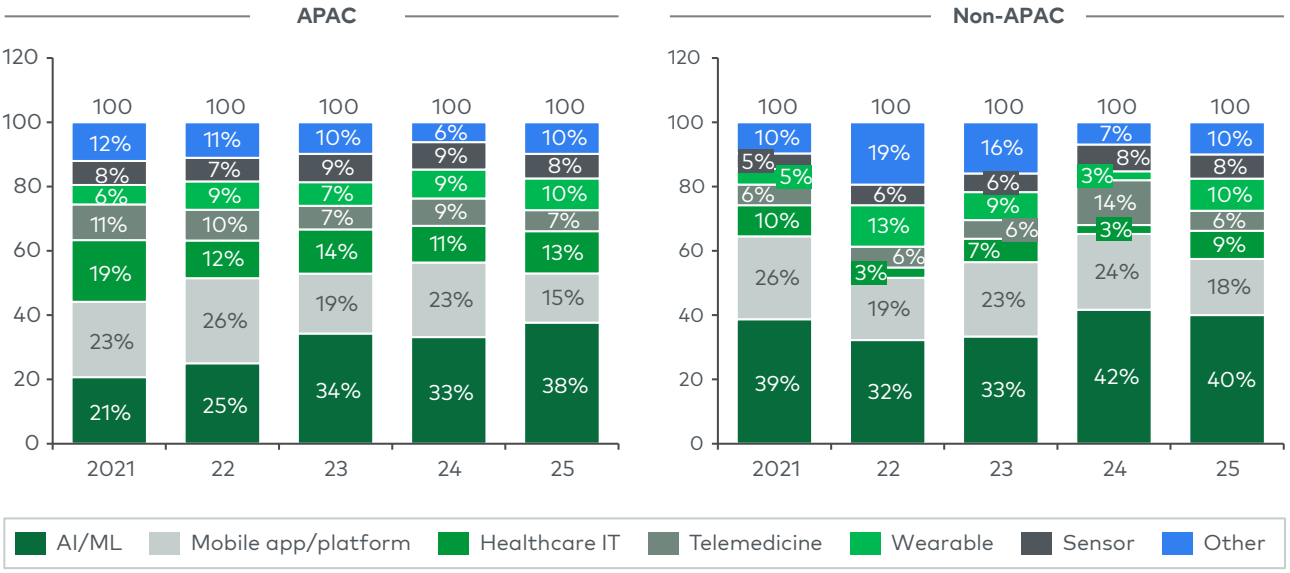
% total startups focusing on AI/ML				
17%	17%	23%	24%	29%

Note: *All startups from 2019 to 2020 did not fill in the "patient journey" attribute; similarly, 267 startups from 2021 to 2025 left this field blank; all these cases were excluded from the analysis
Source: MedTech Innovator APAC report; L.E.K. analysis

Notably, AI/ML startups tend to raise more capital than do their non-AI/ML counterparts. This reflects not only the up-front costs of data acquisition and model training, but also investor confidence in the superior margins, IP defensibility and acquisition potential of AI/ML-enabled platforms

Figure 12
APAC has caught up with non-APAC in AI/ML adoption, with both regions reaching nearly equal shares of AI-focused startups by 2025

Primary classification of startups among digital category by APAC and non-APAC region (2021-25*)
Percentage of startups



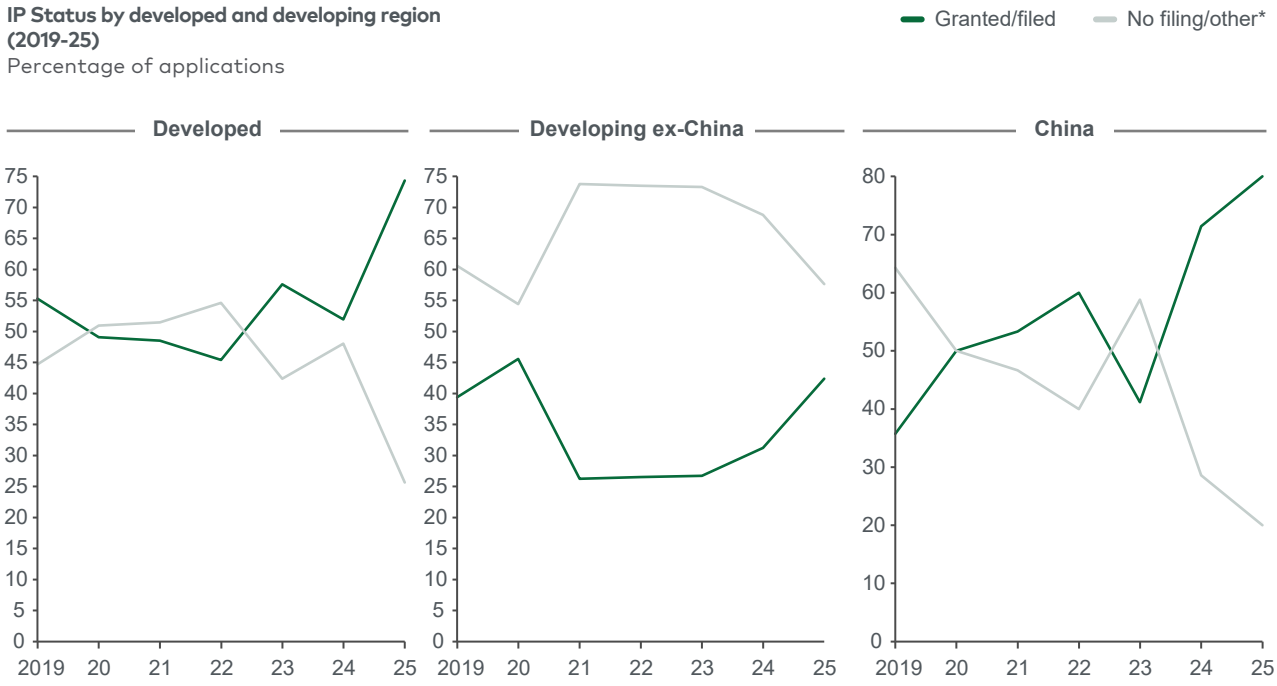
Note: *Primary digital category not reported in 2019 and 2020 cohorts; excluded 597 startups that did not fill in 'Primary Digital Category' for their company
Source: MedTech Innovator APAC report; L.E.K. analysis

By 2025, AI/ML adoption in APAC has reached parity with non-APAC markets — signaling a meaningful reduction in the innovation lag historically observed between regions. The trend is reflected in Figure 12, which shows near-identical AI/ML adoption rates across both cohorts. This convergence reflects the impact of targeted policy initiatives, increased collaboration between academia and industry and improved alignment of funding mechanisms to support AI/ML scale-up across the regions.

3.7. IP maturity is becoming a marker of investment readiness

By 2025, IP readiness has become a baseline expectation for medtech startups beyond the proof-of-concept stage. Over 80% of Series A and B+ medtech startups among MTI applicants reported filed or granted IP — reflecting a shift toward more strategic behavior, where IP functions not only as protection but also as a signal of credibility and enterprise value.

Figure 13
Startups from developed regions show significantly stronger IP maturity than those from developing regions with IP readiness rising most significantly among Series A and Series B+ startups



Note: *Other includes startups that did not fill in their IP status
Source: MedTech Innovator APAC report; L.E.K. analysis

Startups from developed markets continue to lead in terms of IP maturity, often benefiting from long-standing innovation ecosystems and strong enforcement frameworks. However, China and other emerging APAC economies are rapidly closing the gap, signaling a shift in the medtech innovation landscape. As illustrated in Figure 13, the percentage of Chinese medtech startups with filed or granted IP rose from under 30% in 2019 to nearly 80% by 2025 — a nearly threefold increase in just six years.

This transformation is being driven by a combination of structural and strategic factors. On the policy side, the Chinese government has implemented stricter IP protection laws, including the 2021 revision of its Patent Law, which enhanced enforcement mechanisms and increased penalties for infringement. At the same time, investors — particularly institutional and cross-border VCs — have become more rigorous in assessing IP portfolios, pushing startups to prioritize defensible technology positions early on.

The intensifying domestic competition within China's medtech space — especially in high-growth categories such as diagnostics, imaging and digital health — has also fueled the need for stronger IP differentiation. Moreover, as many of these startups set their sights on international expansion, particularly into the U.S. and EU markets, robust IP protection becomes a critical enabler for regulatory approval, partnerships and long-term valuation.

Outside of China, similar improvements in IP maturity are emerging in countries such as India and South Korea as well as in Southeast Asian economies, often supported by government-backed innovation incentives and IP acceleration programs. Collectively, these trends signal a regional shift toward more sophisticated, IP-driven medtech innovation models — ones that better position emerging-market startups to compete on a global stage.

4. Conclusion

APAC has evolved from a cost-driven development region to a strategic hub for global medtech innovation. Fueled by policy momentum, maturing startup capabilities, rising investor confidence and accelerated digital adoption, the region is now central to driving early commercialization, clinical validation and real-world evidence generation.

For startups, this environment demands greater commercial discipline. Investors increasingly expect product-market fit, early traction and scalable business models — especially in capital-constrained early stages. Strategic clarity and execution speed are key.

IP defensibility and differentiated clinical positioning are no longer optional. Companies in AI/ML-enabled diagnostics, remote care and software-defined devices must treat IP not only as protection but also as a signal of enterprise value.

For investors and strategic partners, the opportunity lies in APAC's digital-first, regionally validated solutions. Startups that navigate local regulatory complexity and deliver measurable health outcomes are well positioned to scale globally.

To unlock the next phase of growth, collaboration will be essential. Cross-border capital, co-development models and supportive regulatory alignment can bridge gaps in early-stage funding and accelerate market entry.

APAC's medtech ecosystem is entering a new era — defined not just by innovation but also by its ability to scale. The building blocks are in place. The opportunity now is to align stakeholders toward delivering impactful, sustainable health solutions across the region and beyond.

5. About the authors

5.1. About MedTech Innovator

MedTech Innovator is the world's largest accelerator of medical technology companies. Its mission is to improve human health by accelerating the growth of companies that are transforming care. MedTech Innovator has been a catalyst for groundbreaking healthcare solutions, reviewing well over 14,000 applicants and fostering the growth of 838 companies globally that have collectively raised over USD 10.5 billion in follow-on funding, transforming the lives of millions. Its wholly owned subsidiary, MedTech Innovator Asia Pacific, was launched in 2019 and currently has 154 alumni companies.

For more information about MedTech Innovator Asia Pacific, its annual programs, portfolio of industry-leading startups, and insights on trends, visit MedTech Innovator Asia Pacific's website: **www.medtechinnovator.asia**

5.2. About L.E.K. Consulting

We're L.E.K. Consulting, a global strategy consultancy working with business leaders to seize competitive advantage and amplify growth. Our insights are catalysts that reshape the trajectory of our clients' businesses, uncovering opportunities and empowering them to master their moments of truth. Since 1983, our worldwide practice — spanning the Americas, Asia-Pacific and Europe — has guided leaders across all industries, from global corporations to emerging entrepreneurial businesses and private equity investors. Looking for more? Visit **lek.com**.

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