

KPMG Innovate to Integrate & MedTech Roundtable Event

18 March 2026

Why are we here today?



MedTech is advancing rapidly, and there is a need for **Thailand to keep pace** and embrace technologies to support the healthcare industry and patient society in Thailand

Today, we are bringing together leaders from MedTech, healthcare and government to discuss the barriers and challenges to MedTech adoption in Thailand

At the end of this session, we would like to agree on some **clear takeaways and actions for stakeholders,** which we can then take forward into future discussions and turn into actions.

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Today, you are with...



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Today's agenda

	Welcome and introduction	
01	MedTech adoption in Southeast Asia	9:00 – 9:15 a.m.
02	MedTech trends and adoption in Thailand	9:15 – 9:30 a.m.
03	Open discussion on Thailand-specific challenges and priorities	9:30 – 10:00 a.m.
04	Key takeaways	10:00 – 10:05 a.m.
05	Networking and breakfast	10:05 – 10:30 a.m.

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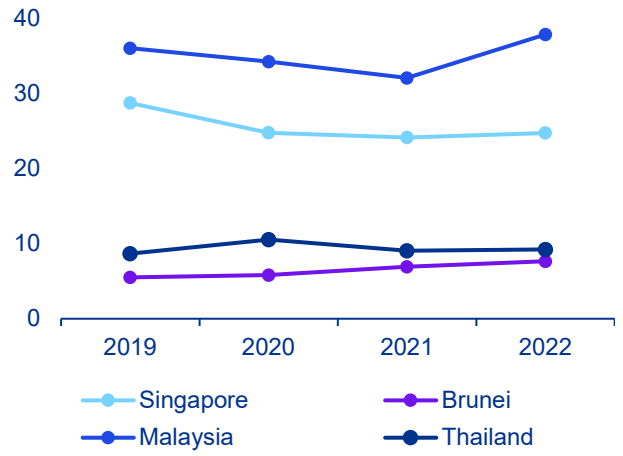
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Innovate to Integrate: MedTech solutions tailored for Southeast Asia's unique healthcare needs

SEA is a highly heterogenous market, making market-specific strategies highly essential for success

Out-of-pocket expenditure (% of current health expenditure)



15%

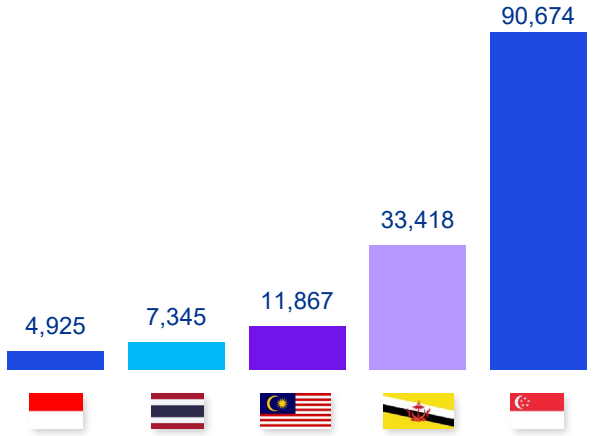
medical inflation in SEA is outpacing the global average of 10%, straining affordability across the region.

16%

of SEA's population will be above age 65 by 2050, with Thailand (30%) and Singapore (27%) ageing the fastest.

GDP per capita (USD, 2024)

Even amongst the top 5 SEA countries, a large disparity exists



Varying care models

Public-dominant systems

Government-led healthcare with limited private sector involvement, where adoption depends on public funding and policy alignment

Mixed models

Shared responsibility between public and private sector, where MedTech adoption varies by stakeholder incentives and collaboration

Private-led systems

Market-driven healthcare with strong private investment, where MedTech uptake is faster but affordability and equity may be concerns

Source(s): World bank, KPMG Analysis

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Innovate to Integrate series aim to address the three barriers to MedTech adoption in SEA – poor acceptance, value misalignment and unaffordability.

The KPMG Asia Pacific Healthcare & MedTechs team presents

Innovate to integrate

a research series that delves into the obstacles faced in MedTech adoption; and urges MedTech companies, policy makers and healthcare providers to strategically pursue the 3As

3As

Achieving Acceptance

Overcome barriers of preference, performance and practice by aligning technologies and communications to regional contexts

Articulating Value

Demonstrate clinical and economic impact with clear evidence

Accessibility in Affordability

Expand reach through innovative financing and delivery models

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Acceptance improves when MedTech feels familiar, locally relevant, and clinically supported.

49%

of healthcare leaders have adopted innovative MedTech solutions despite **almost 90%** of healthcare leaders recognizing its importance.

Preference, performance and practice barriers

Acceptance is shaped by generational gaps, cultural norms, trust concerns, and low comfort levels with unfamiliar technologies. Clinicians and providers often face workflow incompatibility, limited training, and poor integration with legacy systems, leading to underutilization of devices.

What improves acceptance

Localization

Localizing technologies to build clinical trust via tailored workflow and usage guidelines, locally validated models and local languages. Localizing communications can ensure stakeholders acceptance.

User-centred adoption

Drive user-centred adoption to increase provider readiness by selecting innovation champions, vision alignment, creating supportive infrastructure and feedback loop implementation

Regional expertise

Exchange cross-border clinical expertise to enhance innovation and use regional training centres to build skills and confidence among users

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To articulate value effectively in SEA, MedTech companies must enable credible and context-specific evidence.

<50%

of physicians see clear benefits from digital/MedTech innovation and **only 11% of MedTech assessments** include patient engagement.

HTA effectiveness limited by low awareness, funding gaps, and limited expertise

What improves value articulation

Build regional HTA capabilities by pooling data, expertise, and frameworks

Adopt adaptive HTA models that fit local constraints

Partner with local agencies, hospitals, and international networks

Execution nuances

01 **Clear stakeholder engagement, otherwise recommendations lose legitimacy**

02 **Cultural and regulatory alignment to avoid late-stage adoption barriers**

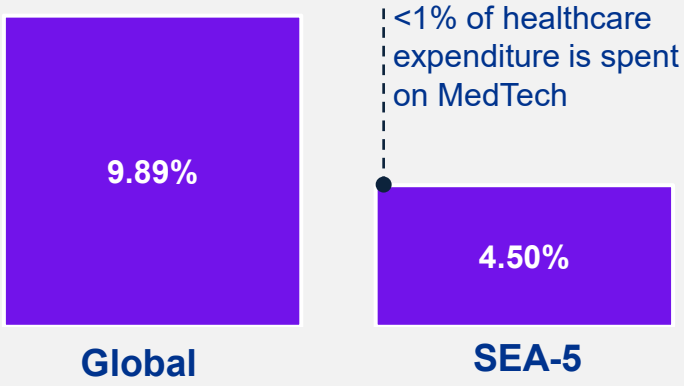
03 **Sustained institutional capacity is essential**

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Affordability in SEA improves when financing models reduce upfront cost, align with utilization, and integrate patient-centred value frameworks.

Healthcare spending as a % of GDP



- SEA spends only 4.5% of GDP on healthcare, **with less than 1% going to MedTech**
- Factors contributing to affordability challenges include competing priorities and fragmented health systems

What improves affordability

Usage-based and volume-based pricing

These models reduce upfront capital burden, increase flexibility, and match spending to utilization

Non-traditional stakeholder partnership

Partnerships with local non-traditional stakeholders outside the immediate healthcare community

Centralizing MedTech services

Centralization allows healthcare systems to leverage economies of scale in equipment and streamline operations

Outcome-based pricing

While this practice is gaining traction, its application remains limited due to fragmented decision-making and data systems, and limited payor sophistication

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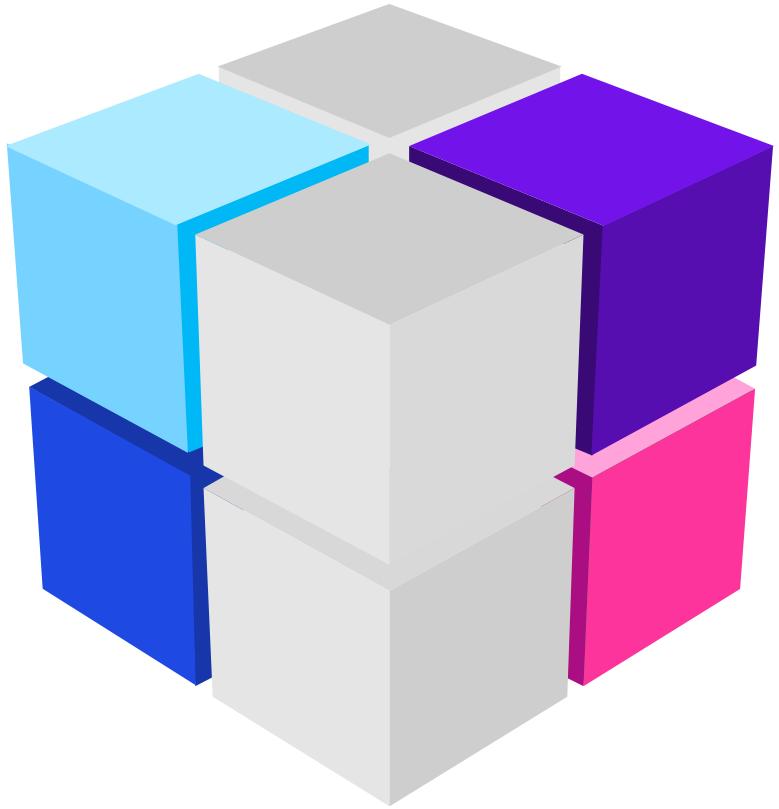
All MedTech stakeholders have active roles to play to ensure improved MedTech adoption across the region.

MedTech companies

Localize to fit

Hospitals and healthcare providers

Build readiness to adopt



Regulators and public agencies

Make pathway clear

Payors

Expand coverage option

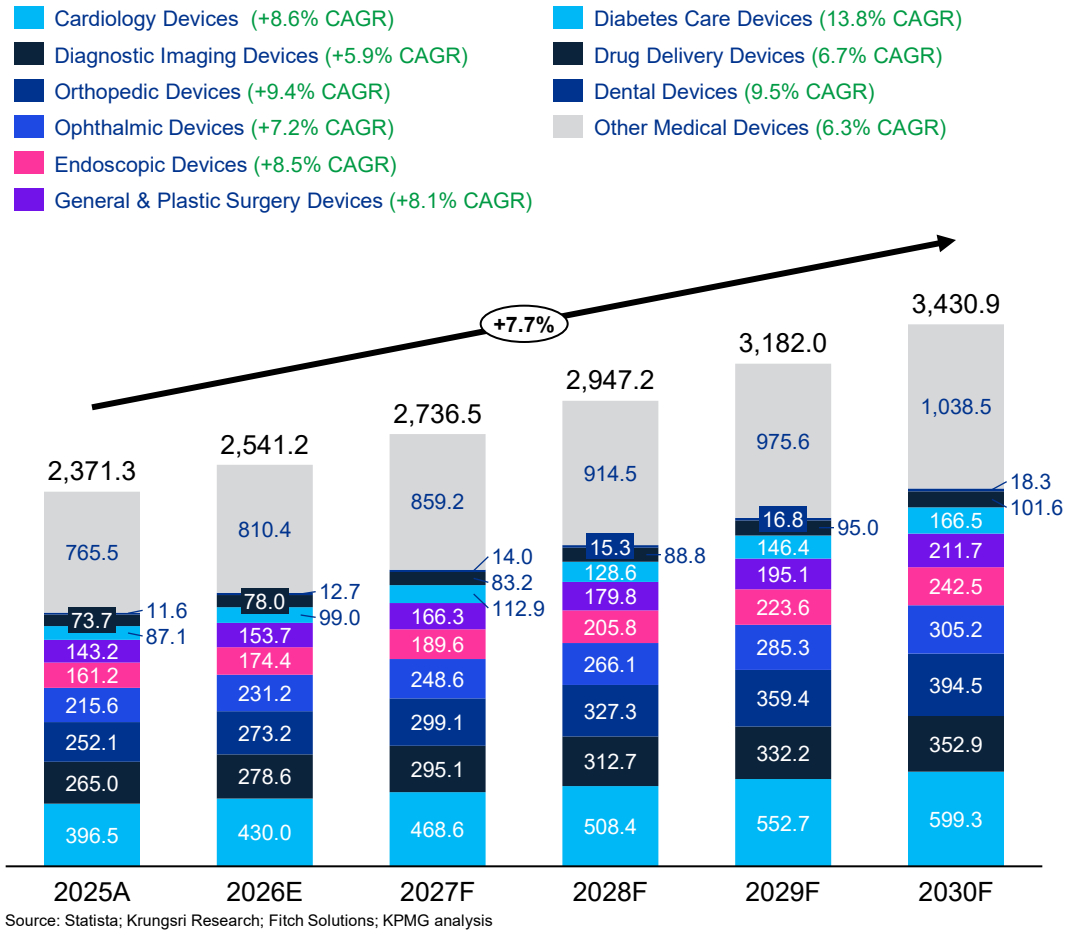
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MedTech trends and adoption in Thailand



The medical device market is expected to grow across all segments, driven by Thailand's aging population and its positioning as a regional medical hub.

Market size and growth medical devices, USD M, 2024-2030F



Source: Statista; Krungsri Research; Fitch Solutions; KPMG analysis

Key market drivers and risks – Indicative and non-exhaustive

Demographic ageing and rising chronic disease burden

Thailand's transition into an ageing society, coupled with increasing prevalence of non-communicable diseases such as cardiovascular conditions and diabetes, is driving sustained long-term demand for diagnostic, monitoring, and rehabilitation devices.

Expansion of medical tourism

Thailand's strong position as a regional healthcare hub continues to attract international patients, increasing demand for advanced diagnostic imaging, surgical equipment, and post-operative care technologies in private hospitals. However, this is unlikely to be the driver of growth for MedTech and MedTechs given the market in Thailand is dominated by public healthcare.

Continued investment in healthcare infrastructure

Ongoing expansion of public and private hospitals, as well as specialized treatment centers, is supporting demand for modern medical equipment and enabling wider adoption of advanced medical technologies.

External competitive and supply chain pressures

The industry faces ongoing reliance on imported advanced technologies, intensifying competition from local and multinational companies, and export headwinds from global trade tensions (e.g. US tariffs and China's shift towards domestic production), all of which are increasing cost pressures and supply chain risk.

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Structural funding gaps, slow payments and rising utilization are putting severe pressure on public hospitals.

Uneven scheme funding

Uneven per-patient budgets across schemes create disparities in hospital resources and purchasing power.

- Schemes allocate **different per-capita budgets** (e.g. CSMBS THB ~20k, vs UCS THB ~4k).
- Hospitals serving large UCS populations face **weaker purchasing power** due to **lower capitation and DRG rates.**

Costs outpace funding

Medical-cost growth exceeds reimbursement levels, leaving many hospitals underfunded.

- NHSO's THB 7k Baht per-patient rate is **far below actual costs** (THB ~13k), creating **funding shortfalls.**
- **218 hospitals operate in deficit** as costs continue to outgrow annual budgets.

Delayed reimbursements

Slow NHSO payments strain cash flow, forcing borrowing and delaying procurement

- **Frequent delays** push hospitals to **borrow or draw down future budgets early.**
- **Late payments** (e.g. 82 hospitals waiting on THB 119M) **prolong procurement cycles.**

System overload

Rising patient loads and staffing shortages are overwhelming hospital capacity

- **High UCS patient volumes** drive **staffing strain** across public hospitals.
- Medical visits expected to **exceed 40M in 2026**, further burdening an overloaded system.

Operational consequences

Device manufacturers face price sensitivity and **scheme-dependent purchasing**, requiring differentiated pricing or portfolio strategies across **hospital types (T1/T2/T3).**

Hospitals increasingly prioritize **cost-effective devices**, locally produced devices, or **bundled procedure solutions** over premium imports.

Slow payments extend procurement cycles and strain budgets, **increasing vendor credit risk.**

Hospitals will seek devices that **improve efficiency** (e.g. shorter procedure time, reduced LOS etc.).

Source: Thai PBS World; Sawasdee Thailand; Thailand Guide; Bangkok Post; The Nation

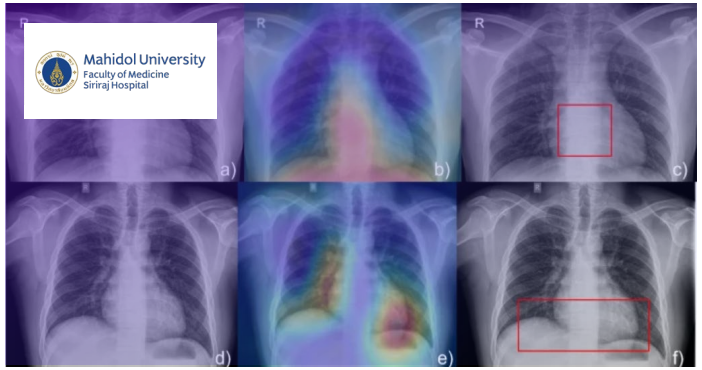
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Although MedTech adoption in Thailand is still developing, leading hospital groups have already embraced cutting-edge technologies, including AI.

Case studies relating to adoptions of MedTech in Thailand

Mainstream adoption of AI in medical imaging



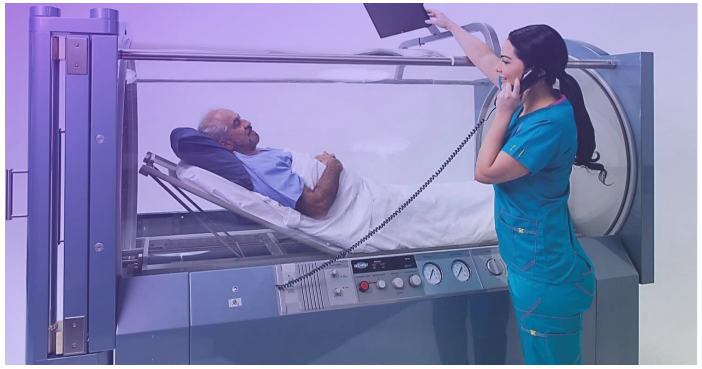
- **Siriraj Hospital** developed an FDA-approved **chest X-ray AI** with **over 95% accuracy**, **500,000+ use cases**, and **adoption across 145 hospitals** to support faster and more consistent diagnosis.
- As chest X-rays are the most widely performed radiological exam, the implementation of AI was intended to **ease clinical workloads** and **improve early disease detection**.
- Thailand's Ministry of Public Heath plans to deploy **AI chest X-ray interpretation** across 167 hospitals in 2025**,** 445 in 2026, and **all 887 hospitals nationwide by 2027**.

Robotic surgery investment across hospital groups



- **Bumrungrad International Hospital** has been a **regional leader in Da Vinci Xi robotic-assisted surgery,** using the technology in ENT, head-and-neck, and abdominal procedures.
- Bangkok Hospital has **invested over THB 200M in a robotic surgery center** with multiple operating rooms, serving more than 700 patients, with the **ambition of becoming the robotic surgery hub of Southeast Asia**.
- In 2025, all public health insurance schemes in Thailand began covering **free robotic surgery for three cancer types** with plans to expand the service to all 12 health regions nationwide.

HBOT adoption with relevant stakeholder engagement



- Hyperbaric Oxygen Therapy (HBOT) to treat decompression sickness and other diving-related injuries (DCS) in Thailand **initially struggled with adoption due to high upfront costs**, such as in Trat where high upfront costs and the lack of a qualified care team in the province served as barriers.
- However, **approval was successfully obtained in Phuket**, driven by **demand from a higher volume of divers, the availability of a qualified care team and additional support from the Ministry of Interior** in the form of financial backing.

Source: Pubicly available information; KPMG analysis

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Open discussion on Thailand specific challenges and priorities



We have also heard from the Medical Fair Thailand audience on their takes on MedTech adoption.

During the session, participants were asked to participate in a Mentimeter questionnaire

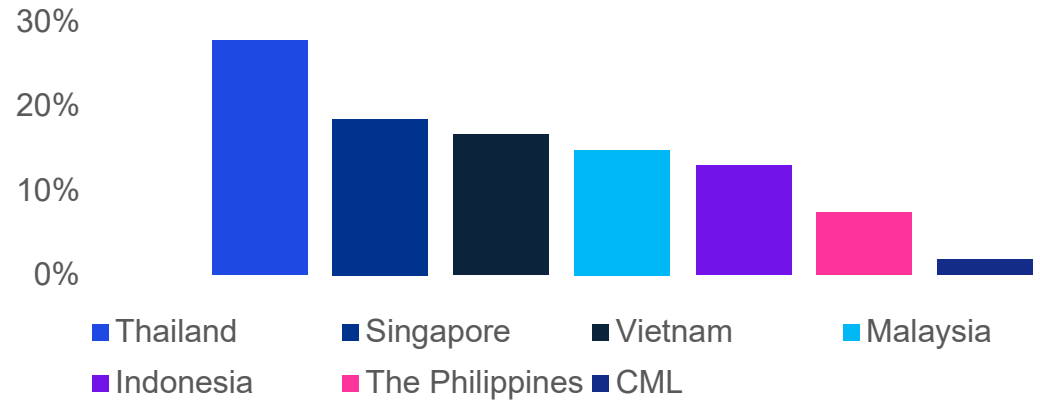
100% agree that MedTech adoption has been a challenge to their companies.

85% of participants feel that MedTech is not living up to expectations in SEA.

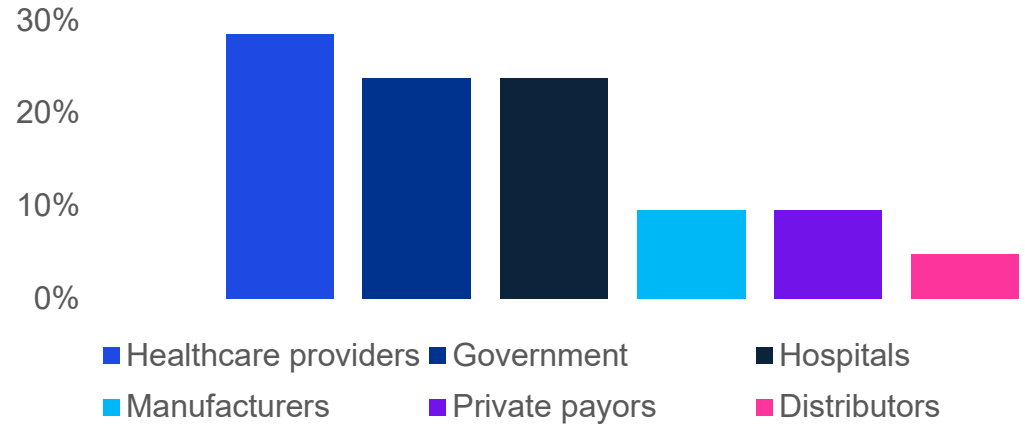
How can MedTech provide greater contributions in SEA?

- Greater affordability and accessibility
- More support from government
- Partnerships between MedTech stakeholders
- Better infrastructure support
- Overcoming fear of change and resistance from users
- Better training

Markets of interest



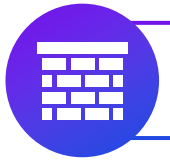
Stakeholders of interest



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Let's discuss and agree on some specific actions we can take.

Proposed topics to facilitate our discussion:



Amongst **Achieving Acceptance, Articulating Value, and Accessibility in Affordability**, which one do we think is the **most significant barrier in Thailand?**



If Thailand wants to **meaningfully increase MedTech adoption** in the next 24 months, **what are the *non-negotiables*?**



What **collective actions** should each **stakeholder group take** to enable these priorities?



If we can only **choose 3–5 collective actions** to champion nationally, which ones matter most?

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Find out more at...

https://kpmg.com/xx/en/our-insights/value-creation/innovate-to-integrate.html



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