

Catalysts of care: Treasury's role in the new era of healthcare

Insights from Asia Pacific and
stories from our customers

The intelligence revolution driving Asia's healthcare reformation

Healthcare in Asia has turned a corner. Technology has upended both our approach to care and the business models that support it. All while the broader trade environment has incentivised diversification and the rerouting of supply chains closer to home. A new paradigm is now shaping the future of healthcare, one that is tech-led, resilience-focused, and holistic in outlook.

Innovation is a thoroughgoing theme animating the entire ecosystem in Asia. Singapore and Japan are pushing ahead in areas such as nanorobotics and bioprinting for precision drug manufacturing, while China leads the world in AI-related patents for drug discovery alongside a growing base of biotech firms advancing AI-powered drug candidate design and development.

Distributors such as Zuellig Pharma's Shah Alam Distribution Centre in Malaysia and DHL's Pharma Hub in Singapore are pioneering the use of robotics and AI to minimise human inputs, while telehealth service providers have proliferated across Asia on the back of the pandemic and now service millions of customers through AI-enabled diagnostics, video consultation, integrated payments and same-day medication delivery. Direct-to-market pharmaceutical models, which use e-commerce to sell directly to consumer, are seeing interest in Asia and could move towards the mainstream in the years ahead.

Yet, challenges remain. Cross-border data flows are fragmented due to differing regulatory regimes across Asia, slowing down the consolidation of patient datasets and making it difficult to share information between hospitals, labs and research institutes. Data localisation requirements are in tension with the push in places such as the Greater Bay Area for healthcare expansion that hinges on data sharing, though initiatives such as Greater Bay Area Digital Health Alliance are making progress towards integration.

On the commercial side, healthcare companies are setting strategy against a lower interest rate

trajectory as well as a landscape of ready liquidity for acquisitions and private equity investments across the region. Corporate consumer health spin-offs are also growing in Asia powered by megatrends such as the region's aging population and associated increase in healthcare demand.

The MedTech innovation ecosystem is also increasing the attractiveness of these strategic moves through the rise of local, advanced manufacturing and regionally-connected supply chains. Singapore is punching above its weight in both medical technology and advanced pharmaceutical manufacturing, acting as a strategic hub for global corporates looking to access Southeast and broader Asia Pacific markets.

In the context of trade, HSBC research found that healthcare firms are responding to the prevailing tariff uncertainty by enhancing data analytics, developing risk management plans, and investing in supply chain visibility tools – all to stay agile in pursuing new opportunities and remain competitive in international trade. Companies will also have to consider the market-by-market impact of tariffs and how the rates and implications evolve.

Looking ahead, healthcare in Asia will continue to emphasise key innovation themes while companies look to build resilience as they position for the future.



Manoj Dugar

Head of Global Payments Solutions,
Asia ex. Greater China, HSBC

“Technology is reshaping healthcare access across markets in Asia Pacific, opening up new opportunities for companies to grow and enhance the patient experience. HSBC is driving the transition with digital solutions that connect systems, unlock data, and power the next wave of inclusive healthcare growth.”

Pursuit of a holistic healthcare model

The demographic trend in Asia - where close to 1.3 billion people are estimated to be over 60 by 2050 – is at the core of the region's healthcare story. Systems and solutions that focus too much on treatment will be inadequate to meet the healthcare pressures flowing from longevity and post-retirement lifestyle expectations. A more holistic approach, spanning prevention, empowerment, education and innovation is needed to prepare for an aging population of Asia's scale.

- **Prevention** focuses on proactive measures such as disease screening and vaccination to prevent illness and reduce healthcare burdens
- **Empowerment** involves enabling individuals and communities to take control of their health through access to information and widely available health tools such as wearables and other HealthTech
- **Education** is about strengthening regional healthcare leadership, professional skills, and public health literacy

- **Innovation** focuses on pushing the boundaries in digital health, pharmaceuticals, and MedTech, as well as unlocking cross-border data sharing to increase healthcare efficiency region wide



Cindy Lee

Regional Treasurer, JAPAC, AbbVie

“AbbVie is a highly focused research driven biopharmaceutical company, that takes on the toughest health challenges to make a remarkable impact on people's lives. Since AbbVie's inception in 2013, our relationship with HSBC has only grown with a focus on automation, simplification and centralisation. The proactive sharing, continuous improvement and deep understanding of our business has led to the success of our relationship.”



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Accelerate growth by solving integration challenges

Competing in Asia's healthcare market isn't only about adopting the latest technologies. It's about doing so smartly. Replacing legacy systems is necessary but ensuring all systems work together is equally important.

Creating a patient-centric experience requires an end-to-end vision that considers everything from patient preferences and high-quality treatment outcomes to lower costs and streamlined operations.

It also requires ecosystem thinking that considers where strategic acquisitions or partnerships can play a role in advancing patient-centric capabilities and opening up commercial opportunities for expansion.

To support these efforts, healthcare businesses need a banking partner capable of journeying with them at each stage of their evolution. This can include digital payment and receivables solutions built for integration with existing systems, financing for new technology adoption, post-M&A treasury system optimisation, and more.



Yvonne Yiu

Head of Global Payments Solutions,
Greater China, HSBC

“As Asia's healthcare sector accelerates digital transformation, seamless connectivity is key to improving efficiency and patient outcomes. HSBC is empowering healthcare enterprises across the region with payment and connectivity solutions designed to optimise cash flow and enable providers to focus on delivering exceptional patient care.”



Zimmer Biomet, Asia Pacific

Enhancing visibility by rationalising accounts and centralising processes for a smooth integration post acquisition

Case Study

1. Background & Scope

Headquartered in the U.S., Zimmer Biomet is a multinational manufacturer of orthopedic reconstructive, spinal and trauma devices, biologics, dental implants and related devices. Following the acquisition of Biomet, the company wanted to ensure a successful integration by leveraging the strengths of both companies. The treasury team reviewed banking arrangements for both businesses in order to identify areas to drive process efficiency, optimise internal cash, enhance yield and improve visibility. Specific to Asia Pacific, there was also a focus on optimising domestic liquidity in restrictive markets.

2. Challenges

Duplication of treasury processes

Between both companies, there were different processes that each ran independently of each other. There was no efficient methodology or standardisation in processing payments and collections

Manual processes and inefficient internal funding mechanisms

The proliferation of bank accounts resulting from the acquisition significantly increased the number of accounts. This made the intercompany loan structures difficult to manage

3. Transformation

HSBC Connect

Zimmer Biomet used HSBC Connect to centralise and speed up payments, making treasury processes simpler and more efficient.

Multicurrency Notional Pool

Enabled more effective management of cash across currencies, lowering funding costs and enhancing liquidity.

SAP

Integration with SAP helped standardise reporting and automate transactions, improving accuracy and reducing manual work.

Liquidity Management Portal

The portal provided better visibility of cash positions, improved cash flow forecasting, and simplified account management by region and entity.

4. Success

- ◆ Enhanced account visibility in each region
- ◆ Rationalised bank accounts and reduced bank fees
- ◆ Regional standardization through HSBC
- ◆ Significantly reduced time spent on manual reconciliation
- ◆ Global and regional alignment on treasury policy

Sandra Hofstetter

International Treasury, Zimmer Biomet

“The HSBC Team collaborated closely with our team to confirm the optimal liquidity solution. Over 4 years in, we are very satisfied with the proactive sharing and on-going engagement in ensuring our treasury operations remain robust.”



GlaxoSmithKline, Philippines and India

Optimising treasury
functions by centralising
visibility and management
of accounts in a single bank

Case Study

1. Background & Scope

GlaxoSmithKline (GSK) is a multinational, science-led healthcare company specialising the research, development and manufacturing of innovative pharmaceutical medicines, vaccines, and consumer healthcare products.

Globally, the company completed a number of acquisitions over the past few years. The completion of their acquisition in the Philippines prompted the need to improve internal operations in order to better integrate the newly acquired company.

2. Challenges

Decentralised account structure and reduced visibility

Accounts belonging to acquired entities in the Philippines were held with other banks, which meant that multiple banking platforms were used to view and manage liquidity.

3. Transformation

HSBC Connect

GSK simplified treasury with HSBC Connect, consolidating accounts for clearer balance visibility.

SAP

Direct ERP-bank connection improved automation, enabling simpler reconciliation and better cash management.

Payment Factory

GSK's central payment factory in Malaysia sped up payments and collections, easing management for acquired entities.

4. Success

- ◆ Single banking relationship reduced fees by up to 60%
- ◆ Account centralisation increased visibility of positions and optimised deployments
- ◆ Increased straight-through-processing rates on transactions
- ◆ Reduced manual work increased focus on value added areas

Put patients at the centre by making access a priority

Patient expectations in Asia have shifted dramatically as digital health tools and platforms mainstreamed in recent years. Convenience, transparency, and personalisation are more important than ever to the customer experience.

Meeting these expectations means providers have to rethink not just treatment, but the entire patient journey. Accessibility – whether through digital channels or physical touchpoints – has become central to the future of healthcare in Asia.

Streamlining and digitising operations means providers will be able to keep pace with patient preferences. For example, younger, mobile-first population will continue to raise the standard for speed and simplicity, while families across all age groups will increasingly want reliable digital health solutions for their everyday needs.

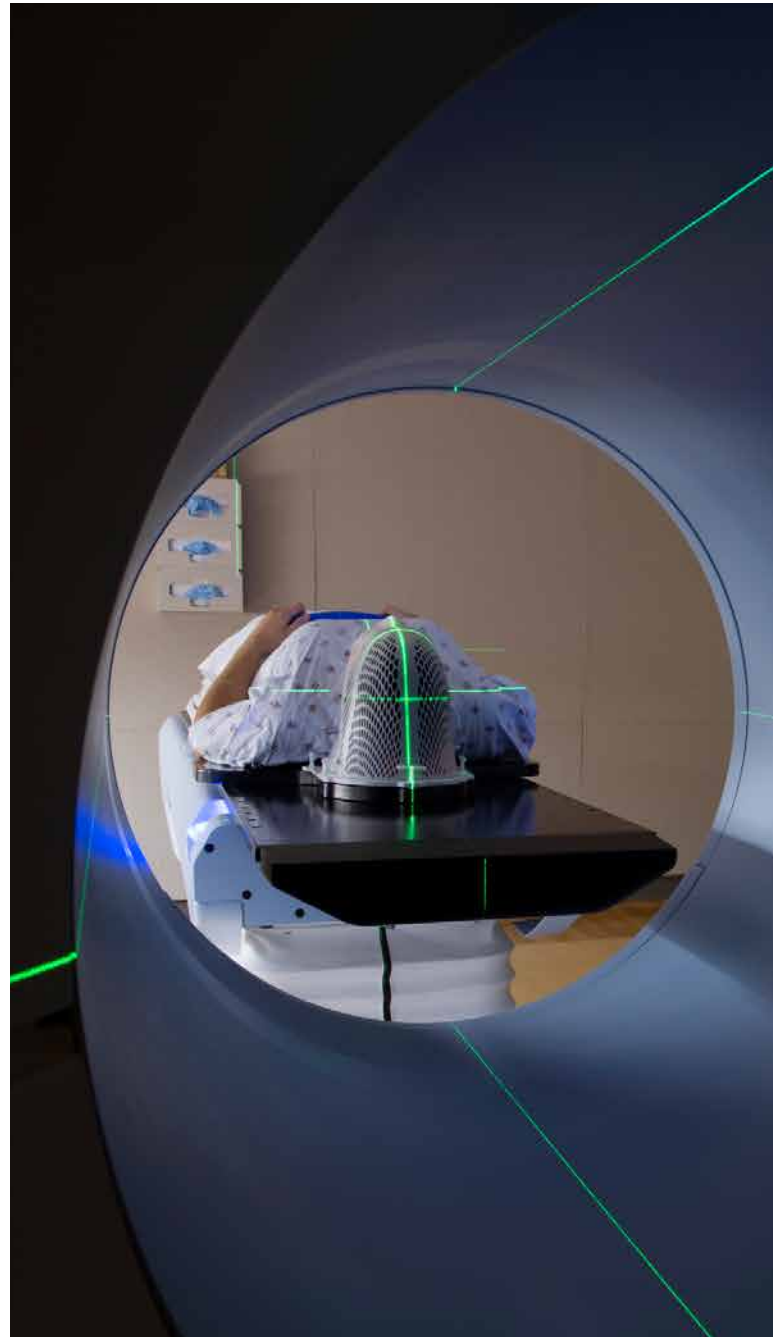
However, while frictionless has become the new baseline for how healthcare is accessed and experienced, providers also have to consider how to adopt and integrate technology in a way that is both sustainable and cost-effective. This requires a banking partner who knows the value that a seamless payments and collections experience can deliver as part of this transformation.




Patrick Zhu

Regional Head of Corporate Sales,
Global Payments Solutions,
Asia, HSBC

“Asia’s thriving biomedical landscape and growing investment in healthcare are fuelling a new era of innovation. Through our global network and deep local expertise, HSBC supports healthcare enterprises in transforming innovation into more inclusive, patient-focused care.”





KPJ Healthcare Berhad, Malaysia

Implementing contactless payments to enhance the patient experience

Case Study

1. Background & Scope

With a regional footprint spanning five markets, KPJ Healthcare Berhad (KPJ) is focused on delivering best-in-class healthcare services through a range of specialised healthcare solutions in Malaysia, Thailand and Australia.

In line with their core values of providing high quality and safety services to all its customers, KPJ wanted to digitise operations and services to offer patients a safe and convenient platform to pay medical bills, while minimising reconciliation processes and transaction fees incurred for credit card payments.

2. Challenges

Cash handling risks

While cash payments are common, it troubled patients who needed to withdraw large sums of money. This created delays as hospital cashiers needed to count cash and arrange bank transfers

Longer turnaround times to reconcile collections

Some transactions were initiated by the next-of-kin or lacked payment reference. This meant more time to reconcile payments and delayed patient care

3. Transformation

JomPAY Collection

KPJ used JomPAY to offer a cashless bill payment option across its hospitals, making it easier and safer for patients and families to pay.

HSBCnet

Integrated reporting in HSBCnet strengthened reconciliation and tracking, giving KPJ clearer oversight of collections across the group.

DuitNow QR

DuitNow QR enabled instant, contactless payments onsite and online, reducing staff handling of cash.

4. Success

- ◆ Streamlined payment processing and automated reconciliation
- ◆ Improved payment visibility and end-to-end collections
- ◆ Reduced cash handling and storage costs by up to 30%
- ◆ Introduced contactless and remote bill payments
- ◆ First private hospital in Malaysia to launch JomPAY and DuitNow QR

Abbott Laboratories, India

Digitising collections for
faster revenue recognition

Case Study

1. Background & Scope

Headquartered in India, Abbott Healthcare Private Limited (AHPL) and Abbott India Limited (AIL) are subsidiaries of U.S.-based Abbott Laboratories. Similar to the parent company, AHPL and AIL manufacture pharmaceutical, nutritional and medical products including diagnostic and cardiovascular devices.

AHPL and AIL sell direct to hospitals, clinics, retailers and pharmacies across India. However, due to India's expansive geography, the company experienced difficulties in collecting funds on-time from rural customers in remote locations, who were predominantly paying with cheques.

2. Challenges

Delayed sales recognition

Cheques took 1-2 days to clear plus additional days for funds to be made available. This slow sales cycle hampered available cash and negatively impacted the company's sales figures

Inefficient collections reconciliation process

Cheques needed to correspond to each sales transaction, which the finance team had to spend a long time managing each month

3. Transformation

National Automated Clearing House (NACH)

Abbott streamlined receivables with faster, more reliable interbank transactions via NACH.

NACH Debit

The debit-based system enabled instant, bulk customer payments, improving cash flow and eliminating cheque delays.

MT940

Automated end-of-day MT940 reporting gave Abbott clear visibility of collections and reduced manual work.

4. Success

- ◆ Converted 60% of collections to digital (20% due to NACH Debit)
- ◆ Improved DSO from 22 days to 20 days
- ◆ Reduced manual reconciliation by 15 hours/ month
- ◆ Avoided disruptions to existing collections receivables model

Shobha Khaladkar

Associate Director, Credit Management, Abbott India

"This successful pilot enabled Abbott to be the first pharmaceutical company in India to roll out the NACH Debit solution. NACH Debits have definitely helped us with better turnaround times, faster collections, transparency, and better cash flow management."

Create value while reducing costs

Investing in the patient experience without making healthcare unaffordable is a delicate balance. The needs linked to an aging population, as well as a more health-conscious younger generation is raising the pressure on providers to adapt quickly while managing costs and access.

Simplifying internal processes, automating back office workstreams, and putting in place a digital-first treasury have become central to achieving this. They also represent a win-win whereby providers can benefit from more cost-effective operations while patients receive a more frictionless experience.

On top of this, governments in Asia are reinforcing this shift with measures to standardise pricing, increase transparency, and encourage preventative care—steps that help patients make better-informed choices while giving providers clearer incentives to deliver quality.

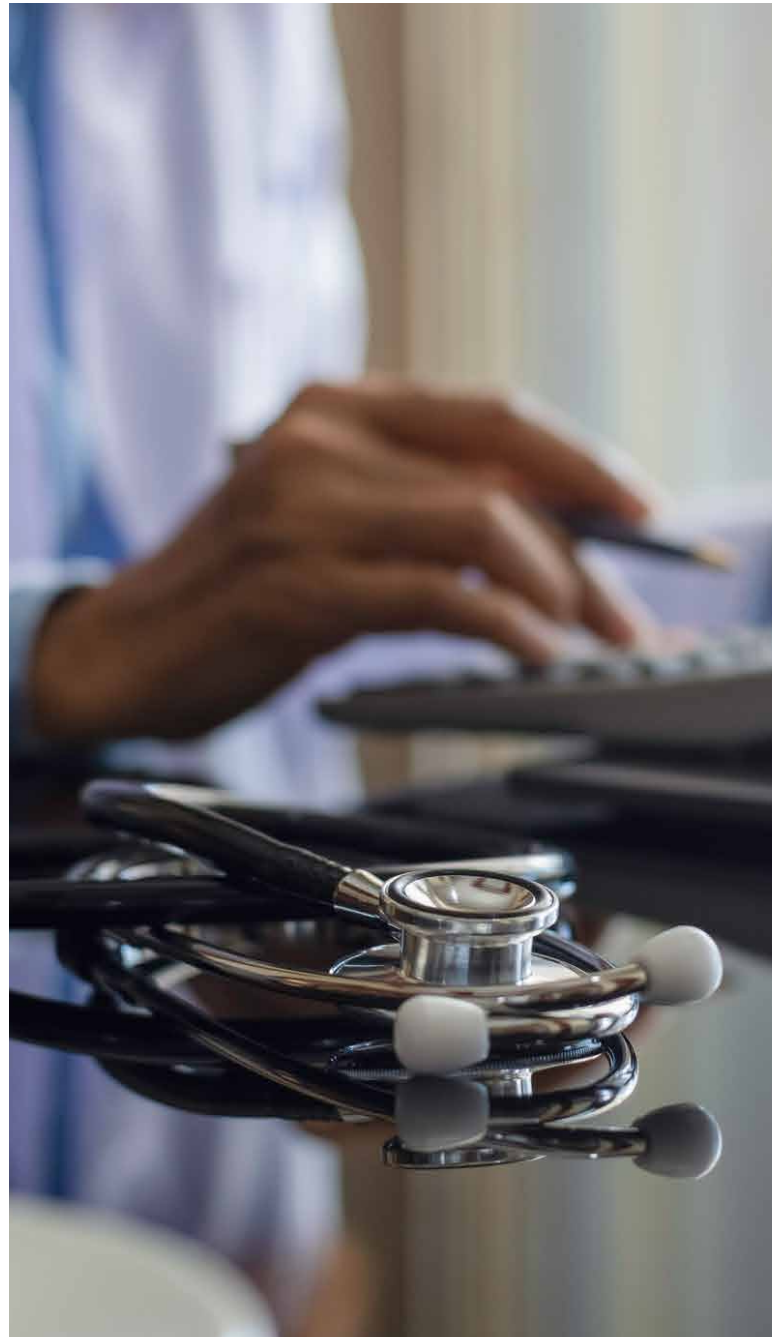
As the industry shifts toward seamless, integrated care, the right banking partner can act as an enabler for providers to deliver the kind of healthcare experience patients in Asia have come to expect – one that is simple, safe, and accessible.




Eric Seltenrich

Head of Healthcare Banking,
Americas, HSBC

“U.S. pharmaceutical innovation and Asia’s growing healthcare demand are increasingly converging to shape the future of health in Asia. With deep sector expertise and a network spanning both regions, HSBC connects capital, partners, and ideas—helping healthcare and pharma companies accelerate innovation, expand access, and create lasting value across Asia.”





Egis Group, Singapore

Digitising cash management
to stay on the move

Case Study

1. Background & Scope

Headquartered in Singapore, Egis Group has two business arms; Egis Healthcare Technologies, a solutions provider in laboratory information systems and blood banking, and Egis Nanotech, a medical-grade certified fabric innovation company providing nanotechnology-infused textile.

HSBC has been Egis' house bank since 2011. During and after the pandemic, the group experienced accelerated sales growth for its masks and specialty medical gowns. This created demand for more efficient payment and collections processes more to support continued growth.

2. Challenges

Large volume of cheque payments

Spikes in sales compounded with widespread pandemic measures meant fewer cheques could be issued during this time

Surplus funds required yield management

As sales increased, there was a need to increase yields on advance payments

Limited flexibility for FX conversion

To manage payments to mainland China and Taiwan, an authoriser was needed to convert FX when rates were favourable.

3. Transformation

FAST (Fast And Secure Transfers)

Egis gained near-instant payment speed and convenience by using FAST for paying domestic suppliers.

HSBC Connect

A central HSBCnet platform gave Egis one consolidated view to initiate payments and manage liquidity.

PayNow

Enabled Egis to make real-time digital payments easily

Liquidity Management Portal (LMP)

The portal enhanced cash visibility, enabled smarter surplus fund use, and optimised FX conversions

4. Success

- ◆ Standardised processes for greater operational efficiency
- ◆ Achieved real-time visibility of two entities from a single platform
- ◆ Improved visibility enhanced funding and payment decisions
- ◆ Gained the ability to check FX rates and book online anytime
- ◆ Digital payments resulted in 10x more transactions
- ◆ Reduced manual transactions by 50% each month

John Tan

Chief Executive Officer, Egis Healthcare Technologies

“In 2011, we were looking for a bank to provide a single banking portal for our operations in Singapore, Malaysia, and Taiwan. On the road most of the times, it is important for me to have complete and easy access to conduct banking activities across all companies.”

Healthcare Distributor, Asia Pacific

Digitising collections and streamlining internal processes to ensure products availability

Case Study

1. Background & Scope

The company is a distributor of healthcare and pharmaceutical products with a diverse client base ranging from governments to individual clinics.

Embracing digital transformation, the company has consistently been on the lookout for ways to enhance their customer journey. Diverse collection modes gave rise to complications when it came to reconciliation, which in turn caused product shipment delays.

2. Challenges

Manual-intensive reconciliation process

Customer remittances were all sent to a single bank account. This necessitated considerable interaction with the company's customers to clarify which who was paying for which invoices, resulting in delayed orders

3. Transformation

Omni Collect

Unified platform offering multiple payment methods including real-time transfers, e-wallets, and credit cards to improve customer convenience.

SAP

Integrated system supporting automated reconciliation, invoice generation, inventory tracking, and accounts receivable automation for better working capital management.

Chatbot

Enabled secure, easy digital payments through a customer-friendly gateway and ensured operational resilience with contingency support during system outages.

4. Success

- ◆ Achieved full automation of treasury operations
- ◆ Received over USD360,000 in annual savings on surplus cash in restricted markets
- ◆ Gained over USD500,000 in annual savings from a multicurrency notional pool
- ◆ Avoided disruptions to business operations due to a robust contingency plan

Move forward together

These cases show how Asia's healthcare sector is leading innovation through technology, integration, and patient-centred solutions. They also highlight the importance of adopting a holistic healthcare model that proactively addresses aging populations with prevention, empowerment, education, and innovation.

At HSBC, we keep a pulse on the opportunities and challenges facing the healthcare sector in Asia, and have designed solutions to help organisations streamline processes, digitise payments and treasury activities, and grow through more efficient operations. To stay competitive, corporates must position themselves for the future of a region that is only going to need more and better healthcare in the years to come.

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