Southeast Asia Hospital Insights Survey - Impacts on MedTech

Summary materials

June 2025

Agenda

- **Executive summary**
- Supporting materials

L.E.K. Consulting annually surveys several hundred hospitals across the SEA region to understand their strategic priorities and support medtech and pharma companies in making key decisions

SURVEY

L.E.K. conducts an annual survey of **several hundred decision-makers** at key hospitals in the SEA and APAC regions to better understand how strategic priorities and purchasing behaviors are shifting.

Surveyed countries include:

Singapore | Malaysia | Thailand | Philippines | Indonesia | Vietnam

TOPICS

The survey addresses issues relating to:

- Financials
- Operations
- Strategic priorities
- Purchasing process
- Localization
- Digitalization

INSIGHTS

The insights enable healthcare companies (e.g., medtech, healthcare IT, distribution platforms) to make informed decisions, including:

- Which stakeholders to engage and how
- How to tailor their product and service value propositions to address hospitals' priorities
- How to leverage digital channels and enhance their service offerings/engagement models

Note: SEA = Southeast Asia; APAC = Asia-Pacific
Source: L.E.K. 2025 APAC Hospital Priorities Survey

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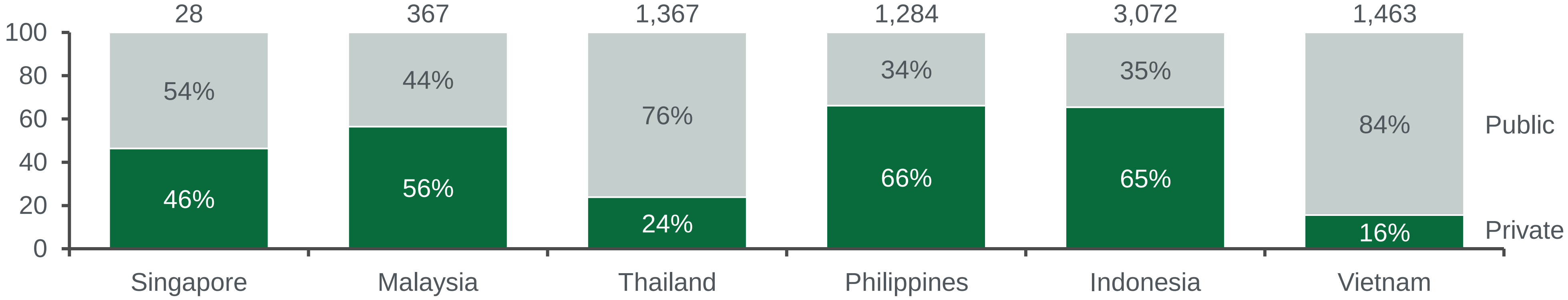
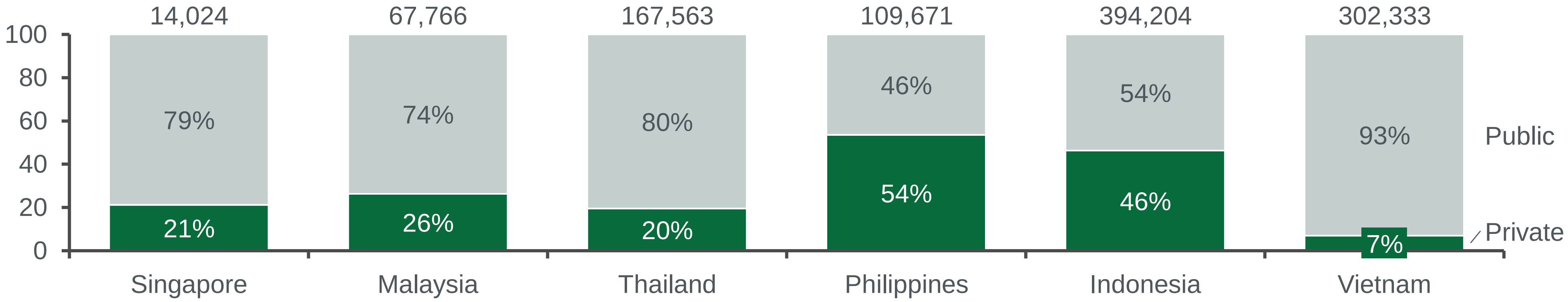
Private hospitals make up >45% of hospitals and account for about 30% of all hospital beds in SEA, and offer a unique perspective on branded medtech purchases

Public vs. private hospitals, by country (2020-22)
Percentage



Public vs. private hospital beds, by country (2020-22)
Percentage



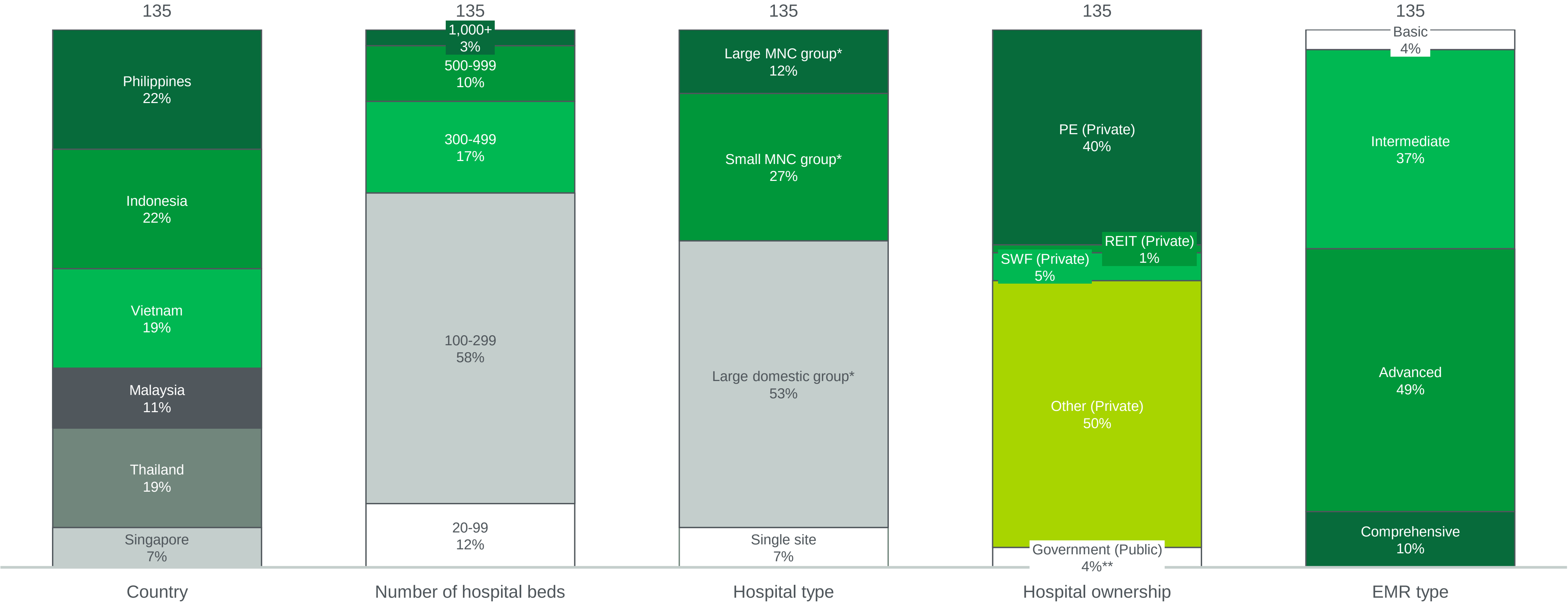
- Private hospitals make up >45% of all hospitals in four of six surveyed SEA countries and account for >20% of beds in five geographies
- We focused on private hospitals as they are typically less beholden to public tenders, offering a unique perspective on medtech purchases in SEA

Note: SEA = Southeast Asia
Source: L.E.K. research and analysis

L.E.K.'s flagship Hospital Priorities Survey includes 135 respondents from across SEA, covering various institution types, sizes and ownership structures

L.E.K. Hospital Priorities total survey respondent mix

Percentage of respondents (N=135)



Note: *Large group = >5 hospitals, small group = ≤5 hospitals, MNC = multinational corporation (in more than one country), domestic = in only one country; **Singapore respondents include public and private hospitals due to low N; REIT=real estate investment trust; SWF=sovereign wealth fund; EMR=electronic medical record

Source: L.E.K. 2025 APAC Hospital Priorities Survey

We explore key themes impacting medtechs operating in SEA: operations, ecosystem management and digital transformation

Theme	Key findings	Implications for medtech
OPERATIONS AND FINANCIAL OUTLOOK	• **Financials:** Across Singapore and Malaysia, hospital leaders predict a strong financial outlook going forward, with moderate growth expected in other countries; expenditure growth is expected across categories • **Strategic priorities:** Improving clinical outcomes continues to be a priority in the region, and there is an increasing focus on IT infrastructure investment • **Operations and strategic priorities:** Clinical service offerings are expected to expand, particularly in cardiology and nephrology	• Medtechs are well positioned to expand as hospital expenditures and clinical service lines increase • Driving connectivity and IT infrastructure transformation may improve customer stickiness and facilitate “ecosystem building”
PURCHASING DYNAMICS	• **Purchasing process:** Trends toward supplier consolidation continue, with focus on surgical instruments and consumables • **Key purchasing criteria:** Cost and physician preference are the most critical criteria during capital equipment purchases	• Global medtechs continue to be best positioned to win as preferred partners as supplier consolidation increases
LOCALIZATION	• **Localization:** Global medtechs with a focus on imaging and patient monitoring are the most preferred providers of capex maintenance and services, but in Vietnam and Indonesia, local/regional players are ramping up involvement; Jakarta enforces use of domestically manufactured products	• Global medtechs continue to be best positioned to win as preferred providers of capex maintenance and services, but may lose share in Vietnam and Indonesia • Private hospitals outside of Jakarta offer the best opportunity for sales of global medtech products
DIGITAL TRANSFORMATION	• **Digitalization:** Hospital leadership recognize the potential of digital health to improve patient outcomes, drive efficiency and increase reach, but concerns about lack of infrastructure may impede adoption • **Data monetization:** The majority of hospitals are monetizing their data today, but typically not regularly, at scale or as part of cross-institution efforts	• There is wide receptivity to digital health, but hospital leaders are likely to rely on medtech partners to support implementation and monetization

Source: L.E.K. 2025 APAC Hospital Priorities Survey

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Of the surveyed hospitals, only Singapore has meaningful revenue from public sources

Private hospital funding source, by country (TTM)*

Percentage

Funding contribution (% of total): 0%-10% | 11%-25% | 26%-50% | >50%

	Government funding	Private funding	Out-of-pocket payments
	Funding from national or regional health programs	Reimbursement from private insurance (e.g., HMOs), individual and corporate	Direct payments from patients for HC services received
Singapore (N=10)**	30%	42%	28%
Malaysia (N=15)	-	49%	51%
Thailand (N=25)	-	53%	46%
Philippines (N=30)	14%	43%	43%
Indonesia (N=30)	3%	45%	52%
Vietnam (N=25)	-	47%	53%
Example programs	PhilHealth (Philippines); National Healthcare Group (Singapore)	Bupa, AXA, Allianz — individual insurance	

*Survey question 6: Please estimate the percentage of your hospital's total funding over the last 12 months from each of the following sources. Ensure the total adds up to 100%

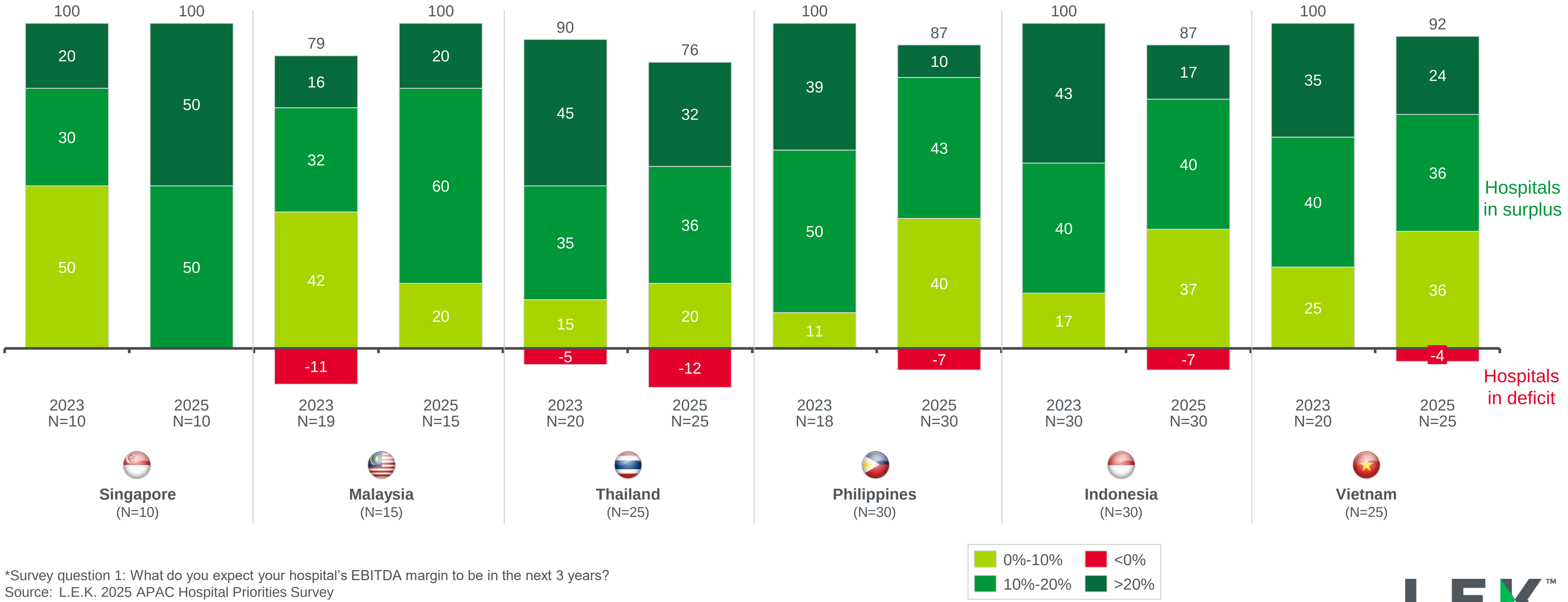
Note: **Includes both private and publicly owned hospitals; TTM=trailing 12 months, HMO=health maintenance organization, HC=healthcare; Underrepresentation of government funding due to survey respondents being from private hospitals in all countries except in Singapore

Source: L.E.K. 2025 APAC Hospital Priorities Survey

Private hospitals' financial outlooks have improved in Singapore and Malaysia; Thailand, Vietnam, Indonesia and the Philippines are less optimistic in their three-year outlook

Private hospital EBITDA margin outlook, by region (next three years)*

Percentage of respondents



*Survey question 1: What do you expect your hospital's EBITDA margin to be in the next 3 years?

Source: L.E.K. 2025 APAC Hospital Priorities Survey

Both nonclinical and clinical staffing in addition to medtech expenditures are expected to increase in the next 12 months

Private hospital expenditure outlook, by region (FY26)*
Percentage

	Singapore** (N=10)	Malaysia (N=15)	Thailand (N=25)	Philippines (N=30)	Indonesia (N=30)	Vietnam (N=25)
Capex	Significant increase (>5%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)	No change (±0%-2%)	Moderate increase (2%-5%)	No change (±0%-2%)
Clinical staff	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Significant increase (>5%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)
Nonclinical staff	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)	No change (±0%-2%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)
Facilities and maintenance	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Significant increase (>5%)	No change (±0%-2%)
Medical supplies	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Significant increase (>5%)	No change (±0%-2%)	Moderate increase (2%-5%)	No change (±0%-2%)
Other^	Moderate increase (2%-5%)	Moderate increase (2%-5%)	Moderate increase (2%-5%)	No change (±0%-2%)	Moderate increase (2%-5%)	No change (±0%-2%)

Significant decrease (>5%) | Moderate decrease (2%-5%) | No change (±0%-2%) | Moderate increase (2%-5%) | Significant increase (>5%)

*Survey question 10: How do you anticipate your hospital's expenditure to change in the next 12 months?
Note: **Includes both private and publicly owned hospitals; ^Includes marketing, community programs, etc.)
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Malaysia's top strategic priority is to offer clinicians access to new medical technologies, while reducing medical supply costs top the rankings for Singapore and the Philippines

Top three strategic priorities (next three years), by country*

Percentage of respondents that selected a priority among the top five by importance in the next three years

Rank (2025)	Singapore (N=10)	Malaysia (N=15)	Thailand (N=25)	Philippines (N=30)	Indonesia (N=30)	Vietnam (N=25)
1	Reducing medical supplies costs 50%	Offering clinicians access to new medical technologies 40%	Improving healthcare staff safety 52%	Reducing medical supplies costs 33%	Investing in new IT infrastructure** 40%	Reducing length of stay 44%
2	Standardization of clinical care protocols 40%	Reducing readmission rates 40%	Improving clinical outcomes 40%	Investing in new IT infrastructure** 33%	Improving clinical outcomes 37%	Addressing staff shortages due to fatigue 44%
3	Improving clinical outcomes 40%	Improving labor efficiency/workflow optimization 33%	Investing in new IT infrastructure** 36%	Improving labor efficiency/workflow optimization 30%	Supply chain resilience 37%	Investing in new IT infrastructure** 36%
Lowest priorities	• Supply chain resilience (0%) • **Reducing capex acquisition costs (0%)**	• **Reducing length of stay/discharge management (7%)** • Reducing medical waste (0%)	• Workforce optimization (8%) • Network emergency preparedness (8%)	• Network emergency preparedness (13%) • Reducing medical waste (13%)	• **Reducing capex acquisition costs (13%)** • Reducing Scope 3 carbon emissions (10%)	• Reducing Scope 3 carbon emissions (8%) • Reducing medical waste (0%)

*Survey question 11: How important are the following strategic priorities for your hospital over the next 3 years? (Please select top five)
Note: **IT infrastructure investment not included in capex expenditure definition
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Implication for medtech: Positive Neutral Negative

Specialty growth is driven by country-specific public health needs (e.g., aging population, diabetes) and medical tourism (e.g., bariatric)

Top three specialties expected to expand, by country*
Percentage of respondents that selected “Expand offering” in the next three years

Rank (2025)	Singapore (N=10)	Malaysia (N=15)	Thailand (N=25)	Philippines (N=30)	Indonesia (N=30)	Vietnam (N=25)
1	Pediatrics (90%)	Cardiology (67%)	Endocrinology (60%)	Ophthalmology (63%)	Obstetrics and gynecology (57%)	Cardiology (60%)
2	Dermatology (80%)	Nephrology (67%)	Geriatrics (60%)	Oncology (60%)	Cardiology (57%)	Nephrology (60%)
3	Aesthetics (80%)	General surgery (67%)	Bariatric surgery (56%)	Obstetrics and gynecology (60%)	Cosmetic surgery (57%)	Pediatrics (60%)
Specialties with least expected growth	• Bariatric (40%) • Ophthalmology (40%) • Fertility and IVF services (30%)	• Aesthetics (40%) • Geriatrics (40%) • Oncology (33%) • Orthopedics (33%)	• Aesthetics (32%) • General surgery (32%) • Gastroenterology (32%) • Dermatology (28%)	• Gastroenterology (37%) • Bariatric surgery (27%) • Cosmetic surgery (27%)	• Ophthalmology (47%) • Endocrinology (47%) • Oncology (43%)	• Obstetrics and gynecology (40%) • Cosmetic surgery (36%) • Endocrinology (36%)

*Survey question 12: Which clinical specialty is being offered in your hospital (i.e., offering dedicated beds, specialists, clinics, subspecialties, specialty-specific technologies), what are the expected changes in offering in the next three years?
Note: IVF = in vitro fertilization
Source: L.E.K. 2025 APAC Hospital Priorities Survey

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Outpatient services are increasingly being developed/expanded across the region

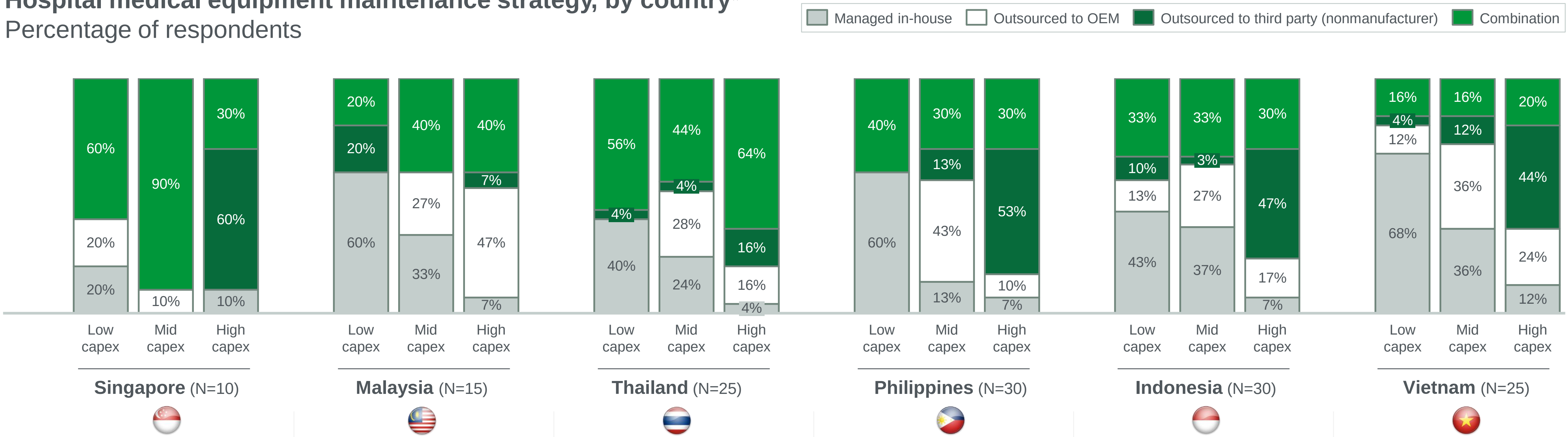
Top 3 service offerings expected to expand, by country*
Percentage of respondents that selected "Expand offering" in the next 3 years

Rank (2025)	Singapore (N=10)	Malaysia (N=15)	Thailand (N=25)	Philippines (N=30)	Indonesia (N=30)	Vietnam (N=25)
1	Palliative and hospice care (90%)	IV therapy (73%)	Long-term care (60%)	Diagnostic and imaging services (73%)	Dental services (57%)	Wellness programs (60%)
2	Diagnostic and imaging services (80%)	ICU (73%)	Nutrition and dietetic services (60%)	Outpatient clinics (73%)	Audiology services (53%)	IV therapy (56%)
3	Inpatient care (80%)	Inpatient care (67%)	Dental services (60%)	Surgical services (63%)	Home-based services (53%)	Inpatient care (52%)
Service offering with least expected growth	• Audiology services (50%) • Aesthetic medicine (50%) • NICU (40%) • Long-term care (40%)	• Long-term care (33%) • Audiology services (33%) • Homecare services (27%) • Home-based long-term care (27%)	• NICU (48%) • Inpatient care (44%) • ICU (36%)	• Long-term care (40%) • Palliative and hospice care (40%) • Homecare services (37%) • NICU (30%)	• Diagnostic imaging services (37%) • Homecare services (37%) • ICU (30%)	• Homecare services (36%) • Nutrition and dietetic services (36%) • Palliative & hospice care (32%) • Laboratory services (28%)

*Survey question 13: Which clinical service is being offered in your hospital, what are the expected changes in offering in the next three years?
Note: IV=intravenous, ICU=intensive care unit , NICU=neonatal intensive care unit
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Medtech OEMs have significant white space opportunity for services expansion across SEA markets for mid-to-high-cost capex

Hospital medical equipment maintenance strategy, by country*
Percentage of respondents

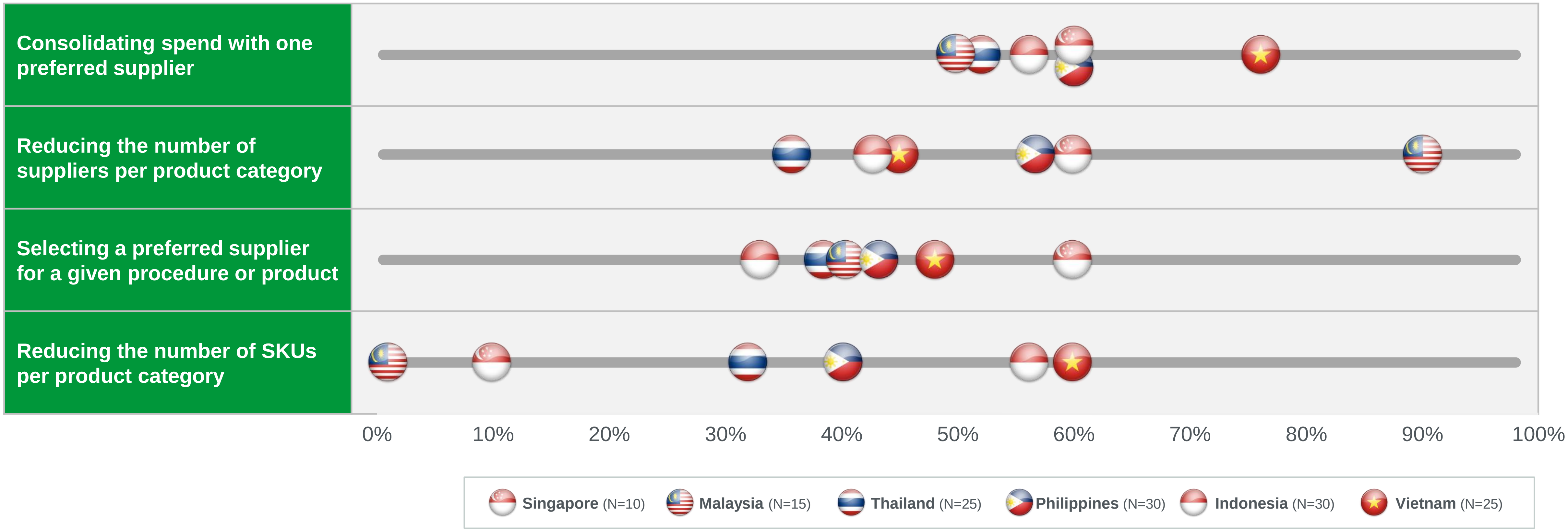


Singapore	Malaysia	Thailand	Philippines	Indonesia	Vietnam
High usage of third-party maintenance services for high-capex items	Strong preference for maintaining low-capex items in-house, outsourcing to OEM(s) for larger items	Tendency to use a combination of maintenance service types across expenditure sizes	Low-capex equipment is maintained in-house, while OEMs and third parties are used for more expensive equipment	Significant use of in-house maintenance services except for high-capex equipment	Primarily maintains low-capex equipment in-house, mostly uses third parties for high-capex items

*Survey question 21: How is the maintenance of your hospital's capital equipment primarily managed?
Note: Low-cost capex (e.g., defibrillators, infusion pumps, beds, tables, blood pressure monitors); mid-cost capex (e.g., ventilators, dialysis machines, endoscopy and laparoscopy systems, bedside patient monitors), high-cost capex (e.g., MRI, CT, PET, surgical Robots, LINAC, DNA sequencers); OEMs=original equipment manufacturers, MRI=magnetic resonance imaging, CT=computed tomography, PET=positron emission tomography, LINAC=linear accelerator
Source: L.E.K. 2025 APAC Hospital Priorities Survey

To standardize the purchasing process, hospitals across SEA are striving to consolidate spend with preferred suppliers, while SKU reduction remains a lower priority, especially in Singapore and Malaysia

Approaches used by hospital to standardize purchasing of medical supply/equipment, by country*
Percentage of respondents

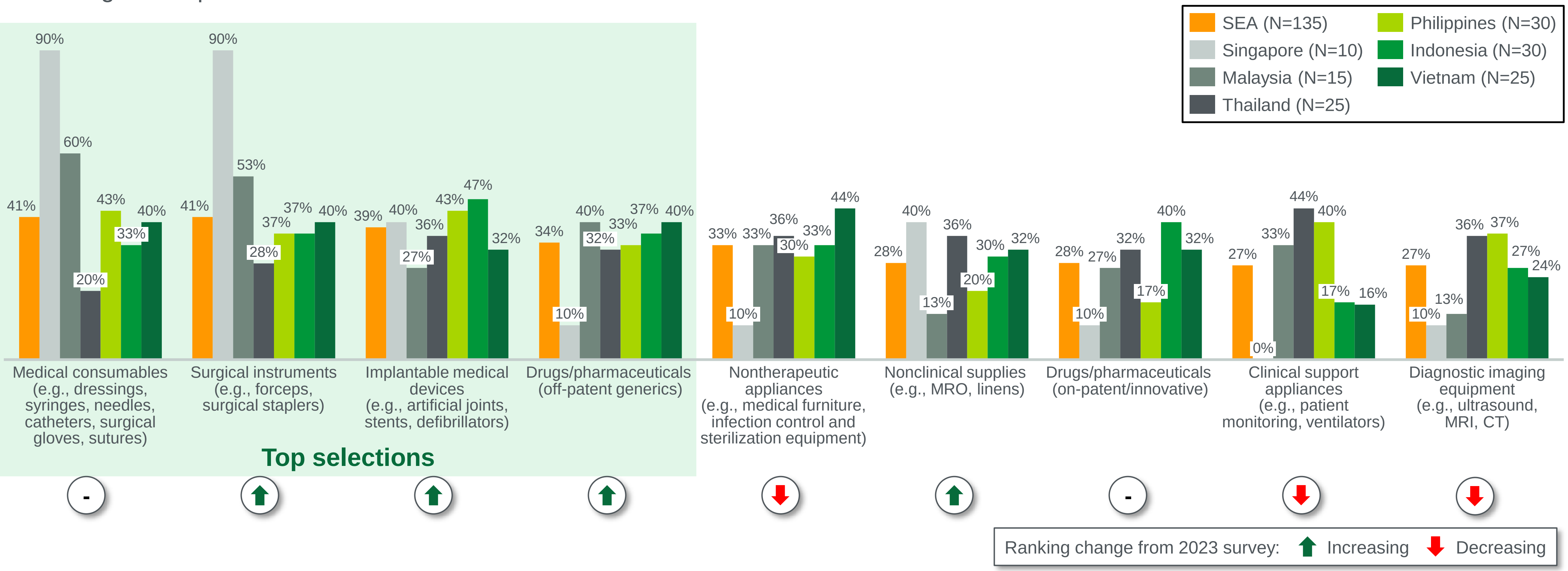


*Survey question 25: Please indicate which of the following approaches your hospital uses to standardize the purchasing of medical supplies/devices. (Select all that apply)
Note: SEA=Southeast Asia, SKU=stock-keeping unit
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Hospitals are looking to prioritize standardized purchasing of consumables and low-cost capex (e.g., implantable medical devices) and deprioritize high-cost capex standardization

Top medical supplies/equipment for which hospitals are looking to standardize purchasing, by country*

Percentage of respondents



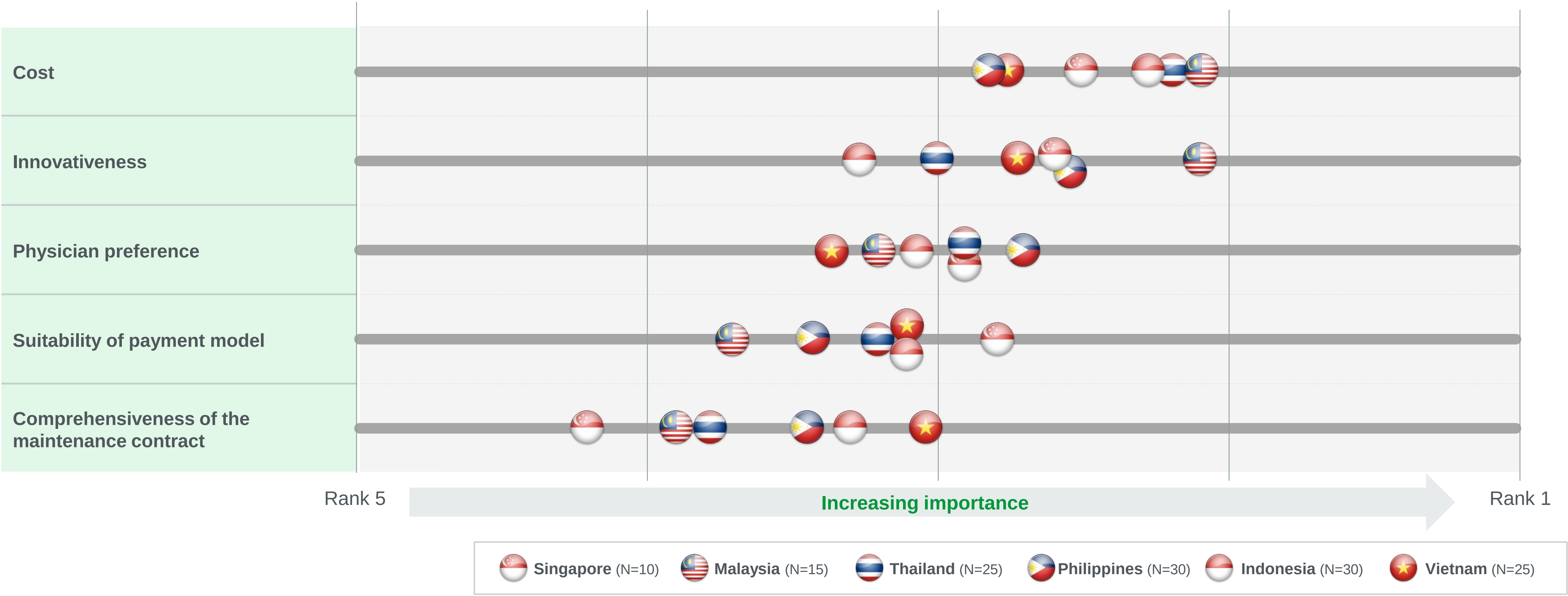
*Survey question 26: Please select top 3 medical supplies/equipment that your hospital is looking to standardize the purchasing. (Select up to 3 product categories)

Note: SEA=Southeast Asia, MRO=[definition], MRI=magnetic resonance imaging, CT=computed tomography

Source: L.E.K. 2025 APAC Hospital Priorities Survey

Cost and innovativeness are the most important key purchasing criteria when considering high-capex expenditures

Key criteria for high-capex medical device purchasing, by region*
Weighted average on a scale of 1 to 5



*Survey question 28: When making a purchase, please rank the following factors in order of importance when choosing between manufacturers
Source: L.E.K. 2025 APAC Hospital Priorities Survey

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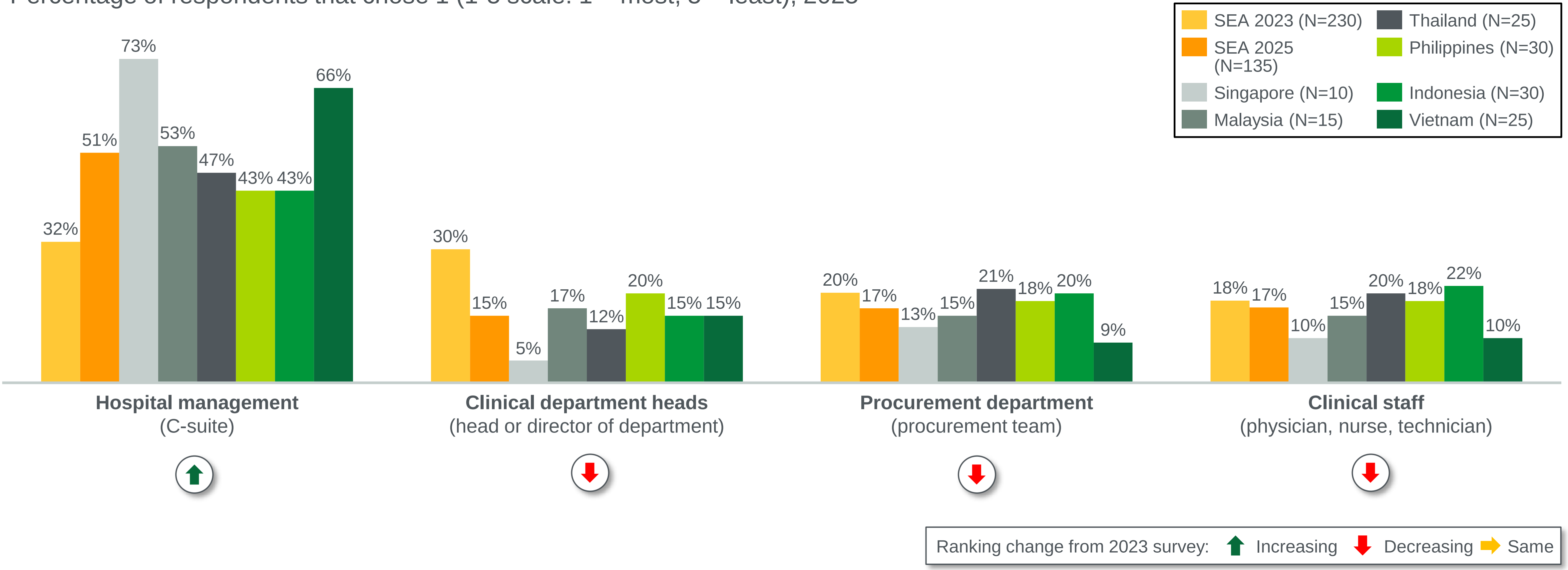
C-suite control of medical device spending has increased in recent years

Most influential position for medical device purchasing decisions overall, by region*
Percentage of respondents that chose 1 (1-5 scale: 1 – most, 5 – least), 2025



*Survey question 29: When making a significant capital purchase, please rank the following stakeholders in terms of their influence on the decision-making process
Note: SEA=Southeast Asia
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Major global medtechs lead the provision of maintenance and support services across the region, though significant usage of local and regional brands occurs in Vietnam and Indonesia

Preferred medical device manufacturer^ for maintenance and support services, by country*

Percentage of respondents

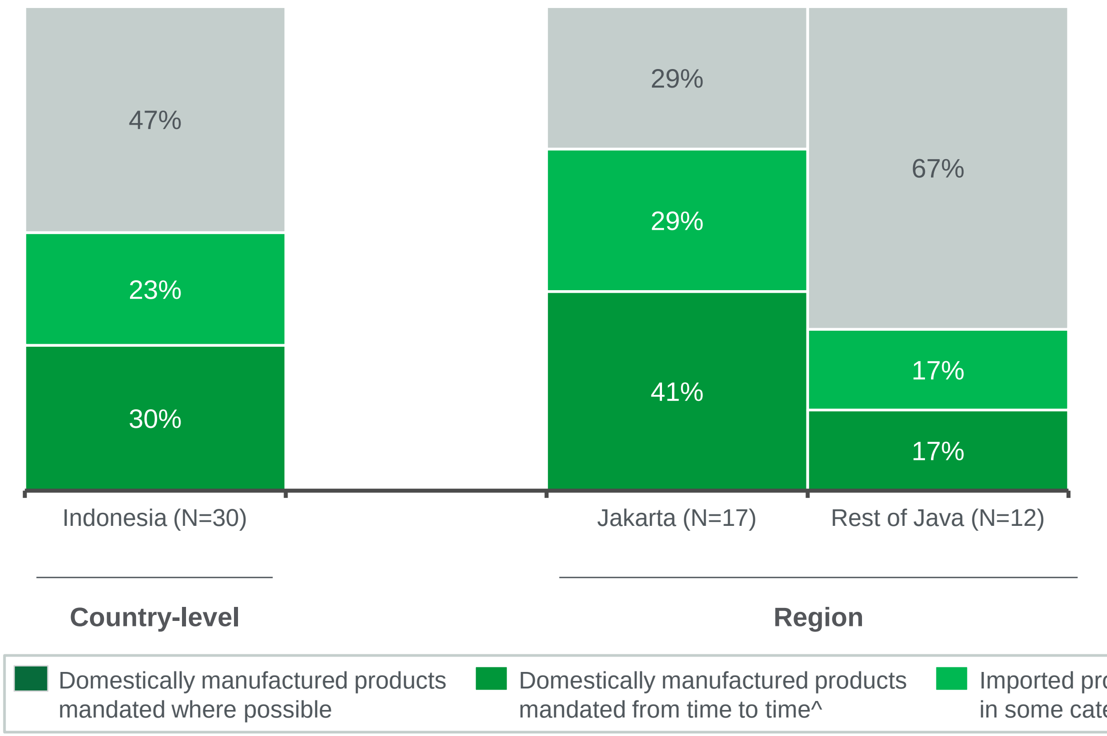
	Singapore (N=10)	Malaysia (N=15)	Thailand (N=25)	Philippines (N=30)	Indonesia (N=30)	Vietnam (N=25)
SIEMENS	20%	27%	16%	17%	30%	16%
GE HealthCare	20%	13%	20%	10%	20%	0%
PHILIPS	0%	13%	16%	10%	23%	16%
Medtronic	10%	20%	20%	23%	0%	0%
Boston Scientific	20%	7%	16%	7%	0%	0%
Abbott	20%	20%	0%	13%	0%	0%
ARMEPHACO	0%	0%	0%	0%	0%	20%
IndoHealth	0%	0%	0%	0%	13%	0%
mindray	0%	0%	0%	0%	13%	0%

*Survey question 32: Which medical device manufacturer do you believe excels in providing timely maintenance and support services for their products in your market?
Note: ^Only companies with multiple mentions and more than 12% of respondents within at least one country are shown
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Mentions (% of total): 0% 1%-10% 10%-20% 20%+

About half of Indonesian private hospital executives reported restrictions on imported medtech products; mainly in Jakarta

Indonesian private hospital position on the use of imported medtech/medical devices*
Percentage of respondents



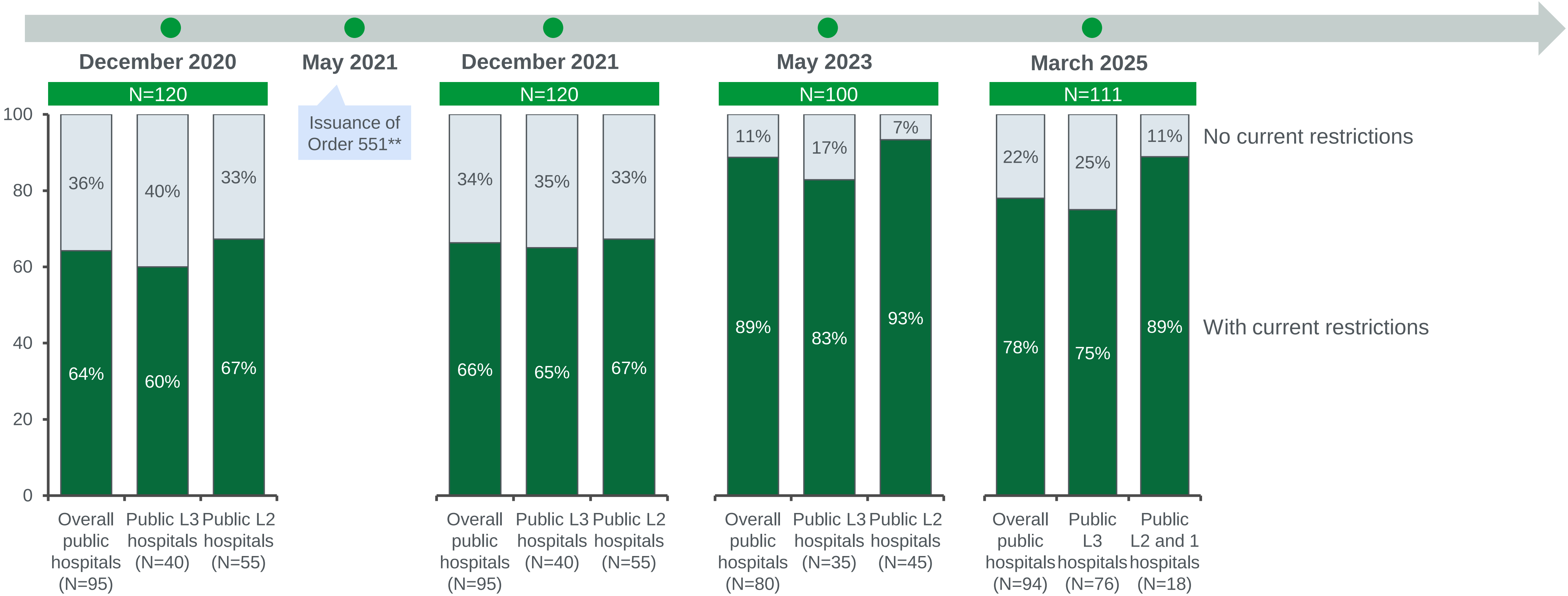
- There are limited differences in imported medtech behavior by hospital size and ownership structure
- Jakarta imposes greater enforcement and regulatory pressure than other areas of Java, leading to higher compliance and greater use of domestically manufactured devices

*Survey question 30: Which of the following statements best describes your hospital's attitude towards the use of imported medtech/medical devices products?;
Note: **Includes categories where locally manufactured medtech/medical devices products offer good value for money; ^Includes year-end due to budget caps; N size may not add up due to segmentation, with N=1 omitted
Source: L.E.K. 2025 APAC Hospital Priorities Survey

The encouragement of local medtech products has been a persistent trend in China driven by issuance of Order 551**, an instructive case study / precedent for Indonesian localization

Restrictions on the use of imported medical device products in China*

Percentage of respondents



*Survey question 30: Which of the following statements best describes your hospital's attitude toward the use of imported medtech/medical device products?

Note: **Order 551 refers to the Guidelines for the Review and Approval of Imported Products in Government Procurement

Source: L.E.K. 2020, 2021, 2023 and 2025 APAC Hospital Priorities Surveys

Digital health is seen as a value-accretive lever for expanding catchments and new revenue streams

Value from digital health solution adoption*
Percentage of respondents

		Singapore (N=10)	Malaysia (N=15)	Thailand (N=25)	Philippines (N=30)	Indonesia (N=30)	Vietnam (N=25)
Outcomes	Reduce medical errors	**70%**	33%	36%	**43%**	37%	36%
	Provide better patient care	**60%**	**40%**	28%	33%	33%	**40%**
	Increase staff efficiency and capacity	**40%**	27%	32%	37%	**43%**	**48%**
Financial	Contribute to the transition to value-based care	**40%**	**40%**	24%	33%	**40%**	32%
	Expand the hospital's natural catchment area	30%	**47%**	**60%**	**47%**	**47%**	32%
	Provide new revenue stream for hospital	0%	33%	**44%**	**40%**	37%	**52%**
Satisfaction	Increase patient satisfaction	30%	33%	**48%**	**40%**	33%	32%
	Increase staff satisfaction	30%	27%	28%	27%	30%	28%

Top three

*Survey question 17: What value do you think digital health solutions / AI will likely bring for your hospital? (Choose top three that apply)
Note: AI=artificial intelligence
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Lack of infrastructure and unclear budget/reimbursement pathways are the primary concerns around digital health adoption in SEA

Top concerns for digital health adoption*

Percentage of respondents

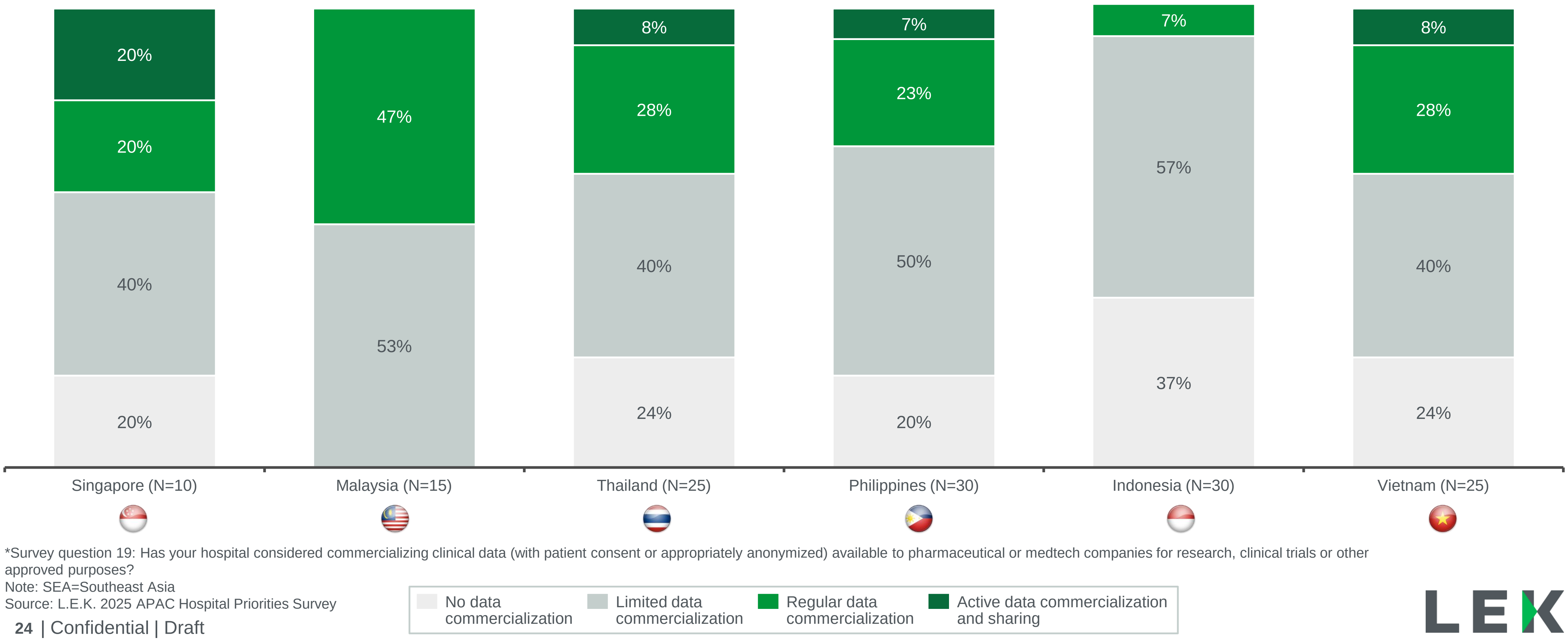
Category	Concern	Singapore (N=10)	Malaysia (N=15)	Thailand (N=25)	Philippines (N=30)	Indonesia (N=30)	Vietnam (N=25)
Privacy/ outcomes	Heightened concerns over patient privacy	**60%**	27%	16%	**30%**	20%	12%
Privacy/ outcomes	Lack of IT/infrastructure for digital health solution adoption	**50%**	20%	**28%**	**30%**	**37%**	16%
Financial	Insufficient or no budget allocated for implementing digital health solutions	**50%**	27%	24%	**33%**	**27%**	24%
Financial	Potential reduction in hospital revenue	0%	**40%**	20%	10%	13%	16%
Financial	No clear reimbursement guideline for digital health solutions	40%	13%	**28%**	27%	23%	**40%**
Talent/ infrastructure	Lack of evidence on what value digital health solutions bring	30%	**33%**	12%	17%	23%	20%
Talent/ infrastructure	Incompatibility of the different digital health solutions	20%	13%	**28%**	23%	23%	**32%**
Talent/ infrastructure	Shortage of talent to develop and implement digital health solutions	10%	20%	**32%**	20%	23%	20%
Talent/ infrastructure	Patients are not ready for digital healthcare	0%	20%	24%	**37%**	17%	**40%**
Talent/ infrastructure	Fear of job replacement as AI and digital health solutions' scope and capabilities expand	0%	**33%**	**40%**	20%	**27%**	28%

Bold = Top three

*Survey question 18: What are your concerns for digital health adoption? (Choose top three that apply)
Note: SEA=Southeast Asia, AI=artificial intelligence
Source: L.E.K. 2025 APAC Hospital Priorities Survey

Most hospitals across SEA have not considered commercializing anonymized data or have done so only on a limited basis; data monetization is more common in Singapore

Hospital data commercialization strategy, by region*
Percentage of respondents



*Survey question 19: Has your hospital considered commercializing clinical data (with patient consent or appropriately anonymized) available to pharmaceutical or medtech companies for research, clinical trials or other approved purposes?
Note: SEA=Southeast Asia
Source: L.E.K. 2025 APAC Hospital Priorities Survey

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